

# Philanthropy News

THE MAGAZINE OF PHILANTHROPY NEW ZEALAND

Issue 85, April 2022

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## The leadership edition

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A Q&A on  
philanthropic  
leadership  
With Sir  
Stephen Tindall

**Tongan Leadership**  
The Hunga Tonga- Hunga  
Ha'apai eruption and relief efforts  
– mobilisation, partnerships,  
and meaningful impact

**Climate Action  
Aotearoa**  
The Funders  
Commitment on  
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 **Philanthropy  
New Zealand**  
*Tōpūtanga Tuku Aroha o Aotearoa*

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*The articles in Philanthropy News do not necessarily  
reflect the views of Philanthropy New Zealand.*

# From the CE



## Tēnā koutou

The philanthropic, grantmaking and wider community sector significantly contribute to leadership in Aotearoa New Zealand through what they do, what they say and their level of commitment. Every day this sector makes a difference to the lives of people, influences for the better and advocates for long term change.

This magazine highlights the special leadership role that philanthropists and grantmakers play both in leading the sector, and also in supporting community leadership through funding.

We feature Sir Stephen Tindall, who talks about servant leadership and reflects on how Covid has highlighted strong community leadership.

We hope you are inspired and challenged by Pasifika Funders Network Chair and Co-founder Hainoame Fulivai's piece around Tongan leadership in the context of the Hunga Tonga-Hunga Ha'apai eruption and relief efforts.

Te Pūtea Whakatupu Trust's Executive Director Te Pūoho Kātene has a kōrero on his perspective on leadership and how it has evolved over time.

The Community Trusts in Aotearoa are demonstrating strong leadership through The Funders Commitment on Climate Change. They invite other funders to join their efforts.

Australian friends the Menzies Institute talk about actioning their leadership focus.

We then have a number of shorter stories that give examples of support for community leadership. Thank you to the J R McKenzie Trust, Otago Community Trust; Wayne Francis Charitable Trust, Te Rourou, Vodafone Aotearoa Foundation; and Community Foundations of New Zealand.

While we haven't taken space in this edition, Philanthropy New Zealand | Tōpūtanga Tuku Aroha o Aotearoa is showing leadership through the creation of Match | Te Puna Taurite, with its vision of a more equitable, accessible and collaborative funding system. Check out [match.org.nz](https://match.org.nz).

Our contributors have also shared favourite leadership quotes. We also think the authors themselves have created new quotes in their articles. Like Hainoame's "Leadership is about knowing yourself and being comfortable in your own skin to empower others to lead in their own way too."

Many years ago I heard the phrase "Lead from where you stand". Leadership is not about a title and it's not confined to the workplace. Every individual can lead from where they stand in their daily lives. Whether it's providing encouraging words to a stranger in need of a boost, striving to raise a kind child, or delivering an inspiring speech that results in people taking positive action – it all adds to positive ripples that create a better world.

Ngā manaakitanga

**Sue McCabe**  
Chief Executive, Philanthropy New Zealand /  
Tōpūtanga Tuku Aroha o Aotearoa



# The Mana Moana Experience Programme

If your actions inspire others to dream more, learn more, do more and become more, you are a leader.

John Quincy Adams

Drawing on heritage and traditions and incorporating a cultural narrative into an organisation can have many benefits. Leadership New Zealand's [The Mana Moana Experience](#) is an integrated leadership programme targeted at mid-career Pasifika leaders. It brings together the experience, expertise and networks of Leadership New Zealand and a research-based, indigenous knowledge-derived specialist programme created out of the postdoctoral research by Dr Karlo Mila (2013 Leadership New Zealand Alumna).

Already funded for delivery in the Auckland/Northland area by Foundation North, the J R McKenzie Trust has added its support so that Pasifika leaders outside of the original catchment area can take part in Mana Moana. The Trust's Pacific Strategy and Engagement Lead, Sylvia Moe, explains why:

"Intentional investing in culturally appropriate leadership initiatives provides the philanthropic sector with greater potential for diverse opportunities to encourage equitable organisational outcomes. Investing in a leadership programme like Mana Moana helps to build and support a strong cohort of Pasifika leaders who can provide equally strong networks and mentors within many philanthropic organisations' communities of interest."

Through elevating and mobilising indigenous Pasifika language, knowledge, values, culture, and ways of understanding the world, Mana Moana operates within the context that Pasifika ancestral cultural resources are vital to realising meaning and success in life and leadership. Run over the course of eight months, it focuses on developing effective leaders who have a strong awareness of issues facing Pasifika communities and Aotearoa New Zealand. It includes six three-day, live-in retreats and offers opportunities for participants to be inspired by on-the-ground innovation, leadership and solutions. Through a focus on personal development and progressing collective aspirations, the result is resilient, genuine and effective leaders.

Participants' own words best illustrate the impact of this programme:

*"Mana Moana was a profound and deeply enriching experience that impacted both my professional and personal life. What I learned gave me the language and framework around ancient wisdoms that our people left behind as markers to help us find our way. It has helped me support my team better, and it has strengthened my family*

*relationships. I feel that I understand myself better and where I am going, and that I have become a more intentional person because of it."*

**Emelita Rosita Selena Simeaanamulu Silupevaelei Luisi** – QSM, 2019 Alumna

*"Mana Moana and the precious time spent with fellow participants offered insights into what kind of leader I could be and needed to be. I am more comfortable in my skin than I have ever been professionally as my experience continues to resonate through my conscience and leadership in the workplace, community and family, and my appreciation for it continues to grow."*

**Rob Luisi**, 2020 Alumnus

The J R McKenzie Trust is looking forward to supporting more Pasifika leaders to share in the valuable outcomes of Mana Moana.

