



2021 ANNUAL REVIEW

Reflections on funding
systems change



An inclusive Aotearoa New Zealand
where all families, children and young
people can thrive and contribute.

Whakawhāiti Aotearoa,
hei oranga wairua,
oranga tāngata.

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2021 OVERVIEW

Tēnā koutou katoa

2021 has been another disrupted year and, once again, we're grateful to our community partners for remaining so dedicated to creating sustainable, long-term social change in the face of many additional challenges. Without you we cannot achieve our vision: An inclusive Aotearoa New Zealand where all families, children and young people can thrive and contribute. Whakawhāiti Aotearoa, hei oraŋa wairua, oraŋa tāngata.

It's now four years since we introduced our current funding strategy and stopped running funding rounds in favour of proactively seeking community partners to create sustainable long-term social change. We anticipated that this new approach would change how we work in unexpected and exciting ways, and as you will see in this review, that has turned out to be the case.

A few reflections from us from 2021

- As we slowly progress through Covid-19 we cannot lose sight of our long-term focus on fairer futures for children and whānau. Crises exacerbate fundamental problems but can also divert attention away from them. We continue to work towards trying to understand and shift the conditions that are holding poverty and inequality in place.
- Covid-19 has cemented for us the importance of responding in real time to the needs and innovations of the communities we serve. Our strategy has helped us develop the tools we need to fund collaboratively and respond in a high-trust, low-compliance way. This has been particularly helpful during the Covid-19 crisis and is likely to continue beyond this emergency period.
- We're seeing that cross-sector collaboration is key to long-term social change. We can achieve more together than working independently and can learn from each other how best to navigate the systems that include us all.

This year we reached a milestone with \$99.9m in total funding since inception (2021 dollars). 2022 marks 50 years since Sir Bryan Todd instigated the Todd Foundation in conjunction with Andrew Todd and Sir John Todd. As with all significant birthdays, we'll be using this one to reflect on what we're doing, particularly as we undertake our next five-year strategic review.

Ngā mihi maioha,



Rebecca Turner
Chair



Seumas Fantham
Executive Director



2021 FUNDING

AT A GLANCE

\$4.27m

Total 2021 donations

\$579,589

2021 operating costs

\$99.9m

Total funding since inception (in 2021 dollars)

