

NOVEMBER 2019

# GIFT:

## YEAR THREE

**NĀU TE ROUROU, NĀKU TE  
ROUROU, KĀ ORA AI TE IWI**

*WITH YOUR GIFT, WITH MY GIFT,  
PEOPLE WILL PROSPER*

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# GIFT

## IGNITING INNOVATION TO IMPROVE THE MAURI OF THE HAURAKI GULF

The Gulf Innovation Fund Together (GIFT) was initiated in 2016 by Foundation North, to spark innovation to improve the mauri or life force of Tīkapa Moana/Te Moana-nui-ā-Toi (the Hauraki Gulf).

The aim is to support breakthrough ideas and solutions to improve the Gulf's health. The importance and value of Mātauranga Māori (Māori wisdom), and genuine engagement with Mana Whenua (tribal groups with whakapapa to land in this region), is fundamental.

Human activity has led to the steeply declining state of Tīkapa Moana<sup>1</sup>. GIFT asserts that by transforming our personal and collective mauri (energy, life force, essence) towards kaitiakitanga (guardianship), and applying our shared knowledge and creativity, together we can turn this tide of decline.

After three years of GIFT, this report presents key achievements and our latest learning. It shares:

- CORE INFORMATION ABOUT GIFT
- WHAT GIFT IS SUPPORTING AND INFLUENCING
- KEY OUTCOMES AND RESULTS TO DATE
- INNOVATION EMERGING VIA GIFT
- HOW GIFT IS WORKING WITH MAURI AND TE AO MĀORI (MĀORI WORLD VIEW)
- LEARNING ABOUT HOW TO EFFECT CHANGE
- GIFT DIRECTIONS IN YEAR FOUR.

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*“The state of the moana and whenua [sea and land] is a direct reflection of the state of the mauri of the people”*

– Karla Allies, Ngāti Paoa

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1 See the 2017 State of our Gulf Report <https://www.aucklandcouncil.govt.nz/about-auckland-council/how-auckland-council-works/harbour-forums/docs/stateofgulf/state-gulf-full-report.pdf>. The next State of our Gulf report is due in February 2020.



# GIFT DASHBOARD

GIFT began in 2016 as a \$5m fund, with a further \$2m added in 2019 by the Foundation North Board.

GIFT funds at three levels. Experimentation and risk taking is supported, with some failure expected.

LEVEL	FUNDING	FOCUS
SEED	Looking for potential – Under \$50k	<ul style="list-style-type: none"> <li>• Test good ideas</li> <li>• Rapid learning and prototyping</li> </ul>
SCALE	Growing potential – \$50k and over	<ul style="list-style-type: none"> <li>• Test at larger scale, grow proven ideas</li> </ul>
SYSTEM	Finding potential in the system – No funding parameters	<ul style="list-style-type: none"> <li>• Collaborative innovation for system change</li> <li>• Shift conditions holding a problem in place</li> </ul>

	APPLICATIONS RECEIVED	APPLICATIONS APPROVED	SYSTEM	SCALE	SEED	FUNDING AWARDED
GIFT YEAR 3	89	49 (55%)	2	17	30 <sup>2</sup>	<b>\$3,500,226</b>

\*Total projects funded 35 (six projects involve more than one application)

See [here](#)<sup>3</sup> for a list of all projects supported by GIFT to date.

GIFT acknowledges and thanks key partners who provide pro bono support and advice to the GIFT fund:

- [DEPARTMENT OF CONSERVATION](#)
- [AUCKLAND COUNCIL/HAURAKI GULF FORUM](#)
- [GEORGE MASON CENTRE FOR THE NATURAL ENVIRONMENT](#)
- [UNIVERSITY OF AUCKLAND](#)
- [KIWINET](#)

The [Centre for Social Impact](#) evaluates GIFT and advises on innovation and strategy. It also provides evaluation and capacity support to GIFT grantees.

<sup>2</sup> Seven of these seed applications were funded via contracts rather than grants.

<sup>3</sup> See <https://www.giftofthegulf.org.nz/grantees-list>.

# WHAT GIFT IS SUPPORTING AND INFLUENCING

GIFT supported initiatives are presented here through **two different** lenses:

- 1 Sea Change priorities
- 2 Kania, Kramer and Senge's six conditions of systems change.<sup>4</sup>

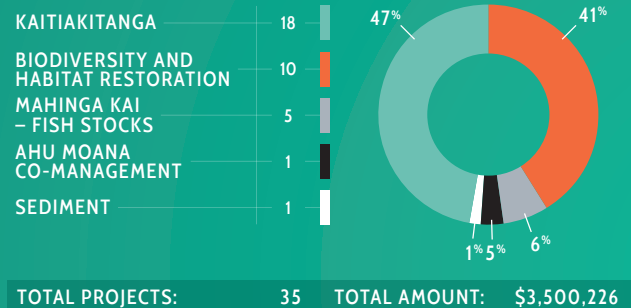
The aim is to show where effort and resources are going.

