

**TE WHARE ĀHURU KI
RUAPEHU HOUSING PROJECT
AND
WHAKAKAHA WHĀNAU
COLLECTIVE IMPACT EVALUATIONS**





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Collective Impact Evaluations

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Whānau Ora Commissioning Agency

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“Me hoki whakamuri, kia ahu whakamua ai, ka neke ai”

“In order to improve, evolve and move forward, we must reflect back to what has been”

Kei ngā maunga whakahī o te motu, kei ngā awa kōrero huri noa, tēnā rā koutou katoa. Kei ngā tūpuna kua riro ki te pō, haere okioki atu koutou. Kei ngā maramara o rātou mā, kei ngā whānau i āwhina mai i ngā mahi nei, tēnā koutou. Ka huri ngā mihi ki ngā kaiwhakarato, ki ngā kāhui o Te Kōhao me Ngāti Rangī, mō koutou i āwhina mai i te ohu rangahau kia whai tirohanga ai ki ā koutou nā mahi i ō koutou nā rohe, otirā, ki ā koutou nā mahinga ngātahi ki ngā whānau. Nei rā ngā mihi. Hei whakakapi ake, ka rere ngā mihi ki a koutou katoa kei ngā ringa mahi, kei ngā apataki anō o te pou kōmihana o Whānau Ora. Tēnā koutou, tēnā koutou, huri, huri, tēnā rā tātou katoa.

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Mauri Ora



ABBREVIATIONS AND GLOSSARY

- CI** – Collective Impact
- CRG** – Community Reference Group
- EC** – Employment Coordinator
- EEC** – Education and Employment Coordinator
- HN** – Housing Navigator
- MSD** – Ministry of Social Development
- OIA** – Official Information Act
RWT – Ruapehu Whānau Transformation
- TPK** – Te Puni Kōkiri
- TPM** – Te Pou Matakana - North Island Whānau Ora Commissioning Agency (now known as WOCA)
- TWKR** – Te Whare Āhuru ki Ruapehu
- WDOM** – Whānau Development Outcomes Matrix
- WOCA** – Whānau Ora Commissioning Agency - Previously known as Te Pou Matakana
-
- Kaiārahi** – navigator
- Kaupapa Māori** – Māori approach
- Pākehā** – New Zealander of European descent
- Papa kāinga** – original home
- Rohe** – district or region
- Te ao Māori** – the Māori worldview
- Tikanga** – correct procedure
- Tino rangatiratanga** – self-determination
- Tūpuna** – ancestors
- Wāhine** – female
- Whānau** – family (including extended family groups)
- Whānau Ora** – a cross-government work programme that places families/whānau at the centre of service delivery
- Whare wānanga** – place of higher learning
- Whenua** – land

EXECUTIVE SUMMARY

Wai Research was contracted by the Whānau Ora Commissioning Agency (WOCA - formerly known as TPM) to conduct a process and outcome evaluation of two Collective Impact (CI) initiatives, namely Te Whare Āhuru Ki Ruapehu Housing Project (Ngāti Rangi Trust covering the rohe of Waiouru, Ohākune and Raetihi) and Whakakaha Whānau (Te Ngira Collective, Te Kōhao Health, Hauraki-Waikato). The purpose of this evaluation was to assess how well two Whānau Ora Partners have implemented their CI initiatives (i.e. process evaluation) and the extent to which WOCA commissioned outcomes have been achieved (as outlined in the TPM Outcomes Framework¹). This evaluation also builds on previous findings from a formative and process evaluation completed by TPM in 2016, by providing an update on the WOCA CI initiative, particularly in terms of the initiatives' progress, and any new learnings to date (TPM May 2016).

Led by Ngāti Rangi, Te Whare Āhuru Ki Ruapehu Housing Project supports whānau within the Ruapehu rohe towards proudly living in safe, warm homes. The priority goals of this CI are to increase availability of houses for locals and to increase the percentage of healthy homes.

Led by Te Kōhao Health, Whakakaha Whānau has the collective strategic vision of 'improving whānau economic outcomes through education, employment and training.' Whakakaha Whānau supports whānau to improve their 'work readiness' in the hope of supporting them into employment and/or training and education.

Qualitative interviews and focus group discussions were conducted with CI provider personnel and whānau to gain insight into the implementation, delivery and outcomes achieved. A total of eight qualitative interviews were conducted at the Te Whare Āhuru ki Ruapehu site and 22 were conducted at the Whakakaha Whānau site. This included two focus groups that were conducted at the Whakakaha Whānau site (one with whānau and one with kaimahi).

The evaluators have observed two provider practice exemplars that each have different approaches yet operate comfortably in the CI space, supported by a Whānau Ora approach which integrates cultural expectations of practice in a New Zealand context. While the respective CI initiatives differed in their approaches and implementation of Collective Impact – both sites similarly achieved in supporting and enabling their whānau to take responsibility for their own lives and leveraging their skills, knowledge, capabilities, experiences and networks for the benefit of themselves and others.



RUBRIC RATING

To evaluate these CI initiatives a previous set of best practice indicators were developed as part of a formative and process evaluation commissioned by TPM (2016). These indicators were used to inform the process evaluation component of this project. The phases in the process rubric are loosely based on the concept and metaphor of the development of a tree or plant from seedling, to sapling and finally maturity. Phases therefore range from:

Stage 1:
Te Pihinga | The CI initiative's core activities have been developed and are being implemented.

Stage 2:
Te Māhure | The CI initiative is innovating and being refined.

Stage 3:
Te Kōhure | The CI initiative is stable and well established.

To assess the extent to which the CI initiatives achieved outcomes for whānau, a fit for purpose outcomes rubric was developed. The outcome rubric rating is based on the Whānau Development Outcomes Matrix (WDOM, (Karauria 2005)). This matrix aligns to the WOCA Outcomes Framework as well as providing a staged approach for understanding whānau outcome achievement. These stages are:

Te Kore (latent stage)
 Whānau are resilient and in a state of unlimited potential.

Te Po (activation stage)
 WOCA funded services are supporting whānau in the North Island to develop pathways to be more self-managing (and independent from government assistance) and participate in opportunities and activities that optimise their health and wellbeing.

Te Whai Ao (development stage)
 WOCA funded services have supported and enabled whānau in the North Island to take responsibility for their own lives and leverage their skills, knowledge, capabilities, experiences and networks for the benefit of themselves and others.

Te Ao Marama (realisation stage)
 Whānau in the North Island exercise rangatiratanga on a daily basis by being self-managing, independent for sustainable success, and making informed decisions.

TE WHARE ĀHURU KI RUAPEHU HOUSING PROJECT

Ngāti Rangi was given funding to establish their CI initiative and contracted to work with 40 whānau in the year 2017/18. It was clearly evident during the evaluation that the key establishment activities, particularly relationships with communities and potential partners; the common agenda; long term outcomes; structural arrangements; and many common understandings and planning had already occurred or were well underway before this time (scoping report).

Ngāti Rangi has demonstrated they have access to and can utilise high level data to build their case for Whānau Transformation. It has been acknowledged that CI has further provided them with a focus and a framework to refine the housing strategy. High level measures and indicators have been agreed but the WDOM framework will provide more whānau focused and earlier measures in the journey towards achieving the specific common agenda of:

'Ruapehu whānau proudly living in safe warm homes'

Process Evaluation

Based on progress reports and in-depth qualitative interviews with whānau, and key WOCA and Te Whare Āhuru Ki Ruapehu Housing Project staff and partners, the CI initiative has been given the following Process rating:

Rating Level: Te Kōhure

Description: The Te Whare Āhuru Ki Ruapehu Housing Project CI initiative is stable and well established

What's Happening: The activities of the initiative are well established and outcomes are stable, allowing for a determination of impact, value, merit, significance and effectiveness of the initiative to be made. There are well established collaborative relationships between the wider collaborative group and community whānau. The initiative is also considered credible and is trusted by all stakeholders and the wider community, boosted by the information and analysis they have made and published for their communities. Furthermore, partners and the backbone have significant experience and are represented at the highest level in their communities. High level indicators have been set and agreed for monitoring purposes and increasing certainty about 'what works'.

Outcome Evaluation

Based on progress reports and in-depth qualitative interviews with whānau and key WOCA and Te Whare Āhuru Ki Ruapehu Housing Project staff and partners, the CI initiative has been given the following Outcome rating:

Rating Level: Te Whai Ao

Description: WOCA funded services have supported and enabled whānau in the North Island to take responsibility for their own lives and leverage their skills, knowledge, capabilities, experiences and networks for the benefit of themselves and others.

What's Happening:

- Whānau Knowledge – Whānau are making informed choices about the support they require, who they access support from, and are leveraging the knowledge, skills and capabilities within their whānau and networks to advance their collective interests. The evaluators identified evidence that whānau have learnt new skills such as budgeting, maintaining homes and accessing materials for making home improvements.
- Whānau Health – Whānau can model to other whānau members their ability to take personal responsibility for their own health and wellbeing. Despite some physical limitations some whānau have learnt to participate in home improvements to a level they can physically attain.



- Whānau Relationships – Interpersonal skills between whānau members have improved and whānau conduct positive relationships. Whānau are also developing nurturing environments that provide for their physical, emotional, spiritual and mental wellbeing, and are confident to address crises and challenges when they arise. Whānau know that with the support of the kaiārahi, they can achieve the goals set in their plans and over time are seeing positive results.
- Whānau Standard of Living – Whānau can articulate and implement healthy living habits in the home that will support their success. Whānau are also achieving the knowledge, skills sets and qualifications to pursue training and employment that provides them with financial security and career options. All whānau identified improved standards of living achieved through the work of the housing strategies, which also connected to the wider collective strategies around education.
- Whānau Engagement with Te Ao Māori – Whānau are benefiting from being part of a Māori community group and/or organisation. Whānau are also accessing cultural knowledge, engaging in knowledge creation, and transferring that knowledge amongst themselves. Māori leadership outcomes are documented and seen as a longer term strategy bought about through self-empowerment, confidence, social connectedness, knowledge and employment opportunities.
- Whānau Participation in the Community – More whānau members are trained and serving as public, community and cultural champions, advocates and leaders. Community facilities have been acquired and community members are utilising facilities for their particular interest groups as part of the wider collective strategy which includes housing.

WHAKAKAHA WHĀNAU

From 1 July 2017 to 30 June 2018, Whakakaha Whānau were contracted to engage 140 unique priority whānau. During this period, 102 whānau were engaged. The contract also states that at least 70 priority whānau experience measurable progress towards achieving their priority outcomes. At the time of writing this report, 93 priority whānau were recorded as achieving their priority outcomes. Based on these figures, Whakakaha Whānau have exceeded their contracted outcomes. Certainly, key to the success of Whakakaha Whānau was its Whānau Ora and collective approach in supporting the needs and aspirations of whānau. It was also evident from the qualitative interviews that there were many benefits in using a CI approach.

Process Evaluation Rating

The Whakakaha Whānau CI initiative has been given the following process evaluation rating:

Rating Level: Te Kōhure

Description: The Whakakaha Whānau CI initiative is stable and well established

What's Happening: The activities of the initiative are well established and outcomes are stable allowing for a determination of impact, value, merit, significance and effectiveness of the initiative to be made. The initiative is also considered credible and is trusted by all stakeholders and the wider community. As well, partners and the backbone have significant experience and increasing certainty about 'what works'

Outcome Evaluation

The Whakakaha Whānau CI initiative has been given the following Outcome Evaluation rating:

Rating Level: Te Whai Ao

Description: WOCA funded services have supported and enabled whānau in the North Island to take responsibility for their own lives and leverage their skills, knowledge, capabilities, experiences and networks for the benefit of themselves and others.

What's Happening:

- Whānau Knowledge – Whānau are making informed choices about the support they require, who they access support from, and are leveraging the knowledge, skills and capabilities within their whānau and networks to advance their collective interests.
- Whānau Health – Whānau can model to other whānau members their ability to take personal responsibility for their own health and wellbeing.
- Whānau Relationships – Interpersonal skills between whānau members have improved and whānau conduct positive relationships. Whānau are also developing nurturing environments that provide for their physical, emotional, spiritual and mental wellbeing, and are confident to address crises and challenges when they arise.
- Whānau Standard of Living – Whānau can articulate and implement healthy living habits in the home that will support their success. Whānau are also achieving the knowledge, skills sets and qualifications to pursue training and employment that provides them with financial security and career options.
- Whānau engagement with Te Ao Māori – Whānau are benefiting from being part of a Māori community group and/or organisation. Whānau are also accessing cultural knowledge, engaging in knowledge creation, and transferring that knowledge amongst themselves.
- Whānau Participation in the Community – More whānau members are trained and serving as public, community and cultural champions, advocates and leaders.

Conclusion

The evaluators of this project conclude that both CI sites have successfully implemented their CI initiatives in accordance with the quality indicators developed from the 2016 formative evaluation of CI. Both organisations in fact are exemplars of CI practice within the Whānau Ora space but from different perspectives. Ngāti Rangī already had an established high-level collaboration across their local communities with all CI practices in train. On the other hand, Te Kōhāo was a well-established Whānau Ora provider with well-established partnerships across the wide geographical region encompassed by Tainui waka.

This evaluation also looked at the extent to which the two sites were facilitating the WOCA commissioned outcomes through their CI. The qualitative data collected from both sites indicates that they were highly successful in the facilitation of these outcomes, both in outcomes directly related to their activities (such as whānau living standards and whānau participation in the community), but especially in their ability to facilitate and enhance foundational outcomes (whānau relationships and whānau knowledge).

The two providers have adapted CI for use in their communities alongside their Whānau Ora approaches, but the two methodologies possess similar outcomes, therefore this makes it difficult to assess each methodology separately, rather they work in synergy. In fact, a review of the literature for CI has suggested changes to the language of the CI outcomes utilising language and actions that might just as easily sit within the areas of Māori development, Kaupapa Māori and Whānau Ora. CI has offered an international framework for Whānau Ora Providers to consider their practice. CI when it was introduced many years ago, was considered a revolutionary model for social change and the underlying framework is still considered to be well structured. However, in 2016, a review seeking improvements to the framework was undertaken.



Six major evolutions were proposed:

1. from a managerial paradigm to a movement building paradigm
2. from continuous communication to authentic engagement
3. from common agenda to shared aspiration
4. from shared measurement to strategic learning
5. from mutually reinforcing activities to a focus on high-leverage opportunities
6. from backbone support to a container for change.

The above evolutions are considerate of the need to shun 'small revisions' of the framework and rather opt for continuous upgrading of the framework informed by authentic and ongoing learning of 'what it takes to truly transform communities'. The journey is ongoing through evolving practice.

Recommendations

The following recommendations have been made based on the findings of this report:

- Develop a standardised reporting template for all partners which makes explicit any quality and success measures for each CI initiative, and that any necessary data capability is provided to ensure high quality data collection and consistency in reporting across all CI partners.
- A review of the current WOCA outcomes framework, success indicators and measures to ensure that 'what matters' is actually being measured.
- An assessment of the return on investment to better understand the social, cultural and financial value created using a CI approach.
- More explicit promotion of CI best practice is needed to better support partners in the delivery of their initiative.

INTRODUCTION

As part of the Whānau Ora Commissioning Agency Annual Investment Plan 2018/2019, Wai Research was contracted to conduct a process and outcome evaluation of two Collective Impact (CI) initiatives, namely Te Whare Āhuru Ki Ruapehu Housing Project (Ngāti Rangi Trust covering the rohe of Waiouru, Ohākune and Raetihi) and Whakakaha Whānau Te Ngira (Te Kōhao Health, Hauraki-Waikato).

Te Whare Āhuru Ki Ruapehu is the CI initiative stemming from the Ruapehu Whānau Transformation Collaboration based within the confines of Ruapehu District Council. Ngāti Rangi provides oversight to the collaboration and the implementation of the CI initiative. The collaboration currently involves a range of community partners that contribute both time and resource as needed to address agreed projects to benefit whānau who reside in the rohe or provide support to seek resources. Foundational work over the past seven years has resulted in the development of a community wide collective and a Ruapehu Whānau Transformation Plan 2020². Within the Plan are five focus areas of: Education, Employment and Enterprise, Housing, Health and Social. It has been recognised that each of the focus areas is linked and interdependent when considering their hopes and aspirations for community and whānau transformation. Within each of the focus areas are a number of identified opportunities and solutions. The purpose of this Collective Impact evaluation is to concentrate on the housing area and Te Whare Āhuru Ki Ruapehu and its location within the wider collaborative strategy of Ruapehu Whānau Transformation. Activity areas have included housing repairs, home ownership and home heating and insulation.

The Whakakaha Whānau CI initiative covers the Hauraki-Waikato region and encompasses both urban and rural settings. The initiative is focused on supporting whānau into employment, education and training. Kaiārahi (Navigators) work closely with whānau and refer any whānau members seeking employment to the Employment Coordinator (EC). The coordinator works with the whole whānau to ensure good whānau support is in place, provides career planning, coaching, mentoring and advice, and ensures that whānau have updated CVs, are trained in job interview techniques, and that any job interview expenses (e.g. work appropriate attire and travel) are covered. Job or study placement support is provided by the coordinator for up to two years. EC's have both established and 'developing' relationships with local businesses, recruitment agencies and other employers, and can connect whānau to workshops and job opportunities.

The purpose of this evaluation was to assess how well both sites have implemented their CI initiatives (i.e. process evaluation) and the extent to which WOCA commissioned outcomes have been achieved (as outlined in the Whānau Ora Commissioning Agency Outcomes Framework³). This evaluation also builds on previous findings from a formative and process evaluation commissioned by WOCA in 2016, by providing an update on the WOCA CI initiative, particularly in terms of the initiative's progress, and any new learnings to date.



BACKGROUND

Whānau Ora Commissioning Agency (WOCA) is responsible for commissioning initiatives that will drive whānau health and wellbeing by building on the strengths and assets of Māori communities in the region. WOCA funded initiatives include Whānau Direct, Kaiārahi, and Collective Impact for whānau.⁴

The Collective Impact (CI) model recognises that large-scale social change requires broad cross-sector co-ordination and explains how substantially greater progress could be made in alleviating many of society's most serious and complex social and environmental problems if non-profits, governments, businesses, and the public were brought together around a common agenda to create Collective Impact (Kania & Kramer, 2011). According to the Stanford Social Innovation Review, initiatives should meet the following five criteria to be considered Collective Impact (Kania & Kramer, 2011):

- **Common Agenda:** All participating organisations (government agencies, non-profits, community members, etc) have a shared vision for social change that includes a common understanding of the problem and a joint approach to solving the problem through agreed upon actions.
- **Shared Measurement System:** Agreement on the ways success will be measured and reported with a short list of key indicators across all participating organisations.
- **Mutually Reinforcing Activities:** Engagement of a diverse set of stakeholders, typically across sectors, coordinating a set of differentiated activities through a mutually reinforcing plan of action.
- **Continuous Communication:** Frequent communications over a long period of time among key players within and across organisations, to build trust and inform on-going learning and adaptation of strategy.
- **Backbone Organisation:** On-going support provided by an independent staff dedicated to the initiative. The backbone staff tends to play six roles to move the initiative forward: Guide Vision and Strategy, Support Aligned Activity, Establish Shared Measurement Practices, Build Public Will, Advance Policy, and Mobilise Funding.

Accordingly, the WOCA CI initiative recognises that:

- solutions for whānau must go beyond a single programme or provider
- whānau have multiple and complex needs
- a commitment from a range of different providers across sectors to come together to support successful change for whānau.

The WOCA CI initiative defines the five conditions in the following way:

- **Kia kotahi te whāinga (Common Agenda):** All partners have a shared vision for supporting whānau to be successful, including a common understanding of how they will build whānau capacity and capability through agreed upon actions.
- **Kia kotahi te ine (Shared Measurement):** Collecting data and measuring results consistently across all participants ensures that efforts remain aligned and participants hold each other accountable.
- **Kia kotahi te hoe (Mutually Reinforcing Activities):** Partner activities must be differentiated while still coordinated through a mutually reinforcing plan of action.
- **Kia rere tonu te kōrero (Continuous Communication):** Consistent and open communication is needed across the many partners and among external stakeholders to build trust and assure mutual objectives.
- **Kia pakari te iwi tuararo (Backbone Organisation):** Creating and managing collective impact requires dedicated staff and strong leaders who possess a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organisations and agencies.

