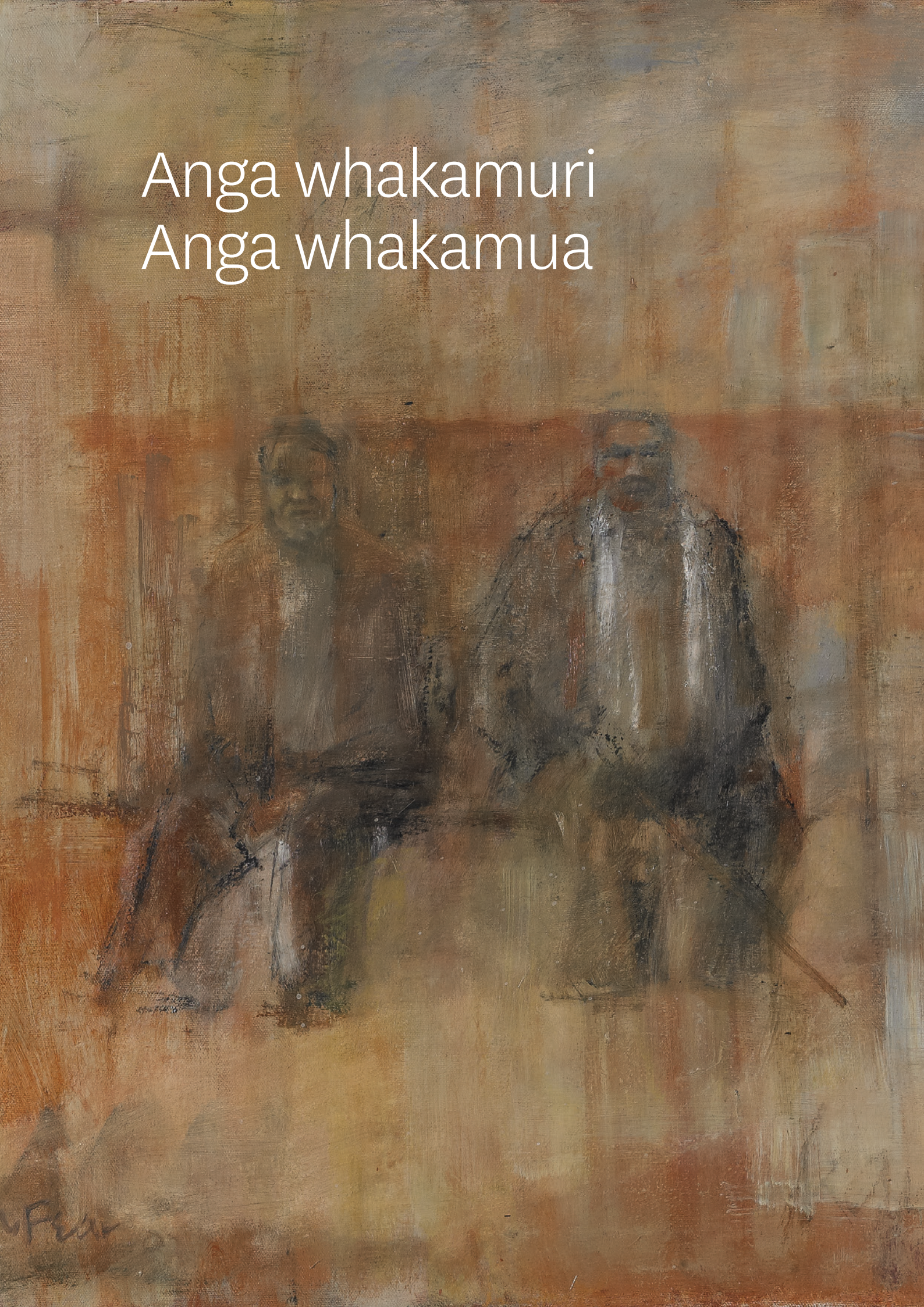


Mana Whakahaere Practice



**Trust
Waikato**
TE PUNA O WAIKATO

Anga whakamuri
Anga whakamua



W. F. 1911



Acknowledge the past
Embrace the future

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Mana Whakahaere Practice

Our Mana Whakahaere practice acknowledges the rights of all people and communities to determine their own wellbeing and destiny.

We embrace the articles of Te Tiriti o Waitangi:

- Kaawanatanga — Honourable Governance
- Rangatiratanga — Self-determination
- Ooritetanga — Equity.

We are guided by *Me Whakatupu Pai Ngaa Rawa, Kia Pai Ake Te Tohutohu* our Strategic Plan 2017–2027, and Ngaa Pou Rautaki, our four pou — Te Tiriti o Waitangi, Equity, Sustainability and Impact.