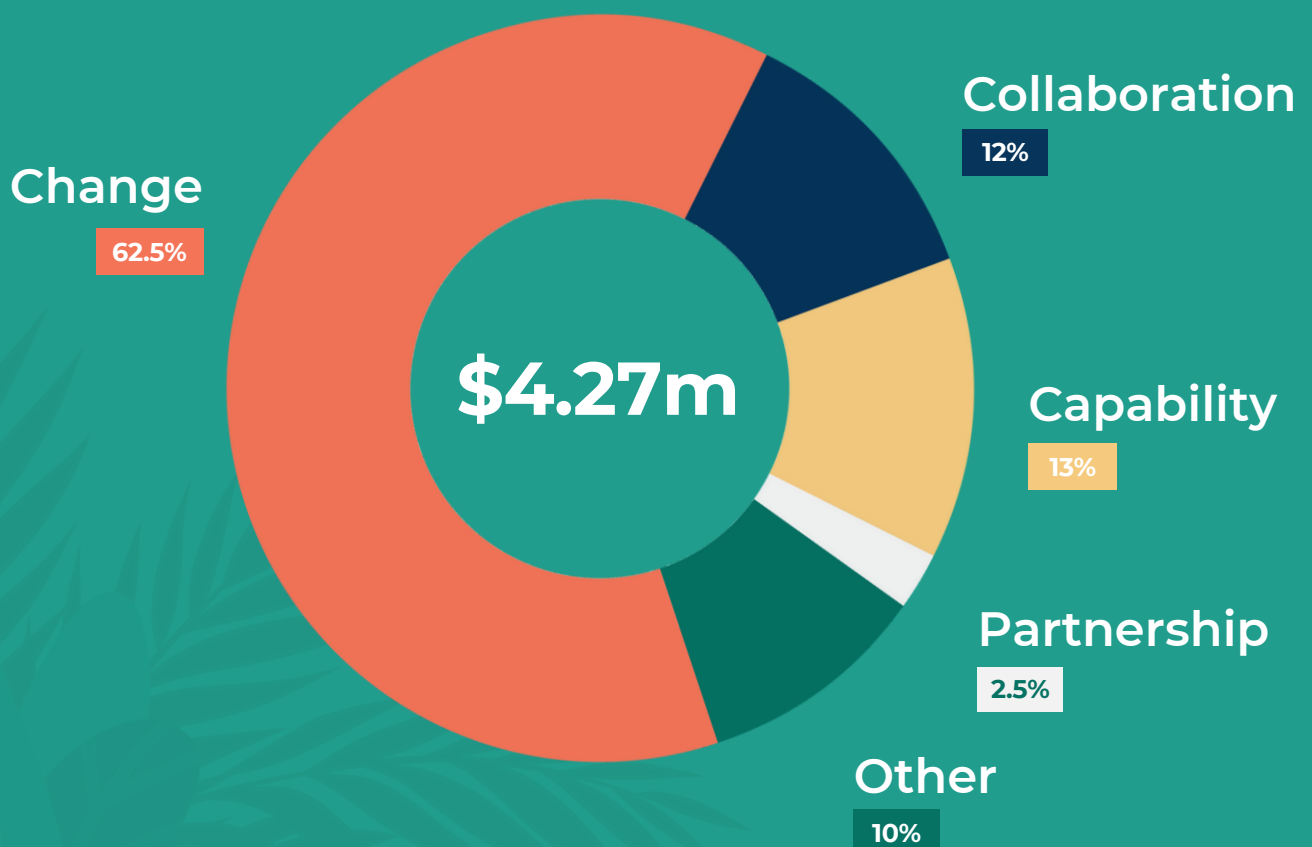
81% (\$3.47m)

Multi-year allocations (two or more years)

\$63,022

(range \$5,000 to \$150,000)

Average annual donation size





OUR APPROACH TO FUNDING CHANGE

FUNDING UPSTREAM SOLUTIONS

Often we try to address social problems by focusing on ‘downstream solutions’, helping people after the damage has already been done. For example, we treat asthma and other illnesses which often result from living in poor housing instead of focusing upstream and making sure homes are affordable and healthy in the first place.

While downstream fixes are important, the Todd Foundation’s approach is to resource the work that communities are doing upstream to give rise to a more equitable and inclusive Aotearoa. That’s because we believe that if we collectively tackle the upstream issues, changes will flow downstream to benefit a lot of people in the longer-term.

HOW FUNDING SYSTEMS CHANGE IS CHANGING US

FOUR YEARS IN

In 2018 the Todd Foundation launched a funding strategy which fundamentally changed the way we work. With our sights set on supporting sustainable long-term social change, we were determined to improve the way we support community-led, collaborative action aligned with our vision of 'An inclusive Aotearoa New Zealand where all families, children and young people can thrive and contribute'.

We transitioned away from competitive funding rounds and started reaching out to changemakers working together to address the root causes of some of New Zealand's most pressing social problems such as housing, the digital divide, and food poverty (to name a few).

We set out to form more high-trust relationships, to fund systemic change, and to fund collectives and communities for longer.

Four years into our five-year strategy, we've been reflecting on how we're changing as a Foundation.



01

Transitioning away from competitive funding has freed up staff capacity

As we have changed our funding strategy more staff time is now spent deeply researching our focus areas, spending time with our community partners and exploring potential funding leads. In some cases we're playing a more active role in contributing to systems-change initiatives, acting as a connector and collaborator, and sharing what we've been learning with others. Interestingly this has meant our governance team can also spend more time on systems change discussions, learnings and decisions.

