

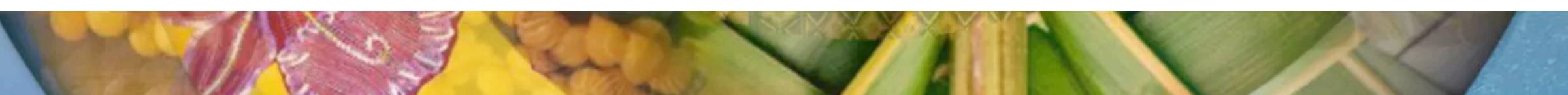


**PACIFIC**

# **FUTURE MAKERS**



**The story of a small grant fund  
designed and driven by young Pacific Leaders**











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A report prepared by:



On behalf of:





# INTRODUCTION

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## Introduction

Who is better placed to shape Aotearoa's future than its young people? Young people have a unique understanding and perspective of their communities, and no-one is more invested in shaping a positive future.

When the team at Foundation North asked themselves how they might increase equity and wellbeing in our Pacific communities, with communities leading their own solutions and changing systems, they started with our young people.

The idea was born to shift the power in the funding relationship and to put young people in the driving seat. Foundation North committed \$100,000 for the Pacific Future Makers Fund. Young people became the decision-makers, shaping everything from refining the purpose; leading promotion; setting criteria; and making decisions about grants. Foundation North provided facilitation, resource and guidance.

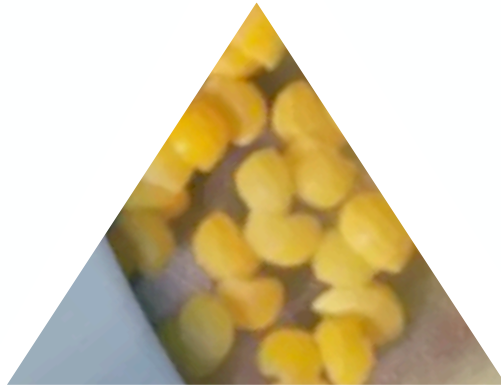
## The origins

Ten young people were invited to work in partnership with Foundation North from July 2019 to November 2020. The aim was to work together to distribute funding in a way that is more responsive to Pacific communities' aspirations, to reach beyond the Foundation's existing networks, and to deliver positive outcomes for the community. This was new for both the Foundation and the young people. It was a journey that needed trust, mutual respect and learning to create a new path for how to work together for the future.

In the midst of this adventure Covid-19 hit. At that time the young leaders had grown in confidence, and were decisive about the best way to support their communities through grant-making.

This is the story of the Pacific Future Makers Fund. It describes the experience of the people involved and how it has changed the Foundation's relationship with the community.





# THE PACIFIC LEADERS' STORY

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Foundation North invited our community networks to nominate young leaders that are working or volunteering in health, rainbow, disability, sport, church, technology, education, politics, law, music, mental health and youth development. From these recommendations ten Pacific Leaders were asked to join the initiative.

***"We got to get together as a group and designed the whole process from the ground up. We got to create it in a way that we wanted to see Pasifika access grants. We wanted to make it a lot easier and accessible to all."***

***"It was a great process of working with the other leaders. We all came from various backgrounds. I'm from the disability community. A lot of aspects were considered in the making of this". - Kramer***

Each individual demonstrated leadership in their work in community and the talent in the group was incredible. Many of the Leaders already held multiple voluntary and governance

roles and so held a wide range of expertise but all were new to community grant decision-making. They accepted an invite to try something new with the Foundation. The group worked around their other commitments to design and lead a new small grant fund.

The leaders were curious about this new way of working and were willing to learn alongside Foundation North. They joined the initiative because of a deep commitment to the wellbeing of their communities and the chance to support great work for young people in the southside of Auckland.

***"Having actual Pasifika individuals sit around the decision making table is extraordinary in itself. The fact that we have Pasifika people making decisions for our Pasifika community in this sense is just amazing because we know our own people the best." - Pacific Leader***

“THERE WAS A LOT OF HIGH-TRUST FOR OUR KNOWLEDGE AND COLLECTIVE SKILLSET WHICH I REALLY APPRECIATED.”

## THE RELATIONSHIP WAS KEY

When the Leaders were invited to join the initiative many of them did not know, or have a relationship with Foundation North. The relationship between the group and the Foundation North project team grew through the process. Whakawhanaungatanga was prioritised throughout and the Project Co-lead was also a young talented Pacific team member at Foundation North who stepped into a growth opportunity.

