

3 October 2025

s9(2)(a)

Mālō e lelei s9(2)(a)

RESPONSE TO AN OFFICIAL INFORMATION ACT REQUEST (REF: DOIA010-2025/26)

On 3 September 2025, you contacted the Ministry for Pacific Peoples (the Ministry) requesting under the Official Information Act 1982 (OIA), information related to the Pacific Business Trust. I have outlined your specific request and my response below.

Can I please under the OIA request the following information about the Pacific Business Trust from 1st Jan 2020 to 3rd Sept 2025.

- *Details of contracts or agreements with the Pacific Business Trust including purpose, dates, values and any changes.*
- *Performance expectations for these contracts (KPIs, milestones and deliverables).*
- *Performance or progress reports and any evaluations completed.*

In response to your request refer to **Appendix 1** that contains two documents with information in relation to contract or agreements, contract values and performance measures.

In line with standard OIA practice, the Ministry proactively publishes some of its responses to OIA requests. As such, this letter may be published on the Ministry for Pacific Peoples' website. Your personal details will be removed, and the Ministry will not publish any information that would identify you or your organisation.

Should you wish to discuss this response with us, please feel free to contact the Ministry at: oia_requests@mpp.govt.nz.

Auckland

9 Ronwood Ave, Manukau
PO Box 97005,
South Auckland Mail Centre 2240
P: 09 265 3200

Wellington National Office

Level 7, 1 Bowen House
Wellington, 6011
PO Box 833, Wellington 6143
P: 04 473 4493

Christchurch

Level 1, BNZ Centre
120 Hereford St
Private Bag 4741,
Christchurch 8011

If you are dissatisfied with this response, you have the right, under section 28(3) of the OIA, to seek an investigation and review by the Ombudsman. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Mālō 'aupito



Danilo Coelho de Almeida
Deputy Secretary
Corporate & Support Services

Appendix 1: List of documents for release

#	DATE	TITLE	DECISION ON RELEASE
1	1 January 2020 - 3 September 2025	Contract Details	Release document in full
2	1 January 2020 - 3 September 2025	Performance Measures	Release document in full

Please note: *No performance measures are stated in the contract for Pacific Business Trust FY22/23 and FY23/24 Contract.*

Appendix 1: Contract details

Details of contracts or agreements with the Pacific Business Trust including purpose, dates, values and any changes

ITEM	VENDOR NAME	CONTRACT VALUE	FINANCIAL YEAR	PURPOSE	DATE
1	Pacific Business Trust	\$5,125,000.00	FY 20/21	<p>To broaden the range of services provided to Pacific enterprises, Pacific entrepreneurs and the Pacific business community. PBT is to deliver a combination of current and new services under an economic development agency model directly to the Pacific community and in partnership with other providers.</p> <p>PBT is to transition from a narrowly focused business development agency to a broader economic development agency that is able to deliver a stronger set of economic development services. This Outcome Agreement funds both transformation activities and the delivery of services.</p> <p>PBT is to ensure that robust data and information is available to enable decision-making and to identify and pilot new approaches under an</p>	1 January 2020 to 30 June 2021

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ITEM	VENDOR NAME	CONTRACT VALUE	FINANCIAL YEAR	PURPOSE	DATE
				economic development agency services model.	
2	Pacific Business Trust Contract Variation	\$2,000,000.00	FY 20/21	<p>The purpose of this variation is to extend the Outcome Agreement to allow for further provisions to support the delivery of services provided to Pacific enterprises, Pacific entrepreneurs and the Pacific business community (Variation).</p> <p>Changes to the Outcome Agreement</p> <ul style="list-style-type: none"> • 2.1 Table 3 of Appendix 2 (Capability Services): The performance measure for the Registrations is updated from 120 to 541 registrations. • 2.2 Table 3 of Appendix 2 (Capability Services): The performance measure for the Business Assessments is updated from 120 to 438 assessments. • 2.3 Table 3 of Appendix 2 (Capability Services): The performance measure for Referrals is updated from 60 to 426 referrals. • 2.4 Table 3 of Appendix 2 (Capability Services): The 	30 June 2021 to 1 August 2021