02

Closer relationships and more time listening means we can support better

Our focus on supporting systems change means we're spending more time listening to communities about their aspirations for change and asking what we can do to support them. We are aware that we are not the experts on the challenges communities face – and that the voices and solutions of those closest to the issues need to be prioritised.

One example of a shift is that traditionally we as funders would ask communities to come in and present to us, and decide the reporting format and key dates. Now we mutually agree on how we might best get the information we need, accept invitations to participate in community strategic meetings, and better understand how impact might emerge from initiatives. These small flexible alterations make better use of resources, and allow our community partners to track closer to the change we all want to see.



03

Equity is key to what we do at all levels

Not only are we striving to fund more equity-focused initiatives, but an equity lens is informing our approach to evaluation, and it's something we consider whenever we convene cross-sectoral groups. We've challenged ourselves to fund more equitably, with a particular focus on amplifying Māori-led solutions. For example, alongside the Tindall Foundation, Foundation North and the J R McKenzie Trust we support Te Pai Roa Tika - Transforming Taitokerau. This is a consortium of 12 iwi who have developed a tikanga-led impact investment platform to create sustainable, lasting, economic, cultural and spiritual well-being for Māori and the wider community of Northland.

04

Learning and adapting along the way

We set out to engage in more long-term and high-trust relationships and to be flexible in the way we fund. Taking these principles from the strategic level to the operational level has meant adapting our structures, tools and internal processes to reflect this. Systems change is dynamic, and we are learning that the conditions required to maximise impact requires flexible and responsive funding.

Our high-trust relationships mean we stay updated on any changes and directions of resources. This flows on to our approach to reporting which we try to make as low-key as possible to reduce the administrative load on the groups we fund. We don't require them to supply financial statements – we can find those on the Charities Services register if we need them. And when it comes to reporting on progress our staff hold relationships which enable them to write reports in real time.

05

Sharing is something we need to do more of

Humility is a value many New Zealanders share, and one that has been held by the Todd Foundation for many years. In our work this year we've been challenged by our community partners and our philanthropic peers to share more about what we're doing. From sharing our learnings with other funders to sharing power with our community partners, we know that sharing is a critical part of supporting long-term change so this is something we're striving to do more of in 2022 and beyond.

Leading up to our 50th anniversary celebrations in 2022, we'll be reflecting further about what we can do to improve the way we fund. As US non-profit social advisory firm FSG outline in their paper *The Water of Systems Change*, "To fully embrace systems change, funders should be prepared to see how their own ways of thinking and acting must change as well." We are continually adapting and refining the way we do things so that we can be more responsive and more impactful as funders.



HIKURANGI ENTERPRISES LTD

BUILDING WARM, DRY WHARE FOR EAST COAST WHĀNAU

Rather than waiting for the government to solve the housing crisis affecting hundreds of whānau in the Gisborne area, Hikurangi Enterprises Ltd has begun its own house-building programme, known as Whare Ora.

Taking advantage of a change in building regulations in 2020 which made it possible to build standalone dwellings of up to 30sqm without building consent, this community partner has started building whare awhina

“

Banks won't touch many of the people who really need housing.”



(sleepouts) for whānau who already own a home but are experiencing severe overcrowding.

The Whare Ora programme also builds whare aroha, standalone minor dwellings with kitchen and bathroom facilities.

Both types of whare are fully insulated with double-glazed aluminium windows and are sold at cost to whānau who can afford them – currently for between \$52,000 and \$78,000.

Hikurangi Enterprises executive director Panapa Ehau says the next step is a rent-to-own scheme to provide housing for whānau who do not have access to the finance needed to buy even a very low-cost home.

“Banks won’t touch many of the people who really need housing, and they don’t have the cash to buy housing because they live week to week.”



He hopes that eventually the Whare Ora model will spread to other parts of the country.

For the whānau who have been able to afford a whare, the impact has been life-changing.

“You can instantly create an impact for whānau living in a cold house. Their wellbeing goes up, kids go to school more, whānau can keep going to work and they are not getting bronchitis.”

