PACIFIC ANALYSIS FRAMEWORK

WITH PACIFIC CONSULTATION GUIDELINES

ANALYSING PUBLIC POLICY THROUGH PACIFIC LENSES
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THROUGH PACIFIC LENSES

FOREWORD

Pacific peoples have lived in New Zealand for over 100 years. In 1945 Pacific peoples made up 0.1% of the population, in 1996 5.7% and by 2051 this is projected to increase to 12.4%. Pacific peoples are here to stay, and will continue to make a positive contribution to New Zealand society in a variety of ways. This is most visible by their participation at the highest levels of sport, the arts, entertainment and community service. Their contribution enriches the cultural landscape of New Zealand.

The Pacific population is diverse, comprising primarily Samoan, Tongan, Cook Island, Tokelauan, Niuean, Fijian and Tuvaluan groups. Pacific peoples share a common migrant and assimilation history but many have retained the unique language and cultural characteristics of their islands of origin. Pacific peoples born in New Zealand often grow up in a world in which they are required to span the cultural values of their parents, and a world which is made up of institutions and behaviours which are different from their own. They are over-represented at the lower end of the socio-economic spectrum compared with other New Zealanders and with the outcome gaps associated with this.

Government has a commitment to developing sound public policies that meet the needs of all New Zealanders, including Pacific peoples living in New Zealand. The diversity and unique characteristics of Pacific peoples, coupled with the disparities they experience, pose a real challenge in how Government formulates and implements policy in order to improve their position. Public policy advisers need to be aware of this challenge and to actively seek ways to incorporate Pacific peoples’ perspectives to enhance the quality of their policy advice. To this end the Ministry of Pacific Island Affairs has developed the Pacific Analysis Framework as a tool to add value to the public policy development process.

This Framework is intended for use by all policy advisers to assist them in structuring. I urge departmental policy staff to actively apply it in their work.

Hon Tuariki John Delamere
Minister of Pacific Island Affairs
August 1998 – November 1999
INTRODUCTION

Increasing statistical evidence supports the view that Pacific peoples are disadvantaged compared with other populations in New Zealand in a range of socio-economic indicators. Outcome gap statistics show high levels of disparity and continuing negative trends.

Mainstream agencies have the responsibility of addressing the negative statistics within their sectors, and are working towards developing policies with better fit. Reducing outcome gaps, through enhanced policy, saves money and improves the quality of life for all. The Pacific Analysis Framework (PAF) is a tool for policy managers, advisers and analysts within government agencies, and is an approach for incorporating the perspectives of Pacific peoples in the generic policy development process. The Framework encourages policy advisers and their agencies to think critically about Pacific peoples’ issues. It sets out ways to effectively include information about Pacific peoples, to take account of their values and their diversity, as well as ensuring effective consultation with them in the policy development process. As will be seen by the case study, applying the PAF will lead to better quality policy advice about Pacific peoples.

The Framework aims to enhance the quality and cost effectiveness of public policy by including the necessary checks and balances which ensure that where a Pacific perspective is necessary it is included, effectively adding value to public policy making. The Ministry has developed this tool as a guide for advisers to assist them in meeting their accountabilities within their agencies and sectors. Part of the guide includes an abbreviated form of the Pacific Consultation Guidelines, which is a publication the Ministry has produced to assist agencies with their consultation with Pacific peoples.

These documents are designed to be applied to all the key steps in the policy analysis and implementation process within government. It emphasises the importance of having Pacific perspectives considered equally both at the start of the analysis process, where issues are being identified and objectives set, as well as at the end where programmes and services are being evaluated. The Framework also complements other similar tools developed by the Ministry as part of its policy work. I encourage all policy staff to read and implement the Framework.

The Ministry of Pacific Island Affairs is a small policy agency which focuses on providing its Minister and other government agencies with policy advice on issues that affect Pacific peoples in New Zealand.

Please contact the Ministry if you require further information or assistance with applying the Framework or any other matter associated with this publication.

Faimacoo Les McCarthy
Chief Executive
PACIFIC PEOPLES IN NEW ZEALAND

1. The Pacific population in New Zealand comprises primarily Samoan, Tongan, Cook Island, Tokelauan, Niuean, Fijian and Tuvaluan groups, with smaller numbers from Papua New Guinea, Vanuatu, the Solomon Islands and several small island states in Micronesia. This community consists of at least 13 distinct languages and cultural groups and comprises people born in the Pacific Islands and those born in New Zealand. These groups have differing values and motivations, including gender differences and different life experiences and expectations.

PACIFIC PEOPLES IN NEW ZEALAND 1996

Source: NZ Census 1996

2. The birth rate among Pacific peoples is approximately double the national rate, while the death rate is one-third the national rate. This places Pacific peoples among the fastest growing ethnic groups in New Zealand. In 1996 Pacific peoples accounted for 5.7% of the New Zealand population and this is projected to more than double to 12.4% by 2051. This is an increase from 213,000 in 1996 to around 600,000. Currently 40% of this population is less than 17 years of age. These factors pose a real challenge in how public policy is developed and implemented for Pacific peoples.

3. Pacific peoples are located throughout New Zealand, particularly within the urban areas of Auckland and Wellington. Disbursement has also occurred to provincial areas in line with work opportunities offered by industries such as meat processing and forestry. Pacific communities are located in areas such as Flaxmere, New Plymouth, Tokoroa and Levin. Over the years distinct Pacific communities have predominated in certain areas: Cook Islands community in Tokoroa and Tokelau community in Tokoroa and Porirua.

PACIFIC POPULATION IN NEW ZEALAND

Source: NZ Census 1996

RATIONALE FOR THE PACIFIC ANALYSIS FRAMEWORK

4. Over the years the need for a Pacific Analysis Framework was identified following examination of Government’s policy development process, which revealed a lack of knowledge and consideration of Pacific peoples’ perspectives in how public policy is developed. To this end two key considerations have to be addressed, namely:
   - limitations in the public policy development process; and
   - outcome disparities confronting Pacific peoples.