## SEA CHANGE PRIORITIES

Sea Change – Tai Timu Tai Pari (2016) is a Marine Spatial Plan for the Hauraki Gulf. Initiated and funded by the Hauraki Gulf Forum, Sea Change was created from a three year, intensive collaboration with Mana Whenua, stakeholders and the wider community. It identifies 16 themes and five key initiatives to safeguard the Hauraki Gulf. Here is how GIFT funding and initiatives align with those five key initiatives.

GIFT supported projects mainly reflect the Sea Change priorities of kaitiakitanga, and biodiversity and habitat restoration. Kaitiakitanga projects involve education, awareness raising, ideas generation, and engaging people to take action for the Gulf. Biodiversity projects cover diverse land and marine based efforts. Fish stock related projects range from an online platform to help ensure all commercial fish caught is utilised, to using sound to detect illegal fishing.

### PROJECTS FUNDED DOLLAR AMOUNT FUNDED (%)



The marine protection work for the Otata/Noises Islands, led by the Neureuter family, is in its second round of GIFT funding and is gaining momentum. The sediment related project involving impact bonds for permanent native forestry requires further government engagement, but has the potential to create a step change in climate financing.

### GIFT supported projects - Sea Change priorities

#### KAITIAKITANGA

- Community engagement for kelp regeneration [www.facebook.com/KelpGardeners](http://www.facebook.com/KelpGardeners)
- Charter fishing seabird mortality reduction
- Community engagement in predator control
- Sea cleaning water drone prototype
- University student challenge
- Oceans Lab [www.thespiritlab.co/oceans-lab](http://www.thespiritlab.co/oceans-lab)
- Ideas to influence Aucklanders to treasure the Gulf
- Seed fund activation
- Two online platform prototypes [www.guardiansofthegulf.co.nz](http://www.guardiansofthegulf.co.nz)
- Reduce plastic bag use St Heliers
- Rangatahi/youth leadership programme
- Riparian planting feasibility and business stewardship
- Systems change with business – Gulf-X
- Virtual reality game
- Hauraki Gulf content [www.youngoceanexplorers.com](http://www.youngoceanexplorers.com)
- Virtual reality experiences of the Gulf [www.nzgeo.com/vr](http://www.nzgeo.com/vr)
- Leadership development
- Business case for electric ferries

#### BIODIVERSITY AND HABITAT RESTORATION

- Water quality monitoring devices
- Rock lobsters and kina barrens
- Addressing kina barrens
- Shellfish restoration techniques
- Mapping priority areas for conservation and restoration
- Seabird protection
- Seabird smart fishing – commercial longliners
- Environmental influences on whales and dolphins
- Pest control technology (two separate projects and technologies)

#### MAHINGA KAI – FISH STOCKS

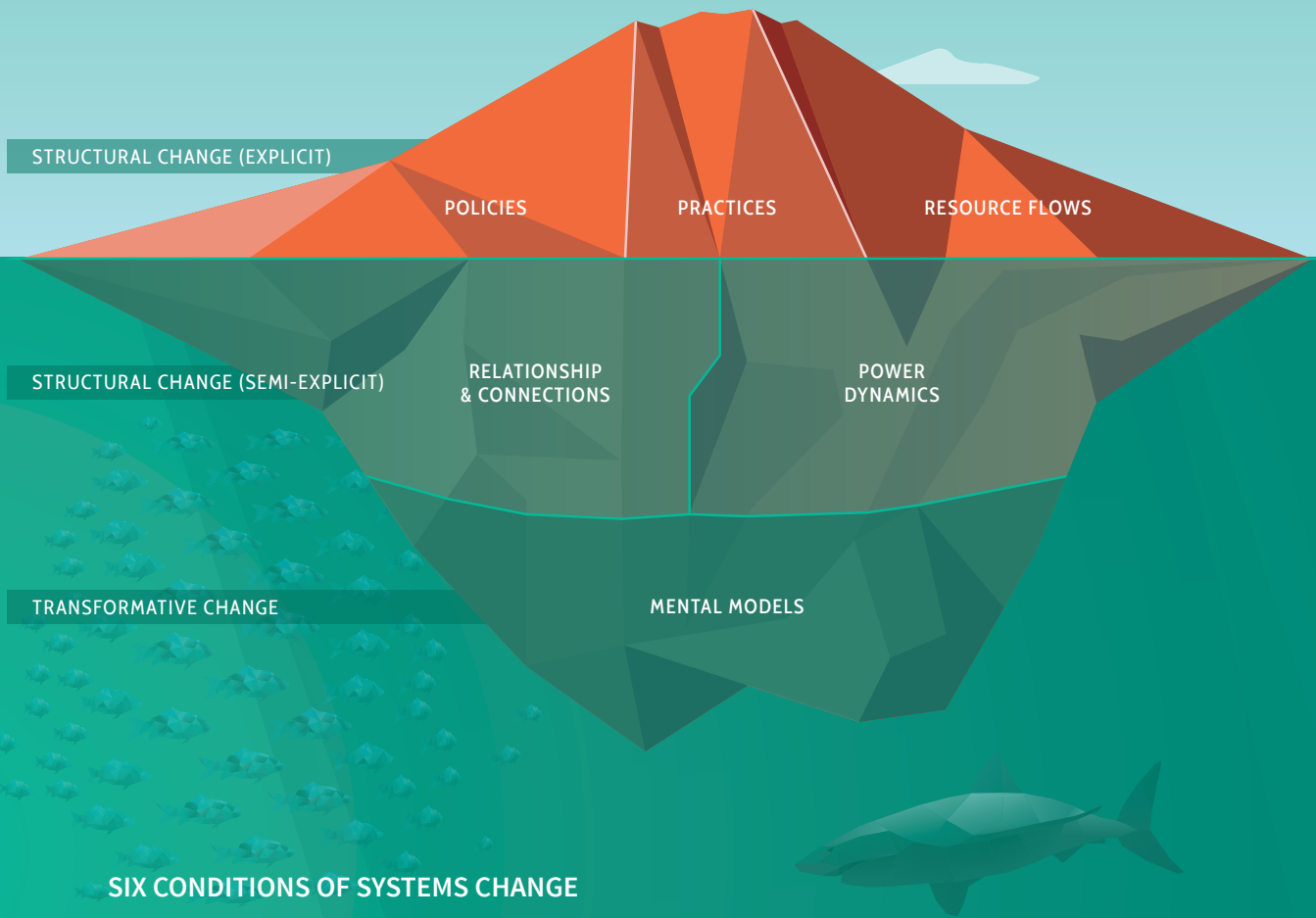
- Impact investment for a sustainable fishery
- Fish trap to reduce bycatch
- Using sound to detect illegal fishing
- Online platform to sell all fish caught
- Shellfish restoration coordination

