



Evaluation of Waves 4 & 5 Commissioning for Te Pūtahitanga o Te Waipounamu

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The Evaluation of Wave 4 and 5 Whānau Initiatives
for Te Pūtahitanga o Te Waipounamu

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Executive Summary

Te Pūtahitanga o Te Waipounamu has continued to evolve its support for whānau, utilising a range of targeted solutions to respond to specific opportunities and needs identified through the research and innovation and whānau capability workstreams. Previous evaluations have demonstrated the social and economic impact and return on investment of the commissioning approach (Savage et al., 2016; 2017). This evaluation approach examined the impact and outcomes of the Wave 4 and 5 initiatives. The Wave 4 commissioning round was targeted to support whānau-driven action to enable tamariki and young people to flourish in safe and nurturing environments. The intention of the Wave 5 commissioning was to support social innovation to bring about positive social impact across the seven Whānau Ora pou. That is, whānau are:

1. Self-managing and empowered;
2. Leading healthy lifestyles;
3. Participating fully in society;
4. Confidently participating in Te Ao Māori (the Māori world);
5. Economically secure and successfully involved in wealth creation;
6. Cohesive, resilient and nurturing; and
7. Responsible stewards to their living and natural environment.

Three evaluators visited the 18 Wave 4 and 5 initiatives over a period of six weeks. In total, 39 interviews were conducted. Where possible whānau who were architects of the initiatives and whānau who had benefited from the initiatives were interviewed. Critical success indicators for the initiatives that have achieved significant social impact were identified. These are social entrepreneurship, capability building, networking, sustainability, personal investment, communicating value and targeted to an area of need.

Across the Wave 4 and 5 initiatives several themes emerged. It was evident there is an opportunity to blend existing evidence with the knowledge and cultural capacity of whānau to create new knowledge and innovative solutions. Several initiatives would benefit from targeted capability building, coaching and enterprise support prior to investment. In this wave of commissioning the social enterprise focus was less evident than in other commissioning waves. The majority of initiatives in Wave 4 and 5 have been commissioned from existing not-for-profits rather than start-up social enterprises. While social enterprises may appear to be a riskier investment, it is apparent they are driven to create sustainable, positive social change. There is an opportunity for Te Pūtahitanga o Te Waipounamu to celebrate Māori social entrepreneurs and their 'kaupapa whānau' from existing and previous commissioning rounds to raise the profile and value of social innovation and encourage other whānau to consider how they might contribute to positive whānau transformation through social enterprise.

It appears a small proportion of the initiatives are not able to achieve all of their aspirations as intended. They have reported challenges achieving the expectations set in the contract and the activities do not always clearly align with those stated in their agreement. It is important to understand how local conditions shape the variability in outcomes and what can be done to support success.

This evaluation makes the following recommendations intended to support Te Pūtahitanga o Te Waipounamu to resource the infrastructure required to bring about social change for whānau in Te Waipounamu.

The recommendations emerging from this evaluation focus are:

1. To revitalise the social enterprise approach
2. To consider pre-investment social enterprise support
3. To create networked social impact
4. To support an evidence base for innovation
5. To continue to understand variability
6. To focus on coherence and alignment
7. To promote entrepreneurial behaviour

The success factors indicated the initiatives that had strong leadership, and which demonstrated entrepreneurial behaviour, were most likely to succeed. Creating the conditions to support entrepreneurial behaviour and share the learning regarding what makes a 'Māori social entrepreneur' will ensure future initiatives are more likely to succeed.

There is evidence across the three evaluations that the whānau commissioning model is emancipatory and deeply rooted in a communitarian approach which emphasises compassion, social obligation and mutual determination. The social enterprises and innovations that have been successful demonstrate how whānau can work together to create a community of change leveraging resources, capabilities and cultural strengths.

Introduction

Te Pūtahitanga o Te Waipounamu operates a capability development model of commissioning. The model aligns with Māori values supporting transformation through self-determination. The commissioning model is economically efficient and capable of generating long-term transformative change with a lower investment than traditional service delivery. Service delivery tends to produce few immediate outcomes and minimal long-term outcomes, while capability development produces comprehensive outcomes over a longer period of time. Further, capability development is preventative rather than service delivery which is reactive. However, developing capability is much more complex than traditional service delivery models (Investment Plan, 2017-2018).

Te Pūtahitanga o Te Waipounamu capability development model intends to build the ability of whānau to respond positively to the challenges and opportunities within their lives. The purpose is to enable whānau to be self-reliant rather than depending on state intervention. The capability development model consists of five interconnected layers, parameters and measures.

The five layers are:

1. Te Pae Tawhiti: Reach
2. Ngā Ara Whakamua: Pathways
3. Whakawhanaungatanga: Collaboration
4. Mātauranga: Knowledge
5. Te Ao Hou: Transformation.

Since establishment in 2014, Te Pūtahitanga o Te Waipounamu has employed a social enterprise model to promote entrepreneurial social investment in Te Waipounamu. The overarching objectives of this approach are to stimulate a Māori social enterprise framework in Te Waipounamu and to achieve positive social outcomes for whānau targeted by enterprises (Investment Plan, 2017 - 2018).

Lessons learned from previous evaluations

The first round of external evaluation for Te Pūtahitanga o Te Waipounamu was conducted between June and September 2016 by Ihi Research. The evaluation of 23 whānau enterprise initiatives found that through the commissioning approach whānau experienced positive cultural, social and economic outcomes. The process of commissioning enabled whānau to be self-determining in pursuit of their aspirations. The evaluation found the commissioning approach created the conditions for whānau to build capability, acquire new knowledge, access expertise and apply new skills to work within their initiatives. While the innovative commissioning approach was challenging to implement, there were clear indicators the approach has the potential to bring about substantial social change.

The second evaluation, conducted between July 2016 and July 2017, sought to understand the social and economic impact of the Wave 2 and 3 whānau initiatives. A total of 38 initiatives were evaluated in the Wave 2 and 3 commissioning rounds. One initiative, a Māori apprenticeship training scheme, was selected as a case study to apply a cost-benefit analysis to determine if the investment in the whānau enterprise would have a financial return.

Researchers from Lincoln University analysed the potential earnings as a result of training and employment for each of the 39 whānau involved in the scheme over their working life. The analysis demonstrated the apprenticeship scheme has the potential to return a cost-benefit ratio of 1:7, potentially returning \$7 for every dollar invested (Dalziel, Saunders & Guenther, 2017). The evidence indicates the potential return on the employment outcomes of one initiative, exceeded the entire investment by Te Pūtahitanga o Te Waipounamu for all 38 initiatives.

The social value framework developed by Ihi Research indicated the commissioning model has had an impact across all the Whānau Ora pou. A feature of the model is the opportunity to create authentic social connection. The impact of social connection is not easy to determine but research indicates it has a significant impact on health, well-being and longevity (Holt-Lunstad et al., 2015). The investment in whānau enterprise commissioning increased cultural connection for whānau and built cultural capability. Whānau health in Te Waipounamu improved as a result of the investment, with evidence of increased physical activity; improved access to services; reduction in smoking, drug and alcohol use, and; better management of chronic conditions. The target funding for physical activity and maara kai development was evident in the spread of outcomes in the social value framework.

The challenge of preparing the entities for sustainability was identified. The indicators for sustainability varied across the initiatives, with the evidence suggesting that one year of funding may not be enough to take a whānau enterprise from a start-up idea to sustainability. It was evident the whānau commissioning model could continue to improve through a focus on sustainability and coaching; by capitalising on the social connection and strengthening community; targeting investment, and; continuing to investigate the relationship between the level of investment and outcome.

Current evaluation focus

Te Pūtahitanga o Te Waipounamu has continued to evolve its support for whānau, utilising a range of targeted solutions to respond to specific opportunities and needs identified through the research and innovation and whānau capability workstreams.

The model is now realised through a programme of works consisting of the following commissioning workstreams:

1. Commissioning pipeline
2. Whānau enhancement
3. Te Punanga Haumarū
4. Whānau development
5. Research and innovation

The current evaluation is focused on Te Punanga Haumarū (Wave 4) and the commissioning pipeline (Wave 5). This evaluation also refers to a specific initiative established in the Whānau Development workstream, Te Pāpori o Whakatere; a development programme aimed at supporting the development of whānau driven initiatives (innovative ideas, organisations, and approaches) that have the ability to create far reaching social change for whānau. Te Pūtahitanga o Te Waipounamu has a separate commissioning pipeline for the Whānau Ora navigator model to provide direct support to whānau in need (Refer to Navigator Research, Savage et al., 2017). Evidence presented in this report highlights the impact of the initiatives in relation to the commissioning pipelines objectives. The methodology is described at the conclusion of the report.

Te Punanga Haumarū – Wave 4

Te Punanga Haumarū can be defined as, ‘a haven to rest and restore a place of safety, where we can be warm and secure.’ This targeted commissioning workstream supports whānau-driven action to enable tamariki and young people to flourish in safe and nurturing environments. The intention is to provide safety for whānau so they will be cohesive, resilient and nurturing.

