



GIFT: Year One



**FOUNDATION
NORTH**
*Te Kaitiaki Pūtea o
Tamaki o Tai Tokerau*



What is GIFT?

“Nou te rourou, nāku
te rourou, ka ora te iwi”
*With my contribution and your
contribution, the people will thrive*

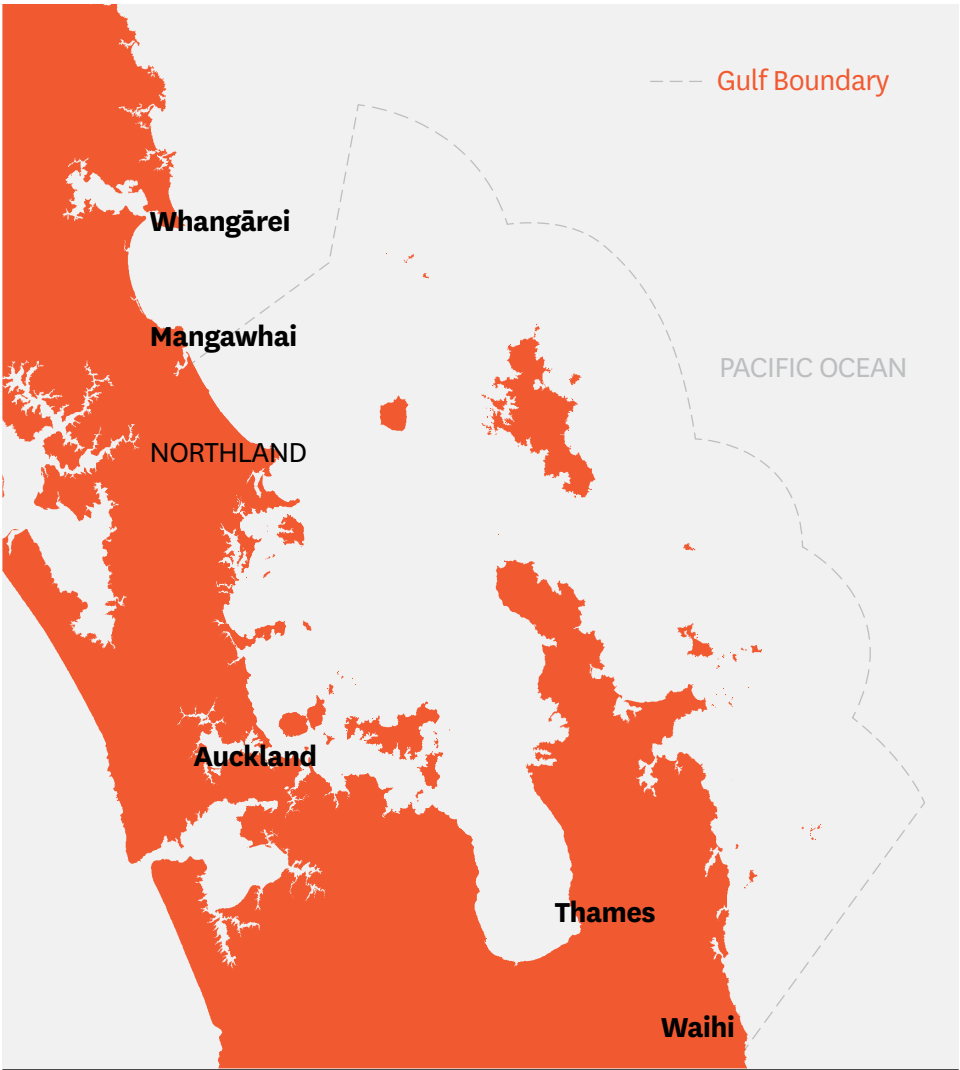
**An innovation fund to
improve the mauri of the
Hauraki Gulf**

The Hauraki Gulf, also known as Tīkapa Moana and Te Moananui ā Toi, is a living being and a taonga. In 2016, Foundation North created the ‘Gulf Innovation Fund Together’, or GIFT.

GIFT commits \$5m over five years to improve the mauri or life force of the Hauraki Gulf .

GIFT grew out of a desire to try something different to tackle environmental decline. It is a fresh and bold space for Foundation North.

This report presents the establishment phase and learning to date from GIFT, one year in from its public launch in August 2016 and its first grant in November 2016. It forms part of the ongoing evaluation and communication of GIFT.



Why GIFT?

“The Hauraki Gulf...is under significant pressure and its communities have seen a marked decline in...mauri, environmental quality and abundance of resources”
Sea Change 2016.

The Hauraki Gulf is significant to the Auckland region for environmental, cultural, recreational and economic reasons.