#### AHU MOANA – CO-MANAGEMENT

- Marine protection – Noises Islands

#### SEDIMENT

- Business case for impact bonds for permanent native forest



### SIX CONDITIONS OF SYSTEMS CHANGE

Kania, Kramer and Senge (2018) have identified six conditions that hold human systems in place. These conditions sit within three levels of change, from structural to what they call ‘transformational’, which relates to culture and how people think. Affecting one or more of these intertwined conditions can disrupt a system and create change. Mental models are fundamental: “Unless funders and grantees can learn to work at this...level, changes...will, at best, be temporary or incomplete” (p8).

In this schema, just over half of GIFT projects relate to practices, or the activities of institutions, coalitions, networks and other entities aiming to make social and environmental progress. An example is Southern Seabird Solutions working with charter fishers to create a seabird smart fishing assurance scheme. Eight projects focus on changing mental models, for example the Young Ocean Explorers online platform, which connects children and young people with the Gulf. GIFT is least active at present in policy change, resource flows and power dynamics. The latter involves the distribution of decision-making power, authority and influence.

	STRUCTURAL CHANGE EXPLICIT (67%)			STRUCTURAL CHANGE SEMI-EXPLICIT (4%)		TRANSFORMATIVE CHANGE (29%)	
	POLICIES	PRACTICES	RESOURCE FLOWS	RELATIONSHIPS & CONNECTIONS	POWER DYNAMICS	MENTAL MODELS	TOTAL
NUMBER OF PROJECTS FUNDED	2	18	1	6	0	8	<b>35</b>
DOLLAR AMOUNT FUNDED	\$174,333	\$2,098,210	\$50,000	\$146,870	0	\$1,030,813	<b>\$3,500,226</b>



PHOTO: KAITIAKI PROGRAMME PARTICIPANTS MONITORING SHELLFISH



PHOTO: RANGATAHI TRIP TO THE NOISES ISLANDS



PHOTO: SCHOOL CHILDREN EXPERIENCING NZ-VR

## HEADLINE OUTCOMES

FOR COMPLETED GIFT PROJECTS TO SEPTEMBER 2019 AND GIFT OVERALL, MAJOR OUTCOMES ARE AS FOLLOWS.

