

SHAPING THE FUTURE

Enabling Community-led Change.

Kia whakamana i te whakawhanake ā-hapori.

SYSTEM SHIFTS NEEDED

1. Decentralise
2. Recognise and respect difference
3. Value people and relationships
4. Embed collaboration
5. Tolerate more risk
6. Build local economic resilience and redefine shovel ready

Key report take outs:

- Local responses (led by hapū/iwi, community organisations etc) were key to ensuring community health, safety and wellbeing. Local knowledge, relationships and connections meant information and support went to the right place.
- High trust funding (from both philanthropy and government) enabled community networks and organisations to respond to local needs quickly, collaboratively, and effectively.
- COVID-19 has highlighted that money can be moved at speed to where it's most needed, with minimal red tape – when there is funder willingness.
- Many of the practices adopted by funders during COVID-19 are ones that the community sector has been advocating for many years.
- Community organisations would like to see these practices become part of BAU rather than only triggered in crisis mode.

Key implications for funders:

- Devolve the decision-making power to the people who have the most knowledge about where funding is needed and who can best use it.
- Create more locally held small-scale grant funds with minimal red tape and faster decision making to allow communities to be more responsive, and kick-start or test new initiatives aimed at building local resilience.
- Now is the time to co-design processes that will allow locals to respond better to crises AND can work for ongoing challenges (such as funding pots that can be tapped by communities for what is most needed, rather than tagged to specific items).

- Understand that having a range of different groups operating in a rohe is a positive (diversity) rather than a negative (duplication). Diversity is what prevents people falling through the cracks of mainstream responses e.g. different communities need different types of food in their parcels.
- Support and invest in the groups and networks that looked after communities during the rāhui. This capacity building is an insurance policy for future challenges and crises.
- Move away from contestable funding. It undermines the relationships that communities need to collaborate effectively.
- Build on and support the increased desire amongst community groups to collaborate by providing ongoing funding support for local networks, brokering and co-ordination roles. Include community and economic backbone functions as well– not just front-line service provision and projects.
- Do more funding in a collaborative way alongside other funders, using single front doors and joint reporting. This allows organisations to spend more of their time and resource on supporting their communities (and less on administration).
- Provide flexible funding and parameters that allow change and adaptation. Complex challenges require creative responses to see what works.
- Develop funding success measures collaboratively, not just for accountability but to support learning, adaptation and iteration.

Powerful Questions for Funder Reflection:

- How did COVID-19 test our strategies and systems? What needed to change for us to fund effectively during a crisis? Which of those changes should become part of BAU?
- How responsive, connected and inclusive are our funding processes?
- What’s the quality of our funding relationships? Who do we know and who do we trust?
- Has COVID-19 highlighted any gaps in our funding relationships? Who is missing (and why?) Who else should we be connecting with?
- What are we learning about the communities and organisations we fund as a result of COVID-19?
- What do we need to change in our strategy or systems as a result of what we are learning?
- How can we more actively share our power? Who/how to best empower local people and places? Who else should be included in our decision making?

RELATIONSHIPS
 TINO RANGATIRATANGA FLEXIBLE
 EMPOWERING MANAAKITANGA POWER RESPONSIVE
 ADAPTIVE WHAKAWHANAUNGATANGA
 DECENTRALISED SHARING TRUST DIVERSITY
 HOLISTIC EQUITY ENABLING
 STRENGTHS-BASED COURAGE KOTAHITANGA
 RECIPROCITY INNOVATION KINDNESS

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