Hikurangi Enterprises Ltd is a charitable company that was set up in 2016 to harness the strengths of local people to create better educational, cultural and employment opportunities on the remote East Coast of the North Island. It wants whānau to be able to live well and sustainably off the land and the sea, and to exercise guardianship over their natural resources.

“

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TODD FOUNDATION

Our vision

An inclusive Aotearoa New Zealand where all families, children and young people can thrive and contribute.

Whakawhāiti Aotearoa, hei oranga wairua, oranga tāngata.

Our purpose

We resource communities to create sustainable, long-term social change for children, young people and families.

We provide funding that supports:

- Collective and system-focused solutions
- Genuine, inclusive community ownership and leadership
- Evidence-informed models and innovation
- Measuring what matters, understanding what works



FUNDING STRATEGY

Guiding principles

These principles are a touchstone, underlying everything we do:

- Reducing exclusion and disadvantage
- Building inclusiveness
- Strengthening communities
- Mana Māori
- Respectful relationships
- Listening and learning

Our way



We fund co-ordinated, community-led action for **change** in selected focus areas. Our current focus area is 'Fairer Futures for children and whānau'.



We practise and incentivise **collaboration** through pro-active, strategic alliances with other funders.



We fund key organisations providing important **capability** support to the community sector.





LINC PUĀWAI

HELPING CHRISTCHURCH RANGATAHI TO BLOSSOM

Puāwai means to blossom, and blossoming is exactly what has happened for the rangatahi who have completed the Christchurch-based Puāwai youth-leadership programme, delivered by Leadership Lab.

Several rangatahi from the first two Puāwai programmes are now working as junior tuākana (mentors) for the 2022 intake. They are supporting more senior tuākana to deliver the 9-month programme to another 60 rangatahi from six communities – Māori, Pasifika, rainbow, disability and care-experienced,

as well as 'cross-cultural' communities including Filipino and Bhutanese groups. Others have become even more deeply involved in their own communities.

"When the rangatahi come together, many are initially cautious and and they really grow in confidence because it's a safe space for them," says Leadership Lab Co-Director Chris Jansen.

In addition to activating skills and confidence, Puāwai focuses on diversity and inclusion, weaving connections and belonging.

Puāwai participants work in rōpu (small groups), first as individual rōpu and then at monthly hui attended by all the rōpu and finally through a series of “activator” events such as facilitating a public event or organising a service opportunity.

Puāwai is one of three programmes in LinC (pronounced Link), the Leaders in Community project set up in the aftermath of the 2011 Christchurch earthquake.

LinC now has three strands. The first is the 10-month Incubator programme to support adult grassroots community leaders. The second is Puāwai, which was developed specifically for rangatahi aged 15 to 18 who show potential as leaders but who are overlooked by their schools because they come from marginalised communities.

The third strand is Rourou, which brings together diverse adult and rangatahi leaders to amplify marginalised voices for advocacy and to collaborate with other local and national organisations to provoke systems change.

“We are strongly oriented to advocacy and equity,” says Erica Austin, the Rourou project lead.

The Todd Foundation funds LinC Puāwai alongside the J R McKenzie Trust and the Ministry for Youth Development, with in-kind support from the Wayne Francis Charitable Trust.



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In the spirit of partnership we asked the team at Point (Nadine and Annalise) to share a bit about themselves and this partnership:

"We partner with changemakers who are redesigning the system to make the biggest difference for community and whānau. We understand that those working to change systems don't need evaluations that make judgements based on a predetermined notion of 'success', instead we use evaluation to expose the messiness and uncertainty of systems change work and shine a light on potential and possibilities.

We co-create ways of working together which are developmental, appropriate, mana-enhancing, and participatory. If we don't learn from each other in the process of working together then we haven't done our job.

After 20 years we are lucky enough to be able choose to work only on things we feel



We partner with changemakers who are redesigning the system to make the biggest difference for community and whānau."

passionate about (trust us, we had to do a fair few tuna-fish surveys to get here). We are excited about the work currently happening at the Todd Foundation and look forward to partnering with Todd on their learning journey.