***I never knew who Foundation North (FN) were when I first came into this. With Tash, Claire and Eve guiding us through this - they have really given us a sense of who Foundation North are and what the organisation is about. I feel that FN is about hearing and learning from the grass-roots of the community and how effective that is when it comes to grant-making.***

***We were given guidance but I never felt through the process that FN tried to influence our decision making***

***or take over the process. There was a lot of high-trust for our knowledge and collective skillset which I really appreciated.***

***A lot of guardianship and guidance given which is amazing!!***

***Had one of the best experiences. It was fun, educational and possibly one of the most safest places I've been in. Thankful for the other future makers and the entire team at Foundation North.***

***“Some of the impacts are reach into community, relationships, the potential of the group and of the model itself. It opened doors. You can't put a value on trust and relationships” - Natasha Penn, Project Co-Lead***



“THE NORMAL PROCESS TO  
APPLY FOR FUNDING DOES  
NOT WORK FOR THE  
COMMUNITY.”

## DESIGNING FOR PACIFIC COMMUNITIES

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The Pacific Leaders made some key decisions about the fund based on their knowledge of their communities:

### 1. Access

Young people were not familiar with Foundation North and felt it was likely also the case in Southside Pacific communities. Access meant the fund would be easy to find, easy to understand, and it would be easy to submit an application.

1. Local radio and social media were the main ways to promote the fund with Facebook Live and Instagram takeovers creating a much wider reach than Foundation North’s traditional promotion.
2. A call for projects that would benefit Pacific young people, their families and communities in South Auckland.
3. Translated all of the materials into Pacific languages, which was another first for Foundation North.

4. The short application form that could be completed in English, Samoan, Tongan and Cook Islands and/or by video to make the most of Pacific oral strength and traditions.
5. A small number of criteria because often exclusion criteria can prevent small or new projects from applying.

The grant applicants confirm that the approach worked well for them and we received feedback that the process overall was easy, flexible, trusted, reflective of the community and a confidence booster with great promo. Video application was greatly appreciated.

***“That the normal process to apply for funding does not work for the community & that there is a need for kickstarter funds for PI community project / initiatives. Having application be both in English & translated languages does work.” - Pacific Leader***

“OUR COMMUNITIES ARE REALLY INNOVATIVE. WE KNOW PEOPLE THAT WERE COMING UP WITH GREAT IDEAS IN THEIR GARAGE.”

## 2. Impact

The Pacific Leaders felt that impact was an important criteria. Conversations focused on what would change for grantees as well as the communities that they would be working with. The Pacific Leaders had a great deal of confidence that the applicants could have a big impact for a small amount of funding and chose to fund more projects with partial funding.

## 3. Innovation

The Pacific Leaders wanted to see new activities and ways of working in community. There were robust discussions about what innovation meant from a community perspective. The group was able to make observations, when reading 90 applications, about what was common across the applications and what stood out as genuinely new approaches.

***Pacific communities are still using money from their own pocket and are coming up with a lot of great initiatives at the same time initiatives that are quite similar. There is definitely room and space for innovation to happen. - Pacific Leader***

## 4. Mana enhancing

At the end of Round 2, the CEO accepted all 20 of the Pacific Leaders' funding recommendations. He challenged them to find one application that would have the greatest impact if allocated an additional \$10,000. The Pacific Leaders decided to fully fund their top three projects and, in doing so, requested an additional \$2,000 to make this happen. The CEO said yes.

***“Having the CEO there, he treated us as equals. He made us think beyond what was in front of us.”***

***“It was amazing how the Board Trustee Kim Wright came in with the CEO to show her support. It showed us that they see value in us.”***

***“The CEO sat down with us and just talked about our decision making. That was a humbling experience. I have learnt that Foundation North is an organisation that truly honours our communities with the work that they do.”***



# WHAT PACIFIC LEADERS LEARNED

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## Grant-making process

The group learned about the grant-making process. Importantly 'why' the process has evolved to be that way was explained e.g. what is considered a charitable purpose. This helped them to understand what is open for them to shape and what to consider when designing a fund.

***"(we learned) The basics of the process: advertising to the public. reading through applications. making decisions. due diligence. I really got to understand the process this time round."***

## Decision-making

Many critical decisions were made by the group. This meant that critical-thinking, communication, negotiation and collaboration skills were all used to bring the group to consensus.