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ITEM	VENDOR NAME	CONTRACT VALUE	FINANCIAL YEAR	PURPOSE	DATE
				performance measure for Grants for Services is updated from 60 to 183 grants.	
3	Pacific Business Trust	\$3,854,000.00	FY 21/22	<p>The Pacific Business Trust (PBT) is to deliver a Pacific Economic Development Agency across New Zealand and focus on growing innovation, talent and leadership through bespoke and responsive business programmes.</p> <p>The purpose of this contract is for PBT:</p> <ul style="list-style-type: none"> • to be a navigator and leader in supporting Pasifika people to thrive in business and employment • provide targeted support to the Pacific communities of New Zealand with an objective to increase the proportion of successful Pacific businesses in high growth sectors • lift Pacific businesses' productivity and lifting their profitability • support entrepreneurship and business growth by providing capability and personalised services 	1 July 2021 to 30 June 2022

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ITEM	VENDOR NAME	CONTRACT VALUE	FINANCIAL YEAR	PURPOSE	DATE
				<ul style="list-style-type: none"> • be a front-door and touch-point for Pacific entrepreneurs and businesses, with the focus on assessing needs and facilitating access to relevant support and expertise • develop and pilot novel approaches to support Pacific innovation, in partnership with other providers, based on client intelligence and evidence • create platforms for growth through ecosystem services in partnership with other providers – including coordinating Pacific businesses in a sector to work together on joint initiatives, supporting the implementation of skills-based and sector-based projects with other partners, and encouraging entrepreneurs and businesses to engage in social enterprise and to collaborate in the provision of community economic activities • demonstrate leadership in Pacific economic development based on insight, networks and capability through: 	

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ITEM	VENDOR NAME	CONTRACT VALUE	FINANCIAL YEAR	PURPOSE	DATE
				<ul style="list-style-type: none"> ○ marketing and promotion – promotion of Pacific economic activities and businesses, including through events and media. ○ research and intelligence – ensuring that robust data and information is available to enable decision-making and to identify and pilot new approaches. 	
4	Pacific Business Trust	\$2,500,000.00	FY 22/23	<p>PBT will continue to deliver economic development activities including business capability support and ensure direct engagement with Pacific entrepreneurs and businesses through the delivery of the Services and Deliverables outlined in the table below across Aotearoa including businesses affected by severe weather events in Northland, Auckland and North Island East Coast regions including:</p> <ul style="list-style-type: none"> ● assessments to determine business need and refer to suite of business support services with the 	1 July 2022 to 30 June 2023

ITEM	VENDOR NAME	CONTRACT VALUE	FINANCIAL YEAR	PURPOSE	DATE
				<p>Recipient's current suppliers. Provide pastoral care and support businesses to access other government business support funding.</p> <p>Provision of a suite of services to businesses and social enterprises but not limited to:</p> <ul style="list-style-type: none"> • grant funding • personalised service offerings • lead ecosystem engagements/community network events • workshops on accounting and tax services, finance, storytelling and pitching digital marketing • provide bespoke services to businesses and continue to provide ongoing support, but not limited to business planning, access to government services, and business continuity workshops • show progress towards an economic development agency, business improvement capability (internally and externally) and connection to the Pacific Business Village network. The Pacific 	

