

The Peter McKenzie Project:


MOVING TOWARDS PARTICIPATORY PHILANTHROPY

Alex Woodley
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In 2021, the Peter McKenzie Project (PMP), decided to move towards a more participatory philanthropic model. The structure and how it might be implemented is still evolving. The purpose of this report is to share the story of PMP's journey, including the conditions, which led to this decision.

The report draws from a wide range of sources, including meeting notes, minutes, transcripts, reports and interviews with ngā Kaikōkiri and PMP Committee members.¹



Background

The Peter McKenzie Project (PMP) is part of the JR McKenzie Trust (JRMT). It was named in honour of Peter McKenzie who established a \$5 million fund in 1996, the Jayar Trust. Fifteen years later he seeded the idea of spending it down over a 20-year period on a single issue that could make a substantial and measurable difference to the lives of New Zealanders. He was intrigued by what could be achieved with a long-term investment in one field of interest.

In 2012, Peter passed away. It is Peter's legacy and vision that has driven PMP.

In line with Peter's wishes, the JRMT Board approved his plan to convert the Jayar Trust to a "spend down" fund, with a specific focus and long-term approach. The fund was significant, having grown to \$11 million.

A Working Group of Trustees was established and appointed a project manager to assist them to undertake research on options and develop a plan. As there were few constraints on scope, the project manager consulted

¹A special thanks to PMP staff and Committee members for sharing their insights, Curative for sharing their interviews, analyses, and finding creative ways to tell the PMP story, Jacqui Chan for capturing key moments in the journey through her illustrations, and of course ngā Kaikōkiri for their incredible mahi and insights. It is the generosity of all those involved in PMP, sharing as they learn, which underpins the findings in this report.

thought leaders and undertook extensive research to find an area which, if supported by the Jayar Trust, could honour Peter’s vision. Based on her findings, the Working Group made the decision to focus on reducing the number of children and families living in poverty and hardship, and for Aotearoa New Zealand to be a place where all children and whānau flourish.

In 2016 the Working Group disbanded, as they believed a new set of skills would be required to implement the project and plan, and the founding PMP Committee was appointed. In addition to JRMT Board representatives, this inaugural Committee included social entrepreneurs, academics and activists who had worked to eliminate child poverty over many years, along with those undertaking systems change work. Most funding in this field had supported services and programmes that make a direct difference to children, young people, and their families. While the PMP Committee acknowledged that many of these services were essential, with organisations working tirelessly to help try and meet families’ immediate needs, they tended to address the effects rather than the causes of poverty.

In 2017 PMP put out a call for ideas that could have a game-changing impact on child poverty and the wellbeing of children and their whānau. The Committee were particularly interested in bold and creative ideas which moved away from ameliorating the effects of poverty, towards “systems change” or “upstream” solutions that would have a significant and enduring impact on the reduction of poverty. In addition to considering the idea, the Committee were looking for people with integrity, who were courageous, curious, reflective, and adaptive.