J R McKenzie Trust Facebook: [www.facebook.com/jrmckenzieitrust](https://www.facebook.com/jrmckenzieitrust)

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# A Q&A on philanthropic leadership

Treat others the way you wish to be treated yourself.

Mary Lambert

## Tell us what ‘leadership’ means for you and how would you describe your leadership style

I've always subscribed to servant leadership, which is best described as a leader that works bottom up supporting everyone in the organisation, rather than a “command and control” top down style. Servant leadership involves listening and working with all areas in a business or the philanthropy sector. It enables the people in the organisation to use their own initiative and to take responsibility for the area in which they work. It is very empowering for everyone. My experience has been if you treat people the way you want to be treated yourself, people will respond well – and together you will achieve more.

## What role does philanthropy play in leadership across Aotearoa New Zealand?

Governments can't do everything. There is an implied responsibility on people, to not only help themselves but also help their neighbours and community. Philanthropy comes from people who have been lucky enough to be successful and have surplus funds to be able to reinvest in Aotearoa

New Zealand. For this reason philanthropy plays a very important role. The key is to show both leadership and an example of generosity that inspires others to do the same. There is a lot of wealth in New Zealand, as well as a lot of need. And if more with wealth helped those in need, our country would be much better off.

## How can the philanthropic sector support leadership of community through funding?

The first thing is to identify leadership in the community and to support those people not only with moral support, but also finding out where their funding needs are. There are many community leaders and workers who could do a lot more for their own communities if they had both of those types of support. I'm a great believer in community led development and bottom up leadership from people who really know and understand their communities – so they can motivate, inspire and lead their people to do more for themselves. There can sometimes be an expectation that a wealthy state can always look after everybody, however as we've seen through Covid, this becomes incredibly difficult unless there is a lot of grass roots leadership, which we have also observed coming to the fore.

## What has Covid-19 meant for leadership in Aotearoa New Zealand?

Covid has brought out the very best in community leadership and in generous people providing money, goods and services to those who have been badly affected and those who require support. Probably however, the most inspiring leadership has come at the community level, where people and whānau have stepped up to assemble and deliver food parcels and essential items to households with Covid to prevent further spread of the virus.

## How has the sector adapted to Covid-19?

The philanthropy sector has adapted to Covid-19 by recognising that a crisis exists and by pivoting a lot from their normal day to day philanthropic activities to where the real needs are during a serious pandemic. There has been incredible stories of generosity, leadership and execution to enable us to keep families safe and well fed.

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*“There is an implied responsibility on people, to not only help themselves but also help their neighbours and community”*

**In the next few years, what are the opportunities for funders in the leadership space?**

The biggest opportunity I believe, is across the New Zealand community, rather than just existing philanthropic groups and families. The movement called “Community Foundations of New Zealand” are providing a fabulous way for people, even with a small amount of surplus funds, to contribute to their local communities. This is proving very popular and over the last couple of decades almost \$200 million of cash has been donated and \$350 million has been promised in legacy payments. The big advantage of this is that the donations are invested and the income from those investments means that dividends and family donations go to their favourite causes in the local community which grows and goes on FOREVER.

We have seen a divergence which has accelerated between the rich and poor in New Zealand due to some very successful businesses. There is huge opportunity for those that have made a lot of money to help poorer communities for the overall benefit of Aotearoa New Zealand.

**Which leaders do you admire / what roles models have impacted you in a positive way?**

I’ve admired some of the pioneer philanthropists in New Zealand such as J R McKenzie, from the McKenzie family

*“The movement called “Community Foundations of New Zealand” are providing a fabulous way for people, even with a small amount of surplus funds, to contribute to their local communities”*

who owned a chain of retail stores called McKenzies – they set up their charitable trust in the 1930’s. The Sutherland family who pioneered New Zealand’s first chain of grocery stores in 1941 called The Self Help Co-op, they generated their wealth from their grocery business by rejecting traditional trading methods and opted instead for a business model that would support the community. The Todd Foundation, also a wealthy extensive family who have shown generosity. The community trusts, including those that came from the sale of Trust Bank and others from energy companies that were sold, are also showing excellent leadership in philanthropy in New Zealand.



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*Sir Stephen Tindall,  
The Tindall Foundation*

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# A kōrero on leadership

He rei ngā niho, he parāoa ngā kauae  
To have a whale's tooth, you must also have a whale's jaw

Whakatauki



Te Pūoho Kātene (Ngāti Toarangatira, Ngāti Whatua, Ngāti Tama) is passionate about leveraging for-profit business and investment to address social inequality and as a means to restore Māori self-determination. He is the Kaihautū (Executive Director) of Te Pūtea Whakatapu Trust, a charitable entity established under the Māori Fisheries Act which drives social and economic outcomes by investing in education, leadership, science and workforce development pathways.

The whakatauki 'He rei ngā niho, he parāoa te kauae' is to me an appropriate way to begin the kōrero on leadership. Translated as 'A whale's tooth requires a whale's jaw,' the implication being that to hold the mantle of leadership, one must embody the true qualities of a leader.

