

Te Tangi o te Ka'ara

The the call of drums



THE CALL OF THE DRUMS FOR TRANSFORMING
THE LIVES OF PASIFIKA IN AOTEAROA
UPTEMPO STRATEGIC FRAMEWORK

UPTEMPO

Au 'akapapa'anga 'apinga

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Au tū 'akameitaki'anga

Acknowledgements

We acknowledge our ancestors, tangata whenua and tangata o le moana whose bravery, knowledge systems and cultural wisdom has shaped the development of Uptempo.

We also thank the Pasifika 'aiga who have courageously shared their lives and experiences with us so we can collectively learn and seed ideas for transformative change.

Our funder:

Ministry of Business, Innovation and Employment (MBIE)

Our founding partners:

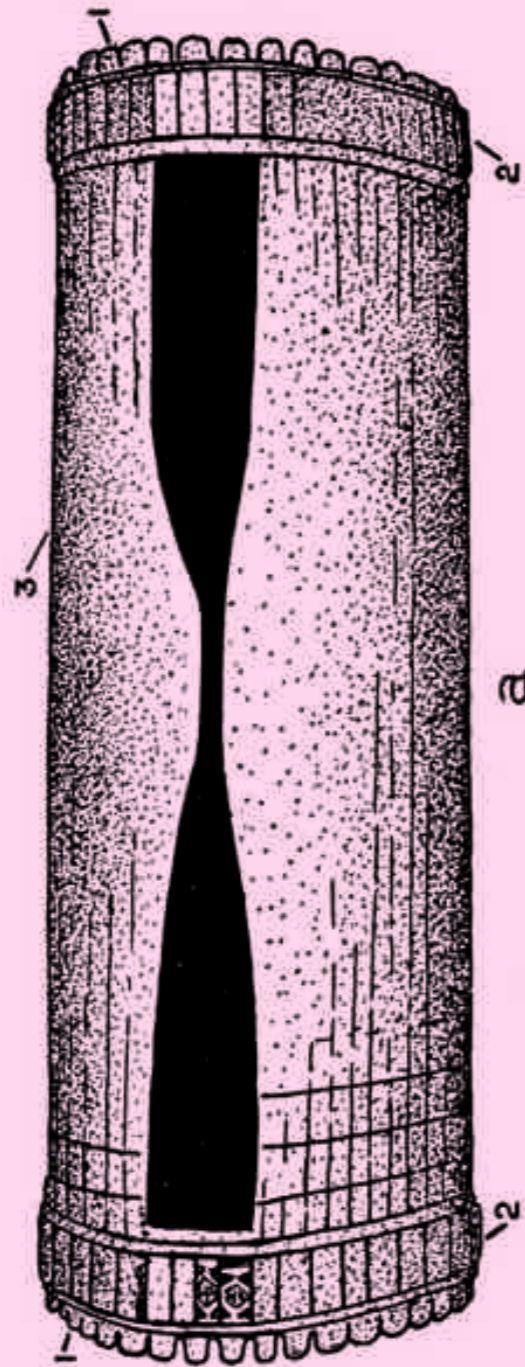
The Southern Initiative (Auckland Council)

Peter McKenzie Project of J R McKenzie Trust

First Union

The Fono

This document has been developed in partnership between Uptempo, SIDA Consulting Ltd and design by Kirsty Harvey.



We use our cultural knowledge to anchor our approach to change and communicate through the ancient art form of music.

Nō runga i teia putunga peapa pu'apinga

About this document

This document - Te Ka'ara, lays out the foundations for Uptempo. It is part of a trio:

Document 1.

Te Tangi

The call to action. Sets out the case for change and demonstrates why Uptempo is important, not just for Pasifika peoples but for Aotearoa.

Document 2.

Te Ka'ara

The drums. Is our strategic framework, setting out our theory of change and the strategic pillars that will guide us towards achieving change.

Document 3.

Te Pūnanga Kaveinga

The movement. Is our roadmap. It describes the way we will work, our values and the actions we will take and the impact we want to have as we work towards our goal in the medium term.

The language

We have used Cook Island Māori and other Pasifika languages throughout this document.

Te Tangi o te Ka'ara (Cook Island)

The call of the drums



The sound of the drums is the heartbeat of the Pacific.

They call people together; are used for celebration and mourning; signal transitions such as the start and end of school/ meetings/church; and alert people to danger.

When used in the arts, the drums dictate the actions of the dancers, giving cues for movements, the complex sounds of the orchestra together, creating nuance, depth and interest.