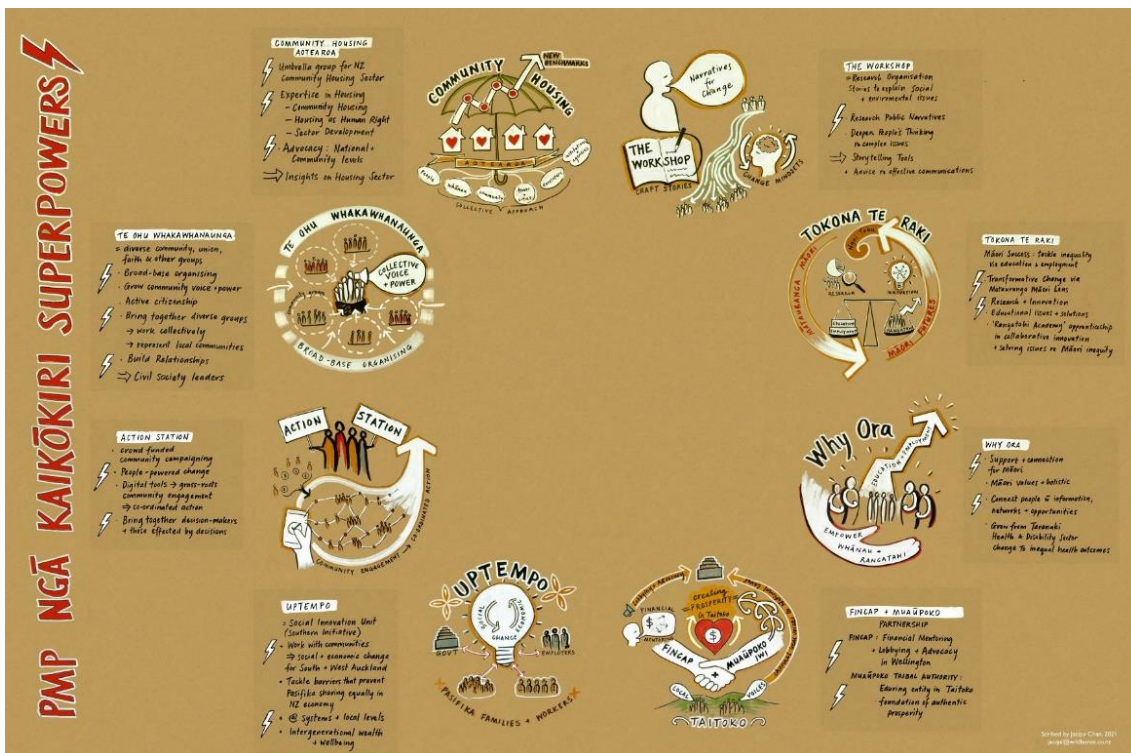
The Committee were open to investing in initiatives long term as they recognised it would take time to substantially reduce child poverty and improve whānau wellbeing.

PMP received 260 ideas from a wide range of organisations and individuals. As a result, fifteen organisations were offered additional funding to further develop and scope their ideas. Other ideas and proposals were subsequently submitted for consideration.

PMP currently resources eight Kaikōkiri – people and organisations who champion, promote, advocate and lead change – and other Kaikōkiri are in the pipeline. Their initiatives were identified as offering an audacious vision and strong theory of change. While each initiative has a different focus, they are aligned with the overall vision of PMP. The initiatives include the following.

- **Tokona te Raki** is a Ngāi Tahu-led collaboration established to increase Māori participation, success and progression in education and employment.
- **Te Ohu Whakawhanaunga** is a New Zealand Alliance (Auckland) comprised of community, union, faith, and other relevant groups from across civil society in Auckland. Its purpose is to reduce child poverty by addressing the causes of poverty in families and communities, so the City of Auckland flourishes.
- **WhyOra** aims to ensure the Taranaki health workforce is responsive to the needs of Māori through developing and increasing the Māori health workforce in Taranaki, thereby both reducing inequalities in health outcomes and enabling more Māori to get into jobs with prospects for progression. Their focus is extending beyond health into the education sector.
- **The Workshop** is focused on offering people more accurate and compelling stories that explain family poverty and its solutions in a different and more cohesive way, drawing attention to evidence.
- **Community Housing Aotearoa (CHA)** is the peak body for community organisations providing social housing. Through The Shift initiative, CHA aims to play a catalyst role, leading a collective approach to improve the functioning of the housing system to increase the supply of adequate, affordable housing especially for low-income families.
- **Muaūpoko Tribal Authority (Taitoko/Levin)** and **FinCap** (nationwide focus) have collaborated to combine an iwi-led collective approach to poverty reduction in Levin/Taitoko with a national organisation taking the local issues and voices to central government and building the capability of, and connections between social change agents.
- **ActionStation Aotearoa** have a mission is “to tautoko (support) and whakamana (uplift) everyday New Zealanders to act together in powerful and coordinated ways to create what they cannot achieve on their own: a society, economy and democracy that serves all of us - everyday people and Papatūānuku, the planet we love.” A lot of the organisation’s outreach, collaborations and campaigning are done on-line.
- **Uptempo** is a project of The Southern Initiative (with a South and West Auckland focus) in which Pasifika ‘aiga (whānau) determine their own economic futures, increasing wellbeing, mana and agency, incomes, high-quality jobs, and reducing stress and burden. The initiative draws on Pacific knowledge, co-design including ‘aiga (whānau), partnerships and systemic change. Key partners include The Fono, Oceania Career Academy and First Union.





