

Kia Tipu, He Tipua

Evolving the lottery grants system



A future system that's easier and fairer

Engagement summary of experiences and future opportunities for the Lottery Grants System

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Te Kāwanatanga o Aotearoa
New Zealand Government



Te Tari Taiwhenua
Internal Affairs



Lottery Grants Board
Te Puna Tahua
LOTTO FUNDS FOR YOUR COMMUNITY

About

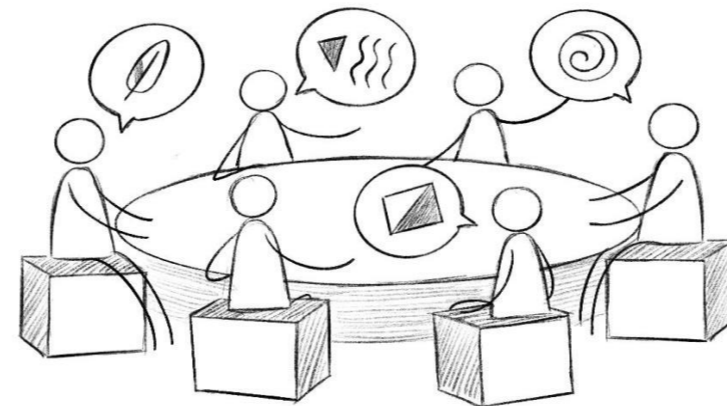
Our engagement

Between February and June 2022, the Department of Internal Affairs (DIA) undertook targeted engagement to understand barriers and areas of opportunity to make it easier and fairer for communities, hapū and iwi to access Lottery funding.

Learnings have also been captured from previous community engagements and fund evaluations undertaken by DIA and other organisations with a focus on community grant funding.

This document shares back what we heard about the Lottery Grants System. It:

- maps current experiences
- captures reflections on our identified good practice principles of community funding
- captures future ideas and opportunities for Lottery funding.



Our approach

The Department worked with Fjord (the Design arm of Accenture NZ Ltd) and IDIA (Indigenous Design and Innovation Aotearoa) on the targeted engagement to understand potential Indigenous future models that would make the Lottery Grants System easier and fairer.

We had over 30 group and individual conversations with:

- Community, hapū and iwi groups
- Department staff
- distribution committee members
- other funders

Hāpai Hapori Community Advisors connected us with organisations to talk to, focusing on:

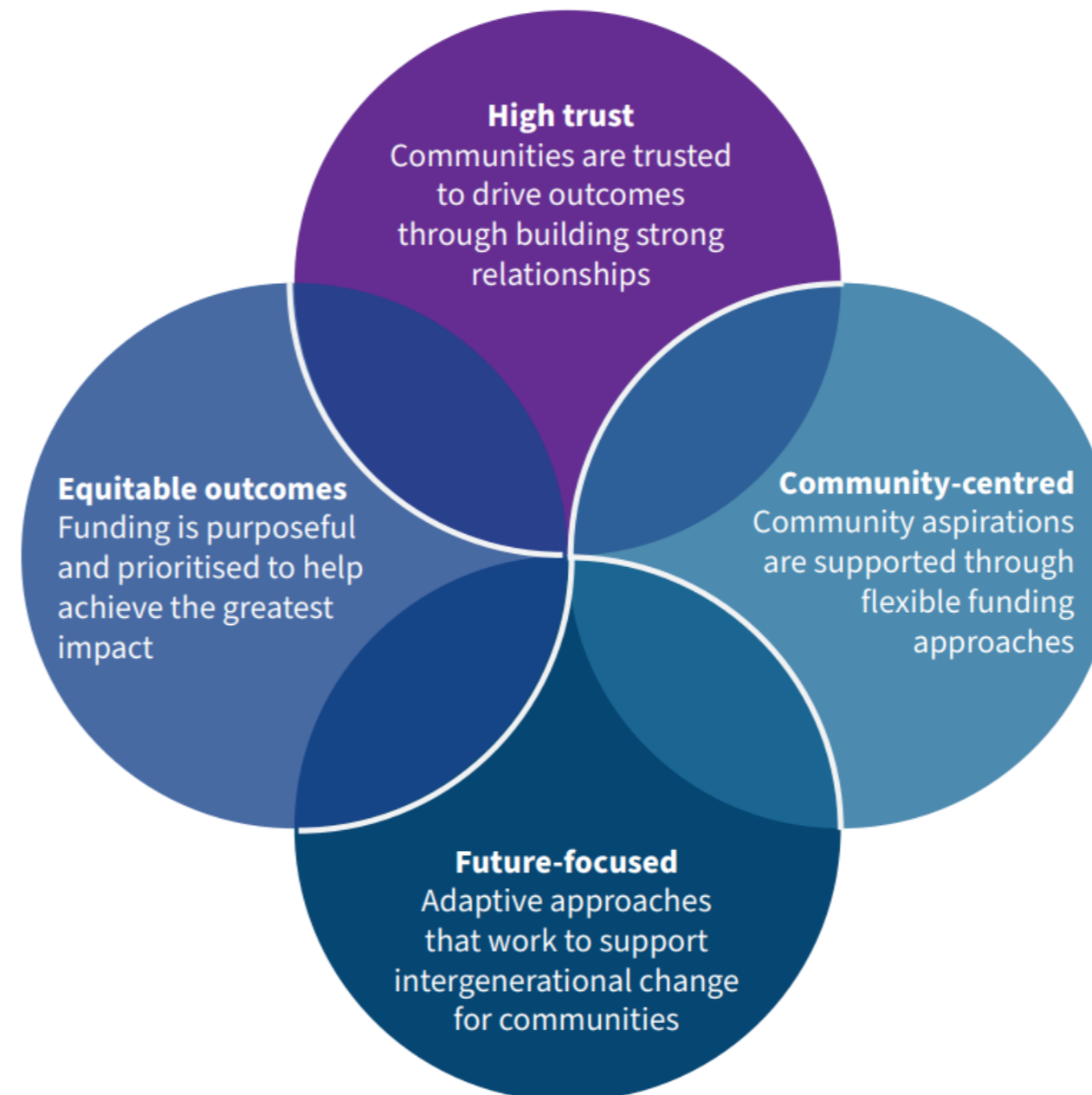
- hapū and iwi groups and Pacific and ethnic community groups
- those that had previous challenges accessing funding.

Good Practice Principles

DIA has identified four Good Practice Principles for community funding.

These have been used to guide conversations on what a future community funding system could look like.

Talking with communities, hapū and iwi about their experiences and what the principles could look like in practice, has helped us to understand the opportunities for an evolved Lottery Grants System that has people and communities at its heart.

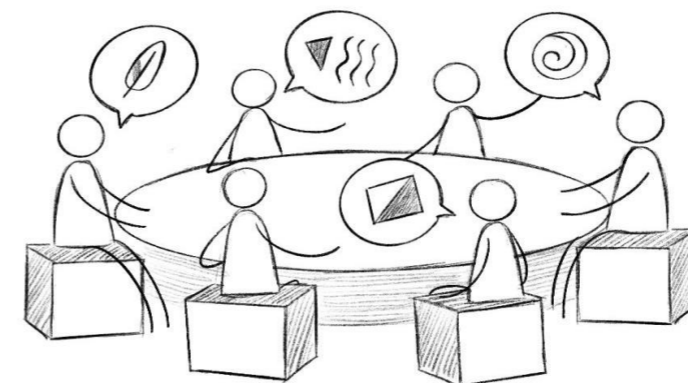


Snapshot of what we heard

Overall, we heard that a Lottery Grants System that is guided by the Good Practice Principles of community funding, would provide stability, increased opportunities and reduce the administrative burden for communities, hapū and iwi.

For the evolved Lottery Grants System, stakeholders described a shift across the six key stages of the current funding process.

Stage	Shift from:	Shift to:
Explore	Communities, hapū and iwi doing all the work to seek funding	Communities, hapū and iwi being found and understood
Formalise group	A one-size fits all approach	Recognising and supporting existing community capabilities and structures
Application	Communities, hapū and iwi needing to translate their aspirations to fit the system	A system that receives their unaltered aspiration
Decision	Aspirations being interpreted and judged by decision makers	Aspirations being shared and nurtured
Outcome	Grant outcomes not matching aspirations	Tailored support regardless of the outcome of the application
Using grant/ Reporting	Prescriptive reporting of progress	Sharing stories, learning and growing



High Trust

We heard high trust described as:

- trust that goes both ways
- an environment where groups can talk about challenges and learn when things don't go to plan
- having trust throughout all areas of the relationship
- DIA trusting communities' ability to deliver
- greater transparency throughout the process.

