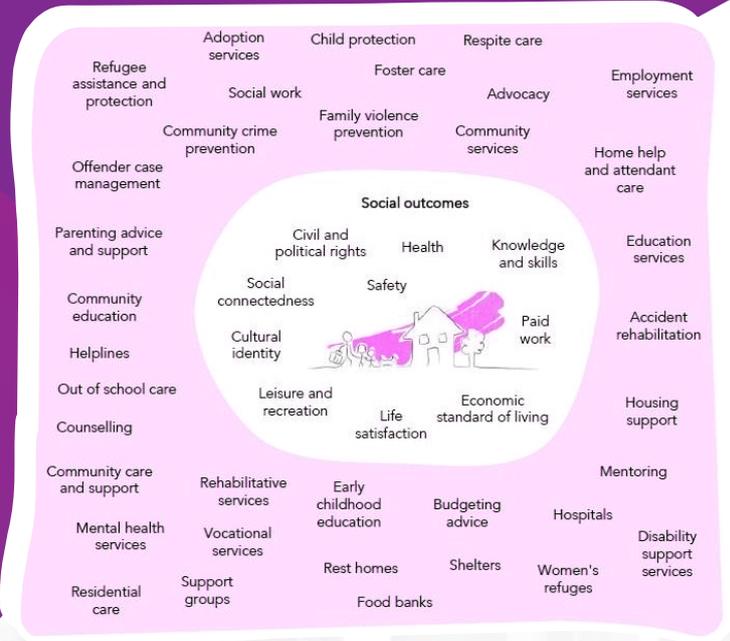


## Getting to know the Western Bay of Plenty Social Sector Orientation Package



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# WHAT IS THE SOCIAL SECTOR?

In the Western Bay of Plenty more than 200 organisations are providing vital help to individuals and families that are struggling with a range of issues, including isolation, poverty, mental illness, addiction, housing and food insecurity. And our region's rapid growth means these social sector organisations are experiencing an ever-growing demand from people with increasingly complex needs.

SociaLink has defined social sector organisations as:

1. Located or providing services in the Western Bay of Plenty.
2. Not for profit, social enterprises or community groups.
3. Have as their primary purpose, mission or focus: The social needs of the Western Bay of Plenty community.

## History of not-for-profit organisations in New Zealand/Aotearoa

The origin and development of New Zealand's not for profit sector has shaped the current social services landscape. You can read about this rich history in Tennant, Sanders and O'Brien's report 'The History of the not-for-profit sector in NZ', 2008, which spans pre-1880s to the late 2000s, and is summarised in Appendix 1.

## Value and funding of the not-for-profit sector

Along with the enormous social impact of non-profit organisations, they form a \$9.4 billion industry (2013). This includes \$3.5 billion worth of volunteer contributions. In 'value-added' terms the sector contributes 4.4% to our Gross Domestic Product (GDP)<sup>1</sup> with not-for-profit

organisations employing more 130,000 paid staff along with 1.2 million volunteers.

In 2008, paid and volunteer staff made up the equivalent of 1 in 10 of the working age population, making the sector almost the same size as the manufacturing industry, and almost three times the size of the transport, communications or construction industries.

It is also a significant sector by international standards. In 2008, the Aotearoa New Zealand non-profit workforce (including volunteers) was one of the biggest of all countries measured – proportionately 25% bigger than Australia's, bigger than the USA's along with the average of all Anglo-Saxon countries, and a whopping 70% bigger than the average for the 41 countries measured<sup>2</sup>.

Nationally in 2013 over half of social services income came from government contracts or grants, followed by other income (normally philanthropic) then from membership, donations and bequests<sup>3</sup>, and in 2014/15 MSD had around 3700 social services contracts with 2155 providers<sup>4</sup>.

This contrasts with the findings from the Mapping the Social Sector project as outlined below, which found that most services in the Western Bay of Plenty are funded by philanthropic sources, followed by central government, private donors and gaming trusts.

<sup>1</sup> No longer overlooked and Undervalued. Launch of The New Zealand Non-Profit Sector in Comparative Perspective (The Beehive, Wellington, Tuesday 12 August 2008) Garth Nowland-Foreman with some updated 2013 statistics.

<sup>2</sup> No longer overlooked and Undervalued. Launch of The New Zealand Non-Profit Sector in Comparative Perspective (The Beehive, Wellington, Tuesday 12 August 2008) Garth Nowland-Foreman with some updated 2013 statistics.

<sup>3</sup> McLeod, J (2017) The NZ Cause Report – Shape of the Charity Sector. JB Were

<sup>4</sup> Productivity Commission (2016) Estimates based on data supplied by MSD

# WHAT DOES THE SOCIAL SECTOR LOOK LIKE IN THE WESTERN BAY OF PLENTY?

In response to a need expressed by the social sector to better understand itself, provide data for future planning, and to demonstrate the value and contribution it makes to the region, SocialLink undertook a project in 2017 to map the social sector in the Western Bay of Plenty.

The project gathered information about social service organisations and their services and the impact they have in the Western Bay of Plenty via desktop research (225 organisations, 724 services) and subsequent interviews (144 organisations, 530 services).

## Organisational purpose in the social sector

Most organisations state their purpose as:

- Social cohesion and connectedness (46.5%), such as service brokering, social work
- Health (44%), such as screening and assessment, community nursing and rehabilitation
- Advocacy (34%), such as service brokering
- Access and Inclusion (32%), such as home visits, transportation, help lines
- Mental Health (21.5%) such as counselling, support groups.

Nearly 60% selected more than one purpose; often a combination with Social Cohesion and Connectedness, Health and Advocacy.

## The social sector's value and contribution to Western Bay of Plenty communities

The findings support what is already known about social issues impacting Western Bay of Plenty communities, with housing, isolation, poverty and health identified as major challenges for social sector organisations and the communities they serve. The findings also highlight the sector's resourcefulness and ability to maximise service delivery beyond

what they are contractually funded to provide. The organisations identified many areas of unfunded work, including how lack of funding impacted on their capacity to collaborate with other organisations. This is not to say they do not work together, rather that it stretches resources with efforts to connect to other organisations largely unfunded.

## Configuration and value of the social sector

Other findings are not so well known, particularly the number of people involved in the sector; the 123 organisations that provided staffing information employ 988 full time equivalents (FTEs) (including 184 Māori staff) along with 4937 volunteers.

Based on their number of FTEs, 88% of organisations are either small (0-4 FTEs) or medium-sized (5-13FTEs), with the sector dominated by five very large organisations (40+ FTEs) employing approximately half of the FTEs. Kaupapa Māori organisations (five interviewed) were staffed by Māori (58 FTEs), bar one staff member.

Just under two thirds of organisations delivered 1-3 services with just under one third delivering one service only.

## Understanding the social sector's needs

Attracting Māori staff was a capability need identified by nearly all very large organisations, while small and medium sized organisations tended to identify marketing and communication and fundraising as their capability-building needs. Digital infrastructure as a capability need was more likely to be identified by the large organisations.

## How is the sector funded?

Most services in the Western Bay of Plenty (355) are funded by philanthropic and community agencies, followed by central government (263 services), although organisations outside of Tauranga were more likely to be funded by central government. Although this does not capture the relative size of funding, it does demonstrate the sector's reliance on philanthropic and central government funding, with central government being the sole funder of more than half the services.

For the full report and summary of the Mapping the Social Sector project go to [Mapping the Social Sector](#).

# WHO IS SOCIALINK TAURANGA MOANA?

The social sector expressed a desire to be more valued, connected and to have a voice which resulted in the establishment of the Social Sector Innovation WBOP Charitable Trust. The Trust was established to provide a structure for research, innovation, collaboration, information, networking and advocacy in the social sector in the Western Bay of Plenty sub-region.

The Trust became a registered Charity in 2014 known as SocialLink. Our vision is for "A valued and connected social sector."

## What does SocialLink do?

- Provide training, peer learning and resources on a wide range of topics to help you do your job as effectively and efficiently as possible
- Keep you updated on research, government policy and anything else that is of interest to the social sector
- Bring agencies together to share information, widen your networks and to work together on issues of common interest
- Provide practical support to groups of agencies wanting to work together on a social issue (see collective impact section for more information)
- Help build a collective social sector voice so we can be proactive and influence government policy
- Undertake research to better understand the social sector, support collaboration, service planning and to promote the value of the social sector to the wider community
- To raise awareness of issues affecting the sector to decision makers and the wider community.

## How much does it cost?

SocialLink is funded by local philanthropic funders, TECT, Bay Trust, Acorn as well as Lotteries, and the local councils. So most of our services are free (except for some of the training).

## The Kollektive

The Kollektive or TK, is New Zealand's largest co-work space specifically designed for the social and community service sector. Located within the Historic Village campus on 17th Ave West, TK was opened in October 2018.

It is a community co-working space to share ideas, knowledge and best practice. Up to 40 community organisations will be making TK their home, along with local philanthropic funders. TK is a resource for all; and even if the TK office space is not right for you, we urge you to join us, use the meeting rooms and attend events. We are also planning on developing 'back office' shared services such as IT support, legal and marketing that organisations can easily use. SocialLink manages the operations of the building which was funded by a local philanthropic agency Tauranga Energy Consumer Trust (TECT).

[www.thekollektive.org.nz](http://www.thekollektive.org.nz)



## Commitment to Working with Māori

SocialLink's Te Tiriti o Waitangi policy is our platform to recognise Māori as tangata whenua of Aotearoa and honour our local iwi partnerships, here in Tauranga Moana through to Otamarakau and Katikati.

SocialLink is committed to supporting the mana of Māori communities and social services to determine how and what resources best meet their needs. We aim to proactively contribute towards tackling and reducing social inequalities.

Please refer to SocialLink's [Te Tiriti o Waitangi-Treaty of Waitangi Policy](#) for more information, and on how we demonstrate our commitment to working in partnerships with Māori.

# MĀORI SERVICES

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## What is a Kaupapa Māori service?

A Kaupapa Māori approach seeks positive outcomes for the collective of the whānau, hapū (subtribe) and iwi (tribal groupings). It is a holistic approach that asserts Māori language and cultural values. The recognition of Māori epistemologies, rights and practices of how Māori view the world is fundamental to the survival of Māori indigenous identity. The need to raise a critical voice and action Māori concerns in regards to Te Tiriti o Waitangi is pertinent to Kaupapa Māori, especially when resources are consistently diminishing.