In Uptempo's work, Te tangi o te Ka'ara signals a transition into a new phase for Pasifika in Aotearoa. An era of unlocking prosperity, maximising hidden skills and creating long-lasting well-being for our community.

Te tangi o te ka'ara also recognises the inter-related nature of the challenges the Pasifika community face in achieving intergenerational wealth.

Each drum plays an important and unique role in the orchestra. Just like our challenge, each drum represents a part of our system responsible for affecting change.

The dancers are our 'aiga and community, the actions and the speed of their movement dictated by the drums. When the drums and dancers are synchronised, the result is mesmerising bringing life, colour and meaning to the dance.

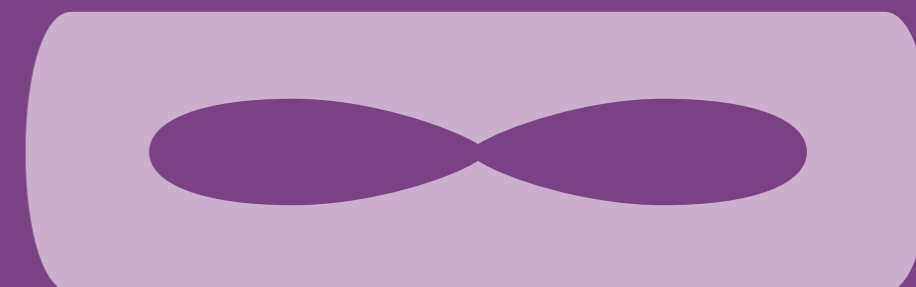
Uptempo is a chance for us to synchronise our efforts in economic step-change for Pasifika.

The time is now. The drums are calling us— Te tangi o te ka'ara!

'Ōrama

The vision

Thriving Pasifika peoples
leading their own futures and
growing lasting intergenerational
wealth and wellbeing.



'Akakoro'anga

The mission

To enable Pasifika peoples to thrive by removing structural barriers that prevent them from fulfilling their potential.



Au Umūmu'anga

Our objectives

Uptempo is focused on achieving four core objectives:

- 1. Supporting Pasifika to transition to high quality jobs with better progression, security and earning potential.**
- 2. Growing a resilient Pasifika workforce that has the skills to take advantage of new employment opportunities.**
- 3. Strengthening Pasifika 'aiga's wellbeing by improving capacity, resilience and connection.**
- 4. Demonstrate compelling alternatives for how systems can change to better support Pasifika.**

Nō runga ia mātou

About Uptempo

Uptempo is an incubator for transformative systems change for Pasifika in Aotearoa

At Uptempo we:

- Seed ideas for change
- Learn what works
- Create compelling alternatives for future systems
- Co-design with Pasifika 'aiga
- Work in partnership with agencies, employers and communities
- Tell impactful stories



Tā mātou 'Ākara Tāmou'anga

Our focus areas: Four drums of Uptempo

Uptempo will focus on activities within these four focus areas: Drums - to ensure we remain aligned with our vision, mission and objectives. These drums are underpinned by three cross-cutting themes that represent change.

Community

Partner with 'aiga to demonstrate compelling alternatives and share Pasifika stories to effect systems level change.

Wellbeing

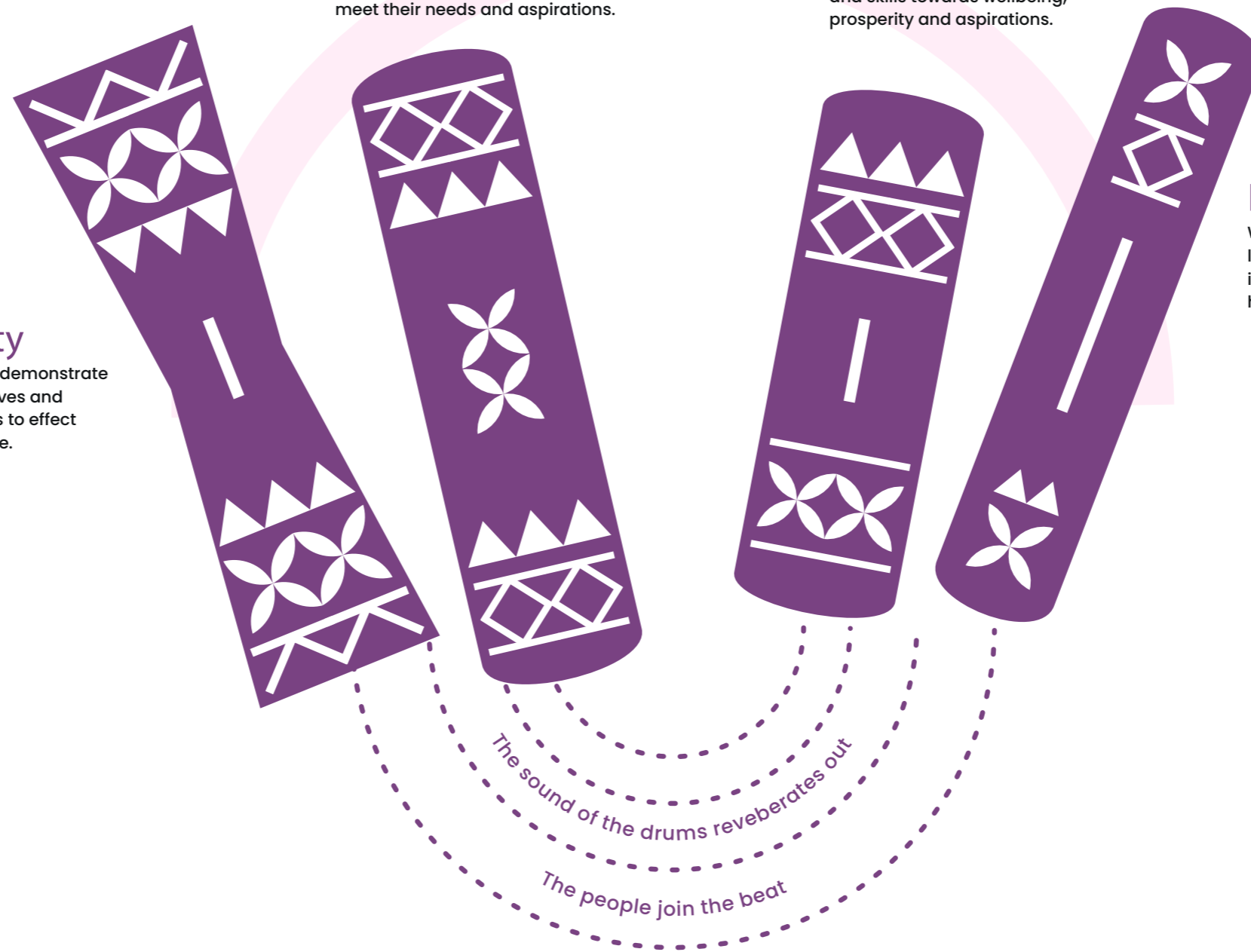
'Aiga develop their own skills and strategies to thrive, grow their networks and can access holistic, flexible, wraparound support to meet their needs and aspirations.

Learning

Create and connect Pasifika with learning pathways that build confidence, knowledge and skills towards wellbeing, prosperity and aspirations.

Employment

Working across the employment landscape to address bias and improve Pasifika access to higher paid jobs.



Markings or carvings embedded on the drums or pillars represent our approach to change.



Culture

Restoring and strengthening Pasifika cultural identity by adopting culturally grounded approaches.



Innovation

Exploring and prototyping new approaches to find what works to support sustained transformational change.

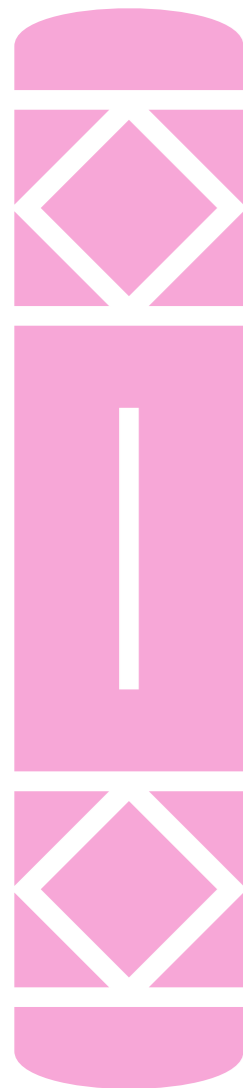


System Change

Advocating for change through evidence led practice and insights.

'Aka'ārāvei'anga

Introduction



Celebrating and embracing Pasifika in Aotearoa

Pasifika people's have a long and rich history in Aotearoa that has significantly contributed to our vibrant culture, society and economy. Their story is one of courage, resilience, and determination.

In the post-war industrial boom of the 1950's, New Zealand looked to the Pacific to find workers to fill labour market shortages.

Pasifika peoples rose to the challenge and followed in the footsteps of their ancestors by traversing oceans with dreams of prosperity for their families.

Many have transitioned from new settlers to third generation New Zealanders with Pasifika heritage.

Pasifika worldview, spirituality, arts, and active participation in our communities, brings a depth of cultural capital which enriches our social fabric, health and well-being as a nation.

Economically, Pasifika play an important role in sustaining our economic growth.

The Treasury, estimate that the Pacific contribution to national income GDP is \$8bn annually. Their contribution to expenditure GDP is in the region of \$10.4bn. (1)

Structural inequity prevents Pasifika from thriving


Yet Pasifika have been marginalised within New Zealand's society and have been disproportionately affected structural inequality.

As a result they have not shared in New Zealand's (and Auckland's) economic growth and prosperity and are more likely to experience higher rates of poverty.


This is leading to unequal access to wealth; employment; job insecurity; low incomes; poor educational and health outcomes; and housing inequity.

The consequences are eroding the potential of Pasifika peoples and having a profound impact on Pasifika rangatahi and tamariki, who are having long term entrenched inequities baked into their futures.

The Covid-19 Pandemic has further deepened these inequities and risks decades of progress being wiped out without sustained action, investment and transformational change.



Today, while Pasifika are more educated and better paid than ever before, the majority of the workforce continue to be found in low paid, low skilled sectors and as Pasifika people progress into higher paid work, the wage gap grows.





Traditional interventions have failed to shift the dial for Pasifika and without radical reform these inequities will become further entrenched.



Untapped potential of Pasifika is a urgent matter of national significance

This matters because it impacts negatively on our collective social well-being, economic growth and productivity, and prevents Pasifika from participating fully in Aotearoa.

Unless addressed, long lasting harm will continue to be felt for future generations, constraining the life chances of Pasifika children and young people born into poverty.

The economic costs of child poverty alone are estimated to be in the region of \$6-8bn per year and significant public investment is spent annually on remedial interventions. (2)

Addressing this is not just one of moral obligation and human rights but a matter of national significance.

The knowledge, skills, and values of Pasifika are important for Aotearoa's long term future. Socially, culturally and economically, they offer huge potential that is largely untapped.

As the fastest growing and most youthful population in Aotearoa—approximately 50% of the Pasifika population are under the age of 25 (3)—failure to support Pasifika to thrive has long term economic consequences for our future workforce, economic competitiveness, productivity and social stability.

Understanding the state of play for Pasifika workers

In 2018, to understand the income gap and what we could do to close the divide, The Southern Initiative (TSI) and the Auckland Co-Design Lab, in partnership with the Ministry for Business, Innovation and Employment (MBIE) released 'The Pacific Workforce Challenge' report. (4)

At the core of this is that Pacific employees often have hidden skills and knowledge from what they do at home and in their community.

When they are empowered to use those skills, businesses thrive and so do they.

Transformational shifts are necessary

We came to understand through this work that it is not enough to place the burden of change on the individual or families when faced with the overwhelming weight of structural inequity and discrimination that has prevented Pasifika from thriving.

Traditional interventions have failed to shift the dial for Pasifika and without radical reform these inequities will become further entrenched.

Such is the complexity of issues and scale of change necessary, that it requires a collective effort to achieve progressive change across the system.

The genesis of Uptempo

As a result of the findings from the Pacific Workforce Challenge, MBIE's Langa Le Vā (Pacific Policy) team began the conversation about what a 'different' approach might look like to affecting change. As a result, MBIE approached TSI to develop a proposal outlining what we would do to support Pasifika peoples to progress in work and close the income gap.

We proposed Uptempo.

Scaling our findings

In May 2020, MBIE received Cabinet approval for funding from the COVID Response and Recovery Fund (CRRF) for the design and delivery of the Auckland Pacific Skill Shift (APPS), totalling \$22.1M over 4 years.

The APPS programme was gifted the name 'Alo Vaka' by our delivery partners – 'Alo' from the Samoan word to row, and 'Vaka' from the Tongan/Cook Island Maori/Niuean word for canoe.

Alo Vaka is made up of three delivery partners:

- **Project Ikuna, Auckland Unlimited**
- **Uptempo, The Southern Initiative**
- **Matangi Fou, The Cause Collective**

The **overarching strategic objective** of Alo Vaka is to create the enabling conditions for Pacific workers, communities and families in South and West Auckland to identify and follow skills pathways to higher-quality, better-paid employment opportunities.

Defining Uptempo

Uptempo is an incubator for transformative systems change for Pasifika in Aotearoa.

Our approach is focused on our kaupapa and long term change, not artificial milestones, delivery of outputs and funding cycles.

We aim to demonstrate pathways for positive systems change that remove structural barriers so that Pasifika peoples in Aotearoa can thrive and benefit from intergenerational wellbeing, wealth and social mobility.

Uptempo seeks to address these key drivers for Pasifika:

- Hauora wellbeing/poverty-related stress
- Cultural knowledge and social connections
- Skills and qualifications
- Structural discrimination
- Cost of living/ability to save
- Intergenerational wealth
- Engagement with the 'formal' economy

Uptempo founding principles

As we seek to address these drivers, Uptempo is founded on the following key principles:

Pasifika 'aiga are experts in their own lives.

We recognise that Pasifika 'aiga have insights that come through lived experiences, indigenous knowledge and creativity, that will help to identify opportunities and develop solutions through co-design.

By taking a whole of family approach we want to demonstrate that a focus on wellbeing is critical. We will take a holistic integrated approach that places Pasifika aiga at the heart.

Life long learning is essential

Building Pasifika adult learner's confidence and supporting them to become lifelong learners is essential for helping Pasifika to continue to progress and remain relevant in the workforce.

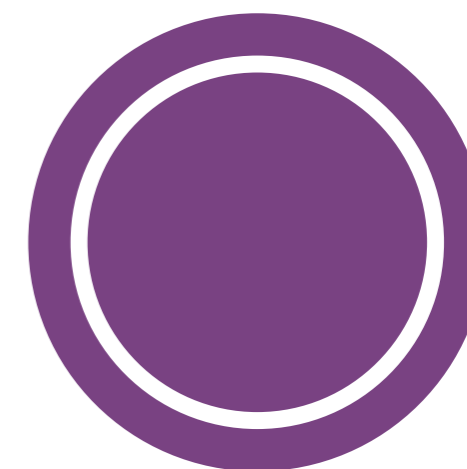
Uptempo recognises that traditional education models have not served Pasifika well. By partnering with values aligned training providers Uptempo will seek to understand how we can create engaging, positive training experiences.

Employers are central

Helping employers to create workplaces that value Pasifika culture, knowledge and wisdom is fundamental to attracting, retaining and enabling Pasifika to progress in the work force. Uptempo will work with willing employers to identify and test different models.

Government policy, processes and systems needs to change

Systems change requires deep collaboration with government to implement our learning, which infuses big data, lived experience and best practice, across our systems to gain scale and support all Pasifika to thrive.



Learning what it takes for system change

Through our work as an incubator, we provide a 'window of insight' into the experiences of Pasifika and seek to understand what it takes to shift the dial, remove structural barriers, and re-design future systems to make a real difference in the lives of Pasifika.

We identify tangible opportunities for change through exploration and innovation.

We aim to build evidenced based practice with real and practical actions that enables us to recommend and advocate for change within Government, agencies and partners.

Working in partnership

Transformation requires a coalition of partners working at all levels—individual, family, community, system.

We build strategic partnerships with Government and employers to help redefine the system (policy, structures, processes) and remove barriers that prevent change.

The Ministry of Business, Innovation and Employment (MBIE) is a major system partner who will be working closely with us as we develop Uptempo, along with others such as Ministry for Pacific Peoples and Ministry of Social Development.

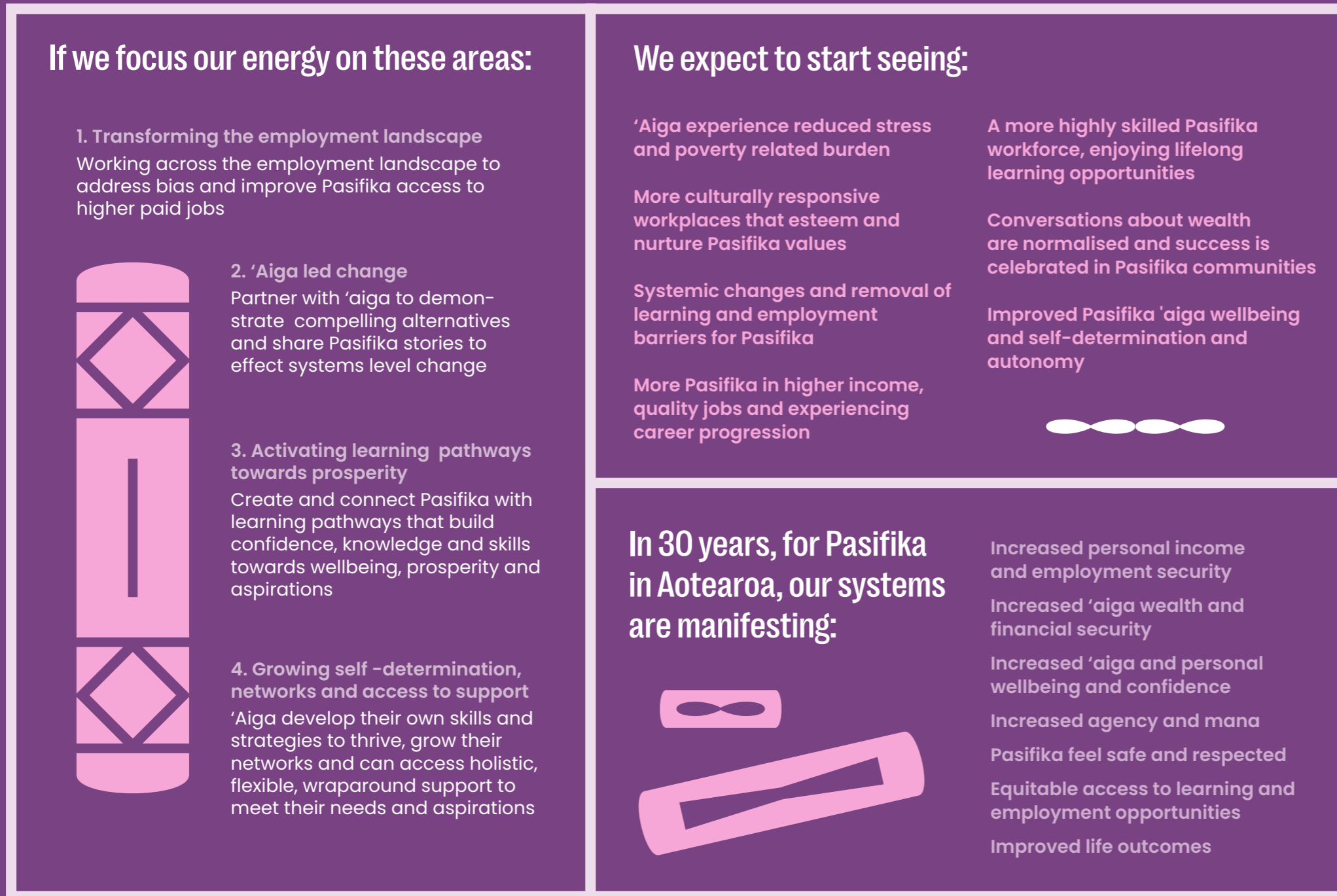
We will also partner with local delivery partners such as The Fono and First Union who will help us identify the needs of families and connect them to employment opportunities as we work understand and remove barriers which prevent Pasifika from taking advantage of opportunities.



Through our work as an incubator, we provide a 'window of insight' into the experiences of Pasifika and seek to understand what it takes to shift the dial, remove structural barriers, and re-design future systems to make a real difference in the lives of Pasifika.



Karere nō te tauī'anga The theory of change



Underpinned by:



Innovation

Learning what works through exploring, prototyping and testing Redesigning systems (not tweaking the status quo)



Culture

Leading and grounding our work in Te Ao Pasifika – Pacific worldviews



'Aiga influencing systems

Working with 'aiga on the ground and building systems relationships to influence structural change through practice-based learning, evidence and insights

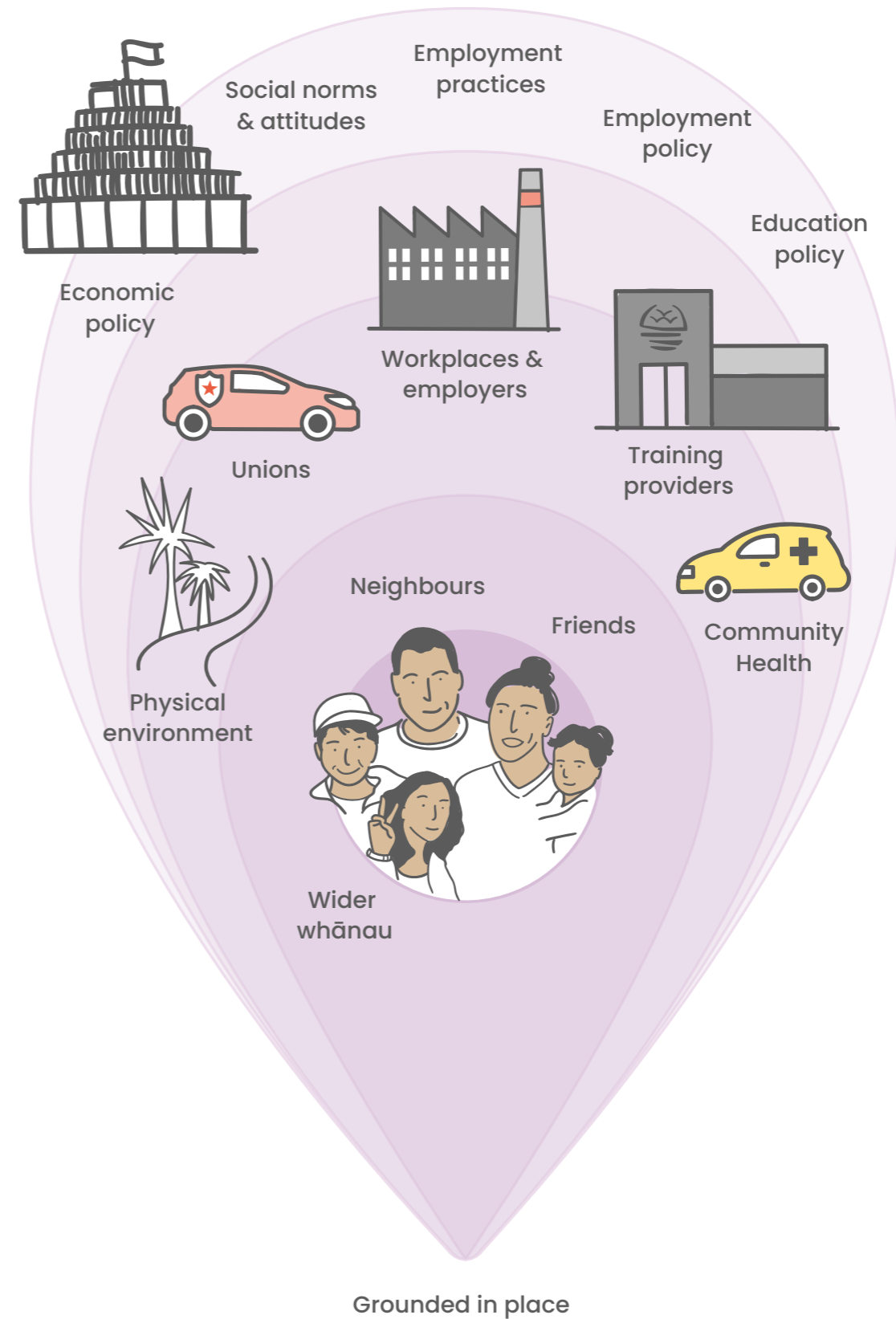
Our view of the system

What do we mean by system?

Systems are complex relationships and interactions between institutions, policies, practices, technologies, places and communities, and individuals.

The power dynamics within systems are shaped over time, through events, cultural and social norms, mindsets, gender, sexuality, race and belief systems.

What happens within systems shapes how we live our lives and how we move through the world, the experiences we have, the opportunities available to us and the barriers that confront us.



What do we mean by systems change?

Current system

- Focussed on outputs rather than outcomes
- Focussed on individual
- Power is held in one place (usually government/funder)
- 'Aiga are passive participants in services/support and do not have input into the design or delivery of this support
- Indigenous/diverse leadership found at the bottom rungs of institutions
- Centralised approach
- System based primarily on Western knowledge systems
- Institutional racism affecting Māori and Pasifika ability to thrive
- Low wage economy

Future system



Indigenous/diverse leadership across all levels of the employment and education system are supported and 'flax roots' innovators in particular are recognised and celebrated



Power is shared and leadership is distributed across 'aiga, community and government

Matauranga Māori and Pasifika knowledge systems are recognised as equal alongside Western knowledge systems



Institutional racism is dismantled

Relational ways of working are legitimised and resourced



People are paid enough to live decent lives, where all basic needs are met and children are able to thrive.



More flexibility and innovation around workforce configurations and integration into the local economy of support.