In December 2014, TPM put out a tender to service providers across the North Island to join the CI initiative. By February 2015, 13 Whānau Ora partner groups were commissioned representing more than 80 organisations across Te Ika a Māui (North Island). The CI initiatives cover a diverse range of locally defined areas including housing, employment, healthy lifestyles, training and education.

In 2015 TPM commissioned a formative and process evaluation of the CI initiative which found that the national implementation of the TPM CI initiative was progressing 'as expected'. This finding was based on a set of process indicators and a three-stage developmental rubric that outlined expected milestones as the initiative 'matured'.⁵



EVALUATION DESIGN

Scope and Aim

An initial meeting was held with WOCA on the 18/07/2018 to talk about the current evaluation scope. An evaluation conducted in 2015 provided WOCA with a broad overview of the CI initiative and its progress. However, in terms of this evaluation, WOCA were interested in taking a more 'in-depth' look at their CI initiatives and gaining a better understanding of how different sites had adapted their initiatives to be responsive to the 'realities' of their local communities and whānau. It was also decided that there should be a focus on outcomes, as the evaluation conducted in 2015 was formative and process based. Other considerations included:

- CI sites were considered 'established'. That is, they were at a high level of operation.
- Sites included a mix of urban and rural settings.
- The scope of the evaluation was within the allocated budget.

Based on the above criteria, two sites were selected, namely, Te Whare Āhuru ki Ruapehu and Te Ngira CI initiatives. In July 2018, WOCA sent both sites an email to garner interest and possible involvement in the evaluation, and to organise a time for the evaluation team to visit each site to discuss what participation in the evaluation would involve. Accordingly, based on discussions with WOCA, provider sites and an initial assessment of each site's progress to date, it was decided that a process and outcome evaluation would be most appropriate.

The broad scope and aim of the evaluation were therefore:

- to evaluate the implementation of Te Whare Āhuru ki Ruapehu and Te Ngira CI initiatives and the extent to which WOCA commissioned outcomes have been achieved.

Process Evaluation

The aim of the process evaluation was to evaluate the implementation of each site's CI initiative (i.e. what actually happened during the implementation of the CI initiative). Activities included:

- reviewing progress reports and other relevant materials provided by WOCA and each CI initiative site related to the implementation of the CI initiative
- interviewing whānau, and key staff at WOCA and each CI site, about the implementation of the CI initiative
- using the information gathered to make a determination of each CI site's progress using the WOCA CI Toolkit and related assessment tools.

Outcome Evaluation

The aim of the outcome evaluation was to evaluate the extent to which WOCA commissioned outcomes had been achieved. Activities included:

- reviewing progress reports and other related materials provided by WOCA and each CI initiative site around outcome achievement by whānau
- interviewing whānau, and key staff at WOCA and each CI site, around outcome achievement
- using the information gathered to identify and/or develop a set of performance measurements that the evaluation team and WOCA can use to determine the extent to which WOCA commissioned outcomes have been achieved.

A number of documents supplied by WOCA contained examples of possible indicators for measuring whānau success⁶. In terms of this evaluation, a number of these suggested indicators were either used 'as is' or in some cases were refined or adapted to suit the kaupapa of each CI site. Below is a set of outcome indicators and measures that were used as part of this evaluation. Measures were selected, modified and/or adapted according to specificities of each CI site. For example, 'whānau knowledge' or increasing whānau knowledge is a WOCA commissioned outcome, however, the Whakakaha Whānau CI site had an employment based kaupapa so was focused on equipping whānau with the skills and knowledge necessary for employment, while the Te Whare Āhuru ki Ruapehu housing project was focused on improving whānau knowledge around housing. The evaluation team were able to use the indicator 'whānau have acquired skills and knowledge necessary for employment' as suggested by one WOCA document (Whānau Ora Commissioning Agency, 2014), however, a similar measure for increasing whānau knowledge around housing was not suggested. In this case, the measure around whānau knowledge was adapted for the Ruapehu housing project (e.g. 'whānau have acquired skills and knowledge for employment' to 'whānau have acquired skills and knowledge in housing maintenance').

Objectives

The evaluation objectives were:

- to identify the key components of a Whānau Ora based service and how this enables whānau to reach their desired outcomes
- to identify factors that enhanced or impeded the performance of Te Whare Āhuru ki Ruapehu and Whakakaha Whānau CI initiatives, especially in terms of the implementation of each initiative and achievement of intended outcomes
- to assess the quality of each site's implementation of CI
- to develop a set of indicators and performance standards for assessing the extent to which each site has achieved their intended outcomes.

Methodology

Kaupapa Māori refers to an approach, framework or methodology for thinking about and undertaking research and evaluation 'by Māori, for Māori'. Key to this approach is the application of transformative methods which contribute to positive change. Another important aspect of Kaupapa Māori is that it seeks to understand and represent Māori, as Māori. This includes a structural analysis of the historical, political, social and economic determinants (enablers and barriers) of Māori wellbeing.

While Kaupapa Māori theory is based on a number of principles, the following are of particular relevance to this evaluation:

- **Whānau: The Principle of Extended Family Structure** – The principle of whānau sits at the core of Kaupapa Māori. It acknowledges the relationships that Māori have to one another and to the world around them. Whānau, and the process of whakawhānau are key elements of Māori society and culture. This principle acknowledges the responsibility and obligations of the evaluator to nurture these relationships and also the intrinsic connection between the researcher, those researched, and the investigation itself.
- **Whakapapa: The Principle of Whakapapa** – Whakapapa is often translated as being 'genealogy', but also encapsulates the way in which Māori view the world. It is a way of thinking, of learning and storing and debating knowledge. In terms of Kaupapa Māori, whakapapa is integral as it allows for the positioning and contextualising of relationships between people, communities, participants, landscape, and the universe.
- **Āta: The Principle of Growing Respectful Relationships** – The principle of āta was developed by Pohatu (2005) primarily as a transformative approach within the area of social services. The principle of āta relates specifically to the building and nurturing of relationships. It acts as a guide to the understanding of relationships and wellbeing when engaging with Māori.
- **Kaupapa: The Principle of Collective Philosophy** – The 'Kaupapa' refers to the collective vision, aspiration and purpose of Māori communities. Larger than the topic of the research alone, the kaupapa refers to the aspirations of the community. The research topic or intervention systems therefore are considered to be an incremental and vital contribution to the overall 'kaupapa'.



- **Taonga Tuku Iho: The Principle of Cultural Aspiration** - This principle asserts the centrality and legitimacy of Te Reo Māori, Tikanga and Mātauranga Māori. Within a Kaupapa Māori paradigm, these Māori ways of knowing, doing and understanding the world are considered valid in their own right. In acknowledging their validity and relevance it also allows spiritual and cultural awareness and other considerations to be taken into account.
- **Tikanga Māori: The Principle of Tikanga Māori** – Tikanga Māori refers to customary practices, ethics, cultural behaviours, considerations and obligations. Tikanga Māori is important in order to enable us to appropriately navigate and operate within a Māori context and make judgements and decisions within this space.
- **Rangatiratanga: The Principle of Rangatiratanga** – Rangatiratanga is related to notion of autonomy. It is relevant in the evaluation process in terms of allowing Māori to shape their own research processes.

Methods

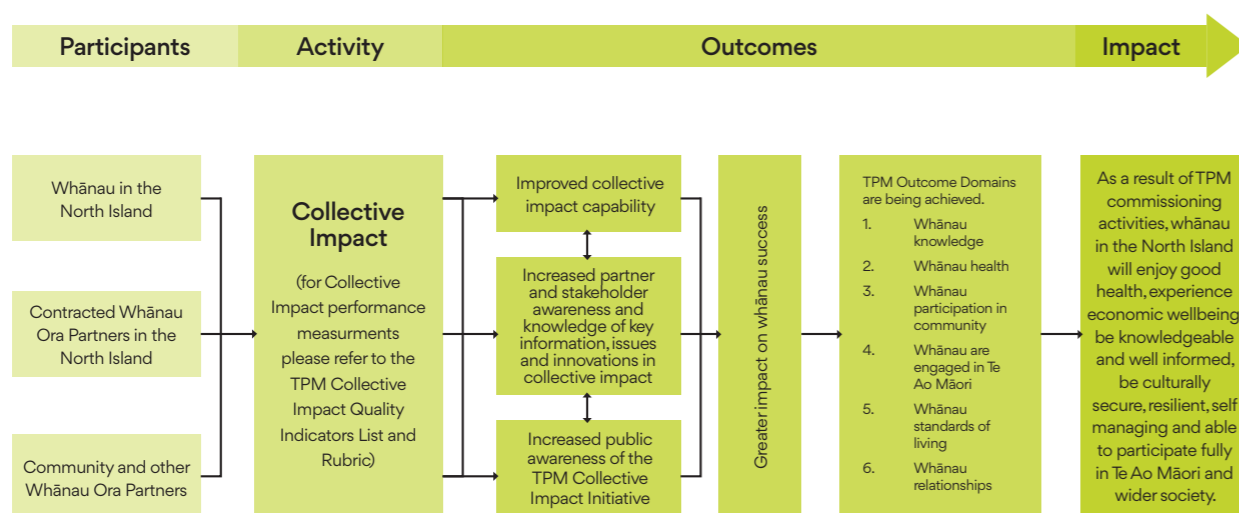
Site Visits

Hui were organised with Te Kōhāo Health and Ngāti Rangī on the 05/09/18 and 26/09/18 respectively. Both hui provided the evaluation team some initial insights into the focus and operation of each initiative. The evaluation team also used the Whānau Ora Commissioning Agency Collective Impact Toolkit⁷ (and included assessment tools) to determine the initial suitability of each CI initiative.

Programme Logic

A programme logic⁸ was developed as part of a formative and process evaluation commissioned by TPM (May 2016). The programme logic provides a framework for the evaluation and outlines the WOCA CI initiative 'theory of change' including activities and expected/intended outcomes. The programme logic was also aligned to the WOCA Outcome Domains developed by Emeritus Professor Sir Mason Durie.

WOCA Collective Impact - Theory of Change (TPM May 2016)



Document and Literature Review

A document and literature search was conducted with a particular focus on emerging issues and promising practices that could be used to inform the development of success indicators and performance measurements for the CI initiative. This included reviewing both local/international and existing/emerging literature on CI (and other related topics). Other information included WOCA and provider research and strategy documents including contracts, action plans, progress reports, research and strategy documents, and promotional material.

Qualitative Interviews

Qualitative interviews were conducted with CI provider personnel and whānau to gain insight into the implementation, delivery and outcomes achieved. Stakeholders were recruited for interviews based on their involvement in each respective CI initiative within the timeframe of the 2017/2018 financial year (1 July 2017 to 31 July 2018). The stakeholder groups were as follows:

- whānau who had engaged with the respective CI's
- kaimahi involved in the design and delivery of the CI's
- partner organisations affiliated with the CI's.

A total of eight qualitative interviews were conducted at the Te Whare Āhuru ki Ruapehu site and 22 were conducted at the Whakakaha Whānau site.

Findings from the interviews have also been used to inform the development of a set of outcome/success indicators.

Focus Groups

Focus groups were utilised when engaging with larger groups of whānau in an attempt to more practically gain insights from larger groups of whānau. Two focus groups were conducted at the Whakakaha Whānau site, one with whānau and one with kaimahi.

Indicator and Rubric Development

A set of quality indicators were developed as part of a formative and process evaluation completed by TPM in May 2016. These indicators were used to inform the process evaluation component of this project.

As part of the outcome evaluation, a set of success indicators were developed – informed by the document and literature review and qualitative interviews – and aligned to the TPM shared outcomes framework (2014).

As part of the process and outcome evaluation, developmental rubrics (Davidson, 2005) were generated to aid WOCA staff and the Whānau Ora partners in focusing their time and resources more efficiently by providing a 'snapshot' of what quality performance measurement, progress, and evaluation might look like at different phases of the initiative's development and maturity.

Both rubrics were informed by previous CI research and evaluation commissioned by TPM: (May 2016) CI formative evaluation, the TPM Outcomes Roadmap, a document and literature review, and qualitative interviews. This information was then used to determine the expected development of the WOCA CI initiative over time.

The phases in the process rubric are loosely based on the concept and metaphor of 'the development of a tree or plant from seedling, to sapling and finally maturity'. Phases therefore range from development and implementation (Te Pihinga), to innovation and refinement (Te Māhuri) and finally establishment (Te Kōhure). The rubric also includes a description of expected performance measurements (i.e. 'What's Happening') at each of the phases. From deficit to a more strength-based approach which sees whānau having unlimited potential and resilience. Alongside the Whānau Ora and WOCA outcome frameworks, which look at population level development of whānau Māori over a period of 4 to 25 years, there are a number of other major Māori wellbeing measurement tools and frameworks, including the Whānau Rangatiratanga Measurement Framework; the Māori Potential Framework; the Whānau Development Outcomes Matrix (Karauria, 2005); Te Kupenga, the 2013 survey of Māori wellbeing by New Zealand Statistics; and two Māori mental wellbeing assessment tools: Hua Oranga and the Meihana Model.

For the purposes of this evaluation, it was decided that the Whānau Development Outcomes Matrix (WDOM (Karauria 2005)) provided the most appropriate and useful way of understanding outcome achievement for whānau. The WDOM provided the following advantages:

- the Māori Potential Framework and the Whānau Development Outcomes Matrix are strongly aligned with the WOCA Outcomes Framework and Whānau Ora approach



- the Framework and Matrix allowed for the development of whānau-based measures and outcomes at a service/provider level (rather than population level indicators (i.e. Whānau Ora/WOCA outcomes frameworks/TWOW Outcomes Framework/Te Kupenga) or measures that weren't just mental health focused (i.e. Hua Oranga and the Meihana Model)
- the Framework and Matrix allowed for the development of shorter term (less than four years) measures and outcomes, as well as providing a staged approach for understanding outcome achievement (due to each project only being funded by WOCA on an annual basis).

The four stages include Latent (whānau have potential); Activation (whānau are participating in opportunities to optimise their potential), Development (whānau are leveraging their wellbeing, knowledge, leadership capacity, and resources for the benefit of themselves and others), and Realisation (optimal wellbeing for sustainable success).

Ethical Considerations

An ethics application for the evaluation was submitted to the Waipareira Ethics Committee and approved on 26 October 2018.

Prior to each interview, and in collaboration with each service provider, interview participants were given an information sheet which explained:

- the purpose of the evaluation and how it would be used
- what their involvement would be
- their rights to not participate and to refuse to answer any questions
- their option to stop the interview at any time
- their right to withdraw their consent up until the time their information is to be incorporated in the research analysis.

The interviewer would then go through the information sheet with potential participants. Once these issues were explained, and potential participants given an opportunity to ask questions, they were then asked whether they still wished to proceed with the interview. If they agreed to participate, they were then asked to sign a consent form before the interview commenced.

It is important that participants clearly understand that their feedback will remain confidential which means that the evaluation material collected will not be seen by anyone other than the evaluators involved in this project.

Interview participants were then informed that all evaluation data of a confidential nature, particularly data that contains personal and identifying information, will be locked in a secure cabinet, and electronic data of this nature will be protected by passwords. Excluding case studies, names will be removed from files and code numbers will be allocated as soon as is practicable and consistent with the need to obtain any follow-up information. Completed interviews and consent forms will be kept securely by Dr Tanya Allport (Director, Wai Research) in our office.

FINDINGS

Te Whare Āhuru ki Ruapehu Housing Project (Ngāti Rangī)

Overview

Ngāti Rangī operates within a Whānau Ora environment under the umbrella of Whānau Ora Commissioning Agency (WOCA) and as one of a network of Māori providers across the North Island of Aotearoa. The emphasis on building strong relationships and engaging with communities and whānau, as well as capturing their hopes and aspirations, is entirely consistent with the initial steps taken by Ngāti Rangī in overseeing the developing Ruapehu Whānau Transformation (RWT) Plan. It is also consistent with the Kaupapa Māori Best Practice criteria of Whakawhanaungatanga, 'Mā te Māori, Mō te Māori and Hono ki te hāpori' identified in the TPM Collective Impact Toolkit⁹.

Ngāti Rangī was contracted from July 2017 to June 2018 by WOCA as part of a CI strategy across their network of providers. From its early inception in 2011, under the umbrella of Ngāti Rangī, the RWT has gathered the journey's histories, stories, challenges and thoughts in to a series of documents which capture the hopes and aspirations of these communities and how they intend to achieve transformation across their rohe, which included all whānau living in the communities of Waiouru, Ohākune and Raetihi. Ngāti Rangī had their plan together and their Community Reference Group (CRG), but saw the opportunity through CI to operationalise their housing project. Ngāti Rangī was contracted to work with 40 whānau for that period.

The Te Whare Āhuru ki Ruapehu Housing Project sits within the wider context of a community-wide strategic collaboration of Ruapehu Whānau Transformation which arose as a result of community consultation. In 2011, Ngāti Rangī facilitated an iwi 'Think Tank' 20 to 40 year olds were invited home for a weekend to reconnect, hear what was happening for iwi and brainstorm ideas for iwi and rohe development because initial research into high level statistics was showing that the people were not flourishing and there were concerns that things would get worse without intervention. Participants were given the opportunity to brainstorm developmental ideas for the iwi and the rohe¹⁰.

The 'Think Tank' resulted in '2 hypotheses':

1. the area was under resourced by government
2. employment is the long-term solution.

A working group was subsequently established and a decision made to 'identify areas for positive transformation'¹¹. This work was carried out by building on the initial information to develop a strong evidential base. This included quantitative data combined with community stories 'to give life to the numbers' or verify that what the statistics were saying were portraying an accurate picture of what was happening in the community for whānau. The information helped identify community-driven initiatives and pathways for transformation through 'Stats, Stories, Solutions,' a report which identified five key focus areas for transformation within the Ruapehu rohe. The five areas for transformation identified were:

- education
- employment
- housing
- health
- social



A Community Reference Group (CRG) was established in 2012 with different sector representatives from each of the three communities as a means of validating and enhancing the data stories. An effort was also made to meet individually with community members to further corroborate the data that had eventuated. There were many hurdles the group needed to overcome to obtain relevant and timely data. Having the expertise available to do this was critical in navigating government departments in particular, resulting in 13 Official Information Act (OIA) requests across 19 Ministerial portfolios. Having community members validate information was also crucial to validate potentially outdated information such as census. This process endures today with the collaboration in its eighth year.

Under each of the five areas for transformation, the CRG identified opportunities for improvement and initial measures to monitor progress in each of the five areas¹². Specific solutions were also identified for each sector¹³. While the CRG anticipated positive transformations from their solutions, they also recognised the journey would be challenging and not everything would work, but they had already learnt important lessons which put them in good stead to continue building stronger relationships, growing their reach and being able to safely innovate. An important early learning was:

...when you create the space for innovation and positive change, insights arise and people are motivated to act on those insights¹⁴.

Learnings helped to understand what works and what doesn't. The measures identified in the scoping report provided a 'monitoring framework to track the progress and effectiveness of the solutions against the measurable areas of opportunity.'¹⁵ An action plan could then be developed against each of the five identified focus areas.

