



Public Expression of Interest

Pacific Business Capability Network

Establishment of a preferred provider network | Proposed term: three years

1. The opportunity

Pacific Business Trust (PBT) invites expressions of interest from eligible Pacific organisations that can provide culturally responsive, practical and outcomes-focused capability support to Pacific entrepreneurs and early-stage businesses. The priority regions for this EOI are Auckland, Waikato, Wellington and Christchurch/Canterbury. PBT intends to appoint a Network of providers across these priority regions and may use Network providers elsewhere in Aotearoa New Zealand where required.

2. Who the Network will support

The Network will support Pacific entrepreneurs and businesses that meet one or more of the following criteria:

- Idea-stage entrepreneurs and pre-startups
- Startups and early-stage businesses operating for less than five years
- Businesses generating less than \$199,000 in revenue, excluding GST, in their most recently completed financial year
- Businesses with foundational capability needs identified through PBT's assessment process

3. Services sought

- Business foundations and startup planning
- Financial capability, pricing, cashflow and accounting systems
- Sales, marketing and customer development
- Digital tools, e-commerce, productivity, AI and automation
- Business operations, workforce planning, compliance and procurement readiness
- Leadership and business management capability

4. Who should apply

PBT welcomes applications from eligible Pacific organisations with relevant experience, suitable insurance, financial and delivery capacity, and a strong record of supporting startups or early-stage businesses. For this EOI, a Pacific organisation is one that is at least 50% Pacific-owned and controlled or, where there is no conventional ownership



structure, has at least 50% Pacific governance or control. Applicants must demonstrate Pacific competency, culturally responsive practice, measurable client outcomes, capability to deliver across all service areas in section 3, and an established physical presence and delivery capacity in each priority region for which they apply.

5. Delivery and outcomes

Clients will complete a PBT assessment. PBT uses a business capability assessment framework to determine the level and intensity of support required by each client. Clients may be grouped into capability levels based on factors such as business maturity, leadership capability, financial capability, systems, readiness and growth potential. Successful providers will receive further information on the assessment framework during onboarding and co-design activities. PBT does not operate a one-size-fits-all service model. Support requirements, engagement intensity and delivery timeframes will vary according to the client's assessed capability, business maturity and agreed outcomes. Some clients may require intensive, hands-on support over an extended period, while others may require targeted specialist interventions. PBT will identify relevant capability needs and suitable Network providers based on the client's assessed needs, location, provider capability, capacity and performance. Where appropriate, clients may be offered a choice of suitable providers. PBT retains final responsibility for allocating engagements. Each engagement will be confirmed through a written work order or service schedule covering scope, deliverables, timeframe, price, invoicing, acceptance criteria and reporting requirements. PBT retains sole authority over any grant or financial assistance decisions.

Providers must report evidence of agreed Leave Behind Results (tangible client outcomes) and Economic Uplift indicators (measures of business growth and economic impact). Examples include completed business tools or systems, improved business practices, revenue growth, jobs created or retained, contracts secured, capital raised and productivity improvements.

6. How responses will be assessed

Criterion	What PBT will assess	Weighting
Relevant experience and demonstrated outcomes	Relevant experience supporting idea-stage entrepreneurs, startups and early-stage businesses, with evidence of measurable client outcomes. Evidence may include businesses started or formalised, improved business practices, revenue growth, jobs created or retained, contracts secured, client testimonials, case studies and verified Leave Behind Results.	15%

Technical business capability	Capability to deliver practical support across the relevant service areas, including business planning, NZBN registration, compliance, financial capability, pricing and cashflow, sales and marketing, digital tools and business systems.	20%
Delivery approach and client management	A clear and effective approach to capability support, including coaching, mentoring, workshops or online delivery; client and referral management; support planning; progress monitoring; and helping clients achieve agreed outcomes and progress to the next stage of business development.	15%
Pacific competency and cultural responsiveness	Demonstrated Pacific competency and culturally responsive practice, including the ability to build trusted relationships, understand the needs and barriers faced by Pacific entrepreneurs, and deliver support in accessible and culturally appropriate ways.	20%
Outcome measurement, reporting and verification	Ability to agree, measure, evidence and report Leave Behind Results and Economic Uplift indicators; maintain accurate client records; use PBT's required reporting systems; and provide timely, reliable information that demonstrates client progress and outcomes. This includes sufficient organisational capacity to deliver in the nominated regions and service areas, with suitable staff and qualifications, online delivery capability, referral networks, financial sustainability, scalability and the ability to meet agreed timeframes and demand.	30%

PBT will apply a staged evaluation process. Responses must first satisfy mandatory requirements, including appropriate legal status, insurance, financial viability, disclosure of conflicts, absence of material compliance concerns, and willingness and ability to work within PBT standards, systems and contractual requirements. PBT may exclude a response that does not meet a mandatory requirement or presents an unacceptable risk.

Compliant responses will be scored against the published criteria and may be moderated. PBT may then shortlist applicants for clarification, interview and a practical assessment. Shortlisted applicants may be asked to explain how they would support



representative clients over 90 days or one year, address poor cashflow and pricing, and verify that agreed LBRs and behavioural change have been achieved.

Due diligence may include review of staff capability and qualifications, financial sustainability, legal and insurance compliance, client recordkeeping, privacy, risk management, complaints handling, CRM and reporting systems, data quality, continuous improvement arrangements and reference checks with previous clients, funders, government agencies or business associations.

Applicants must provide proposed rates, pricing assumptions and expenses. PBT will assess public value across quality, outcomes, risk, accessibility, cultural responsiveness, economic benefit and total cost; the lowest price will not necessarily be selected.

6.1 Evidence applicants should provide

- Organisation profile, years in operation, ownership and legal structure
- Relevant startup and SME programmes, service areas and nominated regions
- Key personnel, qualifications, delivery capacity and online capability
- Pacific business experience and evidence of culturally responsive practice
- Two relevant case studies showing the intervention, measurable results and how outcomes were verified
- Two referees able to comment on reliability, professionalism, responsiveness, reporting quality and outcomes
- Evidence of financial sustainability, insurance, legal compliance and quality assurance systems

6.2 Appointment, pilot and accreditation

PBT may undertake due diligence and further assessment of shortlisted applicants before appointment to the Network. Appointment will be subject to entering an agreement and meeting PBT's delivery, reporting, systems and contractual requirements. Following appointment, successful providers will be provided with the Network Service Framework, including provider rates, engagement categories, service expectations, reporting requirements and operational procedures. Provider payments will be linked to agreed engagement types and outcomes as specified in individual work orders or service schedules. Successful providers will participate in a Network onboarding and co-design process before service commencement. This process will confirm referral pathways, client assessment processes, service expectations, reporting requirements, Leave Behind Results, performance measures and use of PBT systems and tools.

7. Indicative timetable

Milestone	Date
EOI released	Tuesday 1 September 2026
Questions close	Tuesday 8 September 2026 (5pm)
EOI closes	Tuesday 15 September 2026
Evaluation and due diligence	16 September – 23 September 2026
Applicants notified	Wednesday 23 September 2026
Provider orientation and Network co-design workshop	Friday 25 September 2026
Network commences	Thursday 1 October 2026

8. How to respond

PBT will set provider rates; applicants are not asked to propose rates. Submit the completed PBT response form, declarations, confirmation of acceptance of PBT's provider rates and supporting evidence through procurement@pacificbusiness.co.nz by Tuesday 15 September 2026, 5pm. Direct all questions to procurement@pacificbusiness.co.nz by the questions deadline. Applicants must not contact PBT Board members and employees about this EOI outside the stated process.

9. Key conditions

- PBT will conduct the process fairly, transparently, consistently and proportionately, manage conflicts of interest, keep appropriate records and protect commercially sensitive information.
- PBT may clarify, verify, shortlist, negotiate, amend, suspend, cancel or reissue the process; appoint any number of providers; or make no appointment.
- Applicants participate at their own cost and must promptly disclose any actual, potential or perceived conflict of interest.
- Network membership is subject to performance, reporting, privacy, health and safety, insurance and other contractual requirements.
- PBT may suspend referrals, require remedial action or terminate membership for breach, unsatisfactory performance or material risk, using notice and a reasonable opportunity to respond unless immediate action is required.

Applicants may raise process concerns through the nominated procurement contact. Unsuccessful applicants may request a debrief about the strengths and weaknesses of



their response against the published criteria. PBT will not disclose another applicant's confidential or commercially sensitive information.

Following appointment, successful providers must attend the Provider Orientation and Network Co-Design Workshop. The workshop will provide detailed guidance on the client capability assessment framework, service pathways, referral processes, Leave Behind Results, reporting expectations, provider obligations, use of PBT systems and tools, funding arrangements and contractual requirements before commencement of delivery.