Mahi Tahī (gathering) participants' descriptions of ngā Kaikōkiri superpowers (Jacqui Chan, 2021)

A different way

It was evident from the Call for Ideas that systems change work designed to impact the cause of poverty was an emerging area. Groups and organisations spoke of years of underfunding and overburdened services with little or no capacity or funding to work on the upstream changes required to make a difference. Any funding available tended to be for short-term projects with a clear story and measurable outcomes underpinned by a detailed method for achieving these. As some pointed out, a story of how an initiative might help someone living in poverty (for example, by providing food or emergency housing) is clearer than untested ideas of how a complex, multi-generational array of factors that holds people in poverty might be tackled.

“It's hard to shift funders' thinking from a tangible product, a widget, to funding a process.”

The Call for Ideas had invited a different approach. Many of the ideas proposed were bold, experimental, and required longer timeframes. Moreover, although the grantees had a strong vision and theory of change, it

was unclear how the ideas and initiatives might evolve.

It was apparent to PMP staff and the Committee that upstream work would require a different funding approach, and they were proactive in thinking of ways it might be better supported.

On a practical level, this included supporting streamlined applications, multi-year funding agreements, innovative ideas, flexible resourcing, a commitment to building relationships based on trust, transparency, and mutual learning, and an evaluation and reporting approach that focused on learning and reflective practice.

1. Longer-term, multi-year resourcing: while philanthropic grants tend to be short term, the Committee believed a longer-term funding commitment would be needed to support the initiatives. They recognised that creating systems change and reducing child poverty would take years and involve many organisations working in different areas. Ngā Kaikōkiri too have pointed out it is going to take time to understand, identify and shift the root causes of poverty. Funding practices rarely allow for this time. While the fund is to be spent down over 20 years, ngā Kaikōkiri have been funded between one and five years.² There is a presumption that funding will need to be extended beyond the current agreements, and funding is available to do so.

2. Innovation: The Committee were interested in resourcing courageous, untested, and experimental ideas that might struggle to secure funding from other sources.

“What the PMP funding allows us to do is to try new things... On a really small scale, show what that could potentially do and then take those learnings and share them across central government.”

They believed that new thinking and innovative approaches to poverty reduction would require experimentation. If successful, however, it was hoped the ideas might not only make a difference to the communities they were working with but be shared more broadly.

“It's not tinkering with what we've got, it's using the power of the collective and diversity to actually tackle the prosperity or poverty issue for our future generation.”

3. Flexibility: innovation requires flexibility and adaptation. The funding agreement needed to support this. The Committee recognised that working

² Those funded for shorter periods have already had their funding extended.

long-term with complex systems would require a funding approach that would enable ngā Kaikōkiri to adapt quickly and in real time to changing conditions and new understandings without having to constantly modify their funding agreements. The Committee suspected some ideas and solutions would only begin to emerge as an understanding of how systems might be shifted deepened. While ngā Kaikōkiri are asked to inform PMP staff of key staffing changes, the agreement is not tied to activities, enabling greater autonomy and creativity.

Funding innovation and risk

The Committee had a high tolerance for risk as they could see current funding approaches were failing whānau. While funding innovative, high-risk initiatives might be unsuccessful, if they worked, the Committee believed they had the potential to deliver game-changing and long-lasting impacts.

The Committee were also acutely aware that funding initiatives which did not work would not positively impact whānau living in poverty. Moreover, every dollar spent on an initiative which failed would take the money away from an initiative that could have alleviated poverty or funded services. Accordingly, there were strategies in place to mitigate the risk, namely a strongly relational approach between staff, the Committee and ngā Kaikōkiri, an evaluative approach focused on reflective practice, and opportunities to deepen an understanding of how to undertake the work by sharing what was being learned.

Relational approach

Transparent and honest conversations between ngā Kaikōkiri and funders is an effective form of risk management. With an inherent power imbalance between funders and grant recipients, creating sufficient trust to enable open conversations is challenging. Many Kaikōkiri have spoken of having a long history of poor experiences applying for funding, the unrealistic expectations of funders and a strong emphasis on showing outcomes in a contestable funding environment, whether those outcomes are realistic and achievable or not.

While some Kaikōkiri believe that PMP funding practices, such as multi-year grants, flexibility and a streamlined application process have helped to foster trust, it is the engagement between staff, the Committee and the ngā Kaikōkiri which appears to be building sufficient safety and confidence to enable open and honest conversations about progress and challenges. Several



ngā Kaikōkiri have commented that strong relationships have been built between PMP staff, the Committee and ngā Kaikōkiri. For some relationship building has extended over a period of years.

“They are much more engaged than any other funder that I've been involved with. They want to understand us and, I suppose, trust us, and understand our direction, and then allow us to follow the pathway that we need to follow to get to the end game. And so, that's different.”

Evaluation

Much philanthropic evaluation is about valuing and measuring impact and defining success. While having an impact on child and whānau wellbeing is at the centre of PMP, measuring “success” is complex, particularly as results can be challenging to detect, are hard to attribute to the work being undertaken, and can take time.

Reporting requirements are often onerous and vary between funders. Not only do overly arduous requirements take groups away from their work, they can also result in organisations feeling pressure to over-state outcomes or pick off “low hanging fruit” to demonstrate progress in a contestable funding environment. An emphasis on producing outcomes can result in findings which have limited value to either ngā Kaikōkiri or the communities they are working with. Ironically, evaluation can hinder progress towards authentic outcomes and change.

Ngā Kaikōkiri are encouraged to undertake an evaluative approach useful to their organisation, in which accountability faces more towards the communities they are working with than towards the PMP committee. For those with limited evaluation experience, a developmental evaluative approach, which focuses on learning, being nimble and adapting, has been shared. The approach is designed to mitigate risk by driving learning and improvement. Initiatives are less likely to “fail” as early, robust, and candid reflections enable innovators to change direction quickly. The approach works well in emergent and fast-changing situations as it is highly adaptive:

“[PMP are] committed to the social change process much more than you would recognise in many other funders. They want to facilitate or to support your capability in unpicking the challenges and reflecting and evaluating in a way that means you are constantly growing and learning from the work that you are doing. They're less concerned about milestones than they are about your

ability to reflect and understand what you're doing and get better at what you're doing, which is a bit special and unique.”

It also works well with organisations who are intrinsically driven to make changes and who have a strong sense of accountability towards the communities they are working with. The staff and members of the Committee have observed that ngā Kaikōkiri are highly intrinsically motivated to make a difference.

Several Kaikōkiri have developed their own powerful developmental evaluative frameworks grounded in culture and designed to meet the needs of their organisation and the communities they work with.

Learning and sharing

The Committee recognised that deepening the learning and understanding of how to undertake upstream systems change work would need investment. Systems change work is challenging and hard, and there are few roadmaps.

While there are no expectations on ngā Kaikōkiri to meet together, the Committee and Kaikōkiri are invited to gather at least once a year to share what they are doing and learning. There are additional opportunities to join with others doing the work, through a Community of Practice, learning hui and via a fund established to allow groups to connect with each other.

These gatherings provide an opportunity to learn together about what is being tried, what is working, what is not, to share progress and to deepen the collective understanding of what it takes to work in this way.

“There's so much knowledge in that group. And just having the chance to get together and to listen to each other's stories. And yeah, find out what the learnings are.”

It is also contributing to an understanding of how systems change works in different contexts.

Several Kaikōkiri have said these opportunities have helped grow their understanding of systems change and how to communicate their work:

“I think one of the benefits of PMP is that it's taken trustees and paid staff into a much deeper conversation about systemic change. What does it mean to create systemic change? What does it mean to tell your story about systems change or about the challenges that face the people that we have been created to work with? I think that they've invested a great deal in that kind of conversation.”

For others *“being connected to ngā Kaikōkiri fills my tank.”* The work can be personally and professionally challenging. Some find connecting with others helpful in reducing a sense of isolation making the work more sustainable.

Leveraging the work

In addition to learning from each other, ngā Kaikōkiri have talked about building new relationships and joining forces within and across the sectors. Working together on common challenges has enabled them to form broad based, loose alliances as their communities are affected by the systems other Kaikōkiri are working on. They believe that sharing information, networking, and collaborating will help strengthen and leverage their work and *“create a more connected and powerful movement for change through advocating across the different disciplines.”*

PMP has developed a fund connecting ngā Kaikōkiri to other groups and organisations undertaking upstream work.

“I think that we've met others who are doing equally challenging projects, so that's been very valuable. Some of them are organisations that would probably ultimately sit alongside us or be part of us, for instance, one of the housing projects, but others are operating in other cities, and of course we are building a city-based alliance.”

Shared purpose

Ngā Kaikōkiri are also contributing to the overall PMP vision.

“In a more traditional model there is no overall project. The goal tends to be to get funding for your group to carry out its work.”

They are part of a whānau or “flotilla” of change-makers, who are deeply committed to creating an Aotearoa where all children and whānau thrive.

“We're all in the shared aspiration of ensuring our rangatahi thrive and flourish. And that's different. That's totally different from just being a recipient of funding. We're actually buying in to their vision, which is actually the same as ours.”



PMP and the participatory philanthropy journey

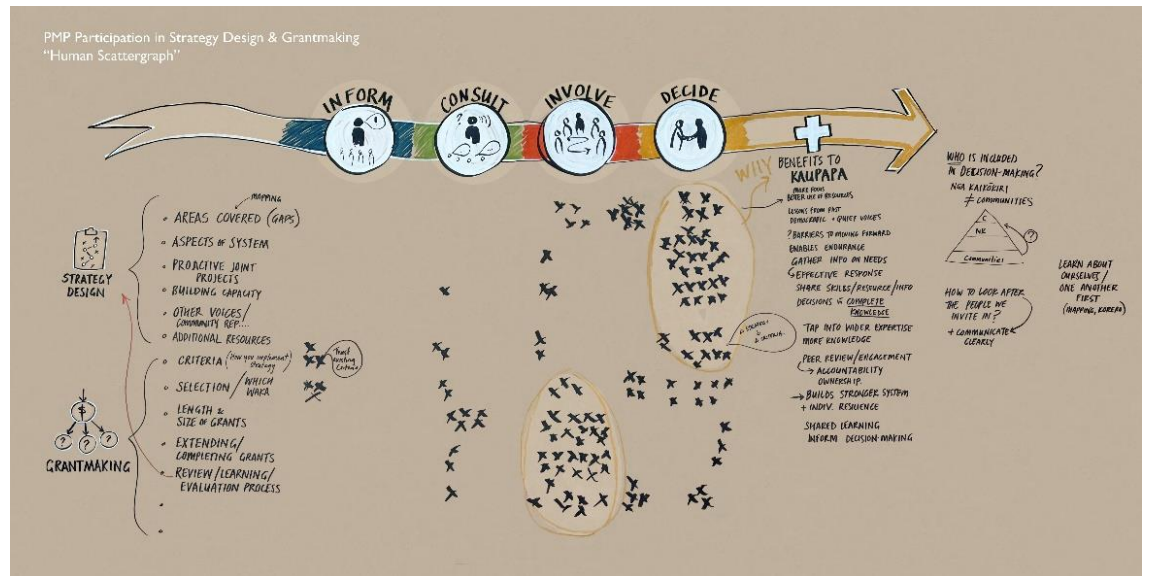
In 2021, ngā Kaikōkiri and the committee gathered to discuss whether there was interest in moving towards a participatory model of philanthropy, and if so, what a model might look like.

Lani Evans, a PMP committee member, had undertaken a Winston Fellowship in 2015, which had enabled her to meet with radical philanthropists in the United Kingdom and North America. Her report, *Participatory Philanthropy, an overview* (Evans, 2016) was provided to Mahi Tahī (gathering) participants. The report posed an important question: in what ways do decision-making frameworks restrict our ability to make meaningful change? In addition to outlining a range of participatory models of practice and potential benefits, the report challenged funders to move towards a participatory practice model. As she points out, *“philanthropy was always supposed to be the radical disruptor, able to take risks to innovate solutions. What are we waiting for?”*

At Mahi Tahī participants discussed whether and how ngā Kaikōkiri and the Committee could share power and work together to make decisions about strategy, resourcing and grant-making in a way that reflected different perspectives whilst supporting ngā Kaikōkiri to continue with their individual projects of generating deeper change in the systems and enable whānau to live free from poverty.

The power imbalance between the Committee and ngā Kaikōkiri was raised as a key challenge. Trust takes time to establish, and some Kaikōkiri were new to the flotilla of groups. While the Committee had been having discussions about a move towards a participatory philanthropic model, ngā Kaikōkiri had not had the opportunity to talk about these ideas with each other. The Committee and ngā Kaikōkiri split into separate groups to discuss the proposal. These conversations were later described by one participant as a “watershed moment” as it allowed both ngā Kaikōkiri and the Committee time to say what they wanted in a safer environment. Once the groups

reconvened, both ngā Kaikōkiri and the Committee indicated they were open, in principle, to moving to a more participatory model.



Mahi Tahī participant feedback scatterplot (Jacqui Chan, 2021)

Potentially, there are a range of ways of undertaking a more participatory approach and incorporating the expertise of ngā Kaikōkiri. It was acknowledged that PMP participants were already working together towards a common vision. Moreover, bringing the Committee and ngā Kaikōkiri together was already helping to shape the strategic direction of PMP to some extent. Most Mahi Tahī participants favoured ngā Kaikōkiri and the Committee working more closely together on strategic decisions.

There was strong interest in ngā Kaikōkiri joining with the Committee to decide on the areas and aspects of upstream work to focus on, the selection and implementation of proactive and joint projects, and ways of building capacity and bringing other voices on board. They were interested, too, in deciding how to leverage more resources for this work.

There was also interest in deciding on grant-making criteria. Mahi Tahī participants, however, were more likely to see ngā Kaikōkiri involved in deciding which Kaikōkiri would be selected and approved, or on the size, length, or extensions of the grants, along with evaluative processes, rather than making the actual decisions themselves.

Mahi Tahī participants were interested in meeting twice a year to deepen the understanding, discussion, move the approach forward, and further develop the strategic direction for PMP. The next Mahi Tahī will focus further on how the move to a greater participatory approach might be structured and what it might look like.

Benefits

While it was acknowledged the outcomes of moving to a participatory approach would be affected by how it is structured and “how it ends up looking” several benefits were identified:

1. Sharing power: as pointed out by ngā Kaikōkiri, money is power. Funders have the resources organisations need. While acknowledged that ngā Kaikōkiri have value, because “*without ngā Kaikōkiri PMP is just money,*” it was also noted that there are no shortage of groups needing funds. There is an inherent power imbalance. “*The power lies in the decisions as to where and how the funds are spent.*”

Most of the participants at Mahi Tahī, both ngā Kaikōkiri and the Committee members, expressed a strong interest in “sharing power.” They saw it as a way of listening more carefully to some of the “quieter voices” in these conversations and being more inclusive.

Some noted that sharing power was a further step in PMP’s journey towards trying to build a healthier, more equitable and effective ecosystem.

PMP is attempting to challenge some of the traditional power dynamics of funders and funding.

2. Te Tiriti o Waitangi based philanthropy: There was interest in exploring the relationship between Te Tiriti and Mātauranga Māori, or indigenous knowledge, and participatory philanthropy. It was observed that a participatory approach aligns with Te Tiriti o Waitangi principles and partnership obligations.

3. Enhanced decision-making and a better use of resources: Mahi Tahī participants saw a participatory approach as potentially enhancing decision-making. While the Committee has considerable expertise and experience, the environment in which ngā Kaikōkiri are working is complex, dynamic and they are learning and constantly adapting their understanding and practice. They have skills, resources, information, and knowledge they can share. They also have the most proximate knowledge and experience of the systems they are trying to change, the communities they are working with and ideas about how funding can be used most effectively. Bringing this knowledge and experience together was seen as a way of being better placed to identify gaps, emerging issues, creative and innovative courses of action, and adapting or evolving

quickly in a changing environment.

4. Improving the funding process: ngā Kaikōkiri can bring their funding experiences from PMP and other funders to the table. Sharing the knowledge of what good support looks like with the Committee will not only help to reduce the power differential, but potentially enhance the experiences of applicants and those funded. It was also suggested it could help to maximise the likelihood of the funding being useful, by ensuring resources are provided at the right time and in the right way.

5. It increases ownership and accountability: while ngā Kaikōkiri contribute to the PMP vision and goals, they felt making strategic decisions would further strengthen their sense of ownership of the project. Moreover, as they are doing the mahi, they deeply understand it and are in a strong position to help peer review the work being undertaken.

6. It is the right thing to do: several Committee members noted that embracing a participatory approach to decision making is the “right thing to do” as it is consistent with the PMP theory of change. It promotes diversity, equity, and inclusion into the process as well as the outcomes being sought. The Committee are supporting a range of participatory initiatives. The move is evidence of PMP authentically shifting power by “walking the talk.”

7. It broadens knowledge and connections: importantly, those at Mahi Tahī noted that in addition to identifying gaps, ngā Kaikōkiri have different networks and connections, which would allow PMP to identify new initiatives.

Overall, the move towards a more participatory philanthropic model was seen by Mahi Tahī participants as building a stronger, and more resilient funding and decision-making system, which would better support ngā Kaikōkiri both individually and collectively.

Challenges

The Mahi Tahī participants also identified a number of challenges.

1. Authenticity: an early concern at Mahi Tahī was the authenticity of the proposal to move towards greater participatory philanthropy. There is often a reluctance to share power in an authentic way and it was noted that consultation is not necessarily meaningful partnership or participation. Although these concerns were largely allayed at the event by those with experience of PMP and its funding approach, the next steps, including implementation, will be critical if they are to be put more fully to rest.

2. Who might participate: along with ngā Kaikōkiri are tamariki and whānau with lived experience from the communities ngā Kaikōkiri are working with. It was pointed out there needs to be consideration of their voice, including if and how they might be engaged and “looked after” by the process.

3. Conflicts of interest: there was some concern that grant-making may result in conflicts of interest, particularly for ngā Kaikōkiri receiving funding. There was also a reluctance to participate in decisions that would involve allocating amounts of funding to each other and other groups, particularly when the resources become more limited when the money is close to being spent down. It was pointed out that there are already mechanisms in place to deal with conflicts of interest.

4. Resource intensive: there was concern about what might be expected of ngā Kaikōkiri. They are already undertaking challenging, time-consuming work. While it was acknowledged that participating in decision-making would enable ngā Kaikōkiri to have more active input into the strategic direction of PMP and how the resources might be allocated, it was also recognised that a more active contribution would potentially require a more active time commitment than philanthropic organisations normally require and *“you would have to lock in some space to enable that to happen.”*³

5. Speed of decision making: a further challenge was the speed in which a participatory approach might operate. While much of the PMP decision-making takes place at quarterly meetings, there are times in which agility is required. Any changes would need to incorporate the ability to make timely decisions.