We'd love to share some of our evaluation stories with you, if you'd like to know more, go to www.point.co.nz."





KORE HIAKAI

MEASURING LEVELS OF FOOD INSECURITY TO HELP END IT

A new measuring tool developed by Kore Hiakai Zero Hunger Collective is collecting valuable data about the level of food insecurity in New Zealand that will help inform responses to the problem.

A growing number of people in Aotearoa are unable to get enough quality and nutritious food because of inequities such as insufficient income, high housing and living costs, and difficulties getting access to good food.

But while it's clear that foodbanks and community food distributors are facing growing demand, made worse by the impacts of Covid-19, we don't have accurate figures about how much food is being distributed – or how many people it is reaching. In July 2021 Kore Hiakai launched the Standard Food Parcel Measure to help quantify the volume of food being distributed and provide a way of collecting consistent data.

Once that data is available it's possible to start the work needed to create a world "beyond the food parcel".

"We need a consistent way to measure the volume of food being distributed in order to know how to accurately respond," says Kore Hiakai Pou Ārahi Tric Malcolm.

The new measure has been piloted and is now being used by two of Kore Hiakai's founding partners, with other community food organisations also coming on board.

Kore Hiakai is a collective of six foundation partners – The Salvation Army, Christchurch City Mission, The Wellington City Mission, VisionWest, Auckland City Mission and the New Zealand Council of Christian Social Services. The collective supports the frontline work of community food organisations across Aotearoa New Zealand, while addressing the root causes of poverty-related hunger, bringing together community, producers, retailers, philanthropy, and government to build Te Tiriti-grounded, long-term, sustainable solutions to create food security.

"Food insecurity in Aotearoa is not caused by a scarcity of food, but by inequitable systems and reasons beyond individual people's control, such as inadequate incomes and the high cost of living. Those are part of the underlying issues we need to start addressing," says Tric.

kore hiakai
Zero Hunger Collective



“

Food insecurity in Aotearoa is not caused by a scarcity of food, but by inequitable systems and reasons beyond individual people's control, such as inadequate incomes and the high cost of living. Those are part of the underlying issues we need to start addressing."



2021 FUNDING RECIPIENTS



Change partners

- **Development West Coast** | collaborative approach to youth employment for school leavers | \$57,400
- **Digital Equity Coalition Aotearoa** | a national collaboration to bridge the digital divide | \$100,000
- **E Tipu E Rea** | increasing the supply of appropriate community housing for young parents | \$450,000 (3 years of funding)
- **LinC Programmes Puāwai and Rourou** | diversity and inclusion focused youth leadership programmes | \$160,000 (3 years of funding)
- **Manaaki Rangatahi (fundholder Lifewise)** | a collaborative focused on ending youth homelessness | \$300,000 (2 years of funding)
- **Papakura Marae** | working alongside local whānau to co-design alternatives to existing services | \$122,000
- **Pasifika Warriors Leadership Initiative (fundholder Ara Taiohi)** | support for Talanoa (engagements) with Pacific youth worker practitioners | \$40,000
- **Te Matapihi** | championing indigenous aspirations and innovations in the housing space | \$260,000 (2 years of funding)
- **Papawhakaritorito Charitable Trust** | research, education and development toward Māori food sovereignty | \$350,000 (2 years of funding)
- **Tokona Te Raki** | to support and increase rangatahi involvement in systems level initiatives | \$40,000
- **Tū Kotahi Māori Asthma Trust** | collaborating and coordinating work on unhealthy homes in Wainuiomata | \$300,000 (3 years of funding)
- **VOYCE - Whakarongo Mai** | to prioritise care-experienced youth voices in our care system | \$300,000 (3 years of funding)
- **Wesley Community Action** | for Te Hiko - Centre for Community Innovation | \$130,000





Capability partners

- **Child Poverty Action Group** | one year of multiyear funding | \$60,000
- **Community Research Trust** | one year of multiyear funding | \$75,000
- **Hui E! Community Aotearoa** | one year of multiyear funding | \$110,000
- **Inspiring Communities** | one year of multiyear funding | \$90,000
- **NZ Navigator Trust** | one year of multiyear funding | \$75,000



Collaboration partners

- **Community vaccination initiatives in partnership with various funders** | \$55,000
- **Kootuitui ki Papakura** | in partnership with Foundation North and J R McKenzie Trust | one year of multiyear funding | \$150,000
- **Philanthropy New Zealand (Match platform)** | in partnership with other Weave funders | one year of multiyear funding | \$30,000
- **Te Aroha Kanarahi Trust for 'Project Hoake'** | in partnership with Te Muka Rau, Trust Tairāwhiti and the J R McKenzie Trust | one year of multiyear funding | \$15,000
- **Te Reanga Ipurangi Ōtaki Education Trust** | in partnership with Wellington Community Fund, J R McKenzie Trust and Tindall Foundation | \$40,000
- **Kauaetongohia Marae** | in partnership with Tindall Foundation, Te Muka Rau, and J R McKenzie Trust | one year of multiyear funding | \$15,000
- **The Inclusive Aotearoa Collective** | in partnership with Trust Waikato, Foundation North, Eastern and Central Community Trust and Wellington Community Fund | one year of multiyear funding | \$100,000
- **Working Together More Fund (now known as Weave)** | annual contribution to this collective pool of funding of eight Family Foundations | one year of multiyear funding | \$100,000



Partnership

- [ChangeMakers Resettlement Forum](#) | \$28,000*
- [Multicultural New Zealand](#) | \$28,000*
- [New Zealand Ethnic Women's Trust](#) | \$20,000*
- [Shakti](#) | \$36,000*

**Year five of five years funding*



Other

- [Asthma New Zealand](#) | \$40,000
- [Auckland Health Foundation](#) | COVID-19 funding | \$50,000
- [Common Unity Project Aotearoa \(for the Hutt Valley Emergency Kai Collective\)](#) | COVID-19 funding | \$40,000
- [Hikurangi Enterprises](#) | \$20,000
- [Middlemore Foundation](#) | COVID-19 funding | \$50,000
- [Multicultural New Zealand](#) | \$85,000
- [New Zealand Ethnic Women's Trust](#) | COVID-19 funding | \$50,000
- [Pam Fergusson Charitable Trust \(DigiTautua\)](#) | COVID-19 funding | \$10,000
- [Philanthropy New Zealand](#) | one year of multiyear funding | \$25,000
- [Te Kāhui Pūmanawa \(fundholder Philanthropy NZ\)](#) | one year of multiyear funding | \$25,000
- [Seed Waikato](#) | \$46,560
- [Tākiri Mai Te Ata](#) | COVID-19 funding | \$40,000
- [Te Aka Ora Charitable Trust](#) | \$30,000
- [ToiEDA](#) | \$15,000
- [Working Together More Fund \(now known as Weave\)](#) | \$5,000
- [Young Enterprise Trust](#) | An annual donation in memory of Sir John Todd | one year of multiyear funding | \$36,000



HOW WE FUND

We want to support real change in communities, reduce time spent on funding proposals and reporting, and promote collaboration rather than competition. For these reasons we don't run grant rounds or accept pitches from individuals or organisations. Instead we pro-actively seek out communities, groups and collectives to partner with in our three main funding streams: change, collaboration and capability.



CHANGE



COLLABORATION



CAPABILITY

HOW WE ARE FUNDED

We receive an annual donation from the Todd family, sourced from the Todd Corporation. We also have income from our investments, donations from individual Todd family members, Todd staff and others via payroll giving. Todd Corporation and the Todd Family Office provide financial and in-kind support for our operating expenses.



OUR TRUSTEES



Rebecca Turner
Chair



Charlotte Sellar
Deputy Chair



Charles Whyte



David Todd



Katie Milne



Lee Cooper



Pam Davidson



Vaughan Renner

OUR INVESTMENT COMMITTEE



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