5. The current public policy-making process poses obstacles in accounting for Pacific peoples’ perspectives as it tends to be associated with:
   - inadequate problem identification and definition from a Pacific peoples’ viewpoint;
   - over-emphasis of rational policy analysis approaches favouring general measures of improvement at the expense of marginal improvement;
   - control by mainstream agencies over who can be involved on a particular policy issue;
   - lack of early involvement by small agencies in identifying and defining policy problems; and
   - over-reliance on the Ministry of Pacific Island Affairs to provide the Pacific perspectives within departmental policy work.
6. For Pacific peoples, limitations in the policy process are further reinforced by persistent socio-economic disadvantage that is evident in a number of key outcome areas such as:

**HEALTH**
The hospitalisation rate for infants under one year old is 9% higher than the national average and three times higher for children aged between one to four years.

**INCOME LEVEL**
1996: 69% earned less than $20,000 per annum.

**WELFARE**
1996: 52% received some form of benefit.

**EMPLOYMENT**
March 1998: an unemployment rate of 16.4%. This compares with a national average of 7.1%, Maori – 18.3%, Pakeha – 5.5%.

**HOUSING**
1996: 55.9% lived in rental housing compared to 23.9% for other groups.

**EDUCATION**
1996 Census: highest educational attainment of 33% of Pacific peoples was a school qualification while only 2.2% attained a university bachelor's or higher degree.

**JUSTICE**
1996: 34% of convicted cases involving Pacific peoples were for violent offending. This compares with 21% for Maori and 18% for other groups.
1997: National Crime Victim Survey indicated a high level of victimisation involving Pacific peoples; in most cases the offender is known or related to the victim.
1996: 7% of the prison population were Pacific peoples.

* see references on page 26

**OBJECTIVES**

7. The Pacific Analysis Framework (PAF) aims to:
   • reduce the cost to Government by addressing poor policy outcomes;
   • highlight the responsibilities of policy agencies in relation to Pacific policy outcomes;
   • improve close interaction between policy agencies and Pacific peoples; and
   • offer guidance on effective consultation with Pacific peoples.

8. Towards achieving the above objectives the PAF provides policy agencies with a guide on how the perspectives of Pacific peoples who form part of their client group can be identified and incorporated into their policy development process. Through the consultation guidelines, the PAF also clarifies the role of Pacific peoples in, and opportunities for them to have input into, departmental policy making.

**HOW THE FRAMEWORK WORKS**

9. The PAF is generally aimed at experienced policy advisers and analysts. It assumes a general understanding of the generic policy development process and the context in which it is located.

10. The PAF applies three overlays to the existing policy development process. These overlays do not alter the existing policy process but add value by allowing for better integration of Pacific peoples’ perspectives throughout the process. The overlay approach is illustrated in the following diagram. It must be noted that while it is useful to show a flow of steps, the policy process is an iterative one. As such, the questions asked in each overlay need to be asked not only at the key points indicated in each overlay, but throughout the process where and when it assists in better structuring policy problems.

11. The three key overlays to the generic policy development process are:
   • Pacific peoples’ information;
   • Pacific peoples’ values and diversity; and
   • Pacific peoples’ input.

12. In applying these overlays the PAF also asks a number of questions to inform the process and provides a set of reminders on how the overlays can be applied to a particular policy problem throughout the policy process.
13. The policy process undertaken by central government agencies resembles a generic process. It contains a number of phases with which policy analysts and managers will be familiar as illustrated in the diagram. The diagram forms the basic template for the PAF. The overlays are focused more on the policy analysis phase within which most policy analysts operate. The Ministry does not underestimate the importance of other phases as it has similar approaches directed at these steps as part of its own policy work.
**KEY ELEMENTS**

**ACKNOWLEDGE IMPORTANCE OF PACIFIC PERSPECTIVE**
Information about Pacific peoples is critical if their perspectives are to inform public policy development. This needs to be ascertained early as part of the initial phase of issue search and scanning.

**DETERMINE TYPE AND LEVEL OF INFORMATION**
Understanding a policy issue from a Pacific perspective will require breaking down information about Pacific peoples into smaller subgroups that show the characteristics which are relevant to each issue. The subgroups need to show the varying forms and levels of detail necessary to understand the implications of the policy problem for Pacific peoples. The details should include ethnicity, gender, location, age, family and community structures, religion and whether New Zealand or island born. These details are in addition to social and economic indicators such as employment status, earning capacity, life expectancy, and the fiscal implications of these effects for the State.

General information about Pacific peoples can be obtained from Statistics NZ data and in particular the Pacific Island Profiles which have information about Pacific ethnic groups. The Ministry of Pacific Island Affairs can also provide data about Pacific peoples’ situation.

**USE A RANGE OF TECHNIQUES**
Having determined your information requirement, obtain it with the most suitable technique. An issue that is highly or even moderately technical in nature will require robust scientific/statistical evidence for its substantiation.

Consultation with Pacific peoples is a mechanism for carrying out a reality check on the information obtained about their problematic situation, as well as on any gaps in the information obtained through conventional sources. The oral tradition of Pacific peoples often means a lack of written material about their situation.

In developing policy it is critical to have a balance between scientific and anecdotal evidence. The key is to have information about all dimensions of the problematic situation. To this end information about previous strategies used to solve a particular problem for Pacific peoples will also be important.

**ANALYSE AND APPLY AS REQUIRED**
Information gathered from a Pacific perspective should apply across all the policy phases. It should help define the extent of the problem, determine whether it is significant enough to place it on the policy agenda and if Pacific peoples have a unique perspective about the problematic situation.

During the later stages of the policy process Pacific values should provide the information that is critical to formulating the objectives of the policy and identifying appropriate options for Pacific peoples.
<table>
<thead>
<tr>
<th>POLICY ANALYSIS PHASES</th>
<th>KEY ELEMENTS</th>
<th>QUESTIONS TO INFORM</th>
<th>REMINDER</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROBLEM DEFINITION AND OBJECTIVE SETTING</td>
<td>• Acknowledge importance of Pacific perspective and information.</td>
<td>• Are Pacific peoples affected? How and to what extent?</td>
<td>• Pacific peoples do not necessarily have the same view of a problem as the general population.</td>
</tr>
<tr>
<td>OPTIONS</td>
<td>• Determine what type and level of detail to apply.</td>
<td>• Impact analysis: consider ethnicity, gender, age, location and family/community situation in addition to &quot;other&quot; factors.</td>
<td>• Different types and levels of information are required to understand a policy problem from a Pacific viewpoint.</td>
</tr>
<tr>
<td>ANALYSIS</td>
<td>• Gather information using a range of techniques.</td>
<td>• How different are Pacific peoples' needs/situations from those of &quot;other&quot; groups?</td>
<td>• Use qualitative and quantitative as well as experiential information to validate the existence of the problem and to inform development of options.</td>
</tr>
<tr>
<td>POLICY ADVICE &amp; RECOMMENDATION</td>
<td>• Analyse the information and apply where required.</td>
<td>• What are the underlying causes?</td>
<td>• Analyse KRAs in terms of Pacific indicators, analyse cause, effect and motivations of key stakeholders, checking with Pacific peoples who know what the barriers are.</td>
</tr>
</tbody>
</table>
Values play a key part in understanding Pacific peoples. Policy-making is perceived as value-laden, where values influence both the process and outcomes of policy. Where there are conflicts with mainstream or other values, efforts need to be applied to acknowledge and resolve any difference in a genuine and open manner.

