Session outline

Introduction to *The Philanthropic Landscape*

Summary of research insights

Guest speaker perspectives on mana enhancing funding practice

Panel discussion and audience Q&A

Robyn Scott, JR McKenzie Trust

Kat Dawnier, Centre for Social Impact

Jenn Chowaniec, Wayne Francis Charitable Trust

Niall Fay, Fay Fuller Foundation

Maria Ramsay, Toi Foundation

Gael Surgenor, Peter McKenzie Project

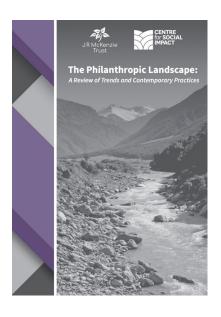Katie Bruce, Hui E! Community Aotearoa

Kate Cherrington, Centre for Social Impact

Te Pūaha o te Ako

The Philanthropic Landscape Kaupapa

Identify contemporary funding approaches and share practice-based learning from funders, to inform and influence more progressive philanthropy in Aotearoa.
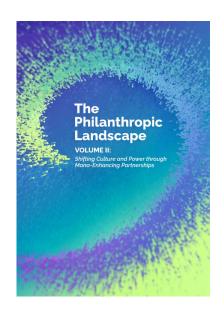
Te Pūaha o te Ako

The Philanthropic Landscape Research: Insights and Learning

Volume I, 2019

An evidence review of trends and contemporary practices

Volume II, 2023

Practice-based insights from funders and community perspectives about transformative, partnership-based philanthropy

Te Pūaha o te Ako

Volume I: Contemporary Practice - Five Key Trends

Te Pūaha o te Ako

1. Equity

Prioritising resources to communities experiencing greatest inequities as informed by indicator data <u>and</u> lived experience

Addressing equity of access to funding

Diversity and inclusion – governance and staff

Examining the extent to which the communities a funder is seeking to benefit are represented in decision-making roles

2. Power sharing

Shifting the power hierarchy between funders and community by e.g., rethinking application processes, providing unrestricted funding, participatory/devolved decision-making

Funders becoming aware of their institutional power and harnessing it to influence resources and relationships

Te Pūaha o te Ako

3. Systems change

Move from transactional granting to 'treat symptoms' towards strategic funding focused on addressing root causes

Building community capacity and capability to create conditions for change

Funders acknowledging issues with the funding 'system' (equity, access, power etc.)

4. Decolonising philanthropy

Growing cultural competency and embedding funding practices that give effect to Te Tiriti o Waitangi

Building relationships and trust with Indigenous communities

Recognising and valuing Indigenous knowledge and practice; investing in solutions by, with and for Indigenous communities

Sharing and ceding decision-making responsibility

Te Pūaha o te Ako

5. Adaptability and learning

Fit-for-purpose funding approaches relevant to the issue/community of interest

Shifting practice based on changes in context (e.g. disasters, covid)

Being flexible when in partnership with community

Moving from accountability-based evaluation to a focus on learning

Te Pūaha o te Ako

Volume II: Characteristics of Mana-Enhancing Partnerships

Te Pūaha o te Ako

Mana-enhancing partnerships are those where funder and community enact a culture of reciprocity – working together in service of a kaupapa or shared purpose, in ways that ensure all parties have agency and voice, feel understood, and are trusted, respected, and valued for what they bring into the relationship. The partnership uplifts everyone.

What can mana enhancing partnerships look like in practice?

What does it take to get there?

Te Pūaha o te Ako

1. Humility, values, and courage to change

Letting go of ego, acknowledging communities hold the solutions, bringing trustees on the journey, staying open to learning

Deeply unpacking organisational values, ensuring they're embodied, being accountable to them

Acknowledging and undoing practices that aren't serving/enabling communities

"Making cultural shifts in philanthropy is less about the skills or structures that you need to build, but what you need to let go of.

"I have really seen our board and Foundation let go, so that our strategy, funding and influence can be made more impactful for the community. If we could get more foundations into that space, we'd see a remarkable shift."

Carolyn Curtis, Fay Fuller Foundation

Te Pūaha o te Ako

2. Trust, connection, relationship-building

Whakawhanaungatanga, deep connection

Being invited in, listening and learning, showing up authentically, showing genuine care

Taking the time necessary to build trust, legitimacy and mandate to enter relationship

Developing the capacities needed to engage with community

"You have to be going out, meeting people, and engaging. If you want to have enduring relationships, it starts well before you start talking about money.

"You need time for whakawhanaungatanga, understanding where each of you is coming from, and maybe in twelve months something comes out of it, but you have to be patient and you need the people to do it."

Maria Ramsay, Toi Foundation

Te Pūaha o te Ako

3. Focus on kaupapa and purpose

Relationships predicated on shared values and purpose, over funding

Mindsets of shared responsibility - understanding that both parties are part of the system working to affect change

Willingness to focus on what communities believe will be catalytic

In practice – longer-term focus, more untagged funding, embedded non-financial support, holistic focus across intersecting issues

"It isn't a case of us and them; we are part of the [same] system"

Teya Dusseldorp, Dusseldorp Foundation

Te Pūaha o te Ako

4. Intergenerational horizons

Systems change takes time and needs an intergenerational horizon of commitment (20+ years)

Trustees need to be comfortable investing in things where the impact may not be seen in their term

Explicit commitment to long-term partnership with community, if even the financial aspect needs more regular review

"If you're getting involved in Indigenous issues, it doesn't stop at 12 months. If you're in it, you have to be in for the long-haul."

Warren Miller, First Nations Philanthropic Funders Working Group

Te Pūaha o te Ako

5. Healthy accountability

Moving away from transactional practices and hierarchies of accountability, towards shared and transparent accountability to each other and to the kaupapa

Agreement of what 'showing up' in the partnership should look like

Transparent and open communication channels to speak out when things aren't working

Funders making clear their commitments to Māori and Te Tiriti o Waitangi

"From a funder's perspective, we know the power imbalance that is inherent, and we can't fundamentally ever get away from the connotations of the funder-fundee partnership. What we shift to is healthy accountability, which is [all parties] asking who you are accountable to in doing this work and how you are showing up."

Niall Fay, Fay Fuller Foundation

Te Pūaha o te Ako

6. Self-determination and agency

Communities determine their needs/ aspirations, are given time and space to develop their own solutions

Trusting communities to do the right things in the right ways; growing their capacity to lead and embed change

Communities determine what success looks like and how to tell their impact story

Funders valuing community wisdom, mātauranga, ways of knowing and doing

Shared decision-making about the partnership to protect community agency

"We are very clear that we have some tools and resources, but we don't have all the knowledge and we are never the expert in the room on the issue we are discussing. We might have some views and opinions about it, but we have to learn to a greater extent about what it is we are talking about so that we can be part of the conversation about what to do next. That approach is pretty universal [for us]."

Jenn Chowaniec, Wayne Francis Charitable Trust

Te Pūaha o te Ako

7. Reciprocity, leadership and service

Mutually beneficial relationships - exchange of skills, knowledge and resources to serve the kaupapa and strengthen respective capacity and capability

Knowing when to lead, when to stand beside, when to listen and learn, and when to get out of the way

"It's important we are not putting too much additional responsibilities on ngā kaikōkiri, as their priority is to do their mahi. Sometimes it's deciding when we need to lead and when to leave decision-making in their capable hands."

Lili Tuioti, Peter McKenzie Project

Te Pūaha o te Ako

8. From allyship, to coalition

Being fierce champions and advocates for the kaupapa alongside and in coalition with community

Direct advocacy, using the funder's institutional voice to speak out and advance an issue

Opening up/leveraging networks and relationships – and always bringing community in the room with you

"Sometimes [systems change work with community] reaches a ceiling where if you don't have government on board, they can pull the rug out on progress in an instant through things like policy changes or funding changes. In the early days of our work, we were asked to advocate to ministers and bureaucrats, but worked out we needed to do that together with community in order to be impactful."

Teya Dusseldorp, Dusseldorp Forum

Te Pūaha o te Ako

9. Learning and unlearning

From accountability to reciprocal learning processes – asking 'where are we getting traction together, what is our role as funders in supporting impact, what could we do better?'

Re-thinking what counts as evidence of impact - valuing whānau and community narratives

"We don't just expect a group to come back and tell us about some outcomes in 12 months' time. Now our practice is more about having conversations, realising that the outcomes the community want to achieve has led them in a different direction, and learning from that."

Maria Ramsay, Toi Foundation

Te Pūaha o te Ako

"Forging a new course takes commitment and a belief that the destination is worth any uncertainties the journey might hold. The desire to advance equity through transformational change and system focused solutions is at the heart of what we do, and by embracing mana-enhancing philanthropy, we are one step closer to achieving that ambition."

Robyn Scott, JR McKenzie Trust

Te Pūaha o te Ako