- **20,000+ school children are directly engaged in newly created Hauraki Gulf online and virtual reality content**, and encouraged to take action for the Gulf, and many thousands more view this material
- An **experiential kaitiaki programme** for rangatahi/ young people is piloted successfully, that includes Iwi leaders, scientists and young people at Umupuia Marae (Maraetai), with potential to scale
- A **business case is developed towards electric ferries** in the inner Hauraki Gulf
- Shellfish restoration takes a leap forward with the **establishment of the Hauraki Gulf Shellfish Restoration Coordination Group**, to connect and accelerate efforts in this area. GIFT and The Tindall Foundation's combined grant of \$48,000 enabled **The Nature Conservancy to leverage \$400,000 for shellfish restoration** in the Gulf, which helped deploy **34 tonnes of mussels to create three test reefs** in the Mahurangi Harbour
- The Hauraki Gulf Watershed project brought diverse people together through **creative processes that generated 600+ ideas, 117 concepts, 23 strong projects and one creative venture** to take forward, to create a social movement to restore the mauri of the Gulf
- A marine survey of the Noises Islands environment provided **baseline data to build the case for marine protection**, and new relationships with Iwi and diverse stakeholders have been built by the Neureuter family, many through hosting visitors to the islands
- **GIFT has leveraged \$3,081,507** in co-funding and matching funding, which is close to what GIFT has contributed to date (\$3,500,266)
- **The GIFT network's understanding of mauri and sense of community is deepened**, through a Mauri Wānanga held in August 2019 at Ōrākei Marae, attended by 60 participants

Outcomes will be ongoing for some projects or will take time to emerge. Each project has a rich story and most have a case study or evaluation summary on the GIFT website giving more detail, see [www.giftofthegulf.org.nz/what-we-have-learned](http://www.giftofthegulf.org.nz/what-we-have-learned).

# RESULTS

Seventeen GIFT supported projects have been completed as of 1 October 2019. The practical results or 'deliverables' from these completed projects are summarised below. A case study or evaluation summary for projects 1-14 can be viewed at [www.giftofthegulf.org.nz/what-we-have-learned](http://www.giftofthegulf.org.nz/what-we-have-learned).

1. Impact investment feasibility for a high value, low impact seafood sector in the Gulf, **\$50K (ENVIROSTRAT)**
2. National business case presented to government Ministers for native forestry bonds, **\$50K (MOHIO RESEARCH)**
3. Business case for electric ferries in the inner Hauraki Gulf, **\$40K (MCMULLEN AND WING)**
4. Seabird smart fishing assurance scheme developed with commercial longline fishers, **\$50K (SOUTHERN SEABIRD SOLUTIONS)**
5. Marine mapping survey, and Iwi/Māori, stakeholder and youth engagement to protect Otata/Noises Islands, **\$50K (NEUREUTER WHĀNAU)**
6. Shellfish Restoration Coordination Unit established, **\$32K, CO-FUNDED WITH THE TINDALL FOUNDATION (THE NATURE CONSERVANCY)**
7. Hauraki Gulf virtual reality experiences created to connect a diverse audience with the Gulf, **\$338K (BLAKE TRUST, NZ GEO AND THE PEW CHARITABLE TRUSTS)**
8. Two online platforms prototyped to encourage community kaitiakitanga/stewardship of the Gulf, **\$161K (ECOMATTERS ENVIRONMENT TRUST AND CRAVE GLOBAL)**
9. Hauraki Gulf specific and Te Reo content created for the Young Ocean Explorers website, **\$353K (YOUNG OCEAN EXPLORERS, FUND HOLDER BOBBY STAFFORD BUSH FOUNDATION)**
10. Hauraki Gulf virtual reality sustainable coastlines game, **\$2,450 (MICHAEL JESSUP/SUSTAINABLE COASTLINES)**
11. Rangatahi Kaitiaki Programme delivered at Umupuia Marae, Maraetai, **\$50K TE TOKI VOYAGING TRUST**
12. Bringing people together creatively to generate ideas to capture hearts and minds to treasure the Gulf, **\$35K (UNIVERSITY OF AUCKLAND FOUNDATION)**
13. Successful prototypes developed for a sea cleaning water drone, **\$5K, PAULA BUCKLEY AND ANDREW LEE**
14. Feasibility report to extend the Million Metres riparian planting initiative in the Gulf; and scoping a programme for businesses to reduce sediment and heavy metal contamination, **\$40K SUSTAINABLE BUSINESS NETWORK**
15. Ideas generated for the Gulf by University of Auckland students, **\$21K**
16. Waiheke community engaged in predator control, **\$5K**
17. St Heliers community engaged in plastic bag use reduction, **\$2K**

## Note for projects 1, 2, 4 and 8:

- 1: This feasibility report found that timing for large scale impact investment for a sustainable seafood sector in the Gulf is not right, as relationships, trust and cooperation need building among key sectors and the government position is unclear. Disruption is needed to shift this situation.
- 2: Government responded positively to the business case, but to date has not progressed it.
- 4: Fishing companies decided not to commit to the scheme, but remain committed to the Black Petrel Working Group which developed the scheme, to meet shared aims.
- 8: The Guardians of the Gulf platform is considered viable, see [www.guardiansofthegulf.co.nz](http://www.guardiansofthegulf.co.nz), but requires further investment. The GiveChain platform had low take-up by businesses for testing. GiveChain highlighted barriers and opportunities for businesses in adopting more sustainable practices (see case study).

# INNOVATION

THREE CLEAR INNOVATION SPACES ARE EMERGING FROM GIFT SUPPORTED PROJECTS TO DATE.