We prioritise initiatives and strive to engage in ways that are:

- Mana-enhancing — recognising the mana (dignity) of others
- Strengths-based and amplify diverse community voices
- Building the capacity and capability of whaanau, hapuu, iwi and communities
- Empowering people and communities to address their own issues
- Upholding the cultural values of those we engage with.

We are committed to this kaupapa and recognise that this requires shared values, commitment, leadership and discipline to achieve. The practice is implemented through working with our Mana Whakahaere framework — see next page. Like the tupuna awa with its bends, ebbs and flows, this framework is flexible and adaptable, enabling us to move between the elements to best serve those we engage with.

Mana Whakahaere Framework

Understand our whakapapa as a Tangata Tiriti organisation

Grow mana motuhake and community self-determination

Understand that communities hold their solutions

Share and balance power through engagement rather than advice

Engage with a strengths-based, high trust approach

Offer flexible funding options from small grants to impact investments

Identify strengths and needs

Engage with community

Understand community aspirations

Invest in community aspirations

Realise wellbeing improvement

Publicly commit to an ongoing Te Tiriti journey

Prioritise equity and those most excluded

Enable and support communities to create impact

Ask of communities only what we would do ourselves

Balance responsive and proactive funding

Grow community capability and capacity to meet their aspirations

Exploring the Framework

Identify strengths and needs

Our work is informed by the voice of the community, which we integrate into our practice. By combining community voice with our own knowledge and resources we can identify and build an understanding of a community's strengths and needs.

We recognise that people have differing levels of advantage and require differing levels of support and resources to reach their full potential. We have developed a Mana Whakahaere Matrix to help identify and understand community need and provide evidence that the Trust is funding in line with its focus on equity.

These questions form part of the Mana Whakahaere Matrix:

- Is the project kaupapa Maaori? By Maaori, for Maaori, governed by Maaori.
- Is the project serving any ethnic communities?
- What is the community diversity being served?
- Is the project targeted at regional, city or rural communities?
- What does Community Compass share about the community the project is targeting?¹

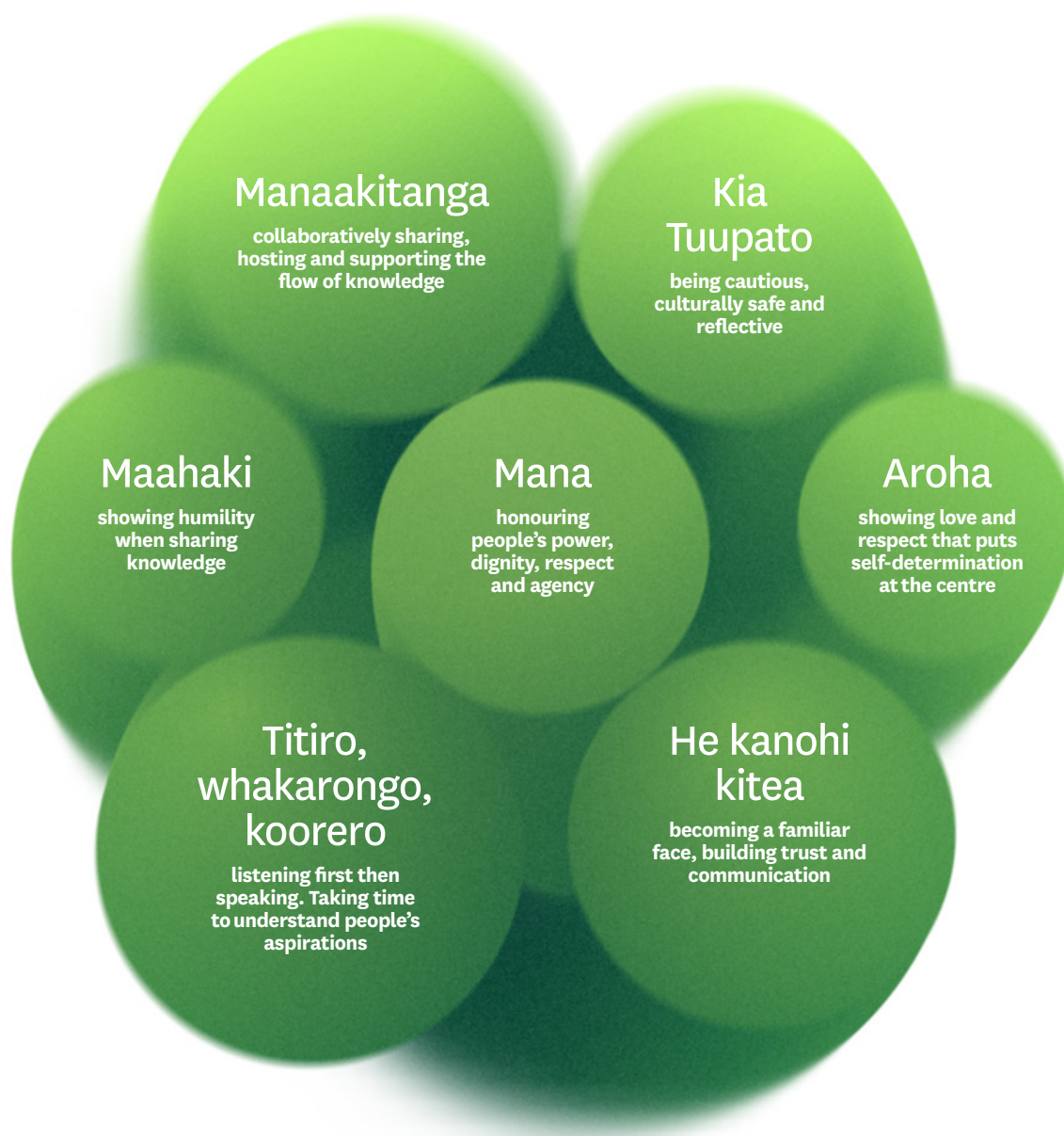
1. Community Compass provides the most holistic view we can find of relative advantage and disadvantage. See communitycompass.co.nz