## What does Whānau Ora mean?

In its simplest term, the Māori definition of whānau means 'family' and 'Ora' means wellness, so *Whānau Ora* is referred to as '*Family wellness*'.

The Whānau Ora approach focuses on building strong trusting relationships, alongside whānau, to facilitate long term sustainable and positive outcomes. There is good evidence of strength-based approaches and practices that focuses on self-determination.

Whānau Ora will work in a range of ways, influenced by the approach the whānau chooses to take. Some whānau will want to come up with ways of improving their own lives and may want to work on this with a hapū, iwi or a non-government organisation (NGO).

Other whānau will want to seek help from specialist Whānau Ora providers who will offer wrap-around services tailored to their needs. Whānau will have a practitioner or 'navigator' to work with them to identify their needs, help develop a plan to address those needs and broker their access to a range of health and social services.

Unlike traditional health and social supports, which tend to assist individual family members; whānau ora differs by working with whānau as a whole. The idea of working as a whole, sits at the heart of Māori tikanga (values).

Please see the next page for information on local Ngā Iwi (tribal), Ngā Hapū (subtribes), tribal boundaries and Māori service organisations.

## LOCAL NGĀ IWI (TRIBAL) AND NGĀ HAPU (SUBTRIBES)

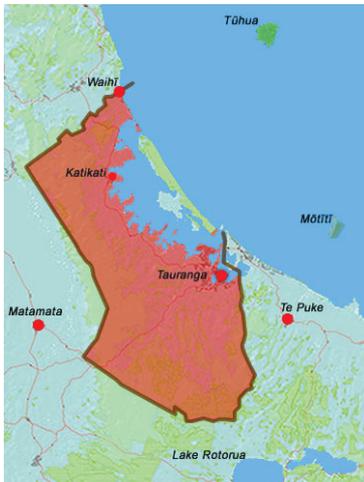
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In order to effectively engage with local Māori is it essential you are familiar with our local iwi and hapu in the areas your deliver services.

The following are a list of WBOP's local iwi and hapu. Its important to note that many Māori living in Tauranga moana are from iwi and hapu in other parts of New Zealand Aotearoa. Please also check the common Māori words in appendix 3.

## Ngā Iwi (tribal)

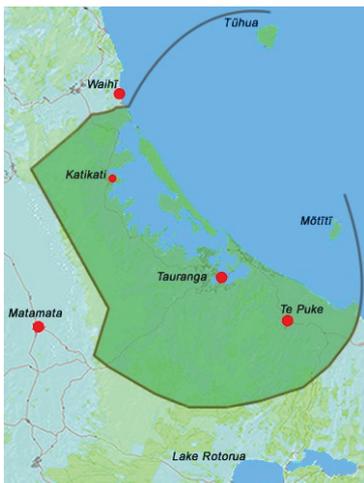
### Ngāti Ranginui



## Ngā Hapū (subtribes)

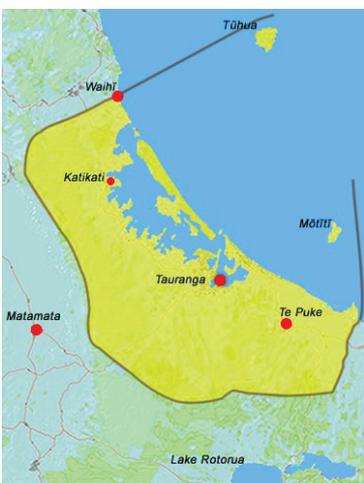
Ngāi Tamarawaho  
Ngāi Te Ahi  
Ngāti Hangarau  
Ngāti Kahu  
Ngāti Pango  
Ngāti Rangi  
Ngāti Ruahine  
Ngāti Taka  
Ngāti Te Wai  
Pirirākau

### Ngāti Te Rangi



Ngā Pōtiki  
Ngāi Tamawhariua ki Rereatukahia  
Ngāi Tamawhariua ki Te Rangihouhiri  
Te Whānau a Tauwhao ki Rangiwaea  
Te Whānau a Tauwhao ki Otawhiwhi  
Ngāi Tukairangi Ki Hungahungatora  
Ngāi Tukairangi me Ngāti Kuku  
Ngāi Tuwhiwhia  
Ngāti He  
Ngāti Kuku  
Ngāti Tapu  
Ngāi Tauaiti  
Te Ngare

### Ngāti Pukenga



Ngāti Hinemotu  
Ngāti Kiorekino  
Ngāti Kohokino  
Ngāti Te Matau  
Ngāti Te Rākau  
Ngāti Tōwhare  
Ngāti Whakina  
Te Tawera

## Ngā Hapū (subtribes)

Ngāti Kurī  
Ngāti Marukukere  
Ngāti Moko  
Ngāti Tuheke

## Waitaha<sup>5</sup>

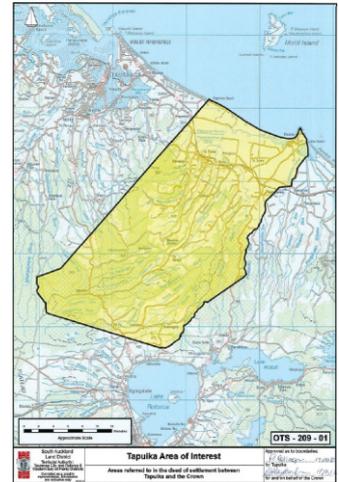


## Ngāti Whakaue<sup>6</sup>

Ngāti Mākinō  
Ngāti Te Awhe

## Ngā Iwi (tribal)

### Tapuika



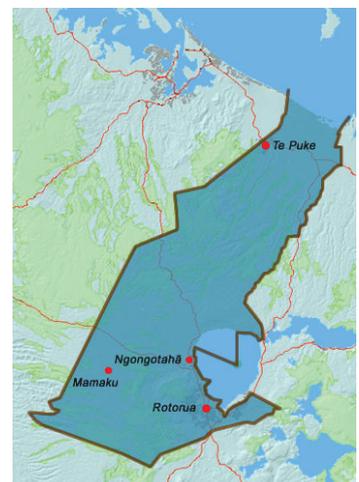
## Ngāti Makino

Ngāti Mākinō  
Ngāti Te Awhe



## Ngāti Rangiwewehi

Ngāti Rangiwewehi ki Tai



<sup>5</sup> Waitaha does not have a hapū.

<sup>6</sup> Not able to get a specific map for the area of Ngāti Whakaue ki Maketu.

# EMERGING TRENDS IMPACTING ON THE SOCIAL SECTOR

## Population Ageing

For the first time in human history the phenomenon of global population ageing is occurring. Population ageing is a demographic transition where there are or will be proportionally more older people than young people in a country. The aged population is currently at its highest level in human history. By 2051, there will be over 1.14 million people aged 65 years and over in New Zealand. This represents an increase of 715,000 or 166 percent over the base (1996) population. They are expected to make up 25.5 percent (or 1 in every 4) of all New Zealanders (4.49 million).

Population ageing will be particularly marked in the Western Bay of Plenty and the Bay of Plenty District Health Board already has the highest percentage population over the age of 65. It is thought that the number of people aged 80+ will grow from fewer than 3,000 in 2006 to 35,000 in 2050.

This brings with it both opportunities and risks. Older people have much to contribute, such as remaining in the workforce beyond retirement age, the creation of a 'silver' economy with significant spending power as well as contributing to communities by volunteering or looking after grandchildren/mokopuna. In contrast, there are concerns about the ability of a diminishing working age population to pay for the increased costs associated with a larger, older population (e.g. health care, increased numbers and length of time receiving superannuation etc).

Population ageing will have a significant impact in relation to the social sector:

- an ageing workforce and the type of work needed to meet the needs of older people, such as personal carers,
- an increasing number of older people using social services whose needs maybe different to younger users (e.g. elder abuse), and
- ensuring social services are accessible to older people.

## Housing and Homelessness

Due to a rapidly growing population, there is high demand for housing in Tauranga which has significantly increased house prices and rent. As a result from 2001 to 2013 the proportion of households experiencing housing stress has increased considerably for renters earning \$30,000 to \$50,000 (from 12% to 81% in Tauranga and 5% to 50% in Western Bay of Plenty). Over the same period the proportion of households earning between \$50,000 and \$70,000 experiencing housing stress also increased (from 1% to 30% in Tauranga City and 0% to 6% in Western Bay of Plenty). Typically, private renter housing stress is higher for low income households.<sup>7</sup>

This has resulted in many people on low incomes finding it increasingly difficult to rent or purchase suitable homes which in turn is causing overcrowding, people living in sub-standard homes (e.g. garages) and homelessness. Increasing housing costs have also meant much of a person's or families income is spent on housing with little over for other essential expenses such as food.

Increasing housing costs and a lack of safe, warm, suitable housing is having a significant impact on many people which has subsequently increased demand for assistance from social services. Social services and the Government have been responding in a number of ways including an increase in emergency housing and the introduction of an initiative called 'the People's Project' which aims to permanently house people who are homeless and provide wrap around services.

7 Mitchell, I & Glaudel, C. (2017) Housing Demand and Need in Tauranga and the Western Bay of Plenty.



## Cultural Diversity

Permanent and long-term migration to Tauranga is at its highest level in more than 25 years with the city having a net gain of 1188 people as a result of permanent and long-term migration in the year to September 2016 (Statistics New Zealand). This was the highest net gain in more than 25 years, up from 893 last year and 454 the year before. The Western Bay of Plenty had a net gain of 224 migrants, also the highest level in 25 years.

The 2013 census shows that 19.7% of people living in Tauranga were born overseas. This includes a rapidly-growing number of newcomers from Asia and the Pacific Islands.

Statistics New Zealand data shows that the Māori proportion of the population would grow 2 per cent to reach 21 per cent by 2028 - the same increase as the Asian population that would reach 10 per cent. The Asian population includes migrants from the Indian sub-continent.

Immigration New Zealand (INZ) and local councils in five regions have launched a Welcoming Communities initiative. The Welcoming Communities programme supports local councils and their communities to become even more welcoming to recent migrants, former refugees, international students and even New Zealanders coming from elsewhere.

Both Tauranga City and Western Bay of Plenty Councils are taking part in the pilot programme which includes an evaluation process.

## NETWORKING AND NETWORKS

As you would expect, there are many networks that operate within the social sector in the Western Bay of Plenty and nationally. If you are interested in knowing more, then please contact them.