The workstream was inherited from prior work introduced by the Ministry of Social Development. Te Pūtahitanga o Te Waipounamu believed that the new and unanticipated additional funding should be treated in such a way as to be consistent with its original purpose. The perceived risk of altering the intent of the original funding was considered. Therefore, the focus of Te Punanga Haumarū was retained, while aligning initiatives closely to the Whānau Ora outcomes.

The initiatives that received investment from the Te Punanga Haumarū fund had to be able to satisfy the dual goals of Te Punanga Haumarū and the Whānau Ora outcomes, particularly Pou Ono (*Whānau in Te Waipounamu are cohesive, resilient and nurturing*). From the outset, there was the possibility that the Whānau Ora emphasis could be diluted by meeting too many competing goals.

The workstream objectives are to:

- Support whānau-led action that encourages positive behaviour, in protecting all our children and young people from all forms of violence, abuse and neglect
- Build ownership and commitment at a local level to changing attitudes and behaviour in our whānau and communities
- Increase knowledge and understanding of the impact of creating a strong foundation for all our children and young people to be treasured, respected and to enjoy a good life full of opportunity
- Provide tools and strategies to support effective whānau-led, owned and inspired action (*Te Pūtahitanga o Te Waipounamu Investment Plan 2017-2018, pg. 44*)

Characteristics of innovation in Wave 4

There were five initiatives commissioned in this round:

The Angels Trio

A social enterprise in Nelson that provides weekly community meals for homeless whānau and pre-packed school lunches for whānau in need through text-a-lunch.

Whakatū Marae – Angels Trio navigator

A navigator position was funded through Whakatū Marae to support the whānau in need who accessed the resources from the Angels Trio.

Te Hauora o Ngāti Rārua – Te Hā o Ngā Rangatahi

This initiative is a three-part project which focuses on rangatahi suicide prevention in Marlborough. It involved early engagement with whānau and rangatahi, an education programme and a Whānau Ora navigator to identify their strengths and aspirations.

Te Puna Oranga – Te Puna Te Mana Kaha o Te Whānau

An initiative to develop the foundations for a sustainable Whānau Ora approach to address and reduce violence and abuse in the whānau. Te Puna Oranga conducted six regional hui and employed a navigator.

Hā o Te Wharekauri – Multi-purpose whānau whare

The provision of a multi-purpose whare to meet the emergency needs of whānau in Wharekauri. Housing is in limited supply in Wharekauri and the whare will enable whānau who have nowhere else to stay, or are unable to remain in their usual place of residence, a place for temporary accommodation and access to support services.

Impact of Wave 4 initiatives

There is significant variability across the Wave 4 initiatives, both in terms of funding and impact. The commissioning round funded one social enterprise start-up and three existing not-for-profits.

The social enterprise, Angels Trio, appears to have greatest direct impact for whānau, particularly considering the level of investment. The Angels Trio has received media coverage and recognition in its community for its work with vulnerable whānau in Nelson. The Angels Trio has established a limited liability catering business to support its social impact initiative. It has provided catering services for community organisations which want to support work with vulnerable whānau. The evaluation of this initiative demonstrated the Angels Trio contributed to the goals of the fund. The Angels Trio built ownership and commitment at a local level to changing attitudes and behaviour in whānau and community and provided tools and strategies to support effective whānau led change. It is important to note the navigator was unable to attend the evaluation hui, so it was challenging to ascertain how the entity and the navigator had worked together, and the impact of the navigation services.

The other three initiatives through the Te Punanga Haumarū commissioning stream are existing not-for-profit organisations, all with a health and wellbeing focus. All three of these organisations have experienced some challenges with their initiatives, primarily around staffing and finding the right staff or managing the impact of staff changes. It appears finding highly skilled staff, in the area of suicide prevention and domestic violence prevention, who have existing relationships within the community has been challenging for these entities. Two of the entities engaging with vulnerable whānau reported unexpected challenges engaging whānau in the activities.

These organisations do not appear to be as focused on sustainability as the social enterprise. The activities are contract driven and tend to become immersed within the other work being done within the community. The outcomes are for the life of the contract and the investment is used to fund personnel to conduct the work. There does not appear to be a plan for sustainable activity after the funding period is over. One initiative stated they would hand the work over to the whānau involved once the funding ceased.

The initiative to create a safe whare in Wharekauri has made considerable progress but has not been completed due to staffing changes in the initiative and in the building company that was contracted to complete the work. Resources, both physical and personnel, are limited on the island. Therefore, these changes have a significant impact on the initiative's progress. When complete, this initiative has the potential to support whānau led action to protect children and young people from violence, abuse and neglect within the community. There is a clear plan, supported by funding from other agencies, to achieve the aspirations of the initiatives.

Key Findings

Te Punanga Haumarū, Wave 4, was a strategic commissioning round focused specifically on enabling tamariki and young people to flourish in safe and nurturing environments. To a large extent the focus of this round has been deliberately created to respond to a perceived gap in previous rounds with a paucity of initiatives proposed in the framework of Pou Ono.

Three of the five initiatives were procured from existing providers in the Māori health and social services network. These initiatives, while carrying out work within the boundaries of the contract, encountered challenges with staffing and engagement and did not always achieve the outcomes that were expected.

The social enterprise appears to have had the most impact within this wave, particularly for the investment. The social enterprise was highly motivated to make a difference and future focused on sustainability. The investment was used to build the social enterprise. The Angels Trio whānau volunteered their time and worked hard to establish a catering company in order to create long-term sustainability.

There appears to be a need to support innovation building. While there has been significant research in suicide prevention and domestic violence this has not translated into innovative practice within the sector (Coppersmith, Nada-Raja & Beautrais, 2017). The objectives of the fund were to support whānau-led action. However, most of the initiatives were within existing providers and were conducted within a service provider construct, with the organisation leading the activity. The organisations' approach was to hold whānau hui, however, there is no evidence these hui achieved the impact, or subsequent action, that was anticipated. The lack of funding applications in this round, and the challenges implementing the initiatives, indicates there is significant work required to construct innovative responses to the social trauma of family violence and suicidal behaviours. There needs to be significant investment in capability building with whānau and communities to create the types of initiatives that reflect best practice research evidence for indigenous communities (see Lawson-Te Aho, 2013; Sipea, 2016; George et al., 2017; Andrews & Manu, 2015).

Across the Te Punanga Haumarū (Wave 4) commissioning wave there were low numbers of applications and subsequent investment opportunities. This would indicate there may be barriers to creating social enterprises or to supporting whānau who are most in need. There is a need to investigate why this fund had substantially lower responses, so a commitment to innovative, whānau led, research-informed initiatives that meet the needs of the most vulnerable whānau can be encouraged.

Whānau commissioning – Wave 5

The Wave 5 commissioning round began in late 2016, early 2017. The intention was to support social innovation to bring about positive social impact across the seven Whānau Ora pou;

These seven outcomes for Whānau Ora are:

1. Self-managing and empowered;
2. Leading healthy lifestyles;
3. Participating fully in society;
4. Confidently participating in Te Ao Māori (the Māori world);
5. Economically secure and successfully involved in wealth creation;
6. Cohesive, resilient and nurturing; and
7. Responsible stewards to their living and natural environment.

In addition, Te Pūtahitanga o Te Waipounamu employed criteria for assessment to determine which entities are eligible for investment. They must:

- Be whānau-centred – Te Pūtahitanga o Te Waipounamu recognises whānau are essential to everything they do. Applicants are required to demonstrate that whānau are central to their initiative.
- Be financially viable – Te Pūtahitanga o Te Waipounamu requires initiatives to provide evidence on financial viability and solvency.
- Address local whānau priorities – initiatives' ideas need to respond to the specific priorities of whānau in their community, hapū, iwi.
- Promote intergenerational transmission – Te ao Māori recognises the significance of intergenerational relationships. Applicants are required to demonstrate how their initiative will contribute to the ongoing sharing of knowledge and expertise within whānau.
- Contribute to collective identity and ownership – applicants are required to demonstrate that their initiatives respond to the collective aspirations of whānau and that whānau rangatiratanga is a prominent outcome.
- Be holistic – initiatives are required to support whānau spiritual, social, physical or mental well-being.
- Be strengths-based – applications need to demonstrate how the whānau strength will be utilised to enable the best outcomes.
- Promote innovation in terms of initiatives' uniqueness and alignment to the seven pou
(*Te Pūtahitanga o Te Waipounamu Investment Plan, 2017-2018, P.66*)

Characteristics of innovation in Wave 5

There were 13 initiatives funded through the Wave 5 commissioning round. They took a variety of forms, including not-for-profit organisations, marae, social enterprise and feasibility studies.

NOT-FOR-PROFIT ORGANISATIONS

The majority of the entities funded in Wave 5 were existing organisations seeking to achieve additional social impact through Te Pūtahitanga o Te Waipounamu commissioning round. The not-for-profit organisations come from a variety of sectors including health, education and cultural/performing arts.

Kaitoa Charitable Trust – Wairau Taniwha Whai Ao Initiative

The aim of this initiative was to provide support for whānau to achieve their goals of physical, emotional, spiritual and mental well-being.

