

The Ākina Foundation

Impact Report

FINANCIAL YEAR 2022



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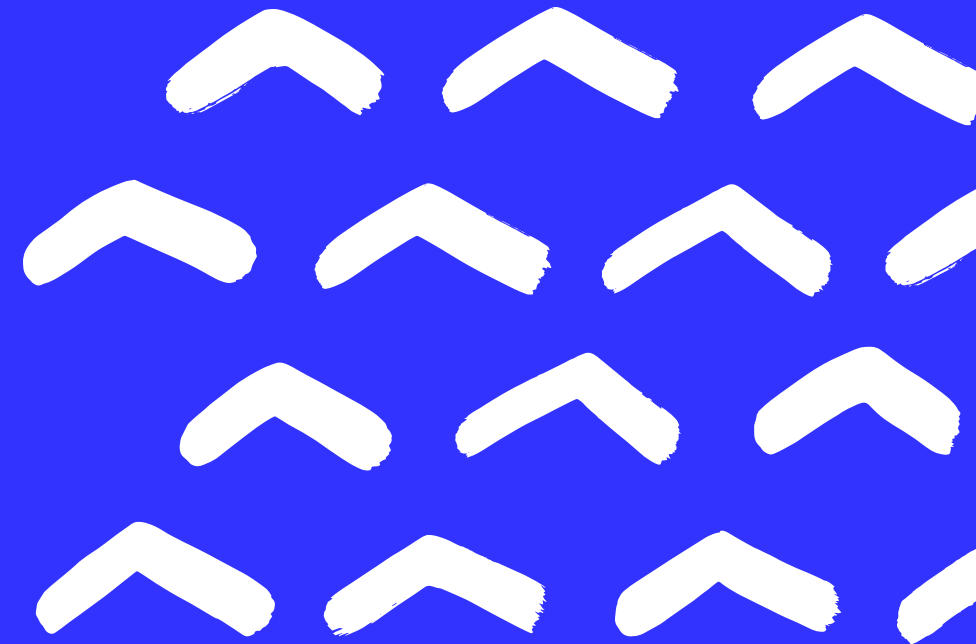
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**Me mahi tahi
tātou, mō te
oranga o
te katoa**

Let's work
together for
everyone's
wellbeing



Ākina is Aotearoa New Zealand's leading impact consultancy.



Our mission is to transform the economy by putting positive social and environmental impact at the heart of how the country does business.

Our vision is for a sustainable, prosperous and inclusive Aotearoa New Zealand, and the world.

More than ever, we are in need of businesses who are committed to, and acting on the betterment of our people and the environment.

At the Ākina Foundation, we are creating a world where positive outcomes – or impact – are a normal part of doing business.

Through our tailored consulting and capability-building services, we help organisations address poverty, inequality, environmental degradation, climate change and more, all of which affect our diverse communities. This is no small mission.

We can't do it alone and it is by working together with our partners, clients, the community and whānau that real change will come.

In FY22, we have worked with a wide range of clients and partners across the motu and this report is a story of their successes as much as our own.

We are grateful for and acknowledge the extraordinary work of the Ākina tīma, our Board of Trustees, the communities we work with, and our supporters who are all an integral part of the impact movement.

From the Ākina Board

“On behalf of the entire Board, it gives me great pleasure to welcome readers to this, the 2022 Ākina Foundation Impact Report.

At Ākina we are proud to have been an integral part in helping New Zealand organisations understand their impact but, more importantly, to strive to generate better impacts over time. At these times, when social and environmental issues are growing and increasingly impacting negatively on the country, it is critical that we all think about the positive impact we can bring to people and the planet.

All of these diverse threads are being woven together to help create a step change in the economy of Aotearoa New Zealand such that everyone can enjoy the benefits that a clean, prosperous and just nation can deliver.

In this report you will see examples of the wide variety of work that we do.

While it would be easy to despair in the face of so much work that is yet to be done, we hope this report leaves you feeling upbeat about the incredible work being done by countless people all with the singular goal of making impact a fundamental part of how we think as individuals, organisations and a nation.

I'd like to take this opportunity to thank the entire Ākina whānau for all they do to further our critical kaupapa and encourage everyone reading this document to deeply consider how they can be a part of the impact journey.”

BEN KEPES
Chair of the Board



BEN KEPES (CHAIR)



SIMON HAY



TE PŪOHO KATENE



CHERYL REYNOLDS



RACHEL SANSON



MALCOLM SHAW



WAYNE VARGIS

From the Ākina CEO

“Each year brings its own unique challenges, and I am proud of Ākina’s continued resilience and ability to meet the moment, whatever it may be. We remain inspired and optimistic about New Zealand’s future because of the dedicated people using the economy to create meaningful positive impact.

Last financial year saw an unprecedented rise in inequality in New Zealand and, many thousands are now further from achieving their goals and aspirations.

We have seen a rise in the cost of living and problem debt, and Māori and minority groups continue to face barriers when building careers, businesses or community initiatives.

Housing affordability and mental health remain worrying challenges, and New Zealanders are more concerned than ever about the climate crisis.