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ITEM	VENDOR NAME	CONTRACT VALUE	FINANCIAL YEAR	PURPOSE	DATE
				<p>Business Village supports sustained growth in the Pacific business sector and provides a strategic framework for long-term economic development for Pacific businesses nationwide.</p>	
5	Pacific Business Trust	\$4,800,000.00	FY 23/24	<p>PBT will continue to deliver economic development activities including business capability support and ensure direct engagement with Pacific entrepreneurs and businesses through the delivery of the Services and Deliverables outlined below.</p> <ul style="list-style-type: none"> • Provide an evolving roadmap that ensures improved strategic and operational processes and systems by Improving its business capability both internally and externally. • Provide a strategic framework for long-term economic development for Pacific businesses nationwide. • Business leaders will mentor and support PBT's service providers to grow and be sustainable in their relevant market. • Increase the capability and capacity of PBTs businesses via a 	1 July 2023 to 30 June 2024

ITEM	VENDOR NAME	CONTRACT VALUE	FINANCIAL YEAR	PURPOSE	DATE
				<p>coaching programme to enable their business to contribute to economic growth via increased employment</p> <ul style="list-style-type: none"> • Provide business health checks to determine business needs. • Monitor progress and refer to PBT suite of support services with the Recipient's service providers. • Provide pastoral care and support to businesses on options to access other government business support funding. • Provide a suite of services to businesses and social enterprises but not limited to grant funding, personalised service offerings, lead ecosystem engagements / community network events, workshops on accounting and tax services, finance, storytelling, pitching digital marketing. • Establish a regional growth plan which includes advisory groups. • Support capability for SMEs to increase employment. • Establish an entrepreneurship programme including woman in trade. 	

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ITEM	VENDOR NAME	CONTRACT VALUE	FINANCIAL YEAR	PURPOSE	DATE
6	Pacific Business Trust	\$4,800,000.00	FY 24/25	<p>PBT will continue to deliver economic development activities including business capability support and ensure direct engagement with Pacific entrepreneurs and businesses through the delivery of the Services and Deliverables outlined below:</p> <ul style="list-style-type: none"> • Improving its business capability both internally and externally. • Provide a strategic framework for long-term economic development for Pacific businesses nationwide. Business leaders will mentor and support PBT's service providers to grow and be sustainable in their relevant market. • Increase the capability and capacity of PBTs businesses via a coaching programme to enable their business to contribute to economic growth via increased employment. • Provide business health checks to determine business needs. • Monitor progress and refer to PBT suite of support services with the Recipient's service providers. • Provide pastoral care and support to businesses on options to access other government support funding. 	20 June 2024 to 21 July 2025

ITEM	VENDOR NAME	CONTRACT VALUE	FINANCIAL YEAR	PURPOSE	DATE
				<ul style="list-style-type: none"> • Provide a suite of services to businesses and social enterprises but not limited to grant funding, personalised service offerings, lead ecosystem engagements / community network events, workshops on accounting and tax services, finance, storytelling, pitching digital marketing. • Establish a regional growth plan which includes advisory groups. • Support capability for SMEs to increase employment. • Establish an entrepreneurship programme including woman in trade. 	

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Appendix 2: Performance expectations

(KPIs, milestones and deliverables) - Performance or progress reports and any evaluations completed.

Pacific Business Trust FY 20/21 Contract

Table 1. Services up to 30 June 2020

Services and Outcomes for delivery 1 January 2020 to 30 June 2020 - (6 months) (2019/2020 Financial Year)			
Schedule Funding Services			
Client Groups: Purchasing Agency, Minister, Stakeholders			
Services / Outcomes		Payments	Performance Measures*
Administration & Management Services	Administration Services	2 equal quarterly payments	The Provider continues to deliver contracted services and meet its obligations set out in this Agreement.
	Develop New Portfolio of Services		New Portfolio includes at least: <ul style="list-style-type: none"> • 10 Service Providers certified by 30 June (minimum) • 1 client registration and assessment system • 1 Plan for ecosystem engagement and service provider network • 1 Outcome and performance framework (copy provided to the Purchasing Agency by 30 June 2020)
	Client and stakeholder survey and summary analysis of the survey findings		<ul style="list-style-type: none"> • Complete client survey(s) by 30 June • Update the CRM with responses • Produce a summary report by 31 August
Client Groups: Pacific Enterprises and Entrepreneurs			
Services / Outcomes		Payments	Performance Measures*