Equitable Outcomes

We heard equitable outcomes described as:

- a Lottery Grants System that is accessible to everyone
- providing support where it's most needed
- recognising and supporting diverse communities, hapū and iwi
- understanding the context community groups are working in
- not feeling like you're competing.

Community Centred

We heard community centred described as:

- being supportive and responsive to community aspirations and identity
- collaboration and tackling issues collectively
- increased opportunities for kanohi ki te kanohi (face-to-face) interactions
- strengthening whanaungatanga
- DIA presence is seen in communities.

Future Focused

We heard future focused described as:

- multi-year funding that provides greater certainty and the ability to plan for the longer-term
- a system that adapts to future change and continually evolves
- providing greater support for innovation and collaboration.

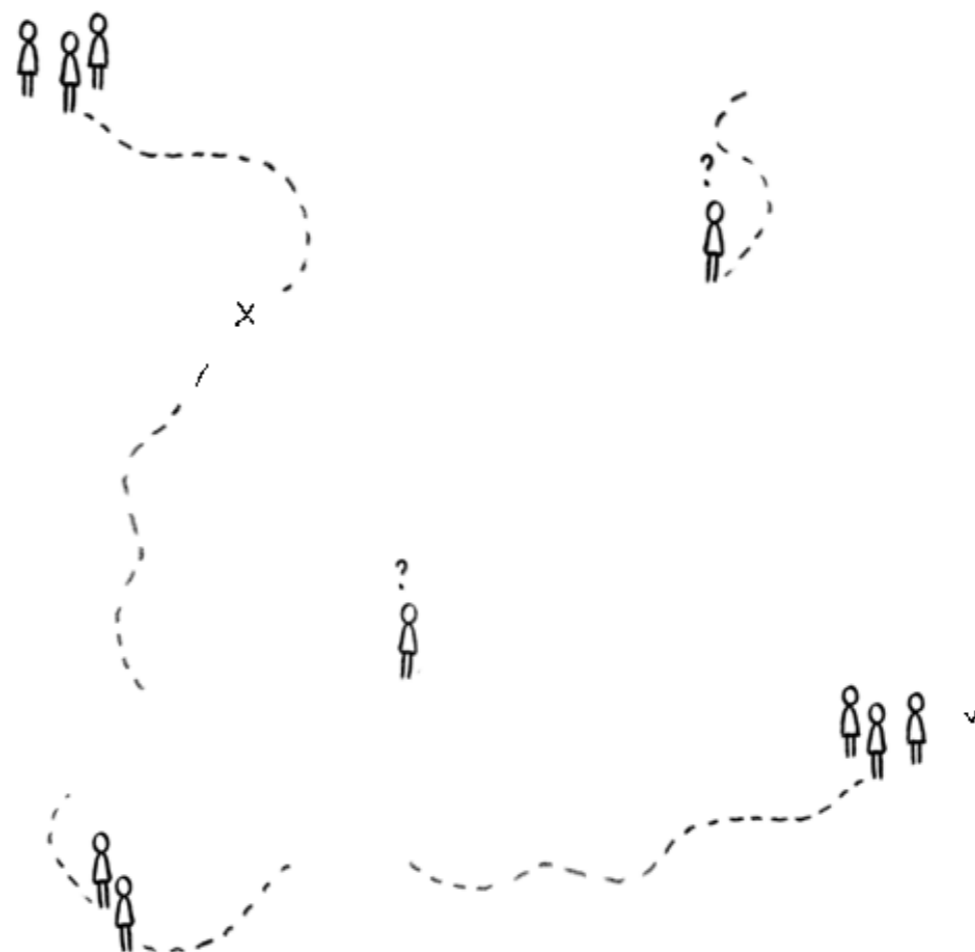
Experience Maps

Experience maps are a way to show thoughts, feelings, actions and needs through each step of a process.

The following experience maps summarise what community, hapū and iwi groups shared with us, good and bad, through six key stages of the current funding-process. This includes from discovering and applying to receiving and reporting.