Yet visible change continues to give us hope. Businesses are being far more strategic in how they seek to achieve positive outcomes for their communities and the environment.

It is refreshing that impact is now a common framework and more and more businesses are shifting from simply doing activities, to making decisions and investments in a way that maximises their positive impact.

Procurement teams across Government and large companies are becoming more sophisticated by working to build resilient supply-chains and inviting suppliers to demonstrate sustainable practices. They are including a more diverse range of suppliers and impact-led businesses.

Businesses are also taking an impact-led approach to climate change.



Chapter Zero, an Institute of Directors initiative, has seen a number of business leaders building their capacity for positive change, while hundreds of companies are gearing up for mandatory climate reporting and developing adaptation plans.

Ākina has been right there with them, working to support a new found response to climate change by building the resilience of staff, customers, suppliers and the communities they operate within.

Most notably, Māori entrepreneurs and social enterprises continue to be at the forefront of using impact-led business models in innovative ways to achieve positive social and environmental change.

I would like to acknowledge the mana and mahi of everyone that has worked with us over the past year including our partners, clients, our Board of Trustees and most of all, the Ākina team.

Thank you for being an integral part of this movement. I hope you are as proud our collective impact as I am. Together we can make the change we want to see.”

NICOLA NATION
Chief Executive
Tumu Whakarae

Our Values

HE TANGATA

The people. Signifying respect and understanding for all people and cultures.

AKO

To learn or study, but also to teach or advise.

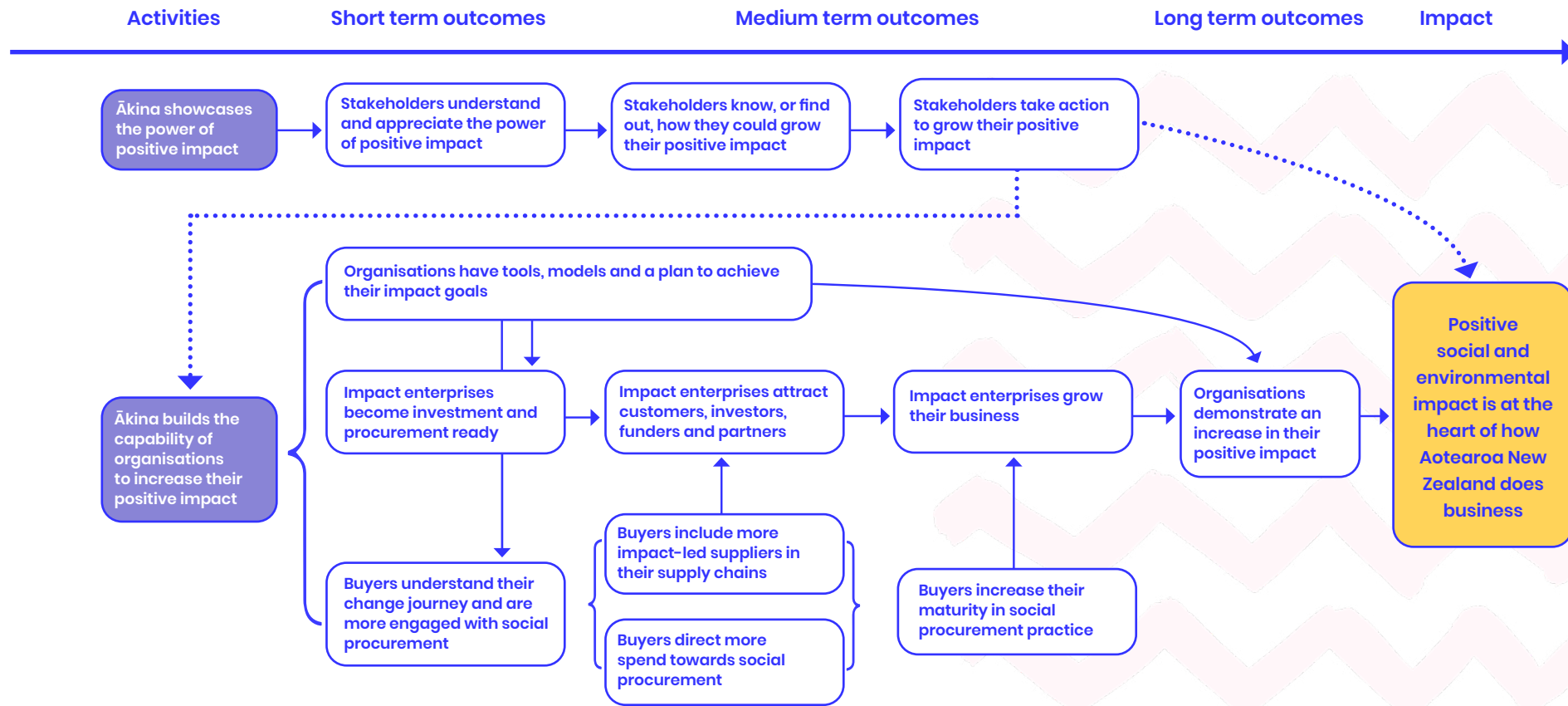
BOLD ACTION

Ākina means to challenge or encourage. It's a powerful call to bold action!

The Ākina Impact Model

Our theory of change.

Our impact model and impact narrative show the impact goals we are working towards, and how our activities achieve those goals.



Our Impact Narrative



BECAUSE

our vision is for a sustainable, prosperous and inclusive Aotearoa New Zealand...



WE BELIEVE

that every organisation in Aotearoa has the power and responsibility to create positive impact through their work...



SO WE

build the capability of organisations to increase their positive impact

AND

showcase the power of positive impact to our stakeholders...



WHICH LEADS TO

more organisations taking action to increase their positive impact

AND

impact enterprises getting the support they need to grow...



AND RESULTS IN

positive social and environmental impact being put at the heart of how Aotearoa New Zealand does business.

**ā te kimi ka kite,
Mā te kite ka mōhio,
Mā te mōhio ka mārāma**

Seek and discover,
discover and know,
know and become
enlightened

He aha te mea nui o te ao?

He tangata, he tangata, he tangata.

We aim to be a best-in-class workplace, and are always exploring innovative ways of working.

Since COVID-19, this has become even more critical.

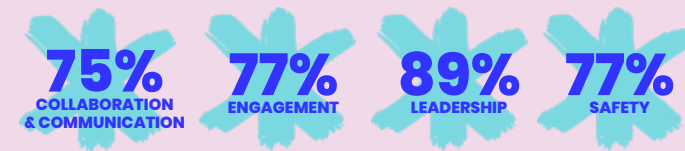
People are the heart of Ākina. We create a sense of whanaungatanga through our values and our ways of working. In doing so we strive to:

- Create a sense of belonging
- Develop people to deliver the greatest impact
- Focus on the wairua and flourishing of people inside and outside Ākina
- Bring our whole selves and our best selves to our work and our relationships
- Create a psychologically safe environment centred around trust
- Recognise our position as manuhiri when interacting with tangata whenua

Some ways in which we have supported these outcomes include:

- Flexible and hybrid working arrangements adopted by all of our tīma
- Five weeks annual leave
- Encouraging hauora leave to reflect well being, not just physical sickness
- Adopting reflective practices across the organisation
- Belbin team profiling to support deeper and more rewarding team engagement
- Additional leave and added flexibility during COVID-19
- Annual review of our People & Culture Strategy and policies to ensure they continue to be progressive and fit for purpose
- Professional development opportunities

Since 2018, Ākina has conducted an annual culture survey. In FY22, we achieved the highest results to date across the below areas:



Te Ao Māori & Te Tiriti ō Waitangi

Our journey to a better understanding of the Māori worldview.

Ākina is committed to building cultural understanding and cultural safety in a way that honours and upholds Te Tiriti ō Waitangi tuatahi ma te tangata / First through our people. Tuarua i roto i te mahi / Second through our work.

This enables us to create a more diverse, inclusive and equitable workplace that better reflect the communities we work in, and to design and deliver services that meet the needs of all New Zealanders.

This year we've undertaken a range of initiatives to continue our journey of constant learning and improvement, including:

- Creating a pilot programme called 'kia tipu te pā harakeke' – which sought to provide an immersive, responsive, wānanga series that prioritises and grows indigenous social entrepreneurs and changemakers
- Welcoming an invitation from Te Rūnanga-Ā-iwi O Ngāpuhi for our team and our Board of

Trustees to take part in a tour of the Te Tiriti ō Waitangi grounds. We shared kai, and as an act of reciprocity, Ākina lead an Impact session in Kaikohe.

- Launching Waka Aronui in partnership with Manukau Urban Māori Authority (MUMA). The programme enabled a just transition for low-income families and whānau to safe and environmentally friendly vehicles. Ākina was the lead project manager and partnered with MUMA on a pilot to distribute 20 cars to whānau in Manukau and Te Tai Tokerau (Northland) communities.
- Continued our internal Tiriti ō Waitangi working group, challenging and measuring our continued progress.
- Staff completed a Te Tiriti ō Waitangi training course.



IMAGE: ĀKINA TEAM MEMBERS AND TRUSTEES AT THE WAITANGI TREATY GROUNDS

**Toitū te marae a
Tāne-Mahuta, toitū te marae a
Tangaroa, toitū te tangata**

If the land is well and the sea is well,
the people will thrive

Confronting the Climate Crisis

An unprecedented opportunity for collaboration and change.

The climate emergency presents the biggest challenge of our time. As an organisation, and people, our positive impact on our environment is more than essential. It's existential.

Being climate positive acknowledges the urgency of the problem, and demonstrates a commitment to being part of the solution. If we're serious about tackling the climate crisis (we are), we need to see action from all corners of business, government and society.

With a collective goal to help keep the planet within a 1.5 degree rise above pre-industrial temperatures, we need to mitigate the worst effects of man-made climate change. The reduction of carbon dioxide emitted by human activity is one way of doing this.

Though we'll need to innovate large scale solutions to tackle the climate crisis

worldwide, it is important to focus on the impact that we can have both individually and collectively.

New Zealand business leaders understand the risk that climate change presents, not only to their organisations but every part of our economy and communities.

With this, there is an unprecedented opportunity for and engagement across industries and sectors. Ākina can attest to this shift, having seen a marked increase in the number of clients and partners working to create the conditions for collaboration on the issue. And they are using impact tools to increase their chances of success.

Organisations are developing clear and compelling impact models that logically link their activities, consistently measuring their progress and better communicating their impact. This is aligned with the Collective

Impact methodology, a proven approach from social change advocates where stakeholders work together on sticky, systemic social challenges.

Climate change makers that Ākina has supported include:

Directors

- *Chapter Zero New Zealand* is part of the *Climate Governance Initiative*, hosted by the Institute of Directors in collaboration with the *World Economic Forum*. Building a global network of company directors committed to taking action on climate change, Chapter Zero is well placed to help directors to learn, share and to facilitate their companies taking collective action.

- *Climate Leaders Coalition* is CEO-led community of close to 100 organisations leading the response to climate change through collective, transparent and meaningful action on mitigation and adaptation.

Businesses

- *Climate Connect Aotearoa* is leveraging innovation and collectivism to encourage diverse entities to work together to deliver practical solutions to accelerate the transition to a climate resilient, low carbon society.

Funders & Supporters

- *Ministry for the Environment, Environment Hubs Aotearoa*, and *Foundation North* are all working alongside initiatives that are growing local responses to climate change.

Communities

- *Localised* is facilitating the growth of community waste recycling centres to build a circular economy in partnership with local community organisations.

Being a Climate Leader

Going further and faster on climate.

The Ākina carbon footprint covers the emissions of all staff offices located in Ōtautahi Christchurch, Te Whanganui-a-Tara Wellington, and Tāmaki Makaurau Auckland. It also covers remote workers and business operations including waste, electricity, travel and accommodation, including Scope 1, 2 and 3 emissions in accordance with international standards.

Ākina is committed to reducing our absolute scope 2 and scope 3 emissions by 42% by 2029 from a 2019 base year. This means reducing our emissions from 69.79 tCO₂e to 40.4 tCO₂e.

In doing so we demonstrate climate leadership that is consistent with our domestic climate change legislation (Climate Change Response Act 2002) and with the overall goal of keeping within the 1.5 degrees target.

Each year we independently measure, certify and offset 120% of our carbon through social enterprise Ekos.



**OUR EMISSIONS FOR FY22
WERE TCO₂E 23.36 – A 66.52%
REDUCTION FROM OUR BASELINE
YEAR OF FY19.**

Central to our duty of care for our shared environment and home, we acknowledge our role of kaitiakitanga (guardianship or stewardship) in relation to papatūānuku and endeavour to operate in a way that ensures the protection of her wellbeing and the resources that she provides.

Ākina is a proud member of the [Climate Leaders Coalition](#) (CLC) since 2021. A CEO-led community of close to 100 organisations, we are leading the response to climate change through collective, transparent and meaningful action on mitigation and adaptation, and accelerating our transition to a zero carbon and climate resilient future.

As a signatory of the CLC we honour the principles of Te Tiriti o Waitangi and play our part in supporting Aotearoa’s climate commitments by:

- Reducing our own emissions and leading the way on climate adaptation and a just transition;
- Creating momentum that influences all businesses to act on climate change, and providing peer-to-peer support that enables this; and



- Promoting cross-party support for effective policy that provides the certainty that businesses and communities need to invest and transform.

In signing the 2019 Statement of Ambition, we successfully met all the minimum requirements:

- Measuring emissions and reporting them publicly;
- Adopting short-term gross absolute science aligned targets for scope 1 and 2 emissions to support the delivery of substantial reductions needed to limit future warming to 1.5 degrees Celsius;
- Assessing climate change risks and publicly disclosing them; and
- Proactively enabling employees and suppliers to reduce their emissions.

In June 2022, CLC launched a new [Statement of Ambition](#) - designed to drive signatories to go further and faster across the key pillars of climate action - mitigation, adaptation and transition. Ākina has proudly met the minimum requirements.

**Manaaki whenua,
manaaki tangata,
haere whakamua**

Care for the land,
care for the people,
go forward

Equipping for Impact

Organisational tools, models and a plan to achieve impact goals.

We want to see an Aotearoa where more businesses are making a positive difference.

In order to achieve this, we need organisations of all shapes and sizes to strategically embed impact into how they do business.

Ākina works with all organisations – from community enterprises to large government agencies and big business – who are motivated to do more for people and the planet.

By equipping them with practical impact tools and frameworks we are helping to build their capability to achieve better social and environmental outcomes and demonstrate an increase in their positive impact.

“Many of the community organisations we support don’t have the tools to be able to tell a clear impact story. This is vital to ensure their financial sustainability into the future and we are committed to seeing that they succeed.”

ROMILLY CUMMING
Senior Analyst
Ministry for the Environment

74
MODELS,
FRAMEWORKS
AND TOOLS

ĀKINA SUPPORTED
101 ORGANISATIONS
TO DEVELOP BESPOKE MODELS, PLANS OR FRAMEWORKS
TO HELP MANAGE AND GROW THEIR IMPACT.

42
ORGANISATIONS
RECEIVED 1:1
COACHING SESSIONS

ĀKINA DELIVERED COACHING SESSIONS
THAT ENABLED ORGANISATIONS TO TAKE AN
OUTCOMES-LED APPROACH TO THEIR WORK.

> INSIGHT

Governments Want to Measure the Impact of their Investments

Ākina is seeing a growing number of government agencies looking to maximise the impact of their investment funds through effective impact management. The first step on this journey is to understand the impact of their investments, and Ākina has supported clients to deepen their understanding through the development of bespoke measurement frameworks.

By taking an impact-led approach to outcomes measurement government can determine how their investments are contributing to governmental priorities.

Impact management and measurement resolves an issue that has plagued government investment for some time; a lack of an initial outcomes definition and measurement framework that has caused a piecemeal understanding of any impact achieved.

Government's decentralised investment model allows agencies to understand the issues and desired outcomes from the perspective of those

most affected by them. Through effective impact measurement they are able to design practical mechanisms to capture data and demonstrate a compelling story of change – whether from a social, cultural, environmental, or economic perspective.

A theme of many government investment funds is that they are designed to deliver impact by investing in regional partners and community organisations. There remains a challenge and an opportunity for government to support partners and community organisations to adopt social enterprise models and become financially self-sufficient while delivering positive social and environmental outcomes.

In April 2021, Ākina delivered recommendations to government about how it could continue to support this sector. In relation to impact investing Ākina has recommended (amongst other things) that government co-invests in impact funds to grow a private led impact investment sector. We look forward to continuing this conversation in the future.

> CASE STUDY

Creating an Impact Management Approach

Ministry for the Environment

Working with Ākina, the Ministry for the Environment (MfE) has adopted an impact management approach with their Community Investment Funds.

MfE invests these funds to build the capability and capacity of the local organisations, iwi and community groups delivering environmental projects in their region, ranging from riparian planting initiatives to freshwater restoration projects.

With MfE's support these organisations are able to expand the scope and scale of their projects and contribute to MfE's broader strategic goals.

The model draws on the respective strengths of government and community entities and it allows for the alignment of government strategy and policy objectives with the local knowledge and networks of regional and community groups.

This important project has helped ensure MfE funding has real impact, helping these groups to continue achieving social and environmental outcomes into the future and benefiting all of Aotearoa.



Ministry for the
Environment
Manatū Mō Te Taiao

“This impact management project has equipped these groups to identify organisational priorities into the future, other potential funding avenues, and a path forward to achieving greater financial resiliency. Ministry staff were excited to see the work happening in this space and found the financial sustainability workshop particularly interesting. Ākina’s professionalism and positive attitude meant the project was well structured and was completed within a challenging time frame.”

GEMMA FERNIHOUGH
Senior Analyst
Ministry for the Environment

> CASE STUDY

Measuring the Impact of Government Spend

Ministry of Business, Innovation and Employment (Kānoa)

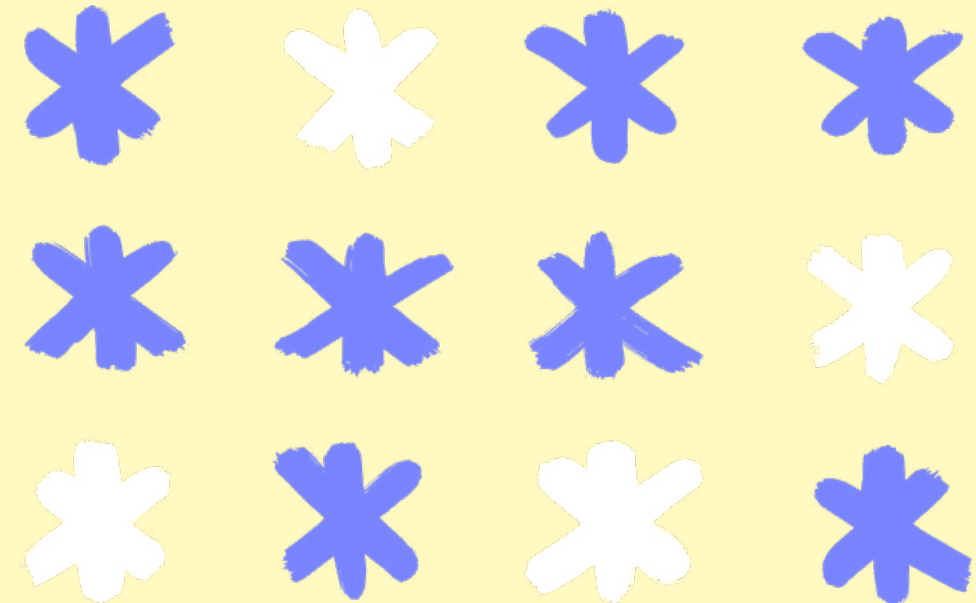


Kānoa is using a decentralised investment model with their Regional Strategic Partnerships Fund (RSPF), with \$200m designed to boost economic development in regional Aotearoa through partnerships with local businesses. This will catalyse private investment aligned with the Productive, Resilient, Inclusive, Sustainable, and Māori-enabling (PRISM) vision for regional economies.

Ākina developed an impact management framework for the RSPF, including a set of impact indicators that could be measured at a project level and aggregated at a fund level. This allowed Kānoa to understand the impact of the RSPF portfolio, communicating this impact to partners, stakeholders, and the public, and crafting the narrative around investments.

This work involved connecting with regional businesses across a range of sectors to ensure they understood the impact measurement and reporting processes. The feedback from these organisations helped us tailor a set of indicators that were practical and provided quality insights for Kānoa to tell an impactful story about their investments in our regional economies.

By implementing impact management at the beginning of the funding lifecycle, Kānoa can track and communicate their progress towards their PRISM objectives as the fund matures.



> CASE STUDY

Creating a Just Transition for Whānau

Waka Aronui

Waka Aronui is a programme that enables fair access for low-income families and whānau to the leasing of safe and environmentally friendly vehicles.

Ākina was the project intermediary and partnered with the Manukau Urban Māori Authority (MUMA) on a pilot to distribute an initial round of 20 cars to whānau in Manukau and Te Tai Tokerau (Northland) communities.

It was a partnership requiring expertise in community engagement and cultural understanding to ensure the mahi met the needs of local communities.

Ākina facilitated a series of focus groups with South Auckland whānau to understand their aspirations for Waka Aronui, capturing insights around potential barriers and benefits to their participation.

Platforming the voice of Māori communities in an authentic way required establishing a trusted partnership and ensuring we understood the specific issues affecting the local communities. Our approach was tailored to the community, making the workshops transparent, jargon-free, and accessible so that participants felt comfortable sharing their stories.

Ākina developed an impact model and measurement framework. This ensured the programme's outcomes were clearly articulated and had a set of supporting measures which could be used to capture positive social and environmental impact.

These tools were designed through a te ao Māori perspective, providing whānau with both an understanding of the impact and a mana-enhancing experience.

At the end of 2022, the programme was fully subscribed, with many community members sharing the impact that being in the programme has had for their whānau.

Ākina helped to communicate the impact of the programme to the Government, which led to a \$20M budget allocation for 2022/23 to support the scaled design and delivery of social vehicle leasing through the emissions reduction plan.



THE ĀKINA TEAM AND MUMA AT THE LAUNCH OF WAKA ARONUI. JOINED BY MINISTER FOR TRANSPORT, HON MICHAEL WOOD, AND PROGRAMME PARTNERS TOYOTA, THE TINDALL FOUNDATION, AUCKLAND COUNCIL, MBIE AND WAKA KOTAHI.

“Waka Aronui supports whānau like ours in our community and allows us to continue pursuing our whanau ora in a sustainable and eco-friendly way.”

COMMUNITY PARTICIPANT
Manukau

> CASE STUDY

Growing Indigenous Entrepreneurs

Ministry of Social Development (Auckland region)

With the Ministry of Social Development's Auckland Regional team, Ākina created a pilot programme called 'Kia tipu te pā harakeke', or 'the flax plantation growing indigenous entrepreneurs.'

An immersive wānanga series built to prioritise indigenous social entrepreneurs and changemakers, these meaningful sessions provided an opportunity for us to further develop the cultural responsiveness of our capability-building services.

Rather than retrofitting Western capability building methodology to achieve this, we worked hard from the foundation up – with our mahi created with indigenous entrepreneurs, for indigenous entrepreneurs.

After the successful pilot, Ākina will now work with key partners to further refine and deliver this programme with the objective of increasing the number of successful māori and pacific impact-led enterprises in Aotearoa.

Kia tipu te pā harakeke was piloted in early 2022, and has been independently evaluated by Centre for Social Impact. The evaluation was funded by Foundation North.



PROJECT DESIGN AND DELIVERY TEAM (FROM LEFT) HERMIONE MCCALLUM-HAIRE, JESSICA PALALAGI AND SUPPORTED BY ANNE PURCELL.

"I have come away with a stronger network, more whanau members. It was good to connect with others experiencing the same challenges.

KIA TIPU TE PĀ HARAKEKE PARTICIPANT

Ko ngā pae tawhiti
whāia kia tata,
ko ngā pae tata
whakamaua kia tīna

Seek out distant horizons,
and cherish those
you attain

Investing in Impact

Supporting impact enterprises to be investment ready.

New Zealand's impact investing market continues to grow, increasing from \$3b to \$8b from 2020 to 2021.

With this, investors are gaining a greater understanding of the positive environmental, social and cultural impact they can achieve, hand in hand with financial returns.

With more of this investment flowing into impact, there need to be impact-led enterprises ready for investment and Ākina's Impact Investment Readiness

Programme (IIRP) is helping to solve the shortage of investable deals.

The IIRP programme helps fund impact-led businesses to access the professional services they need, to become ready for investment.

Recipients of grants from the 2021 programme have already raised an impressive \$17.8m, a whopping 64x return on the \$275,000 funding allocated.

Programme funding generously provided by:



Impact investing brings together problem-solvers of real world challenges. This is reflected in the 169 applications received for the 2021 IIRP, with good spread across environmental, social and cultural impact areas.



APPLICATIONS RECEIVED BY IMPACT LED BUSINESS IN 2021



NUMBER OF IMPACT ORGANISATIONS WHO WERE AWARDED A READINESS GRANT



PREVIOUS RECIPIENTS FROM THE 2021 PROGRAMME HAVE ALREADY RAISED \$17.8M – 64 TIMES RETURN ON THE \$275,000 FUNDING ALLOCATED TO THESE ORGANISATIONS

Investing in the Environment

We are seeing that New Zealand businesses that are focused on environmental issues are more and more likely to receive investment over those that aren't.

In fact, of the 11 recipients of Ākina's 2021 IIRP, almost three quarters were focused on environmental impact. The recipients who have gone on to raise further investment were also notably focused on environmental impact.

This could be because investors understand climate change and see a clearer path to engagement.

Impact investors have an opportunity to broaden the pipeline of investable businesses by increasing their awareness and comfort around investing for social impact and investing in Māori businesses.

This should include investing in housing, the Māori economy, healthcare and education.

72% of Impact Investment Readiness recipients are focussed on the environment

40% Ākina certified suppliers* are focused on the environment

> CASE STUDY

Innovation in the Agricultural Sector

Leaft Foods

Leaft Foods are striving to reduce the environmental impact of agriculture by creating a new economy that taps into the global shift to plant-based eating, having developed a model that extracts a highly nutritional plant protein called Rubisco from green leafy crops.

IIRP funding supported them to scale their R&D production and maximise their environmental outcomes and supply chain efficiencies.

Announcement of a US\$15m investment led by Khosla Ventures followed this growth, with funding from Memphis Grizzlies NBA player Steven Adams and New Zealand-based investors including Ngāi Tahu (via their New Economy Mandate) and ACC's Climate Change Impact Fund.

Leaft's success during the investment raise was largely attributed to the organisation's technical progress and alignment with its environmental mission.

The company remains laser-focussed on delivering on its investment milestones and unlocking a practical solution for the agricultural sector and planet.



LEAFT FOODS CO-FOUNDERS, MAURY LEYLAND PENNO AND JOHN PENNO

“With Ākina's Impact Investment Readiness Programme, we invested in advisory services for investment strategy, financial modelling, intellectual property, pitch deck and information memorandum design, giving our team an edge during the pitching and due diligence process.”

ROSS MILNE
Leaft Foods
CEO

**Mā te tini,
mā te mano,
ka rapa te whai**

By many, by thousands,
the work will be
accomplished

Procuring for Impact

Helping buyers understand and engage with social procurement.

Social procurement, sustainable procurement, supplier diversity, broader outcomes – whatever you call it, using supply chains to create impact is now best practice.

The Ākina social procurement programme is designed to increase the maturity and capability of buyers across the market.

In FY22, 13 organisations signed up to our social procurement programme as Impact Buyers. Combined, their procurement spend is well over \$30 billion each year.

Their membership shows their commitment to creating positive impact by evolving their procurement practice, enabling them access to Ākina capability-building support for their teams.

By buying from impact-led businesses, they're purchasing positive outcomes and helping impact-led businesses grow.

Ākina provides our buyer members with advisory time, tools, resources and events that help them build their procurement practice to deliver greater positive impact through their procurement activity.



WE DELIVERED 16 CAPABILITY BUILDING EVENTS FOR BUYER MEMBERS



13 MEMBERS IN OUR SOCIAL PROCUREMENT BUYER GROUP



90% OF OUR MASTERCLASS PARTICIPANTS FELT THEY INCREASED THEIR SOCIAL PROCUREMENT KNOWLEDGE

Meeting Buyer Demand

Supporting impact enterprises to be procurement ready.

With this increased uptake in social procurement practices from buyers across New Zealand, there is increased demand for impact-led businesses that are procurement-ready.

Yet as these new enterprises come to the fore, how can buyers be sure that the impactful outcomes being promised are being meaningfully created, and measured?

Ākina's Impact Certification gives buyers confidence that these enterprises are creating genuine impact through their investment.

By validating this for both buyers and suppliers, Ākina is helping to create an environment where all parties are equipped to commit to and deliver significant contracts.

You can tell that an organisation has been certified because they'll display the Ākina Impact Supplier mark – a clear sign they're ready to be connected to businesses that are looking to buy goods and services that create positive impact.



WE CERTIFIED 87
IMPACT-LED BUSINESSES



CERTIFIED SUPPLIERS OFFERED
126 PRODUCTS AND SERVICES



Buyers are Engaged

Demand for impact-led and diverse suppliers continues to grow, however there remains a capacity gap between supply and demand.

Corporate and government buyers have a key role to play in bridging this.

Buyers are increasing their knowledge and understanding of social procurement, impact and outcomes. As a result, they are asking more sophisticated questions and are increasingly focussed on measurement.

We are seeing buyers embedding social procurement more intentionally into their processes, engaging earlier and being clearer with the market about “what good looks like”.

Equality, Impact-led suppliers working with corporate clients are performing better in procurement processes, providing clear evidence they are growing in confidence and capability.

We are also seeing procurement professionals focus on process and policies at the expense of “just getting started.”

There is a need to link social procurement to organisational strategy, with executive sponsorship to help overcome some of these challenges. Importantly, Government has reset its reform process with Cabinet and is committed to Broader Outcomes. However, the system needs greater support to deliver on these intentions including impact measurement.



Buyer Masterclass Learnings

Ākina delivered five Social Procurement Masterclasses this year, each empowering our Buyer Members to increase the impact of their work.

MASTERCLASS FOCUS AREAS:

- MODERN SLAVERY
- LIVING WAGE
- BROADER OUTCOMES IN PROCUREMENT
- MEASUREMENT AND REPORTING
- DELIVERING IMPACT THROUGH YOUR PROCUREMENT PLAN



Key learnings from the sessions:

- Foundations matter – social procurement can be difficult when the basics are not strong
- Language and terminology – there remains confusion in the market about terms relating to procurement and an onus on all procurement professionals to make this easier for suppliers
- Consider social procurement early in a procurement process – talk to the market about what is possible, be targeted on the outcomes, and recognise the impact that can grow over time
- Ethical procurement should be embedded in any social procurement journey – living wage and modern slavery are highly related to the social procurement journey
- Use ethical and sustainable initiatives to bring HR and sustainability teams closer to procurement activity – find ways to collaborate on the organisational change required for success
- Focus on delivering positive impact in the supply chain to address the negative
- Have honest conversations – focus on continual improvement
- Measurement is key, but imperfect data should not be a barrier to getting started

> CASE STUDY

Common Goals, Community Outcomes

Kāinga Ora

Kāinga Ora are leaders in Social Procurement, actively using their investment and buying decisions to make environmental, social and economic impact.

Partnering with construction company Icon to deliver the Greys Avenue project – an innovative 276 apartment complex in central Auckland – Kāinga Ora was committed to providing broad social outcomes including:

- Help boost employment and training opportunities
- Grow Māori and Pasifika businesses
- Support worker wellbeing
- Minimise environmental impact
- Foster a positive relationship with the community

ākina worked with Kāinga Ora to help them identify the social and environmental impact they were

achieving through their progressive procurement activities, and map this to their organisational purpose.

With many competing initiatives across the organisation, there was an opportunity to take an outcomes focus that demonstrated their impact and helped guide their investment decisions.

Together, we developed an impact model using the project to help us understand the progressive procurement activities already taking place, and the environmental and social outcomes achieved.

We supported them to refresh their Progressive Procurement Framework (Pā Harakeke) to have more of an impact focus and worked with them to identify upcoming projects with which to integrate impact measurement and organisational change requirements.



IMAGE SUPPLIED BY KĀINGA ORA

“We are driving impact to help communities, and in turn delivering more skilled workers, which helps with the underlying goal of building more houses.”

DALLAS PAOTONU
Manager Strategic Social Procurement
Kāinga Ora

> CASE STUDY

Growing Social Procurement Capability

Beca

An independent advisory, design and engineering consultancy employing more than 3,800 people in 25 offices around the world, Beca strives to 'make everyday better'.

To progress Beca's journey of implementing social procurement, Ākina conducted internal capability-building sessions, brainstorming how the organisation could implement practical actions to increase their impact.

With support from Ākina, Beca have taken an action learning approach, focusing on engaging with diverse suppliers through regional pilots and centres of excellence.

Beca also worked with Ākina to identify and understand the areas where they currently make an impact and how they can do more. Through this work, they can align their purpose with their procurement decisions.

Social procurement is now more widely understood at Beca, with a growing number of champions across a wide range of teams and an increase in the number of engagements with diverse suppliers.



IMAGE SUPPLIED BY BECA

“Ākina helped us in so many ways: their masterclasses and community of practice helped to grow the capacity of our team in regard to social procurement. They also helped us to understand the scale of the impact we were already having and how we could do more, faster. We now have a passionate group of champions who are leading the charge across the business”

SARAH LANG
 Business Director
 Government Advisory and Strategic Relationships
 Beca

Ki te kotahi te kākaho, ka whati;
ki te kāpuia, e kore e whati

When we stand alone
we are vulnerable,
but together we
are unbreakable

Talk to us about starting your impact journey



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From the Ākina team

Thank you for reading. We are proud of what we achieved in FY22, whether it was increasing our cultural responsiveness, measuring our carbon footprint, or advocating for the impact of others.

Ākina continues an ambitious impact journey to amplify positive outcomes across Aotearoa New Zealand. If you would like to join the growing movement of organisations working to improve lives and our environment, get in touch.

Together, we can make a positive difference.

www.akina.org.nz



Ngā mihi nui