*“To hold the mantle of leadership, one must embody the true qualities of a leader.”*

My own thoughts and perspectives on leadership have evolved over time. Being exposed to a broad range of leadership styles and approaches has afforded me a chance to distil my own experiences and lessons, and ultimately influence the leader that I am today.

There are many preconceptions that we continue to see as the definition of leadership. Largely informed by the western military, the westminster government system and, increasingly, western media, we often see the 'quintessential leader' as a charismatic, hierarchical, alpha-type leader that has graced our news sources and our fictions. Erudite and polished and, in almost all portrayals, white and male.

I admit, my perception of leadership had been influenced by these portrayals. The confidence, the charisma, the assertiveness – these were traits I initially convinced myself were necessary for leadership in modern contexts. And although aware of this alpha-leader archetype, I was equally aware that these were not traits I possessed. I was quietly spoken rather than outgoing, considered rather than assertive, collaborative rather than directive. I looked at the prototype put in front of me and didn't see myself reflected in it.

However, my search for leadership traits had been misplaced. Everything I needed in terms of exemplary leadership existed within my own whānau and my own whakapapa. As tends to be the case, it was not till later in adulthood that I realised the abundance of leaders and role models who graced my childhood. It was a rich garden of influences that would shape me alongside the experiences I have gained since.

There is nothing inherently wrong about the alpha-leadership style; the distinction is that it was the wrong style for me. I believe it is important that your leadership style be 100 per cent authentic to who you are.

It is a leader's constant, and most vital task to build and maintain trust with those they lead. In my view, gaining trust requires both authenticity and a shared vision. Authenticity may be the simplest concept to understand but the hardest to execute. Whether they be employees, communities, hapū, or iwi, people have a keen sense of when a leader is being authentic or not. Like the whakatauki 'E kore e piri te uku ki te rino' about clay not sticking to iron, an inauthentic leader is doomed to erode the trust of the people they lead.

A shared vision is one where both the leader and the people feel a sense of ownership. The leader is not the architect but rather the steward of the collective vision. To ensure the success of the collective, our individual achievements that contribute to this are not only encouraged but also demanded. For all of us to succeed, each of us must excel.

Gaining trust is an arduous task, and keeping it, more so. Although trust is earned through authenticity and a shared vision, it is maintained through openness, transparency, and accountability. It is commonplace now to treat an organisation's reporting requirements as a matter of compliance rather than as a crucial part of the trust equation. Regularly communicating and reporting to the collective, with the express purpose of inviting their scrutiny or to allow them to voice concerns or opinions, should be table stakes for any leader.

'Hinga atu te tētēkura, ara mai he tētēkura.' When one frond reaches the end, another takes its place. There will come a day when your leadership is no longer in the best interests of the kaupapa. The responsibility sits with the leader to transition away from that role so the kaupapa may continue. It is important to stress that such an acknowledgement is not self-defeating. It heralds the inevitable, allowing the preparation of the next frond to be ready to meet the needs of the people when that time comes. And when moving on is embraced, it allows the leader's contributions and wisdom to continue. This is the truer measure of an effective leader, not the length of their tenure.

As the world, and its issues and opportunities become more complex, it is important to remind ourselves that we are not entitled to leadership; rather, we are entrusted with it. Stewards of it. The commitment to authenticity, a collective vision, and the privilege of working hard to maintain the trust of those who have bestowed it on us. For a millennium these elements have defined Māori leaders as they faced novel situations and challenges. It is no different today.

I take comfort that despite the uncertainty of new challenges, our approach to leadership was laid out generations before



us. It is interwoven in our whakapapa and in the exploits of our tūpuna. And if we can just mute the tumult of our surroundings, there is calmness and assuredness in the power of whakapapa. A knowing that our right to lead is innate, and our time to lead will come when the people call.

## Project Spotlight

The Tūtutuku Koiira – Associate Director Programme is a high quality, fit for purpose Māori-specific governance programme being developed by Te Pūtea Whakatupu Trust to provide a pathway to accelerate talented Māori into governance and leadership roles.

The programme will create the next wave of future-focused Associate Directors by providing a governance development pathway for our future Māori leaders. These leaders will require diverse skill sets embedded within a tikanga Māori framework to ensure they have the opportunity, guidance, and support to be effective governors and leaders of tomorrow.

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# Tongan Leadership: the Hunga Tonga - Hunga Ha'apai eruption and relief efforts – mobilisation, partnerships, and meaningful impact.

## Holo pe tu'u he ko e ngalu e fasi Stand firm and the waves will break.

*Tongan proverb*

Tulou atu moe ha'ofanga ni, kae 'ataa mu'a ke fai ha talangofua ngaue moe fakakakato fatongia, 'aia kuo faka'inasi 'aki kimautolu.

The Pasifika Funders Network (PFN) established in 2020, to connect Pasifika individuals, employed in the philanthropic sector, as a response to Covid challenges for communities and funding pathways. Our network offers a safe talanoa space to unpack the challenges facing Pasifika staff, trustees and community organisations. We identify opportunities for addressing challenges, overcome barriers, and collaborate on ideas and solutions. Our founding four (Tongan) members have grown to 17 Pasifika volunteers employed either current or previously in the philanthropy, investment and impact funding sectors.