## TECHNOLOGIES

- Pest control trapping and monitoring device
- A fishing trap to minimise commercial bycatch using sound to detect illegal fishing
- Water quality monitoring
- Moving towards electric ferries
- A sea cleaning water drone
- An online platform to sell all fish caught commercially



## ENGAGING HEARTS & MINDS

- Hauraki Gulf virtual reality, online and Te Reo content
- Leadership programmes for impact
- Creative idea generation
- Business, youth, interdisciplinary engagement
- Online platforms to engage and inspire action



## NEW KNOWLEDGE

- Finance mechanism for permanent native forestry
- Impact investment for a sustainable fishery
- Shellfish restoration techniques
- Mapping priority habitat restoration and conservation areas
- Seabird, whale and dolphin needs and perspectives
- Strategic marine protection and co-management (Otata/Noises Islands)

MAURI WĀNANGA PARTICIPANTS WERE ASKED WHAT THEY WERE SEEING THAT WAS INNOVATIVE THROUGH GIFT:



## HOLISTIC APPROACH

Bringing different knowledge, people, professions, sectors, practices, systems and perspectives together.



## AN INNOVATIVE FUNDING MODEL

That supports risk taking, is flexible, allows projects to adapt, is bold, relational, leverages other resources, provides capacity support and is iterative about learning.



## THE FOCUS ON MAURI AND TE AO MĀORI

Deep values engagement and bringing Māori and Western knowledge together.



## CONNECTION, COLLABORATION, SUPPORT

Enabling connection and building a community of change makers.



# PROJECT OUTCOMES

FURTHER KEY OUTCOMES ACHIEVED VIA COMPLETED GIFT SUPPORTED PROJECTS ARE SHARED BELOW. NOTE THAT PROJECTS ALREADY PROFILED IN [GIFT YEAR TWO](#) ARE NOT REFERENCED HERE.



## NZ-VR

**BLAKE AND NZ GEO | Launched mid-2018 | \$338K**

GIFT funding enabled five sites in the Hauraki Gulf and Northland to be filmed for NZ-VR (Virtual Reality) and piloted in Auckland schools. The aim is to increase emotional connection, understanding and action for the marine environment.

- **865,000** video viewings via social media
- **108,000** unique views on the website
- **138,000** VR viewings in schools

Through this new experiential learning programme, NZ-VR, launched in February 2019, BLAKE will deliver underwater virtual reality experiences directly to approximately 20,000 students in classrooms across Auckland by the end of 2019, with four daily sessions running every school day of the year.

Student feedback indicates that NZ-VR provides an experience of the marine environment that many had not been exposed to in their lives; this was notably higher among children and young people in lower decile schools. A shift is evident among primary and intermediate/secondary students of increased interest in protecting the marine environment, following engagement with NZ-VR.

Teachers overwhelmingly agreed (95%) that VR is a good way to support environmental education, and 82% 'generally' or 'strongly' agreed that NZ-VR inspired students to care for the environment. All would recommend NZ-VR to colleagues.

GIFT funding helped to leverage further funding for continued VR delivery in schools in 2020, and for VR sites to be captured across the North Island, South Island, the Kermadecs, and sub-Antarctic Islands. See [www.nzgeo.com/vr](http://www.nzgeo.com/vr) to view the VR experience.

PHOTO: SCHOOL STUDENTS EXPERIENCING NZ-VR



## NOISES ISLANDS MARINE PROTECTION

**NEUREUTER FAMILY | 2017 to 2019 | \$50K**

GIFT supported the Neureuter family to commission a mapping survey of the Noises Islands marine environment, engage with local Iwi and explore innovative and collaborative approaches for holistic marine protection, to benefit the Noises and the wider Hauraki Gulf. Many connections and relationships have been built with members from Hauraki Iwi, including island visits by Iwi, Hauraki rangatahi (young people), Foundation North Trustees and staff, Hauraki Gulf Forum members, scientists, academics, researchers and other stakeholders.

Bringing people to the Noises Islands is considered the most effective way to build relationships and gain support for marine protection. Government Ministers are now indicating a willingness to visit, following canvassing from the Hauraki Gulf Forum, [Sanford](#) and DOC. In October 2018, the Neureuter family hosted an event called "Stories of the Noises", for Hauraki Iwi and relevant stakeholders. The family shared the marine mapping survey results and what they are learning, and scientists and rangatahi also shared their knowledge and experiences.

In 2019, GIFT approved a further \$74k to continue engaging Iwi and others to pursue holistic marine protection for the Noises group of islands. Funding will also support intertidal monitoring, seabird research, midden excavation and kina barren eradication projects.

See [www.giftofthegulf.org.nz/media](http://www.giftofthegulf.org.nz/media) for a 5 minute video of Sue Neureuter and Rod Neureuter explaining why marine protection is needed.