***"We got to create a grant process from the ground up. How to budget & allocate money. Learned Governance. critical decision-making. learned how to understand an applicant's vision. learned the importance of evaluation and outcome framework." - Pacific Leader***

***"Grant making decisions are not straight forward - so listening to one another's perspective is important and team work is vital." - Pacific Leader***

Throughout their participation, the Pacific Leaders grappled with the nature of contestable funding. The group openly discussed the trade-off between maximising the number of projects funded, and fully funding some high potential projects to maximise impact.

They found it difficult to say no and to fully fund applications. Instead they opted to spread the funding across a larger

number of applicants. "Our people are used to doing a lot with not very much".

## Values-based leadership

The group set values at the beginning to provide a strong foundation for decision-making. The facilitation by Foundation North continually reinforced their agency in making decisions.

***Even with my teaching work now I definitely try to apply similar values around letting students have their own autonomy and grow leaders within our communities rather than trying to control their learning or force things. I'm definitely a bit more confident in being looked to as a support person and leader as well. People coming to me and asking for advice was buzzy. even elders. so that was a great learning. I hope to move forward with seeing how my skills can benefit the community in other ways .***

## Impact

While impact is a frequently used term in the community sector, it can mean many things. The Leaders included 'impact' as a criteria and this raised some good challenges. The group discussed, listened and debated the impact that each project, and the portfolio, could have.

***"I learnt there is actually quite a lot of thinking that goes into making a marking criteria and ways to measure impact. Was pretty cool that we were allowed to create our own from our own lens." - Pacific Leader***

***"I learned a lot from the other group members around how they rank projects. that was cool. and how they view impact. Eg we all view impact differently" - Pacific Leader***

# IN NUMBERS

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**100%** Completely Agreed

**'I enjoyed participating in grant-making'**

**100%** Completely Agreed

**'Foundation North valued my knowledge, skills and perspectives.'**

**71%** Completely Agreed

**'We (the Pacific Leaders) made good grant-making decisions.'**

**86%** Completely Agreed

**'I was able to contribute my knowledge, skills and perspectives in the grant-making process.'**

**100%** Completely Agreed

**'I felt empowered to practice my leadership and influence positive change in Pacific communities.'**



“I’VE LEARNT THAT THERE’S  
A LOT OF WORK NEEDED TO  
CHANGE THE NARRATIVE  
FOR GRANT MAKING.”

## WHAT PACIFIC LEADERS WANT FOR THE FUTURE

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At the end of the experience the leaders would like:

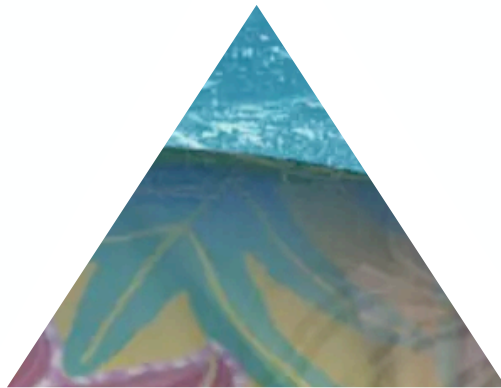
- For other organisations to consider giving agency to young Pacific people
- For grantmaking to become more empowering for communities, rather than competitive

***‘Amazing to be part of this group and movement. It’s a movement cus rarely do you see this type of agency given to our communities and especially young people and letting us make the decisions that impact on our families and communities. Hopefully it continues and spreads to other orgs.’ - Pacific Leader***

***‘I’ve learnt that there’s a lot of work needed to change the narrative for grant making. There’s a precedent that has been originally established in this space that everything is competitive and it’s about changing that. so that grantmaking is looked upon as something empowering.’ - Pacific Leader***

They’d also like Foundation North to consider:

- Expanding social media stories to share the journey of participatory grant-making so that communities can see and experience how these funds are helping communities.
- Co-designing future funds with some of the successful applicants.
- Taking the learning from this fund and embedding it into the core funding space.
- The potential for this fund's geographical reach to expand to areas such as West Auckland and East Auckland.



# FOUNDATION NORTH'S STORY

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## Why we embarked on the journey

Foundation North has a 15-year strategy that includes a focus on increased equity in priority communities including Pacific Peoples and South Auckland. To activate this part of the strategy the Foundation North team considered how to do things differently - to reach beyond the Foundation's usual networks; to challenge ourselves on how we partner with community; and make decisions about who and how to fund.

We have worked closely with the community in the past to shape strategies and practices - such as with the Māori and Pacific Education Initiative. This time the team wanted to explore new ways of moving decision-making closer to the

community. From the outset we intended this to be a relationship where the Future Makers and the Foundation worked and learned together.