We have nationwide coverage, and our members have connections to trusts, foundations, community groups, families, individuals, investors, and government. The membership voice reflects a shared concern – that the extent of influence and visibility of Pasifika voice in philanthropy, remains insufficient and inequitable,

therefore unable to address sustainable outcomes for Pasifika communities. Our goal is to change this through amplified and collective representation of 'Pacific voice' to influence all philanthropy for a more equitable and intergenerationally-connected Aotearoa New Zealand for Pacific people and communities.

The eruption of the Hunga Tonga-Hunga Ha'apai volcano in January 2022 have changed the lives of Tongan people worldwide. Our NZ communities are working collectively to support families, villages, churches, schools and the nation, but this comes at a cost to the challenging realities here in Aotearoa New Zealand. There are concerns for the inevitable drop off periods. The World Bank stated that the eruption, tsunami and ashfall has caused an estimated US \$90.4 million (TOP \$208 million) in damages – 'equivalent to 18.5% (approx.) of Tonga's GDP'.

It's almost naïve to think that the events are unrelated and isolated phenomena. These interconnected events are most likely a result of global climate inaction. As a Pacific nation at the frontline of environmental disasters, there is fear for the survival and wellbeing of our Pacific nations and Pacific people in the Pacific face globally controlled climate injustice.

Our challenge is what should Aotearoa New Zealand be doing to empower Pacific peoples in this challenging reality? It's disheartening to think about how relational communities (like Tonga and Pacific) continue to experience being

treated with indifference and ignorance, and are subsequently disempowered by the world. New Zealand is no different. Climate action in Aotearoa is a comfortable and phased conversation and action is prescribed for the Pacific. I have concerns for the extent to which our communities are prepared for disasters in NZ and supported to champion relief efforts into the Pacific. The empowering of our intergenerational systems for change continues to be undermined by non-Pacific or unrelated Kaupapa driven influence, experts and investment.

On the 28th January 2022, the Tongan members of the PFN invited a Tongan dignitary to a safe space for meaningful talanoa supported by PNZ and our PFN famili/ aiga or whanau. This was our response to the requests from thoughtful friends and peers for recommendations of 'preferred agencies' to donate to. We opted not to respond but to support each other to bring more aligned and courageous leadership through our trauma for heightened talanoa mutually positive outcomes. We hosted a talanoa session with Lord Fakafanua, Tonga's Speaker of the Legislative Assembly, a Tongan royal, Noble and parliamentarian. The feedback was positive, resulting in ongoing connection of stakeholders to those on the ground.

There are still short to midterm needs in Tonga like social inequity, mental wellbeing, supporting displaced villagers and rebuilding infrastructure for more



regenerative outcomes. The financial shortfalls in the Pacific usually land on the shoulders of the Tongans in the diaspora to cover through village, kinship fundraising efforts – often as a consistent financial support system either way. I am also concerned for the disconnected practices of New Zealand Tongans to eco-friendly, climate justice and disaster relief response. All are the same and interconnected causes that affect us, however, in reality, our communities are uninformed, disempowered, and left behind in much of the local and region efforts. The expectation that Tongans in New Zealand shouldn't support efforts in the homeland is disrespectful, ignorant and harmful because our vaa (relationship) belief systems are integral to who we are.

There is a need to support our Pacific communities in NZ to champion relief response and disaster management in their own way yet aligned to the overarching systems and strategic goals. Tongans worldwide, entered a period of spiritual meditation through fasting, deep prayer and worship for spiritual covering of our people in Tonga when their communication channels with the world shut down. Tongan leaders and Church leaders abroad facilitated online services of encouragement and Tongan led news platforms lead our community through the uncertainty as trusted information sources. I appreciated the calls, texts and messages of aroha and support from peers, colleagues and friends. Thank you from the bottom of our hearts.

## *“If you’re Tongan, you’re Tongan, be proud of that.”*

Many Tongan’s and Pacific alike have been nurtured through the intergenerational knowledge systems of our ancestors as a safety net of support and solutions thinking. We fall back on these systems to anchor ourselves and work with strong values and mindsets of collectivism and integrity to reconnect to meaningful taumu’a ngaue or Kaupapa and purpose.

Leadership is about knowing yourself and being comfortable in your own skin to empower others to lead in their own way. It’s about being proud of who you are, regardless of the odds. It’s about being available to awhi our disconnected ones back to the wealth of the knowledge economy that we all inherit by blood right.

This is a predestined expectation of our ancestors to reduce the risk of losing generations from our cultural world views, values and practices. Tongans have a saying, *“If you’re Tongan, you’re Tongan, be proud of that.”* Its probably why many of us are always beaming with pride, ready to serve willingly and diligently with humility and compassion. Our realities are relational and although we’ve learnt the values of a ‘transactional cultural system’, we know that it’s not authentically and genuinely who we are.

We must become better Tongan ancestors today in the fulfilment of our roles to serve with genuine, transparent intentions for holistic intergenerational wellbeing and sustainability. The Pasifika Funders Network aims to empower the philanthropic sector to better champion Pacific voice through representation and informed and meaningful inclusion, to challenge the status quo and to ensure the footprints we leave for our next generation are much better.

Faka’apa’apa atu.

*Hainoame Fulivai, Pasifika Funders’ Network,  
Chair and Co-founder.*

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*“Our role is to build on our individual and collective skills to understand the issues, listen to what our communities need and the solutions that they can provide.”*

# Climate Action Aotearoa, The Funders Commitment on Climate Action

**Ehara taku toa i te toa takitahi, engari he toa takitini**  
**My strength is not as an individual, but as a collective**

*Kīngi Pōtatau Te Wherowhero Tāwhiao*

Linn Araboglos is Chief Executive of Wellington Community Fund (formerly Wellington Community Trust) and chairs the Climate Action Working Group, made up of the following representatives: Lisa Hickling – Bay Trust, Karinia Lee – Centre for Social Impact, Rachael Trotman – Centre for Social Impact, Robyn Koehler – Community Trust South, Anji Davies – Rātā Foundation, Steve Merito – Rātā Foundation, Dion Maaka – TOI Foundation, Dennis Turton – Trust Waikato. The Climate Action Working Group is responsible for the development of the Funders Commitment on Climate Action and Climate Action Aotearoa.

In recent years, Community Trusts in Aotearoa have been increasingly conscious of the threat of climate change, particularly the costs and impacts resulting in the shift to a low-carbon society which may be unfairly borne by already vulnerable communities.

We also recognise that funding climate action presents some challenges for funders, which is possibly why an estimate of only 4% of philanthropic funding activity in Aotearoa goes to environmental funding,

and even less specifically to climate action. Wellington Community Fund experienced some of the challenges that funding climate action initiatives present when we launched a Climate Action Fund in 2020. Climate change is a complex issue, and as a funder it can be difficult to know where to start in terms of funding climate action and decarbonising investments.

However, just because it is tricky and complex doesn't mean we shouldn't do it! As funders, we have a responsibility to invest and use our resources to best serve our communities. The climate change and biodiversity catastrophe will affect all of us, and every single community. Our role is to build on our individual and collective skills to understand the issues, listen to what our communities need and the solutions that they can provide. We must listen and respond in ways that help us model the systems change, investment, and grantmaking that will support climate action.

In a bid to determine how best the funding sector, collectively, can accelerate a just transition to a low-carbon society in Aotearoa, the Community Trusts jointly commissioned research into climate action in 2021. This research, undertaken by the Centre for Social Impact:

- Canvassed community sector views on climate change and priorities for action by the community sector.
- Confirmed that only about 4% of philanthropic funding in Aotearoa goes to environmental activity, and only some of that to climate action.
- Identified what some Community Trust funders in Aotearoa New Zealand are currently doing to catalyse a reduction in emissions and support the community response to climate change.
- Identified high-impact roles philanthropic funders could play in the future in response to community organisations' needs, and what can be learned from leading international philanthropies.

One action the research indicated would be a useful catalyst for change was to develop a 'Funders Commitment on Climate Action'.

### What is the Funders Commitment on Climate Action?

The Funders Commitment on Climate Action is a short, voluntary pledge outlining seven commitments that signatories commit to. It is modelled on overseas commitments where funders have decided to show leadership on climate action.

### What is its purpose?

Its purpose is to provide a platform for funders in Aotearoa to better understand climate action needs, issues and opportunities, show leadership and undertake individual and collective action on these issues accordingly. It aims to accelerate a just transition to a low-carbon society in Aotearoa, in partnership with Iwi/hapū/Māori.

### Who is it for?

While initiated by Community Trusts, the intent is to invite all philanthropic funders in Aotearoa to sign up to and deliver on this Commitment.

### What does the Commitment mean for signatories?

This Commitment gives signatories the mandate and impetus to show leadership and work collectively to accelerate a just transition to a low-carbon society in Aotearoa. Each funder will decide for themselves what they will prioritise and the resources they will commit – the Commitment does not tie any funder into specific targets, resourcing requirements, or timeframes for action.

Becoming a signatory states to a funder's community and stakeholders that they take climate change seriously and are keen to be part of solutions and proactive responses. Together we can meet the challenges ahead.

### How will the Commitment be actioned?

One of the seven commitments is to report annually on action undertaken and outcomes achieved through this Commitment.

The Climate Action Working Group, established on 30 September 2021, will activate the Commitment. The working group is a critical aspect of moving from good intentions to actually driving forward to get mahi done! While we acknowledge that we are not experts on climate issues, we didn't want to do nothing – out of fear of taking the wrong steps, delaying action, and downplaying the threat until the situation becomes clearer. The working group and I are learning a lot as we go, with advice from external expertise including tangata whenua, rangatahi, the community sector, and climate experts.

Examples of actions identified:

- Recognise and promote Mātauranga Māori as a source of solutions, for example via connecting with the inspirational mahi of the National Iwi Chairs Forum – Pou Take Āhuarangi (climate).
- Develop a shared resource for funders on climate change issues and action, including latest research, access to experts, good practice, and international and national examples of funder action.

*“While we acknowledge that we are not experts on climate issues, we didn't want to do nothing – out of fear of taking the wrong steps, delaying action, and downplaying the threat until the situation becomes clearer.”*

- Increase funder collaborations on community-based climate action.
- Grow collective funding applied to climate action in Aotearoa (only around 4% now).
- Prototype co-funded high-impact climate action initiatives through shared funds or intermediaries. This may include supporting community organisations to develop effective responses.
- Support strategic and high-impact philanthropic investment in climate action and decarbonisation, focused on a Just Transition.

Join the pledge!