Engage with community

Our community engagement mahi is guided by our Ngaa Pou Rautaki and grounded in Mana Motuhake.

There is a deep acknowledgement of those with lived experience, who are better placed to achieve impactful outcomes. These principles, adopted from a research

paper by Kataraina Pipi, et al,¹ inform and guide our practice. We recognise that through a strengths-based approach and community collaboration, more impactful outcomes can be achieved.



1. "A Research Ethic for Studying Māori and Iwi Provider Success" by K Pipi, et al. (2004). *Journal of Social Policy of New Zealand* — *He Puna Whakaaro*, 23, 141–153.

Understand community aspirations

It is a privilege to engage with community and we do not take this opportunity lightly.

Through forming trusted relationships, we listen then ask questions as we seek to understand the aspirations of communities. We aim to shift the power dynamic by

supporting communities to address their own issues, rather than funding external interventions, top down or ‘helicopter’ fly in fly out approaches.

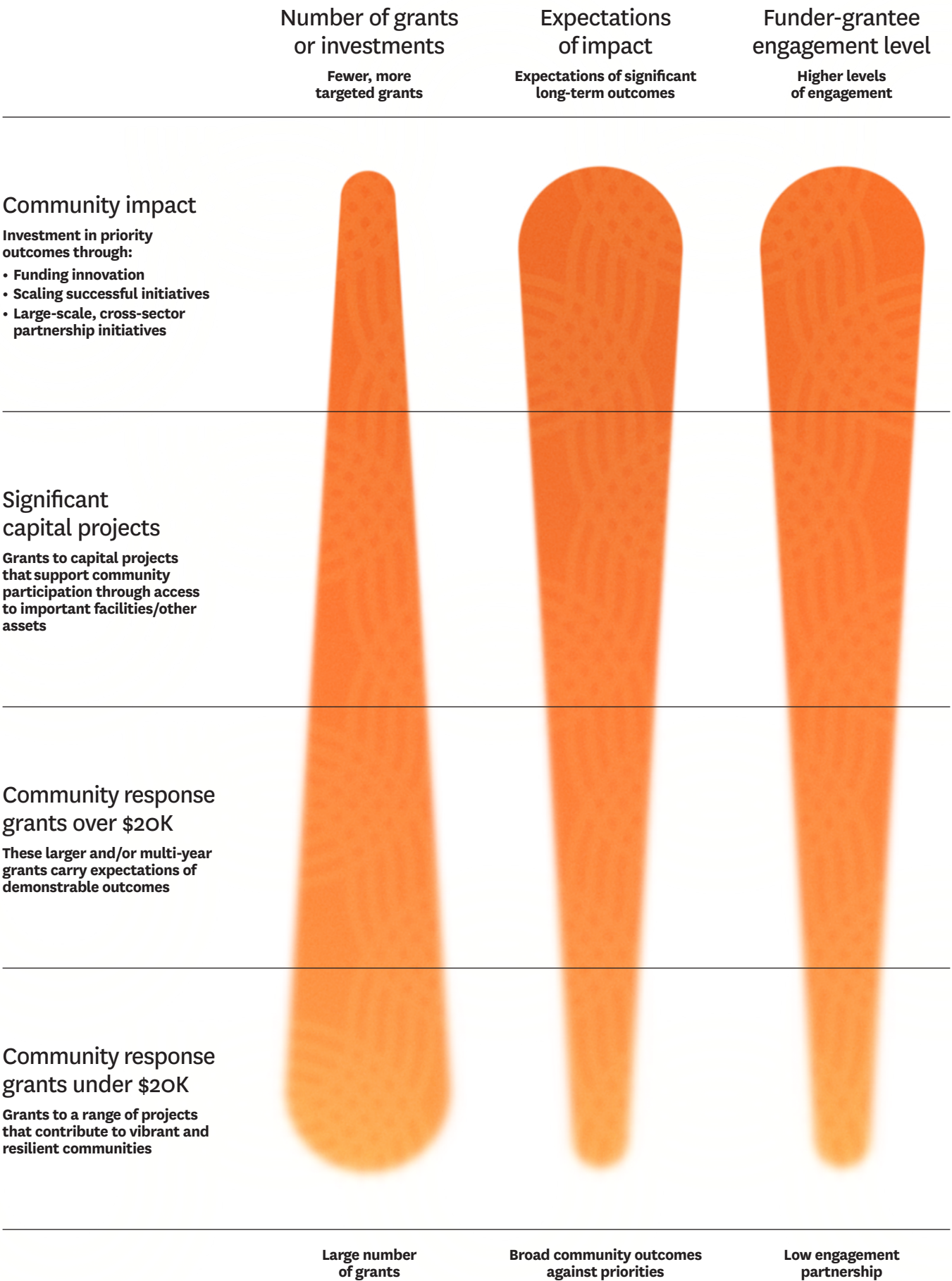
Invest in community aspirations

We recognise that communities hold the solutions to their most pressing issues.

We are becoming increasingly proactive in our giving — actively seeking to support communities to address the most significant needs and challenges affecting our region. This requires us to identify the right partners and work with them to build on existing community strengths, actively scale promising and successful projects, and to innovate and try new things to tackle the ‘wicked problems’ affecting our region.

Our funding framework has evolved to balance our core role as a community funder, with a flexible, longer-term and greater strategic focus on intentional change within our highest need communities. We acknowledge that communities may not yet have the necessary capacity or capability, and our funding framework allows us to help grow this.

Trust Waikato's Funding Framework



Realise wellbeing improvement

We seek to understand the social value that our philanthropy assists our community to achieve impact with their kaupapa.

For Trust Waikato, understanding social impact is grounded in three principles:

- 1 The organisation that creates the impact, owns the impact. It is not for funders to claim impact creation from funding organisations who 'do the work'.
- 2 If an organisation owns the impact, they have a right to decide how the impact may be determined.
- 3 The primary purpose of identifying social impact is for organisations to better understand the difference they make, evidence the impact of their mahi, and offer valuable insights.

Our strategic intention is to achieve impact and influence at a regional level through effective philanthropy, leadership, and partnership. Thus, we set five and ten-year goals towards achieving transformational change within communities needing it most.

Whakapapa of Mana Whakahaere

Anga whakamuri
Anga whakamua

Acknowledge the past
Embrace the future

This whakataukii was gifted to the Trust by our Kaumaatua, Tame Pokaia. We draw on wisdom from the past to help shape a meaningful future. Our Mana Whakahaere practice is intimately tied to understanding our past and to being proactive on our Te Tiriti journey. It is how we action this whakataukii. We acknowledge the importance of knowing and learning about our hiitori (history), ancestors and cultural heritage as a funder, including uncomfortable elements from our colonial past.

This hiitori begins over 800 years ago with Tainui navigating through the Pacific and parts of the North Island, to finally land ashore on Maketuu, in Kaawhia. We pay homage to the tupuna awa, tupuna whenua, and tangata whenua, and all the people

and events leading to the creation of Trust Waikato in 1988. The relationships between Maaori and settlers are explored, significant events such as the establishment of the Kiingitanga movement, and the vital role of the tupuna awa o Waikato. We include the birth of Community Trusts, of Trust Waikato itself and the hiitori of our former premises at Trust House and our current premises at 4 Little London Lane, Hamilton. Both premises, which are adjoined by a community garden, are located on the former Ngaati Wairere Paa site overlooking the tupuna awa.

Recording and sharing this significant whakapapa is an important part of understanding Trust Waikato's role and shaping our Mana Whakahaere practice.