The Hauraki Gulf – Tīkapa Moana/ Te Moananui ā Toi State of the Environment Report 2014, published by the Hauraki Gulf Forum, highlights that while some environmental improvements have occurred (particularly on islands) since the last report was published in 2011, “the cumulative impact of all activities is still pointing towards the suppression of environmental values at low levels or progressive environmental decline.”

Sea Change – Tai Timu Tai Pari was initiated in 2013 by the Hauraki Gulf Forum to reverse this decline. The Sea Change – Tai Timu Tai Pari process resulted in a Hauraki Gulf Marine Spatial Plan in 2016.

This collaborative process included community consultation and was led by a governance group involving Mana Whenua, local and central government agencies.

The plan provides a roadmap to begin restoring the mauri or life essence of the Hauraki Gulf. Key needs are to rebuild fish stocks and change harmful fishing practices; restore habitats; improve species diversity and abundance; reduce marine debris and pollution; manage biosecurity threats; reduce the levels of sediment, untreated sewage, nutrients and heavy metals entering the Gulf; engage and educate communities to love and care for the Gulf; and better manage tourism, coastal infrastructure and people’s use of the Gulf.

GIFT has ample scope to improve mauri in this context.



“Over the last 100 years, extractive fishing methods, land use changes and industry have had a devastating impact on the mauri or life force of Tīkapa Moana.”

RICHELLE KAHUI-MCCONNELL (GIFT GRANTEE)

¹ Sea Change, Tai Timu Tai Pari - Hauraki Gulf Marine Spatial Plan was released in December 2016. Four years in the making, Sea Change was produced by a multi-sector Stakeholder Working Group after extensive community and iwi engagement. The plan provides a path to restore and protect Tīkapa Moana/ Hauraki Gulf into the future.

How GIFT works

Innovation is the new normal




GIFT aims to model innovation in its operation, with these funding principles:

- flexible funding that responds to project stage and type of innovation
- seed many potential new innovations to maximize chances of success
- matauranga Māori will inform decision making
- experimentation, learning and iteration will be supported
- build understanding about system change and what improves mauri
- maximise learning and accept failures
- continually evolve the design and operation of GIFT based on learning.

Funded projects must be:

- Innovative
- Holistic
- Focused on Hauraki Gulf environmental change

GIFT provides funding at three levels.

Fund level	Focus	Funding principles
Seed 	Looking for potential	<ul style="list-style-type: none">- Fund people and ideas with the potential for radical innovation- Rapid learning and iteration (prototyping)- Bold moves, high uncertainty, expectation of failures
Scale 	Growing potential	<ul style="list-style-type: none">- Early tests have shown potential for radical impact- Funding increases viability (multi-year and other support can be provided)- Continued learning and iteration, some failure still expected
System 	Finding potential in the system	<ul style="list-style-type: none">- Funding collaborative innovation for system change- Aim for intergenerational impact- Co-design, co-fund, partner, generate collective insight

The intention is that funding at seed level and prototyping ideas can lead to scaled investment in things that have a higher chance of succeeding.

Features of GIFT

GIFT is informed by international experience on how philanthropy can enable innovation. It aims to demonstrate these practices, and to challenge ‘business as usual’ rules and policies within Foundation North.

Some key features of GIFT are:

- an open call for applications on the GIFT website, with no closing dates
- a broad vision and minimal funding criteria
- a relatively short application form
- the development of relationships to support GIFT development and decision making - to November 2017 these are Auckland Council, the Department of Conservation, George Mason Centre (these all have a Memorandum of Understanding with Foundation North), the Hauraki Gulf Forum and KiwiNet
- a star rating system for the GIFT Subcommittee to rate applications
- seeking ways to work meaningfully with Mana Whenua to improve mauri
- utilising an indigenous model (the Mauri Model) to help determine impact
- exploring ways to fund non-traditional grantees such as individuals and companies
- holding workshops and labs to share ideas and network
- a developmental evaluation approach

GIFT’s dedicated Project Manager and project team work closely with the Foundation North Chief Executive. Foundation North staff and Centre for Social Impact Associates provide strategic, evaluation and communications support. A Learning and Impact Framework, setting out the approach to evaluating and learning from GIFT, was developed over the first year and evolves with the fund.

Technical and subject matter experts provide advice via GIFT partners on project applications to the GIFT Subcommittee.

³ See <http://www.giftofthegulf.org.nz/>

⁴ Based on a Stanford Social Innovation Review of successful innovation fund decision making, this rating system allows for non-consensual decision making.

⁵ See <http://www.mauriometer.com/> The Mauri Model framework is being utilised as part of GIFT evaluation.