A comprehensive list of critical success factors was identified. It was crucial to understand how the longevity, sustainability and relevancy of the work the CRG were undertaking played out in practice. They sought to articulate these, and through a process of research were able to identify a number of key elements and develop a diagram which depicted these elements recognised as 'an example of a bottom-up, iterative and holistic approach to development'¹⁶. The CRG has taken an approach that 'targets system change as the catalyst for improving outcomes over a generational timeframe.'¹⁷ The research also recognised synergy with indigenous and community development: 'a virtuous cycle of development where the community enhances and supports itself toward community-defined aspirations and outcomes.'¹⁸

Demographics

According to the Housing Survey conducted by the CRG in 2014/15, there were 2058 dwellings in the Ruapehu rohe of Raetihi, Ohākune and Waiouru. More telling was the fact that over half were unoccupied with 27% unoccupied in Raetihi, 33% in Waiouru and 66% in Ohākune.¹⁹ In the 2006 Census, there was a total of 1,962 dwellings in the Ruapehu rohe.²⁰ At the time of the 2006 Census (which was conducted outside of the busier winter season) around 40% of dwellings were unoccupied. Furthermore, the 2013 census showed that 55% of the Ruapehu District owned their own home. The CRG Housing Survey identified that 52% of respondents to the housing survey within the rohe of Raetihi, Ohākune and Waiouru owned their own homes.²¹

Data from the Whanganui District Health Board's Māori Health Plan 2012-2013 showed 11% of the Ruapehu population (which within DHB boundaries also includes South Ruapehu) live in overcrowded houses (majority Māori). A rate which is higher than adjoining territorial authority areas.

The housing demographics outlined in the original Ruapehu Whānau Transformation Plan were further supported by the Ruapehu Whānau Transformation Housing Survey. Findings from the survey indicated that keeping homes warm and dry was a major issue. Given the climate of the Ruapehu Rohe, this was an even more serious issue in the winter.

Demographic findings from both statistics and whānau surveys provided direction for the CI priority activities. Within the housing focus and the focus of CI, two opportunities have been identified in the updated RWT plan as:

- increase available houses for locals
- increase % of healthy homes.

The above were supported by two suggested solutions, namely to:

- increase access to affordable homes for locals
- establish Ruapehu Housing Enterprise²²

The activities to support the housing outcomes included the:

1. Healthy Homes Initiative – This initiative investigated the feasibility of programmes being brought to Raetihi, Ohākune and Waiouru that enabled whānau to create and maintain healthy homes, e.g. free home insulation, energywise workshops.
2. This initiative also included the dissemination of a healthy homes booklet 'Ruapehu Whare Facts' with proven tips, techniques, methods and information to make tenants, landlords and owners aware of their rights and responsibilities in relation to maintaining a healthy home.
3. Housing Warrant of Fitness – Warrant of Fitness on rental and/or owned properties across Raetihi, Ohākune and Waiouru were carried out to assess the quality and health of homes. If any repairs or action were required, the Housing Navigator would connect the owner/tenant with the right service. This initiative also involved investigating the possibility of requiring nightly-stay rentals to pass a commercial Warrant of Fitness as a step toward stabilising the local rental and accommodation market.
4. A Home Ownership programme facilitated through the REAP training centre, to help whānau understand what considerations were needed and how these applied in their own situations. The course involved bringing together a range of different speakers to address information needs of whānau.

Activities

Kaiārahi/Whānau Ora Navigators

Kaiārahi (Whānau Ora Navigators) play a pivotal role in the Te Whare Āhuru ki Ruapehu Housing Project. Their role is to walk alongside whānau to develop plans, set goals, engage with services, support them to achieve their intended outcomes and document their success along the way (Kaiwai, 2017). Kaiārahi within Te Whare Āhuru ki Ruapehu Housing Project help firstly to identify the housing needs of whānau, and where necessary, refer these whānau to the Housing Navigator.

Housing Navigator (HN)

The HN works with whānau to assess their housing needs, and to help whānau to develop and implement their plan towards addressing their needs. First, there is a need to build strong and trusting relationships. This can take time:

So, my understanding is making those friendships, relationships with the whānau, letting the whānau build up enough trust for you to come in and help them. Sometimes it took a few visits before whānau opened up and talked and then from then we'd set goals, I'd keep in contact weekly, fortnightly. If no contact after three weeks and repeated messages, then a home visit would be made. Aim on helping whānau achieve their goals and aspirations.



A primary step of the CI process is the Housing Warrant of Fitness assessment in which a building inspector assesses the house based on priority areas as outlined by the CI and based on international best practice in healthy housing. Within this assessment, the building inspector identifies the priority needs of the houses, looking at things such as insulation, ventilation, dampness, electrical safety and heating. The HN's role is to support whānau to address the issues outlined in the housing assessment. They play a pivotal role in connecting whānau to the necessary resources (such as insulation) and coordinating and mediating between whānau and tradesmen (such as plumbers and builders). They also connect whānau to housing maintenance activities and resources and also to budgeting and financing courses.

Process Evaluation

A previous set of quality indicators were developed as part of a formative and process evaluation commissioned by TPM (2016). These indicators were used to inform the process evaluation component of this project.

Dashboard

The following dashboards provide both quantitative and qualitative evidence around each of the WOCA five conditions of CI.

Activity: Kia kotahi te whāinga (Common Agenda)

Indicator: All Partners are committed to the WOCA Common Agenda for supporting whānau to be successful, including a common understanding of how they will build whānau capacity and capability through agreed upon action(s).

Measures:

- The regional collective's Common Agenda and 'theory of change' is clearly defined and evidence based.
- All partners understand and can clearly articulate the collective's Common Agenda and 'theory of change'.
- All partners have agreed upon a set of values/principles that guide the collective in decision-making, conflict resolution, and emphasises the centrality of Whānau Ora to their work.
- All collectives' action plans are aligned to the WOCA Outcome Domains.

Evidence

The common agenda became 'Ruapehu whānau proudly living in safe, warm homes' with the CI Collective named as 'Te Whare Āhuru ki Ruapehu (Housing Project)'. It is important to recognise that the collective remains a part of the integrated approach initiated by Ngāti Rangi which has at its heart the five focus areas identified with community and whānau. A Housing Survey completed by 100 households in August 2014 to January 2015 identified four areas of future aspirations for whānau:

1. have warm homes
2. own their own home
3. address major and critical repairs and maintenance needs
4. housing education.²³

The common agenda in the housing space is mapped from the wider collaboration of RWT. Their theory of change shows the integrated thinking behind the common agenda for Te Āhuru ki Ruapehu:

If an individual attains education qualifications, then they are more likely to gain employment. With education and employment (or even enterprise) opportunities, there is a better chance of affording a warmer, healthier home. All of this has a positive impact and influence on their health.²⁴

The theory is that if all of those things are taken care of then whānau 'will have the time, state of mind and the freedom to engage in their community socially, and ensure social wellbeing for themselves' and we hope, for others.²⁵

The Community Reference Group established in 2012 developed the first 'Ruapehu Whānau Transformation Plan' which has now been updated²⁶. The main idea was to collect a robust evidence base, complement the quantitative evidence with the community stories and use this information to identify community driven initiatives and pathways for transformation. This plan provides a range of information across the five key focus areas of Education, Employment, Housing, Health and Social, for the Ruapehu



Rohe – defined as the communities of Raetihi, Ohākune and Waiouru.

So, the high-level understandings and strategic direction of this CI are well established and have been published. A comprehensive programme of public consultation and planning have been evidenced through statistics and research under the umbrella of Ngāti Rangi to inform the published reports. So whānau transformation to achieve the common agenda of ‘Ruapehu whānau proudly living in safe, warm homes’ was a holistic concept for Te Whare Āhuru ki Ruapehu contained within the wider Transformation Plan.

A Housing Survey was conducted in 2014-2015²⁷. The survey identified future housing aspirations for whānau around having warm homes and owning their own homes. This survey helped inform the priorities for implementation of the housing strategy. CI funding was utilised to operationalise and implement the Housing Strategy through the employment of a Housing Navigator²⁸ and production of resources.

TPM kicked in once we had identified those four key areas. It was perfect timing to set up the backbone infrastructure to implement the action plan that we thought we needed and CI helped to narrow down and shape the focus to be a bit more I think effective in the delivery of Te Āhuru ki Ruapehu in the delivery of those four focus areas.

While membership of the CRG is open, it is seen as important that groups join up with an understanding of the Common Agenda, the activities, and how the group has evolved and why. They are therefore briefed by the group facilitator:

...they have an induction with me. This group has been together since 2012, know each other... they get each other, they know and understand each other, and have really strong relationships inside the group and outside... they just get on with things themselves, generate things themselves without us having to be involved which is good – which is what the group was all about 'cause it has to sustain the way in which this transformation plan has enabled us to work beyond the plan itself. There'll be a trigger of some kind and then they come to me, we set up a time to meet then I take them through the journey from 2011 to now so that they are up to speed and on the same page. Then it takes them a little while, a few hui and gatherings until they fit in nicely amongst the group.

Activity: Kia kotahi te ine (Shared Measurement)

Indicator: All partners are committed to a set of shared indicators and systems for assessing progress against the WOCA Outcome Domains and to ensure efforts remain consistent, aligned and that partners hold each other accountable.

Measures:

- Shared outcomes, indicators and a robust data management system.
- Broad engagement around the design of the Shared Measurement system has occurred with all CI partners having clear expectations about goals, metrics and confidentiality/transparency.
- All partners understand the value of the shared measurement system.
- A facilitated process is in place for CI partners to share data and results, learn, and better coordinate efforts.
- On-going staffing to provide training, facilitation, and to review the accuracy of all data is in place.
- Access to timely, high-quality data that enables partners to reflect and informs strategic and tactical decision making.
- Each CI initiative regularly analyses and monitors their progress against specific strategies and clearly defined goals.
- Each CI initiative offers funders and other supporters' evidence of progress toward the initiative's goals at different points along the CI journey.
- The Shared Measurement system is continually being tested and improved in response to user feedback.

Evidence

Across each of the focus areas, opportunities had been identified and against those opportunities, some suggested agreed measures were identified by the CRG as a way of measuring improved outcomes in the communities. For the housing focus these were:

- unoccupied vs occupied homes
- quality of housing stock
- housing tenure and landlord information.

The Collective has now produced its second plan which builds on the first plan.

Since the establishment of the CRG in 2012, data has been the main catalyst for determining directions taken in conjunction with a systemised approach to engaging with local whānau residents in the area. A number of methods have been used to validate government level statistical data gathered in the initial planning for the second iteration of the Ruapehu Whānau Transformation Plan, including the use of whānau stories and a housing survey in 2014/15 to 10% of the resident population.

... we produced the Housing Needs Analysis report. That identified the common needs and themes from a whānau perspective as well as all the technical information.

So, it has been evidenced that prior to the implementation of CI, the CRG identified their own possible measures to monitor progress towards whānau transformation.

Changes have occurred with the data management system. An Excel based spreadsheet system called Smart Sheet was used prior to the implementation of Whānau Tahī in 2018. The measures from the previous Excel system had not been populated to Whānau Tahī at the time of this evaluation. Written reports which were reviewed and interviews with governance, kaimahi, and whānau confirmed positive outcomes for whānau but these were not aligned at the time with the Whānau Tahī Outcomes framework. Current reports from the system have not been populated which indicates further training of staff may be required and/or a lack of data analyst capacity or capability. This highlights a potential limitation of this evaluation, highlighting the need to build further capability to use the system appropriately. Although the CRG have established a high-level understanding of what outcomes data they want as outlined in their publications, the collection of data at a frontline level proved more challenging because of the way it was gathered and documented. It took time to record and was largely narrative based, making easy analysis difficult.

The Housing Navigator reported that Whānau Tahī was initially difficult to use but some training has now been provided and it had become easier to understand how the system could be of benefit.

At the beginning I didn't like WT but once I knew how to use it, it is a 'best-friend'. Compared to the previous system, Whānau Tahī is the way. Training – 2 days with a lady from Te Kōhao. I was told I was writing 'too much of a novel' with the spreadsheets.

The Navigator has continued to improve her understanding of the software but is now leaving, so this will entail training a new person. This does not necessarily mean, however, that the CI is unable to provide shared measurement results with their Partners. On the contrary, they provide qualitative updates, stories of whānau progress and output data to keep Partners updated.

One of the Partners talked about the change in attitude at the Council.

How much is it going to cost us – the reply was: Why are we always looking at the cost, why aren't we looking at the benefits? And the benefits hugely outweigh the costs when we did a white board exercise.

Ngāti Rangi in conjunction with the CRG has also utilised other strategies to build their case as part of the overall collaboration. Through the use of data analyst expertise available to them, a Return on Investment (ROI) across the rohe was undertaken. This identified the disparity and inequities of funding coming into the rohe.



Through 19 official information requests (OIAs) we ascertained how much government resource was coming in to this rohe, through who and what programmes. Evidence showed that what you are spending now doesn't actually match the overall deprivation or need based on your own calculations and also is not working. This is what we've come up with as a plan for change and transformation.

From those activities, the CRG and Te Whare Āhuru ki Ruapehu has been able to leverage wide community support from a wide base of supporters and community members, evidenced as part of the stories they have captured.

Activity: Kia rere tonu te kōrero (Continuous Communication)

Indicator: Communication channels and systems build trust, assure mutual objectives, and create common motivation across all partners and external stakeholders.

Measures:

- Fostering and strengthening of relationships with partners and other key stakeholders.
- Encouraging the sharing of best practice among partners and other regional collectives, especially when working with whānau (see whānau
- engagement in the 'Optional Conditions'
- Collectives have regular meetings
- Providing a platform for concerns to be addressed, ideas to be discussed, expectations to be managed and trust to be developed between partners.
- Internal communication utilises channels that best fit the needs of the collective (online platforms, face-to-face meetings, teleconferences) and is periodically re-evaluated in the light of new information and changes in the environment.
- All partners have equal representation and involvement in all interactions, to ensure that decision-making is collaborative and takes into account all members' point of view.
- External communications are developed for listening to the community, communicating results to the public, identifying the areas that should be targeted, and building public support for their CI initiative.

Evidence

The functioning of the CRG is now at a point where the group only needs to meet four times per year. The group is well known across the rohe and includes groups such as the Council, including the Mayor, and council executives and building inspector, army, police, DHB, iwi, local power company, school principals – in fact a wide range of approximately 40 groups has been reported during the interviews.

The group has established meeting procedures, values, long-term membership, members who are influential in their spheres of practice, published historical information about the group, goals, strategies and measures. While membership is open, new members to the group are inducted to ensure continued progress, sustainability, and common vision. Whakawhanaungatanga and the maintenance of strong and respectful relationships is a fundamental aspect of the way in which the group functions and operates.

There was always a tone we tried to set with the Community Reference Group that no matter what was going on between their organisations, in this room they were there for one purpose and it was for our people. This is the space for doing something totally transformational, totally different so we needed everyone that came into the meeting to be focused on one board so the kaupapa is for the greater good.

The group knows how it goes and they like it that way, they know exactly what's going to happen when they come in, they get a good update, they provide their own updates, we always do around the table what's happening in each of their spaces, if they need help from each other they ask for help there... cause that's where a lot of their problems get solved, someone from the business sector helping someone from the education sector, so that happens all the time.

Activity: Kia kotahi te hoe (Mutually Reinforcing Activities)

Indicator: All partners have differentiated activities while still coordinated through a mutually reinforcing plan of action as well as systems in place for working together and efficient collaboration.

Measures:

- Building upon existing efforts and discouraging duplication.
- Coordinating CI meetings and other activities with each other on a regular basis (with and independent of the backbone).
- Supporting and leveraging each partners' efforts.
- Distributing activities to take advantage of existing skills, passion and expertise within the collective.
- Using data and research evidence as the foundation for a learning system and culture focused on the continuous improvement of the practices of the partner organisations.

Evidence

The CRG partners are engaged when and as needed for projects. Some have given resources and time to undertake activities. In relation to Te Whare Āhuru ki Ruapehu, the local building inspector has been made available to help with the assessment of homes. The tool he developed to do this was based on both national and international literature to ensure the tool was suitable for the environmental conditions that whānau lived in within the three districts of Waiouru, Ohākune and Raetihi.

While it has been reported during the qualitative interviews that the wider CRG has over forty Partners, within the Whare Āhuru ki Ruapehu project focus this is a smaller cohesive group working together including the Ngāti Rangī Chair and Project Manager, Ruapehu REAP, Waimarino Health Clinic, Ruapehu District Council, the Lines Company and NZ Rural Fire Service. Council have worked to endorse the Housing Repairs funding application to Te Puni Kōkiri (TPK) as well as supported regular time from their Housing Inspector to the Housing Initiative. The local fire service work to ensure installation for smoke alarms on a timely basis where the need is identified through the housing assessments, the Waimarino Health Clinic has a partnership role on the steering committee and the local power company supports the use of their electrical inspector for housing assessments.

The partners also maintain informal networks with the wider CRG to help each other as the need arises for other issues and as part of the housing processes. There are some established patterns:

Now with the CRG everyone comes together and everyone just wants to help.

They give each other money, whatever, they promote. Someone wanted to do some advertising but didn't have any money so one of the businesses paid for it – they co-market on a certain idea, or they know a certain project is coming up.

The Council – any help we need we just ring the Mayor and he will put us in touch with someone.

One example of a lady paying rates of \$5000 a year, had conversation with Mayor who put me on to Rates Department and it was found she'd been charged for two dwellings on her property for over 30 years. The Council could only go back five years or further with a letter. She was paying \$555 per week and could barely eat when the payment was made. So being able to make those phone calls on behalf of the whānau is awesome.

Police – great relationship. One guy was away in prison for two and a half years. In order to put power on the lines company requires an electrical inspection first if power has been off that long. The local police officer rang and requested some help for someone he had just bought back from Whanganui. He (police officer) said that '10 years ago, he would have just dropped him off and laughed and driven off.' The police even gave him a food parcel.

Fire Department – great relationship – one of the first questions I ask whānau is do you have a smoke alarm? If not, I flick a message to the Fire Department. He's out there within 48hrs. We organise a time and for safety reasons, the HN will attend with the safety officer.

Development of housing materials and videos for whānau have involved a range of parties such as tradespeople, technical staff and CI funding.



The builder took videos of things such as how to clean your guttering, how to do repairs around your home, general home maintenance tips for the local climate.

The CRG are mindful of the competing requirements of funder contracts to achieve outcomes that they consider do not make the transformational changes sought for the community. Contracts need to fit with sustainability of vision. The CRG will turn down contracts which do not fit.

Activity: Kia pakari te iwi tuararo (Backbone Organisation)

Indicator: Backbone support with dedicated staff and strong leaders who possess a specific set of skills to serve as the backbone for all partners and coordinate participating organisations and agencies.

Measures:

- Clarifying the roles and leadership characteristics of the Backbone.
- Organisation with all partners actively encouraging and facilitating collaboration and community/whānau engagement within the initiative.
- Development of a plan for sustained funding for CI over the long term.
- 'Champion' the use of evidence, best practice, and evaluating CI.
- Advancing equity for Māori.
- Guiding the partners to collectively develop specific goals, metrics, and implementation strategies based on the Five Conditions and WOCA Outcome Domains.
- Investing in research/evaluation relevant to strategy development.

Evidence

Ngāti Rangī have taken overall leadership and provided the impetus for the early planning that has resulted ultimately in the implementation of the Housing Strategy Te Whare Āhuru ki Ruapehu.

Sense of responsibility and authority within that geographical locality. Rangatiratanga, mana whenua, mana tangata.

Our people living at home were living quite stark realities: ski town looks flash but actually behind the scenes, our whānau were really struggling, that's what the data showed and the stories that came through at the first think-tank became quite illuminated in some of the conversations we had there. That's where the idea of roopu transformation came. It's an idea that looks holistically at our lives. That's when Ngāti Rangī decided that if we are to continue to vibrantly exist in 1000 years, which is the mission for the iwi, then we needed some action that home was vibrant and everyone was thriving, even though most of them don't live here. So that's where the idea of whānau transformation roopu was born.

Having resource people with data expertise, facilitation skills and passion for the work has been clearly identified in the course of this evaluation. Early work has provided backbone information through Ngāti Rangī for the CRG prior to the implementation of CI.

The 2017/18 year was a time that Ngāti Rangī were attempting to clarify their CI Approach evidenced by the 2017/18 Action Plan versus the 2018/19 Action Plan where they have described more specifically their backbone organisational arrangements.