PHOTO: RANGATAHI TRIP TO THE NOISES ISLANDS



## YOUNG OCEAN EXPLORERS

**BOBBY STAFFORD-BUSH FOUNDATION  
FUND HOLDER | 2017 to 2019 | \$353K**

[Young Ocean Explorers](#) (YOE) offers an interactive web platform and learning resources to engage schools and children aged 5-13 years with the ocean environment. GIFT funded Hauraki Gulf and Te Reo content for this site, school engagement on this content and evaluation of this engagement. In 2018 YOE engaged directly with over 33,000 children and 1,200 teachers in the Hauraki Gulf catchment.

External evaluation in 2018 found that the YOE platform has high reach: between 15,000 and 112,000 visitors monthly, with active engagement in terms of visitors completing content to conclusion. Teachers surveyed using YOE agreed that the platform and resources inspire young people in the following ways: reducing the amount of plastic they and their families use (90%); learning more about the marine environment (95%); keeping our communities clean (86%); making changes in the school about plastics and waster (79%); and picking up rubbish every day (80%).

YOE is contributing to student knowledge about the marine environment, risks to the marine environment and what they can do to protect the ocean.

PHOTO: A SCHOOL ENGAGING WITH YOE



## ELECTRIC FERRIES

**MCMULLEN AND WING | 2019 | \$40K**

GIFT supported [McMullen and Wing](#) to develop a business case for electric ferries in the inner Hauraki Gulf. GIFT funding resourced involvement in the business case from [PWC](#), which assisted the credibility of the case. On the strength of that work, a new business has been created to progress the next stages of research and development for implementation – EV Maritime is set to become a shining light in New Zealand's green technology sector.

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*“The opportunity [with electric ferries] is for New Zealand to create an industry of global significance; we can be out there decarbonising the cities of the world.”*

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– Michael Eaglen, McMullen & Wing

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PHOTO: ELECTRIC FERRY DESIGN PROTOTYPE



## SHELLFISH RESTORATION COORDINATION

**THE NATURE CONSERVANCY (TNC) |  
2018 to 2019 | \$32K**

GIFT and The Tindall Foundation supported The Nature Conservancy to establish the Hauraki Gulf Shellfish Restoration Coordination Group. The group will encourage co-operation and provide strategy and direction towards shared shellfish restoration goals. It includes representatives from community groups, iwi, academia, business, local and national government. Iwi have been engaged as active and full partners throughout.

A three year workplan and fundraising strategy have been developed. Foundation North and The Tindall Foundation's combined grant of \$48,000 has enabled TNC to leverage \$400,000 for shellfish restoration in the Gulf, half from the China Global Conservation Fund - a fund established by TNC's China Board of Trustees to help address global environmental challenges beyond China's borders - and the rest from New Zealand government departments. These leveraged funds have supported the deployment of 34 tonnes of mussels in the Gulf to create three test reefs in Mahurangi Harbour, and the recruitment of two University of Auckland Doctoral students to develop and implement a medium-term monitoring programme for mussel restoration in the Gulf.

PHOTO: RELEASING MUSSELS  
SUPPLIED BY: SHAUN LEE, REVIVE OUR GULF



## HAURAKI GULF WATERSHED PROJECT

ELISABETH VANEVELD | FACULTY OF CREATIVE ARTS  
INDUSTRIES | UNIVERSITY OF AUCKLAND FOUNDATION |  
LATE 2017 to APRIL 2019 | \$35K

This project engaged a cross-section of Aucklanders to surface ideas on how to engage hearts and minds with the challenges facing Tikapa Moana. Over four hundred people took part in four six hour workshops over two months, to generate ideas to improve the Gulf's long term ecological future. Participants included young people from Glendowie College, Waiheke High School and the University of Auckland, Mana Whenua, boaties, environmentalists, concerned citizens, and staff from the Ports of Auckland and Sanford.

A small team of creative professionals and University of Auckland students designed a process to enable Aucklanders to generate ideas. A key question arose: "What did people know about mauri?" The most important reported learning was "*Ko au te wai, ko te wai ko au. I am the water and the water is me*".

The 600 ideas generated were mined through six assessment processes over five months. By the end, five ideas were combined into one creative venture, and the project's story and this venture were revealed at a public event in April 2019. Resourcing for bringing the next phase of the creative venture to life is currently being sought.

PHOTO: WATERSHED PROJECT PARTICIPANTS



## SCOPING MILLION METRES SCALING AND BUSINESS KAITIAKITANGA

SBN | 2017 to 2018 | \$40K

The Sustainable Business Network (SBN) was funded to scope two projects: 1) reducing sediment load in rural areas through expanding SBN's [Million Metres Streams](#)<sup>5</sup> riparian planting project in Hauraki Gulf catchments; and 2) reducing sediment and heavy metal loads in urban Auckland through engagement with the business sector.