If Pacific peoples' perspectives are to inform public policy development their values need to be considered during:
- issue search and problem definition;
- objective setting;
- options identification and analysis; and
- recommendations.

Broad values of Pacific peoples that have been identified are set out below as a guide. Pacific peoples are diverse, coming from many island groups in the Pacific. At a more specific level their values will differ, especially for the New Zealand born whose values are evolving over time. The values outlined below are indicators. They highlight a different perspective in structuring a policy problem, which in turn influences the outputs and outcomes of the policy process.

Pacific peoples are also diverse and express a range of attitudes and motivations within their separate communities that may set them apart from other groups in the wider population. This diversity also needs to be considered in relation to their different levels of acculturation as part of the New Zealand society.

While there are advantages at a broad policy level in grouping Pacific peoples into one identifiable group, the specific characteristics and needs of each of the ethnic groups have to be acknowledged. This is particularly important in assessing policy impact, designing policy options, and delivering of specific programmes and services which are influenced by the particular processes, structures and motivation of each ethnic group.
**Overlay 2 - Questions to Inform and Remind**

<table>
<thead>
<tr>
<th>Policy Analysis Phases</th>
<th>Key Elements</th>
<th>Questions to Inform</th>
<th>Reminder</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problem Definition and Objective Setting</td>
<td>Test values of Pacific peoples against each step.</td>
<td>Has the issue been defined and its significance assessed in terms of Pacific peoples' view of the problem?</td>
<td>Values of Pacific Peoples</td>
</tr>
<tr>
<td>Options</td>
<td>Test Pacific diversity against each step.</td>
<td>Are the objectives properly informed by information about Pacific peoples' needs/situations OR simply by departmental priorities?</td>
<td>• Communitarianism – motivated by collectively shared responsibility.</td>
</tr>
<tr>
<td>Analysis</td>
<td></td>
<td>Do the options address the issues for Pacific peoples in line with their value system. If not, how is it resolved?</td>
<td>• Value reciprocity as basis of developing and sustaining relationships.</td>
</tr>
<tr>
<td>Policy Advice and Recommendation</td>
<td></td>
<td>Are the options focused on &quot;maximising&quot; or &quot;satisfying&quot; achievement of objectives for Pacific peoples?</td>
<td>• Regard mutual help as bringing future security more effectively than individualism.</td>
</tr>
<tr>
<td></td>
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<td>Would a specific option aimed at Pacific peoples contribute to the overall objective being met?</td>
<td>• Focus on groups.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>How will the options impact on Pacific ethnic groups? Compare this with alternative initiatives and is it a cost to Government?</td>
<td>• Consensual approach to input of views which may take time, so don’t expect quick feedback.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Are data collection and monitoring systems in place to measure the impact of policy on Pacific peoples?</td>
<td>• Emphasis on spirituality – religious practices and institutions are key considerations.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Are Pacific peoples included in any evaluative or piloting samples?</td>
<td>• Respect for authority and acknowledge status.</td>
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<tr>
<td></td>
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<td></td>
<td>• High regard for community expertise and social structures.</td>
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**Diversity of Pacific Peoples**

- Relate to both traditional and mainstream culture and practices.
- Continuously deal with inter-generational and acculturation issues facing New Zealand born and island born Pacific peoples.
- Each nation has diverse groups with different sets of beliefs and social structures.
- Diverse languages – older people may prefer own language, offer choice.
- Empowered to solve own problems and develop opportunities based on own ethnic, social and economic advantage.
OVERLAY 3 - PACIFIC PEOPLES' INPUT

KEY ELEMENTS

- The key is getting early and ongoing input by Pacific peoples.
- The input may be consultation, or other kinds of input to ensure the information about Pacific peoples is substantiated.
- Ensure Pacific values and cultural practices are taken into consideration and appropriately reflected in the consultation process.
- Guidance on how to consult and/or gain input from Pacific peoples is fully set out in the Pacific Consultation Guidelines which are available from the Ministry of Pacific Island Affairs. see page 22

POLICY ANALYSIS PHASE

USE APPROPRIATE CONSULTATION TECHNIQUES TO CHECK ASSUMPTIONS AND DECISIONS THROUGHOUT THE PROCESS

- Consultation will be an ongoing requirement throughout the policy development process.
- Pacific peoples' have a clear understanding on how their input is incorporated into the policy process and should be provided with feedback about subsequent processes.