The CRG meet 4 times per year with continued facilitation through Ngāti Rangī. The purpose of the meeting is to provide strategic oversight and report progress against the agreed plan and their shared measures as per the overall plan which includes housing as one of the focus areas.

...action is taken and you just see things moving forward... you never leave without something being achieved, so you say what's next?...The meetings have bright young people. We're just listening. We're not doing anything in isolation, each town knows what is being done.

Community members come and go – most stay.

Membership – police, army, other groups. 'speak about what they're interested in'

Very well-run meetings, only two hours and run to time and actions are produced – the community is invited to come in, they've got over the attitude you're not from here.

Everyone is working together. It started from the Whānau Transformation meetings.

Having Ngāti Rangī as the contract holder and backbone organisation for this CI fits seamlessly with the ongoing organisation of the CRG from its inception and is also viewed as a consistent approach to Whānau Ora by one of the Partners.

It's a no-brainer.

A problematic aspect of the initiative as of any CI approach is one of sustainability, something which the Partners strive for. Whānau driven activities relevant to whānau housing needs are dependent on resourcing and funding availability. This has meant that those whānau who initially had repairs undertaken have not necessarily had direct work completed in more recent times because the initiative is seeking further resources, despite assessments having been completed. None of the whānau interviewed had had work done in the last year. The HN has maintained relationships and kept touch with whānau, something which came through in the whānau interviews.

The facilitation of the CRG through Ngāti Rangī has not only been fully supported, but one of the key Partners has also appreciated the improved iwi relationships.

Initially fractious between iwi and council. Now much better.

Ngāti Rangī is going through a period of change within the organisation, however interviews with the Partners suggested not only business as usual but a positive outlook about the future of the wider collaboration.



Outcome Evaluation

For the period 1 July 2017 – 30 June 2018, and based on reports and documentation provided by Ngāti Rangī and WOCA, the number of whānau outcomes reported in the CI Quarter 4 Workbook were as follows:

OUTCOME DOMAIN	# OF OUTCOMES	% OF TOTAL OUTCOMES
Whānau Knowledge	0	0
Whānau Health	0	0
Whānau Relationships	0	0
Whānau Participation in the Community	0	0
Whānau Engagement in Te Ao Māori	0	0
Whānau Standards of Living	0	0

The workbook reportage is one of the compliance mechanisms implemented by WOCA to monitor the progress of its contracted programmes including CI. It is important to note that the lack of workbook reported outcomes are not indicative of the ability of this CI to produce outcomes for whānau. More likely, it is indicative of the need for further capability development and support, in regards to outcomes workbook reporting. Furthermore, there are a number of other factors that influence CI workbook reportage such as:

- transitioning and training of data analysts
- migration of data to the new Whānau Tahi data management system
- training in the new data management system
- finalising priority outcomes and priority whānau.

The tables which follow highlight the qualitative data (i.e. qualitative interviews and narrative progress reports collected by the evaluators), data which specifically shows the outcomes which were achieved by whānau within this CI.

Outcomes

Whānau knowledge

Indicator

Whānau are knowledgeable, capable and well informed.

Measures

- Whānau are financially literate
- Whānau are involved in learning networks (school, wānanga, training courses)
- Whānau have acquired skills and knowledge in housing maintenance.

Evidence

Building whānau knowledge is integral to the overall approach taken by RWT with identified actions also occurring in other focus areas³⁰. In relation to the housing focus, all whānau were expected to undertake a budgeting course in order to manage and help give a sense of what was needed for home maintenance costs. The local budgeting service now do one-on-one (too many whānau were whakamā in a class situation and didn't want others knowing in such a small community). A report was then received from the budgeter:

Yeah, I had to do budgeting courses.

Whānau were also expected to attend a repairs class with Ngāti Rangī:

And we had to do work on our house ourselves, to show that we were doing something ourselves.

It made them feel better about themselves:

...good. It actually made me renovate our room.

Activities to increase whānau knowledge

A number of strategies were used by the housing coordinator to increase whānau knowledge and awareness, but first this was dependent on whakawhanaungatanga, building trusting relations on a one-to-one level. Some whānau took time and required numerous contacts from the housing coordinator before they felt comfortable to develop their action plans and identify their housing goals. Once these were completed however, the navigator used the plans to progress agreed actions. The navigator said she was:

...hard on action plans and goals and chasing those up and making sure whānau had achieved those goals or even just tried to do a bit of mahi themselves.

The housing assessment process with the building inspector provided an opportunity for the whānau to learn about the warmth and safety needs of their own home:

They get a better understanding on how a house should work in relation to moisture and things.

To assist whānau learning:

Videos were put on the Facebook with information tips page, e.g. of what opening up your windows will do for your home. We'd put up printouts off the ECO website like don't dry your damp washing inside, air your home out, don't use cheap light bulbs.

Another resource was video blogs which were some of the first products produced. A housing expo was also held and the video blogs were part of the whānau 'whare facts' that show little tips and tricks about how to maintain the home.

Whānau were also linked to other courses as they arose. For those wanting to consider home ownership, a seven week course through REAP³¹ provided a range of speakers with representatives from a range of providers:

Had a lawyer come in one week and talk about the process of purchasing a home, what a LIM report is.

They also went through a mortgage calculator – how much paid in rent then equated that with what price home they could have based on their rent. Bryan from the council came and talked about new builds; someone came from the rates team to talk about rates; two real estate presenters talked about what to look for in homes; A Kiwi Bank representative gave a mortgage session and checked credit ratings with people if they wanted. Everyone got given a pack including a book, pen and pad and she got everyone to write their bills and income for week or fortnight depending on pay weeks so they didn't have to tell everyone else in the room.

Te Puni Kōkiri (TPK) and the Māori Land Court came. It was found that a lot of people in the area didn't have a good understanding of Papakainga or Kainga Whenua.

In her day-to-day role, the Housing Navigator had noted that a number of whānau didn't know about maintaining their home, and gave tips such as:



Open a window, air your house out, open some doors when it's a nice day.

1 x test video released and everyone happy. They were filmed by a local boy – cleaning your gutters.

Sometimes it took a while to see the outcome, e.g. one whānau were concerned about the mould in the house, but all the curtains were shut – the suggestion was made to wash the curtains and open the curtains and windows. It took a couple of months, but after whānau followed the advice they advised:

...the mould's not how it used to be.

Other whānau would comment:

I just can't do that attitude.

Now you talk to them:

I'm so grateful, thankful

and happy to show improvements they had made:

...come around we've fixed those boards.

The navigator now observes that whānau are taking time to do maintenance:

Driving past their homes you used to see another tussock bush growing out of their spouting: 'Now you don't see any of that,' 'small for us but huge for them'

Outcomes

Whānau health

Indicator

Whānau are healthy

Measures

- Whānau actively avoid health risks in the home

Evidence

Whānau actively avoid health risks in the home

Whānau did not specifically equate improvements in their homes with health improvements, but they were able to discuss important aspects of safety related to their own home repairs or outcomes associated with the improvements they received. They spoke of the improvements creating homes which were warmer, drier, and, in some instances, more electrically safe. Having a new fireplace resulted in:

...better heating, warmer with insulation, sometimes can leave the door open.

...better than using the unflued gas heater because the wood fire was broken.

...big difference with the insulation in the house – that was helpful as.

I had no power down one end of my house so was running extension cords everywhere, in the bathroom, over the bath while we were bathing, didn't think nothing of it. She (Housing Coordinator) got an inspector up to have a look and he said 'no...if that falls in the water you'll get electrocuted.'

Whānau action plans were a key part of the role for the HN working with whānau to help identify their aspirations. The plans asked about a range of areas including health related questions. The HN noted the following:

People feeling better because some people felt depressed with the way their homes were.

Outcomes

Whānau participation in community

Indicator

Whānau actively participate in communities

Measures

- Whānau are able to take advantage of community resources
- Whānau are able to approach local authorities with confidence
- Whānau are linked in to community networks
- Whānau are engaged in civic affairs
- Whānau are working with others in the community to achieve their goals

Evidence

Whānau are able to take advantage of community resources

This outcome sought to understand how whānau participated in the community, taking account of the leadership, advocacy and contribution of whānau.

Whānau participation in community is encouraged and seen as inherent in all planning stages. During the early development stages of the RWT in 2012, community meetings were held with people who:

lived there, local experience, local knowledge.

The community were:

the ones that came up with the solutions, so that's where the methodology of stats, stories solutions comes from. They were the ones that told us about the needs and challenges and the ways they think it can be addressed.

We were just the facilitators to:

...provide the evidence, provide the process, provide some structure to that process and then enhance it in some ways through extra research and some of the solutions, so it encouraged them (whānau) to be a bit more innovative.

Obtaining whānau buy-in was not an easy task initially. Finding ways to achieve 'fast wins' is a recognised strategy in CI. Ngāti Rangī recognised that this was important to engage communities. The housing focus was a chance to create visible and tangible change within the rohe:

Our people take a while to trust and rightfully so. Many others came in with the mentality that they would save these small communities and left when it got too hard. So many of the whānau had lost hope, so we had to re-generate buy-in. To do that we knew we had to try and get some fast wins.

Housing and employment were identified as the two best areas for 'quick wins'. Te Whare Āhuru ki Ruapehu was born. The four key areas were heating and insulation, repairs and maintenance, home ownership and Ruapehu Whare facts. This gave the impetus for the CRG to go to government to seek funding to help with achieving outcomes and for the community to take leadership for themselves:

Give us a little bit of investment and we'll see if we can change things for ourselves. So really is about Mana Motuhake.

So, we see a level of local whānau and community leadership seeded in the early days of the collaboration, to a point where key areas of focus were identified and Collective Impact as a strategy was introduced, allowing for the implementation of the focus activities. So, gaining whānau buy-in to participating in the activities of focus has given visibility to Te Whare Āhuru ki Ruapehu.



The CRG have also seen changes in leadership among whānau with the implementation of the CI Housing activities:

What's been quite heartening is the changes that it's made to some of their mindsets. Now, just with a little bit of encouragement and support, they're away collecting their own materials or swapping baking for materials, so trading services so they can maintain their own homes.

Outcomes

Whānau engagement with Te Ao Māori

Indicator

Whānau are engaged in Te Ao Māori

Measures

- Whānau are part of a Māori community organisation
- Whānau have information about whenua tūpuna.

Evidence

Whānau work with the Housing Coordinator based from Ngāti Rangī. Ngāti Rangī have been instrumental in the early establishment of the Ruapehu Whānau Transformation collaboration, acquisition of housing repairs funding through TPK and CI funding through WOCA.

Through the REAP sponsored Home Ownership programme, whānau received information from TPK and Māori Land Court representatives about whenua tūpuna and issues such as papakāinga:

TPK and Māori Land Court came. Latter found a lot of people in the area didn't have a good understanding of Papakāinga or Kāinga Whenua. Examples of whānau going to TPK asking for \$200k to set up papakāinga – misinformed, not understanding.

Outcomes

Whānau standards of living

Indicator

Whānau enjoy high standards of living

Measures

- Whānau housing standards are adequate
- Whānau have made provisions for future generations.

Evidence

It has been recognised through the early establishment of the wider collaboration, that whānau standards of living in Ruapehu are impacted by a number of factors outside the area of housing, such as Employment, Education, Health and Social factors.³²

Apart from the aforementioned areas, within the particular area of housing, there are areas of concern to staff regarding home suitability to meet the environmental conditions whānau in the area have to contend with: the lack of availability of good rental stock, and the state of the current housing stock of those owning their own homes.

Efforts by the collaboration to look at alternative housing identified that it wouldn't work because:

Our typical way we build a home and the price is out of reach of most people in our district, we know that.

Looking at state houses and whether some of those should just be levelled and new buildings built.

They had managed to go some way, make little improvements but more to do with the housing stock not just in Ohākune in New Zealand... not up to scratch.

At the time of this evaluation, the Collective is concerned that funds for insulation in the area are no longer available. 41 homes were put forward for insulation in 2018 and none have been funded despite being in an area prone to snowfalls. Current District Health Board fund holders have signalled the area is not a priority and future funding is likely to focus more on heating. Funding sought through the Council is also exhausted. The discussion identified a lack of consistency and synergy around priorities between different parties funded to provide insulation services creating a systemic roadblock for the collective to overcome. This means the adequacy standards for warm homes for those whānau cannot be met.

Outcomes

Whānau relationships

Indicator

Whānau relationships are rewarding and empowering

Measures

- Household relationships are positive and mutually rewarding
- Relationships with Māori networks are positive and beneficial
- Relationships with educational, health, and social services are strong and reflect partnership
- Relationships with community institutions are mutually supportive and sustained.

Evidence

Relationships between the Housing Navigator and whānau have been maintained well after housing repairs or training has been undertaken. Interviewed whānau talked of work completed two years previously and ongoing efforts to carry on with improving their homes. They also talked of continued relationships with the Housing Navigator who periodically kept in touch to check need and progress. Whānau were also made aware of additional courses and training made available through Te Pae Tata, the Community Learning and Tech Hub opened in 2015.

Whānau interviewed were positive about the help they received, but were also positive about the future in their homes for their tamariki and mokopuna. Staff too had noted the changes:

They're making plans around their own homes, their tamariki, around their children owning their own homes, that's huge and that's exactly what we're going for.



Rubric Rating

Process Evaluation

Based on narrative progress reports and in-depth qualitative interviews with whānau, and key WOCA and Te Whare Āhuru ki Ruapehu Housing staff and partners, the Te Whare Āhuru ki Ruapehu Housing CI initiative has been given the following process rating:

Rating Phase: Te Kōhure

Description: The Te Whare Āhuru ki Ruapehu Housing CI initiative is stable and well established.

What's Happening:

- The initiative's activities are well-established and outcomes are stable allowing for a determination of impact, value, merit, significance, and effectiveness of the initiative to be made. The initiative is also considered credible and is trusted by all stakeholders and the wider community. As well, partners and the backbone have significant experience and increasing certainty about 'what works.'

Outcome Evaluation

Based on narrative progress reports and in-depth qualitative interviews with whānau, and key WOCA and Te Whare Āhuru ki Ruapehu Housing staff and partners, the Te Whare Āhuru ki Ruapehu Housing CI initiative has been given the following outcome rating:

Rating Phase: Te Whai Ao

Description: WOCA funded services have supported and enabled whānau in the North Island to take responsibility for their own lives and leverage their skills, knowledge, capabilities, experiences and networks for the benefit of themselves and others.

What's Happening:

- Whānau Knowledge – Whānau are making informed choices about the support they require and who they access support from, and are leveraging the knowledge, skills and capabilities within their whānau and networks to advance their collective interests.
- Whānau Health – Whānau can model to other whānau members their ability to take personal responsibility for their own health and wellbeing.
- Whānau Relationships – Interpersonal skills between whānau members have improved and whānau conduct positive relationships. Whānau are also developing nurturing environments that provide for their physical, emotional, spiritual and mental wellbeing, and are confident to address crises and challenges when they arise.
- Whānau Standard of Living – Whānau can articulate and implement healthy living habits in the home that will support their success. Whānau are also achieving the knowledge, skills sets and qualifications to pursue training and employment that provides them with financial security and career options.
- Whānau engagement with Te Ao Māori – Whānau are benefiting from being part of a Māori community group and/or organisation. Whānau are also accessing cultural knowledge, engaging in knowledge creation, and transferring that knowledge amongst themselves.
- Whānau Participation in the Community – More whānau members are trained and serving as public, community and cultural champions, advocates and leaders.

Section Summary

Te Whare Āhuru ki Ruapehu is a CI initiative embedded within essentially a wider collaborative arrangement which could be seen as a number of CI initiatives, each having their different processes but all with the same long-term vision of whānau transformation in Ruapehu.

Previous to the formalisation of CI and even the Whānau Ora strategy amongst the WOCA Māori provider (partner) network, Ngāti Rangī had invested in bringing about systemic changes to benefit the communities of Raetihi, Ohākune and Waiouru alongside other community groups and all whānau of the respective communities. Ngāti Rangī had helped the establishment of the original CRG in 2012 where an initial plan was developed³³. The group has continued to evolve and grow. The plan has since been updated based on learnings such as:

When you create the space for innovation and positive change, powerful collective insights arise and people are motivated to act on those insights together.³⁴

The adoption of CI enhanced the ability of Ngāti Rangī to deliver its Transformation Plan 2020 relating to its housing focus, one of five interconnected focus areas, 10 opportunity areas and 14 solutions to transform their communities. Evaluating CI for the purposes of this evaluation has therefore been mindful of this background information.

Ngāti Rangī was given funding to establish their CI initiative and contracted to work with 40 whānau in the year 2017/18. What was clearly evident during the evaluation, is that the key establishment activities, particularly relationships with communities and potential partners, the common agenda, long term outcomes, structural arrangements and many common understandings and planning had already occurred or were well underway before this time. What was missing for this provider was the resourcing to carry out some of the identified work in the housing area. Qualitative evidence identified that the adoption of CI was timely when implementing the housing focus. Ngāti Rangī were able to provide leadership in the housing area through the implementation and development of programme operations to address their housing concerns.

The operations initially saw the employment of a Housing Navigator (HN) situated with Ngāti Rangī and development of housing promotions material and whānau resources. Some of the CRG partners became instrumental in helping with different aspects of the initiative, in particular the Mayor and Council Building Inspector, the local Lines company electrical inspector, and local fire service giving free services on a regular basis. The local REAP centre also facilitated a home ownership course which involved a range of outside speakers and government agencies. Activities were supplemented by funding received from TPK for housing repairs. In addition, the navigator was responsible for meeting with whānau, helping engage whānau in learning activities, especially budgeting and home improvement activities. They also worked with whānau to develop action plans and goals. Furthermore, the HN coordinated engagement of necessary trades people where this was needed and maintained relationships with the partners and any other partners that needed assistance for whānau they referred.

The evaluation has evidenced positive, reinforcing relationships amongst the partners through the interview process and quotes included in the documentation review.³⁵ There were examples of both staff and partner staff making extra efforts sometimes in their own time to help whānau in need because of growth in understanding of their communities, their common commitment to change things for the better, and shifts in attitude. Whānau interviewed were positive and grateful for the help that they received and, in some instances, had gone on to plan or do further work themselves to maintain and improve their homes as well recycling and bartering for materials, signaling the changes in mindset that the steering group were seeking. Of course, some of the whānau had issues which sat outside the scope of the CI initiative, but these continued to be addressed seamlessly through a Whānau Ora approach within Ngāti Rangī, led by the HN, for example, linking with training related to the other focus areas such as employment, because housing cannot be seen in isolation of the multiple needs of some whānau.



Unfortunately, the need for resources to address the needs identified through Te Whare Āhuru ki Ruapehu have not been sufficient to meet the demand, and assessed whānau are now having to wait for further funds to be sourced. Subsequently, there is now a lull in the activities of the housing initiative until further resources are found. One of the key platforms of the overall collaboration of Ngāti Rangī and RWT is the long-term sustainability of their work and this is no different in the housing space where navigation of the contracting environment, community changes, advocacy, sourcing of further resources and maintenance of current operations must also play their part.

A review of the quantitative data through Whānau Tahi has not been able to reinforce the findings of the qualitative interviews or the document reviews. This is likely due to the fact that Whānau Tahi was not installed at the time Ngāti Rangī was first contracted and training was required by the HN. This did not occur until late 2018. Data was only available in the written reports and as narrative contained in the HN journal. The written reports, which were reviewed, confirmed positive outcomes for whānau but these were not aligned at the time with the Whānau Tahi Outcomes framework. Current reports from the system have not been populated, which indicates further training of staff may be required and/or a lack of data analyst capacity or capability at the day-to-day operational level. In addition, there now appears to be a lag in the housing focus activities due to a lack of activities resources and in-house staffing changes affecting management and the loss of the HN. Therefore, the use of Whānau Tahi and alignment to the outcomes framework should be a priority.

Despite the issues with Whānau Tahi, the CI initiative Te Whare Āhuru ki Ruapehu has been able to evidence it is functioning at a high level in every aspect of CI through the guidance of Ngāti Rangī and the steering committee. Ngāti Rangī has also demonstrated they have access to and can utilise high level data to build their case for Whānau Transformation. It has been acknowledged that CI has further provided them with a focus and a framework to refine the housing strategy. High level measures and indicators have been agreed but the WOCA framework will provide more whānau focused and earlier measures in the journey towards achieving the specific common agenda of 'Ruapehu whānau proudly living in safe warm homes.'

FINDINGS

Whakakaha Whānau (Te Ngira, Te Kōhao Health, Hauraki-Waikato)

Overview

The Whakakaha Whānau CI initiative works with priority whānau³⁶ who are unemployed and are seeking employment, low income looking to advance, and/or those whānau looking to upskill to improve their work readiness.³⁷ Led by Te Kōhao Health, Whakakaha Whānau is part of their Te Ngira Whānau Ora Collective whose nine partners³⁸ cover both rural and urban areas in the Hauraki-Waikato region. This includes four iwi regions, namely, Hauraki, Waikato, Maniapoto and Raukawa as well as Hamilton city. Other strategic partners included the Ministry of Social Development (MSD), Te Puni Kōkiri (TPK), Tainui Group Holdings, South Base Civil and Building Construction, Cobb-Vantress, T/A Damels Traffic Management, Hine Boss, Success Personnel and various local councils.

The collective's strategic vision is:

*Kia whakawhānake i ngā hua ōhanga whānau, mā te mātauranga,
te mahi me te whakangungu*

*Improve whānau economic outcomes through education,
employment and training.*

According to documentation supplied by WOCA, from 1 July 2017 – 30 June 2018, Te Kōhao were contracted to engage 140 unique priority whānau. During this period, 102 whānau were engaged. The contract also states that at least 70 priority whānau experience measurable progress towards achieving their priority outcomes as evidenced by a positive shift to milestone 5 on the milestone indicator framework. At the time of writing this report, 93 priority whānau were recorded as achieving their priority outcomes. It is important this report only reports progress and outcomes achieved from 1 July 2017 – 30 June 2018.

The CI initiative has WOCA funding available for three Whānau Ora Employment Coordinators (EC). Another three positions have also been funded through a separate but WOCA funded Innovation Fund making a total of six EC positions available to the collective. In addition, Whakakaha Whānau has access to Whānau Ora Kaiārahi through their Te Ngira partners³⁹. Kaiārahi identify suitable whānau members through a Whānau Ora assessment. According to qualitative interviews, the whānau assessment is based on Te Pae Māhutonga (Durie, 1999), that is, a holistic assessment tool that looks at the whole whānau and their environment:

You know, the whole thing of environmental scans. People go into people's homes and they don't see anything. You know? They can't see they got no kai, they got no clothes for the baby... you know, it (the home) might be in disarray, they can't see that? They (health professionals) go in there, take the blood pressure, and come out. They've (Te Ngira Kaimahi/Kaiārahi) got to do the scan!

Whānau members who identify employment, training or education (e.g. tertiary, licensing, trade training) as a goal are then referred to an Employment Coordinator. The coordinator works with the whole whānau to ensure good whānau support is in place, provides career planning, coaching, mentoring and advice, and ensures that whānau have updated CVs, are trained in job interview techniques; and that any job interview expenses (e.g. work appropriate attire and travel) are covered. Employment Coordinators have both established and 'developing' relationships with local businesses, recruitment agencies and other employers, and can connect whānau to workshops, job opportunities and provide follow up support on whānau work or study placements for up to two years.



Whakakaha Whānau identify the following as expected outcomes as a result of the initiative:

- being work ready (CV, clothing, interviewing, drug testing)
- whānau are economically better off i.e. increased benefit income or employment income
- secured a job
- enrolled in a tertiary institution or training agency
- gained their drivers licence
- gained skills towards securing a job
- job placements
- move into sustainable employment
- stayed in employment 12 months - 2 years
- whānau often presented with multiple needs particularly in terms of physical/personal health and housing.

The number of whānau successfully placed into employment was 21. Employment and education outcomes for partners were divided up in the following way:

Te Kōhao Health	8
Kirikiroa Marae	3
Te Runanga o Kirikiriroa	2
NMMPT	1
Te Korowai Hauora	7
TOTAL	21

Further insights around outcome achievement for whānau are explicated in the outcomes section for this project.

Context

Based on information and data gathered by the provider, the unemployment rate in the Hauraki-Waikato Region is 7.5% of all people aged 15 years and over. For Māori however it is 17.0% compared with the national unemployment rate of Māori across Aotearoa of 15.6%.

For all people aged 15 years and over in the Waikato Region, the median income (half earn more, and half earn less, than this amount), is \$27,900 compared to \$21,400 for Māori. Nationally the median income for Māori is \$22,500. In Hauraki-Waikato Māori Electorate 45% of people have a personal income of below \$20,000 and the median income is \$23,400.

In 2006, 44.0% of all Māori in the Waikato were earning \$20,000 or less but in 2013 this increased to 48.6%. In the Hauraki region it was 45%. For the Hauraki-Waikato Māori Electorate, sources of personal income showed that 34% were on income support.

Employment and education were therefore identified by the provider as key to addressing poverty for low income whānau:

The link between the two [employment and education] cannot be underestimated and that is the reason the Collective have chosen to focus our Collective Impact Initiative on employment and education.

Demographics

According to progress reports, the three main cohorts of whānau members supported by the collective were unemployed, employed (low income) and disabled. In addition to employment related needs, whānau often presented with multiple other needs including housing, food, clothing, finances, education, and health. Whakakaha Whānau were able to support these whānau in the following ways:

- Food/Kai – whānau were assisted with food parcels, and/or with budgeting advice and Work and Income entitlements. Some whānau were building garden boxes for growing their own vegetables, although garden maintenance by whānau was identified in reports as an issue. Furthermore, easy and simple recipes were curated for whānau that were cost and time effective.
- Clothing/Work Attire – whānau were supported with Whānau Direct funding, and/or in accessing Work and Income clothing grants.
- Budgeting/Entitlements – whānau were supported with budgeting, and/or the setting up of payment schedules to avoid bills spiralling out of control. Whānau were also supported in accessing Work and Income entitlements.
- Housing – supporting whānau with a housing pathway plan and/or advocating alongside whānau to apply for housing through housing agencies. In some cases, the collective facilitated whānau moving in with other whānau, although this was considered a 'last resort'. Referrals were made to Healthy Homes if whānau were eligible. Whānau were also taught simple household management skills to ensure their homes were safe, warm and dry. This included cleaning mold off surfaces, opening curtains to let the sun in, using draught stoppers under doors, opening the kitchen and bathroom windows to stop moisture build up in the room, and smoke alarm detector maintenance.
- Addictions – Referrals were made to organisations such as Pai Ake Solutions which supports whānau with drug addictions in a Māori centric way.

Activities

Collective Impact

As mentioned in a previous section, the strategic vision for Whakakaha Whānau is 'Kia whakawhānake i ngā hua ōhanga whānau, mā te mātauranga, te mahi me te whakangungu' (Improve whānau economic outcomes through education, employment and training). The initiative works with priority whānau who:

- the collective have already helped (i.e. pre-Collective Impact, that is, before July 2018) into employment.
- are neither in education or employment but are seeking to enter into either one.
- are in education or training are being monitored over two years.

Te Kōhao Health are also responsible for providing the backbone function of the Whakakaha Whānau CI initiative, which includes guiding vision and strategy, supporting assigned activities, establishing shared measurement practices, building public will, advancing Whānau Ora policy, and seeking co-investment. A more detailed description of the backbone function is provided in the process evaluation section for this project.

In conjunction with the above, CI personnel are provided with regular Whānau Tahī training sessions (normally held weekly). Sessions cover plans, narrative writing, outcomes and goals, and how to exit outcomes. More general training is provided for new staff including an explanation of Te Ngira, and how it contributes to the wider goals of the collective; Te Kōhao Health internal processes, such as how to make and receive referrals; Whānau Tahī training for beginners; where and how to access both internal and external resources to help whānau, such as Whānau Direct; and first aid.



Kaiārahi/Whānau Ora Navigators

The role of the Kaiārahi (Whānau Ora Navigators) is to walk alongside whānau to develop plans, set goals, engage with services, support them to achieve their intended outcomes and document their success along the way (Kaiwai, 2017). Kaiārahi and the Whānau Ora assessment process plays a pivotal role within the Whakakaha Whānau CI initiative by first helping to identify whānau members who are interested in employment or education as a goal. Once identified, these whānau members are referred to the Employment Coordinator.

Employment Coordinator (EC)

The coordinator works with whānau members to develop a career pathway plan which may include CV writing, job interviewing techniques, job seeking skills, coaching and mentoring, literacy and numeracy, driver's licenses, and drug tests. Once any prerequisites are met, whānau will either be pathwayed into training, education and/or employment. For those in training and education, further follow up process may occur to support whānau into employment once qualifications are complete. Follow up support can last for up to two years.

All ECs are given training and provided with traffic light based employment steps and separate practice guidelines. The 'three steps' of employment are outlined in the diagram below:



Process Evaluation

A previous set of quality indicators were developed as part of a formative and process evaluation commissioned by TPM (2016). These indicators were used to inform the process evaluation component of this project.

Dashboard

The following dashboards provide both quantitative and qualitative evidence around each of the WOCA five conditions of CI.

Activity: Kia kotahi te whāinga (Common Agenda)

Indicator: All Partners are committed to the WOCA Common Agenda for supporting whānau to be successful, including a common understanding of how they will build whānau capacity and capability through agreed upon action(s).

Measures:

- The regional collective's Common Agenda and 'theory of change' is clearly defined and evidence based.
- All partners understand and can clearly articulate the collective's Common Agenda and 'theory of change'.
- All partners have agreed upon a set of values/principles that guide the collective in decision-making, conflict resolution, and emphasises the centrality of Whānau Ora to their work.
- All collectives' action plans are aligned to the WOCA Outcome Domains.

Evidence

The collective's strategic vision is:

Kia whakawhānake i ngā hua ōhanga whānau, mā te mātauranga, te mahi me te whakangungu

Improve whānau economic outcomes through education, employment and training.

A detailed programme logic was also developed outlining the initiatives 'theory of change':

The programme logic outlines 'Issues,' 'Activities,' 'Outputs' and 'Outcomes.' The overall impact the initiative is trying to achieve is 'increased whānau household disposable income,' and 'improved whānau well-being and resilience.'

Based on information and data gathered by the provider, the unemployment rate in the Hauraki-Waikato Region is 7.5% of all people aged 15 years and over. For Māori, however, it is 17.0% compared with the national unemployment rate of Māori across Aotearoa of 15.6%.

For all people aged 15 years and over in the Waikato Region, the median income (half earn more, and half earn less than this amount), is \$27,900 compared to \$21,400 for Māori. Nationally the median income for Māori is \$22,500. In Hauraki-Waikato Māori Electorate 45% of people have a personal income of below \$20,000 and the median income is \$23,400.

In 2006, 44.0% of all Māori in the Waikato were earning \$20,000 or less but in 2013 this increased to 48.6%. In the Hauraki region it was 45%. For the Hauraki-Waikato Māori Electorate, sources of personal income showed that 34% were on income support.



Employment and education were therefore identified by the provider as key to addressing poverty for low income whānau in the Hauraki-Waikato region:

The link between the two [employment and education] cannot be underestimated and that is the reason the Collective have chosen to focus our Collective Impact Initiative on Employment and Education.

Accordingly, activities for the initiative are focused on: providing whānau with life skills, education and training and employment placement, and building whānau identity/capacity. All activities are delivered in accordance with tikanga and using a Whānau Ora approach.

Whakakaha Whānau is part of the Te Ngira Whānau Ora Collective. In addition to the Te Ngira Five Year Plan 2016-2021, information about the collective's common agenda, activities, progress and successes are shared and reiterated on their web page⁴² (which links all the partners within the collective), at monthly partner meetings, and via the intranet, internet, AGM's, and promotional days. Each partner also has their own Facebook page where they can share their CI activities.

Activity: Kia kotahi te ine (Shared Measurement)

Indicator: All partners are committed to a set of shared indicators and systems for assessing progress against the WOCA Outcome Domains and ensure efforts remain consistent, aligned and that partners hold each other accountable.

Measures:

- Shared outcomes, indicators and a robust data management system.
- Broad engagement around the design of the Shared Measurement system has occurred with all CI partners having clear expectations about goals, metrics and confidentiality/transparency.
- All partners understand the value of the shared measurement system.
- A facilitated process is in place for CI partners to share data and results, learn, and better coordinate efforts.
- On-going staffing to provide training, facilitation, and to review the accuracy of all data is in place.
- Access to timely, high-quality data that enables partners to reflect and informs strategic and tactical decision making.
- Each CI initiative regularly analyses and monitors their progress against specific strategies and clearly defined goals.
- Each CI initiative offers funders and other supporters evidence of progress toward the initiative's goals at different points along the CI journey.
- The Shared Measurement system is continually being tested and improved in response to user feedback.

Evidence

Te Kōhao Health use the Whānau Tahi software package to collect data around whānau and outcome achievement. Whānau Tahi data management systems is based on the WOCA Outcome Domains. Through whānau Tahi and quarterly reports, Te Kōhao are able to provide regular updates to WOCA and report their progress against contracted milestones and targets.

Based on qualitative interviews, Te Kōhao have over 300 codes in their database that have been refined over time (from an estimated 500 codes). Te Kōhao Health also had previous experience setting up a data management system during the initial roll out of the Whānau Ora programme. However, since that time, both systems have undergone several refinements and improvements.

Before Collective Impact we were doing Whānau Ora... we (already) had our analysis codes, and we just went through the process actually and just implemented some new codes; retired some old ones... that refinement... We've looked and said 'we wanna know a bit more information here, these

codes weren't giving us the data we wanted,' so we retired them and replaced them. So, we've just done that... [and it was] just a handful [of codes replaced].

In addition to reducing and refining the number of 'codes', the 'business units' within the Whānau Tahi system were removed, reporting processes were streamlined to reduce duplication, and systems were in the process of being set up so that whānau who changed addresses or moved to another region would have their electronic information follow them 'in real time'. According to reports, this new and improved system would allow for a 'smoother' and 'more natural handover' between partners. At the time of writing this report, the 'handover' process was still in the discussion stage.

In terms of employment outcomes, the database system records kinds and types of employment, for instance, whether a job is casual, part-time, or fulltime. This allows for better monitoring in terms of the level and extent of outcome achievement, and more importantly, can be used to inform and produce higher quality data to enable partners to better respond to the employment needs of whānau:

We've made it a little bit more identifiable; what is casual employment? What is part time employment? How many hours is part time employment? And that is one of those learnings that came, because we started Whānau Ora before we started Collective Impact... so we had these codes. And as we've gone along we've learnt things, and we've learnt 'ok we need to add these codes, we need to change things,' and we've done that along the way. It's very specific now.

CI personnel are provided with weekly Whānau Tahi group-based training, as well as one-on-one training. According to reports, the one-on-one training can be held at any time. It was also noted that partners tended to prefer one-to-one training. Sessions cover plans, narrative writing, outcomes and goals, and how to exit outcomes. The purpose, use, and value of the data management system is also discussed with training participants. Kaiārahi can also use the online request for training page if they need further support. Based on reports and evaluations, the training that is offered was considered 'useful', the pace of the workshop was 'suitable', the delivery of the workshop 'suited the learning styles of all attendees', and the trainer was considered knowledgeable. All attendees strongly agreed that the content of the workshop was clear and easy to understand. A resource page was also set up for user feedback.

For those partners who were based in more remote locations, Zoom-based training proved to be a cost and time effective alternative. A provider progress report noted that data quality improved across the partners because of the use of Zoom as partners were able to attend both trainings more regularly. More general training is provided for new staff, including an explanation of Whakakaha Whānau and Te Ngira and how it contributes to the wider goals of the collective; Te Kōhao Health internal processes such as how to make and receive referrals; Whānau Tahi training for beginners; and where and how to access both internal and external resources to help whānau (e.g. Whānau Direct); and first aid.



Activity: Kia rere tonu te kōrero (Continuous Communication)

Indicator: Communication channels and systems build trust, assure mutual objectives, and create common motivation across all partners and external stakeholders.

Measures:

- Fostering and strengthening of relationships with partners and other key stakeholders.
- Encouraging the sharing of best practice among partners and other regional collectives, especially when working with whānau.
- Collectives have regular meetings.
- Providing a platform for concerns to be addressed, ideas to be discussed, expectations to be managed and trust to be developed between partners.
- Internal communication utilises channels that best fit the needs of the collective (online platforms, face-to-face meetings, teleconferences) and is periodically re-evaluated in the light of new information and changes in the environment.
- All partners have equal representation and involvement in all interactions, to ensure that decision-making is collaborative and takes into account all members' point of view.
- External communications are developed for listening to the community, communicating results to the public, identifying the areas that should be targeted, and building public support for their CI initiative.

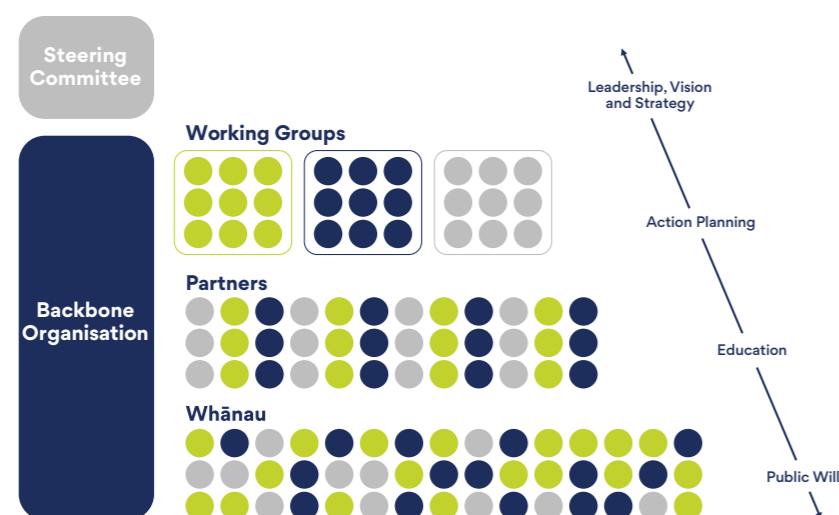
Evidence

Each of the collective partners have strong community relationships and are well established within their respective communities as one collective partner mentions:

We have strong relationships... probation, Work and Income, all government agencies, Oranga Tamariki... we're collaborative... Housing New Zealand... Police...

Te Ngira has a webpage which links all the partners within the collective. Each has an active Facebook and run regular community events for whānau. All partners hui by Zoom each month. Success stories are shared via the intranet, internet, AGM's, promotional days.

An extensive communications plan for listening to the community, communicating results to the public, identifying the areas that should be targeted, and building public support for their CI initiative has been developed. The plan also outlines how partners, governance groups, steering groups, the backbone organisation, and other key stakeholders and whānau connect with each other. The steering group is made of all the partners, with working groups established if and/or when required. Regular reportage is provided to the steering group.



Relationship building and stakeholder engagement occurs on multiple levels. Accordingly, the aim of the collective ensures whānau, hapū and iwi voices are actively sought and included in the decision-making process of the collective. According to one Te Kōhao progress report, this is to ensure that the collective is able to take advantage and leverage key relationships.

When engaging with whānau, the collective employs a '3 step' approach, that is, to engage, enlighten and empower whānau. This EC outlines her process of whānau engagement in the following quote:

On first meeting, you know, you gotta watch your 'Ps and Qs,' body language is another one. The facial expressions. Once you get to [know them], then you know where you actually stand with your whānau... I never try to be above the whānau, because if you're doing that then you're making yourself look like you're better than them. So, I come down on that level where sometimes I gotta be ghetto, and there's times where I have to go above the ghetto to be professional with the whānau.

Having 'real life' experience also seemed to be an important quality for ECs working with whānau:

I'd almost hit that rock bottom. That downward spiral. I hadn't had a job in like two years. It's not a case of not wanting to, it was a case of weighing out my options, no vehicle [for example]... so I started going downwards, into a bit of depression. So, I can hear when whānau are talking to me, I can hear what level they're on, and that's the time to catch them...

Access to partner services can be varied and diverse as the following quote demonstrates:

We don't do tick boxes because 'if you don't fit into this box, we don't help you'... because whānau are going into services and they're not fitting into their boxes. Because we can work with anything that comes through that door. So, there's whānau who come to your door, and there's 'hard to reach' whānau; what MSD deem 'hard to reach'.. But we give out free bread on a Tuesday and a Thursday, and we give out free clothing. So, I'll be sitting here and next minute I hear 'oh, so and I put a pack together for you and your baby. What's your name, where do you live?' And next minute I'm hearing the name, I've been to their house three times, and I know, I've seen the curtain move but they won't answer the door. So, I'll jump up and say 'kia ora whānau,' I've been trying to make contact with you.

This whānau member described her engagement and experiences with Whakakaha Whānau services as having a 'family feel':

It's got the family feeling. And you don't feel pressured. It's just loving, supporting, the whole family, where you're not judged when you come in here... everything they do is awesome.

Providing wrap around services and a 'one stop shop' was also appreciated by this whānau member:

It's more easier having it all under one roof... [as opposed to] going to different places... I've been let down so many times [by other services]...

Numerous community 'whakawhanaungatanga' events were also held. These included:

- Suicide prevention workshops
- Te Ao Māori – classes where mum can learn pepeha, karakia and waiata
- Maara Kai – whānau establish their own garden bed and grew vegetables from seed
- Hākinakina – physical activity
- Family Start Parenting Tools, education and support for families
- Whānau Ora integrated model of care – Support and advocacy towards aspirational planning for the whole whānau 'One Plan'
- Incredible Years Parenting Programme Pathway
- Healthy kai – whānau are provided education around portion sizing, adequate fuel for the body, cooking on a budget and utilising low cost or no cost methods
- Kaumātua awhi – kaumātua and kuia supporting parents and babies
- Building financial capacity – financial planning.



Building strong community links, particularly with local businesses and other potential employers, is a key component of the Employment Coordinator's (EC) role. For example, one EC had community contacts with Gateway (Bridging resource), NZ Police, Te Wānanga O Aotearoa, A - G Sinton Ltd (Bush contractor), Accord, Morrisseys (retail outlet), NZ Roundwood (Wood manufacturing) Y'Rs Painting, Educational provider WINTEC (Waikato Institute of Technology), Sports Waikato and Sports NZ both of which have an important role as stakeholders for sports and recreational institutions in the Waikato district. Other strategic partners include the Ministry of Social Development (MSD), Te Puni Kōkiri (TPK), Tainui Group Holdings, South Base Civil and Building Construction, Cobb-Vantress, T/A Damels Traffic Management, Hine Boss, Success Personnel and various local councils.

Another EC was in the process of strengthening a relationship with Coastal Coast who had employed two whānau on a casual basis and was organising to interview another. Based on progress reports, Coastal Coast was 'happy to receive referrals' from Te Korowai Hauora o Hauraki (one of the Whakakaha Whānau partners) EC. Another EC had met with Rauwai Herbert-Johnson, Waikato Regional Contracts Manager to discuss funding options for Te Ngira Collective. Other activities included hui with Land Base Training to draft a funding proposal to deliver a 10-week programme that would cover things like driver licence and industry specific learnings, and a site visit with Cobb-Vantress Chicken Hatchery in Rangiriri to get a better understanding of their employee recruitment process so that whānau who applied for jobs there would be properly prepared and improve their chances of getting a job.

Best practice is coordinated through a best practice lead based at Te Kōhao.

We've got best practices. We have someone who is dedicated towards best practice of our Kaiārahi and our Kaimahi, and she (the Best Practice Lead) goes out [to the partners].

Regular cultural audits are also carried out to ensure that Te Kōhao is meeting the cultural needs of all its kaimahi:

We just finished an audit... we had somebody in for a cultural audit... and since that cultural audit we've had 33 of our staff involved in WINTEC reo. And before that we had 10 enrolling in Te Wānanga o Aotearoa, because we've been really pushing it, that side of things.

The collective uses several modes of communication (email, website, intranet, teleconference, Zoom).⁴³ According to the Whakakaha Whānau coordinator, along with the sharing of whānau success stories, the monthly Zoom meetings provide a platform in which any issues and challenges can be discussed. Face to face meetings are also organised if and when required. As well, the ECs are readily accessible via email and phone for partner concerns.

Activity: Kia kotahi te hoe (Mutually Reinforcing Activities)

Indicator: All partners have differentiated activities while still coordinated through a mutually reinforcing plan of action as well as systems in place for working together and efficient collaboration.

Measures:

- Building upon existing efforts and discouraging duplication.
- Coordinating CI meetings and other activities with each other on a regular basis (with and independent of the backbone).
- Supporting and leveraging each partners' efforts.
- Distributing activities to take advantage of existing skills, passion and expertise within the collective.
- Using data and research evidence as the foundation for a learning system and culture focused on the continuous improvement of the practices of the partner organisations.

Evidence

Whakakaha Whānau is run through an existing collective of partners called Te Ngira Whānau Ora collective. As previously mentioned, the collective shares resources (i.e. Navigators/Kaiārahi), broker services amongst the partners and externally, and run joint events. This allows each partner to build upon existing efforts (discouraging duplication), and distribute activities to take advantage of existing skills, passion and expertise within the collective:

... other than us taking care of 'business as usual,' having that added service of [Whakakaha Whānau] for employment, has enabled us to service the whānau holistically.

Zoom meetings amongst the partners is done on a monthly basis. Meetings are used to talk about results, develop learnings and improve practices. For example, the collective had identified an issue with multiple kaimahi approaching whānau which, according to reports, became 'frustrating' and that the 'risks and challenges mentioned had a major impact on not only the organisation but our whānau' and that the 'approach taken was not best practice':

The communication between kaimahi began to have an effect on the process – there was an occasion where two kaimahi had approached one whānau, which left the whānau to think they were receiving double of what they were entitled to.

In addressing this issue, a number of strategies were developed including providing more staff training, setting up weekly/monthly/quarterly targets at the start of the first quarter, and more regular reporting to 'keep on top of targets.'

Activity: Kia pakari te iwi tuararo (Backbone Organisation)

Indicator: Backbone support with dedicated staff and strong leaders who possess a specific set of skills to serve as the backbone for all partners and coordinate participating organisations and agencies.

Measures:

- Clarifying the roles and leadership characteristics of the Backbone Organisation with all partners.
- Actively encouraging and facilitating collaboration and community/whānau engagement within the initiative.
- Development of a plan for sustained funding for CI over the long term.
- 'Champion' the use of evidence, best practice, and evaluating CI.
- Advancing equity for Māori.
- Guiding the partners to collectively develop specific goals, metrics, and implementation strategies based on the Five Conditions and WOCA Outcome Domains.
- Investing in research/evaluation relevant to strategy development.



Evidence

Te Kōhāo Health are responsible for providing the backbone function of the Whakakaha Whānau CI initiative which includes guiding vision and strategy, supporting assigned activities, establishing shared measurement practices, building public will, advancing Whānau Ora policy and seeking co-investment. A more detailed description of the backbone function is provided below:



The role and function of the backbone organisation is also reiterated via the Te Ngira website⁴⁴ and reinforced at monthly meetings (if required).

Te Ngira is a Whānau Ora collective which means that all partners deliver services using a Whānau Ora approach. A Te Kōhāo manager always noted that ‘all our staff (who are part of the collective), whether they’re Kaiārahi, Whānau Ora or not, are all Whānau Ora.’ Each partner is also well established within their respective communities. The promotion of best practice amongst the collective is facilitated through the Best Practice Lead.

Specific goals, metrics, and implementation strategies based on the Five Conditions and WOCA Outcome Domains are outlined in the collective’s action plan and reiterated at meetings and on the Te Ngira website. The collective’s action plan is revised annually.

As previously mentioned, the collective shares resources (i.e. Navigators/Kaiārahi), broker services amongst the partners and externally, and run joint events.

Evaluation and research development and support for the collective is provided by Te Kōhāo and WOCA.

Outcome Evaluation

From the period 1 July 2017 – 30 June 2018, and based on reports and documentation provided by Te Kōhāo Health and WOCA, Whakakaha Whānau had placed 21 whānau into work and/or education. As well, Whakakaha Whānau were contracted to support 70 priority whānau towards achieving WOCA commissioned outcomes (i.e. whānau knowledge; whānau health; whānau standards of living; whānau participation in community; whānau engagement with Te Ao Māori; whānau relationships). At the time of writing this report, 93 priority whānau had achieved those commissioned outcomes. Each whānau also achieved multiple outcomes. Outcomes were recorded and divided up by the provider in the following way:

OUTCOME DOMAIN	# OF OUTCOMES	% OF TOTAL OUTCOMES (APPROX)
Whānau Knowledge	31	20.130
Whānau Health	27	17.532
Whānau Relationships	1	0.006
Whānau Participation in the Community	43	27.922
Whānau Engagement in Te Ao Māori	7	0.045
Whānau Standards of Living	45	29.220
Total	154	100

Therefore collectively, this cohort of priority whānau achieved a total of 154 outcomes. The main areas of outcome achievement were:

- Whānau Standards of Living (29.220%)
- Whānau Participation in the Community (27.922%)
- Whānau Knowledge (20.130%)
- Whānau Health (17.532%)

Other areas of achievement, although to a significantly lesser extent, were Whānau Engagement in Te Ao Māori (0.045%) and Whānau Relationships (0.006%).

To complement the quantitative data, qualitative data was collected from whānau who had participated in the Whakakaha Whānau CI initiative and had agreed to be interviewed. A total of 22 interviews were conducted with whānau, kaimahi and CI partners as well as two focus groups. Interviews were used to corroborate the quantitative data, and to provide more depth and detail around outcome achievement and what overall difference that made to, and impact that had on, the lives of whānau. Whānau also often presented with diverse needs and subsequently achieved multiple outcomes throughout their journey. In these cases, qualitative interviews proved invaluable in helping to understand the inter-relatedness and connectedness of whānau outcomes, and in ‘unpacking’ the diverse and innovative pathways that were developed through Whakakaha Whānau to support whānau achievement.

Dashboard

The following dashboards provide both quantitative and qualitative evidence around each of the WOCA commissioned outcomes.

Outcomes

Whānau Knowledge

Indicator

Whānau are knowledgeable, capable and well informed



Measures

- Whānau are literate (e.g. health and financial literacy)
- Whānau are involved in learning networks (school, wānanga, training courses)
- Whānau have acquired skills and knowledge necessary for employment.

Evidence

Based on the Te Ngira Whānau Ora Collective Quarter 4 Report, the number of outcomes achieved within the Whānau Knowledge outcome domain was 31/154 or approximately 20% of the total amount of outcomes achieved.

The main areas for whānau knowledge and skills development were in the areas of vocational skills, literacy, numeracy, and financial literacy, and being aware of, and being supported to access, their entitlements. Whānau were also supported in the following areas:

- rongoa (Māori medicine)
- driver licenses
- Street Talk defensive driving
- traffic control training
- WINTEC arboriculture
- wheels, tracks and rollers
- forklift
- Te Ara Reo Māori Level 2
- health and wellbeing
- introduction to computers
- National Cert Financial Management.

Maybe unsurprisingly, whānau knowledge and capability development occurred through a multitude of pathways. This Māori mother, for instance, talks about how finding help for her son resulted in her and her grandchildren getting much needed support and services as well:

...it was through [the EC] that I found out that there was these other courses going on for self help you know for like people like me... they had a group session... for family who wanted to come and learn... what's out there, what's available help and that went on for about two weeks... and he (her son) came out with me... about housing, about where you can get help... they can help... our mokos... what do we need, and where can we find the help, and that was for my son [as well]... and [the collective] helped us with... how I can grow, and what I need to know. And give us places for when my mokos, my teenage mokos are playing up. I didn't even know they had support for that side... it was like one thing lead to another... and that was like wow, you know like you're in heaven...

This young wāhine shares her educational journey through Whakakaha Whānau:

Two years ago... I signed up for my [accounting] certificate and the bachelor's degree [at Toi Oho Mai]... A lot of struggles... but I was grateful I had Whānau Ora support... cause I was studying, and I'd leave the campus, the Rotorua campus, at about 10 o'clock, because I had no computer or anything at home. So Whānau Ora, they supplied me with my own laptop and Microsoft Office so I could study at home. When I had problems with my car they would help me... provide tyres... registration... things like that...

This young Māori mother talks about the convenience of getting all the services and support she needed in one place and having home visits:

It was the services that they provided. Ummm, budget advising, that's what I needed at the time... A(cohol) and D(rugs)... and also whānau support... and then they help[ed] with career and workbridge... they visit your home... that was handy.

While the Whakakaha Whānau CI is a relatively new initiative, partners stressed the importance of recognising each whānau journey to employment was different. For example, one partner had been working with one whānau for eight years:

The whānau from Taranaki had a huge history with all of the services... that whānau ended up staying here [in Ngaruwahia] for eight years... and became an integral part of our community. So, she went from being the best dope grower, and going to jail... her and her children had just moved here because [her] whānau was here... [but] unfortunately [the whānau] packed up and left her homeless with her three kids. So, we set her up in housing, we set her up with furniture. She used to be Work and Income's nightmare. We got the kids into school. We supported her for eight years... just working with mum and the kids... she just moved just six months ago. Her son is working with Fonterra. They've moved back [to Taranaki]. They've got a home. She's going into another employment... so that's how long we work with whānau...

Another example involved a young Pākehā mother who had gone to one of the Te Ngira partners wanting a job. This particular mother faced a number of challenges including literacy, and historic abuse related issues:

When she came in to see [the EC] she had barriers, and that was she was illiterate. However, when our community social worker was a social worker in schools for four years, she had the ability or the skill that could umm... and when you peel away the layers that girl had historically, there was abuse there. And that abuse had masked her ability to read. So that social worker took her from a level 1, she can now, she couldn't read a book... identify different words. She now's reading books. Part of her goal was to read to her children... I think this was within the space of two months... it (the potential) was there, it just needed to be pulled out. So, she can now read newspapers, so she's gone from children's books to newspaper clippings, to now reading out her court papers...

In this example it is also important to note that a 'Whānau Ora' approach can work for Māori and non-Māori whānau.

Outcomes

Whānau Health

Indicator

Whānau are healthy

Measures

- Whānau show health improvements
- Whānau have adopted healthy eating patterns
- Whānau actively avoid health risks
- Whānau are involved in health promotional activities (e.g. sport & exercise)
- Whānau take advantage of preventative health measures (such as immunisation, health screening, cardiac assessments).

Evidence

Based on the Te Ngira Whānau Ora Collective Quarter 4 Report, the number of outcomes achieved within the Whānau Health outcome domain was 27/154 or approximately 18% of the total amount of outcomes achieved.

Prevalent in the qualitative interviews were the mental health benefits of study and employment for whānau as shared by this Māori mum about her son:



... she (the EC) had a job for him... and he (the son) was so rapt and he said thank you. So, he (the son) went out, came back smiling... the guy (potential employer) liked him because of his physique... because my son, he's physical, and that's what he does, weights and like that... and he said 'far, I love that job... it's in the right place... he got his mana back. He's changed from how he used to be, it's like he's grown into a man... he's grown with confidence... a goal in his mind. And he loves his job... The biggest change I've seen about him is how he takes care of himself. Even though he's a fitness fanatic... it's the self improvement of himself. His wairua, his glow... I think it's the first time my son ever felt trust.

This Māori wāhine talks about how Whakakaha Whānau were able to support her and her moko on their journey:

As a matter of fact, it's the first time I started thinking really great about myself... and I feel good about myself... Seeing my moko, the talents I didn't even see before...

Having more financial resources also relieved a lot of financial pressure and stress:

Now we laugh when we look at our bills... we turn it into a joke, which was [once a] really serious [conversation]... with our bills... we look at it [and say], 'Oh. It's alright. It'll take care of itself'... but it makes us feel more light about it... we know it's gonna be ok.

For this young mother, even though Whakakaha Whānau is focussed on education and employment, she was able to access domestic violence support through her EC:

... she [the EC] has helped me with victim support work... so she was my backbone... I know I can talk to her [the EC] if I'm having a bad day... she doesn't judge me... and I wanna find employment again...

Based on reports, whānau were also supported with the following health issues:

- respite care
- dental
- circulation
- medication compliance
- smoking cessation
- mobility
- physical nutrition and exercise
- endometriosis
- hypertension
- respiratory
- weight management
- podiatry
- vision
- renal

Outcomes

Whānau Participation in Community

Indicator

Whānau actively participate in communities

Measures

- Whānau are able to take advantage of community resources
- Whānau are able to approach local authorities with confidence
- Whānau contribute to their community
- Whānau participate in sport and recreational pursuits
- Whānau are linked in to community networks
- Whānau are engaged in civic affairs
- Whānau are community advocates and leaders.

Evidence

Based on the Te Ngira Whānau Ora Collective Quarter 4 Report, the number of outcomes achieved within the Whānau Participation in the Community outcome domain was 43/154 or approximately 28% of the total amount of outcomes achieved.

For a lot of the whānau we interviewed, many avoided, or had had negative experiences with, mainstream services:

When we go to WINZ... and it's always like 'No! You're not entitled!' It's like 'who do you think you are?!' all these years and you go out to like City Mission for the basic things and it's like 'that's your limit...'

However, with the support of Whakakaha Whānau, many whānau were able to build up their confidence and motivation to step out of their 'comfort zone' and start contacting employers. For example, this manager attributes the role of the EC to building up confidence of whānau to find work and engage with employers:

Without [the EC] being to the side to motivate them... what it does is gives them that confidence to ring up and go 'oh, I had a look on so and so and a job came up and I went and applied there...'

This Māori wāhine also talks about how the support of the EC gave her son the confidence to find a job and engage with potential employers:

... so, he started ringing up to these... places, and one of the places did give him a job... but it was out in Te Rapa... but he didn't have [transport], and I didn't have very much of the finance either. So, he worked there about for three weeks... then that stopped... [but then she] found him all these [other jobs]. As she was finding him jobs, he was finding [other jobs as well], but it made him sorta step out to... and that's when I felt his confidence... started coming back because he knew she was like, 'well, I've got a backup here'.. but it was his trust in her... it was like, he had faith...



Outcomes

Whānau Engagement with Te Ao Māori

Indicator

Whānau are engaged in Te Ao Māori

Measures

- Whānau are confident speakers of Te Reo Māori
- Whānau are part of a Māori community organisation
- Whānau participate in Marae activities
- Whānau have access to family knowledge including whakapapa and wider whānau connections.

Evidence

Based on the Te Ngira Whānau Ora Collective Quarter 4 Report, the number of outcomes achieved within the Whānau Engagement with Te Ao Māori outcome domain was 7/154 or less than 1% of the total amount of outcomes achieved.

A provider progress report outlines the following as important Whānau Ora/kaupapa Māori values and principles for Whakakaha Whānau and the Te Ngira collective:

- whakawhanaugatanga
- respect
- valuing identity
- use of Te Reo Māori
- embracing Tikanga Māori
- a genuine commitment to collaboration.

For a young Māori mother, her involvement with the Whakakaha Whānau CI initiative and Te Ngira collective was the first kaupapa Māori service she had used:

The pākehā are way different... you know 'next in line' sit down. It's just real cold. Uncomfortable. You know. It's like they don't really care. They just wanna hurry up and put you in something, and you know, take you off the benefit. Whatever. With this organisation, wow, they let you take your time, build up your confidence, they tell you, you know, you can do it! And don't let anyone tell you, you can't.

This older wahine Māori shares a similar experience:

From all my experiences with them [mainstream services], it's like getting downgraded, you're getting judged straight away. And it's the way they talk to you. There's no feelings... there's no wairua... and you can feel it. Whatever they're thinking of you, you can feel it... they judge Māoris... it's like begging...

Another young mother stated that one of her Whānau Ora goals was 'to know my whakapapa':

... they helped me by getting me registered, to sign up with my trust, my iwi. And talked to me about the grants for studying... and I'm just waiting at the moment... for somebody to get back to me with that in regards to how I can be more involved with my iwi...

Progress reports state that whānau were actively encouraged to enrol and attend Te Reo programmes with Te Wānanga o Aotearoa because they promoted good 'family values' like pono tika, manaakitanga and whanaungatanga, and provided a way for whānau to connect with Te Ao Māori. This young mother talks about the support she received in her Te Reo journey:

I'm half Māori... but I didn't really grow up with my dad [who was Māori], so I feel like there's a disconnect there kind of, and one of my goals is... to learn more Te Reo... and I'm doing a course anyway... and I just love it. I feel more connected to my whānau...

Outcomes

Whānau Standards of Living

Indicator

Whānau enjoy high standards of living

Measures

- Whānau incomes are sufficient to support family needs
- Whānau are employed in occupations and positions where they can develop and grow
- Whānau housing standards are adequate
- Whānau are able to afford healthy food and quality clothing
- Whānau have safe transport options
- Whānau have made financial provisions for future generations.

Evidence

Under standards of living there are a number of measures relating to employment, housing, financial security, transport and access to clothing and food. Based on the Te Ngira Whānau Ora Collective Quarter 4 Report, the number of outcomes achieved within the Whānau Standards of Living outcome domain was 45/154 or approximately 30% of the total amount of outcomes achieved.

The number of whānau successfully placed into employment was 21. Employment outcomes for providers was divided up in the following way:

Te Kōhao Health	8
Kirikiroa Marae	3
Te Runanga o Kirikiriroa	2
NMMPT	1
Te Korowai Hauora	7
TOTAL	21

Types of employment included:

- cleaning
- engineering
- pet food
- facilitator (Raranga)
- precast concrete
- warehouse processor
- home base support
- teaching
- civil construction cadetship
- social work.



Through the collective, whānau were supported with the following housing issues:

- affordable housing
- adequate housing
- relocation to new housing
- healthier homes
- adequate heating
- hazard free homes.

One wahine Māori we interviewed found her job as an EC through the Whakakaha Whānau initiative:

I've been down that road. Before I got here to this job, I was a cleaner... and then a care assistant. I noticed that a lot of whānau that I encountered, they wanted those jobs... WINZ is like pushing them to jobs that they don't really want. So I'd go 'come over home. Give's a look at your CV.' And because I had a little admin under my belt from doing a PDI course, I know how to sell them... I did all those CVs for them. I'd almost hit that rock bottom. I hadn't had a job for over two years...

Report notes also described this wāhine Māori as a 'positive, healthy, [and] fit young Māori woman with a zest for life and a passion for helping others be the best that they can be,' and that she was a role model for others. Her experiences with Work and Income New Zealand (WINZ) was also documented in the report:

She explains the routine of arriving and being placed with other job seekers in a small office with a phone book, pen and paper and a newspaper and left there for the period of the appointment to try finding a job. [She] would start asking the people in the room about their dreams and what they want[ed] to be and do. She would give them ideas of the possibilities and share information about what she knew was happening in their community. This routine was positive for anyone that shared an office with [her] because they actually had someone who was interested in them and who had ideas about what they could do.

Through these conversations, the Whakakaha Whānau quickly identified that this Māori wāhine had a gift for inspiring and motivating others. Within two months of starting with Whakakaha whānau, this wāhine had secured her first full-time job – as an Employment Coordinator.

This young family man shares how he got his job at a local supermarket:

I myself was referred to Ngāti Maniapoto Pact Trust from [the EC]. She somehow may have noticed me being unemployed on Facebook... she helped me regarding the building of my CV... she would always be on my case to come in everyday and get the ball rolling. And one day I actually, you know, come in... she gave me the tools I needed to find a new mahi. She gave me a bit of mana back after losing my last job. And she gave me ummm, just the confidence really, even was willing to take me to WINZ and everything to get it all started... she kept the faith... she always [is] telling me what I'm entitled too... she's a good person and I'm thankful for what she has done... just the smile she put on our (him and his young family) face the day she told us 'we got you an interview.'

For one young Māori mother, the collective was able to find her and her children housing, along with support with her reading, and finding a job:

We had to find somewhere to live, and I wanted more help [with my children]. And I decided to ask for some help getting a house out here... my reading, finding a job, and everything... heaps of different things [we] needed help with...

As previously mentioned, the diverse needs of whānau often lead to multiple outcome achievement. The Te Kōhao based EC shared one example of this happening where a father and son were supported into work by the collective:

... we got more than one person in the household that we've supported into work, and one's a father and the other one... his son, rangatahi, he's only 16. Come out of school, decided to go to work with his father, and the manager [i.e. father's employer] decided to ring us for support because they wanted to take him [the son] on. So, you know, it's just helping dad into work and how much influence that's made on the family and the impact that that's made on the family.

This EC shares a similar story of whānau having multiple needs and achieving multiple outcomes:

... she had her children taken off her. Her parents raised all her kids... she was in a violent relationship. There were all sorts of things going on. She ended up going to drug rehab... when she came back from there, we got her into employment, she got her children back, put her into housing, then she met the [EC] and she got the chicken farm [job]. But then she lost her mother, so she had to be the sole carer of her children, so she got them into care... and I said 'come back and see [the EC]'; and [the EC] was able to get her an application for the chocolate factory just down the road...

This same wahine also spoke about the impact her journey had on her whānau:

I get good feedback [from my whānau]. I'm more organised now... focussed... where as [old me] didn't care, [wanted to] have fun... yep, got my head in the game.

This wahine also shares her employment and education journey:

It's was a really difficult time in my life. I'm a single parent. At the time I was living here in Tokoroa, travelling to Tirau for work. My daughter was in Putaruru Primary school. So, travelling everyday. I had a two-year-old who had just broken his leg, and had a half body cast... and I was four months pregnant... and working full time... also my baby had been diagnosed with Down's syndrome... [that was nearly] two years [ago]. But it's just the relationships I have with them. They're such lovely women. They're happy to be open and honest so it's easy to connect with that... my goal at the time was to organise full custody [of my children]... and I just wanted to create some kind of stability... ummm, after baby was born I went back to work full time, pretty much straight away because I had to. I could have been on a benefit but I just, I can't sit around, I need to be doing something.

So [the EC] was really helpful with that, and organised sort of extra funding for my two little ones, daycare and things like that which made my situation a lot easier... shortly after returning to work, I decided I didn't want to do that job anymore, I wanted to study. [The EC] wrote a reference for me. Yeah. Helped me get organised and start studying [a bachelor's degree in ECE] full time. So yeah. That was my goal.

This young Māori mother shares a similar experience around her employment journey:

There were services [the EC and provider] were offering... at the time (two years ago) I didn't have furniture, I was trying to get a job... and qualifications... those were my goals. I kinda like started from zero. I didn't have anything. So yeah. I didn't have nothing... they helped me with my children's school uniforms... with the job part, they put me in, helping me with other [employment] agencies... [now] I'm a machine operator at Fonterra...

A Thames based ECE Centre was also working with Whakakaha Whānau and supporting a young Māori mum with a placement at the centre, including ECE training and study towards her driver's licence as all staff were required to hold or be working towards a licence for the ECE transport van that they provided. Similarly, an ECE in Tokoroa was supporting another young mother with her career. This mother shares her story:

I was doing a parenting programme with [one of the partner provider services]... and I ended up finishing that. And [the EC] approached me about the Whānau Ora... at the time I was stuck. I think I was on my restricted license... I had part time work... [but] I had no real sense of direction... it was a real eye opener, because I didn't set goals... [and] my daughter. Trying to work in with her as well... and they got me my full license too, and helped me get [support] for my studies (business and administration). Clothes for baby, and the dryer. I was doing a reo class one day a week [as well]... [And now] I'm only just a reliever [at the kōhanga]... only because I'm not fluent in Te Reo. I've been here for about two months... it's been awesome... [I've] already been enrolled into studies for next year.

For one young mother, having a job meant that her whānau now had the financial resources to invest in quality time together:

Taking them out on a day out. That's something big for all of us. Because we couldn't ever do that. Only like I said, [before] I had to save our money [to pay bills].

This older Māori wahine shares a similar story

... with our bills. There's a bit of extra... it makes us feel more light about it. We know it's gonna be ok. I know he's gotta job. I know he's got that extra money. My moko knows he's ok. We got kai. We look at what we have. And that's a powerful thing...



Outcomes

Whānau Relationships

Indicator

Whānau relationships are rewarding and empowering

Measures

- Household relationships are positive and mutually rewarding
- Relationships between generations are warm and supportive
- Relationships with extended whānau are positive
- Relationships with Māori networks are positive and beneficial
- Relationships with educational, health, and social services are strong and reflect partnership
- Relationships with community institutions are mutually supportive and sustained.

Evidence

Based on the Te Ngira Whānau Ora Collective Quarter 4 Report, the number of outcomes achieved within the Whānau Relationships outcome domain was 1/154 or less than 1% of the total amount outcomes achieved.

However, it is interesting to note that – based on qualitative interviews – effective relationships with whānau was often key to building trust, confidence and motivation in getting whānau into work and/or more longer term sustainable outcomes.

For this young Māori mother, the EC helped her build her confidence in finding a job:

I was a mum... I didn't have the confidence to go out there and find me a job because I didn't think I could. But then I found this awesome lady (the EC)... aye, then she built up my confidence. Like really! I had no confidence at all... wow, she's changed my life.

Even through the process of supporting whānau with a CV, job mentoring and coaching, ECs were able to help whānau see their strengths and build their confidence:

A lot of them are mothers... [they're just like] I've only been a mother for the past eight years, and I go 'and?... yeah, but you were the cook, you're the cleaner, I mean look, there's a couple of skills right there. You're the advocator... the budgeter for your household'.. they go 'I didn't realise that's what I did'.. there's a lot more to being a mother than you think...

Often in building relationships with whānau, the EC needed to work through multiple issues:

... when my son came, he brought in a lot of issues, which was really disruptive. We were really disruptive already, but he came with his own package that I couldn't deal with... did we see a pamphlet or paper about Te Kōhau Health? I rang up and I said 'look, we need someone who can come and help us... so she (the EC) came around and she introduced herself... I said to my son 'look this lady's gonna come around and she's gonna help' and because we're Māori... [my son was like] 'oh, I don't need no help'.. [but I said] just for this time just sit... and he sat down and listened. And I think it was the way she was. She was like a family... you know, you go to income support. It's like a big difference of a feeling... but she (the EC) came in like she was home. You can talk to her like a family thing... and the way she listened... she didn't judge or nothing. And my son. They had this little kōrero and they started laughing. And she just gave a little information at that time. And then she went away and left her card and she goes 'I'll see what I can do... I'll see what's available out there' And that moment when she walked out the door, and I thought 'well here we go' and my son he was like 'she was neat aye. Easy to talk ta.. because she was like umm, normal but it not with something attached to it, you're gonna be frightened, you're gonna lose something, or the environment of your home, you know, it wasn't about that.

For this manager, the relationship of confidence and trust she had built up with the whānau she worked with, meant she was able to get whānau to try new things and push them out of their comfort zone:

That self esteem, that confidence. I always say, especially to Māori women... 'What would you want to do?'... I will send them to a free Te Wānanga o Aotearoa [course], because it not only takes them away from their own drudgery or what's happening in their own backyard, but it's also professional

development for them. So even if they just do [the course], they've stepped out of their comfort zone.

Changes in attitude and behaviour were also noticed by the families of those who had found work:

Everyone (friends and whānau) has actually. A lot of people... that change... [my friends and whānau say] that job must be doing you good aye' It keeps your mind occupied.

Rubric Rating

Process Evaluation

Based on progress reports and in-depth qualitative interviews with whānau, and key WOCA and Whakakaha Whānau staff and partners, the Whakakaha Whānau CI initiative has been given the following rating:

Rating Phase: Te Kōhure

Description: The Whakakaha Whānau CI initiative is stable and well established

What's Happening:

The initiative's activities are well-established and outcomes are stable allowing for a determination of impact, value, merit, significance and effectiveness of the initiative to be made. The initiative is also considered credible and is trusted by all stakeholders and the wider community. As well, partners and the backbone have significant experience and increasing certainty about 'what works.'

Outcome Evaluation

Based on progress reports and in-depth qualitative interviews with whānau, and key WOCA and Whakakaha Whānau staff and partners, the Whakakaha Whānau CI initiative has been given the following rating:

Rating Phase: Te Whai Ao

Description: WOCA funded services have supported and enabled whānau in the North Island to take responsibility for their own lives and leverage their skills, knowledge, capabilities, experiences and networks for the benefit of themselves and others.

What's Happening:

- Whānau Knowledge – whānau are making informed choices about the support they require and who they access support from, and are leveraging the knowledge, skills and capabilities within their whānau and networks to advance their collective interests.
- Whānau Health – whānau can model to other whānau members their ability to take personal responsibility for their own health and wellbeing.
- Whānau Relationships – Interpersonal skills between whānau members have improved and whānau conduct positive relationships. Whānau are also developing nurturing environments that provide for their physical, emotional, spiritual and mental wellbeing and are confident to address crises and challenges when they arise.
- Whānau Standard of Living – whānau can articulate and implement healthy living habits in the home that will support their success. Whānau are also achieving the knowledge, skills sets and qualifications to pursue training and employment that provides them with financial security and career options.
- Whānau engagement with Te Ao Māori – whānau are benefiting from being part of a Māori community group and/or organisation. Whānau are also accessing cultural knowledge, engaging in knowledge creation, and transferring that knowledge amongst themselves.
- Whānau Participation in the Community - More whānau members are trained and serving as public, community and cultural champions, advocates and leaders.



Section Summary

The number of whānau successfully placed into employment and education by Whakakaha Whānau was 21. In terms of overall outcomes, the main areas of achievement were: Whānau Standards of Living; Whānau Participation in the Community; Whānau Knowledge; and Whānau Health. Other areas of achievement, although to a significantly lesser extent, were Whānau Engagement in Te Ao Māori and Whānau Relationships. From 1 July 2017 – 30 June 2018, Whakakaha Whānau were contracted to engage 140 unique priority whānau. During this period, 102 whānau were engaged. The contract also states that at least 70 priority whānau experience measurable progress towards achieving their priority outcomes as evidenced 'by a positive shift to milestone 5 on the milestone indicator framework.' At the time of writing this report, 93 priority whānau were recorded as achieving their priority outcomes. Based on these figures, Whakakaha Whānau have exceeded their contracted outcomes.

Certainly, key to the success of Whakakaha Whānau was its Whānau Ora and collective approach in supporting the needs and aspirations of whānau. It was also evident from the qualitative interviews that there were many benefits in using a CI approach.

A unique feature of Whakakaha Whānau was the collective mix of rural and urban based partners. While progress reports and qualitative interviews noted some accessibility related issues for more rurally based partners – for instance the time and travels cost involved with attending Whakakaha Whānau/Te Ngira monthly hui or trainings – the collective were able to develop a number of innovative and pragmatic solutions (e.g. using Zoom to conduct meetings and training). Based on qualitative interviews, being rurally based also affected the number and types of jobs that were available to whānau, and that whānau were often required to travel to 'larger' cities for job, education and/or training opportunities. Working collaboratively was therefore vital in terms of being able to meet the specific needs of Hauraki-Waikato based whānau, particularly for more rurally based partners and whānau where services and opportunities were limited. To meet these needs, the collective developed innovative pathways that leveraged internal and external relationships, opportunities, supports and services, and took advantage of existing skills, passions and expertise within the collective. For more rurally based whānau, this meant reduced time and travel costs, as the majority of their needs could be met through the collective, and managed by a single Kaiārahi and/or EC. In cases where external services or supports were needed, or significant travel was involved, the Kaiārahi/EC were able to work with whānau to provide solutions. This way of working was also strengthened by each partner's extensive community relationships and networks, long history of delivering whānau-centred services, and previous partner collaborations on other kaupapa. Furthermore, as evidenced by one of the interview participants, working in a Whānau Ora/kaupapa Māori way can be effective for non-Māori. Thus, while CI wasn't necessarily a 'new way of working' for these partners, it did provide a useful framework to better coordinate, manage, measure, and understand the value and impact of their collaborative efforts.

Strong data capability within the collective was also evident. Again, previous experience with earlier Whānau Ora work provided good foundations in which to develop indicators, measures, data collection methods and reporting templates. Regular (and accessible) data capability training ensured that partners were familiar with Whānau Tahi software and systems, and that reporting methods were explained. The purpose, use, and value of the data management system was also discussed with training participants. The use of research and evidence by the collective was also evident in the development of the common agenda which used localised statistics sourced from Statistics New Zealand. Continual refinement of the shared measurement system ensured that useful and high-quality data was being collected.

Having a community engagement and communication plan provided a platform for the collective to share resources and information, strengthen relationships with partners, develop strategic networks, discuss ideas and issues, manage expectations, make collective decisions, and promote best practice. Internal communication utilised channels that best fit the needs of the collective at any particular time (e.g. Zoom, face-to-face, email). External communications – like community events, social media platforms and websites – were also in place for listening to the community, communicating results to stakeholders, and building stakeholder support for their CI initiative. All of these activities were coordinated through Te Kōhao Health who provided the necessary leadership and backbone function for Whakakaha Whānau which included guiding vision and strategy, supporting assigned activities, establishing shared measurement practices, building stakeholder buy-in and advancing Whānau Ora policy.

LIMITATIONS

A number of factors were considered in the development of the evaluation framework. Although Te Whare Āhuru Ki Ruapehu and Whakakaha Whānau were both CI based initiatives, one site was focussed on housing while the other was focussed on employment and education. Subsequently, each site had developed a number of distinct indicators for their specific initiatives. In terms of data collection and reporting, both sites were contracted to focus on and measure outcomes for whānau, which meant that there was a lesser focus on assessing their CI activities. While some previous CI quality measures had been developed for WOCA, none of these measures were evident in either of the site's contracts or CI plans.

In order to mitigate for the differential indicators and measurement gaps, the evaluation team used the quality indicators and measures developed as part of the TPM CI Toolkit. This allowed the team to compare the performance of both sites using a standard set of quality measures. Similarly, while both sites had developed a number of distinct outcomes for their specific initiative, the evaluation team used the WOCA Outcome Domains to inform the overall outcome evaluation framework for this report. However, while the outcomes were the same, a number of distinct outcomes measures needed to be developed due to each site having a different focus (i.e. housing vs. education and employment). As well, standardising the methodology and set of performance indicators and measures will be important for any future 'reproducibility' of this study.

Current models for measuring whānau outcomes and stages of outcome achievement remain limited. The Whānau Development Outcomes Matrix (Karauria, 2005) did provide a useful model for understanding outcome achievement using a 'potentiality' based framework, however, WOCA may want to consider developing their own model. This would certainly be possible as WOCA have amassed a significant body of outcome data and have developed the necessary intellectual property to inform and produce a robust, evidence-based framework.

Differential reporting styles meant that outcome measurement was also 'variable' across both CI sites. In the case of Te Whare Āhuru Ki Ruapehu, quantitative data showed no whānau had achieved milestone 5, however, we found through our qualitative interviews that that was not the case. More broadly for both CI sites, relational (i.e. social and cultural capital), knowledge, and skills-based outcomes should, logically, see high levels of achievement as whānau knowledge and capability development lay at the foundations for a Whānau Ora approach. That is, while quantitative data showed high levels of achievement in medium to long term outcomes, qualitative interviews showed that whānau capital (i.e. social and cultural capital) and capability needed to be developed first, before more longer term and sustainable outcomes could be achieved. This may suggest that some reconsideration of current short-term outcomes and measurements is required, and/or further data capability development for CI sites is needed.