Te Tapuae o Rehua – Te Ara Raukura

This initiative was in partnership with Ngāi Tūāhuriri and seven secondary schools in the eastern suburbs of Christchurch. The aim was to develop leadership in Year 9 and 10 rangatahi.

Te Pā o Rākaihautū – It takes a Village

Te Pā o Rākaihautū reconceptualises education for ākonga Māori and their whānau by creating a pā or village environment. The funding from Te Pūtahitanga o Te Waipounamu has contributed to the establishment phase of the pā village concept.

He Waka Kōtuia – Waewae Kai Pakiaka

This initiative develops pathways to independence, learning skills in confidence and coordination through Māori movement and te reo me ona tikanga for rangatahi aged 4 – 19.

Awarua Whānau Services – Kairuruku Whānau

Kairuruku Whānau is an initiative designed to build the capacity of the Awarua Marae by employing a whānau facilitator to establish sustainable whānau activities to support the marae.

Rūnanga Health and Social Services Trust – Murihiku Pounamu

The Hokonui Trust supported whānau to set up a pounamu and carving enterprise in Murihiku.

Ngāi Tahu Māori Law Centre – Te Awa Koiea, Te Here Tangata

Te Awa Koiea is a whānau led project to renovate a whare on Brinns Point to be used to deliver whānau wānanga. Te Here Tangata is a series of workshops providing research tools to assist whānau to reconnect with their whakapapa.

MARAE

One marae supported an application to Te Pūtahitanga o Te Waipounamu for a whānau collective which wanted to clean up the local awa.

Whakatū Marae – Awa Ora

Awa Ora was created to return a section of the Motueka awa back to its natural state, to lift and restore the wairua and mauri of the whānau.

SOCIAL ENTERPRISE OR LIMITED LIABILITY COMPANIES

In this round two social enterprises received funding:

Marlborough Gift Basket Creations – The Gift Sisters

The Gift Sisters began as an idea generated through pathway planning with the assistance of a navigator. The young mothers wanted to be able to set up a business from home to provide an income for their whānau while allowing them to spend time with their family.

Bros for Change - Timatanga Hou

This initiative provided six-week modules for up to 10 rangatahi and their whānau followed by a 12-month coaching and mentoring programme.

KOHA - Kia Ora Hands Aotearoa

This enterprise specialises in rongoā and mirimiri. The target group is whakapapa Māori whānau who are māuiui who want to strengthen themselves and their whānau. The aim is to set up clinics across Otago for Māori whānau to utilise.

FEASIBILITY STUDY

Te Pūtahitanga o Te Waipounamu commissioned two feasibility studies; one from an existing social enterprise and one on behalf of a whānau collective in Wakatipu.

Koha Kai Trust

Koha Kai Trust was a successful recipient of Wave 3 funding. The feasibility study examined how Koha Kai could become sustainable and maximise social impact.

Te iti o Tahuna Incorporated - Te Ara Wakatipu

This feasibility study was funded to explore the opportunity of establishing a cultural hub for the Māori whānau in Tahuna/Wakatipu.

Impact of Wave 5 initiatives

Social impact

The evidence of impact is variable across the initiatives and did not necessarily relate to the level of investment. While the organisations are required to report on numbers of whānau there is an inconsistency between what they report through the results based accountability system and what they report through the evaluation hui. As noted in previous evaluations, the monitoring system supports service provision activity rather than enterprise activity (Savage et al., 2016). Therefore the current monitoring system favours initiatives with an ability to count the number of whānau they deliver services to.

There is evidence in each of the initiatives that they are having a positive social impact for whānau. As in previous evaluations, outcomes are evident for the kaupapa whānau who work, or volunteer in the initiative, and for the whānau pānekeneke who receive support from the initiative (Savage et al., 2017).

The initiatives vary in their strategy to bring about change and this is reflected in the Whānau Ora outcomes. For example, whānau running the Awa Ora initiative were focused on cleaning up the river in their rohe. They achieved this but also found the activity of cleaning up the awa brought whānau together to regularly participate in the work. They identified environmental outcomes in pou 7 and improved health, well being and participation in pou 2 and 3. Their approach to achieving their goal, via collaborative action, brought about additional benefits for whānau such as increased social connection. As in this example, most initiatives included a cultural focus and therefore increased cultural learning and knowledge transmission occurred. An activity that brings whānau together in a cultural context, such as restoring a whare, regenerating the awa or meeting for rangatahi leadership, has significant cultural and social impact for the whānau involved.

Analysis of the data collected through the social value impact tool developed in the Wave 2 and 3 evaluation demonstrates there has been a positive impact for whānau across the pou. In each of the evaluation hui, we asked the kaupapa whānau to identify the impact for the whānau they had supported through their initiatives. We also asked the whānau involved in the social enterprises to identify the impact for themselves and their whānau. There is a spread of outcomes across the pou and all initiatives achieved impact in at least four of the seven pou. Evaluating impact in several of the not-for-profits was challenging. It was difficult to ascertain the additional impact gained through the investment and separate it from the day to day activity that is part of the organisation. In some organisations, it appears the funding contributes to the short-term sustainability of the organisation (through overheads and staffing) rather than creating a sustainable long-term initiative that can achieve outcomes for whānau. Ensuring the investment achieves the outcomes intended is a challenge for Te Pūtahitanga o Te Waipounamu. Several of these organisations are marae and iwi based social service agencies reliant on funding that is purposed for Māori social support. These entities play a key role in their communities and Te Pūtahitanga o Te Waipounamu may need to assist them to transform into sustainable social innovators by providing time, coaching and capability building support.

Readiness for investment

Criteria of funding in this wave is that the organisation is financially viable, with the onus being on the initiative to provide evidence of financial viability and solvency. This has an impact on the organisations that are funded. In this round, most of the successful recipients were existing not-for-profit organisations rather than new entities.

While there is a need to ensure the organisations that receive funding from Te Pūtahitanga o Te Waipounamu are financially viable, this clause limits the criteria and excludes whānau start-ups. The following diagram demonstrates the developmental stages of a social enterprise (Te Puni Kōkiri, 2017). In this evaluation, organisations and social enterprises were at various stages of development. Some initiatives entered the funding round in the development phase, while others are building capacity and extending their reach through the investment.

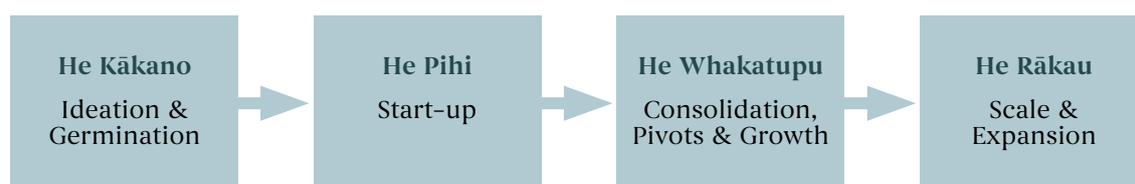


Figure 1: The Lifecycle of a social enterprise

In two initiatives, not-for-profit organisations have supported an application to Te Pūtahitanga o Te Waipounamu to support a social enterprise in their region. While this has enabled the enterprises to establish, it has added a layer of complexity, as the umbrella organisation takes on responsibility for reporting and ensuring their overheads are met. This has created tension between the umbrella organisation and the whānau. Early support for feasibility and to build the capacity necessary to develop the enterprise systems required should be considered. This would mirror approaches in other international indigenous initiatives where pre-investment funding supports social enterprise establishment (SVA, 2016).

Level of innovation

Just as the level of impact varied across the initiatives, the level of innovation varied considerably. Some of the initiatives are highly innovative while others appear to be replicating approaches others have done in the past. The type of ‘thing’ that can be recognised as innovation is broad, encompassing products, processes, principles, legislation, social movements, services, social practices, attitudes and values, systemic innovations and beyond (Phills et al., 2008; van der Have, 2016). Criteria of Te Pūtahitanga o Te Waipounamu investment is to promote innovation in terms of initiatives’ uniqueness and alignment to the seven pou, however, this was not evident in all the initiatives. Phills et al. (2008) argue the threshold for innovation is not originality in the pure sense, but novelty, combined with outcomes that are more sustainable. It appears several of the initiatives have repurposed an idea for a different context which falls into the definition of innovation. However, there needs to be some insight into what works for whānau, rather than investing in initiatives that may not be grounded in research, evidence or whānau voice.

KEY FINDINGS

Existing not-for-profit organisations are more likely to attract higher investment as they have an increased chance of meeting the criteria for funding. They have established governance and management systems; however, they appear less likely to focus on sustainability expecting the current project will cease when the funding stops. One of the social enterprises had a clear plan for sustainability and investment after the Wave 5 funding round. It is apparent in the social enterprise initiatives whānau contribute a significant number of volunteer hours, however, in not-for-profit organisations’ employees receive a wage. This appears to create systemic inequity and disparity and requires further investigation.

A considerable proportion of the Wave 5 initiatives appear to be established, not-for-profit organisations seeking innovation funding to improve their reach, social impact and viability. There is evidence across the investment stream of impact for whānau, but this is highly variable and not always aligned with the level of funding. The initiatives can be seen to sit on a continuum of investment and impact as demonstrated in figure 2.

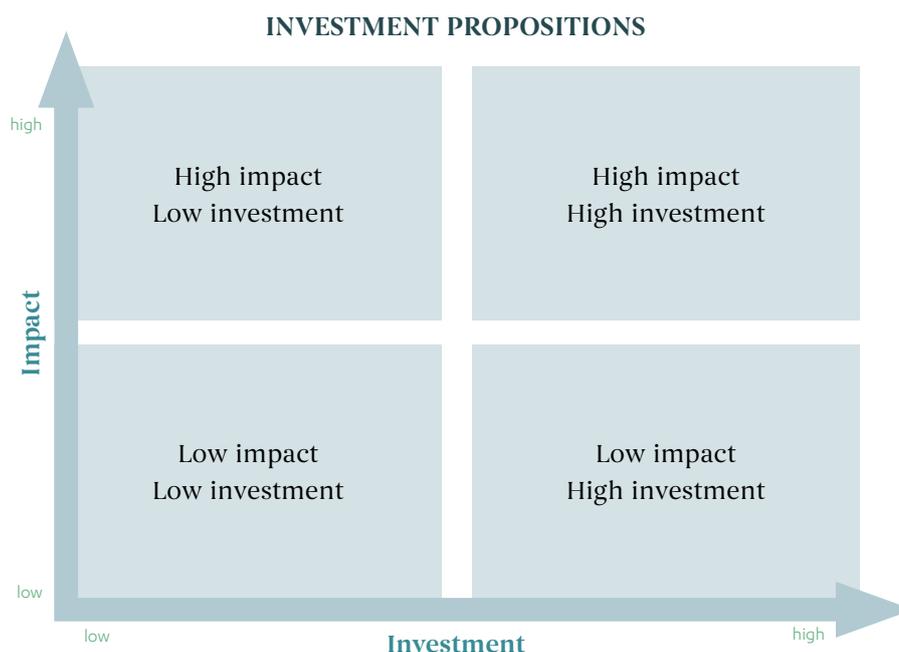


Figure 2: Investment Propositions

The process of implementing these initiatives, the co-operation, co-production, interaction, sharing of resources and so on, is an important outcome of the innovation itself. The very nature of social innovation, with the focus on social processes, emphasises the value of social capital for building sustainable and resilient societies that have the capacity to act in an environment of permanent change (McMeeking & Richards, 2016). This means the investment activity from Te Pūtahitanga o Te Waipounamu is bringing about change in the social fabric of the Māori community. How this is maximised and sustained is key to understanding the long-term impact for whānau.

Capability building

The evidence highlighted a key capability gap in several of the initiatives, particularly in the financial and enterprise area, that is impacting on their ability to progress. The whānau start-up initiatives described the challenges of starting an enterprise, creating a business/marketing plan and understanding tax responsibility. Several of the initiatives attended the capability building wānanga, Te Pāpori o Whakaterere (funded by Te Pūtahitanga o Te Waipounamu) and found it very beneficial. For some organisations, the challenges were natural and expected as the enterprise evolved. As demonstrated in the figure below the enterprise takes time to grow from He Kākano (ideation) to He Rākau (scale and expansion) (Te Puni Kōkiri, 2017, pg. 13).

Stages	He Kākano Ideation & Germination	He Pihi Start Up	He Whakatupu Consolidation, Pivots & Growth	He Rākau Scale & Expansion
Objectives	Whānau entrepreneurs are engaged in visioning and shaping their idea.	Whānau entrepreneurs are engaged in piloting their idea (proof of concept) and the early start up stages of starting to action their idea. They may be both 'doing the business' and preparing business plans, building a start up team and developing networks.	Whānau entrepreneurs are learning from their early start up outcomes, growing, consolidating and potentially evolving their business idea.	Enterprises may continue to grow. Not all entrepreneurs will seek to scale their impact. There are a number of approaches to increasing scale.
Key needs	<ul style="list-style-type: none"> Affirmation and belief that their enterprise has merit Support to vision and shape their idea Support to develop peer networks and relationships relevant to their kaupapa 	<ul style="list-style-type: none"> Access to funding for proof of concept/start up Support for developing business plans Building know how and skills in business start up and leadership Access to some professional services e.g. lawyer, accountant Support to develop peer networks and relationships relevant to their kaupapa 	<ul style="list-style-type: none"> Access to distribution networks, sales, marketing Building know how and skill in running a venture, strategic decision making Access to some professional services e.g. communications and marketing Support to develop peer networks and relationships relevant to their kaupapa 	<ul style="list-style-type: none"> Access to know how in scaling strategies Access to a range of professional services Support to develop peer networks and relationships relevant to their kaupapa

Figure 3: Development of Māori Social Enterprise (taken from Te Puni Kōkiri 2017 pg.13)

Enterprise maturity takes time and continued support. Te Pūtahitanga o Te Waipounamu should consider continuing to support social enterprises either by, contracting a continuation of Te Pāpori o Whakatere focusing on strengthening business planning and activity; articulating their social proposition; financial forecasting; marketing, modelling and strengthening commercial capacity, or, by connecting these enterprises with local business support.

Larger organisations had systems and processes for managing finance but did not articulate their plans to sustain the activity post-funding. While they may have the capability to manage the funds, they may need to develop new skills in social entrepreneurship to evolve from a service provision model to a social enterprise. As articulated in the Te Pūtahitanga o Te Waipounamu investment plan this is central to achieving long-term social impact for whānau.

The evaluation data indicates while there is variability in the degree of impact the initiatives are achieving; all of the initiatives are having an effect on whānau. The social impact framework created in the last evaluation indicates the initiatives are addressing the intent of the Whānau Ora outcomes framework. In addition, the initiatives are whānau centred, address local priorities, promote intergenerational transmission, are holistic and strengths-based.

Lessons learned

In this section, the evaluation team identified new learnings that may contribute to a more in-depth understanding of how Whānau Ora has been interpreted and implemented in Te Waipounamu. The lessons learned are generalisations made by the evaluation team based on our interviews and experiences with whānau and the Te Pūtahitanga o Te Waipounamu staff. They have the potential to be investigated further and may assist other organisations seeking to build whānau capability, lead change and partner with organisations to bring about positive outcomes for whānau.

CRITICAL SUCCESS FACTORS

Across the initiatives, we identified essential indicators of success for those initiatives that have achieved significant social impact. These are; social entrepreneurship, capability building, networking, sustainability, personal investment, communicating value and targeted to an area of need.

Strong social entrepreneurship and leaders

The initiatives that have strong leadership focused on social innovation and entrepreneurship appear to have been the most successful. The ability to understand their context, the needs, and to evolve what they had planned in response to need is evident in several of the high impact initiatives. It was apparent from the interviews that these leaders had the ability to be flexible rather than fixed about 'what works' and learn quickly from their innovation as they went. These social entrepreneurs had significant experience and knowledge in their sector and were passionate about bringing about change.

Actively building their capability

Initiatives that are successful are involved in capability building activities, particularly around enterprise knowledge and marketing. The interview evidence suggests the social enterprise whānau who attended the Te Pāpori o Whakatere capability building sessions established by Te Pūtahitanga o Te Waipounamu and had access to a Whānau Enterprise coach had more developed enterprise systems and procedures, including health and safety. Attending the workshops improved their ability to run their enterprise and plan for the future. The successful initiatives were open to learning and discussed how they had researched and contacted people who they thought could help them improve their enterprise knowledge or social impact.

Creating and using their own networks

The successful initiatives built a system of support around them. The support was generally voluntary and included whānau, friends and community groups. In other words, they created a 'kaupapa whānau' around the initiative to support the activities and their goals. Some of the initiatives working with whānau pānekeneke utilised their networks to create a bridge between community social services providers and whānau. It is apparent they used their networks to connect whānau to other services and opportunities.

Seeking opportunity for sustainability

Successful initiatives were constantly seeking opportunities to build their resource capability. A sustainability clause was built into the schedules of all contracts created in Waves 4 and 5.¹ For some initiatives, this meant seeking diverse funding activities or looking for opportunities

¹ Progress Report Two in the contract specified that applicants would 'develop a sustainability plan'.

to create a product or pathway that could create sustainable funding. They saw the Te Pūtahitanga o Te Waipounamu funding as an opportunity to access other avenues of income rather than the sole funder of their activity. There was a genuine desire to create independent sustainable initiatives.

Personally invested in the project

The whānau of the successful initiatives were personally invested in their activity. They were prepared to work voluntarily, over and above the expectation of a paid role, and were passionate about the work they were doing. In several cases, leaders of the successful initiatives had made personal sacrifices to ensure the initiative was successful. The whānau working voluntarily were highly motivated to create an innovation that could sustain their whānau into the future. Dey & Grant (2014) identify cases where social enterprise activity in Māori communities is undertaken as voluntary mahi, aroha work. Mahi aroha is a Māori sense of responsibility to the collective, the sense of duty which is evident in the successful initiatives.