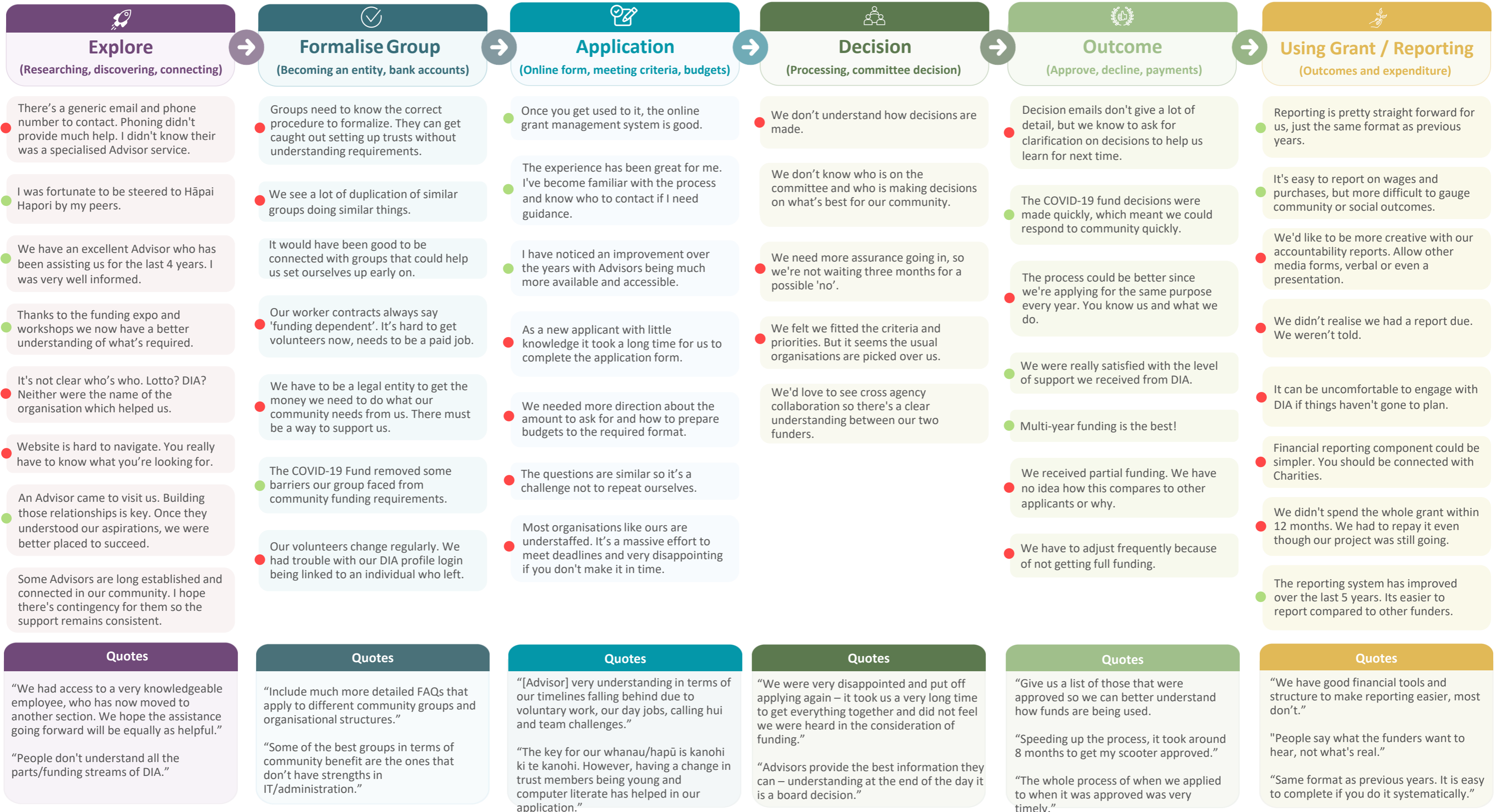
There were many collective experiences, which we've combined and documented as 'general community group experience'.

There were also unique cultural experiences, which are shown as separate experience maps.



Experience Map: General community group experience

● Pain point
● Positive point



Experience Map: Māori, hapū, iwi led groups

● Pain point
● Positive point



Experience Map: Pasifika groups

● Pain point
● Positive point



● Our community leaders of the past have struggled to connect through language barriers.

● Knew of lotto grants, but didn't know how or if we could access it.

● We're more familiar with the local council as a funder.

Have never been to the lotto website before.