AMEND DECISIONS AND ASSUMPTIONS TO REFLECT ADVICE PROVIDED BY PACIFIC PEOPLES THROUGHOUT THE PROCESS

CHECK WHETHER THE INTENDED OUTCOMES WERE ACHIEVED WITH THE PACIFIC COMMUNITY

- Use and build on relationships established with Pacific peoples for the purpose of ongoing monitoring and evaluation of policy implementation.
- Getting it right the first time will save a lot of time, effort and cost the next time around.
<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>PROBLEM DEFINITION AND OBJECTIVE SETTING</td>
<td>- Use appropriate consultation techniques to check assumptions and decisions throughout the process.</td>
<td>- Given the problem/issue, what input would be most useful from Pacific peoples at each phase and how is it best achieved?</td>
<td>- Early and ongoing input by Pacific peoples suggests you are genuine and value their contribution.</td>
</tr>
<tr>
<td>OPTIONS</td>
<td>- Amend decisions and assumptions to reflect advice provided by Pacific peoples throughout the process.</td>
<td>- How will Pacific peoples find out about any changes following their input?</td>
<td>- Consultation techniques need to consider how best to elicit Pacific peoples’ response to an issue and how their values and cultural practices can be best acknowledged in the process.</td>
</tr>
<tr>
<td>ANALYSIS</td>
<td>- Check whether the intended outcomes were achieved with the Pacific community.</td>
<td>- Are different consultation approaches required at different phases or for different Pacific groups?</td>
<td>- Make clear how Pacific peoples’ input will be processed in the policy process and be sure to communicate any feedback.</td>
</tr>
<tr>
<td>POLICY ADVICE &amp; RECOMMENDATION</td>
<td></td>
<td>- What information is needed and are there Pacific contacts for the consultation?</td>
<td>- Refer to the summary of the Pacific Consultation Guidelines on page 22.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Who are the Pacific peoples to consult, what are the best times, geographic coverage and venues for the consultation?</td>
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# Pacific Analysis Framework

<table>
<thead>
<tr>
<th>Overlays</th>
<th>Key Elements</th>
<th>Questions to Inform</th>
<th>Reminder</th>
</tr>
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<tbody>
<tr>
<td>Overlay 1</td>
<td>Acknowledge Importance of Pacific Perspective.</td>
<td>- Are Pacific peoples affected? How and to what extent?</td>
<td>- Pacific peoples do not necessarily have the same view of a problem as the general population.</td>
</tr>
<tr>
<td></td>
<td>Determine Type and Level of Information.</td>
<td>- Impact analysis: consider ethnicity, gender, age, location in addition to other factors. See page 9, 17</td>
<td>- Different information is required to understand a policy problem from a Pacific viewpoint.</td>
</tr>
<tr>
<td></td>
<td>Use a Range of Techniques.</td>
<td>- What are the underlying causes?</td>
<td>- Use qualitative and quantitative as well as experiential information.</td>
</tr>
<tr>
<td></td>
<td>Analyse and Apply as Required. See page 8</td>
<td>- Have Pacific outcomes of prior effort to resolve the problem been identified and past policy performance assessed?</td>
<td>- Analyse KRAs in terms of Pacific indicators, analyse cause, effect and motivations of key stakeholders, checking with Pacific peoples who know what the barriers are.</td>
</tr>
<tr>
<td>Overlay 2</td>
<td>Test Values Against Each Step.</td>
<td>- What information about Pacific peoples is required as evidence to clarify the problem, inform objectives, compare options and can it be quantified?</td>
<td>- PACIFIC PEOPLES’ VALUES</td>
</tr>
<tr>
<td></td>
<td>Test Diversity Against Each Step.</td>
<td>- Are the techniques for obtaining data and information credible and robust for the purpose?</td>
<td>- Communitarianism.</td>
</tr>
<tr>
<td></td>
<td>Use Appropriate Consultation Techniques to Check Assumptions and Decisions Throughout the Process.</td>
<td>- How can the outcome gaps which can be addressed by policy fit within the SRAs/KRAs? See page 9, 18</td>
<td>- Value reciprocity.</td>
</tr>
<tr>
<td></td>
<td>Amend Decisions and Assumptions to Reflect Advice Provided by Pacific Peoples Throughout the Process.</td>
<td>- Has the issue been defined and its significance assessed in terms of Pacific peoples’ view of the problem?</td>
<td>- Mutual help more effective than individualism.</td>
</tr>
<tr>
<td></td>
<td>Check Whether the Intended Outcomes were Achieved with the Pacific Community.</td>
<td>- Do the options address the issues for Pacific peoples in line with their value system?</td>
<td>- Focus on groups.</td>
</tr>
<tr>
<td>Overlay 3</td>
<td></td>
<td>- Are the options focused on “maximising” or “satisfying” the achievement of objectives?</td>
<td>- Consensual approach.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Would a specific option aimed at Pacific peoples contribute to the overall objective being met?</td>
<td>- Emphasis on spirituality – religious practices.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Are data collection and monitoring systems in place to measure the impact of policy?</td>
<td>- Respect for authority and value status.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Are Pacific peoples included in any evaluative or piloting samples?</td>
<td>- High regard for community expertise and social structures.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Given the problem/issue, what input would be most useful from Pacific peoples at each phase and how is it best achieved?</td>
<td>PACIFIC PEOPLES’ DIVERSITY</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Are different consultation approaches required at different phases?</td>
<td>- Relate to both traditional and mainstream culture.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- What information is needed and are there Pacific contacts for the consultation?</td>
<td>- Deal with inter-generational and acculturation issues.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Who are the Pacific peoples to consult, what are the best times and venues for the consultation?</td>
<td>- Each nation has diverse groups.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- What cultural protocols need to be observed and who can offer this advice?</td>
<td>- Diverse languages.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- How will Pacific peoples find out about any changes following their input?</td>
<td>- Empowered to solve own problems and develop opportunities based on own ethnic social and economic advantage.</td>
</tr>
</tbody>
</table>

- Early and ongoing input by Pacific peoples suggests you value their contribution.
- Consultation techniques need to consider how best to elicit Pacific peoples’ response to an issue and how their values and cultural practices can be best acknowledged in the process.
- Clearly state how Pacific peoples’ input will be processed in the policy process and be sure to communicate any feedback.
- For further advice about consulting Pacific peoples contact the Ministry of Pacific Island Affairs and refer to the Pacific Consultation Guidelines booklet.
PACIFIC CONSULTATION GUIDELINES – BRIEF SUMMARY*

14. Effective consultation with Pacific peoples is an important element throughout all the phases of the PAF. The Ministry has developed the Pacific Consultation Guidelines to assist agencies in these consultations. It is difficult to develop effective and comprehensive policies without direct involvement with the people whose responses, behaviour and attitudes will ultimately make the policies work. Consultation is not just a statutory requirement. It is one of the prerequisites for good and smoothly implemented policy-making.

15. Good consultation amongst Pacific peoples involves the creation and the maintenance of relationships. It involves a significant investment at the outset because consultation amongst Pacific peoples is time consuming. However the return on your investment is high indeed, lasts for a very long time - and it is repaid many times over. Take the time to observe protocols and practices which uphold spirituality through prayers, recognition of church and community leaders and through thank you gestures or koha.

KEY CONSIDERATIONS

WHAT ARE THE REQUIREMENTS?
- Be sure you fulfil all the legal requirements;
- Be genuine - consultation is an ethical process;
- Be sensitive to Pacific values and cultural practices, ensure protocols are observed; and
- If you expect time off work for participants, consider meeting their expenses.

WHO TO CONSULT
- Remember Pacific peoples are diverse, so ensure fair representation of ethnic groups and location; e.g. North and South Island communities.

HOW TO CONSULT
- Prepare a consultation plan
  Allow adequate time for consultation;
- Use a range of techniques
  Focus groups, key informants, one-to-one interviews, community meetings, community leaders, a project steering committee or a Pacific advisory group, listening to opinion leaders, media such as the radio, and surveys; and
- Try to remove the barriers for Pacific peoples to participate
  Use of wrong languages, complex and written documents full of jargon, the wrong presenter, poorly located venue that may be too far away

from a familiar place, misunderstanding about the role of Government and lack of support by community leaders.

WHERE
- Be mindful of the diversity of Pacific peoples; choose a neutral venue that is accessible to participants.

WHEN
- Early on in the process so you capture relevant data and Pacific peoples’ more intangible data associated with the problem;
- When you genuinely do not know the best answer; and
- When you think you know the right answer but have not tested it amongst people with different ideologies and values from yours, and those who will be affected by your policy.

TIME
- Be mindful of weekend commitments and time off work.

WHAT WOULD YOU CONSULT ABOUT?
- Everything where cultural values and socio-economic disadvantage are likely to impact on the outcome;
- Those policy issues which are framed in the prevailing or majority ideology but may not fit with the values/incentives relevant for the recipients;
- Any policy issues where Pacific peoples currently have poor outcomes compared with other groups in the population;
- Any policy which focuses on poor urban localities;
- Any policy where the mechanisms of service delivery are a critical issue.

* For detailed Pacific Consultation Guidelines about consulting Pacific peoples please contact the Ministry of Pacific Island Affairs.

IMPLEMENTING THE PACIFIC ANALYSIS FRAMEWORK

16. The Ministry is making the Pacific Analysis Framework available to other agencies through seminars and workshops. The Ministry will remain available to consult with other agencies about content and implementation.

17. The implementation of the PAF is the responsibility of each agency. The basis for the Framework is to improve policy development by incorporating a Pacific peoples' perspective. The Ministry has identified a number of requirements other agencies may consider when implementing the PAF. These requirements should be customised to each agency in terms of its existing internal processes and functions.
18. Develop and commit to a comprehensive implementation plan:
- develop an agency wide implementation plan for the PAF with clear tasks and reporting milestones;
- provide adequate resources to implement the PAF;
- provide copies of the PAF to all analysts and managers;
- provide policy managers and analysts with training in the principles and practice of applying the PAF;
- offer staff from the Ministry of Pacific Island Affairs the opportunity to provide training on applying the PAF;
- examine ways to integrate the PAF into current processes for policy or service delivery development;
- take a strategic and proactive approach to ensuring that your agency culture and operation are informed by Pacific values and perspectives, as well as the contribution of Pacific staff in your agency;
- provide information about the PAF as part of the induction process for all new staff involved in research and data collection, policy development, service design and delivery, and monitoring and evaluation; and
- develop a national consultation database for Pacific peoples.

19. Allocate responsibility and include PAF at key levels of the accountability process:
- include implementation of the PAF as a high level accountability measure for senior managers and policy staff;
- include the application of PAF as a quality indicator for policy advice in the organisation’s purchase agreement;
- incorporate Pacific peoples’ perspective indicators in strategic planning processes;
- include an understanding of PAF in the core competencies and appointment criteria for policy staff and managers and staff involved in service design and delivery, and data collection, monitoring and evaluation;
- allocate responsibility for co-ordinating the implementation of the PAF and Pacific Consultation Guidelines to senior policy managers/staff; and
- include an understanding of PAF as a criterion for quality assurance in internal peer review and quality control processes.

20. Trial and review:
- consider trialling the PAF as a policy or service project in order to review and refine it to suit agency’s requirement;
- be willing to share the success in applying the PAF with other staff in the agency;
- set targets and work towards the integration of the PAF and its principles into agency processes;
- develop a regular process to assess how well your agency is implementing and applying the PAF as part of policy and service design processes; and
- design processes to enable policies and services to be modified if they do not deliver the outcomes for Pacific peoples.

CASE STUDY - PACIFIC ANALYSIS FRAMEWORK APPROACH TO PACIFIC OFFENDING

21. Current Government strategies to address offending are not working for Pacific peoples. Applying the overlays during the policy development phase could lead to a more effective policy response, and thereby create an outcome that is more effective in reducing offending by Pacific peoples.

CURRENT APPROACH TO DEALING WITH OFFENDING

22. From a public policy perspective, addressing offending and its impact is the primary responsibility of justice sector agencies such as Police, Courts, Corrections, the Crime Prevention Unit, the Child, Youth and Family Service and Justice. These agencies through their various outputs contribute to responses and activities that are concerned with reducing the likelihood of entry to the criminal justice system. As well, agencies such as Corrections and Courts are tasked with administering the criminal justice system and assisting in efforts to re-integrate offenders into society and keep them from re-entering the system.

23. Given the above situation it is clear that in broad terms, efforts to address the level of offending by Pacific peoples should entail a three-pronged approach, namely:
- reducing entry to the system;
- enhancing participation in the administration of the system and access to services; and
- assisting exit from the system and discouraging re-entry.

However, any public policy response would need to assess how and where the emphasis has to be placed. This would require analysis of the problem and an understanding of all its dimensions, including the incorporation of the perspective of Pacific peoples by applying the PAF.
APPLYING THE PACIFIC ANALYSIS FRAMEWORK
OVERLAYS TO THE CASE STUDY*

24. Applying the PAF overlays will involve using the
questions in it as lines of enquiry to better understand
the problem of offending from a Pacific viewpoint.
The key to its success is to apply iteration throughout
the policy development process.

* The case study utilises aspects of a similar example that was the focus
of the Offending by Pacific Peoples (OPP) project, of which the
Ministry was part.

OVERLAY 1: PACIFIC PEOPLES’ INFORMATION

THE QUESTIONS

Are Pacific peoples affected?
How and to what extent?

Impact analysis: consider ethnicity, gender, age,
location and family/community situation in
addition to “other” factors.

How different are Pacific peoples’ needs/situations
from those of other groups?

What are the underlying
causes?

Have Pacific outcomes of
prior efforts to resolve the
problem been identified
and past policy performance
assessed?

What information about
Pacific peoples is required
as evidence to clarify the
problem, inform objectives,
compare options and can it
be quantified?

Are the techniques for
obtaining data and
information credible and
robust for the purpose?

ISSUES RAISED BY THESE QUESTIONS (SEE FOLLOWING PAGES)

Pacific peoples are over-represented in the criminal justice system. While only 4% of
the population aged 17 or older in 1997, they account for 8.6% of non-traffic
convictions and 14.8% of convictions for violent offences. This rate is expected
to increase as the high number of Pacific children enter age ranges where
offending is likely.**

Pacific males aged between 17 and 29 face the highest rate of prosecution. Nearly
two-thirds of convictions for Pacific peoples for violent offending are recorded in
Auckland, where 68% of Pacific peoples live, and where the majority of Pacific
peoples are Samoans and Tongans. The 1997 Victim Survey revealed a high level
of victimisation among Pacific family members.

In 1996, 34% of convicted cases involving Pacific peoples were for violent
offending. This compares to 18% for Maori and 18% for other groups.

Key factors reflected in the high offending rate include:
• a rapid population increase of 47% over the last decade;
• a rapid increase in the rate of offending for offence types for which Pacific
peoples are over-represented – a 71% increase in convictions for non-traffic
offences between 1990 and 1996.

There is a dearth of information relating to previous strategies aimed at dealing
with Pacific peoples’ offending. Much of the responses have focused on
mainstream solutions with no specific focus on Pacific peoples. These have
resulted in only marginal degrees of success.

Refer to the above information about the extent of the problem. Other relevant
information would include examining the influence of family and community
structures and practices is shaping attitudes to offending and contributing to
pressures that lead to offending.

Data on Pacific peoples’ offending is incomplete; it is still at the aggregate level
and it is still not broken into ethnic subgroups. This prevents the development of
ethnic-specific responses where possible. Other data is from the Census
information and from Law Enforcement System (LES) databases.

How can the outcome gaps for Pacific peoples be addressed within the SRAs/KRAs framework?

As part of Government’s 1997 Responses to Crime Strategy, the Offending by Pacific Peoples (OPP) project was undertaken to examine issues surrounding Pacific peoples’ offending. Information from the project will inform the development of justice sector agency responses to the problem.

Within the Crime Prevention Strategy co-ordinated by Crime Prevention Unit, two Pacific Safer Community Councils are being piloted through sponsorship by the Ministry of Pacific Island Affairs. Other justice sector initiatives such as responses to the review of victim services and Wraparound are placing emphasis on addressing Pacific peoples’ offending. These initiatives contribute towards Government’s Safer Communities Strategic Result Area.

OVERLAY 2: PACIFIC PEOPLES’ VALUES AND DIVERSITY

THE QUESTIONS

Has the issue been defined and its significance assessed in terms of Pacific peoples’ view of the problem?

Are the objectives properly informed by information about Pacific peoples’ needs/situation OR simply by departmental priorities?

Do the options address the issues for Pacific peoples in line with their value system? If not, how is it resolved?

Are the options focused on “maximising” or “satisfying” the achievement of objectives for Pacific peoples?

Would a specific option aimed at Pacific peoples contribute to the overall objective being met?

ISSUES RAISED BY THESE QUESTIONS

From a Pacific perspective, offending is influenced by a complex mix of factors, including the dynamics within Pacific families and the influence of external issues and pressures such as social and economic disadvantage and social and financial obligations.

Socialisation and perceptions of roles and responsibilities within Pacific families are also underlying factors that could result in violence.

Lack of effective communication within families and the general perception of the tolerance level of Pacific peoples towards violence as a form of discipline also have to be noted in how they contribute to violence.

Addressing Pacific offending would therefore involve addressing these external issues and pressures relating to social and economic disadvantages, and dealing with the social and cultural dynamics within Pacific structures.

It is NOT simply a matter of identifying the offender’s physical and psychological deficiencies and applying remedial measures at least cost.

An option focusing on the offender as an individual is inconsistent with Pacific peoples’ communitarian values which would favour a holistic approach that first acknowledges offending as disturbing the balance in the offender’s family dynamics and bringing shame to the family. Consider solutions that are designed and delivered by Pacific peoples using existing structures within their communities, in particular churches. Also consider the situation of New Zealand born whose values and structures are still evolving.

Given the complex factors involved, incremental progress may be achieved through dealing with the underlying causes of offending, which may well be expensive and time consuming.

If a specific option aimed at Pacific offending contributes to reducing overall offending, perhaps it merits consideration.
How will the options impact on Pacific ethnic groups? Compare this with alternative initiatives and is it a cost to Government?

Are data collection and monitoring systems in place to measure the impact of policy on Pacific peoples?

Are Pacific peoples included in any evaluative or piloting samples?

Options focusing on Pacific structures and practices may not work with those groups who have loose connections with their Pacific cultures and roots. For these groups mainstream responses may be cost effective in dealing with their level of offending. The key lies in appraising the options against the diversity of Pacific peoples and their situation.

Set up systems for monitoring and data collection to determine the impact of policy on Pacific peoples as part of designing a programme for delivery by Pacific peoples. Emphasise its importance in ensuring the achievement of the programme goals.

If the policy is aimed at improving outcomes for Pacific peoples, then include them in the sample with representatives from different Pacific groups.

OVERLAY 3: PACIFIC PEOPLES’ INPUT

THE QUESTIONS

Given the problem/issue, what input would be most useful from Pacific peoples at each phase and how is it best achieved?

How will Pacific peoples find out about any changes following their input?

Are different consultation approaches required at different phases or for different Pacific groups?

What information is needed and are there Pacific contacts for the consultation?

ISSUES RAISED BY THESE QUESTIONS

Pacific peoples’ views of offending and its significance can be entirely different from those of others. Clarifying this at the early phase of policy development is critical in understanding all dimensions of offending.