Foundation North committed \$100,000 to the initiative. Our hopes for this were:

- The Future Makers would grow in their leadership confidence and capability
- More grass-roots work in Pacific communities in South Auckland is funded
- We would learn new skills to work and share power with young Pacific people



# OUR EXPERIENCE

## FOUNDATION NORTH

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As with other innovation work at Foundation North we started from a fresh perspective and none of our usual policies in place. In the first phase the Future Makers were invited to come to the Foundation, meet and get to know the team, and learn about our approach grant-making.

The most important part of this was to build trust. Initially we found that the Future Makers didn't fully appreciate that the decision-making power was truly being shared with them. We had invited them to make decisions about funding and at times they were looking for hidden restrictions or barriers.

### **Building Trust**

They questioned us about our intent, and the Foundation North team had to earn trust by being open about what was and wasn't possible at each stage in the process. To the best of our ability we tried to support and give power over to the Pacific Leaders. We were embarking on this journey together and the destination was not predetermined. Trust grew when we delved into discussions about the design of the funding. We wanted the group to feel supported and empowered to make decisions.

### **Sharing power**

The project team facilitated the group to discuss and agree how to run the first round of funding. A few things were

predetermined including the overall purpose, the fund value and the amounts that could be requested. Everything else was debated and shaped, including: the criteria of the fund; how to promote it, the application requirements, process and criteria; the decisions on funding, and; how the grantees would report back.

The more we got to know the Leaders the more aware we were of their passion, intelligence, commitment to their communities, and thoughtfulness in making decisions. The realities of making hard choices soon became apparent and we could see them step into the responsibility, and to take it seriously, while keeping the process fun and human. They held Foundation North to account too, and challenged us to respond to their requests and needs.

***"This is all about investing into Pacific communities in South Auckland with young people who are closely connected there. I have been very impressed by this group, who have gathered confidence through this process. Being the leaders they are, they know how to take this and weave it into their own futures. This prototype is also a learning journey for trustees, as it gives the Foundation's board confidence that this way of grantmaking can work, which is very exciting." - Kim Wright, Chair of Foundation North's Māori & Pacific Committee***

“FOUNDATION NORTH IS LEARNING FROM THE GRASS-ROOTS OF THE COMMUNITY.”

## WHAT WE LEARNED

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For Foundation North:

- This initiative challenged our assumptions and ways of doing things. Supporting our communities is so much more than grant-making. Foundation North has a variety of resources and opportunities that can have a positive impact, including the processes by which we engage with our communities.
- We learned to see our work through fresh eyes. Enabling change can actually feel more straight-forward when you have the right people in the room.
- We came to recognise that participatory processes are more resource-intensive. The process takes time and it requires staff and other commitments. But the trade-offs

are worth it, for more inclusive grant-making, stronger relationships, and the earning that we as an organisation can get. There's no short-cut to authentic participation.

***“I feel that Foundation North is learning from the grass-roots of the community. The boss - aka uncle Peter! - loved the humble conversations and being willing to connect with us and giving us a challenge which helps us to lift our own horizons while doing this process. Foundation North is really caring, thoughtful and takes care of the people that are taking part in the process.” – Pacific Leader.***



# THE APPLICANTS’ STORY

People are doing great work in their communities all over South Auckland, often voluntary and without funding, and are having a positive impact. Often, there can be a great distance between this good work and the work of funders and funder processes and decisions. A hope for this initiative was to start to bridge that gap.

Foundation North made a commitment to support communities to lead their own solutions. This initiative aimed to:

- Increase the number of projects funded by Foundation North, for Pacific communities by Pacific communities.
- Empower and develop Pacific young people.
- Learn about new ways to support and engage Pacific People.

The project was successful in these aims. 80% of the applicants had not previously sought funding from Foundation

North. The number of applications from Pacific organisations in South Auckland was almost four times that of the main Foundation North funds in the previous year.

Projects spanned a range of sectors and geographic areas. Health was a priority for many applicants. There was also a high number of projects working in education, youth programs, entrepreneurship, and keeping languages alive and flowing in the next generation.

Strong themes included ‘Flipping the Script’ where projects showcase positive stories and identities about Pacific people to change mindsets and build confidence. There were also many that focused on strengthening Pacific cultural connections and practices, for example supporting intergenerational conversations and reviving Pacific language and dance.