● Learnt about DIA and Hāpai Hapori at a community funding expo.

● Expo is where we first connected with our Advisor and our journey started.

Relationship building is key to us.

● We got to meet and talk to other funders at the expo.

We've been an association for years, but there was a period of being unincorporated while trying to re-establish ourselves.

Knowledge of how to get funding had been lost with an older generation.

Church is the central point for our community.

● By default, getting funding would fall to the leaders who are more fluent and confident with English.

We've depended on fundraising and loans in the past.

● We were on a deadline to get established to receive funding.

● We needed help from an Advisor to complete the application. Don't understand the vocabulary of funding.

● Wording on the application doesn't reflect our community. There's little to no Pasifika there.

● Trying to get in contact is hard. Sometimes you need that support right away.

● The process was ok. Had to go back to Hāpai Hapori three times for the budget bit. Didn't have any example of what was needed.

We got support from Hui-E! to help write our application. They provided the guidance we needed.

Wanting to tell them everything – 10 words or 1000?

● So much effort in putting together the application, need more certainty of yes or no.

Are the committees representative of our community?

Sceptical, because this our first ever application submitted.

● We don't now how they make the decision.

I want them to know and see what we're doing.

● We waited two months. Let us know! Then if needed we can go elsewhere for funding.

Most funders won't give the full amount. We're expected to find the shortfall.

Felt shattered we didn't get it. Advisor followed up. Their support made us try again.

We didn't have a track record of being funded before.

● We have a long history in our community, but the trust is only focused on our recent legal status.

● So fortunate to have that money. We Didn't expect it.

Got it all sorted in the end.

Know that our work has a bigger impact than just the purchases and activities themselves.

Not certain about the report. Think it will be like an audit.

● Blessed to have been through this process. Want to be able to say thank you to the decision makers.

● We used the funding in a range of ways to strengthen our culture and community.

● How do you define an outcome? How can we put that in writing

● This helped us identify other possibilities for funding the different needs of our community.

We had other Pasifika groups from around the country contact us to learn about how to get funding.

We want lottery to come and see what we are doing.

This brought our community together. It's all about the people. So important for our language to continue.

Quotes

"If there was visibility of other groups getting funding, I could connect with them and learn about it."

"Attended an initiative run by DIA and Ministry for Pacific Peoples."

"Funding expos have been massive."

Quotes

"They don't fund religious things so they won't fund me and my kids."

"Whole Cook Island community come together to fundraise between now and then."

"Language shouldn't be the barrier for leaders in our community."

Quotes

"Without Advisor, probably wouldn't be able to access it."

"Writing the application became my struggle (I'm good at writing!)."

"Having an application that relates to our people, examples to relate to."

Quotes

"The funding scene is like a club, if you're in, goes almost straight through, if out, then straight into wastepaper basket. In-between got to put in a lot of effort towards application."

"Thinking with a more cultural approach doesn't seem to fit in too well."

Quotes

"Your group is too young."

"Is the trust about the money, or is it about our ability?"

"Sit with us and understand what we are trying to achieve."