6. Lasting approach: it was noted the participatory approach would need to be embedded in PMP’s structure so that future Committee members understand the kaupapa and implications. There have been a number of changes to the membership of the Committee. It would be important to ensure that changes in membership could not result in the Committee being able to change the approach unilaterally.

It was acknowledged while the work at Mahi Tahi is a “welcome starting point,” there are still questions which will need to be considered in progressing this work.

³ As Evans (2016, p.7) points out, participation can also be costly for participants *“who are required to contribute their time, as well as emotional and intellectual effort.”*

Evaluation

It was noted that any changes should be evaluated developmentally by both the Committee members and ngā Kaikōkiri, potentially at future Mahi Tahī, to ensure that the process works well, is not too onerous, enhances outcomes, and responds to the findings.



Conclusion

In the early stages of PMP the Committee was operating as a philanthropic funder with a different, but not particularly participatory, kaupapa. The experience of trying to work differently, has helped to establish the conditions and open an opportunity to approach philanthropy in a different way.

The Committee has taken a high-trust grant-making approach, by and large allocating the funds ngā Kaikōkiri have asked for and trusting that they are best placed to decide how to use those resources to progress their work. The way PMP is structured, however, pairing innovative practice and Kaikōkiri who are driven to affect change with a developmental evaluative approach, has helped to mitigate risk.

While ngā Kaikōkiri are focused on their own vision, goals, and theory of change, they are also contributing to the overall PMP vision and goals; creating a “flotilla” of organisations leading collaborative, impactful, and sustainable changes to reshape the systems that hold whānau in poverty. Their learning and outcomes contribute to PMP’s learning and outcomes. The Committee and ngā Kaikōkiri are learning and finding their way together.

PMP values learning, reflecting, adapting, and improving. In recognition of the challenges facing ngā Kaikōkiri undertaking upstream work, the Committee is trying to support a peer-to-peer learning culture in which those interested can come together and talk openly about what they are doing and learning, along with their successes, mistakes, and uncertainties.

The strong focus on learning has helped to pave the way for deeper relationships between the Committee, staff and ngā Kaikōkiri. Several Kaikōkiri have observed that most funders “don’t truly understand” the context in which they are working. It would appear the conversations between the Committee and ngā Kaikōkiri, in addition to reinforcing a culture of learning, are generative and helping to create a virtuous cycle. The Committee can see first-hand that ngā Kaikōkiri are highly motivated, using evidence to inform practice, and are deeply committed to changing systems to benefit the communities with whom they are working. Ngā Kaikōkiri can see that learning and collaboration are valued, that the Committee are “deeply curious,” leaning into the work, also learning and are supportive of ngā Kaikōkiri taking risks and trying something new.

There is also evidence the approach is driving outcomes; that this high trust model actually lowers risk.⁴ While it is early days for some Kaikōkiri, others are reporting significant changes which are emerging from their work. Their mahi is making a difference.

It has become increasingly apparent to the Committee and ngā Kaikōkiri that a more participatory funding model could potentially improve funding processes and decision-making. Ngā Kaikōkiri working on upstream changes are able to see opportunities and challenges as they emerge. Their collective insights and contribution to decision-making would be invaluable.

The Mahi Tahī event provided an opportunity to have more nuanced conversations about what a participatory philanthropic approach might add to PMP, what it might mean, how ngā Kaikōkiri might want to be involved and how it might impact their work. While there is strong interest in participating at a strategic level, there needs to be further discussion at the next Mahi Tahī event on how this might be structured.

PMP's approach is already supporting a flotilla of change-makers working on upstream changes so that children and their whānau can live free of poverty and hardship, and flourish. They are advocating for change, building connections with others who can further their efforts, creating pathways out of poverty, amplifying unheard voices, and rewriting unhelpful narratives. The next step in the PMP journey is for ngā Kaikōkiri and the Committee to work out how to further develop this more participatory approach to continue strengthening this mahi.

⁴ See PMP Outcomes Mapping report, June 2021.