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Capability Services	Registrations	2 equal quarterly payments	<ul style="list-style-type: none"> 30 Registrations (minimum) Complies with documented standard Recorded in CRM
	Business Assessments		<ul style="list-style-type: none"> 30 Business Assessments (minimum) Complies with documented standard Recorded in the CRM Percent of clients that are assessed are at least satisfied with their assessment as indicated in feedback forms (minimum 80 percent) <p><i>Short-term outcomes:</i></p> <ul style="list-style-type: none"> Percent of clients from the client survey that indicate that they have improved information about their capability requirements (minimum 60 percent)
	Referral Plans		<ul style="list-style-type: none"> 30 Referral Plans (minimum) Complies with documented standard Recorded in the CRM <p><i>Short-term outcomes:</i></p> <ul style="list-style-type: none"> Percent of Referral Plans completed that are actioned by clients (minimum 60 percent) Percent of clients with Referral Plans (minimum 60 percent) that indicate through the client survey that they have: <ul style="list-style-type: none"> - improved information about support available - improved access to support they need
Outcomes Funding Services Client Groups: Pacific Enterprises and Pacific Entrepreneurs (Start-ups, established and mature businesses)			
Services / Outcomes		Contracted Volume (Minimum)	Performance Measures*
Capability Services	Grants for Services	9	Complies with documented policy <ul style="list-style-type: none"> Recorded in the CRM Complies with documented policy Recorded in the CRM Grants are used for their intended purpose <p><i>Short-term outcomes:</i></p> <ul style="list-style-type: none"> Percent of clients receiving the grant receiving subsidised services (minimum 80 percent) that indicate through the client survey that the support has: <ul style="list-style-type: none"> - improved their ability to access required support, advice and expertise - assisted in improving relevant elements of their business/ideas
	Business Development Workshops	2	<ul style="list-style-type: none"> Workshops are designed to meet identified needs Headcount and participant information recorded in CRM Average of at least 10 participants per workshop

Ecosystem Services			<ul style="list-style-type: none"> Percent of participants indicate that are at least satisfied with the workshop in feedback forms (minimum 80 percent) <p><i>Short-term outcomes:</i></p> <ul style="list-style-type: none"> Percent of participants (minimum 80 percent) that indicate in the client survey that the workshops have improved: <ul style="list-style-type: none"> - their understanding about the capability required for development / growth and - the scale of their networks
	Biennial Pacific Business Awards - June 2020	1	<ul style="list-style-type: none"> Pacific Business Awards event held with no less than 6 categories; 50 Pacific Businesses submit applications for the Pacific Business Awards. Headcount and attendees' information recorded in CRM Event summary report provided to MPP 80% of Pacific Business Owners attending the Awards event report they have increased their business networks through participating in the Awards event

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Table 2. Management & Administration Services

Services and Outcomes for delivery 1 July 2020 to 30 June 2021 - (12 months) (2020/2021 Financial Year)			
Schedule Funding Services			
Client Groups: Purchasing Agency, Minister, Pacific Enterprises and Entrepreneurs			
Services / Outcomes	Payment Frequency	Performance Measures*	
Management & Administration Services	Administration Services	4 equal quarterly payments	The Provider continues to deliver contracted services, including the CRM, Client Registration and Business Assessment system, and meet its obligations set out in this Agreement.
	Enhance the Portfolio of Services		Enhance the portfolio of services by: <ul style="list-style-type: none"> Reviewing the Client Registration and Business Assessment system Maintaining the Outcome and performance framework Continuing to develop and refine services and review offerings To be completed by 30 June 2021.
	Marketing and promotion of Pacific Businesses		Pacific Businesses profiled and promoted via internet, e-newsletters, social media channels
	Client and stakeholder survey and summary analysis of the survey findings		<ul style="list-style-type: none"> Complete client survey(s) by 30 June 2021 Update the CRM with responses Produce a summary analysis report by 31 August 2021
	Service Provider Network		<ul style="list-style-type: none"> At least 12 additional Service Providers certified by 30 June 2021 Certified Service Providers meet documented standards A digital platform will be provided to enable referred Eligible Clients to access the Service Provider Network.