### *Western Bay of Plenty networks*



SocialLink provides networking as part of seminars and training opportunities. These are all programmed into the training calendar on the website. [www.sociallink.org.nz/events/](http://www.sociallink.org.nz/events/)



Strengthening Families is an established process where multiple organisations come together with a family/whānau to plan and organise services.

Strengthening Families can be used by any family/whānau in Aotearoa New Zealand with a child, children or young person(s) in their care or who need help from more than one agency. The process is free and 100% voluntary and builds on a family's strengths and dreams.

Strengthening Families also operate a network that has interesting speakers from the social sector and meets quarterly. This is a great way to find out who is working with who and learn more about the wide range of services that work with families.

<http://www.strengtheningfamilies.govt.nz> or contact: [sfc@standforchildren.org.nz](mailto:sfc@standforchildren.org.nz)



Tauranga Moana Abuse Prevention Strategy (TMAPS) is a network of agencies, community and government, that work in the area of abuse prevention. TMAPS meets monthly and provides speakers and professional development. They also have a weekly email newsletter.

Contact [fvr@familyworksnorthern.org.nz](mailto:fvr@familyworksnorthern.org.nz) phone 07 5759709.



Tauranga Youth Development Team (TYDT) TYDT is a network of agencies and young people aged 11-24 working in partnership to strengthen the youth sector by enhancing communication, coordination and cooperation. Through this they enable engagement for all young people in Tauranga and the Western Bay of Plenty. TYDT run a regular 'knowledge café' for workers in the youth sector on a range of topics. [www.tydt.org.nz](http://www.tydt.org.nz)  
Contact: 027 333 6963



Western Bay of Plenty Disability Support Trust was formed to enable a collaborative approach to service organisations in the disability sector who provide advocacy, promotion, education, prevention, support and information for people with disabilities.

WBOP DST meets quarterly and connects regularly with email updates. The network has an extensive membership.

[www.supporttrust.org.nz](http://www.supporttrust.org.nz) or contact:  
[coordinator@supporttrust.org.nz](mailto:coordinator@supporttrust.org.nz)

### National Networks



Community Networks Aotearoa is an umbrella organisation for local community networks whose membership includes not-for-profit and voluntary social service organisations all over New Zealand.

Their services include:

- Providing advice and support to members
- Connecting community networks nationally
- Using their collective voice to advocate for policy change and raise awareness of issues affecting the community sector

<https://communitynetworksaotearoa.org.nz> or contact:

[info@communitynetworksaotearoa.org.nz](mailto:info@communitynetworksaotearoa.org.nz)

## ComVoices

Advancing the community sector

ComVoices is a Wellington-based network of national community and voluntary sector organisations. They aim to create public understanding that recognises the value of the sector to community wellbeing and to civil society, and through this gain greater support for the sector and the communities we serve.

They also provide a collaborative platform so members can promote the development of a policy and regulatory environment that is supportive of sector organisations and their communities and can provide effective responses to Government on emerging issues.

<https://comvoices.org.nz> or contact:  
[admin@comvoices.org.nz](mailto:admin@comvoices.org.nz)



Inspiring Communities' mission is increasing the capacity of communities to thrive through community-led change.

To support and strengthen the emerging community-led development (CLD) movement in Aotearoa their team of specialists use their experience and expertise to mentor, broker, train and connect communities to become even better places to live, work and invest in.

<http://inspiringcommunities.org.nz> or contact:  
[exchange@inspiringcommunities.org.nz](mailto:exchange@inspiringcommunities.org.nz)



Hui E! Community Aotearoa seeks to promote, strengthen and connect the community sector – tangata whenua organisations and the broad voluntary and community sector – charities, incorporated societies, clubs, boards, trusts, and informal community groups.

Link to their monthly [newsletter at this link](#).  
[www.huie.org.nz](http://www.huie.org.nz). Mobile: 022 474 3711



New Zealand Council Of  
Christian Social Services

The Council of Christian Social Services represent six church networks: the Anglican Care Network, the Baptist, Catholic and Presbyterian social services agencies, as well as the Methodist and the Salvation Army churches. Collectively, these six members include 213 separate provider agencies located in 55 towns and cities throughout New Zealand.

Their members deliver a wide range of services that cover such areas as child and family services, services for older people, food bank and emergency services, housing, budgeting, disability, addictions, community development and employment services.

<https://nzccss.org.nz/> or [admin@nzccss.org.nz](mailto:admin@nzccss.org.nz)

### **Co-Lab Te Puke**

A network of social service organisations in te puke working together to benefit the Te Puke community.

Contact SocialLink for more information

[www.socialink.org.nz](http://www.socialink.org.nz)

### **Katikati Strengthening Communities**

Local organisations and organisations that deliver services in Katikati meet bi-monthly to network, share information and advocate on issues of shared interest. The Katikati Community Centre facilitate the network.

<http://katikaticommunity.nz> or phone (07) 549 0399.

# FUNDING

## Local Philanthropic Funders

**Important Note:** All funders urge future applicants to read all instructions around application processes on their websites, and to discuss applications with a staff member prior to applying.



The Acorn Foundation is building a permanent endowment fund that will cater for the current and future needs of our region. They support communities through annual distributions to charities and community groups in the Western Bay of Plenty region, provide charities with an endowment option for long-term funding, provide opportunities for networking with other organisations and link organisations who need support with donors.

In 2018, \$930,000 was distributed to 123 charities, organisations and scholarships across the Western Bay of Plenty.

The Acorn Foundation utilises the outcomes of the Vital Signs research report to allocate their funds ensuring that their grants are addressing key issues in the community. This report is a research tool that is used to understand a community's perceptions of the place where they live (in his case in Tauranga and the Western Bay of Plenty). For the latest report see [Vital Signs Outcomes 2018 and find their funding priorities on 2018 funding priorities page.](#)



The Acorn Foundation also distributes funds on behalf of The Tindall Foundation whose aim is

give donations to charitable organisations, offer capacity building, collaborate with others and connect people and organisations together to support families and social services. Their focus lies in these six areas of need:

1. Supporting Families and Social Services
2. Caring for our Environment and Preserving Biodiversity
3. Encouraging Enterprise and Employment
4. Strengthening the Community Sector
5. Promoting Generosity and Giving
6. Special Funds

### Application Process

Acorn has one funding round per annum which open for applications in May each year. Watch the website for more information. [Use this link for more information about applying.](#)

Tindall Foundation funding is distributed concurrently with Acorn Foundation funding. There is no separate application form – applications to Acorn will be considered for both funding streams.

There is an **upper limit of \$10,000** per application.

- Key Personnel
  - Lori Luke - General Manager
  - Margot McCool - Operations Manager
  - Jo Wilson - Administration
- [www.acornfoundation.org.nz](http://www.acornfoundation.org.nz)



BayTrust provides grants to community groups in the Bay of Plenty, in order to help build, strengthen and enhance present and future BOP communities.

BayTrust was formed in 1988 as the Trust Bank Bay of Plenty Community Trust to hold shares in the Trust Bank Group for the benefit of Bay of Plenty Communities.

The geographic area they cover is from Katikati to Turangi to Cape Runaway including Rotorua, Taupo, Tauranga and Whakatane. While they are known as BayTrust, their official name is the Bay of Plenty Community Trust Incorporated.

In 2017, Bay Trust invested \$4.8m in grants to 182 community organisations as well as an additional impact investment to Habitat for Humanity for \$1.1m. The Trust also provided \$354,000 of community support during the year delivered in a variety of ways including capacity-building workshops.

### **Funding Priorities**

BayTrust supports programmes and projects that align with their vision and values, and are working to achieve the following outcomes and priorities:

- Strengthened Whanau
- Inclusive Communities
- Safe Communities
- Healthy Sustainable Housing
- Prosperous Communities
- Active communities
- Vibrant and Fun Communities
- Stronger Community Organisations
- Improved Natural Environment

### **Application Process**

BayTrust's funding process is allocated into three areas. Allocations to each area and the total budget are decided on an annual basis, noting that a degree of flexibility will always be maintained between the budgets of each area.

Applications were accepted up to the following amounts.

- Community Support and Event Funding: \$15,000
- Community Impact Funding: \$15,000 to \$100,000
- Strategic Fund: Over \$100,000

When applying it is very important to read the conditions and further information on their website.

<http://www.baytrust.org.nz/funding-framework>

Bay Trust staff members also urge future applicants to discuss applications with them by phone, email or in person, prior to applying.

Key personnel:

- Alastair Rhodes - Chief Executive
- Terri Eggleton - Senior Policy & Community Investment Advisor
- Sam Cummins - Community Engagement Advisor
- Yvonne Baldock - Finance & Office Services Manager

[www.baytrust.org.nz](http://www.baytrust.org.nz)

07-578 6546



TECT (Tauranga Energy Consumer Trust) was established under a Trust Deed on 21 December 1993 as a consequence of the Tauranga Electric Power Board's Establishment Plan. It is now one of New Zealand's largest energy trusts.

TECT's income and capital is used to provide benefits to consumers through the annual 'TECT Consumer Distribution Cheque' and the Grants Programme. The consumers (approximately 56,000) are Trustpower account holders mainly in Tauranga City and the Western Bay of Plenty district.

Each year TECT Trustees set a distribution plan for the following financial year (beginning 1st April). The plan outlines the intended allocation and eligibility for the TECT cheques as well as the allocation for the TECT Grants Programme, including the individual fund allocations.

You can read the [TECT Distribution Plan 2018/19 here](#). In the 2018/19 year TECT aims to distribute \$8,800,000 to community organisations working towards helping their communities in the following categories:

- Community Amenities
- Community Development
- Community Events
- Iconic Projects
- Catalysts for Change
- Application Process
- 

The application process and application dates are clearly identified on the website. As with other funders TECT advises that applicants [read all the information](#) and application forms and then discuss their application with a staff member prior to beginning. TECT also list a large number of other funders on their website.

Key personnel:

Wayne Werder - **General Manager**  
Paula Hudson - **Operations & Grants Manager**  
Jeanette Voss - **Grants Administrator**

[www.tect.org.nz](http://www.tect.org.nz) | 07 578 5094



**Bay Brighter Futures**  
Funders Collaboration

Bay Brighter Futures (BBF) is a collaboration of Bay of Plenty funders including the Ministry of Social Development, the Ministry of Youth Development, Bay of Plenty Community Response Forum, BayTrust, Rotorua Energy Charitable Trust, TECT and the Department of Internal Affairs.

Bay Brighter Futures is a funding collaboration that supports two Key Funding areas:

- Babies from 0 to 3 (first 1000 days)
- Youth engagement and transition (aged 12-24 years)

BBF is not one funding pool, as funders maintain their own decision making to co-fund a project or not. BBF is however a gateway to funding. Where one funder may only be able to fund a proportion of the project, other BBF funders may be able to step in to support full funding for a project.

If you have a project idea that fits the target areas, visit the Bay Brighter Futures website for further information.

[www.baybrighterfutures.org.nz](http://www.baybrighterfutures.org.nz)

**Tauranga City and Western Bay of Plenty District Councils** both run 'Community Development Match Fund' grant application processes annually. They aim to help organisations/groups deliver new initiatives that foster strong, innovative and vibrant communities, by contributing 50% of the project costs up to \$10,000. To find out more look on the [Tauranga City Council website](#) or [Western Bay of Plenty District Council website](#) for the process.

### *National Grant Funding*



This website hosts a range of grants that are administered by the Department of Internal Affairs and available to the community. You can read all about the grants; criteria, closing dates and how to apply. Community Advisors are available by phone or appointment to discuss your questions.

\$289 million of Lottery profits is available in 2018/19 to help build stronger, more cohesive communities, with over \$174 million to flow into the community through the Lottery Committees.

Key funding objectives are designed to ensure lottery grants will contribute towards the vision of 'New Zealanders building strong sustainable communities together'. Lottery grant requests must align with one of the Board's criteria:

- enhance capability and increase capacity among applicants and the community
- reduce community organisation funding gaps
- have regards to the needs and aspirations of Māori
- consider the needs of older people, Pacific people and other ethnic communities, women and youth, people with disabilities.

Grant requests should show how they will contribute to at least one of these key objectives:

- support volunteers
- enable people to help themselves
- promote community wellbeing and address disadvantage
- promote community participation, inclusion and identity.

<https://www.communitymatters.govt.nz>

0800 824 824



**Te Tari Taiwhenua  
Internal Affairs**

Department of internal affairs: A list of trusts who allocate gaming machine funding is available at [www.dia.govt.nz](http://www.dia.govt.nz). For the Tauranga and the Western Bay of Plenty go to [Societies that make Grants -Bay of Plenty Region](#) page.



## ADVICE ON HOW TO ACCESS FUNDING AND GENERATE INCOME

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### *The Funders*

All staff employed by any of the funders will willingly provide you with advice. Their websites provide full information on what they will and will not fund. Funders urge you to phone with further questions.

**SocialLink** - [www.sociallink.org.nz](http://www.sociallink.org.nz)

SocialLink coordinates a range of training opportunities on raising funds and is also available to give individual advice on matters related to funding.

**Exult** - [www.exult.co.nz](http://www.exult.co.nz)

Kerri Tilby-Price and her staff at Exult have expertise in advising on funding and associated matters.

- Offer workshops on a range of ways to obtain funding for community organisations
- Tonic Magazine is a quarterly publication that includes a list of upcoming funding rounds for local, regional and national funders and has practical ideas and advice about fundraising, amongst many other topics.

# KEY POLICIES AND LEGISLATION AFFECTING THE SOCIAL SECTOR

## Local Policy



Smartgrowth provides a unified vision, direction and voice for the future of the Western Bay of Plenty to create a great place to live, learn, work and play.

SmartGrowth is a partnership of the three local Councils and tangata whenua who provide governance oversight to SmartGrowth. Government agencies, particularly the NZ Transport Agency, play important roles in all aspects of SmartGrowth's work. Forums with a wide range of representation from the community and businesses provide input and monitoring advice on a range of matters relating to the Western Bay of Plenty.

The SmartGrowth Strategy has a 50-year horizon with particular focus on the next 20 years. The strategy and implementation plan is focused on six key outcomes:

- Visionary leadership and collaboration
- Sustaining and improving the environment
- Building community
- Growing a sustainable economy
- Recognising cultural identity and change
- Integrated planning

Keep up to date via the [Smartgrowth newsletter](http://www.smartgrowthbop.org.nz).  
[www.smartgrowthbop.org.nz](http://www.smartgrowthbop.org.nz)



Keep an eye on the weekly updates on the Bay of Plenty District Health Board's website. Many of our vulnerable people and communities are affected by changes in our health provision.  
[www.bopdhb.govt.nz](http://www.bopdhb.govt.nz)

## National Policy



The Ministry of Social Development (MSD) is the lead agency for the social sector. They help the Government to set priorities across the sector, co-ordinate the actions of other social sector agencies and track changes in the social wellbeing of New Zealanders.

You can read about their current work programmes on [MSD-Work Programmes page](http://www.msd.govt.nz).  
[www.msd.govt.nz](http://www.msd.govt.nz)



## Oranga Tamariki – Ministry for Children

Is the Ministry dedicated to supporting any child in New Zealand whose wellbeing is at significant risk of harm now, or in the future. They also work with young people who may have offended, or are likely to offend.

## Children's Teams/Strengthening Families

The Children's Team approach is a way of working hand in hand with families and whānau to create safer lives for at-risk children up to 18 years. They also bring together practitioners and professionals from iwi, health, justice, education and social services to create a single plan to help and support children who are at risk of abuse or neglect.

The predecessor to Children's Teams is Strengthening Families which still operates in the Western Bay of Plenty (for more information on Strengthening Families see information on page xx).

## The Vulnerable Children Act 2014

The VCA 2014 was part of a series of comprehensive measures brought in to protect and improve the wellbeing of vulnerable children. Under the Act safety checking (screening and vetting) of every person in both central and local government children's workforce has been introduced and people with serious convictions are prohibited from working closely with children, unless they are granted an exemption. For sector specific guidance please read the [Vulnerable Children Act requirements page](#).

Information for providers, including how funding works is on the [Information for providers page](#). For information on programmes and community response forums please see the [Programmes and community forums page](#). <https://www.orangatamariki.govt.nz>



Te Puni Kōkiri leads Māori Public Policy and advises on policy affecting Māori wellbeing. They are the principal advisor on Government-Māori relationships and monitor policy and legislation, plus provide Government with high-quality policy advice.

Te Puni Kōkiri's priority areas are:

- Crown-Iwi, hapū, whānau, Māori relationships
- State Sector effectiveness for Māori
- Strengthening Māori cultural wealth
- Strengthening Māori Economic wealth and
- Skills and learning
- 

Of interest to the social sector is Te Puni Kōkiri's role in relation to whānau ora and the Māori Housing Network which support whānau, hapu and iwi to be able to enjoy safe, secure and healthy housing. [www.tpk.govt.nz](http://www.tpk.govt.nz)



The Department of Internal Affairs serves and connects people, communities and government with the aim to build a safe, prosperous and respected nation. They have several [policy](#)

[advice areas](#) in which they advise several Ministers, they administer [legislation](#), in for example social service areas gambling, racing and identity policy (including policy relating to citizenship, passports and the registration of births, deaths, marriages, and civil unions) and they do [legislative reviews](#).

### Policy Alert!

The Department of Internal Affairs are currently reviewing the Charities Act 2005, this could result in changes to charities. Consultation about any proposed changes is due in late 2018 with changes to the Act likely to occur late 2019. [www.dia.govt.nz](http://www.dia.govt.nz)



The Nationwide Health and Disability Advocacy Service is a free service that operates independently from all health and disability service providers, government agencies and the Health and Disability Commissioner. If you have clients wanting to know more about their rights when using health or disability services, get questions answered, or make a complaint, they can help. <https://www.advocacy.org.nz/>



The purpose of the Health and Disability Commissioner (HDC) is to promote and protect the rights of consumers as set out in [The Code of Health and Disability Services Consumers' Rights](#). HDC is a "consumer watchdog", providing health and disability services consumers with a voice, resolving complaints, and holding providers to account for improving their practices at an individual and system-wide level. This includes resolving complaints in a fair, timely, and effective way.

Contact: 0800 11 22 33  
[www.hdc.org.nz](http://www.hdc.org.nz)



The Social Investment Agency (SIA) is responsible for overseeing and coordinating government's approach to social investment. The SIA works with agencies and NGOs to help them take a life-time view of service users.

The develop the architecture to assist agencies (and others) to apply social investment, provide advice on investment priorities for government, trial and test new approaches for targeted populations, and assess the progress and maturity of social investment and its practice across the social sector.

<https://sia.govt.nz>



Human Rights Commission  
*Te Kahui Tika Tangata*

The Human Rights Commission purpose is to promote and protect the human rights of all people in Aotearoa New Zealand. They work for a free, fair, safe and just New Zealand, where diversity is valued and human dignity and rights are respected.

Their job is to:

- Advocate and promote respect for human rights in New Zealand
- Encourage harmonious relations between individuals and among the diverse groups in New Zealand
- Lead, evaluate, monitor and advise on equal employment opportunities
- Provide information to the public about discrimination and to help resolve complaints about discrimination.

They work within the Human Rights Act 1993  
<https://www.hrc.co.nz/>

The logo for Consumer NZ features the word 'consumer.' in a bold, red, sans-serif font, with the tagline 'now you know' in a smaller, grey, sans-serif font below it, all set against a light grey background.

**consumer.**  
now you know

Consumer NZ is an independent, non-profit organisation dedicated to getting New Zealanders a fairer deal through advocacy and campaigning. <https://www.consumer.org.nz>

## KEEPING UP TO DATE

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### **SocialLink Newsletter**

A fortnightly newsletter circulated to interested readers containing news for the sector and information about training, what's happening and other opportunities in the sector. You can subscribe to the newsletter by emailing:

[info@sociallink.org.nz](mailto:info@sociallink.org.nz)

See also [www.sociallink.org.nz/news](http://www.sociallink.org.nz/news)  
<https://sociallink.org.nz/news/newsletter-archive/>

*Latest news information sites*

### **Community Scoop Daily News**



Daily media monitoring – focusing on the community sector plus newsletter.

<http://community.scoop.co.nz/>



For the latest news about the disability sector contact Gill at:

[coordinator.wbop.dst@gmail.com](mailto:coordinator.wbop.dst@gmail.com)

## RESEARCH

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The Community Research - Tangata Whenua, Community & Voluntary Sector Research Centre website is a hub for good community research and researchers. In 2013 Community Research surveyed Tangata Whenua, community and the voluntary sector and found that organisations were experiencing significant pressure to evidence their effectiveness and impact.

On their website you can find (and share) effective community practices as Community Research collects and organises these resources in a way that is easily accessible for anyone. All the research is free to download. They also provide webinars which share information on what is working in the community sector.

They also have standards and guidelines for doing research with the [Community Research Code of Practice](#) and accept all forms of research, including evaluations, reports, theses, and case studies, as pdfs or multimedia/digital files. Community Research also hosts the 'Whānau Ora Research' and 'What Works' websites (see below).

[www.communityresearch.org.nz](http://www.communityresearch.org.nz)

# Google Scholar

Google Scholar provides a simple way to broadly search for scholarly literature. From one place, you can search across many disciplines and sources: articles, theses, books, abstracts and court opinions, from academic publishers, professional societies, online repositories, universities and other web sites. Google Scholar helps you find relevant work across the world of scholarly research.

<https://scholar.google.co.nz/>



The purpose of the Family Violence Clearing House is to provide access to high quality research and information on family and whānau violence. The New Zealand Family Violence Clearinghouse is operated by the University of Auckland, under a contract funded by the Families Commission. [www.nzfvc.org.nz](http://www.nzfvc.org.nz)



Stats NZ Tauranga Aotearoa is New Zealand's official data agency. They collect information from people and organisations related to economy, population or society through censuses and surveys and use this information to publish insights and data about New Zealand, and support others to use the data. Their vision is to unleash the power of data to change lives and their information helps people decide where to locate a business, what products to sell, where we need roads, schools and hospitals as well as measuring environmental progress, quality of life and how families are doing.

Statistics are used by government, local councils, Māori and business to help make decisions so that New Zealand's economy, people and communities can thrive. Every Christmas they undertake the New Zealand General Social Survey (NZGSS) which covers a wide range of social and economic outcomes,

and shows how people in different groups within the New Zealand population are faring at the council and census area level.

<http://www.stats.govt.nz/>

# superu

Superu (Social Policy Evaluation and Research Unit) was an autonomous Crown entity that focused on what works to improve the lives of families and whānau and were known till 2014 as the Families Commission.

Superu was disestablished in 2018 and most of their work transferred to the Ministry of Social Development. You can still find information on their website <http://superu.govt.nz/> They used to work with decision-makers in the social sector – the people who develop, fund, deliver, research and evaluate social policies and programmes – so that they could have the good-quality evidence needed to help solve complex social issues.



This website gathers research about Whānau Ora, communities and whānau, share it with a broader audience, create a hub for researchers, iwi and community organisations to share their ideas, and advocate for good practice methods in community research. It is hosted by Community Research.

Community Research operates a Treaty-based model of governance and kaitiakitanga to reflect the partnership established by the Treaty of Waitangi. Governance-Kaitiaki group members have input via two caucuses – the Tangata Whenua caucus and the Tangata Tiriti caucus.



What Works is also part of sites run by Community Research. This website provides a range of tools and resources on evaluation to help organisations record reliable evidence about the social impact and outcomes of their services. <http://whatworks.org.nz/>

# LEARNING AND PROFESSIONAL DEVELOPMENT

Many organisations work in the area of professional development.

## SocialLink Training and Mentoring

SocialLink offers a range of professional development, training and networking events to build sector capabilities, such as leadership and financial management. Our professional development services fulfil capability needs that were identified in the Mapping of the Social Sector project. SocialLink also offers a mentoring programme.

Please check our professional development offers on our website [https://sociallink.org.nz/training\\_categories/](https://sociallink.org.nz/training_categories/)

## Professional Associations

Useful professional associations include the Institute of Directors, Society of Accountants, Social Workers Registration Board and Aotearoa New Zealand Association of Social Work.

## Local Providers



Exult specialises in the business end of running an organisation and is one of New Zealand's leading training providers for the community sector. Exult's mission is to provide training and support that inspires, equips and re-energises community organisations and they pride themselves in providing practical resources in everyday language. They believe that people (and organisations) thrive when they are given real support without all the 'fluff and jargon'.

Exult facilitates a range of workshops for the non-profit sector including sessions on Exult facilitates a range of workshops for the non-profit sector including sessions on fundraising, sponsorship, marketing, governance,

management and volunteer related issues. You can participate in one of their public sessions or they can facilitate a workshop specifically for your team.

07 571 8819 | [www.exult.co.nz](http://www.exult.co.nz)



The Tauranga Chamber of Commerce provides business support, training and networks.

The Chamber works with all business; commercial and not for profit. Alongside their extensive training programme the Chamber also facilitates the Business Mentors and Community Business Mentors programmes. A popular series of networking events runs continually throughout the year and there is a special community rate for not for profit organisations.

07 577 9823 [www.tauranga.org.nz](http://www.tauranga.org.nz)

## Community Mentors

Kiwis helping Kiwis



Community Mentors is a registered charity providing specialist mentoring support designed for community organisations, not for profits, social enterprises, NGOs and both registered and unregistered charities. This programme is facilitated by the Tauranga Chamber of Commerce.

The Community Mentors are experienced, successful New Zealand business people who have skills in governance, managing or operating a not for profit organisation. They also have extensive commercial business experience which will add value to any not for profit or charitable organisation.

Mentoring is most often defined as a professional relationship in which an experienced person (the mentor) supports and encourages people to develop specific skills and knowledge that will maximise their community organisation's potential, develop their skills, and improve their performance. In short, it is the transfer of knowledge, skills and experience.

### *Other providers*

There is also a range of relevant training and information available from the following sites:



Diversity Works is a national membership organisation that helps business develop diverse and inclusive workplaces. They provide training, research and benchmarking. [www.diversityworks.org.nz](http://www.diversityworks.org.nz)



Leadership, evaluation and development for organisations in New Zealand, Australia, and the Pacific. They specialise in organisational and leadership development for NGOs. The centre brings together the skills and experience of the Unitec Graduate Diploma in Not for Profit Management teaching team who have delivered programmes to leaders in not for profit organisations for many years. [www.lead.org.nz](http://www.lead.org.nz)



The Centre for Social Impact helps grant-makers and funders invest for impact, and enables their community partners to turn that investment into inspiring and sustainable social change.

Insights and learnings are captured by the centre and its clients so that successful social change initiatives can be replicated and integrated into mainstream policy and practice.

CSI works with philanthropic trusts, and community, government and private sector organisations. They can accelerate investment and innovation for change; and inform and inspire the growth of venture philanthropy. [www.centreforsocialimpact.org.nz](http://www.centreforsocialimpact.org.nz)



Grow Event Partners hosts events that make a difference to communities, many of these in partnership. They partner with not-for-profits, government and the business community as they share a common aspiration of living in healthy and caring communities.

This is an Australian organisation that provides webinars, grow and support systems change leaders and support people and collaborations achieve impact by changing the system.  
<https://collaborationforimpact.com/>

Or read more on [Collaborating for Impact](#)

## COLLABORATION AND COLLECTIVE IMPACT

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Collaboration for Impact offers a new way of resolving complex social problems with a vision for creating lasting change. It is an innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organisations and citizens to achieve significant and lasting social change.

Internationally there is an awareness that it takes a combination of community, government, business and NGOs to work collaboratively if we are to seriously address needs.

The Collective Impact approach calls for multiple organisations or entities from different sectors to join a common agenda, shared measurement and alignment of effort. Unlike collaboration or partnership, Collective Impact initiatives have centralised infrastructure – known as a backbone organisation – with dedicated staff whose role is to help participating organisations shift from acting alone to acting in concert.

SociaLink acts as a 'back bone organisation' to support groups of agencies wishing to work together and can provide support such as:

- facilitation of meetings
- be a 'bank' for any funds a group of agencies obtain
- evaluation and research
- support groups of agencies working together to generate income.

For more information see SociaLink.

## VOLUNTEERS & VOLUNTEERING

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Almost all not for profit agencies use volunteers. Volunteer Bay of Plenty can help you locate, train and manage your volunteers. They are part of a network of volunteer centres around the country and run a large database of people looking for volunteer work.

As well as their volunteer matching database, they run regular networking events for volunteer managers, training and offer a volunteer management service.

07 571 3714 | [www.volbop.org.nz](http://www.volbop.org.nz)

## EMPLOYMENT SERVICES

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Employing staff in the social sector has its own special requirements. Because of our values, philanthropic funding base and reason for being, we need to know that our staff can reflect that ethos.



Do Good Jobs is an online recruitment service that specialises in the social sector. Go to their website to list your next vacancy. Slightly more affordable than Seek, applicants can apply online or just email your requirements to.  
[www.dogoodjobs.co.nz](http://www.dogoodjobs.co.nz)

Other agencies that will list your vacancy:



List your vacancy on SocialLink's vacancies page which directs applicants directly back to you. [www.sociallink.org.nz](http://www.sociallink.org.nz)

## MORE RESOURCES



CommunityNet Aotearoa is an online hub where you can find resources designed to strengthen community organisations. They have quality resources in one place making it easy for community organisations to search and discover the best resources.

They have five types of resources:

1. How-to guides: for community organisations new to a process or topic
2. Stories and case studies: about organisations' experiences and learning
3. Information and advice: such as new research, useful examples and thinking about topics relevant to community organisations
4. Tools and templates: such as tips, checklists and documents that organisations can use and/or modify
5. Shared links: to recommended and useful websites

CommunityNet accepts contributions from New Zealand individuals and organisations that create resources for community organisations learning and development. It is a great place for organisations to showcase their best resources and share them with all of New Zealand.

[www.community.net.nz](http://www.community.net.nz)



TechSoup New Zealand is a programme run by Connecting Up, Inc. This is the brand under which Connecting Up and TechSoup administer technology donation and discount programmes of companies such as Microsoft, Symantec, SAP to eligible not-for-profit organisations in New Zealand.

This includes:

- Rebuilt hardware – phones, computers, laptops and more
- Discounted software – Microsoft packages
- Webinars on a myriad of topics, such as planning or how to operate software such as Photoshop
- Recordings of webinars that you can download free or pay a minimal charge

[www.techsoup.net.nz](http://www.techsoup.net.nz)

**There are many other sites that hold a host of information that you will find useful and helpful. Here are a few to browse.**

### *Legal Toolboxes*



Charities Services promotes public trust and confidence in the charitable sector and encourages the effective use of charitable resources.

Charities Services, Ngā Rātonga Kaupapa Atawhai is part of the Department of Internal Affairs and administers the Charities Act 2005. Charities Services does this by registering and monitoring charities and processing annual returns. They also encourage good governance and management practices by providing educational support, advice and materials.

Organisations registered as a charity are required to lodge their legal documentation including constitution, legal officers and annual reports. Unless stated otherwise this information is publicly available.

[www.charities.govt.nz](http://www.charities.govt.nz)



WorkSafe New Zealand (WorkSafe) is the work health and safety regulator.

This website provides information to help you understand your workplace health and safety responsibilities and ways to reduce health and safety risks. It will help you to understand the law and provides a special guide with an introduction to New Zealand's key health work and safety law and regulations.

[www.worksafe.govt.nz](http://www.worksafe.govt.nz)



Community Law provides free community legal services throughout the Bay of Plenty to people who due to their personal or financial circumstances (including disability) cannot otherwise access such services.

<http://communitylaw.org.nz/centre/tauranga-whakatane/>

**COMPANIES OFFICE**  
SOCIETIES AND TRUSTS ONLINE

The government agency responsible for administering corporate body registers, including the Societies and Trusts Register and the Companies Register.

<http://www.societies.govt.nz/cms>



Creative Commons is a non-profit organisation that helps people share their copyright works for reuse by others. Sometimes creators and other copyright holders want the public to be able to reuse their works but are unable to allow reuse easily and legally given the works' "All Rights Reserved" copyright status. Creative Commons licences enable copyright holders to

allow reuse of their works by giving everyone a range of permissions in advance.

<https://creativecommons.org.nz/>



At the Inland Revenue site you can find out about your responsibilities for volunteer, paid or contracted staff members; GST and income tax, keeping records and filing returns; receiving donations, grants, funding and donation and so much more.

<http://www.ird.govt.nz/non-profit/>



This website provides free public access to up-to-date versions of New Zealand Acts, Bills (proposed Acts), and Legislative Instruments. The website also provides Supplementary Order Papers (SOPs, a type of proposed amendment to a Bill). All in-force legislation is provided, and all current Bills and Supplementary Order Papers, as well as earlier versions. It is also searchable.

<http://www.legislation.govt.nz/>

### *Good Practice Toolboxes*



The Institute of Directors in New Zealand (Inc) promotes excellence in corporate governance, represents directors' interests and facilitates their professional development through education and training.

<http://www.iod.org.nz/Services-for-boards>



ImproveIT aims to help community organisations come to grips with information and communication technology. ImproveIT offers explainers, guides and templates tailored for the not-for-profit sector, and bulletin boards to discuss technology with others.

<https://improveit.org/>

### *Other Support*



NZ Navigator is a free on-line assessment tool that has been developed for New Zealand community organisations by Platform Trust and The Bishop's Action Foundation and is supported by the Department of Internal Affairs.

NZ Navigator is focussed on building strong and effective organisations and communities, enabling users to assess the performance of their organisation by rating all the important areas of the organisation's operation; direction, governance, leadership, people, administration, finances, communication, evaluation, and relationships.

<https://nznavigator.org.nz/>

### *Internships/ Placements opportunities*

Universities, Te Wānanga o Aotearoa and Toi Ohomai have students who are looking for internships/placements/projects for the not-for-profit sector. SocialLink has some contacts with the University of Waikato and Toi Ohomai Institute of Technology so talk to us or you can directly contact the tertiary institutions

# APPENDIX 1: HISTORY OF THE NOT FOR PROFIT SECTOR IN NEW ZEALAND

The following is a summary of the history of the not for profit sector. It is drawn from the report of Tennant, M, Sanders, J. & O'Brien, M (2008) "The History of the Not for Profit Sector". Wellington: Office for the Community and Voluntary Sector.

The emergence of New Zealand's NFP sector was influenced by a number of factors:

- Māori brought distinctive cultural perspectives to mainstream not for profits, which in the later 20th century saw the development of Māori specific services.
- Aotearoa New Zealand was a colony of Great Britain which brought social, legal and political inheritances.
- Historically, government regulation of the sector was relatively light-handed despite early state financial aid to parts of the sector.
- Unlike some other countries, the government directly funded and provided free education and health services. This limited the role of not-for-profits, but it also spawned separate, and parallel services where the state's provision was found wanting.
- The existence of a centralised state and the approachability of politicians and senior government officials in a small country have been vital to the emergence of formal and informal partnership arrangements between non-profits and government. In the absence of large-scale private philanthropy, the willingness of government to provide financial aid to selected organisations was important to their ongoing existence.
- While historical relationships between government and non-profits have mostly been complementary, mutually beneficial, and often predicated on personal relationships, the 1990s saw the most conflicted period in the relationship between the sectors. This reflected changes within the public sector, the much larger scale of financial transfers between government and non-profits, and the ascendancy of purchase of service contracts as the basis of the relationship.

## **Not for profits until 1880s**

For Māori the extended family grouping met social needs, thus 'not for profit' organisations held no relevance. Religious (church missionary societies) and secular organisations, such as Temperance Unions, emerged in the early 1880s to establish order and 'respectable' codes of conduct.

The scale and variety of the early non-profit sector was limited by population numbers and dispersal, and by the sheer demands of survival in a pioneering setting. Basic needs were often met by informal, neighbourly interactions, labour exchange and reciprocities rather than more formal not for profit organisations.

Cultural, sporting and recreational activities now contribute to the single largest grouping of non-profit organisations in New Zealand, and such activities had an early presence in New Zealand.

## **The period 1880–1945**

A recession, increased population and urbanisation drove the development of NFPs. Unions and rural associations, such as the Young Farmers Club emerged.

Associations driven by gender developed, including the National Council of Women, Rural Women's Association, Women's Temperance Union and Plunket, while men joined Rotary Clubs and Jaycees which mixed business and community interests.

Young Men's and Young Women's Christian Associations were in existence from the 1850s and 1860s respectively, followed by uniformed groups with a military and imperial focus; Scouts, Girl Guides and Girls and Boys Brigade.

Churches established social services for the destitute, including orphanages, youth groups and other organisations such as sewing, music and sports.

The wars saw the emergency of over 1000 patriotic societies to support the soldiers, families at home and refugees. The Red Cross established in NZ at this time.

The depression saw the emergence of unemployed worker movements and the expansion of church mission services, although they recognised that their voluntary efforts were insufficient to address unemployment and called on state intervention.

During this period, the state impinged more on social service providers than other forms of non-profit activity. In the absence of large-scale philanthropy, some sought, and received, state subsidies, especially for the management of an expanding array of institutions for orphans, "fallen women" and alcoholics. Many of these institutions were then required to submit to government inspection, though even this was exercised with a relatively light hand.

Over the early twentieth century there was considerable state activity directed towards housing and education. This meant that voluntary activity in these areas was very limited in the case of education and restricted to institutional care in the case of individuals needing shelter or protection.

The expansion of the welfare state under the 1935 Labour Government then led to fears that voluntary social services would be superseded altogether, but these fears proved unfounded. Labour politicians soon recognised the value of voluntary effort as a complement to the role of the state. Friendly societies were the most negatively affected by the expansion of benefits and free state medical care under the 1938 Social Security Act.

### **The 1940s to the mid-1980s**

Increased economic instability in the 1970s (England joining the European Union, rising oil prices, increasing unemployment) saw people question the role of the welfare state on moral and economic grounds, including welfare dependency and rising welfare costs. This period also saw deinstitutionalisation expand into community care.

Increasingly, individuals started to assert their rights against the collective values and formed 'rights' groups, including Māori, women and disabled activists.

Often the State provided material aid whilst social services provided counselling and personal service, as social services were seen as less threatening than the government.

The government assisted social services through the use of buildings, libraries, information systems, transport, training and secondment of government staff to social services.

Overall, financial transfers to the non-profit sector increased markedly from the 1960s. Most of this was in the form of direct grants and subsidies to aid the delivery of services in areas of need identified by the agencies concerned. Who received grants was largely based on relationships with Ministers and government departments.



Local listings of community groups (themselves a sign of the growing complexity of the non-profit sector and need for information about it) suggest a considerable expansion of welfare and community organisations from the 1960s.

They show a particular growth in self-help and member-directed bodies, often concerned with health, wellbeing and interpersonal relationships including advocacy in their repertoire of activities.

Some older welfare organisations, particularly those which had grown up with a “charity” ethos, lost ground to these newer bodies from the 1970s, and others faded as the need for their services died, such as homes for single mothers.

This period also saw the increased establishment of international aid organisations, starting with Red Cross, NZ CORSO (Council of Relief Service Organisations) (until it researched the causes of poverty in New Zealand at which point the government withdrew its grant), World Vision in the 1970s and Oxfam in 1991.

Men's organisations saw increased membership including Mason's, Rotary, Jaycess and Lions. The 1960s to the mid-1980s were the peak years of the service club in Aotearoa New Zealand. Their mix of social interaction, opportunity for collective good works, international contacts and business and professional connections attracted large numbers of men, and a particular group of women for whom older, more “domestically oriented” organisations no longer sufficed.

A new generation of organisations linked with specific social causes emerged in the 1970s, the expansion of tertiary education was a factor here. Prominent among the new causes were environmentalism, feminism and Māori sovereignty, the Vietnam war and apartheid policies in South Africa also provided a focus.

The range of organisations generated by the feminist movement was considerable: some eventually faded, but others, like Women's Refuge, have survived to become major service providers under contract to government. These organisations have consequently had to balance their feminist and collectivist principles against the bureaucratic and procedural requirements which went with government funding.

Another effect of feminism was to accelerate women's movement into paid work, a development associated with the diminution of the volunteer base, at least as far as one of its traditional supports was concerned.

The other key activist strand which developed in the 1970s saw growing Māori assertion of their place as tangata whenua, the indigenous people of Aotearoa New Zealand.

The transition of Māori to urban life saw the emergence of Māori sections of the orthodox churches, the Māori churches of Ringatu and Rātana, culture clubs, sports clubs, family and tribal organisations, benevolent societies, Māori committees, Māori wardens, Māori Councils, Māori Women's Welfare League, and Te Ropu Whakawhanaunga i nga Hahi.

The new wave of Māori organisations coalesced around the issues of language and land rights, but rangatiratanga proved an especially potent rallying cry, usually targeted at government. The Treaty of Waitangi was a constant reference point, one which governments were ultimately unable to ignore. In the 1980s biculturalism became an official part of government policy and an acknowledgement of biculturalism and “Treaty principles” an expectation of bodies interacting with government. The first Kohanga Reo opened in 1982 with assistance from a government seeding grant; they provided a successful model for later Māori service providers.

Other interest groups also generated new, politically assertive on-profit organisations: disabled persons claimed their own voice through bodies such as the Disabled Persons' Assembly (formed in 1983, with strong links to Disabled Peoples International). An ageing population concerned to protect levels of national superannuation and services for the aged generated the assertive Grey Power organisation in 1985.

## **1984 and beyond**

In the last twenty years the organisational component of the non-profit sector has become more diverse and professionalised, its relationship with the state entering a more contested phase than ever in the history of Aotearoa New Zealand. As in other parts of the world, new organisations emerged and others declined, and an existing distinction between large, nationally-organised bodies with staff and property, and those more local, informal and dependent upon volunteers, increased further.

New workforce pressures had ramifications for volunteering, as did a growing emphasis on professionalism within organisations, and compliance with government regulations. As the state withdrew from the provision of some services, there was increasing pressure on non-profit organisations, and some older forms of voluntary social service provision re-appeared, such as food banks. With a greater emphasis on government contracts came increasing competition between organisations and a fracturing of relationships of trust.

This latest and still unfolding period in the history of New Zealand's non-profit sector was introduced by a change of government from National to Labour in 1984, beginning a period where the state and the economy were massively restructured. This had substantial consequences for the non-profit sector.

Policies supporting community care, devolution, and the culturally appropriate delivery of services assumed the non-profit sector's ability to replace government activities or responsibilities, albeit with public funding. There was also a need to ensure that the vastly increased amounts of money being transferred to the non-profit sector achieved what was intended, and that the public could be assured of accountability.

As a market-driven ethos began to shape the relationship between government and the non-profit sector in the late 1980s, purchase of services through contracts became the preferred mechanism for transferring resources from the state to non-profit organisations and for delivery of services by these organisations. This had a major impact on the nature and focus of non-profit activity. The shift from largely untied grants to contracts signalled a fundamental change in the way in which non-profit organisations engaged in their activities, many feeling that their agendas were increasingly shaped by state requirements rather than their own existing priorities.

Criticisms focused on the compliance costs involved, greater insecurity of funding for some non-profits, and the increased interagency competition. Some felt that the need for greater professionalism was estranging non-profits from their volunteer base, and that the "passion that existed in the sector, the human element and sense of what organisations 'really stand for'" seemed to get lost in the "quest for business perfection". The managerial ethos permeated long-established charitable and voluntary cultures, causing many to lose the distinctiveness which had informed their operations for decades.

The contracting model resulted in growing mistrust and a sense of power imbalance between the state and the sector. But it also provided opportunities for new organisations to break through some of the established funding relationships with government, for older organisations to re-assess their services, and for more culturally appropriate services to evolve, especially within the spheres of health and education.

After a period of growing tension there was some easing of the relationship between government and the sector in the late 1990s. Political statements in the early 2000s suggested a softening in the discourse around state-sector relationships.

This was reflected in 2003 which saw the establishment of an Office for the Community and Voluntary Sector, which provided a channel for information-sharing, research into the non-profit sector, and co-ordination between government departments and the non-profit sector. Then, in 2005, a Charities Commission started work, its role to oversee the registration of charities, thereby helping to ensure their validity and good governance. Part of an effort to promote public trust and confidence in the charitable sector, this was probably the most important single legislative development in the history of the sector in New Zealand, though some in the field inevitably saw it as yet another bureaucratic accretion.

The shake-up of the non-profit sector prompted by government's preference for contracting opened opportunities for newer organisations, including Māori service providers and those providing services to other cultural groups. The disestablishment of the Department of Māori Affairs in 1989 meant that responsibility for Māori issues was spread across a range of government agencies. It also signalled an intention to devolve resources to iwi and to give Māori greater control over services affecting Māori. Durie estimates that the number of Māori service providers rose from “almost zero to more than a thousand” in the twenty years after 1984 (Durie 2005: 50). Other organisations found responsiveness to Māori needs a condition of contracts with government. The speed and scale of these developments was not without tension, both in existing organisations and for new Māori agencies where they sometimes generated challenges to traditional forms of tribal authority and lines of accountability, and exposed the need for further “capacity building” (Durie 2005: 175–6). Māori and iwi groups argued that rigid and predetermined contractual arrangements undermined any notion of partnership under the Treaty of Waitangi and complained that their delivery of services across a whole range of areas meant a burdensome array of contracts with more than one government agency (Aroturuki me te Arotakenga 2000: 41).

The opening of immigration from the 1980s brought in a new generation of Chinese and other Asian migrants. Asian non-profit organisations remain limited in number and coverage, but also show signs of expansion and specialisation of purpose, especially in the Auckland region. The late twentieth-century wave of migrants from Asia was followed by even newer migrant communities from the Middle East and African countries, including refugees from places such as Somalia, Zimbabwe and Ethiopia. As well as forming their own non-profit organisations, this generation of “new settlers” has also created umbrella organisations, such as the New Zealand Federation of Ethnic Councils, formed in 1989 to represent collective interests. Ethnic organisations are now coupled with a new cultural assertiveness and have become markers of difference as much as bodies assisting integration into the mainstream culture. While immigrant groups formed their own, ethnically distinctive groups, existing non-profits have had to respond to diversity.

At a government level, the increasing cultural diversity of the country was acknowledged through the creation of an Office and a Minister for Ethnic Affairs. New Zealand is now described as experiencing “superdiversity”, having become one of the most ethnically heterogeneous countries in the world.

Overall, ethnicity has in recent years become a much more dominant force in the non-profit sector, assuming some of the saliency once held by the churches and religion. Government funding of non-profit organisations continued to increase in this period. With it came greater influence over priorities even in areas such as sport, which had traditionally been kept at arm's length from government. Greater emphasis emerged on performance and accountability measurements in determining support relationships between government and major codes. While sports' governing bodies retained control over their codes, national strategies for the sector have shaped their priorities with government expecting a “return on investment”.

The distinction between a large amateur base and professional sport has become sharper than ever (Shaw 2006). National sports organisations have had to balance broad participation at local levels with the support of elite international competition.

At a local level, sporting organisations have been affected by the extension of the working week into Saturdays and Sundays, by unemployment, which affected families' abilities to fund club subscriptions and sports gear,

and by the individualisation of leisure (Macdonald 1993: 415). Commercial fitness activities providing more time-flexible and individualised activities increased in membership by 64 per cent from 1997 to 2003. A SPARC survey suggested in 2001 that participation in a sport or active leisure competition for young adults 18–24 years of age fell from 45 to 32 per cent between 1997/98 and 2000/01, while club membership fell from 53 to 42 per cent in the same period. At the same time, the ageing of the baby boom generation has seen a rise in masters' sports across all codes.

The assertion of “nuclear-free” status, most strongly elaborated in the 1970s and 1980s in response to French nuclear testing in the Pacific and the prospect of nuclear-powered or nuclear-armed warships visiting the country's ports was one factor in the development of environmental groups. Ongoing threats to New Zealand's “clean, green” image and revelations about climate change and species decline have enabled this sector to retain its purchase.

Following trends in other countries, service clubs began to face a falling and ageing membership. Management training and increased tertiary education took over some of these organisations' leadership training roles, while workplace demands also appear to have limited time for wider participation and projects. Many men's service clubs tried to compensate for declining numbers by allowing women to join: first admitted to Rotary in 1989, women are now its fastest growing segment and increasingly hold leadership positions.

The decline of certain kinds of non-profit organisations has been linked with an overall shortage of volunteers, and the replacement of “traditional” volunteers (especially middle class, middle-aged women) by corporate, “social enterprise” and short term, task-oriented volunteers. Volunteers sometimes felt oppressed by the increased training demands, accountabilities and compliance with legislation that became part of the non-profit sector. As greater professionalism was required within the sector, organisations were increasingly characterised by more paid staff with consequences for funding (and for dependency upon the state).

Fundraising, therefore, remains a source of great anxiety. Non-profit sector jobs, property, equipment and services can all be affected by insufficient funding. Some non-profits had to trade a loss of independence against the (relative) security of state funding, while others limited their activity in order to retain control over their goals and priorities.

Corporate funding of non-profit organisations appears to be small, and state grants and contracts a far more significant source of support overall. It must also be remembered that around 90 per cent of non-profit organisations employ no staff and are likely to be small, informal and lacking in government funding. The divide between such organisations and large, nationally organised bodies run on semi-corporate lines has become greater than ever before in recent years.

# APPENDIX 2: TERMS AND ACRONYMS IN THE SOCIAL SECTOR

As with many sectors the social sector has a huge array of terms and acronyms that can be confusing for people who are new to the sector. Here are a few definitions to help you.

<b>CYF (pre 2017)</b>	Child, Youth and Family – a business unit of the Ministry of Social Development with responsibility for carrying out the statutory duties set down in the Children, Young Persons, and their Families Act 1989. Since April 2017 was renamed Oranga Tamariki—Ministry for Children.
<b>DIA</b>	Department of Internal Affairs
<b>FP</b>	For Profit - An organisation that earns profits for its owners.
<b>ICT</b>	information and communications technology Telecommunications, broadcast media and information technology
<b>MSD</b>	Ministry of Social Development
<b>MSSP</b>	Mapping the Social Sector Project
<b>NGO</b>	Non-government organisation. Any organisation other than a government agency. Sometimes the term is used in a narrower sense, typically as a synonym for “not-for profit social services provider”.
<b>NFP</b>	Not for profit. An organisation that does not earn profits for its owners. Money earned by or donated to a NFP is used to pursue the organisation’s mission and objectives.
<b>SL</b>	SociaLink
<b>SSF</b>	Social Sector Forum – one of the forums that advises the Smartgrowth project
<b>TECT</b>	Tauranga Energy Consumer Trust
<b>TMAPS</b>	Tauranga Moana Abuse Prevention Strategy
<b>WBOPST</b>	Western Bay of Plenty Disability Support Trust
<b>Central agency</b>	One of three agencies: the Treasury, State Services Commission or the Department of Prime Minister and Cabinet. All three have a system-wide perspective and between them have responsibility for the Government’s Budget, strategy and chief executive performance.
<b>Clients</b>	A generic term for all users of social services regardless of the context. For example, clients include patients, students, beneficiaries and people required by a court to undergo anger-management or drug counselling. Sometimes the client can be a group such as a family or whānau. It is intended to be a neutral term and not to convey any particular approach or attitude to social services or users of social services.

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### Client-directed budget

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A service model where government allocates clients a “service budget” and permits them to choose the services they receive up to the value of the budget. Government funding follows the choices made by providers.

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### Collaboration

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Collaboration is where two or more people or organisations work together to realise or achieve something successfully. Collaboration is very similar to, but more closely aligned than, cooperation.

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### Community led development

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(CLD) is the process of working together to create and achieve locally owned visions and goals. CLD is focused on building the capacity of the community as a system.

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### Competition for the market

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An approach to contracting in which providers compete for contracts through a tendering process, and their service volume or market share is fixed for the duration of the contract.

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### Competition in the market

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An approach to contracting in which providers compete alongside each other to attract clients.

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### Contestability

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The characteristic of situations where providers, whether public or private, face a real prospect that alternative providers will replace them if their performance is persistently unsatisfactory.

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### Contracting for outcomes

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Contracts that specify desired outcomes, and there is a risk of losing the contract if those outcomes are not achieved.

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### Contracting for outputs

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Contracts that specify the outputs, and there is a risk of losing the contract if those outputs are not delivered.

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### Contracting out

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A service model where a funder (typically a government agency) contracts a third party to provide specific social services.

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### Crown entity

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A Crown entity is a body established by law in which the Government has a controlling interest – for example, by owning a majority of the voting shares or through having the power to appoint and replace a majority of the governing members – but which is legally separate from the Crown (such as District Health Boards).

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**Economies of scale** Reduction of cost per unit as the volume of production increases, due to large upfront or fixed costs being spread across more units.

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**Economies of scope** Economies of scope exist when combining two or more activities into a single organisation is less costly (or produces better outcomes for the same cost) than specialised organisations producing them separately. For example, economies of scope arise when there are learning spillovers (ie, learning in relation to one task helps to better deliver on another).

**Equity** Equity and equality are two strategies we can use in an effort to produce fairness. Equity is giving everyone what they need to be successful. Equality is treating everyone the same. Equality aims to promote fairness, but it can only work if everyone starts from the same place and needs the same help.

**Family services** A collective term used to refer to family counselling services, parent education services, family planning services and budgeting services. In this report, family services do not include crisis counselling or child protection services.

**Government agency** A government department, ministry or Crown entity.

**Innovation** The process of translating an idea or an invention into a good or service that has value.

**Intervention** Services that intervene in a situation to alter the likely course of future events.

**Monopoly** A situation where one provider is the only supplier of a service. A monopoly is characterised by an absence of competition.

### **Outcome-focused contracting**

Contracting for outputs, in the context of clear intervention logic, outcome measurement and a clear and upfront statement of the purpose of the contract. The purpose statement should be used as a basis for discussion aimed at improvement.

**Outcomes** The longer-term consequences of an intervention or programme in terms of the ends sought (eg, better health or reduced re-offending).

**Outputs** The amount of social services provided. Examples include hours of counselling, number of patients seen and the number of people attending training courses.

**Pasifika** A collective term to describe peoples from Polynesia, Melanesia and Micronesia. In this report, Pasifika refers to those living in New Zealand.

### **Payment for outcomes**

Contracting for outcomes, plus payments that vary according to performance measures specified in terms of outcomes achieved.

**Payment for outputs** Contracting for outputs, plus payments that vary according to performance measures specified in terms of outputs delivered.

**Procurement** The act of buying goods, services or works from an external source.

**Productive efficiency** Maximum productive efficiency requires that goods and services are produced at the lowest possible cost. This requires maximum output for the volume of specific inputs used, plus optimum use of inputs given their relative prices.

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**Purchasing** The purchasing process identifies and selects non-government providers and agrees terms of supply through a contract. It includes calling for expressions of interest to supply social services, evaluating proposals from potential providers, completing due diligence, negotiating the terms of the contract and awarding the contract.

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**Service model** A way of conceptualising different approaches to service delivery.

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**Social enterprise** Social enterprises are purpose-driven organisations that trade to deliver social and environmental impact. Social enterprise provides a means to improve social wellbeing, environmental sustainability, and economic performance.

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**Social insurance** An insurance scheme organised by the state with compulsory membership, and in which premiums are related to the ability to pay.

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**Social services** Services dedicated to enhancing people's economic and social wellbeing by helping them lead more stable, healthy, self-sufficient and fulfilling lives.

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**Social services agencies**

Government agencies that commission or deliver social services. Often abbreviated to agencies.

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**Social services providers**

Non-government organisations that provide social services.

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**Social services system**

The system of organisations, institutions and relationships through which social services are funded, coordinated and delivered.

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**Sustainability** Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

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**System architecture** The design of institutions that govern the operation of the social services system. It includes the roles and responsibilities of different organisations and rules around their interaction.

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**System stewardship** An overarching responsibility for the monitoring, planning and management of resources in such a way as to maintain and improve system performance. Relevant activities include monitoring system performance, identifying barriers to and opportunities for beneficial change, and leading the wider conversations required to achieve that change.

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**Top-down control** Primary decision-making power sits with the relevant minister or department head.

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**Transaction costs** Costs incurred by the parties making an economic exchange, other than the amount paid directly for the good or service purchased. Transaction costs can include search costs such as the cost of tendering processes, bargaining costs such as the legal fees associated with drawing up a contract, and enforcement costs such as the cost of performance reporting and monitoring.

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**Vouchers** In a voucher service model, clients receive subsidised or free access to a defined service. Clients access the service through providers approved or licensed by the Government. Typically the Government pays the client's chosen provider directly.

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## APPENDIX 3: COMMON MĀORI TERMS

<b>hapū</b>	Kinship group, clan, subtribe.
<b>hui</b>	Literally a gathering or meeting. As used in this report, hui refers to a community meeting conducted according to tikanga Māori (Māori protocol).
<b>iwi</b>	Often translated as “tribe”. Iwi is a collection of hapū (clans) that are composed of whānau (defined below). The link between the three groups is genealogical.
<b>kaitiaki</b>	Trustee, minder, guard, custodian, guardian, caregiver, keeper, steward.
<b>kaitiakitanga</b>	Guardianship, stewardship, trusteeship, trustee.
<b>kaumātua</b>	Adult, elder, elderly person, old man – a person of status within the whānau.
<b>kaupapa</b>	Purpose, mission, or approach. Kaupapa Māori means an approach reflecting the Māori world view.
<b>kuia</b>	A Māori female elder or elderly woman.
<b>kawanatanga</b>	The features and actions of governing.
<b>koha</b>	Gift or donation.
<b>kōhanga reo</b>	Literally “language nests” – pre-school Māori culture and language immersion programmes.
<b>kōrero kanohi ki te kanohi</b>	Conversing face to face.
<b>kura kaupapa Māori</b>	Māori-medium schools.
<b>mana</b>	Prestige, authority, control, power, influence, status, spiritual power, charisma.
<b>manaaki</b>	Support, hospitality, kindness, generosity.
<b>manaakitanga</b>	The process of showing respect, generosity and care for others. It has an overtone of hospitality towards those outside a group one identifies with. In its simplest definition (hospitality), all Māori groups or whānau will exercise manaakitanga at some time.
<b>mana motuhake</b>	A political concept, emphasising autonomy and self-government.
<b>mana whakahaere</b>	Translated variously as the “power to manage”, “governance” or “authority”.

<b>mana whenua</b>	The iwi or hapū who are recognised as deriving mana (authority/status) from their ancestral connection to a particular piece of land or stretch of coastline.
<b>marae</b>	Literally “courtyard” – the open area in front of the whareniui, (meeting house) where formal greetings and discussions take place. Often also used to include the complex of buildings around the marae.
<b>mataawaka</b>	Refers to the Māori population in one area that is connected to an iwi or hapū who holds mana whenua somewhere outside that area.
<b>mokopuna</b>	Grandchild – child or grandchild of a son, daughter, nephew, niece, etc.
<b>pākehā</b>	New Zealander of European descent; literally English, European or foreign.
<b>rangatira</b>	Chieftain, chieftainess, master, mistress, boss, supervisor, employer, landlord, owner, proprietor.
<b>rangatiratanga</b>	A contested term in the context of Te Tiriti o Waitangi. It can refer to chieftainship or chiefly authority and leadership. Other interpretations include “sovereignty” and autonomy.
<b>rohe</b>	Boundary, district, region, territory, area, border (of land).
<b>rūnanga</b>	A governing body associated with an iwi.
<b>Te Tiriti o Waitangi</b>	The Treaty of Waitangi. The treaty signed by representatives of the British Crown and various Māori chiefs at Waitangi on 6 February 1840. The Treaty is one of New Zealand’s founding documents and has English and Māori versions. The translations do not strictly align.
<b>tangata whenua</b>	Literally “the people of the land”.
<b>tāonga</b>	That which is precious or treasured.
<b>taura here</b>	Binding ropes, urban kinship group, domestic migrants, kinship link.
<b>te ao Māori</b>	Literally “the Māori world”.
<b>Te Ika a Māui</b>	Literally “the fish of Māui” – the North Island of New Zealand.
<b>Te Hiku o Te Ika</b>	The part of the Far North District that is north of the Hokianga.
<b>Te Waipounamu</b>	The South Island.
<b>tikanga</b>	Literally “the things that are correct”. Sometimes translated as “protocol” or “customary practice”, tikanga is the customary system of values and practices that have developed over time and are deeply embedded in the social context.

<b>tino rangatiratanga</b>	Self-determination, self-governance.
<b>wāhi tapu</b>	Sacred place, sacred site – a place subject to long-term ritual restrictions on access or use (eg, a burial ground or a battle site).
<b>wānanga</b>	Publicly owned tertiary institutions that provide education in a Māori cultural context.
<b>whakapapa</b>	Genealogy, genealogical table, lineage, descent.
<b>whānau</b>	Typically translated as “families”. Whānau may refer to nuclear or extended families.
<b>Whānau Ora</b>	A government initiative emphasising the empowerment of whānau to become self-managing. More broadly, Whānau Ora is an approach to delivering social services based on a Māori concept of wellbeing, which aims to have the various needs of a whānau met holistically.
<b>whānaungatanga</b>	A broad kinship concept that acknowledges inter-connectedness between people and the environment, through whakapapa. It is from this inter-connectedness that specific obligations of care arise. These duties are not just to direct kin; they can arise also