Clear about communicating the value they add

The initiatives that were most successful were clear about their aspirations and goals and the value they added to the whānau they were involved with. There was clear alignment between what the initiative said they did, the experiences reported by whānau, and the outcomes evident in the reporting. Developing the mission and being clear about the value they add is an integral part of focusing their work activities.

Targeted to a particular area of need

The successful initiatives were established to support a group of whānau who had a need. Rather than offering a generalised support or service, the high-impact initiatives were able to identify who they were working for. This meant their activity was clearly focused and aligned to their target group. There was clear coherence between what the initiative was trying to achieve, the whānau they were working for and the activities they had planned.

During this evaluation, the team identified a series of key themes consistent across the initiatives

EVIDENCE INFORMING INNOVATION

The evaluation team noted that across the Wave 4 and 5 initiatives there appeared to be a lack of evidence or research informing the development of the social changes. While the nature of innovation is to develop new knowledge, it is important the initiatives are still cognisant of what has been done in the area, what has worked and why. This evidence can help inform their approach. It is imperative the initiatives working with whānau pānekeke, (such as rangatahi suicide prevention, domestic violence, and adult mental health) use relevant evidence to lay a foundation for their initiative to build on (see Lawson-Te Aho, 2013; Sipea, 2016; George et al., 2017; Andrews & Manu, 2015).

There appears to be a void between current research evidence in these areas and the practice in prevention and support programmes. This has been noted by researchers and it has been recommended that future research investments should focus on the effective translation of research findings into prevention programmes (Gluckman, 2017; Coppersmith, Nada-Raja & Beautrais, 2017). As Gluckman noted in his recent review of suicide prevention programmes;

In a commissioning model, there is a balance between focusing on developing enterprise and immediate context of commissioning and supporting the pre-conditions that enable social innovation. Te Pūtahitanga o Te Waipounamu has focused on ensuring as much Whānau Ora funding as possible is invested in whānau directly. However, as the innovation capability within the sector may be depleted, subsequent commissioning rounds will need to ensure innovation and enterprise capability building is a pre-investment activity. For whānau who are applying to develop social enterprise through the navigation pipeline, the enterprise capability building, and mentoring is essential to ensure they are successful.

REVITALISING THE SOCIAL ENTERPRISE FOCUS

In this wave of commissioning the social enterprise focus was less evident than in other commissioning waves. The majority of initiatives in Wave 4 and 5 have been commissioned from existing not-for-profits rather than being start-up social enterprises. The clause within the commissioning guidelines which requires proven financial stability may prevent new and emerging social enterprises from being successful applicants.

The social enterprises are highly motivated to succeed and there is evidence they are planning for sustainability. It is essential these enterprises focus on ‘what’ they are trading, or creating, to sustain their activity. For some enterprises, there is a risk they will eventually become a social service provider if they are fully reliant on government contracts. The government-initiated mapping survey conducted in 2012 identified three key elements as being required for an organisation to identify as a social enterprise:

1. A social, cultural or environmental mission;
2. A substantial portion of income derived from trade, and;
3. The majority of profit/surplus reinvested in fulfilment of mission (DIA, 2013a).

While social enterprises may appear to be a riskier investment, it is apparent they are driven to create sustainable, positive social change. In several of the contract-driven not-for-profit organisations, there was no plan for sustainability post-investment other than for the whānau who were involved to take over the activity without any resourcing. Several of the initiatives in the not-for-profits are personnel based, relying on someone to co-ordinate activity rather than creating sustainable activity. Requiring applicants to be existing organisations appears to compromise the innovation pipeline.

BUILDING SOCIAL ENTREPRENEURS

Leadership is a critical success factor and it is important the model builds leadership in the sector for those who are entrepreneurial. Te Pūtahitanga o Te Waipounamu should support the conditions where social entrepreneurs can flourish. This means entrepreneurs need the conditions to be able to take risks, to evolve their activity, have opportunities to learn, build their capability and grow their networks. Throughout the commissioning rounds, there have been successful social entrepreneurs, indicating these conditions exist.

Phills et al. (2008) note that social entrepreneurs are important for innovation as they see new patterns and possibilities and are willing to bring these new ways of doing things to fruition, even when established organisations are unwilling to try them. This ability to create or reorganise, strategically assess and exploit opportunities is the foundation of entrepreneurship. Social enterprises that adopt the entrepreneurial method are more likely to be successful and have positive impact for whānau (Verreynne, Miles & Harris, 2012).

There is an opportunity for Te Pūtahitanga o Te Waipounamu to celebrate these social entrepreneurs and their 'kaupapa whānau' from existing and previous commissioning rounds. While there is a tendency in Western social enterprise literature to almost always identify social entrepreneurs as individuals (Light & Wagner, 2005), there is an opportunity to present the Māori social entrepreneur as a rangatira (one who links contributors together). This is because successful Māori entrepreneurial initiatives appear to be reliant, not on a single individual, but the kaupapa whānau that surround the leader of the initiative. As this entrepreneur describes;

“This is a combination of charitable intentions, so no one person is going to benefit from what we are doing” (Entrepreneur).

The focus should not be on describing the initiative, but rather the entrepreneurial skills that are transferable and enable the kaupapa whānau to carve out a niche for their enterprise. Kirkwood (2015) notes there need to be more entrepreneurs in the media, emphasising their success has not been an 'overnight sensation' but often a result of many years of hard work, business failures and missteps before getting it right (p. 27). Presenting Māori social entrepreneurs raises the profile and value of social innovation and encourages other whānau to consider how they might also contribute to positive whānau transformation.

VARIABILITY ACROSS THE INITIATIVES

As evident in previous evaluations, there is still significant variation in the impact of the initiatives. Engaging in innovation is risky by nature, and it is unrealistic to expect all initiatives will achieve success all the time. Fagerberg (2006) describes the variability of innovation as one of its central characteristics, one of the striking facts of innovation is the variability over time and space.

It appears a small proportion of the initiatives are not able to achieve their aspirations. They have reported challenges achieving the expectations set in the contract and the activities do not always clearly align with those stated in their agreement. It is important to understand how local conditions shape the variability in outcomes and what can be done to support success. While variation in performance is to be expected, it is also a core issue to be addressed (Bryk et al., 2015). Seeking to understand and learn from these initiatives and the enablers and barriers to success is vital if Te Pūtahitanga o Te Waipounamu is to improve the impact of the commissioning waves.

Recommendations

These recommendations have emerged as a result of the evidence produced from the evaluation. The commissioning portfolio from Te Pūtahitanga has evolved considerably since the first wave of 23 whānau initiatives that were the focus of the first evaluation. The Wave 4 and 5 commissioning rounds have seen the investment increase in scope and shift to incorporate more challenging social issues that are present for whānau in Te Waipounamu (Wave 4 - Te Punanga Haumarū) and a round of diverse social innovations (Wave 5).

Grant (2015) states that while social enterprises bring positive social value to their communities through innovation and creativity, in many cases their efforts are constrained through a lack of resourcing and supportive infrastructure. The following recommendations are intended to support Te Pūtahitanga o Te Waipounamu to resource the infrastructure required to bring about social change for whānau in Te Waipounamu.

The recommendations emerging from this evaluation focus are:

1. TO REVITALISE THE SOCIAL ENTERPRISE APPROACH

The Te Pūtahitanga o Te Waipounamu commissioning model is premised on a social enterprise model to promote entrepreneurial social investment in Te Waipounamu. The overarching objectives of this approach are to stimulate Māori social enterprise framework in Te Waipounamu and to achieve positive social outcomes for whānau targeted by enterprises (Investment Plan 2017 - 2018). In Waves 4 and 5 the enterprise aspect of the commissioning model was not as evident as in previous waves. The social enterprises in this evaluation appear to be achieving the outcomes they intended and warrant continued investment. While established organisations may have the systems and capability to manage funds, there appears to be a need to develop new skills in social innovation and entrepreneurship.

2. TO CONSIDER PRE-INVESTMENT SOCIAL ENTERPRISE SUPPORT

Establishing a successful social enterprise requires considerable business skill and knowledge. To support emerging enterprises there may need to be pre-investment support strategy to enable whānau to set up the systems required. The Te Pāpori o Whakatere business and financial support commissioned by Te Pūtahitanga o Te Waipounamu was very well received by the social enterprises involved. This support committed in the Whānau Ora commissioning Investment Plan could continue in other forms throughout the stages of enterprise development (refer to fig 3). While there is provision for feasibility studies it appears whānau may need additional support to understand what constitutes a feasibility study.

3. TO CREATE NETWORKED SOCIAL IMPACT

There is evidence in the evaluation data, that initiatives which work together to network and support one another, increase their impact. There is an opportunity to encourage this networking, particularly for those initiatives that may be geographically isolated. Te Pūtahitanga o Te Waipounamu holds symposiums for initiatives in each wave but there is potential to create a network, perhaps online, where whānau can support and learn from one another. While the initiatives are highly contextual, connecting the kaupapa whānau who support these initiatives would raise capacity, encourage whanaungatanga and enable knowledge sharing.