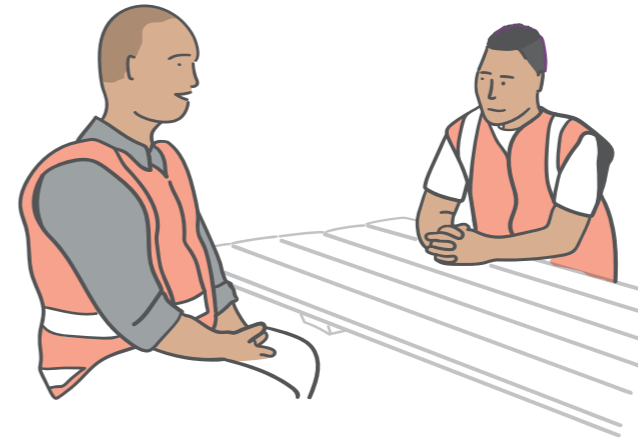
This contributes to reducing workforce pressures and bringing back 'the love for the job.'

Horizons for change

The challenges facing Pasifika have been decades in the making. The work of Uptempo is deeply complex and focused on transformational change at individual, 'aiga, community and system level. This highlights some of the changes we hope to see over time.



Culturally in tune workplaces
Employers begin to recognize the need to create culturally appropriate workplaces that embrace and value Pasifika.



Employers have developed programmes to recruit, retain & progress Pasifika
This change is flowing through across their sectors.



Pasifika are recognized and valued for their economic contribution
The increase in working conditions, pay and employment opportunities has increased the Pasifika economic GDP contribution two-fold.



Job quality improving
At least one family member has been able to transition to a better job with improved pay and conditions. Others are engaged in learning or training.

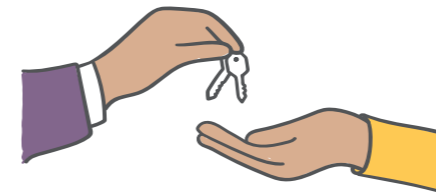


Digital equity improving
'Aiga now have at least one device in the household and are connected to the internet.

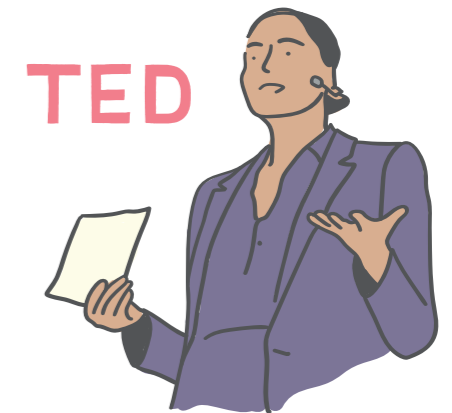


'Aiga basic needs are met

1-4 years



'Aiga have increased their wealth through savings and Kiwisaver.
They are debt free. Some are saving for a deposit. Others have brought their first home.



Pasifika are active citizens engaged in public debate, office and representation.
They experience less discrimination and are valued and embraced by Aotearoa.



'Aiga wellbeing & mental health has improved
Less children are living in hardship. The stresses of poverty have reduced

5-10 years

Government understand their role
Government understand their role and are creating conditions for change



More 'Aiga are engaged in learning
More Pasifika are qualified in the trades and gaining higher level qualifications. The number of NEET is reducing and tamariki and maapuu are engaged in learning. Parents are actively involved in their child's learning.



Representation of Pasifika in the Board room and at CEO level is the norm not the exception

More Pasifika are gaining degree level or higher qualifications.
Pasifika children and young people are engaged in learning.



10+ years



Endnotes

(1) New Zealand Treasury (2018) *The New Zealand Pacific Economy.*

Source: <https://www.treasury.govt.nz/sites/default/files/2018-11/nz-pacific-economy-nov18.pdf> p21

(2) Children's Commissioner (2012) *Child Poverty in New Zealand*

evidence for action. Pl. Source: <https://www.occ.org.nz/assets/Uploads/EAG/Final-report/Final-report-Solutions-to-child-poverty-evidence-for-action.pdf>

(3) Stats NZ (2018) *2018 Census by ethnic group.* Source: <https://www.stats.govt.nz/tools/2018-census-ethnic-group-summaries/>

European

(4) The Southern Initiative (2018) *The Pacific Workforce*

Challenge Report <https://static1.squarespace.com/static/5cf74c8f2829e20001db724f/t/5d0dc61017e3300001d3aa5e/1561183812123/Pacific+Peoples+Workforce+Challenge.pdf>