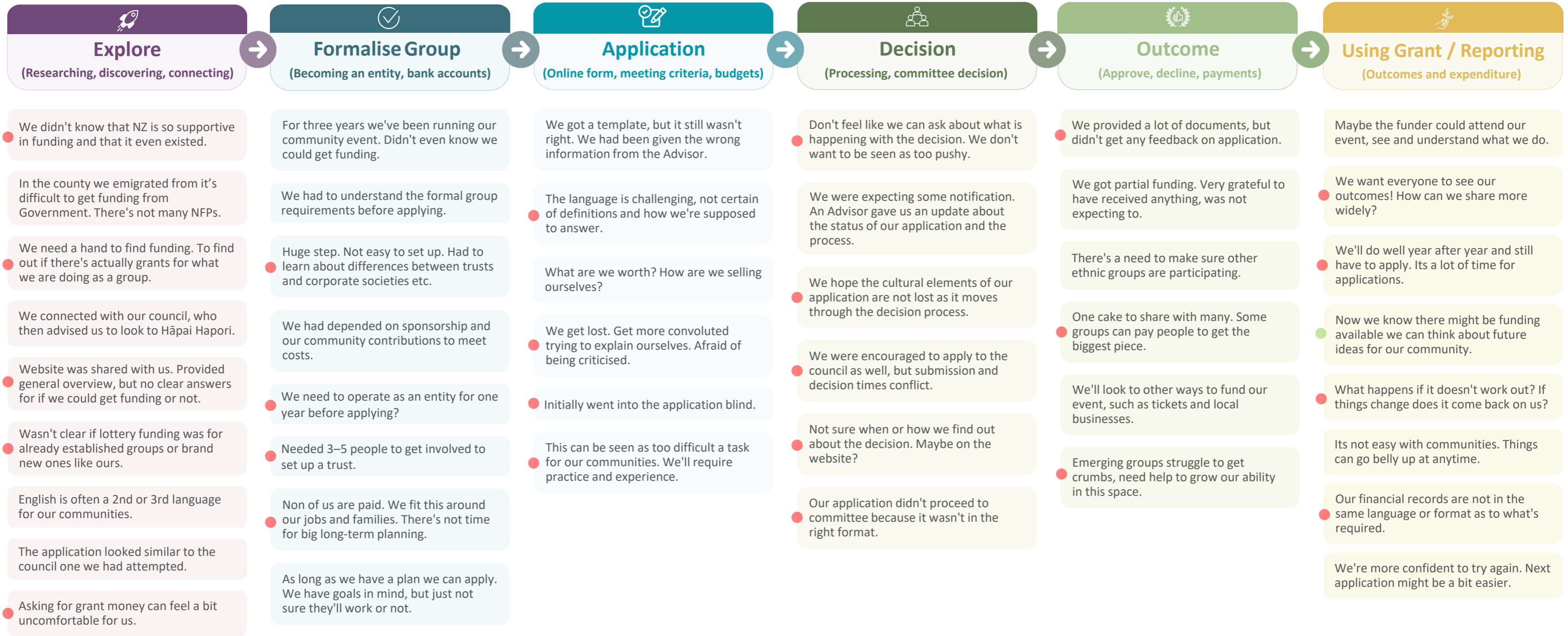
Quotes

"Come and see us, totally transformed. Some things you can't put on paper. It's hard to measure certain outcomes."

"Auckland Cook Island group phoned me for help, but it came to a point where they wanted me to do the application."

Experience Map: Ethnic Community Groups

● Pain point
● Positive point



Quotes

"Feel the funding is for more well established groups."

"We didn't know that NZ is so supportive of funding."

"Website – We Didn't get anything out of it. It just provided a general view."

Quotes

"Shall we apply first or get organized first?"

"We Don't have institutional knowledge."

"Funders have really good relationship, then there will be more trust."

Quotes

"Get more convoluted trying to explain ourselves."

"We're learning by doing."

"We have so many questions. If we could hear examples of how others have done it."

Quotes

"If its not answering the question, we will miss out. Make it bullet points, shorter more effective."

"It's fair we involve a community member. The fund comes from community, funding is being returned to community."

Quotes

"Being new, we should still be cared for. We're put up against well established orgs for funding."

"Some groups such as refugee groups have more special needs."

"The care should be in understanding our cultural context."

Quotes

"We have changing needs which makes it difficult."

"Go out, see us, ask us what are we doing - do we need help!?"

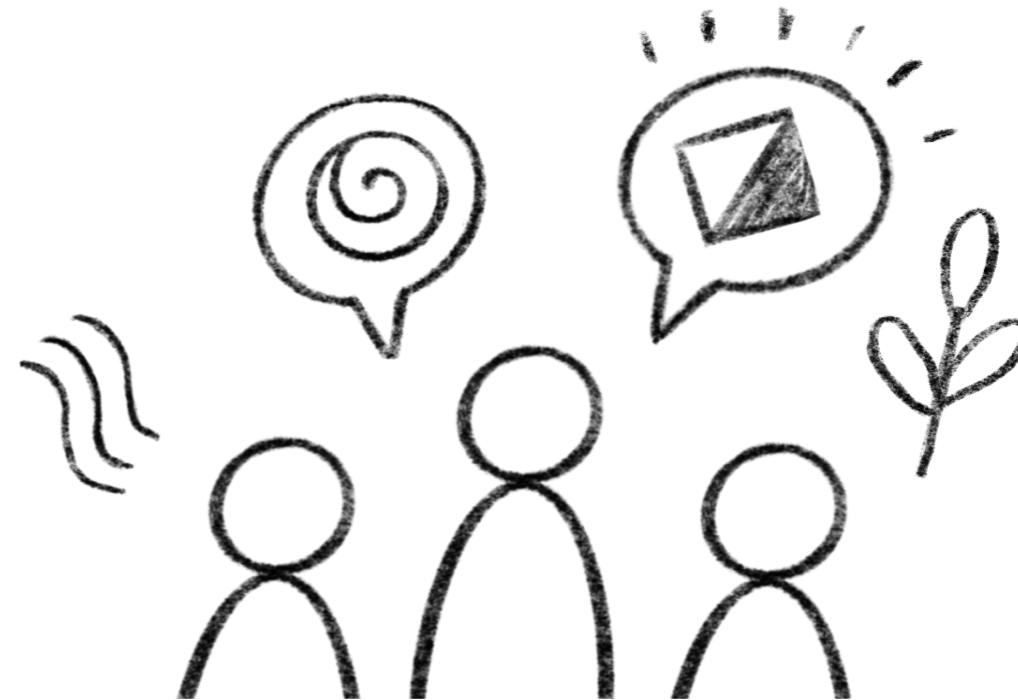
"We have future ideas, but unsure of relevance [to criteria]."

Future Opportunities

Many great ideas were shared for what an evolved Lottery Grant System could look like.

While not all ideas can be taken into the future system, they have helped inform the recommendations to the Lottery Grants Board, as well as informing some key operational changes for Hāpai Hapori to implement in the coming years.

The following pages show the future opportunities identified to enable the Department to evolve the Lottery Grants System across the six key stages of the current funding process.





Researching, discovering, connecting

Future opportunities for the evolved Lottery Grants System

- Make more effort at the front end of the process to improve access and remove barriers.
- Proactively seek out and connect with diverse and underrepresented communities and their leaders.
- Increase the presence and visibility of DIA, particularly advisory services.
- Spend more time in the community to connect kanohi ki te kanohi.
- Increase connections with local councils.
- Connect groups to the right people to grow their capability.
- Promote funding opportunities more broadly including use of multiple social media platforms.
- Increase collaboration with other funders to promote funding opportunities.
- Create more opportunities for communities to network and collaborate with other funders and groups.
- Talk the way communities talk and grow capability to engage in culturally appropriate ways.
- Recognise the unique context of tāngata whenua outside of iwi organisations
- Share different community groups' stories so others can see themselves in those stories and see what's possible.

Sit in community and knock on doors – they need to know we are there first.

– *Community Advisor*

Becoming an entity, setting up bank account etc

Future opportunities for the evolved Lottery Grants System

- Provide greater support to small groups and those with less experience in these processes
- Look at ways to provide shared finance tools and resources
- Consider the history and work of groups prior to appearing in our system
- Recognise and grow existing strengths and capabilities of informal groups
- Staff with whakapapa connections to groups are trusted to support them
- Recognise the unique constitutional context of tāngata whenua, and the responsibility that entails.
- Increase opportunities for funding to be accessed by communities, not just organisations.
- Examine potential bias towards established groups with longer track records with Lotteries.
- Utilise existing Māori structures as fund holders and distributors.
- All marae should be able to access funding without land designation status or development plan.
- Understanding the context people are working within and having aroha for that.

Reassurance or getting educated around the system of applying for funds.
– *Community, hapū and iwi group*



Online form, meeting criteria, budgets etc

Future opportunities for the evolved Lottery Grants System

- Have a simple 'expression of interest' application that can be followed up by an Advisor visit.
- Utilise technology to support applications to be created through a conversation with an advisor.
- Support storytelling through applications.
- Allow applications to be made in different formats, i.e. video and maintain non-digital channels for those with digital barriers.
- Applicants apply when they're ready and when the need exists – no open and close dates.
- Make the criteria and effort proportional to the size of funding and risk – e.g. budget requirements.
- Work with other funders to create more consistency across application processes and recognise history built with other funders.
- Share examples of what successful applications can look like
- Application criteria should allow for innovative and new approaches.
- Ensure funding criteria allows for an intergenerational approach to development.

Advisors having face-to-face interviews with groups, as sometimes people can articulate better verbally and then follow up with a simple application process.

– *Committee member*



Processing, committee decision making

Future opportunities for the evolved Lottery Grants System

- Increase or eliminate funding rounds so communities, hapū and iwi can apply when the need exists.
- Allow organisations that umbrella multiple groups to apply more than once per round.
- Strengthen connections between decision-making committees and communities, hapū and iwi.
- Ensure all decision makers are trained on issues of equity and Te Tiriti.
- Ensure committee members can hear back from groups about their outcomes.
- Ensure decision makers are representative of, and understand, the communities they're serving.
- Ensure tāngata whenua are representative in decision making.
- Strengthen the use of data to inform decision making.
- Help groups to better understand what decision makers are looking for.
- Provide groups with other support on top of a funding decision – e.g. suggestions on where else to look for funding.
- We allow communities to be brave, invest in innovation, not a deficit approach.

If we have funding rounds, make them quicker – it shouldn't take four months to get an answer.
– *Community advisor*



Approve, decline, payments

Future opportunities for the evolved Lottery Grants System

- Be transparent about the likely outcome early.
- Fully fund projects to provide greater stability.
- Provide funding for community, hapū and iwi long-term and intergenerational aspirations.
- Have funding available and tailored for big and small initiatives.
- Recognise the genuine costs required for initiatives.
- Devolve both funds and resources out into our communities. The kaimahi as well as the pūtea.
- Have funding ring-fenced to support innovation.
- Provide flexibility for groups to adapt and respond to changing needs.
- Share funding decisions more widely to increase transparency.
- Provide groups with the opportunity to learn from unsuccessful applications.
- Ensure relationships don't end with unsuccessful applications.
- We have a holistic approach towards communities, it's not just about funding.
- We check back in with groups to see how they're going.

Looks like an investment rather than a grant to pay bills.
– *Committee member*



Outcomes and expenditure

Future opportunities for the evolved Lottery Grants System

- Provide mechanisms that support groups to share their learnings and successes with others.
- Coordinate requirements and sharing between Charities Services and Hāpai Hapori.
- Reduce emphasis on compliance and increase focus on measuring outcomes.
- Ensure reporting is proportionate to the size of the funding.
- Resource wider evaluation of investment across communities, hapū and iwi.
- Allowing iwi Māori to prescribe the outcomes/priorities rather than changing the narrative to fit
- Allow other mediums for reporting, i.e. video, that support story-telling and create an asset for groups.
- Value ongoing, light touch check-ins rather than one-off reports.
- Provide groups with an online space to share ongoing progress.
- Advisors take proactive approach to record progress, removing reporting burden from communities
- Groups feeling that they can be honest with us. Potential failure is accepted as valid part of growth.
- Community groups are supported to learn by doing.

Come and see us totally transformed. Some things you can't put on paper. It's hard to measure certain outcomes.

– Community, hapū and iwi group



COVID lockdown highlights need for more flexible and responsive funding

April 2020

Good Practice Principles for Community Funding agreed by the Minister for the Community & Voluntary Sector

April 2021

Programme Challenge Group established (internal and external stakeholders)

Nov 2021

- Stakeholder engagement to understand the problems and opportunities
- Te Roopu Māori (Māori Advisory Group) activated with culturally centred design approach

Feb to June 2022

Stakeholder workshops to imagine the future Lottery Grants System

June 2022

LGB agreed Strategic Findings and Interim Recommendations

Sept 2022

Changes will start to be phased in

Late 2023

Aspiration



A funding system that is:

- strategy-led and learns
- high trust and a relational approach
- funding for equity
- devolved decision making and flexible funding
- collaboration to achieve the greatest impact.

October 2020 to Feb 2021

Discovery work to identify community funding barriers and opportunities

August 2021

Programme of work and team established

Feb 2022

Programme gifted the name Kia Tipu, He Tipua ('unlocking the potential')

May 2022

Terms of Reference finalised for Independent Review of Lottery Funding to Statutory Bodies

July 2022

Te Roopu Māori wānanga to imagine future system through cultural perspective

Nov 2022

GM Hāpai Hapori agreed Management and Operational Findings and Interim Recommendations

2024 onwards

More significant change to what communities, hapū and iwi will see



Thank you to those that shared their experience and insights.



Further information on Kia Tipu, He Tipua – Evolving the Lottery Grants System:
<https://www.communitymatters.govt.nz/evolving-the-lottery-grants-system>