## IN NUMBERS

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**\$112,000**

**Granted**

**90**

**Applications**

**82%**

**New Grantees**

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ROUND

GRANTED

PROJECTS

**ONE**

**\$36,900**

**14**

**TWO**

**\$75,100**

**20**

“HAVING A PLAN IS REALLY IMPORTANT - HOWEVER WHEN WORKING WITH YOUNG PEOPLE, FLEXIBILITY IN THAT PLAN IS IMPORTANT”

## OUR EXPERIENCE APPLICANTS

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The applicants felt that The Future Makers Fund was accessible and appreciated many of the decisions that the Pacific Leaders had made. They liked that there were Facebook Live sessions by Pacific people. “For Pacific by Pacific – reflective of community”. Although many weren’t familiar with Foundation North, it was clear that the fund was for them.

They found the funding flexible, especially where they were social enterprises, and previously hadn’t been eligible for funding from Foundation North.

They also found the application form very easy and found video applications worked well for them to tell their story, especially the work with young people.

A couple also appreciated the relationship with staff during the process. They found the team approachable and easy to get in contact with when there were changes in project, and especially appreciated flexibility in the face of COVID-19.

Most importantly, for many of the projects being successful was a sign of support and validation that built their confidence. Especially when this was the first time applying for, or receiving funding.



## BROWN PRIDE

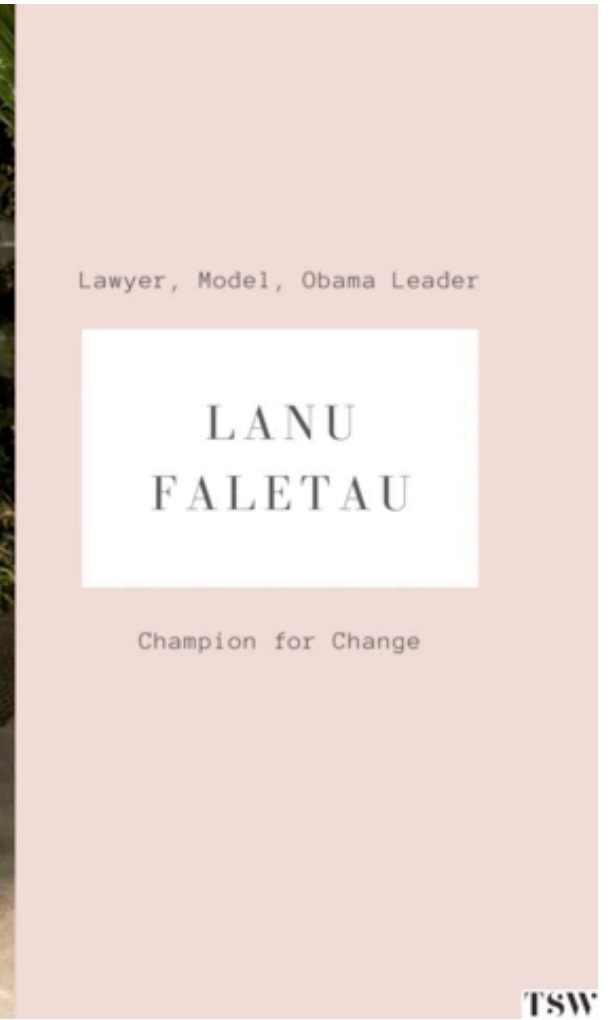
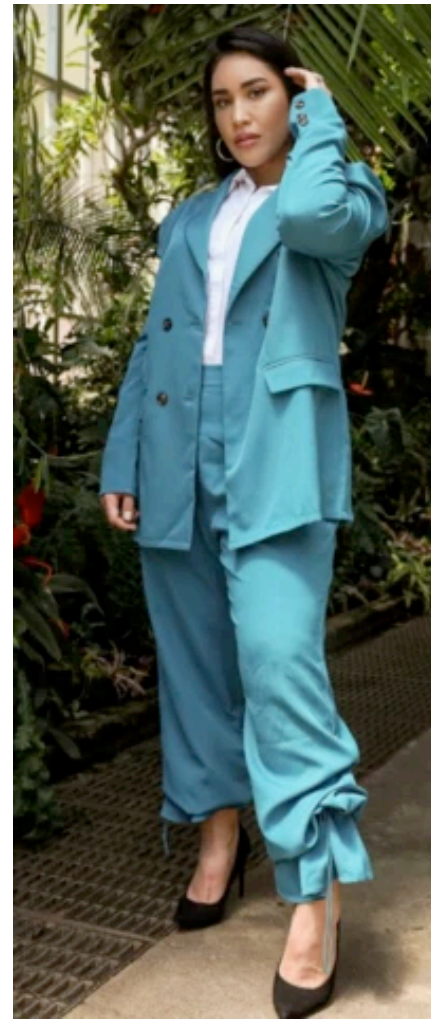
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Brown Pride, a first-time recipient of funding, seeks to tackle health challenges amongst Pacific people, such as poor nutrition and lack of physical activity. Through their weekday training sessions, fitness challenges and food plans, Brown Pride aspires to create a safe space for exercise and healthy eating amongst the Pacific community.