4. TO SUPPORT AN EVIDENCE BASE FOR INNOVATION

The evaluation data indicates there is a need to ensure the social innovations are grounded in evidence. This has particular relevance for whānau pānekeke. While the Te Pūtahitanga o Te Waipounamu model is highly innovative, this innovation should reside within an evidence base. There is an opportunity to merge this evidence base with the expertise of the whānau to create new Māori knowledge. The literature in this area indicates that translating research into practice in areas like suicide prevention and domestic violence prevention has been challenging and ensuring the work is grounded in Māori epistemology is ongoing. It appears this may require further investment, whether this is from Te Pūtahitanga o Te Waipounamu or another organisation.

5. TO CONTINUE TO UNDERSTAND VARIABILITY

In the last evaluation it was noted there is variability across the commissioning pipeline. In this evaluation we identified the common success factors across successful initiatives. While variation in impact is to be expected, it is also necessary to continue to monitor and learn from this variability. In the next round of evaluation, it may be important to focus on conditions and factors that support improvement as well as those that constrain and inhibit innovation and improvement. 'Know thy impact' is essential to any improvement and innovation work (Bryk et al., 2015).

6. TO FOCUS ON COHERENCE AND ALIGNMENT

The data from the evaluation indicates the initiatives that are most successful are clear about their purpose and the value they add to whānau. It appears these initiatives are targeted for a particular group and the activities are tailored for their needs. In future investment rounds ensuring the enterprise initiatives have a clear vision and a coherent rationale with aligned activities will be important to supporting success.

7. TO PROMOTE ENTREPRENEURIAL BEHAVIOUR

The success factors indicated the initiatives that had strong leadership and which demonstrated entrepreneurial behaviour were most likely to succeed. Creating the conditions to support entrepreneurial behaviour and share the learning regarding what makes a 'Māori social entrepreneur' will ensure future initiatives are more likely to be successful. There is evidence that the type of entrepreneurship evident in the social enterprise initiatives is more likely to be a group of whānau rather than an individual.

Tapsell and Woods (2008) note that Māori entrepreneurship is both economic and social (p. 195). This evaluation indicates it is also cultural. All the initiatives have mediated their social initiative with cultural connection. Social value for Māori depends on a range of social and economic variables, but it is argued that whānau wellbeing is intimately tied to cultural values, Māori language, cultural codes of conduct and cultural preferences for food, recreation and socialisation (Durie et al., 2010). The distinctive contribution of Whānau Ora is the centrality of cultural identity to the concept and positioning of social value (McMeeking & Richards, 2016).

Concluding statement

The Whānau Ora Framework accentuates the importance of achieving social, economic, cultural and collective gains, within a broader aspiration of strengthening connections across generations, as well as between individuals and the collectives they belong to by genealogy and identity (families, hapū, tribes and other communities) (Taskforce on Whānau Centred Initiatives, 2010). Te Pūtahitanga o Te Waipounamu embarked on a bold, innovative commissioning approach to achieve these gains by building whānau capability to be self-determining through social innovation and enterprise. Previous evaluations have demonstrated the prominence the commissioning model has placed on whānau as the central mechanism for bringing about social transformation.

Shifting from a traditional service delivery model, which tends to produce few immediate outcomes and minimal long-term outcomes, to a capability development approach, has been challenging (Investment Plan, 2017–2018). Social enterprise in New Zealand is still in its infancy with awareness of social enterprise in the wider community low (Grant, 2003; Kaplan, 2013; Jennings, 2014). Creating an innovation pipeline that transforms the positioning of Māori whānau in Te Waipounamu has been a significant undertaking. Throughout the evaluations, Te Pūtahitanga o Te Waipounamu has focused on building capability through coaching and enterprise development mentoring. The evidence from this evaluation demonstrates this capability building has a significant impact and is well received by the initiatives, but it needs to be timely and ongoing.

There is evidence across the three evaluations that the model is both emancipatory, while also deeply rooted in a communitarian approach, which emphasises compassion, social obligation and mutual determination. The social enterprises and innovations that have been successful demonstrate how whānau, and a broader kaupapa whānau, can work together to create a community of change leveraging resources, capabilities and cultural strengths. Kaplan (2013) noted that an explicit benefit to the community is evident in Māori social enterprise driven by a communitarian dimension maintained through iwi groupings and their activities. Likewise, Tedmanson observed how social enterprise in remote Aboriginal communities, were a practice of resistance to address neo-colonial exclusionary structures (Tedmanson, 2014; Verduijn et al; 2014). This emancipatory communitarian approach is evident in social enterprises like Bro's for Change, Hale Compound Conditioning, Koha Kai, He Toki ki te Mahi and many other initiatives. Their resistance to Western models of support, to a kaupapa Māori driven strengths-based community approach for whānau self-determination, is evident in evaluations.

Kaplan (2013) notes social enterprise in New Zealand is immature and somewhat stalled, in stark contrast to momentum taking place internationally. However, social enterprise is thriving amongst Māori community activities where there is a significant collective ownership of assets and enterprise development within iwi organisations. Kaplan (2013, p. 5) observes Māori economy is likely growing faster than the New Zealand economy which could create enormous opportunity for new culturally sensitive social business. The investment by Te Pūtahitanga o Te Waipounamu has seen significant growth in Te Waipounamu Māori social enterprise and social entrepreneurs (Savage et al., 2017). The second round of evaluation demonstrated the social and economic return on the investment in social enterprise is considerable. The long-term impact for whānau will only be realised in time.

This evaluation found there appears to be a tension between many established Māori health and social service providers which have significant experience and cultural connection in their communities. Providers which have considerable experience in social service delivery,

have tended to view their initiative as delivering a project and need support to work toward more sustainable social innovation action. Te Pūtahitanga o Te Waipounamu needs to consider how the commissioning model and social innovation pipeline can incorporate and reconfigure the role of these agencies in Whānau Ora. Arguably, these providers are capable host agencies to house the Whānau Ora Navigators. It may be that the infrastructural support they offer to the Navigator workforce is the most important contribution they make to Whānau Ora; leaving the whānau enterprise model to focus on whānau driven innovation per se, rather than being contextualised within provider or service delivery models.

There is a need for Te Pūtahitanga o Te Waipounamu to develop the capability building across the social innovation pipeline, not only to support whānau start-up enterprises but to support continued growth and development through the pipeline. Commissioning without this support will constrain the model and limit the potential impact of social services not-for-profits, social enterprise and social innovation. There is the potential to network and mentor the collective of Māori social entrepreneurs, who are a clear contributor to the success of enterprise and innovation.

Methodology

The research questions that drove the Wave 4 and 5 evaluations are;

1. What outcomes and impact are Wave 4 and 5 having for whānau in Te Waipounamu?
2. In what ways do these outcomes and impacts reflect the intended outcomes of Te Pūtahitanga o Te Waipounamu approach to realising Whānau Ora in Te Waipounamu?

In this round of evaluation two commissioning pipelines were evaluated; Te Punanga Haumaruru (Wave 4) and a Commissioning Round (Wave 5). The objectives from these commissioning rounds were used to construct the interviews and the evaluation framework to understand the specific impact of each wave.

WAVE 4 OBJECTIVES

The Te Punanga Haumaruru objectives are to;

- Support whānau-led action that encourages positive behaviour, in protecting all our children and young people from all forms of violence, abuse and neglect
- Build ownership and commitment at a local level to changing attitudes and behaviour in our whānau and communities
- Increase knowledge and understanding of the impact of creating a strong foundation for all our children and young people to be treasured, respected and to enjoy a good life full of opportunity;
- Provide tools and strategies to support effective whānau-led, owned and inspired action. (Te Pūtahitanga o Te Waipounamu Investment Plan 2017-2018, pg. 44)

WAVE 5 OBJECTIVES

There are two sets of objectives for the Wave 5 commissioning round; the Whānau Ora pou, and the criteria for commissioning as follows;

These seven outcomes for Whānau Ora are:

- Pou Tahi - Whānau in Te Waipounamu are self-managing and empowered
- Pou Rua - Whānau in Te Waipounamu are leading healthy lifestyles
- Pou Toru - Whānau in Te Waipounamu are participating fully in society
- Pou Whā - Whānau in Te Waipounamu are confidently participating in Te Ao Māori
- Pou Rima - Whānau in Te Waipounamu are economically secure and successfully involved in wealth creation
- Pou Ono - Whānau in Te Waipounamu are cohesive, resilient and nurturing
- Pou Whitu - Whānau in Te Waipounamu are responsible stewards of their living and natural environment

The **criteria for assessment** for commissioning. They must;

- Be whānau-centred - Te Pūtahitanga recognises whānau are essential to everything they do. Applicants are required to demonstrate that whānau are central to their initiative.
- Be financially viable - Te Pūtahitanga requires initiatives to provide evidence on financial viability and solvency.
- Address local whānau priorities - initiatives' ideas need to respond to the specific priorities of whānau in their community, hapū, iwi.

- Promote intergenerational transmission – te ao Māori recognises the significance of intergenerational relationships. Applicants are required to demonstrate how their initiative will contribute to the ongoing sharing of knowledge and expertise within whānau.
- Contribute to collective identity and ownership – applicants are required to demonstrate that their initiatives respond to the collective aspirations of whānau and whānau rangatiratanga is a prominent outcome.
- Be holistic – initiatives are required to support whānau spiritual, social, physical or mental well being.
- Be strengths-based – applications need to demonstrate how the whānau strength will be utilised to enable the best outcomes.
- Promote innovation – in terms of initiatives’ uniqueness and alignment to the seven pou.
(*Te Pūtahitanga o Te Waipounamu Investment Plan 2017-2018, P.66*)

DATA COLLECTION AND ANALYSIS

Three evaluators visited the 18 Wave Four and Five initiatives over a period of six weeks. In total 39 interviews were conducted. Where possible whānau who were architects of the initiatives and whānau who had benefited from the initiatives were interviewed. The interviews were designed to provide:

- An opportunity for initiatives to clarify and articulate how their mission contributed to Whānau Ora (the purpose and rationale),
- A space for reflection as a basis for strategic action (both individually, as a whānau and as a collective),
- A process for gathering and analysing the impact and outcomes that informed future planning (their plans for sustainability),
- An opportunity to identify the activities, growth and aspirations of the whānau as a result of the commissioning model (reflect on what they have achieved).

The transcripts were analysed and coded into an analysis framework identifying social mission, aspirations, activity, and social value. The Whānau Ora Outcomes Framework demonstrates how the commissioning model is achieving the goals set by the Whānau Ora Taskforce (Durie, Cooper, Grennell, Snively & Tuaine, 2009). Two evaluation tools were developed in the Wave 2 and 3 evaluations, a social value framework and a social enterprise development survey. Social value is inherently subjective, so when we attempt to measure social value it is important to use an agreed framework to understand the impact we are reporting. Whānau were asked to indicate on the social value framework (Derived from the Whānau Ora Outcomes Framework see appendix 1) the outcomes they had achieved for themselves and for the whānau they were working alongside. In addition, whānau in the social enterprise initiatives completed a social enterprise development survey constructed with the Te Pūtahitanga o Te Waipounamu Whānau Enterprise coaches (see appendix 2).

ETHICAL PROTOCOLS

Ethical and interview protocols were created by the evaluation team to ensure the evaluation protected the rights of everyone who contributed. The researchers followed the guiding principles for working respectfully with indigenous peoples nationally and internationally. These are articulated by Kennedy and Wehipeihana (2006, p. 1-2):

- Self-determination - including the right to make decisions about all aspects of their lives. Clear benefits to those being researched.
- Acknowledgement and awareness - refers to respect and due recognition and appreciation of indigenous culture, values, customs, beliefs and rights, including an acceptance of a worldview that may not be consistent with Western ideologies.
- Cultural integrity - relates to the validity of indigenous knowledge and ways of being, and that cultural knowledge must be protected from misuse, misappropriation and must be preserved for future generations.
- Capacity building - enabling indigenous people to participate actively in the research, with the aim to ultimately drive their own research.

An information sheet was developed and was distributed by Te Pūtahitanga o Te Waipounamu prior to the evaluation. The evaluators handed out the information sheet on meeting the whānau who participated in the interviews. Whānau were given the opportunity to sign or record verbal consent. They were assured the information they shared would not be identifiable. For this reason, the data on each initiative in the body of the report has been generalised.

Several of the initiatives are developing social enterprises with their intellectual property tied to the success of their innovation. The evaluation process was particularly sensitive to this and only captured what was required without compromising the intellectual property of the whānau.

Te Pūtahitanga o Te Waipounamu has taken a whānau empowerment approach to investment. The evaluation planned to support this kaupapa by building capability through evaluation; specifically ensuring whānau were at the centre of the evaluation.

LIMITATIONS

This evaluation focused on the Wave 4 and 5 initiatives that were commissioned in 2017. The data collected across all the initiatives was qualitative and quantitative. The challenge in each evaluation has been to report quantitatively on numbers of whānau accessing the initiatives with reliability. In part, the difficulty is due to the summative nature of the evaluation. It is difficult to determine after the activity, how much activity occurred, unless the measure of activity is agreed prior to the funding. Each initiative was asked to report on the number of whānau they worked alongside. The results demonstrated there is variability across the initiatives and numbers of whānau reached does not necessarily equate to impact. For example, an initiative that works alongside 30 whānau intensively may have more impact than an initiative that encounters 100 whānau. The evaluation has determined it is more important to measure the progression of whānau within the initiative than the number of whānau they encounter.

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Appendices

Appendix 1: Te Pūtahitanga o Te Waipounamu Social Value Framework

Pou	Impact Category	Impact Statements
Whānau are self-managing	Improved whānau capability to manage resources	Increased whānau bartering & sharing resources Whānau have increased resourcefulness Whānau have future financial plans
	Whānau have learnt new skills for self-management	Increased self-management & skills Whānau report more independence Whānau taking charge of their own well-being
	Whānau pānekeneke report increased independence	Whānau pānekeneke report increased security Whānau are able to meet their basic needs Increased independence for whānau with disabilities
	Whānau leading activities instead of receiving	Whānau supporting others Whānau taking up leadership positions to support others Whānau initiating change
	Whānau goal setting & planning for the future	Whānau participating in future planning Whānau setting and achieving goals
Whānau are living healthy lifestyles	Increase in whānau access to health activities & care	Access for low income whānau to health resources Increase in whānau accessing health services Improved access to care for kaumātua Improved access to specialist support Whānau accessing rongoā
	Improved whānau health	Whānau giving up drugs/alcohol Whānau have given up smoking Whānau have improved nutrition Whānau have lost weight Improved whānau mental health Whānau have reduced medication Whānau making positive lifestyle choices Whānau managing chronic health conditions
	Increased physical activity	Whānau training regularly Whānau exercising together Whānau engaged in outdoor activities together Whānau report improved physical well-being, fitness, flexibility
	Whānau learning new skills in health, well-being & physical activity	Whānau learning about nutrition Whānau challenging perceptions about Māori health Whānau learning about rongoā Whānau learning about physical well-being

Whānau are participating fully in society	Addressing barriers for whānau in the community	Addressing negative view of Māori (deficit/stereotypes) Improved relationships between whānau & mainstream services
	Increase in whānau accessing community networks & services	Increased whānau knowledge of community services Increased access for whānau to community services Increased community networking
	Whānau contributing positively to the community	Community recognition Whānau participating in community events Whānau taking leadership roles in the community Whānau reintegrated back into community from corrections
	Whānau gaining qualifications & experience to participate fully in society	Rangatahi achieving at school Whānau achieving driver licences Whānau gaining qualifications for employment Whānau building capability for employment Whānau supporting rangatahi education success
Whānau are confidently participating in Te Ao Māori	Increased connection with Te Ao Māori	Participation in Māori community activities Whānau report stronger identity as Māori Increase in number of whānau attending marae events Whānau connecting to marae Whānau registering with Iwi
	Increased cultural capability	Transmission of cultural knowledge Whānau learning and using rongoā Whānau learning te reo Whānau learning whakapapa Tamariki learning on the marae Increased creation of contemporary Māori knowledge
	Increased engagement in cultural activities	Access for low income whānau to cultural activities Learning haka, te reo, kapahaka Performing/participating in kapahaka/Māori arts Increased number of whānau learning te reo
Whānau are economically secure and successfully involved in wealth creation	Increased potential for economic development & business expansion	Creating positive messages about Māori business Participating in business networking Improved business systems and capability Whānau investing in resources to generate income Increased entrepreneurial behaviours and attitudes Whānau report business development/expansion
	Increased financial capability	Improved financial stability Improved money management Increase in whānau accessing funding Increase in income Whānau have debt management plans
	Increased employment for whānau	Whānau gained employment Whānau are self-employed Whānau gain leadership roles in employment Whānau employing other whānau

Whānau are cohesive, resilient and nurturing	Improved whānau health & safety	Improved child safety Improved whānau health & safety
	Improved whānau relationships	Restoring whānau relationships Whānau report improved relationships Increased time together as whānau
	Improved whānau well-being	Increased capability to deal with external issues Increased support for caregivers Whānau report improved well-being Improved well-being for kaumātua
	Increased social connection	Increased social participation Increased participation in whānau activities Increased intergenerational activity Increased online social connectivity Whānau report reduced social isolation
	Increased whānau capability to support one another	Whānau learning together Whanaungatanga support for whānau Increased support mechanisms for whānau Whānau have relationships with support services
Whānau are responsible stewards of their living and natural environment	Increased connection with whenua	Whānau report increased connection with whenua Increased access for whānau to whenua/ngahere
	Increased knowledge of whānau land	Increased knowledge of the potential for whānau land Improved systems & structures established for whānau land Whānau land issues resolved
	Increased whānau capability on whenua	Whānau building maara kai capability (planting etc) Whānau learning kaitiakitanga & sustainability skills Whānau producing/gathering kai from whenua Whānau regenerating ngahere/whenua

Appendix 2: Social enterprise start-up survey

Social enterprise start-up survey

This survey will help us understand how social enterprises grow – and how we can best support others who are going into social enterprise.

<i>Organisational readiness</i>	Y/N
Have you identified your opportunity or purpose?	
Did you have experience in this area before you started your enterprise?	
Were you working on a voluntary basis in this area before funding?	
Are you aware of the other providers or businesses in your area?	
Have you created a business plan?	
Have you set up a bank account for the entity?	
Do you have an IRD number?	
Are you registered for GST?	
Have you identified sources of funding – where you will get your income?	
<i>Organisational structure</i>	
Have you created an organisational structure/trust or limited liability company?	
Have you set goals – what you want to achieve in the next six months or year?	
Have you written a mission statement – described your purpose?	
Have you created an advertising or social media plan	
Do you have the health and safety policies and procedures you need?	
Do you have roles in your business?	
<i>Organisational capacity</i>	
Do you employ staff (including yourself)?	
If you employ staff, do you have HR support for employment contracts?	
Do you have business insurance?	
Do you track how well you are doing?	
Do you have roles for whānau in the business?	
Are you using the business coaches/mentors?	
Do you use business software like Xero?	
Do you have an accountant or other financial support?	
Do you have opportunities to network with the community or other whānau entities?	
<i>Organisational development</i>	
Do you have ways to know that what you are doing is working? Like asking for feedback?	
If so, have you responded to the feedback and made changes to what you do?	
Do you have plans for the future?	
Have you identified future sources of income?	
<i>Organisational sustainability</i>	
Do you have a sustainability plan?	
Do you have goals for the next year?	
Do you expect to ‘break even’ or make a profit next year?	

Appendix 3: Interview schedules

Questionnaire for Whānau Ora initiatives Wave 4 and 5

We are aiming to understand what they have been doing and how this fits within the Whānau Ora outcomes framework.

<i>Area</i>	<i>Description</i>	<i>Questions</i>	<i>Spiral</i>
Intro	Understanding what they are doing and why	<ol style="list-style-type: none"> 1. Tell me about your initiative? 2. How did you come up with your idea - what was your motivation to do something? 3. What are your aspirations - what are you hoping will happen? 4. Can you talk to me about how you got your initiative off the ground and what you have had to do to get to this point? 	What are their aspirations - their end goal - what will it look like when they have achieved their goals?
Outcomes	Identify outcomes on the social value framework	<ol style="list-style-type: none"> 1. I'd like to show you some outcomes from the last evaluation, can you help me identify what you are hoping to achieve? 2. Can we pick some and talk about how this looks in your initiative? 3. Can you tell me about some of your activities? 	<p>Looking at the social value framework - we are looking for descriptions of the outcomes, evidence they have had an impact.</p> <p>Refer to the Whānau Ora pou - ask them to talk about their focus.</p>
Quantity	Identify their reach?	<ol style="list-style-type: none"> 1. How many whānau have you reached? 2. How many attended? 3. How often, or how much? 	We are seeking to quantify what they have done - what they have achieved.
	Identify how they are placed for the future	<ol style="list-style-type: none"> 1. What are you hoping to do from here? 2. Do you need support for future developments, where will this come from - or how will you go about it? 	Is the project sustainable, are they looking for other sources funding? If the initiative is finishing have they addressed the issues?

Questionnaire for Whānau Ora social enterprise Wave 4 and 5

We are aiming to understand what they have been doing and how this fits within the social enterprise development framework.

<i>Area</i>	<i>Description</i>	<i>Questions</i>	<i>Spiral</i>
Intro	Understanding what they are doing and why	<ol style="list-style-type: none"> 1. Tell me about your social enterprise? (what is their mission and their business concept?) 2. How did you come up with your idea - what was your motivation to do something? 3. Can you talk to me about how you got your initiative off the ground and what you have had to do to get to this point? 	What are their aspirations, what is it they are hoping to achieve - what is their social enterprise?
Outcomes	Identify outcomes on the social enterprise development scale	<ol style="list-style-type: none"> 1. Tell me about how your social enterprise is developing 2. Would you say you are emerging as a social enterprise? - here are some examples 3. Can you tell me about some of your activities - what you have had to do to set up? 4. Social value framework - can you talk to the pou - tell me about the focus of your activities and what you have achieved? 	<p>We want to know if they have done business plans, set up as a business, understand tax?</p> <p>What new skills have they had to learn?</p> <p>What skills do they think they might need?</p>
Aspirations	Identify their reach	<ol style="list-style-type: none"> 1. What are your aspirations - what are you hoping will happen? 2. Have you had the support that you need? 3. What would have helped you with your enterprise development? 	<p>We need to quantify what they have done - what they have achieved?</p> <p>We are asking them to reflect on what they have achieved - and where they are going.</p>
Sustainability	Identify how they are placed for the future	<ol style="list-style-type: none"> 1. What is next for you? 2. Do you need support for future developments, where will this come from - or how will you go about it? 3. What do you know about the resources that are out there to support business development? 	Is the business sustainable, are you looking for other funding, how confident do they feel about the future?

Questionnaire for Whānau Ora feasibility study Wave 4 and 5

We are aiming to understand what they have been doing and how this fits within the feasibility study guidelines.

<i>Area</i>	<i>Description</i>	<i>Questions</i>	<i>Spiral</i>
Intro	Understanding what they are doing and why	<ol style="list-style-type: none"> 1. Tell me about your initiative and why you are doing a feasibility study? (what is their concept - if it is a social enterprise understand their mission and concept) 2. How did you come up with your idea - what was your motivation to do something? 	We want to know about their aspirations, what is it they are hoping to achieve - what is their study for?
Learnings	Identify what they have learned	<ol style="list-style-type: none"> 1. Can you talk to me about what you have learned from the feasibility study? 2. What has this meant for your original idea? 3. Have you had to change what you originally thought you would do? 	What have they learned from the study?
Aspirations	Where to from here?	<ol style="list-style-type: none"> 1. What are your aspirations after this - what are you hoping will happen? 2. Have you had the support that you needed? 3. What would have helped you during the feasibility process, what advice would you give others who might be undertaking a feasibility study? 	What do they hope will happen from here?
Sustainability	Identify how they are placed for the future	<ol style="list-style-type: none"> 1. What is next for you? 2. Do you need support for future developments, where will this come from - or how will you go about it? 3. What do you know about the resources that are out there to support your next steps? 	Is the business sustainable, are you looking for other funding, how confident do they feel about the future?

Appendix 4: Information and consent

INFORMATION SHEET

Te Pūtahitanga o Te Waipounamu

Wave 4 and 5 evaluation

Tēnā koe,

As a successful recipient of the Te Pūtahitanga Wave 4 and 5 funding, you will be aware that Te Pūtahitanga has taken a unique approach to realising Whānau Ora across Te Waipounamu. Ihi Research has been contracted by the organisation to evaluate the impacts and outcomes of this approach.

As part of the Wave 4 and 5 evaluations, you have been identified as someone who could help us understand the activities of Te Pūtahitanga through telling your story.

We would really like to kōrero with you. The kōrero will take approximately 30 minutes and will be conducted at a place of your choosing. To ensure we represent your views faithfully the kōrero will be recorded using a digital recording device. All interviews will be transcribed and, if requested, we will send back your transcript to confirm the accuracy.

You are under no obligation to accept this invitation to participate in this research. If you do choose to participate, you have the right to:

- Decline to answer any particular question/s;
- Withdraw at any time and withdraw the information you have contributed at any time up until the report is written;
- Ask any questions about the study at any time during the participation;
- Provide any information on the understanding that your name will not be used.

All information provided is confidential, however we cannot protect your anonymity as you are identifiable through your initiative - for this reason, we will ensure everything we write in the report about you, or from you, is returned to you so you can check it before it is included in the report. The recordings will be listened to only by the evaluation team, any written transcriptions will be securely locked in a filing cabinet or a password protected file for the period of one year after the completion of the research and then destroyed. The information you provide will be analysed and included in the final report. Upon completion and confirmation from Te Pūtahitanga, a copy of the report will be provided to participants.

We appreciate your time and consideration in participating in this important work. Your participation will help improve the commissioning process, assist in providing evidence of the value of the commissioning approach and our journey realising Whānau Ora in Te Waipounamu. If you have any questions or concerns, please do not hesitate to contact us.

Nā māua noa, nā

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Evaluation of Wave 4 and 5 Te Pūtahitanga o Te Waipounamu

CONSENT FORM

Full name - Printed:

I have read the Information Sheet and had the research explained to me.

I am aware that participation in this research is voluntary and I understand the information will be kept confidential. Any questions that I have asked have been answered and I understand I may ask further questions at any time. All information will be in a password protected file and stored for a period of one year and will then be destroyed.

When the report is completed and has been accepted by Te Pūtahitanga, a summary of the findings will be sent to me if I would like.

Please tick the boxes if you agree;

- I agree to participate in this study under the conditions set out in the information sheet.
- I give consent for my interview to be audiotaped.
- I give consent for my comments to be included in the research.
- My identity will not be revealed in any part of the research.

Please sign and date this consent form.

Signature: _____ Date: _____

Please provide an address/e-mail for a copy of the report to be sent to you:

