



JR McKenzie  
Trust

# Scoping Intersectionality and Systems Change



# Scoping Intersectionality and Systems Change

2022 – 23 Financial Year

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“ A project in development with ngā kaikōkiri working with different excluded communities to increase their capacity for transformational change, more inclusive decision-making and equitable access to resources.

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## Kaupapa

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The Intersectionality and Systems Change Project is a new initiative under the Te Pae Tawhiti funding stream of JR McKenzie’s strategy 2021–2030, Te Anga Rautaki . ([link here](#))

Te Pae Tawhiti funding provides the opportunity for an intentional navigation through Te Anga Rautaki landscape by a small project team committed to the J R McKenzie legacy and philosophy of giving and its philanthropic practice of equitable participation and whakawhanaungatanga.

### Te Pai Tawhiti

*Intentional navigation towards our vision*

- Navigating the ‘known’ landscape and building deeper relationships with ngā kaikōkiri we know align with strategy.
- Intentional and targeted development of opportunities to fund, including proactively seeking ngā kaikōkiri and funding cohorts or clusters.
- Potential to convene and co-design opportunities to invest in impact – building connections across the system.
- Responding with funding types that are fit-for-purpose and deciding together.

*Te Anga Rautaki – Strategy 2021 – 2030*



## Getting Ready for the Hikoī 2021 - 22

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The co-creation phase was undertaken with Point Research during the second half of 2021 with expenditure of \$25,575, from an initial budget allocation.

We started on our journey with this inspirational idea knowing that the Trust supports several marginalized communities that experience discrimination and exclusion due to the cumulative and intersecting effects of racism, sexism, transphobia, able-ism and more.

This is what is known to many systems change activists as “intersectionality” – a term used to describe the cumulative discrimination experienced by people from multiple marginalised or excluded groups.

The intensive strategy review

process undertaken during 2020 resulting in Te Anga Rautaki also made it clear that all four communities of interest we want to work with are interconnected and share many of the same drivers of inequity and exclusion.

Considering these intersections, we initiated this proactive project as an opportunity to work from both the ground up, and the top down.

After several months of engagement and discussions with ngā kaikōkiri working every day with excluded communities who face multiple forms of oppression and discrimination, we strongly believed we could take participatory philanthropy to the next level and hikoī with ngā kaikōkiri through the Te Pae Tawhiti pathway.



## Co-design Hui Kaikōkiri, March 2022

### HUI WITH SAM PATEL – AN OVERVIEW

- Due to the COVID lockdown in place throughout the country, this introductory co-design hui had to be held on Zoom with a reduction in Kaikōkiri to 15.
- Reformatted by the facilitator Sam Patel as a professional development hui for all participants with on-line support from the Project Team.
- Feedback provided after Session 1 – Nga Kaikōkiri shared that their knowledge, skills & experiences of marginalisation hadn't been acknowledged or understood.

### Post session 1 group pivoted to co-creating day 2 and 3 sessions to include:

- Whanaungatanga – starting with relationships, sharing, getting to know each other and developing trust
- Co-designing scope & whakapapa of the Intersectionality Project – clarity of project purpose & intent.
- Storytelling – sharing current and future projects, what worked well, was unexpected, learning & systems impacts.
- Stronger emphasis on Mana Māori wananga protocols
- Attention paid to safety, debrief & closing out of sessions.

### Ngā Kaikōkiri Insights for Systems Change Practice

- Funding community organisations to lead systems change requires long term relationships & funding partners.
- Leading systems change requires skills, expertise and support to build ongoing capability and capacity.
- Consciously working to understand and address power and inequity requires ongoing reflection.
- To impact systems changes authentic relationships and collaboration is needed between communities, government and philanthropic sector.
- A greater impact is achieved when funders collaborate to work on systems change.

### KEY LEARNINGS FROM THE HUI

- All three hub organisations are experts in intersectionality, evidence-based practice and working alongside their communities.
- This project provides a unique opportunity to trial creative ways of reducing the power imbalance between funder and ngā kaikōkiri.
- All future interactions with the whole group to be co-designed to draw on their expertise, lived experience, co-facilitation skills, and identification of capacity and capability wants and needs
- Te Ao Māori tikanga is embedded in our work together.

## Whakakotahi and Principles of Practice

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A successful budget bid for **\$500,000** for one year was approved by the Trustees in April 2022.

A simple breakdown of this amount would see:

- **\$100k** allocated to each of the three ngā kaikōkiri hubs to develop an aspect of their respective Theories of Change that enables them to make the biggest difference they can for the people they work with
- **\$100k** allocated to the Project team to take on partnership roles while travelling alongside ngā kaikōkiri to achieve impact that aligns with J R McKenzie Trust's Principles of Practice:

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<b>Fund Whakakotahi</b>	Investing in ngā kaikōkiri and forming mana-enhancing partnerships with them
<b>Advocate Manaaki</b>	Advocating for the work of ngā kaikōkiri
<b>Convene Ahurutanga</b>	Making time and space to bring ngā kaikōkiri and others together to collaborate
<b>Innovate Auaha</b>	Encouraging and enabling innovation to address complex challenges
<b>Learn Ako</b>	Learning to grow collective knowledge and ideas, and building capacity for transformational change

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- **\$100k** allocated to the convening and learning space for mahi with our wider community of funders and Ngā Kaikōkiri, sharing progress made towards our destination and learning from each other.



## The 2022-23 Financial Year

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### Phase 1.

1st April–30 Sept 2022

### Starting the Journey – Establishing Partnership

#### THE PARTNERS

**We have gathered a collective of ngā kaikōkiri who work with different excluded communities/identities:**

- Belong Aotearoa
- Te Ngākau Kahukura
- LINC Puāwai & Rourou.

These three organisations have all received Partnerships and Collaboration funding and multi year Responsive funding from J R McKenzie Trust in the past, and are experienced in systems change mahi and advocacy. They understand the impact they can have on their communities by working intersectionally and collaboratively.

Leaders from the three organisations have met with the project team twice and explored with us how we might all work together and where there is ToC alignment

They are identifying current work streams that align to the project and they are developing their project proposals.

Their current work is grounded in systems change and intersectional practice and present in their Theories of Change and organizational strategies.

**Te Ngākau Kahukura** (*sustaining leadership and resilience in the Rainbow Sector*)

**Puāwai, and Rourou** (*Advocacy and leadership development*)

**Belong Aotearoa** (*#PassTheMic - getting former refugee voices heard for a deeper purpose*)

All groups have system change goals and priorities and J R McKenzie Trust has the opportunity to be a critical friend, partner, as well as a funder by:

- having an ongoing partnership and funding relationship with them and others
- supporting reflective practice
- developing intersectionality frameworks
- developmental evaluation
- convening peer learning, and
- systems mapping.

**The Project Team:** Eileen Kelly (J R McKenzie Trust), Annalise Myers and Jules Radford-Poupard (Point and Associates).

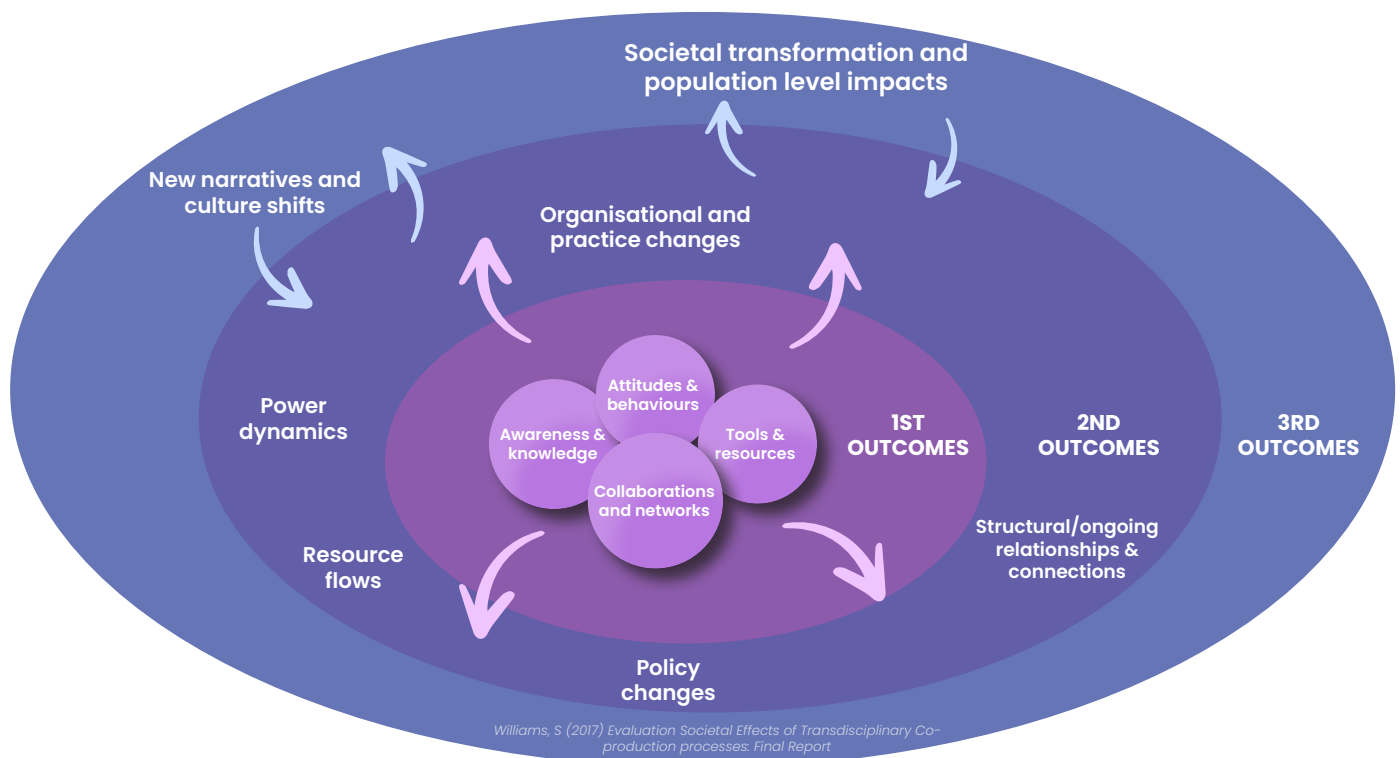
In this project, we want to be seen as equal partners who can create and hold a space for groups to investigate their intersections and how they might work together to address the various parts of the system. We've based our roles – facilitator, navigator and evaluator on the well tested and successful structure of other proactive projects (i.e. Connecting Communities with Education, the Peter McKenzie Project).



Throughout the project we will adapt and pivot according to the expressed wishes of ngā kaikōkiri and J R McKenzie Trust leadership and have established the following ongoing mahi:

- We will regularly to reflect on the ToC and use tools to evidence the project journey
- We will use Miro boards with partners to capture outcomes, reflections and change over time within a systems change model.
- The approach & template has been developed for us by Nadine Metzger of Point And Associates and receive coaching and insights from Nadine as required
- The project team will share their expertise & tools tailored to each partner's systems change goals and priorities.
- We will contribute strategic updates to the CEO and J R McKenzie Trust Board.

## Systems Change Model



Evaluation MIRO Board



## Phase 2.

1st Oct–31st March 2023

### **The Hiko continues: Expanding our horizons**

- Walking alongside ngā kaikōkiri learning as we go, and embedding participatory practices and acquiring transformational thinking.
- By creating a framework and structure whereby we work together equitably, we can positively impact identity, belonging and inclusion for excluded communities.
- The project will be driven by our project Theory of Change (see below), of which the ultimate outcomes are aligned strongly with the J R McKenzie Theory Trust of Change and the impact they are seeking. In relation to this, excluded communities will be more connected, have increased capacity for transformational change, more inclusive decision-making and equitable access to resources.

## The Change Pathway

IF WE... →	AND →	THEN →	SO THAT
Identify ngā kaikōkiri who are working with communities that face exclusion and bring them together.	Invest in helping them build connections and partnerships that support impact, learning and growth  Support collaborative learning processes to help influence systems change  Encourage them to learn from each other and collaborate where their work intersects	Marginalised communities will be better served.  Ngā kaikōkiri will have greater capacity to influence systems change.  Long term relationships and connections among social justice organisations will be built	Excluded communities have increased capacity for transformational change, more inclusive decisionmaking, and equitable access to resources.

### Looking ahead to 2023

At the same time this is a learning journey we want to share with others, and plans are in train to hold a Symposium with Kaikōkiri and Funders interested in this space early in 2023. From this we hope to involve further funders and ngā kaikōkiri to join us on the hiko.



## Intersectionality Project

### *Glossary*

- Te Pae Tawhiti** Intentional Navigation towards our Vision
- Whanaungatanga** relationship, kinship, sense of family connection – a relationship through shared experiences and **working together which provides people with a sense of belonging**. It develops as a result of kinship rights and obligations, which also serve to strengthen each member of the kin group. **It also extends to others to whom one develops a close familial, friendship or reciprocal relationship.**
- Inclusion** the practice or policy of providing equal access to opportunities and resources for people who might otherwise be excluded or marginalized, such as those who have physical or mental disabilities and members of other minority groups.
- Belonging** an affinity for a place or situation.
- Identity** the fact of being who or what a person or thing is.
- Intersectionality** the acknowledgement that everyone has their own unique experiences of discrimination and oppression and we must consider everything and anything that can marginalise people – gender, race, class, sexual orientation, physical ability, etc.