GIFT milestones

1. OCT 2015

Trustee Strategy workshop flags the intent to create an iconic, collaborative Hauraki Gulf Environmental Project

2. NOV 2015

GIFT Subcommittee is formed and creates questions for staff to research

3. MAR 2016

Foundation North decides to create a \$5m Innovation Fund for the Hauraki Gulf

4. MAY 2016

Fund Policy adopted, with up to 20% of fund allocation to develop and implement the fund

5. AUG 2016

Gulf Innovation Fund. Together. name and brand adopted, website launched

6. AUG 2016

Stakeholder workshop and University of Auckland student challenge to generate ideas

7. AUG 2016

First call for GIFT applications is made via the GIFT website; active fund promotion begins

8. SEP 2016

Workshop with iwi of the Hauraki Gulf and Waitemata Harbours

9.OCT 2016

Innovation Lab inviting groups to share their ideas

10. NOV 2016

Workshop on community engagement through technology, education and campaigns

11. NOV 2016

First GIFT grant made

12. FEB 2017

Igniting Ideas session

13. MAY 2017

Workshop with potential co-funders

14. MAY 2017

Insights on evaluating GIFT presented to AUT Making a Difference Symposium

15. JUL 2017

Impact Investment workshop

16. SEP 2017

First scale GIFT grant (\$250k) is made

September 2017:

34 applications received

10 seed grants

3 scale grants

\$810,635 granted

1471 unique online visits

3 MOU partnerships

Who received GIFT support:	What it supported:	Amount
University of Auckland Foundation	A student activation and innovation challenge	\$21,000
Hauraki Gulf Conservation Trust	Investigate novel ways to engage with the Waiheke community for a predator control programme	\$5,000
Envirostrat Ltd	Investigate the feasibility of using impact investment to move to a low impact, high value seafood sector in the Hauraki Gulf	\$50,000
Paula Buckley, in conjunction with Andrew Lee	Complete a prototype “sea cleaning water drone”	\$5,000
Noises Trust	Achieve co-managed marine protection with Mana Whenua for the Noises group of islands	\$50,000
Southern Seabird Solutions	Investigate the viability of a seabird smart fishing assurance programme for the Hauraki Gulf	\$50,000
Plastic Bag Free St Heliers	Trial a community engagement campaign to reduce the use of single use plastic bags in St Heliers	\$2,000
EcoMatters Environment Trust (with The Agent-C)	Develop an online platform to engage the public to help restore the mauri of the Hauraki Gulf	\$20,000
Mōhio Research Ltd	Develop a business case for Integrated Impact Bonds for permanent native forest, including two case studies in the Hauraki Gulf	\$50,000
Te Toki Voyaging Trust	To run a ‘Rangatahi Kaitiaki’ programme in conjunction with Umupuia Marae	\$50,000
NIWA	To undertake habitat mapping in the Hauraki Gulf to establish priority areas for conservation and restoration (subject to matching 50% co-funding being secured from other sources)	\$107,635
Sir Peter Blake Trust	For a series of 360 virtual reality marine experiences to engage a wide and diverse audience with the Hauraki Gulf, in conjunction with NZ Geographic and The Pew Charitable Trusts	\$250,000
George Mason Centre for the Natural Environment	The Hilltop to Oceans ecosystem services and mitigating impacts project will contribute to the development of techniques for the restoration of shellfish species	\$150,000
		\$810,635

Strengths, surprises and challenges

STRENGTHS

- The idea, vision and intent of GIFT
- A license to move away from norms; to be ‘scrappy’ and disruptive
- Good timing with a growing national focus on environment and water quality, the Sea Change Marine Spatial Plan and the Americas Cup potentially coming to Auckland
- Strong GIFT leadership, project management and engagement within Foundation North
- Having access to flexible strategic support from the Centre for Social Impact
- Positive GIFT brand and identity
- Workshop processes perceived as valuable ways to share, connect and brainstorm.

“We have had very good ideas from entities that Foundation North wouldn’t normally fund”

FOUNDATION NORTH CHIEF FINANCIAL OFFICER

SURPRISES

- Applications were initially slow with the early pace of progression slower than expected
- How much effort is needed to activate innovation
- How difficult it is to hold the space for innovation and forge new paths, and to guard against business as usual responses.

CHALLENGES

- Understanding and communicating mauri and gauging impact on mauri
- Uneven understanding of what innovation is and how it works
- No closing date and lack of traditional funding criteria and processes can lead to delays in applying and confusion for applicants
- Being nimble and responsive and not over complicating fund processes and requirements
- GIFT challenges Foundation North’s legal and financial systems.

“Mauri is the life force of all things”

CSI ASSOCIATE

LEARNING TO DATE

Innovation is murky territory and needs activating

Live questions for GIFT are “How will we recognize innovation?” and “How do we enable innovation?” A key lesson is that innovation needs to be activated – putting out a call for it is not enough. How to activate innovation will be an ongoing discussion and area of experimentation for GIFT.

Understanding mauri

How mauri is being considered and impacted via GIFT is at the heart of GIFT evaluation. The issues of how to understand and communicate mauri, and to gauge the impact of GIFT on the mauri of the Hauraki Gulf have exercised the project team, evaluator and Trustees. GIFT provides guidance on the term on its website and is working with the Mauri Model.

The environmental space is complex – creative collaboration is needed

In the environmental space the issues are often entrenched and can be overwhelming. Best paths and accountability are contested, yet constructive collaboration is critical. GIFT is well placed to broker joint ventures, collaboration, co-funding and experimentation.

Decision making needs to be well supported

It can be difficult for funders to stay open to risk in a space of uncertainty and in the highly politicized Hauraki Gulf environment. In this context fears of reputational risk and making poor decisions is heightened. How best to support decision making is an ongoing exploration.

Working through legal and financial issues

GIFT challenges philanthropic conventions of only giving unconditional ‘gifts’ through grants funding to charitable entities such as Trusts and Incorporated Societies. Individuals, private companies and a family trust have applied to GIFT so far. Legal opinions are sought as required, with the aim being to maximize outcomes towards GIFT’s vision and ensure transparent financial reporting.

Further live issues include clarifying the advocacy role of GIFT, who to engage with and how, and whether GIFT should choose some key issues to impact on or continue to put out open calls for applications.

Case studies

Envirostrat *Scoping a low impact, high value Hauraki Gulf fishery*

“Our [fishing] impact is exceeding the ability of the moana to restore herself” (Richelle Kahui-McConnell).

The first sizeable (\$50k) GIFT grant went in February 2017 to a team of three who had been intimately involved in developing the Hauraki Gulf Marine Spatial Plan. Their project was a ‘prefeasibility’ study into how to develop a low impact, high value seafood sector in the Hauraki Gulf, through impact investment. Impact investment refers to generating financial profit alongside environmental, social and cultural benefits.

This work found that impact investment at scale in the Hauraki Gulf seafood sector is not feasible currently given a lack of goodwill and cooperation among key sectors; government fisheries reforms that add complexity; and the need to address the impacts of land based activities on water quality.

This project is seen as a necessary and important link in the chain towards achieving impact investment to benefit the Hauraki Gulf and has led to further projects being scoped.

Envirostrat team:
Richelle Kahui-McConnell,
Lucy Tukua and Nigel Bradly



Te Toki *Voyaging Trust Rangatahi Kaitiaki Programme*

The Rangatahi Kaitiaki project will take place at Umupuia Marae (Maraetai), in a coastal area where sediment is a major environmental issue. The project builds on previous work using waka as a ‘floating classroom’ engaging young future leaders, and a successful pilot funded by Curious Minds in 2017.

The programme aims to foster stewardship by pairing Rangatahi (young people) with Kaumātua and Kuia (male and female elders) to 3D map how the environment was in the past, and then ignite the young people’s interest in addressing areas of degradation. Ongoing monitoring of cockles and sediment levels in the bay will be enabled.

The project will combine western science with matauranga Māori (Māori knowledge) and build kaitiakitanga (stewardship) within this hapū and the wider community.

Sir Peter Blake Trust *Virtual Reality Engagement*

The Sir Peter Blake Trust is partnering with NZ Geographic and the Pew Charitable Trusts to develop and implement virtual reality technology connecting diverse communities with real time underwater sites in the Hauraki Gulf. This project will track how New Zealanders’ respond to this technology and whether it leads to tangible behaviour change and action to improve the mauri of the Hauraki Gulf. The project will also learn from and connect with similar initiatives globally.

What now?

Applications to GIFT are now coming through at a good pace as word gets around and as different approaches to activating ideas and proposals occur. Focus areas for GIFT’s second year of operation include the following.

Creative activation of ideas and innovation (such as setting challenges)

Broader engagement with diverse groups

Seeking to increase the investment of others in the Hauraki Gulf

Iwi-led GIFT workshops and dialogue

Increase profiling and communication of GIFT

Support GIFT Trustees to keep consciously connected with the Gulf

Experiment with accessing expertise to support decision making

Explore participatory decision making

Explore how to connect communities with the Gulf

Explore the educational and advocacy role of GIFT

Embed robust feedback loops and evaluative processes

“We need to promote GIFT more, use a wide range of avenues, be proactive and approach a range of groups, and find and attract the closet innovators”

GIFT TRUSTEE



Support for evaluation and
development of GIFT provided by: