



**Vodafone  
New Zealand  
Foundation**

# Strategic pathway

2017 - 2027



# Strategic focus

The Vodafone Foundation has been giving globally since 1991. For over 25 years, we have used our fundraising capability and access to Vodafone networks, technology, customers and employees to connect communities with the tools they need to make a difference. In New Zealand, we've been working since 2002, and focused on youth development since 2007.

**Over that time, we've invested more than \$25 million in local communities.**

We are dedicated to creating a thriving and prosperous Aotearoa New Zealand, where all young people can live lives they value. But according to Treasury New Zealand there are 210,000 children and young people who don't have access to the resources and opportunities they need to grow into the great adults they want to be.

The Vodafone New Zealand Foundation is on a 10 year, \$20 million journey to transform the lives of 210,000 young people.



We believe these levels of disadvantage are unacceptable. That's why, between 2017 and 2027, the Vodafone NZ Foundation is committing our resources to these young people, to help them defy statistics and grow up to lead lives they value. We believe with the right attitude, information, and partners Aotearoa New Zealand can halve the number of children and young people who fall into high risk categories. We have a vision of a future that's as bright as kiwi kids are.

We'll be concentrating our efforts on funding innovative strategies, working with the most excluded and disadvantaged and making the biggest impact. We'll be partnering with people who are willing to commit to a new programme of work to significantly transform lives across the country. We're finding collaborative, holistic models of practice that work with complexity, looking at multiple success factors, using a long term lens, and we'll be leveraging the power of Vodafone.

Leveraging the power of Vodafone will allow us to bring unique resources to the table – our technology, our people, our partners, our ability to influence and our ability to motivate and galvanise a movement for change.

Forget the talk – now is the time for action. We're committed: ten years, 20 million dollars and a world of difference.

**“We are committed to enhancing the fantastic qualities young people have. We do this by supporting innovative youth-sector initiatives and building close relationships with our grant recipients. Together we learn, share and grow to create positive communities for kiwi youth.”**

**Antony Welton**, Vodafone NZ Foundation Chair & Vodafone HR Director

# Strategic principles

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**Our approach to funding is underpinned by key strategic principles. Relationships, flexibility and collaboration are existing strengths that we have added to. These extended principles will guide our approach to giving, partnership and learning.**

## Relationships

We understand the importance of working in engaged relationships with our partners in order to stay responsive, recognise success/learning moments, and build on positive momentum over time. We will commit to applying the Treaty of Waitangi principles in our relationships.

## Flexibility

Our flexibility as a funder has been highly valued, helping us to build strong relationships and make the most of emergent opportunities – attributes that will be critical to the success of our funding approach moving forward.

## Collaboration

Working in collaboration has been a core principle of practice for our foundation to date, and we recognise the ongoing importance of partnership, co-design and joined-up thinking to achieving impact in a systems context.

## Youth-Centred

We put the interests of youth at the heart of our work, to ensure that our strategy is authentic and empowering. We will ensure our work enables young people to live the lives they value.

## Leadership

We are the only national philanthropic funder with an exclusive focus on youth, so have a unique role to play in hosting conversations and creating space for a collective response.

## Transparency

We make our priorities and funding approaches clear, and operate with “glass pockets” so our partners know what to expect.

## Leveraging Vodafone

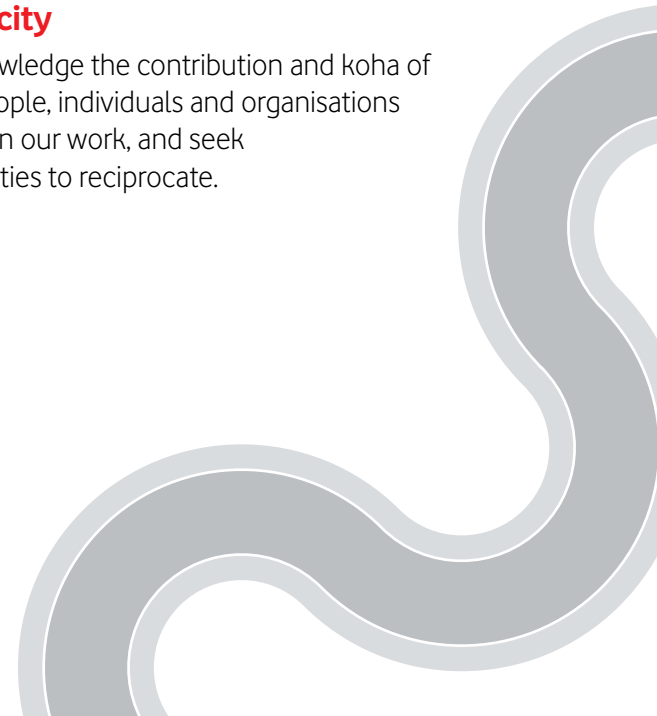
We will capitalise on the people, passion, expertise and technology of Vodafone globally to add value.

## Leveraging Partnerships

As a corporate foundation, we have unique opportunities to increase the impact of our funding dollars by leveraging the skills, resources, networks and influence of our partners and our strong relationships with Government and others.

## Reciprocity

We acknowledge the contribution and koha of young people, individuals and organisations engaged in our work, and seek opportunities to reciprocate.



# Funding focus

## Our new strategic focus is on supporting projects, organisations and people that will generate better outcomes for the most excluded and disadvantaged young people.

There are a number of ways to define exclusion and disadvantage and while we recognise multiple perspectives, we'll be focusing on five key outcome areas:

- **Youth justice:** supporting young people who have interacted with the justice system
- **Care and protection:** supporting young people who have care and protection orders and interactions with Oranga Tamariki
- **Long term beneficiaries:** creating opportunities for young people who struggle to find work, or experience intergenerational unemployment
- **Rangatahi Māori:** supporting better outcomes for our rangatahi
- **Meaningful learning:** ensuring all young people have access to learning opportunities and education that suits their needs

That doesn't necessarily mean focusing on programmes working directly with those young people, but on the systems, environments, contexts and ecosystems that wrap around and contain their lives.

We'll be generating change by funding innovation, collaboration and disruption, by leveraging the power of Vodafone and by being a constantly learning organisation.

We aim to be a learning organisation – our work will be iterative. We want to tackle wicked problems – the complex, complicated, intergenerational issues that affect our most excluded and disadvantaged youth. There are no easy or obvious solutions and, as we move forward, we'll undoubtedly come up against the boundaries of our own knowledge. We want to keep pushing our learning edges, thinking, exploring and bringing the voices of sector experts and lived experience into the room.

We're going to get it wrong. And hopefully we're also going to get it right.

As the Vodafone Foundation we can leverage a global telecommunications company, with its huge human resources, specialised business, network technology and international reach. We intend to bring what is uniquely ours to the table – including taking a role to galvanise a movement for change, working across diverse stakeholders.



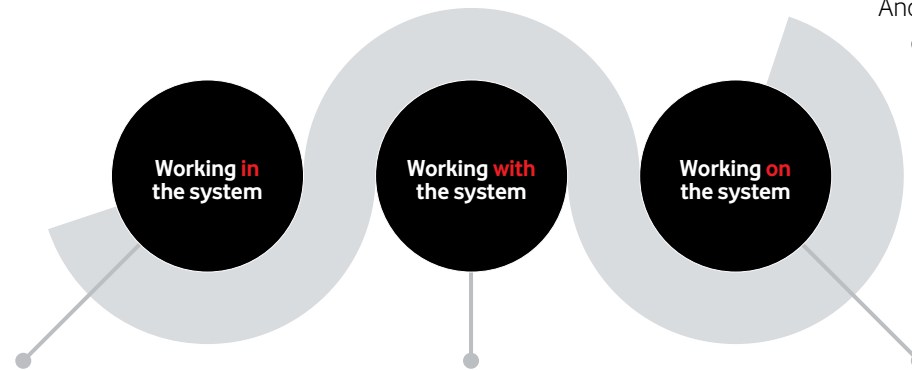
**Our funding model has been re-designed to deliver on our strategic intent through a more intensive focus on systems change.**

Achieving systems-level impact requires a funding approach that takes risks to find new solutions encourages joined-up thinking and action, and invests to disrupt the status quo.

In practice, this means investing in people, in change processes and in new ideas that are proven and promising. It also means funding with agility – to learn and grow and capitalise on momentum.

And we're going to be engaging the power of Vodafone: via our technology, our people, our ability to influence and our ability to motivate and galvanise a movement for change. Leveraging the power of Vodafone is a core component of our new work.

# Flexible funding for impact



## Innovative

Investing in innovation: identifying solutions that improve outcomes for excluded and disadvantaged young people, and practices that accelerate systems change

## Collective

Investing in processes that drive systems change – convening conversations, supporting joined-up thinking/working, enabling collective innovation and hosting collective influence

## Disruptive

Investing in system 'positive disrupters' – collaborating with emerging leaders, influencers and advocates to create and accelerate a movement for systems change

FUNDING PRACTICE

<b>WHY</b>	Accelerating promising and proven solutions	Accelerating effective collaboration for a stronger youth ecosystem	Accelerating positive systems disruption
<b>WHO</b>	Individuals and organisations with innovative ideas and solutions	Collaborators, community leaders and co-investment partners	Positive disrupters including youth sector leaders and influencers, people, teams and movements
<b>WHAT</b>	Collaboration opportunities/place or issues-focused initiatives	Convening, co-design and facilitation processes, joined-up thinking/working, and collective innovation and influence	Research, commentary and initiatives that evolve from the innovative and collective spaces
<b>HOW</b>	Provide systemic and technological support for programmes and innovative ideas	Create a platform for collaborative processes through our resources and technology	Provide support and create space for in-depth research, conversation and commentary on systemic, social justice issues

ITERATIVE ..... LEVERAGING THE POWER OF **VODAFONE**





**Vodafone  
New Zealand  
Foundation**

**Connecting for Good.**

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