Tino Mafoe, Head Trainer of Brown Pride says that part of the funding will be used towards training equipment for their fitness programmes.

***"In previous training and weight-loss challenges, we've solely focused on bodyweight exercises due to lack of funds for our own equipment," says Tino. "This funding will enable us to purchase equipment to further training techniques, levels of difficulty and forms of exercise. Thanks to this grant, our community will be steadfast in making self-improvements throughout their fitness journey."***





TSW

## CHAMPIONS FOR CHANGE

Another project funded by the Future Makers is Truths She Wrote: Champions for Change – an educational programme which will connect young people in South Auckland with hardworking and inspiring role models, known as “champions”. Built on the premise that children may not always have access to safe environments where they feel inspired and confident, the initiative seeks to increase the visibility of relatable role models in the Pacific community, and remind young people that they themselves can shape a positive future.

Reina Va'ai, founder of Truths She Wrote, says that speaking face-to-face with champions working in interesting fields,

students will see the range of careers that are available to them and will gain the confidence to take the steps necessary to achieve their goals.

***“Children cannot be what they cannot see. We want them to see as many positive and encouraging champions as possible. We want to encourage every single child to aim high. dream big and change the world.” To date, Reina has delivered the project into 7 schools and is hoping to expand the initiative into more low decile schools in South Auckland.”***

“VIDEO APPLICATIONS ARE GOOD  
FOR TELLING OUR STORY WITH  
YOUTH”

## WHAT APPLICANTS WANT FOR THE FUTURE

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The applicants had ideas about how to continue to make funding more accessible for their communities. Ideas included:

1. **Funding:** A further Future Makers Fund, especially at a greater scale for projects that have been tried and tested.
2. **Positivity:** A continued positive approach to Pacific communities. “It’s a time to uplift our community and for positivity.”
3. **Accessibility:** further outreach through churches and schools and using grantees stories to inspire more people to apply for their projects.
4. **Application support:** some had been scared of getting it wrong when applying and would appreciate more videos about how to apply to build their confidence.
5. **More accessible reporting:** some felt that reports requested by funders generally are not a good cultural fit and would like presentation, storytelling and discussion to be options.
6. **Learning:** many groups would like to build their capacity in governance, budgeting and fundraising to strengthen their work.
7. **Feedback:** some would like to have better feedback from funders on their applications whether they’re successful or not.



# SOUTH AUCKLAND PACIFIC COMMUNITIES

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The Pacific Leaders had valuable insights and knowledge about Pacific Communities in South Auckland.

## Capability

*Our communities know what our challenges are, we understand them in depth and have the capability to carry out initiatives to counter these issues.*

*“That we have amazing young leaders in the community. And also amazing people wanting to do big things and having amazing plans for their communities. We just need to keep supporting these people and groups and I think we’ll really see a massive positive change and impact moving forward. The next generation are talented alright. And re affirmed how resourceful and resilient our communities are despite COVID.” - Pacific Leader*

*“I think this project has enabled many Pacific communities to come up with solutions to issues within*

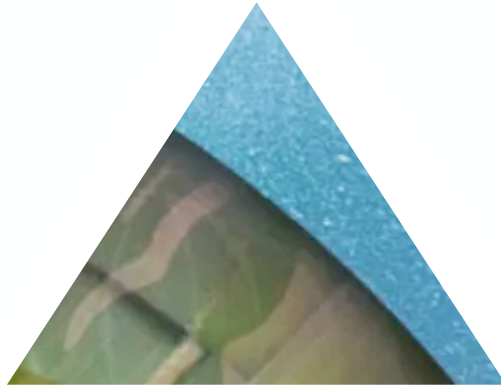
*their community. I think COVID-19 has shed light on the inequities that had pre-existed but I think this project has overall provided an empowering approach to grantmaking.” - Pacific Leader*

## Resilience

*Pacific communities are moving mountains regardless of funding or resources. It is so important that communities are aware and feel confident enough to tap into resources that are available to them.*

*We have a great amount of talent, skills and knowledge in our Pacific communities in South Auckland. The resilience that the applicants showed during the Covid-19 period really showed that even at a time of crisis, our Pacific people are always thinking of each other and finding ways to contribute to South Auckland.*





# LOOKING TO THE FUTURE

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## Participation

Co-design (collaborative design) initiatives and shared decision-making are part of Foundation North's approach to Increased Equity.

