CENTRE for SOCIAL IMPACT
A Foundation North Initiative

EVALUATION OF THE CATALYSTS FOR CHANGE FUNDING PROGRAMME: **SUMMARY REPORT**

WHAT HAVE WE LEARNT ABOUT FUNDING INNOVATION AND IMPACT?

AUGUST 2019

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INTRODUCTION

In 2012 Foundation North (then the ASB Community Trust) established the Catalysts for Change (CFC) programme, a model of venture philanthropy intended to "create significant positive changes in our communities by supporting innovative projects and practices".

The programme was focused on two key populations:

1) young people not in education, employment or training (NEET youth); and

2) early years children up to five years and their families/whānau

By providing targeted funding and supporting innovative projects and practices among the organisations funded through the CFC programme, the Foundation aimed to achieve systems-level change on issues that had previously been considered difficult to influence – in particular, NEET youth and children in their early years.

As the first cohort of grantees finished their granting relationships with the CFC programme in October 2018, it is timely to evaluate the summative impacts of and learnings from the CFC programme. The purpose of this evaluation is to: a) understand the impacts of the CFC programme; and b) describe what is being learnt about effective venture philanthropy in Aotearoa.

The key evaluation questions are:

- To what extent has the CFC programme improved outcomes for programme participants?
- To what extent has being part of the CFC programme impacted on organisational development and innovation outcomes?
- To what extent has the CFC programme impacted on the non-government-organisation (NGO) ecosystem?
- What are we learning about models of effective venture philanthropy in Aotearoa?

In exploring these questions, this evaluation focuses on the cumulative experience of the grantee organisations participating in the programme, and the implications for venture philanthropy in Aotearoa. The impacts achieved by individual grantee organisations have been separately reported to Foundation North since 2014.

Informed by earlier evaluation work undertaken for Foundation North, a simple rubric has been developed for this report.

Strong and consistent evidence of progress in achieving intended impacts of the CFC programme

Generally good evidence of progress in achieving intended impacts of the CFC programme

Some evidence of progress in achieving intended impacts of the CFC programme but with areas of concern

Minimal evidence of progress in in achieving intended impacts of the CFC programme and significant areas of concern

EVALUATION OUTCOMES

Summative findings demonstrate:

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1. TO WHAT EXTENT HAS THE CFC PROGRAMME IMPROVED OUTCOMES FOR PROGRAMME PARTICIPANTS?

Key evaluation question	Rating	Commentary
To what extent has the CFC programme improved outcomes for programme participants?	●	• Generally good evidence of progress in achieving intended impacts of the CFC programme • Evidence demonstrates that a wide range of programmes, supporting a wide range of outcomes for young people, have been designed and delivered • General consensus that outcomes are directly attributable to being part of the CFC programme

A wide range of positive outcomes for young people have been reported, including:

Examples of programmes delivered through CFC programme	Examples of outcomes for programme participants
Support for work readiness	• Increased knowledge of employment opportunities, different positions and workplaces • Established positive mentoring relationships to assist with sustainable employment opportunities • Increased work experience and internship opportunities • Completion of technical skills qualifications for employment • Improved CV-writing skills
Mentoring for vulnerable youth	• High-trust relationships established with significant adults to support problem-solving and engagement with positive life opportunities • Young people at high risk of becoming NEET remain successfully engaged with school and education opportunities
Employment placement	• Engagement with sustainable employment
Re-engagement with education opportunities for NEET youth	• Achieved sustained engagement with education opportunities • Positive increases in wellbeing measures
Support for young Pasifika and Māori men to improve education and learning outcomes	• Significant improvements in maths knowledge, strategy and literacy outcomes
Support for young people in residential care settings	• Improved educational outcomes • Increased positive behaviours
Cultural identity	• Increased knowledge of history, tikanga, iwi aspirations • Increased cultural identity and positive awareness
Youth development	• Positive increases in all measures of youth development • Increased positive self-belief
Increase in the number of Pasifika and Māori youth with pro-social behaviours	• Improvements in executive functioning behaviours and impulse and emotional control • Improvements in mental flexibility, concentration and positive social behaviours

Examples of programmes delivered through CFC programme	Examples of outcomes for programme participants
Youth health	• Improved health outcomes, including increased healthy behaviours and reduced unhealthy behaviours • Reduction in smoking • Reduced obesity • Improved emotional regulation • Increased knowledge about positive decision-making • Increased resilience
Reduce reoffending	• Completed Family Group Conference requirements • Reduced rates of reoffending • Increased positive life choices and behaviours • Increased genuine and meaningful re-engagement with high-risk youth • Development of whakawhanaungatanga and strengthening of circles of culturally appropriate support • Successful transition to employment, education and training • Engagement with counselling and support • Increased understanding of justice system
Driver licensing programme	• Increased driving skills • Achieved driver licences
Personal skills	• Increased sense of self-efficacy • Increased ability to look after own needs • Increased problem-solving skills
Introduction to social entrepreneur concepts	• Increased knowledge of marketing and social enterprise • Enhanced creative expression
Housing support	• Sustainable engagement with housing • Housing stability enabling increased engagement with sustainable employment opportunities
Peer leadership programmes	• Increased whanaungatanga/connections with peers • Increased key competencies of thinking and participation • Increased demonstration of peer leadership • Decreased behavioural issues • Increased ability to set and achieve personal goals • Demonstrated leadership in governance settings • Improved evaluation, critical thinking and assessment skills • Increased programme design skills

Representatives of grantee organisations are also very positive about the impacts of the CFC programme on supporting positive outcomes among young people and their whānau.

> *These outcomes have been achieved as a result of the whole model –*
> *not just the funding but also the CSI [Centre for Social Impact] support*

Reflecting on the contribution of being part of the CFC programme to achieving the outcomes described, there was strong agreement that being part of the programme directly contributed to achieving the outcomes.

> *Many of these organisations would not be here today without the CFC programme, particularly those that are focusing on working alongside Māori and Pasifika whānau, they're significantly stronger as a result of being in the programme, Government agencies are hoping for these outcomes and are comforted by the fact that Foundation North and CSI are involved too*

2. TO WHAT EXTENT HAS BEING PART OF THE CFC PROGRAMME IMPACTED ON ORGANISATIONAL DEVELOPMENT AND INNOVATION OUTCOMES?

Key evaluation question	Rating	Commentary
To what extent has being part of the CFC programme impacted on organisational development and innovation outcomes?	●	• Generally good evidence of progress in achieving intended impact to support organisational development and innovative projects and practices, to enable grantee organisations to operate as effective social businesses and change agents to achieve catalytic outcomes • Organisational development is evident, but some concern about organisational sustainability and resilience

The following table summarises the key organisational development focus areas, and describes the organisational development and innovation outcomes that were achieved by grantee organisations as a result of being part of the CFC programme:

Organisational development and innovation focus areas	Organisational development and innovation outcomes
Strategic direction and impact	• Increased clarity across whole of organisation of strategic direction and intended impact, development of strategic plans to guide organisational planning and development • Increased awareness of role and contribution to NGO ecosystem, and strategic opportunities for ecosystem-level impact • Increased engagement with wider range of external stakeholders, including other potential funders and organisations with similar impact intentions
Governance for impact	• Improved infrastructure to support effective governance, including review of skills, requirements and terms of appointment for effective Trustees to support social businesses • Recruitment and retention of skilled Trustees • Increased diversity of Trustees, to ensure ethnic, age and gender diversity • Implementation of evaluation of Board skills, effectiveness and impact • Design and implementation of youth/adult partnership models of governance • Design and implementation of youth advisory groups to inform strategic and operational decision-making
Enterprise development	• Design and development of social enterprise model to fund ongoing social impact of charitable businesses • Design and development of backbone social business to support community organisation's collective impact
Leadership	• Increased personal leadership skills to support enhanced organisational leadership culture • Increased implementation of dispersed leadership cultures across key individuals and teams, and shared leadership models • Recruitment and retention of expanded and skilled leadership teams • Evolution of leadership roles within teams, including shift from founder CEO to other roles

Organisational development and innovation focus areas	Organisational development and innovation outcomes
Youth engagement	• Prototyping of effective participatory engagement strategies to engage young people in consultation, co-design and implementation of social impact opportunities
Cultural responsiveness	• Increased cultural awareness and responsiveness to support the needs of Māori and Pasifika rangatahi and whānau. • Increased representation of Te Ao Māori and Pasifika world views among Trustees and operational staff teams • Increased engagement with Te Ao Māori and Pasifika concepts in evaluation and learning approaches
Organisational capacity	• Increased recruitment and retention of professional staff, supported by clear role descriptions and professional development • Increased awareness of evolving workforce requirements to support effective programme design and delivery • Increased opportunities for professional development of staff to drive overall organisational capacity
Programme design	• Increased evidence of programme design that is based on kaupapa Māori and Pasifika cultural frameworks to better meet the aspirations and needs of programme participants • Improved programme design, increased understanding of expected outcomes, increased opportunities for youth participation in programme design • Adopting models of inclusion of disenfranchised and vulnerable communities to find solutions, and to design and implement appropriate programmes
Organisational infrastructure	• Increased implementation of effective technology to support efficient organisational infrastructure • Enhanced and expanded policy frameworks to support effective organisational design and delivery
Monitoring and evaluation	• Design and implementation of kaupapa Māori evaluation frameworks, tools and approaches • Design and implementation of Pasifika values-based evaluation frameworks, tools and approaches • Increased engagement with 'learning for innovation' model, which incorporates principles from evaluation, continuous improvement, and learning and reflection practices • Improved data-driven infrastructure to enable programme monitoring, organisational intelligence and information-gathering • Development and implementation of participatory evaluation culture • Increased engagement with strategic and operational implications of monitoring, evaluation and learning

Grantee organisations valued the opportunities to experiment, and to be supported to innovate through the CFC programme. While innovation has been approached in a range of ways, being part of the CFC programme has provided grantee organisations with time to reflect, support for innovation and opportunities to prototype. Being part of the CFC programme has provided grantees with opportunities for greater exposure to innovation and opportunities to explore what innovation could mean when applied to their programmes and businesses. One of the key challenges for CFC programme grantees has been the expectation that they would achieve sustainability within the period of their grant funding. While sustainability was not explicitly defined, assumptions during their investment planning process suggested this meant obtaining other forms of funding from funders other than Foundation North. There is strong agreement that this is an unachievable expectation, particularly for organisations that were start-up or emergent when they entered the CFC programme.

3. TO WHAT EXTENT HAS THE CFC PROGRAMME IMPACTED ON THE NGO ECOSYSTEM?

Key evaluation question	Rating	Commentary
To what extent has the CFC programme impacted on the NGO ecosystem?	●	• Generally good evidence of progress in achieving intended impacts of the CFC programme • Recognition that expectations of system-level change were significant alongside expectations of organisational development, programme design and innovation • Pleasing emergent evidence of CFC programme grantee organisations' engagement with key stakeholders, and initial indications of ecosystem impact • Evidence that the development of the CFC programme has influenced strategy and programme design across the philanthropic sector

The CFC programme intended to support and facilitate systems-level change to enable improved outcomes for NEET youth; and children in their early years. However, collaboration between CFC programme grantee organisations to date appears to have been limited, and while organisations have reported good intentions to collaborate, there has been minimal tangible action. Two CFC programme grantee organisations have worked together through a fee-for-service arrangement to support a specific project, and others are supporting each other's evaluation learning and development requirements.

The most developed collaboration is occurring between two grantee organisations that are developing a tuakana/teina relationship, as both have tikanga-based values frameworks underpinning their organisations. This has occurred as a direct result of being part of the CFC programme, and focuses on providing mentoring and evaluation support.

Other CFC programme organisations have discussed opportunities to work together in the areas of alternative education and youth justice. Collectively, these are preliminary signs that relationships are developing to the stage where collaboration is more likely to be possible.

Outside the CFC programme organisations, there is evidence that the learnings and innovation facilitated as a result of the CFC programme support are being shared with other organisations. Learnings, programme design and innovation approaches from the CFC programme are being shared to scale impact across a wider geographic area, as well as to support the growth of social enterprise opportunities.

4. WHAT ARE WE LEARNING ABOUT MODELS OF EFFECTIVE VENTURE PHILANTHROPY IN AOTEAROA?

Priority operational delivery learnings are summarised in the following table.

CFC programme component	Key learnings
Readiness assessment	Readiness assessment works best when multiple and diverse perspectives are represented to discuss innovation and catalytic impact
Investment plan	The investment plan model has significantly evolved over time to become more agile and adaptive and should be considered a living document and a guideline for intentions for impact, rather than a restrictive 'contract'. Key challenge is aligning expectations over time with emergent deliverables and innovation
Organisational development	CFC programme has adapted over time to be responsive to a seed-scale-system model of funding, which facilitates increased responsiveness to each applicant's organisational maturity and growth potential
Capacity development	Format and type of capacity development opportunities have continued to change over time, in response to evolving needs
Agility and adaptability	Agility, leanness and adaptability have increased over time, supporting programme participants to be responsive and innovative. Increased focus on understanding intended impact, with less prescriptive focus on expected inputs and outputs
Cultural responsiveness	Engagement with appropriate cultural frameworks is key to success, particularly when working to support Māori and Pasifika community outcomes

CFC programme component	Key learnings
Monitoring, evaluation and learning	Grantee organisations see increased value in culturally responsive evaluation frameworks that align clearly with their organisational values and programme participants' life experiences. Kaupapa Māori and Pasifika values-based evaluation frameworks are effective.
Funding projections	It's important to sustain trust in the long view of catalytic impact – and remain focused on agreed impact intentions, rather than risk micro-managing inputs and outputs.
Opportunities to reset and refresh	Integrate regular (annual) opportunities for rest and refresh of the investment plan.
Relationship management	Commitment to high-trust relationship and openness to problem-solving across all three parties (grantee organisation, Foundation North and CSI) are critical to ensure sustainability of goodwill and collaboration over time, as sometimes things get challenging.
Reporting	Need to find balance between reporting that demonstrates impact, and innovation, agility and learning. This may be better captured through other means than written reports.
Support for exit and sustainability	Grantees would like the opportunity to co-design options for an effective exit strategy with Foundation North and CSI, to develop shared understandings and meaning-making and maximise the positive impacts of transition from the CFC programme to other opportunities.

Internationally, models of venture philanthropy reflect a dominant Western world view, and are silent on the importance of cultural responsiveness and relevance to support innovation, impact and learning. These models are also silent on what might be best required to support the development of culturally responsive partnerships and relationships between philanthropic funders, intermediary organisations and community grantee partners. In the CFC programme, six of the 10 grantee organisations are strongly informed by or explicitly based on kaupapa Māori or Pasifika values frameworks. This highlights the need to ensure that the design of, development of and experience of participating in the CFC programme are culturally informed and responsive.

Informed by earlier experiences with venture philanthropy to support increased positive outcomes for Māori and Pasifika whānau and communities (the Māori and Pacific Education initiative), Foundation North and CSI included cultural responsiveness and cultural appropriateness as key concepts in the design of the CFC programme. For example, this included (but was not limited to): acknowledging the inequalities evident in the experiences of NEET youth (Māori and Pasifika young people are disproportionately more likely to experience being NEET, compared to other young people); including kaumātua support during the engagement and assessment process; including cultural responsiveness and cultural appropriateness as specific assessment criteria; and following culturally informed and responsive processes during engagement with fund applicants.

Initially conceptualised to describe 'community up' approaches to evaluator conduct, the following table has been adapted from Smith (2006)[1] and Cram, Pipi and Paipa (2018)[2] to summarise how CFC programme design and delivery experiences reflect culturally responsive ways of working:

WHAT WE ARE LEARNING – EMERGENT CFC PROGRAMME MODEL OF PRACTICE

Value	Emergent CFC programme model of practice
Aroha ki te tangata: respect people	• Connect with people in ways that are flexible and responsive in rituals of encounter. Connect and engage in ways that are informed and responsive to cultural frameworks and values of community organisations • Acknowledge relationships and make connections, including whakapapa, whanaungatanga and kaupapa linkages, to support the development of high-trust, high-engagement relationships

1   Smith, L. T. (2006b). Researching in the margins: Issues for Māori researchers—A discussion paper. Alternative: An International Journal of Indigenous Peoples, 2(1), 4–27

2   Cram F, Pipi K, & Paipa K (2018) Kaupapa Māori evaluation in Aotearoa New Zealand. In F Cram, K Tibbetts and J La France (eds) Indigenous Evaluation. New Directions for Evaluation, 159, 63-77.

Value	Emergent CFC programme model of practice
Aroha ki te tangata: respect people (cont.)	• Ensure that diverse views are included in how best to recognise potential for impact and innovation. A key component of the readiness assessment process is the active involvement of a kaumātua with extensive cultural wisdom and expertise in philanthropic innovation • Integrate participatory processes to enable opportunities for involvement of many stakeholders. Capacity development hui are likely to have greater organisational impact if a range of people from organisations is able to attend, rather than just the same people over time • Acknowledge the nuances and challenges of existing hierarchical and power relationships, and ensure that participatory processes are safe and respectful for all participants. For example, inviting start-ups and emergent community organisations to present their aspirations for innovation to large funder Boards requires ensuring that they are able to be appropriately supported
He kanohi kitea: meet people face to face	• Be respectful in relationships, acknowledging there are often many connections between people • Meet people face to face, making best use of the time and resources required to do this. Consider resource equity issues when arranging times and places to meet. Organisations with more resources (Foundation North and CSI) should bear the cost of travelling to those with less resources (community organisations) • Create opportunities for people to be 'their whole selves' and develop and explore their learning needs. Support the generation and sustainability of learning communities to enable peer learning, learning by doing, experimentation and failure in an empathic community of colleagues
Titiro, whakarongo, kōrero: look, listen and develop understanding to guide speaking	• Be sensitive to existing knowledge and experience. Do not assume that a role as a funder, or offering capacity support, is a licence to be an 'expert' • Demonstrate empathy for and sensitivity to the experiences, strengths and challenges of community organisations • Support and facilitate engagement and sharing sessions with tikanga that enable everyone to feel safe and connected, to participate and to feel that their contributions are valued
Manaaki ki te tangata: share, host and be generous	• Capacity development opportunities are koha offered to grantee organisations. The offering of capacity development as koha reflects the mana of the giver and the recipient, what the giver is able to give, and the esteem in which they hold the recipient. It is also a key component in developing a high-trust relationship • Ensure that capacity-development programme design and delivery are sensitive to the priority needs and availability of grantees, who are managing multiple expectations of innovation, development and delivery
Kia tūpato: be culturally safe and reflective	• Be aware of and responsive to the ongoing tension and challenge in the CFC programme – working closely with community organisations means that detailed information is shared with the funder and intermediary organisation, which may result in feelings of vulnerability and exposure. It is important to be mindful of and sensitive to this • Be mindful of existing and significant systemic barriers to impact and evolution that community organisations may experience, including the effects of colonisation, racism and inequitable access to resources, and the harmful impacts of national policies • Remain committed to ensuring that whānau are in a better or similar space as a result of organisational capacity-building, development and innovation. The outcomes of change are intended to be positive; sometimes the process is challenging • Prioritise and support culturally responsive capacity development and evaluation approaches that ensure the voices and experiences of Māori and Pasifika communities are authentically represented

Value	Emergent CFC programme model of practice
Kuau e takahia te mana o te tangata: do not trample on the mana of a person	• Engage, explore and work with partners in ways that are intentionally mana-enhancing. This is also compatible with being a constructively 'critical friend' within the context of a high-trust, authentic relationship • Recognise the need to evolve traditional funder/grantee models of power to co-create and co-lead effective models of social change. A commitment to activating the principles of the Treaty of Waitangi provides a useful framework for mana-enhancing relationship-building • Work at a pace that incorporates time to listen and share. Time to build genuine connections and relationships is important
Kia mahaki: find ways to share your knowledge respectfully	• Share information and knowledge in ways that are accessible and meaningful • Be honest and transparent about what you do not know – willingness to learn, explore and evolve is a shared responsibility of all CFC programme partners • Take time to invest in translating concepts between stakeholders – some concepts are not understood in the same way, and it is important to ensure shared meanings and understanding of words, behaviours and expectations • Ensure time and resources are available for regular shared meaning-making and reflection, in participatory ways, to best capture the collective experience of, impact of and learning from the CFC programme

The evaluation findings also highlighted key learnings about the design principles of effective venture philanthropy in Aotearoa, summarised below:

CFC programme principle	Key learnings: Effective venture philanthropy in Aotearoa
Large grants over longer periods of time (five years), enabling space for effective solutions to be developed and scaled	Increased engagement with a flexible model of time and impact expectations (e.g. seed-scale system) will clarify expectations. Greater expectations of innovation and impact (e.g. system-level interventions) will require longer funding periods (10-15 years)
Focus on systems change	Systems-change expectations need to be underpinned by expectations of culturally appropriate understandings, frameworks and strengths to ensure that systems change is responsive to the aspirations and needs of Māori whānau and Pasifika communities. This is particularly important when the intention of systems change is to improve outcomes for NEET youth, as these young people are disproportionately Māori and Pasifika
Investment in capacity-building to support organisational development, contributing to the development of sustainable solutions and sustainable providers	Effective capacity-building includes content offerings at a range of levels: individual bespoke support; collective workshops/hui; and brokering relationships for additional support with other partners, including corporates. Capacity-building programme support is most effective when it includes both practical 'hands on' support, and advice, mentoring and coaching
A high-trust partnership approach with a focus on collaborative problem-solving and sector leadership	The CFC programme requires a unique engagement between Foundation North, grantee organisations and CSI, which is very different from the traditional relationships with philanthropic and other funders. Grantees are very optimistic about the value of the relationship and the opportunities provided within the programme, but time is required to demonstrate the authenticity of the desire for meaningful 'high trust' between all parties
A focus on learning and development to support the development of best/next practice	A prioritisation of kaupapa Māori and Pasifika values-based evaluation approaches is essential to ensure that evaluation approaches are developed and implemented that reflect and understand the lived realities of Māori and Pasifika whānau lives in culturally responsive, strengths-based ways.[3] Evaluations of complex problems in complex ecosystems require careful consideration of relationships, responsibilities and relevance, to ensure that evaluation approaches are fit for purpose, culturally responsive and appropriately representative[4]

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3 Cram F (2018) Conclusion: Lessons about Indigenous Evaluation. In F Cram, K Tibbetts and J La France (eds) Indigenous Evaluation. New Directions for Evaluation, 159, 121-133.

4 Hopson R & Cram F (eds) (2018) Tackling Wicked Problems in Complex Ecologies: The role of evaluation. Stanford, Stanford University Press.

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Evaluation findings illustrate that the CFC programme has made a strong and direct contribution to supporting significant outcomes and learnings.

01

OUTCOMES FOR NEET YOUTH

Participating in the CFC programme has enabled grantees to achieve more than 20,000 touch points with young people and a wide range of outcomes for priority population groups of NEET youth.

Collectively, outcomes demonstrate a strong contribution to improving life outcomes for young people who are at significant risk of not achieving their full potential. Outcomes also indicate that CFC programme grantees are successfully achieving positive outcomes for Māori and Pasifika rangatahi, who are at increased risk of negative life outcomes compared to other young people.

02

ORGANISATIONAL DEVELOPMENT AND INNOVATION

Evidence strongly suggests that the CFC programme is achieving its intentions to:

A: support organisational development and innovative projects and practices; and

B: enable grantee organisations to operate as effective social businesses and change agents to achieve catalytic outcomes.

03

ECOSYSTEM OUTCOMES

Evidence demonstrates that the CFC programme has started to demonstrate the potential to influence the youth development and wellbeing ecosystem. Preliminary evidence of CFC programme grantee organisations' readiness to collaborate is evident. Further evidence illustrates that the CFC programme model has positively inspired the philanthropic sector across Aotearoa, that it has influenced the design of other models of venture philanthropy, and that the work, mana and credibility of grantee organisations are increasingly being noticed by key influential stakeholders, including government Ministers and funding agencies.

Future evaluation reports will explore the ongoing impacts of and learnings from the CFC programme, as the programme continues to be implemented over the next few years. Findings will be used to inform ongoing programme evolution and development, as well as any future developments for effective venture philanthropy in Aotearoa.