Table 3. Capability Services

Schedule Funding Services Client Groups: Pacific Enterprises and Entrepreneurs		
Services / Outcomes	Payment Frequency	Performance Measures*
Capability Services	Registrations and Business Assessments	<p>Four equal quarterly payments</p> <ul style="list-style-type: none"> • 120 Registrations and Business Assessments (minimum) • Complies with documented standards • Recorded in the CRM • Percent of clients that are assessed are at least satisfied with their assessment as indicated in feedback forms (minimum 80 percent) <p><i>Short-term outcomes:</i></p> <ul style="list-style-type: none"> • Percent of clients from the client survey that indicate that they have improved information about their capability requirements as a result of the assessment (minimum 80 percent)
	Referrals and Grants for Services — registered enterprises and entrepreneurs will be offered access to specialised Service Providers to support them in specific areas of their business and personal development, following Registration and a Business Assessment. If they qualify and it is required, they will be offered subsidised support to access the services through Grants for Services.	<ul style="list-style-type: none"> • 60 referrals (minimum) • Grants comply with documented policy • Grants are used for their intended purpose • Referrals and Grants recorded in the CRM • Percent of clients that are satisfied with their matched Service Provider in feedback forms (minimum 80 percent) • Percent of Service Providers that are satisfied with the matching process in feedback forms (minimum 80 percent) <p><i>Short-term outcomes:</i></p> <ul style="list-style-type: none"> • Percent of clients (minimum 80 percent) receiving referrals (and subsidised services as relevant) that indicate in the client survey that they have improved <ul style="list-style-type: none"> - information about support available - access to the skills and expertise they need - relevant elements of their business/idea as a result of advice/support provided

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<p>Workshops – the purpose of the workshops is to equip entrepreneurs and enterprises with essential skills that enable them to grow. There are two types:</p> <p>1. General workshops – designed to support enterprises in any industry that demonstrate clear capability gaps. Workshops will initially include the following: Strategy & Business Basics; Accounting & Tax; Marketing & Sales; Storytelling/Pitching; Finance.</p> <p>2. Industry specific workshops – designed to support enterprises in specific industries that demonstrate clear capability gaps. Workshops will include two construction (Tendering & Pricing for Construction; Procurement & Readiness for Construction) and two social enterprise (Overview of Social Enterprise; Impact for Social Enterprise)</p>	<p>24</p>	<ul style="list-style-type: none"> • Workshops are designed to meet identified needs • At least 240 participants attend workshops during the year, with participant information recorded in the CRM • Percent of participants indicate that are at least satisfied with the workshop in feedback forms (minimum 80 percent) <p><i>Short-term outcomes:</i></p> <ul style="list-style-type: none"> • Percent of participants (minimum 80 percent) that indicate in the client survey that the workshops have improved: <ul style="list-style-type: none"> - their understanding about the capability required for development / growth and - the scale of their network
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Table 4. Ecosystem Services

Outcome Funding Services		
Client Groups: Pacific Enterprises and Entrepreneurs		
Services / Outcomes	Contracted Volume (Minimum)	Performance Measures*
Ecosystem Services	Biennial Pacific Social Enterprises Symposium	<p style="text-align: center;">1</p> <ul style="list-style-type: none"> Headcount and attendees' information recorded in CRM Event summary report provided to MPP Pacific Social Enterprises Symposium event held with no less than 50 Pacific Entrepreneurs and Enterprises attending. 80% of Pacific Entrepreneurs attending the symposium event report they have increased their business networks through participating in the symposium event
	Ecosystem Engagements - facilitated gatherings of various ecosystem participants for various events to discuss, network, ideate, celebrate and engage meaningfully and culturally.	<p style="text-align: center;">9</p>