Foundation North has partnered with the Ministry of Youth Development to create a \$200,000 fund to be distributed by Pacific youth for the benefit of their peers and communities. This will build on what's been learned to date.

Foundation North also aims to adopt the learning from the Future Makers Fund more broadly, including:

## Funding

More proactive and culturally-relevant engagement with our priority communities, including Pacific, to identify opportunities where Foundation North can support

Our approach to communication, including how we communicate with our communities, who holds the mic, how stories are told, and why

Pacific Leaders have been invited to be part of the Advisory Groups that support Trustees and staff with strategy development

## Sharing

Foundation North is also committed to sharing with other funders who are interested in trying participatory grantmaking approaches. We believe that more funders should explore the potential of participatory approaches. Through shared learning funders can create and adopt new ways to empower communities by sharing decision-making.

# A DESCRIPTION OF THE FUTURE MAKERS FUND

## ROUND ONE

### Set the Foundations

#### Whakawhanaungatanga

The Foundation North project team and Pacific Leaders spent time learning about each other

#### Values

The Pacific Leaders created Values to guide their action

#### Learning

Leaders learned about:  
Foundation North  
Grant-making

### Design

#### Application Design

The group set criteria for applications: Impact, Innovation, Sustainability, Empowerment

Funding requests could be for \$2500, \$5000 and \$7500

Applications were invited:

In English, Samoan, Tongan and Cook Islands

In writing or video

For charitable activity

From charities, companies and individuals

#### Promotion

Social media targeted Pacific youth and grassroots organisations

The call for applications was:

Open for 1-month

Closed after the first 45

### Action

#### Assessment

Applications were:

Scored individually by the Pacific Leaders

Discussed and debated in a group session

Pacific Leaders then made the recommendation of the Foundation

#### Due Diligence

Due diligence was done by Foundation North team on:

Alignment to Trust Deed, and

Possible risk to Foundation North or the community

The final list was approved by the CEO

### Reflection

#### Reflect and Learn

A remote reflection session was run with the Pacific Leaders including:

What went well?

What didn't go so well?

Ideas for improvement

# THE PROMOTION FOR **FUTURE MAKERS FUND**

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**FOUNDATION  
NORTH**  
*Te Kaitiaki Pūtea o  
Tāmaki ō Tai Tokerau*

**PACIFIC FUTURE MAKERS**



# **FUTURE MAKERS FUND**

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**For South Auckland Pacific Communities**

A small grants fund designed and driven by the Pacific Future Makers

# A DESCRIPTION OF THE FUTURE MAKERS FUND

## ROUND TWO

### Design

#### Application Design

Based on the Leaders reflections the design stayed largely the same

Covid-19 first lockdown happened

The call for applications:

- Had the same focus to “give our people hope for when Lockdown is over”

- Was open to Covid-19 response initiatives

- Required a budget

Leaders updated the assessment criteria to make more nuanced decisions

### Action

#### Promotion

The call for applications was:

- Open for 3-month

- Extended due to COVID-19 lockdown

- Closed after a certain date

Pacific Leaders promoted the fund on local radio stations and did social media takeovers

#### Due Diligence

Participated in due diligence:

- Alignment to Trust Deed, and

- Possible risk to Foundation North or the community

In some cases, their risk tolerance was lower than the project teams.

### Challenge

#### CEOs Challenge

After the Pacific Leaders made their shortlist the Foundation CEO challenged the group to allocate an additional \$10,000.

In response the group:

- Presented a proposal to the CEO

- Proposed, and secured an additional \$3,000 (\$13,000 total)

- Fully funded the top three applications

### Reflection

#### Round Table reporting

Pacific Leaders designed and hosted a round table reporting session with grantees.

Grantees were invited to:

- Attend to report on their progress

- Share learning

- Connect with each other



# 8 TIPS FOR PARTICIPATORY GRANT MAKING

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# 1

## **A Strong Kaupapa**

When we started the fund the purpose was clear, but not the process. Foundation North was committed to handing over power, and supporting young people to make decisions for the charitable benefit of young people and whanau in south Auckland. In this respect the Foundation and the Pacific Leaders were on the same journey.

# 2

## **Whakawhanaungatanga**

The group must truly believe it is empowered to act for its community. The process is as important as the outcome. It was easy for the group to fall back into 'consulting' the Foundation, and empowerment and power-sharing needs to be continually surfaced and reinforced. The relationships and trust are the foundation needed to have open discussion on hard topics.

# 3

## **Values based leadership**

One of the first activities was for the group to create a set of shared values to provide the navigation for future decision-making. These values proved to be an anchor for the group when tough decisions needed to be made.

# 4

## **Flexibility**

When Foundation North started discussing the project we knew that the usual grant rules could not apply. If we were to genuinely put the young people in the driving seat we needed to start with possibility. That meant our usual exclusions did not apply to the fund. We applied what was necessary - due diligence for financial management and charitable purpose - but were open to reimagining the rest.

# 8 TIPS FOR PARTICIPATORY GRANT MAKING

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## 5

### **Embrace Diversity**

Ten Pacific Leaders were invited to participate, based on nominations within the Foundation's Pacific community networks. The Pacific Leaders were from different Pacific cultures and sectors - health, rainbow, disability, sport, church, tech, education, politics, law, music, mental health and youth development. This variety brought many different lenses into the room and led to robust discussions.

## 6

### **Intentionally Experiment**

Two rounds helped us learn together and build skills and confidence in the process. The young people could make changes to the design of the funding based on what they learned in the first round. The Leaders were bolder in round two and were prepared to make key decisions in response to Covid-19.

## 7

### **Focus on Reciprocity**

We knew there would be value in working with young Pacific Leaders and the team were open with them about the Foundation's goals. These Leaders were bringing cultural knowledge, community connection, and sector and, in some cases, governance expertise. That was respected and Koha was given for the time that was invested. Ideas from the group were supported with resource or action by the project team. The outcomes for Foundation North, for the Leaders, for the community were beyond what we could have anticipated.

## 8

### **Build Safety**

The project team were mindful of keeping the group safe, and the Foundation too. The initiative was designed in such a way to enable the team and the Leaders to work in the unknown and push boundaries, but in a way that did not feel unsafe. This is what informed the two rounds, due diligence support, and a relationship-based way of working. The Trustees were very supportive from the start. We had a view on risk and actively managed them, without stifling the creativity, spirit and purpose of the project.

# OUR 2019-20 PACIFIC LEADERS

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**Renee Mose**  
*Samoa descent*



**Caleb Marsters**  
*Cook Islands and NZ  
Papa'a descent*



**Kramer Hoeflich**  
*Cook Islands descent*



**Romero Tagi**  
*Samoa descent*



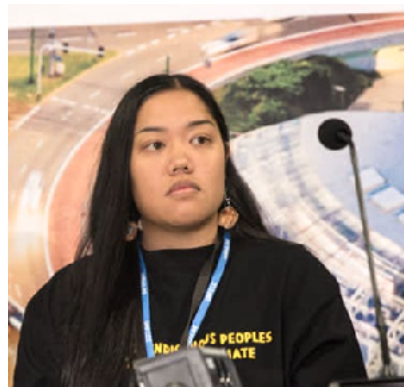
**Latayvia Taiaopo Ngaire June**  
**Annastasia Tualasea Tautai**  
*Samoa descent*



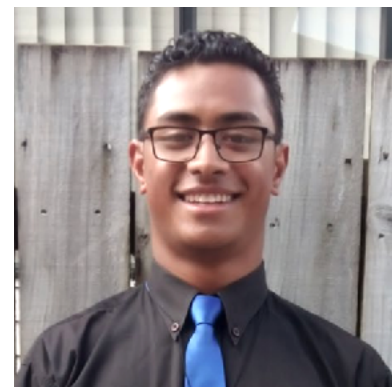
**Suivaaia Pritchard**  
*Samoa descent*



**Veisia Maka**  
*Tongan descent*



**Hannah Teipo**  
*Cook Island and Indian descent*



**Sione Manu Ma'asi**  
*Tongan descent*



**Annastasia  
Matai**  
*Samoa descent*



# THANK YOU



Fa'afetai, meitaki, malo 'aupito, and with many thanks to the 2019-2020 Pacific Leaders that took part in Pacific Future Makers. Our project team was humbled by your talents and ambition and inspired by your passion for your communities. We learned a lot, and the journey continues!

Natasha, Claire, Eve and Peter  
The Foundation North project team and CEO