Discussing these issues with Pacific peoples in the justice sector and the Pacific community through focus groups will validate initial impressions.

Make clear your expectations in seeking consultation with Pacific peoples, including a process for feedback and review.

The nature and significance of the issue will determine the approach to consultation. Lack of information (other than official records) about Pacific offending entails the need to seek consultation on the issues with Pacific communities and organisations providing programmes and services to address offending by Pacific peoples. Since there are ethnic-based services, a number of the consultations have to be ethnic based.

Refer to Overlay 1 for information about Pacific peoples. Key Pacific contacts for consultation must have standing in the community and be involved with groups and organisations dealing with offending issues.
Who are the Pacific peoples to consult, what are the best times, geographic coverage and venues for the consultation?

What cultural protocols need to be observed and who can offer this advice?

How do we ensure Pacific peoples become an ongoing resource for public policy development?

The Ministry of Pacific Island Affairs should be able to assist with identifying key contacts for consultation with Pacific peoples. Pacific staff in justice sector agencies should also be able to assist.

Consider having consultation with Pacific groups during the day if you are able to meet costs such as travel and meals. Choose a neutral venue to account for the diversity in Pacific ethnicity, church membership, accessibility of venue, and ensure coverage of North and South Island communities in addition to centres with high Pacific population.

Pacific peoples with standing in the community and knowledge about cultural traditions and practices should be able to offer advice on protocols. The protocols involved during consultation have to reflect their diversity and would tend to include the following:

- formal welcome and acknowledgement of key people;
- observance of spiritual practices such as opening and closing prayers and grace for meals;
- use of island languages and translation by non-English speakers; and
- acknowledgement of and allowing time and contribution from elders.

Provide ongoing feedback to Pacific peoples who are consulted and develop a database for further consultations.
SO HOW DOES THE PACIFIC ANALYSIS FRAMEWORK ADD VALUE TO A POLICY RESPONSE ON PACIFIC OFFENDING?

25. There are key elements to current approaches and policy development to address Pacific peoples’ offending that are contrary to Pacific peoples’ conception of the problem and how to address it, which would be significantly enhanced by applying the PAF. Current approaches tend to:

- focus on individuals and their deficiencies as opposed to accounting for contextual factors;
- be driven by departmental priorities and processes and not by the community in terms of a collaborative approach;
- lack incentives for the development of holistic services and programmes;
- dismiss the importance of cultural responses;
- be geared towards managing throughput in the criminal justice system rather than outcome; and
- lack the participation of Pacific peoples in the administration of the system.

It is likely that the policy response that is analysed through the PAF would have resulted in:

- adopting a positive approach that does not label Pacific offenders and families as “at risk”;
- acknowledgement of the link between offending and broader socio-economic factors;
- reassessment of existing mainstream responses that do not utilise Pacific cultural values and processes;
- services provided by those who have awareness of Pacific cultures and speak Pacific languages;
- services owned and managed by community groups, many of whom would be volunteers;
- options that uphold and support good and effective Pacific structures and encourage positive reassessment of those that inhibit effective approaches;
- options that focus on raising awareness levels and developing skills;
- options that are supported by people with standing and respect in the community;
- options that value the knowledge of Pacific peoples and seek to have it reflected in the administration of the criminal justice system;
- responsive models reflecting the diversity and realities of the Pacific population;
- input and involvement by Pacific peoples at each phase of the development of the response; and
- fostering a generally more positive perception of the justice system by Pacific peoples and its potential to increasingly account for their situation.

26. To the extent that the above resultant analysis has structured and analysed the policy problem from the perspective of the consumer of the policy, it therefore has a greater potential of achieving the objective of reducing Pacific peoples’ offending.

CONCLUSION

27. The PAF has been developed by the Ministry of Pacific Island Affairs to add value to the quality of public policy-making. It is designed to assist policy analysts and managers to structure policy problems from a Pacific peoples’ perspective. This is in recognition of the limitations in the policy process and the importance of properly disaggregating a policy issue into its component parts and understanding it in a manner that is relevant to its intended beneficiary.

28. To be effective as a tool the PAF has to form part of departmental policy-making processes. To this end its implementation will be vital in order to ensure policy agencies secure its full benefits. The Ministry is available to assist in the training of policy staff for the application of the PAF and it will be monitoring its use for further improvements.

*Ia Manuia, Kia Manuia, 'Ofa Atu, Ni Sa Moce, Kia Monuina, Ke Manuia, Halo Olaketa, Best Wishes.*
PACIFIC ANALYSIS FRAMEWORK

PACIFIC CONSULTATION GUIDELINES

It is hard to develop effective and comprehensive policies without direct involvement with the people whose responses, behaviour and attitudes will ultimately make the policies work. Consultation is not just a statutory requirement. It is one of the prerequisites for good and smoothly implemented policy-making.

Good consultation amongst Pacific peoples involves the creation and the maintenance of relationships. It involves a significant investment at the outset because consultation amongst Pacific peoples is time consuming. But the return on your investment is high indeed and lasts for a very long time - repaid many times over. So take time to observe protocols which uphold spirituality through prayers, recognition of church and community leaders, and through thank you gestures or koha.

BE SURE YOU FULFIL ALL THE LEGAL REQUIREMENTS...
- Setting out a proposal early in the process which has not yet been decided upon;
- Approaching the process with a genuinely open mind;
- Giving all the information which participants need, presented in a way which is right for them;
- Allowing enough time, on their terms;

- Reaching a final decision in light of what they have said, without raising false expectations;
- Explaining the final outcome to people so they can see how their participation contributed; and
- Being clear about what is and is not negotiable and what is being presented just for information purposes. Indeed, if you do not follow this process, especially ensuring that the group is sufficiently informed, you will not meet the legal requirements.

BE SENSITIVE TO PACIFIC VALUES

...tend to be motivated by individual benefit within a wider value of communitarianism;
...are likely to see mutual help as bringing future security more effectively than individual policies;
...like to take time to properly understand and come to a consensus view;
...emphasise spiritual dimensions and see the church and pastor as very important;
...highly value reciprocity and give and expect thank you gestures; and
...may pay greater respect to the authority and value status specific in their nation.