Table 5. Personalised Services

Schedule Funding Services		
Client Groups:		
(1) For Procurement: <ol style="list-style-type: none"> Recognised tier 3 companies, operating within the industry for 5 plus years, with a proven track record in large-scale procurement Impact businesses that show consideration for social/ environmental factors and have systems/ processes in place to complete and impact assessment (2) For ISO certifications: Recognised tier 3 companies operating in any construction sector, opening within the industry for 5 plus years and with a proven track record (3) For consortia: Recognised tier 3 companies, operating within the industry for 5 plus years, with a proven track record in large-scale procurement		
Services / Outcomes	Payment Frequency	Performance Measures*
Personalised Offerings - Tailored Assistance for Entrepreneurs / Eligible Clients to address targeted needs. Initial offerings will be: <ul style="list-style-type: none"> Procurement – designed to help businesses ensure they have the capability and capacity to chase procurement opportunities and then to support them to evaluate and measure the impact they have. ISO Certifications – intended to support mature businesses to certify with ISO standards to add credibility especially during procurement Consortium – bringing together businesses interested in forming a consortium to take up business opportunities 	4 equal quarterly payments	<ul style="list-style-type: none"> 1 Procurement offering (minimum) 1 ISO certification offering (minimum) 1 Consortium offering (minimum) At least 30 participants across the personalised offerings each year; with participant information recorded in CRM Percent of participants indicate that they are at least satisfied with the personalised offerings in feedback forms (minimum 80 percent) <p><i>Short-term outcomes:</i></p> <ul style="list-style-type: none"> Percent of participants in the construction offering indicate in client/stakeholder surveys that they have increased their capability and capacity to pursue procurement opportunities (minimum 80 percent) Percent of participants in the ISO offering indicate in client/stakeholder surveys that they have implemented ISO as a result of the offering (minimum 80 percent) Percent of participants in the Consortium offering indicate in client / stakeholder surveys that they pursued new business opportunities as a result of participation in the consortium (minimum 50 percent)

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Pacific Business trust FY 21/22 Contract

1. Capability Services		
Client Groups: Pacific enterprises and entrepreneurs		
Services / Outcomes	Payment frequency	Performance Measures*
Registrations – an online process to register new and re-engaging clients for services	Four equal quarterly payments	<ul style="list-style-type: none"> • 200 new or reengaged client registrations (minimum) • Recorded in the CRM
Business Assessments – an online and advisory process to assess the capability of registered clients and to identify relevant assistance required		<ul style="list-style-type: none"> • 200 assessments (minimum) • Recorded in the CRM • Percent of clients that are assessed are at least satisfied with their assessment as indicated in feedback forms (minimum 80 percent) • Percent of clients from the client survey that indicate that they have improved information about their capability requirements as a result of the assessment (minimum 80 percent)
Referral plans – entrepreneurs and enterprises are offered access to certified, culturally competent, specialised service providers to support them in specific areas of their business and personal development		<ul style="list-style-type: none"> • 200 referral plans (minimum) • Recorded in the CRM • Percent of clients that are satisfied with their matched Service Provider in feedback forms (minimum 80 percent) • Percent of Service Providers that are satisfied with the matching process in feedback forms (minimum 80 percent)
Workshops – equip enterprises with essential skills to enable them to grow. These will include general and industry-specific workshops and be offered online and in-person.		<ul style="list-style-type: none"> • 24 workshops (minimum) • 240 participants (minimum) • Participant information recorded in the CRM • Percent of participants indicate that are at least satisfied with the workshop in feedback forms (minimum 80 percent) • Percent of participants (minimum 80 percent) that indicate in the client survey that the workshops have improved: <ul style="list-style-type: none"> – their understanding about the capability required for development / growth – the scale of their network
Grants for Services – up to a maximum of \$10,000 per eligible client during each		<ul style="list-style-type: none"> • 100 grants for services per year (minimum) • Grants comply with documented policy and are used for their intended purpose

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<p>financial year and provided by PBT to approved service providers to enable clients to access support recommended through business assessments and referral plans</p>		<ul style="list-style-type: none"> Recorded in the CRM Percent of clients receiving subsidised services that are satisfied with the services in the feedback form (minimum 80 percent)
<p>Personalised offerings - a unique set of co-funded capability offerings, geared towards businesses who share common opportunities and challenges.</p>		<ul style="list-style-type: none"> 2 offerings (minimum) At least 30 participants across the personalised offerings Participant information recorded in the CRM Percent of participants indicate that they are at least satisfied with the personalised offerings in feedback forms (minimum 80 percent) Percent of participants in relevant offerings that indicate in client/stakeholder surveys that they have increased their capability and capacity as a result (minimum 80 percent) Percent of participants in relevant offerings that indicate in client / stakeholder surveys that they pursued new business opportunities as a result (minimum 50 percent).
<p>Service Provider Network</p>		<ul style="list-style-type: none"> Certified Service Providers meet documented standards A digital platform will be provided to enable referred clients to access the Service Provider Network.

<p>2. Ecosystem Services Client Groups: Pacific enterprises and entrepreneurs</p>		
<p>Services / Outcomes</p>	<p>Payment frequency</p>	<p>Performance Measures*</p>
<p>Biennial Pacific Business Awards – by June 2022</p>	<p>Four quarterly payments</p>	<ul style="list-style-type: none"> Headcount and attendees’ information recorded in CRM Event summary report provided within 2 months of event At least 20 enterprises apply for the Awards Event held with no less than 50 Pacific entrepreneurs and enterprises attending. Percent of participants indicate that they are at least satisfied with the event in feedback forms (minimum 80 percent)

<p>Biennial Pacific Social Enterprise Symposium – by June 2022</p>		<ul style="list-style-type: none"> • Headcount and attendees’ information recorded in CRM • Event summary report provided within 2 months of event • Symposium held with no less than 100 Pacific entrepreneurs and enterprises attending. • Percent of participants indicate that they are at least satisfied with the symposium in feedback forms (minimum 80 percent)
<p>Ecosystem Engagements - facilitated gatherings of various ecosystem participants to discuss, network, ideate, celebrate and engage meaningfully and culturally. They will include community engagements, networking/mentoring engagements, ideation sessions and special events.</p>		<ul style="list-style-type: none"> • 10 engagements (minimum) • At least 150 participants across the engagements per year; with headcount and participant information recorded in CRM • Percent of participants indicate that are at least satisfied with each engagement in feedback forms (minimum 80 percent) • Percent of participants from client/stakeholder survey (minimum 80 percent) that indicate that relevant engagements have improved their: <ul style="list-style-type: none"> - Information about support available - Understanding of Pacific business capability - Access to skills and expertise - Level of engagement across the Pacific community and other Pacific business-people

3. Management and promotion services		
Services / Outcomes	Payment frequency	Performance Measures*
<p>Management and administration of services -</p>	<p>4 equal quarterly payments</p>	<ul style="list-style-type: none"> • Continue to deliver contracted services to requisite performance standards • Maintain and meet documented policies
<p>Enhance the portfolio of services</p>		<ul style="list-style-type: none"> • Continue to review and enhance capability and ecosystem services • Continue to review and enhance the CRM
<p>Marketing and promotion of Pacific enterprises</p>		<ul style="list-style-type: none"> • Services and clients are profiled and promoted via internet and social media channels
<p>Client and stakeholder survey and summary analysis of the survey findings</p>		<ul style="list-style-type: none"> • Complete client and stakeholder survey(s) by 30 June each year • Update the CRM with responses • Produce a summary analysis report by 31 August each year