SBN found that there are eight requirements for successful waterway restoration at any scale: an enabling political environment, land and landowners, capital, good quality restoration plans, skilled project coordination, labour, plants, and impact monitoring. Collaborative partnerships are also a critical enabler to scale waterway restoration for the Hauraki Gulf.

A three-year pilot was recommended, to test collaboration for scaling waterway restoration between Million Metres, Te Whāngai Trust, five catchment groups on the Western Firth of Thames, regional councils and others. SBN subsequently achieved a three year funding partnership with Auckland Council and the Ministry for the Environment to expand its Million Metres initiative.

The potential to reduce pollution loads in urban Auckland through business engagement was explored through a desktop review and stakeholder engagement. Key man-made pollution sources identified were vehicle brake pads, anti-fouling marine paints and metal works (for copper); road vehicle tyres and unpainted corrugated steel/iron roofing (for zinc); and earthworks/construction sites (for sediment).

The report recommended developing a communications campaign, a business engagement programme and targeted action projects. Some of these recommendations, including targeted action projects engaging businesses, have been included in the first GIFT systems level grant, which was made to SBN in 2019. SBN is taking a systems approach to reconnecting businesses with the Gulf's health, keeping plastic out of the harbour and tackling heavy metal pollution.

PHOTO: RIPARIAN PLANTING

# MAURI

*“We need to work with energy not strategy”*

– Louise Marra, GIFT Innovation Advisor.

PHOTO: FOUNDATION NORTH KAUMATUA KEVIN PRIME

Placing mauri at the centre of GIFT’s vision has created an energy and shift in mindset for many within the GIFT network. External evaluation of the two online platforms developed by Ecomatters and Crave Global noted:

*“At Crave Global, the focus on mauri has led to a more holistic perspective at an individual and collective level and a transformational shift in how they do business. They are working with a different set of intentions, using a more inclusive and considered process, and integrating this into other areas of their business”*

(see [Guardians of the Gulf](#) and [GiveChain Case Study](#)).

GIFT has created a space to introduce mauri and related concepts to non-Māori. Mauri raises the more intangible things that influence human systems, such as culture, emotional and spiritual connections. Mauri demands more holistic thinking and collective action, adds depth and rigour, and highlights the fundamental relationship between people and the rest of nature.

Utilising Māori terms is one thing, but working with indigenous concepts authentically, and understanding and living their implications, takes intention and long term commitment by non-Māori. A Mana Whenua Advisor role to support GIFT in this way began in 2019, working alongside Foundation North’s Pou Ārahi. The GIFT Committee also has a Mātauranga Science Advisor. To help deepen understanding of mauri and Te Ao Māori (the Māori world view), a wānanga was held in August 2019 with over 60 members of the GIFT network at Ōrākei Marae. Run by [Te Kaa](#), the wānanga shared the Māori creation story, core Māori values, [Te Whare Tapa Wha](#) model of wellbeing, how to recognise states of mauri and how to work with mauri in a practical sense.

Many participants reported finding this wānanga transformational. When asked how they will use what they have learned, comments included:

*“Listen to what the environment of the Hauraki Gulf is telling us and take action to heal it through philanthropic projects”*

*“Further consideration of how we embed the concept of mauri - and wider Māori philosophy - into everything we do. It became even more apparent to me that if a Māori approach had been used we wouldn’t face the environmental challenges that we do”*

The intent is to build on this foundation to grow understanding of mauri and Te Ao Māori across the GIFT network, and to track the impact of this increased understanding on grantees, the GIFT network and GIFT vision. The aim is to strengthen relationships and collective effort to restore the mauri of the Hauraki Gulf. Building relationships with Iwi/Māori and Mana Whenua via GIFT is a priority, and principles to guide this engagement<sup>6</sup> were adopted by the GIFT Committee in 2019. Relationship building will occur through going out to Mana Whenua, in their spaces and through existing processes, to support their aspirations.

There is a strong sense that Iwi/Māori and Mana Whenua need to be at the forefront of leading change in the Hauraki Gulf. This sentiment was echoed by the outgoing Chair for the Hauraki Gulf Forum in the October 2019 Gulf Journal<sup>7</sup>. How GIFT can meaningfully support this in the Hauraki Gulf is a live issue, to be explored over time with Iwi/Māori.

<sup>6</sup> See <https://www.giftofthegulf.org.nz/resources-for-prototypes>

<sup>7</sup> See <https://gulffournal.org.nz/article/johns-perspective-17/>.

## HOPE AND BARRIERS

A sense is emerging that the human systems around the Hauraki Gulf are starting to 'free up' and be more open to doing things differently, bringing hope for change. Contributing factors include:

- Government engagement through setting up a Ministerial Advisory Group<sup>8</sup> to progress Sea Change recommendations
- Rangatahi/youth climate action calling adults to account for the state of our environment and demanding change
- The Hauraki Gulf Forum's setting of shellfish restoration and marine protection priorities for the Gulf
- The global spotlight heading towards the Gulf with the Americas Cup and APEC in 2021.