We invite other funders to join us in this vital mahi. Sign up here: [www.climateactionaotearoa.co.nz/register](http://www.climateactionaotearoa.co.nz/register)

Queries? Contact Linn Araboglos, Wellington Community Fund CE on [linn@wct.org.nz](mailto:linn@wct.org.nz), or Karinia Lee, Head of the Centre for Social Impact on [karinia.lee@csinz.org](mailto:karinia.lee@csinz.org).

*“The intent is to invite all philanthropic funders in Aotearoa to sign up to and deliver on this Commitment.”*



*The following stories are examples of leadership contributions philanthropists and grantmakers are supporting across Aotearoa New Zealand.*

## Mā mua ka kite mā muri, Mā muri ka ora mā mua Those who lead give sight to those who follow, Those who follow give life to those who lead.

*Whakatauki*

*By Otago Community Trust*

Otago Community Trust is introducing a new strategic plan from April 1st 2022 which sets out a new direction for the Trust over the next five years. Otago Community Trust chair Diccon Sim says that the new strategic plan has been developed to guide the Trust into the future.

“As trustees, we see our role as extending to showing strong leadership in our community. We want to set an agenda for change, and to work purposefully and consistently to produce results.”

From April 1st 2022 funding decisions will be categorised under four new funding pillars which will represent the Trust's four strategic focus areas of granting:

1. Empowered Communities
2. Improved Health and Wellbeing
3. Increased Access to Opportunities
4. Thriving Children and Young People.

Trust chief executive Barbara Bridger says, “As part of our new strategic plan we also are committing to fund more strategically to have a lasting and beneficial impact.

“The Trust has identified new priority communities with the aim to prioritise funding in areas to address the inequities these communities experience, and under our new ‘Thriving Children and Young People’ funding pillar we have developed a dedicated strategy and an innovative new suite of funds aimed at lifting the capability of young people in the Otago region.

“The Trust will invest up to \$10 million over the next five years into organisations and initiatives that seek to support the region's tamariki and rangatahi, having particular regard to the adverse effects of disadvantage, discrimination and exclusion.”

[www.oct.org.nz/about-us/our-strategic-plan](http://www.oct.org.nz/about-us/our-strategic-plan)

[www.oct.org.nz/funding/tamariki-and-rangatahi-strategy](http://www.oct.org.nz/funding/tamariki-and-rangatahi-strategy)

## Nothing about us without us

*Dated back to 1500s Poland*

*By Te Rourou, Vodafone Aotearoa Foundation*

Te Rourou, Vodafone Aotearoa Foundation have an ambitious goal to halve the number of excluded and disadvantaged young people in Aotearoa by 2027. To do this, we've focused our investment and activities in one regional centre, Invercargill. We believe by focusing on a region, we can work more effectively, and develop a case study for fast-paced, sustainable and measurable change. We're taking a relational approach, leading from the back, centring those with lived experience and letting their voices guide the mahi.

Invercargill's young people are experiencing exclusion and disadvantage at significantly higher rates than the national average. However, there are many organisations working to address the challenges young people are facing in the region. By collaborating and partnering with the community, we're bringing together philanthropy, iwi, government, community, and business to ensure young people and their whānau are provided with work and education pathways in the local area.

Throughout 2021, we built relationships; heard the community's thoughts on what is needed; and explored where our funding, skills, technology, and relationships might be best utilised. The first initiatives resulting from this consultation are the publication of the [Thriving in Murihiku report](#), the introduction of a Community Catalyst role based in Invercargill, a \$400,000 contestable grant round, and the development of a participatory Rangatahi Māori fund.

<https://foundation.vodafone.co.nz/>



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# Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek.

Barack Obama

By Community Foundations New Zealand

Leadership in communities is a space that local Community Foundations are increasingly moving into, one example of which is in the Waikato, an impact investing in housing initiative led by Momentum Waikato Community Foundation.

The Community Foundation utilises a portion of their investments (those which were invested in bonds and cash) to invest directly in bringing capability into the housing sector and wellness centres. Essentially, they are filling a significant gap, being the connector and convenor who brings together the differing aspects of a project to make it viable.

Momentum Waikato's CEO, Kelvyn Eglinton, says, "Many proponents of impact projects have part of the solution (land, concept, finance). By investing a skill set and expertise that can fill the gaps including concept design, project viability and financing, Momentum Waikato acts as a connector between project components to make a project whole."

The Community Foundation uses Vital Signs local research to assess community priorities and they work with local partners, including other funders and philanthropists, to achieve desired outcomes in identified areas of priority.



The Waikato housing project is a true example of local leadership leading to improved community outcomes, and one of many emerging from local Community Foundations (17 across New Zealand), which are increasingly working in the leadership space, including leading research, emergency preparedness and transformational projects such as the Waikato housing initiative.

Read more about New Zealand's Community Foundations at:

[www.communityfoundations.org.nz](http://www.communityfoundations.org.nz)



Top: 2022 facilitators, kaiawhina, strength coaches and tuakana (youth leaders). Above: Puāwai 2021 tuakana, kaiawhina and facilitators.

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## Poipoia te kākano kia puāwai Nurture the seed and it will blossom

Whakataukāki

By The Wayne Francis Charitable Trust

The Wayne Francis Charitable Trust (WFCT) is very proud to be one of multiple nurturers of the youth development programme, **Puāwai**, along with J R McKenzie Trust, Todd Foundation and the Ministry of Youth Development, who are co-funders for 2022–2024.