...a policy option which fails to see the individual as part of family, community or society may not work;
...a view of “rational” individually-focused behaviours will have limited application;
...you may not get quick advice or decisions, especially if you do not listen attentively;
...the spiritual and holistic dimensions of a policy issue will be very important;
...you should always observe protocols and give a ‘form of koha following consultation; and
...you should uphold the value of status and authority on their terms as well as your own.
WHEN WOULD YOU CONSULT?

• Early on in the process so you capture relevant data and Pacific peoples’ more intangible issues associated with the problem;
• When you genuinely do not know the best answer; and
• When you think you know the right answer but have not tested it amongst people with different ideologies and values from yours and those who will respond to your policy.

WHAT WOULD YOU CONSULT ABOUT?

• Everything where cultural values and socio-economic disadvantage are likely to impact on the outcome;
• Those policy issues which are framed in the prevailing or majority ideology but may not fit with the values/incentives relevant for the recipients of the policy;
• Any policy issues where Pacific peoples currently have poor outcomes compared with other groups in the population;
• Any policy which focuses on poor urban localities; and
• Any policy where the mechanisms of service delivery are a critical issue.

BUT REMEMBER PACIFIC PEOPLES ARE DIVERSE

Pacific peoples relate to both traditional and mainstream organisations;

Pacific peoples are dealing with inter-generational and cultural transformation;

Each Pacific nation is different and within each nation there is diversity;

Many languages are relevant; and

Pacific peoples want to be empowered to solve the multiple problems associated with their social and economic disadvantage.

They straddle both western and Pacific cultures and adopt the mores and norms of each at different times depending on the issue - don’t assume that all groups have an inflexible or entirely common set of beliefs.

They are grappling in their own homes with the transition between traditional practices of Pacific born people and the New Zealand-born young people thoroughly socialised to New Zealand norms - try and be sensitive to their need to accommodate and to evolve in an environment of change.

The status, authority, tradition, obligations and power structures are different in each group – do not assume that any one Samoan view of the world is like that of a Cook Island person or Niuean; check it out.

English is often the most comfortable language for a group, but older Pacific peoples can often only participate effectively when their own language is used – do not assume; check out and give choices.

Cultural differences are important for running a successful consultation process, and policy solutions which directly address the economic and social disadvantage of Pacific peoples are the important ones; suggest an option which enables them to determine the solution.
TRY TO REMOVE THE BARRIERS FOR PACIFIC PEOPLES TO PARTICIPATE

HERE ARE SOME MAJOR BARRIERS:

The wrong languages;
Complex, written documents full of jargon;
The wrong presenter;
Too far away from a familiar place;
Misunderstanding about the role of Government;
The lack of support by community leaders;

SO TRY THIS:

• Offer English and the languages of different nations.
• Offer straightforward, clear, written explanations always accompanied by face-to-face discussion in plain English.
• Always find someone to help present the topic, who is well respected in that particular Pacific community.
• Go where Pacific peoples are, where they naturally meet, perhaps connected to a church if that is familiar.
• Try and make the issues real and personal to groups who may not understand how policy making happens.
• Has this group been consulted too much? Get the views and support of community leaders for the issue before you set up your fono or meeting.

USE A VARIETY OF METHODS

• Involve the Pacific peoples informants who have an alliance/relationship with your department at the planning sessions;
• Do not just use one consultation method - choose at least two as each has different benefits. A public meeting or fono is rarely useful on its own;
• Always ensure the information is clear - check it out beforehand with some individual Pacific peoples; and
• Allow ample time.

YOU COULD CONSIDER USING:

Focus groups;
Key informants - one-to-one interviews;
Fono;
Community leaders;
A project steering committee or an advisory group;
Media such as the radio;
Surveys.

THE VALUE OF THIS METHOD:

• A well run focus group is very effective for debate and development of ideas. There are some excellent market research firms which specialise in Pacific peoples’ consultation through focus groups. Attend the group as well, do not just leave it to the contracted research firm.
• It is valuable to check out more complex issues with individuals. But do not expect them to represent views of the wider community. Develop your own personal relationships as a department with a few key Pacific people for initial advice.
• Fono are time consuming, but very comfortable for older Pacific peoples and crucial where a policy is going to require support and implementation at a community level. Go to a fono with a Pacific person to assist and be very clear in what you say.
• Such leaders are a valuable resource who give you the perceptions of the “hidden” communities. Because non-participators within these communities are often the people most needy of good public policy, make sure the community leaders you choose live and work within these communities. (These community leaders are different from your key informants who may take a more strategic or bureaucratic view.)
• Such steering or advisory committees can be very helpful in the planning stages of a consultation to decide mechanisms, key individuals and determine presentation of information.
• The Pacific radio stations in Auckland, for example, are a very good medium for advertising meetings and running discussions.
• Surveys give high-volume and low-quality information and do not usually get a high response as they are not the preferred medium for Pacific peoples.
PREPARE A CONSULTATION PLAN –
HERE IS A CHECKLIST

1. You have looked at the data on Pacific peoples in relation to the policy issue. You know the level of disadvantage and you understand the cultural issues in relation to the problem you are trying to solve.

2. Describe the purpose of the consultation. What do you need to know in order to progress? What is it that you can only learn through hearing the views of Pacific peoples?

3. Work out the time-frame, taking into account the steps below.

4. List the people you need to talk to. Do you need to involve different ages, gender, national groups? Do you need the feelings and reactions of those hidden communities at the grass roots? - if so, be sure you capture them.

5. Choose your mechanisms, perhaps start with some key informant interviews, follow this with two or three focus groups with different mixes of people, check out with some community leaders and, with their help run a fono right at the heart of one of the localities with a high Pacific population.

6. Decide on exactly what information is needed to ensure the group with whom you are consulting has what they need to advise you. Get one of your Pacific informants to check out the information you have prepared.

7. Describe how the information received will be recorded and analysed, and make your plans in advance on how you will provide feedback to the people involved on the outcome of their participation.

8. Evaluate the process of consultation and share what you learnt with your colleagues. Continue to build up your own network of Pacific contacts. Remember that these will be ongoing reciprocal relationships, it is not just a one-off event.

HELPFUL CONTACTS

Each key public agency will establish its own network of Pacific informants.

The Ministry of Pacific Island Affairs would like to know when you are running a Pacific peoples’ consultation process. The Ministry cannot run the consultation process for you but it can advise on helpful resources and would be happy to do so.

Contact:
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