At the same time, the scale of the issues and seriousness of the Gulf's decline combine with persistent systemic barriers to change, that GIFT grantees continually run up against. Key examples are below. GIFT has begun convening strategic conversations on these and other issues, with more planned in 2020.

- **Inadequate legal protections** and the need for bold government leadership
- **A sense of entitlement, lack of awareness, care and connection** with the Gulf
- **Climate change** threats such as sea level rise, warming and acidification
- **Population growth**, bringing relentless **urban and rural development** pressure
- **Lack of support** and resourcing **for action and innovation**
- **Iwi availability to be involved**
- **Competing interests and agendas**, with **self-interest and economic interests prioritised**
- **Siloed efforts and fragmentation**, and **people stuck in old ways of being**

*“Although there are many excellent people working toward improving the mauri of the Hauraki Gulf, they have not all necessarily been sharing their knowledge or working together”*

– Sue Neureuter.



8 See <https://www.beehive.govt.nz/release/new-ministerial-committee-established-progress-hauraki-gulf-marine-plan>.

# WHAT WILL CREATE REAL CHANGE IN THE HAURAKI GULF?

“Getting real change will mean confronting interest groups and there are big issues to tackle, but the desire for change to improve the health of the Gulf is real”

– Mauri Wānanga participant.

“Simply bringing people into relationship can create huge impact”

– Kania et al, 2018 p5.

When asked what supports innovators and innovation for the Hauraki Gulf, Mauri Wānanga participants highlighted these factors.



**BEING CONNECTED WITH OTHERS**



**SUPPORTING CREATIVE COLLABORATION**



**HOLDING MAURI AT THE CENTRE**



**MAKING SPACE FOR DIALOGUE**



**RESPONSIVE, FLEXIBLE, PATIENT, STRATEGIC FUNDING**



**TWO WAY LEARNING, COACHING, EVALUATION**



**WILLINGNESS TO TRUST EMERGENCE AND TO TRY THINGS**



**THE VOTE OF CONFIDENCE THAT FUNDING PROVIDES**

*Sea Change (Tai Timu Tai Pari)* is clear about actions needed to improve the health of the Gulf, most of which require human practices to change, for example riparian protection, reducing sediment and contamination, changing fishing practices and increasing marine protection.

Mauri Wānanga participants were asked what they were learning about how to effect real change in the Hauraki Gulf. Their responses are summarised as follows.

*There is power in **bringing Mātauranga Māori, Western science and community leadership together**, to develop holistic solutions and collective advocacy for change.*

*Systems change requires making time and space for deep personal relationships to form. GIFT grantees consistently state their desire for **more connection, communication and integration with people working in similar spaces.***

*Ultimately, a collective **values and behaviour shift towards kaitiakitanga or guardianship** is needed.*

## FUTURE DIRECTIONS

The next few years present major opportunities for change in the Gulf. GIFT will keep closely connected with the Ministerial Advisory Group established to address [Sea Change recommendations](#)<sup>9</sup>. In 2021 the [Americas Cup](#) defence, Māori cultural arts festival [Te Matatini](#) and [APEC](#) are all occurring in the region. In this context of dynamic possibility, GIFT intentions include the following.

- Keep innovating as a fund at all levels, including participatory governance and decision making.
- Host courageous conversations across sectors and interests, especially on how to overcome identified barriers to change and accelerate restoration.
- Deepen engagement with Iwi/Māori, with mauri and Mātauranga Māori.
- Explore how co-funding, impact investment and collaboration can be done differently, for greater impact.
- Look across grantees to identify opportunities to scale and map the work of grantees within the wider human system surrounding the Gulf.
- Raise the ‘voice of the Gulf’ in ways that help inspire ground up movement for change, through collaborative communications and technology (for example virtual reality and livestreaming).
- Prototype using a mauri framework for GIFT evaluation, with future GIFT reporting and communications using this mauri lens.
- Share learning about funding with Foundation North, the wider philanthropic sector and internationally.
- Wrap support and evaluation around grantees to:
  - Identify and address any barriers to impact
  - Continue to build understanding and active working with mauri
  - Support scaling
  - Create pathways for financial sustainability
  - Share learning about success and change
  - Share practical actions people can take to improve the mauri of the Gulf
  - Connect, collaborate and partner to grow the community of change makers for the Hauraki Gulf.

Holding the vision to improve the mauri of the Hauraki Gulf, and acting in alignment with that vision, remains the most important thing.



*“Respecting one another’s knowledge and learning how to combine these knowledge sets, including Mātauranga Māori, will pave the way for a new future”*

– Mauri Wānanga participant.

GIFT PARTNERS



Department of  
Conservation  
*Te Papa Atawhai*



*Te Kaurihera o Tāmaki Makaurau*



Hauraki Gulf Forum

*Tikapa Moana*

*Te Moananui a Toi*



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