Puāwai is a nine-month youth development programme focused on inclusion of a diverse network of rangatahi leaders from Māori, Pasifika, Muslim, Filipino, Bhutanese, Rainbow, Care Experience and Disability communities within Ōtautahi. Puāwai brings them together under these different rōpū, each of which is connected to an organisation that specialises in supporting this youth community.

Puāwai is often the first point of recognition of these rangatahi as natural leaders, and their first opportunity to grow leadership and connection with a unique community of

peers. The insight into the different worlds of other Puāwai rōpū is an important acknowledgement and celebration of the different identities that make up Ōtautahi as a wider community.

Each participant receives strengths-finder profiles and coaching. The participants meet monthly with their rōpū to plan youth-led practical projects like public events, and then come together with the wider group to explore leadership and intersectionality. Hear from the participants themselves: watch the impact video for Puāwai 2021 [here](#). Sixty rangatahi have been nominated for the 2022 programme so far.

Since Puāwai's beginnings as just a little seed, WFCT has contributed funding, time and expertise as co-designers of this programme and leaders of the stakeholder group that sits around it.

<https://www.wfct.org.nz/>

# The leadership imperative



See yourself as a leader now. Leadership is an action. Not a position.

Cindy Page

Liz Gillies,  
Menzies Foundation CEO

## The leadership imperative

Inspired by the legacy of Sir Robert

Menzies, the non-partisan Menzies Foundation was established in 1979 to create opportunities to support the next generation of Australian leaders. In May 2018, in celebration of our 40th year anniversary, the foundation unveiled a new catalytic strategy to address pressing leadership challenges and reaffirmed our commitment to raise the profile and importance of 'outstanding' leadership and to encourage Australians to reflect on leadership, build their own leadership capability and contribute to the greater good.

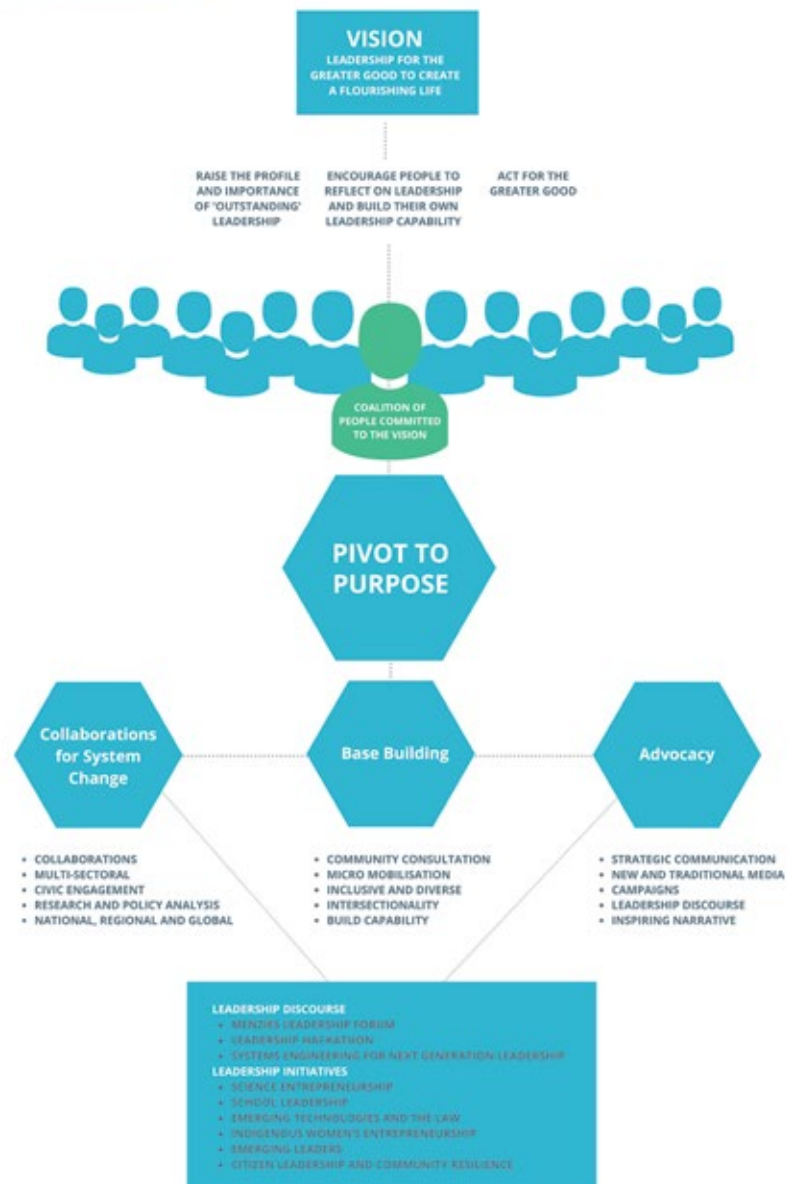
## Leadership

To develop an understanding of a contemporary view of leadership, the foundation supports leadership platforms to explore, deepen understanding and codify approaches to leadership. Our efforts to explore the dimensions of leadership from multiple perspectives support the foundation's strong focus on identifying the leadership qualities and attributes that are key to leading in an Australian and global context. You can learn more about our work at [www.menziesfoundation.org.au](http://www.menziesfoundation.org.au).

The foundation's current areas of focus include:

- Leadership Discourse
- Menzies Leadership Forum
- Leadership Hackathon
- Systems Engineering for Next Generation Leadership.
- Leadership initiatives
- Science entrepreneurship
- School leadership
- Emerging Technologies and the Law
- Indigenous Women's Entrepreneurship
- Emerging Leaders
- Citizen Leadership and Community Resilience

## THE MENZIES THEORY OF MOVEMENT



## Our approach

In accordance with our catalytic model of philanthropy, the foundation aspires to build platforms that model the importance of a purpose-led orientation, are entrepreneurial and adaptive, undaunted by complexity and focused on a more thoughtful, deeper interrogation of what it means to be a leader in the world today.

To do this the foundation leverages our expertise in partnership brokering to support multi-sector collaborations which identify leadership challenges, seek new insights, support the development of innovative solutions, pilot interventions and build collaborations for impact and scale.

Modelled on a collective impact approach, these collaborations focus on systems level change with the intention that collaboration partners work collectively to:

- Identify the leadership challenge
- Develop the leadership question
- Build a collaboration of multiple expertise to explore the question
- Develop and incubate an innovative intervention
- Based on these insights, identify the levers for system change
- Develop and implement the system intervention.

This approach, focused on innovation, requires members of the collaboration to work in complexity, outside of siloed perspectives and expertise, and prioritises adaption and an openness to new ways of thinking and working.

Whilst this approach holds great promise for developing systemic solutions to pressing leadership challenges, working in this way is both rewarding and challenging. The work is not linear. Collaboration members often find themselves working in uncertainty: forging innovative solutions to intractable challenges requires a tolerance for success and failure, and a readiness to tussle between what is known and emergent solutions.

Each collaboration member has an equal seat at the table and brings expertise, networks, and resources to the work.

As such, the Menzies Foundation focus is not on grantmaking, but on building the collaborations which support incubation. The foundation brings its resources, networks, and expertise to the work and as such, sits as a partner in each

## AUSTRALIAN LEADERSHIP FOR THE 21ST CENTURY



collaboration. This is different to those philanthropic approaches which are focused on a more transactional approach to grantmaking, whereby grants are made to support not-for-profit programmes and the focus is on delivery of these programmes.

A critical issue which the foundation is particularly aware of is the power dynamic associated with the nexus between the foundation's role as both funder and collaboration partner.

The foundation recognises the tension between the responsibility of stewardship of grants made and the challenges of the work that takes place in each incubator. Consequently, the foundation places a high priority on building strong backbone support and robust impact and evaluation frameworks to ensure that each collaboration has the insights to co-design and implement the strategy that underpins the work. In this way, resourcing, priorities, and progress are a shared responsibility of each member of the collaboration.

### Leadership insight: Pivot to purpose

Increasingly our work recognises the importance of purpose as an anchor for any leadership journey. Purpose creates meaning, offers a sense of direction, and helps identify goals and actions that encourage citizens to contribute to the 'greater good' for a flourishing life for all.

'Purpose' is the anchor from which to build 21st century leadership attributes. It is the pillar that allows leaders to become more entrepreneurial, adaptive, resilient, and

empathetic as they manage the challenges of an increasingly complex, global, tribal, and digitized world.

Building on Sir Robert Menzies' legacy, and in accordance with our catalytic model of philanthropy, we aspire to contribute to a leadership movement that models the importance of a purpose-led orientation, is entrepreneurial and adaptive, undaunted by complexity and focused on a more thoughtful and deeper interrogation of what it means to be a leader in the world today.

### Movement building

Our support of these challenges builds the foundation for further consideration of how the lessons we learn about leadership translate into supporting a movement which encourages all Australians to reflect on leadership, build their leadership capability and contribute to the 'greater good'.

### Role for philanthropy?

Philanthropy sits at the nexus between where we find ourselves today and the movement to build a future focused on the 'greater good'.

The questions we have to ask ourselves are:

- How many of us have done the work to clarify our purpose?
- How many of us are entrepreneurial?
- How many of us deeply listen?
- How many of us are adaptive?
- How many of us are comfortable in complexity?
- How committed are we to the 'greater good'?

Growing effective giving



## Philanthropy New Zealand | Tōpūtanga Tuku Aroha o Aotearoa is the peak body representing and supporting philanthropy and grantmaking in Aotearoa New Zealand.

Our members include trusts, foundations, community groups, family, individuals, investors, local government and iwi. We have a community membership category for not-for-profit organisations.

As the hub of philanthropy in New Zealand, provide training, share best practice, data and research, connect with Government and convene our members to enable collaboration.

### Join now

To become a grantmaker, individual or community member or to find out more, go to [www.philanthropy.org.nz](http://www.philanthropy.org.nz)

Check out our newest service to help both those seeking and distributing philanthropic funding in Aotearoa New Zealand. Visit [match.org.nz](http://match.org.nz)

### Thank you to our platinum sponsors

Please note that AMP Capital has now become Macquarie. We are grateful for their continuous support as they transition into this new organisation.



## Special thanks to those who contributed to this edition

Brenda Harkin, Eleanor Cater, Hainoame Fulivai, Jenn Chowaniec, Jess Benson, John McCarthy, Lani Evans, Linn Araboglos, Liz Gillies, Lynda McGregor, Melanie McAtamney, Monique Baldwin, Robyn Scott, Sarah Jenkins, Sinead Kirwan, Sir Stephen Tindall, Sylvia Moe, Te Pūoho Kātene, Victoria Fairweather.

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