Finally, CI was contracted by WOCA as a 'separate' activity with its own whānau engagement and outcome targets. However, due to the nature of CI, it was difficult for the evaluation team to distinguish between CI and non-CI related activities, or what outcomes could be attributed to CI. This issue was exacerbated in a setting where the sharing of people, resources and services is actively encouraged. Thus, in the future, WOCA may want to consider using CI as the overall framework (rather than a separate activity with distinct targets) for organising, managing and coordinating WOCA contracted activities.



CONCLUSION

Whānau Ora Commissioning Agency has recognised that the complexity and multiplicity of issues facing whānau cannot be solved by one provider or one service in isolation. Instead it requires a collective approach, where like-minded partners come together to work towards Whānau Ora. This evaluation looks to assess the extent to which two of the WOCA CIs have integrated the CI approach and have achieved outcomes for whānau.

An assumption entering this evaluation was that both sites were operating in the 'Establishment Phase' (Te Kōhure) and this evaluation has confirmed that assumption. The evaluators of this project conclude that both CI sites have successfully implemented their CI initiatives in accordance with the quality indicators developed from the 2016 formative evaluation of CI. Both Ngāti Rangī and Whakakaha Whānau CI initiatives had agreed upon a well-informed (via research and community consultation) common agenda. Both had developed and integrated WOCA outcomes measurement into their CIs. Both had effective pathways for communication. Both displayed that they were conducting mutually reinforcing activities with their diverse networks, partners and communities, and both had well established backbones driven by quality leaders. In fact, the sites were outperforming most of these quality indicators. This evaluation thus highlighted the need to further develop these indicators in order to more accurately measure the CIs whose approaches have continued to evolve.

This evaluation also looked at the extent to which the two sites were facilitating the WOCA commissioned outcomes through their CI. The qualitative data collected from both sites indicates that they were highly successful in the facilitation of these outcomes, both in outcomes directly related to their activities (such as whānau living standards and whānau participation in the community), but especially in their ability to facilitate and enhance foundational outcomes (whānau relationships and whānau knowledge). While the respective CI initiatives differed in their approaches to, and implementation of Collective Impact – both sites similarly achieved in supporting and enabling their whānau to take responsibility for their own lives and leverage their skills, knowledge, capabilities, experiences and networks for the benefit of themselves and others.

FUTURE DIRECTIONS

There have been some important learnings as part of this evaluation. It is useful firstly to talk about Collective Impact and the issues which have been highlighted. The providers in this evaluation have shared their practices, and in so doing have identified systemic barriers in achieving their goals. As an example, Te Whare Āhuru ki Ruapehu assessed 41 homes for insulation in communities which have poor housing stock and experience snowfall, only to be told funding has run out, they are not a priority and the new focus will be on heating in the next funding tranche, without any input by those communities in the setting of such priorities. If three communities have found a way to work together for all whānau residents in the area, and practiced in an exemplary way, how can funding be rechanneled on a more timely and appropriate basis from the entrenched, poorly informed current fundholders? There is an opportunity to invest in such providers that is being missed. Where is the advocacy? Does it lie with the providers, Whānau Ora Commissioning Agency, Te Puni Kōkiri or elsewhere? Across the network of the Whānau Ora commissioning bodies are networks of providers that could be assessed as potential fundholders for key outcomes to transform communities where practice is showing community and providers authentically working together for change.

The types of training that providers receive in the future will need to align to evolutionary changes in the frameworks deemed necessary for provider outcomes and evaluation. Clearly, the rate of implementation of CI has not allowed for a timely or detailed training schedule to be implemented alongside. As such, this highlights one of the key complexities in implementing new strategies with providers, gaining fruitful buy-in at the outset of any contract, and setting realistic time frames in which they are expected to implement their strategies and simultaneously achieve outcomes for whānau.

The two providers have adapted CI for use in their communities alongside their Whānau Ora approaches, but the two methodologies possess similar outcomes, therefore this makes it difficult to assess each methodology separately, rather, they work in synergy. In fact, a review of the literature for CI has suggested changes to the language of the CI outcomes utilising language and actions that might just as easily sit within the areas of Māori development, Kaupapa Māori and Whānau Ora. CI has offered an international framework for Whānau Ora Providers to consider their practice. CI when it was introduced many years ago, was considered a revolutionary model for social change and the underlying framework is still considered to be well structured. However, in 2016, a review seeking improvements to the framework was undertaken. Six major evolutions were proposed:

1. from a managerial paradigm to a movement building paradigm
2. from continuous communication to authentic engagement
3. from common agenda to shared aspiration
4. from shared measurement to strategic learning
5. from mutually reinforcing activities to a focus on high-leverage opportunities
6. from backbone support to a container for change.

The above evolutions are considerate of the need to shun 'small revisions' of the framework and rather opt for continuous upgrading of the framework informed by authentic and ongoing learning of 'what it takes to truly transform communities'. The journey is ongoing through evolving practice.

The evaluators have observed two provider practice exemplars that each have different approaches, yet operate comfortably in the CI space supported by a Whānau Ora approach which integrates cultural expectations of practice in a New Zealand context. A review of Whānau Ora theory and WOCA Outcomes framework showed there is a commonality of thinking in the proposed language of CI and from the evaluators perspective the new language seems more reflective of the practice of the two providers and dimensions of Te Ao Māori as previously mentioned. This raises the question over whether the Whānau Ora Framework should be reviewed as to whether it is capable of standing alone to bring about transformational social change, whether to incorporate CI and the new language, or whether CI should continue to be used as a separate strategy at all given the thoughts on evolution of the framework. Working with a number of frameworks might prove cumbersome and onerous in the provider arena but continuous review of one framework and its associated outcomes and ratings frameworks might be a potential alternative.



RECOMMENDATIONS

The following recommendations have been made based on the findings of this report:

- **Develop a standardised reporting template for all partners which makes explicit any quality and success measures for each CI initiative, and that any necessary data capability is provided to ensure high quality data collection and consistency in reporting across all CI partners:**
 - Both CI sites had high data and research capabilities. WOCA also has strong data management systems in place through Whānau Tahī. However, there does seem to be a ‘mismatch’ between regional (i.e. those utilised by each CI site) and WOCA data collection and management systems.
 - Progress reports and other related documents reviewed as part of this evaluation showed a high degree of variance in the reporting styles of each CI site.
 - Qualitative interviews also showed a ‘mismatch’ between the rich and diverse outcomes being achieved by whānau, and what each CI partner ended up documenting in their progress reports to WOCA.
- **A review of the current WOCA outcomes framework, success indicators and measures to ensure that ‘what matters’ is actually being measured:**
 - It was not immediately apparent how WOCA or their CI partners were measuring outcomes. There also seems to be some confusion between output and outcomes measures and/or quality and success measures.
 - WOCA outcomes like Whānau Relationships and Whānau Knowledge should see high levels of achievement as whānau capability development is fundamental to whānau success. Building relationships of trust and confidence is also key to a Whānau Ora approach. The importance of whānau capability development, and relationship building was also reiterated in the qualitative interviews conducted with whānau and the partners. This may suggest that current indicators and measures need to be reviewed or that further data capability training and development is required for CI partners.
- **An assessment of the return on investment to better understand the social, cultural and financial value created using a CI approach:**
 - Key to the success of both CI sites were their Whānau Ora based and collective approach which required sharing resources, leveraging internal and external relationships, and taking advantage of existing skills, passions and expertise within the collective.
 - A limitation of this evaluation is the lack of a return on investment analysis to determine the financial value or ‘social return on investment’ of using a CI approach. Filling this gap will help provide a more comprehensive analysis and better inform future strategies around funding and resource allocation.
- **More explicit promotion of CI best practice is needed to better support partners in the delivery of their initiatives**
 - It was evident from the document review and qualitative interviews there was limited, to no promotion of CI best practice, however, a best practice toolkit has been developed by WOCA that partners could use.
 - A ‘rethink’ around how CI best practice is promoted and integrated through WOCA and partner communication channels may be required.

ENDNOTES

- 1 A copy of the Te Pou Matakana Outcomes Framework can be found at the following link: www.tepoumatakana.com/resources/outcomes-framework/
- 2 Ruapehu Whānau Transformation – Plan- Transformation Plan 2020
- 3 A copy of the Te Pou Matakana Outcomes Framework can be found at the following link: www.tepoumatakana.com/resources/outcomes-framework/
- 4 For more information about the whānau Direct, Kaiārahi, and Collective Impact for whānau initiatives, follow this link: www.tepoumatakana.com/mahi/commissioning/
- 5 Te Pou Matakana (TPM), May 2016, TPM Collective Impact Initiative, Formative and Process Evaluation, A report prepared for Te Pou Matakana, the North Island Whānau Ora Commissioning Agency.
- 6 Te Pou Matakana, 2015, A shared outcomes framework for whānau
- 7 Te Pou Matakana: Collective Impact Toolkit (2017)- contains a number of tools - Collective Impact, Kaupapa Māori Best Practice, TPM Whānau Ora Outcomes Framework
- 8 In brief, a programme logic model is defined as a picture of how an organisation does its work or the ‘Theory of Change’ and assumptions underlying the programme. A programme logic model links outcomes (both short- medium- and long-term) with programme activities/processes and the theoretical assumptions/principles of the programme (Kellogg, 2004; Taplin & Clark, 2012).
- 9 Te Pou Matakana: Collective Impact Toolkit 2017
- 10 Ruapehu Whānau Transformation – Plan- Scoping Report; The Stats and the Stories Pg 3
- 11 Ibid
- 12 Ruapehu Whānau Transformation – Plan- Scoping Report; The Stats and the Stories, and Ruapehu Whānau Transformation – Plan- The Solutions
- 13 Ruapehu Whānau Transformation – Plan- The Solutions
- 14 Ruapehu Whānau Transformation – Plan- Transformation Plan 2020 Pg 9
- 15 Ibid pg 7
- 16 Ruapehu Whānau Transformation – Plan- Transformation Plan 2020 Pg 10 - From Kilgour, J.T. (nd) Indigenous Complexity, unpublished draft PhD Dissertation Case Study, The Australian National University.
- 17 Ibid
- 18 Ibid
- 19 Ruapehu Whānau Transformation – Plan- Housing Survey Pg 4
- 20 2012 figures from NZ Post show a total of 3,231 addresses in the Ruapehu district
- 21 Ruapehu Whānau Transformation – Plan- Housing Survey Pg 3
- 22 Ruapehu Whānau Transformation – Plan- Transformation Plan 2020 Pg 26, Long term outcome to set up a Housing Enterprise for property management, housing information, continue current housing activities, project manage and advise re new housing developments
- 23 Ruapehu Whānau Transformation – Plan- Transformation Plan - Housing Survey Pg 3
- 24 Ibid pg 3
- 25 Ruapehu Whānau Transformation – Plan- Transformation Plan 2020 Pg 2
- 26 Ruapehu Whānau Transformation – Plan- Transformation Plan 2020



- 27 Ruapehu Whānau Transformation – Plan- Housing Survey and Housing Survey Findings
- 28 Collective Impact for Whānau Action Plan 2017/18
- 30 Ruapehu Whānau Transformation – Plan - The Solutions
- 31 REAP (Rural Education Activities Programme) was set up in 1979 to provide supplementary education to rural people, from preschoolers to adults. There are 13 REAP areas in New Zealand.
- 32 Ruapehu Whānau Transformation Plan - The Solutions
- 33 Ruapehu Whānau Transformation – Plan- Transformation Plan (2012)
- 34 Ruapehu Whānau Transformation – Plan- Transformation Plan 2020, Pg 9
- 35 Ruapehu Whānau Transformation – Plan- Transformation Plan 2020 Quotes from community Pgs 38-43
- 36 TPM defines priority whānau as “... whānau that have been assessed by partners using their own assessment processes. They are priority compared to other whānau who may have been engaged and assessed eg: your Collective Impact initiative may focus on improving the educational outcomes for tamariki aged 5-11 however whānau are seeking health related support may be referred and supported into some of your other services, or external services. TPM expects that you work with and manage additional priority whānau over and above the minimum target requirement outlined in the Agreement. This is to ensure that you maintain the cohort of priority whānau despite some whānau who may exit during the period of the Collective Impact programme.
- 37 Whānau deemed eligible for support fell into four categories: 1) Unemployed 2) Beneficiaries (seeking employment or to upskill) 3) whānau looking for more ‘stable’ employment (i.e. looking to transition from casual or part time work in full time work for example) 4) whānau in low paid jobs looking to upskill for, or transition to, better paid work or positions (i.e. managers role)
- 38 Based on information gathered from the Te Kōhāo Health website (<https://www.tekohaohealth.co.nz/resources/ourcollectives.php>), partners include Te Korowai Hauora o Hauraki (Thames), Raukura Hauora o Tainui (Te Rapa), Te Runanga o Kirikiriroa (Hamilton), Kirikiriroa Marae (Hamilton), Waahi Whaanui Trust (Huntly), Nga Miro Trust (Ngaruwahia), Rauawaawa Kaumatua Charitable Trust (Hamilton), Raukawa Charitable Trust (Tokoroa), Taumaranui Community Kokiri Trust (Taumaranui) and Maniapoto Marae Pact Trust (Te Kuiti)
- 39 At the time of writing this report, Te Ngira ‘collectively’ had 21 Whānau Ora Kaiārahi
- 40 April-June 2018
- 41 Whānau Direct assists whānau to access financial resources when it matters most to whānau, with the intention of making a positive difference for whānau. Whānau Direct offers up to \$1,000 for whānau to achieve positive outcomes such as becoming self-managing, living healthy lifestyles and being financially secure. Whānau Direct is available through Te Pou Matakana Whānau Ora partners
- 42 www.tekohaohealth.co.nz/resources/tengiracollegiate.php
- 43 A video outlining some of the successes of the Te Ngira whānau Ora Collective can be found at this link: www.tepoumatakana.com/te-ngira-impacting-employment-and-training/
- 44 www.tekohaohealth.co.nz/resources/tengiracollegiate.php

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APPENDICES

Appendix 1 - Whānau Ora Commissioning Agency Collective Impact Quality Indicators List

Below is a set of process quality indicators used as part of this evaluation originally developed as part of a formative and process evaluation conducted in 2016. This list was used in this process evaluation to measure the quality of the CI processes.

WOCA Five Conditions

Kia kotahi te whāinga (Common Agenda)

Description

All Partners are committed to the WOCA Common Agenda for supporting whānau to be successful, including a common understanding of how they will build whānau capacity and capability through agreed upon action(s).

Quality Indicators:

- Organisations are commissioned based on a broad range of key social and health issues that impact on Whānau Ora
- All partners have a clear understanding of the WOCA Collective Impact approach
- The WOCA Common Agenda and 'theory of change' is clearly defined and evidence based
- All partners understand and can clearly articulate the WOCA Common Agenda and 'theory of change'
- All partners have agreed upon a set of values/principles that guide the collective(s) in decision-making, conflict resolution, and emphasises the centrality of Whānau Ora to their work (also see Kaupapa Māori and Whānau Engagement in the 'Optional Conditions' table)
- All partner action plans are aligned to the WOCA Five Conditions and Outcome Domains.

Kia kotahi te ine (Shared Measurement)

Description

All partners are committed to a set of shared indicators and systems for assessing progress against the WOCA Outcome Domains and ensure efforts remain consistent, aligned and that partners hold each other accountable.

Quality Indicators:

- Shared indicators and a data management system were devised independent of funders and makes effective use of web-based technology
- Broad engagement around the design of the Shared Measurement system with all partners having clear expectations about goals, metrics and confidentiality/transparency
- All partners understand the value of the shared measurement system
- Facilitated process for participants to share data and results, learn, and better coordinate efforts
- On-going staffing to provide training, facilitation, and to review the accuracy of all data
- Timely, high-quality data that enables partners to reflect and informs strategic and tactical decision making
- Analysing and monitoring progress against specific strategies and goals identified by regional collectives
- Offering funders and other supporters an approach to performance measurement and evaluation that provides evidence of progress toward the initiative's goals at different points along the CI journey
- The Shared Measurement system is continually being tested and improved in response to user feedback.

Kia rere tonu te kōrero (Continuous Communication)

Description

Communication channels and systems build trust, assure mutual objectives, and create common motivation across all partners and external stakeholders:

Quality Indicators:

- Fostering and strengthening of relationships with partners and other key stakeholders
- Encouraging the sharing of best practice among partners and the regional collectives, especially when working with whānau (see Whānau Engagement in the 'Optional Conditions')
- Regional collectives (and other collaborative structures) have regular meetings
- Providing a platform for concerns to be addressed, ideas to be discussed, expectations to be managed and trust to be developed between partners
- Internal communication utilises channels that best fit the needs of the collective (online platforms, face-to-face meetings, teleconferences) and is periodically re-evaluated in the light of new information and changes in the environment
- All partners have equal representation and involvement in all interactions, to ensure that decision-making is collaborative and takes into account all members' point of view
- External communications are developed for listening to the community, communicating results to the public, identifying the areas that should be targeted, and building public support for the WOCA CI initiative.

Kia kotahi te hoe (Mutually Reinforcing Activities)

Description

All partners have differentiated activities while still coordinated through a mutually reinforcing plan of action as well as systems in place for working together and efficient collaboration. This includes:

Quality Indicators:

- Building upon existing efforts and discouraging duplication
- Coordinating CI meetings and other activities with each other on a regular basis (with and independent of the backbone)
- Supporting and leveraging each partners efforts
- Distributing activities to take advantage of existing skills, passion and expertise within the collective
- Using data and research evidence as the foundation for a learning system and culture focused on the continuous improvement of the practices of the partner organisations.

Kia pakari te iwi tuararo (WOCA Backbone Organisation)

Description

Backbone support with dedicated staff and strong leaders who possess a specific set of skills to serve as the backbone for all partners and coordinate participating organisations and agencies.

Quality Indicators:

- Clarifying the roles and leadership characteristics of the WOCA Backbone Organisation with all partners
- Actively encourage and facilitate collaboration and community/whānau engagement within the initiative
- Development of a plan for sustained funding for CI over the long term
- 'Champion' the use of evidence, best practice, and evaluating CI
- Advancing equity for Māori
- Guiding the regional collectives to develop specific goals, metrics, and implementation strategies based on the Five Conditions and WOCA Outcome Domains
- Investing in research/evaluation relevant to strategy development.



Appendix 2 - Whānau Ora Commissioning Agency Developmental Rubric

Below is a framework which presents phases that WOCA CI initiatives progress through as they develop. The phases in the process rubric are loosely based on the concept and metaphor of 'the development of a tree or plant from seedling, to sapling and finally maturity.' Phases therefore range from development and implementation (Te Pihinga), to innovation and refinement (Te Māhuri) and finally establishment (Te Kōhure). The rubric also includes a description of expected performance measurements (i.e. 'What's Happening') at each of the phases.

Te Pihinga – Developmental Phase

Developmental Phase

Te Pihinga

Description

The CI initiative core activities have been developed and are being implemented

What's Happening

Common Agenda

- The WOCA Common Agenda and 'theory of change' has been clearly defined and is evidence based, and partner organisations have been commissioned based on a broad range of key social and health issues that impact on Whānau Ora. All partners also have a clear understanding of the WOCA Collective Impact approach and have agreed upon a set of values that guide the collective(s) in decision-making, conflict resolution, and emphasises the centrality of Whānau Ora to their work. As well, all project action plans have been aligned to the WOCA Five Conditions and Outcome Domains, and are being implemented.

Shared Measurement

- Shared indicators and a data management system were devised independent of funders and makes effective use of web-based technology. Broad engagement (i.e. partners and other relevant stakeholders) around the design of the Shared Measurement system has also occurred with all partners being clear about goals, metrics and expectations of confidentiality/transparency. In addition, a system for analysing and monitoring progress against specific strategies and goals identified by regional collectives has been developed, and there is an approach to performance measurement and evaluation within the collective that provides funders and other stakeholders evidence of progress toward the initiative's goals at different points along the CI journey. On-going staffing to provide training (at the national and regional level), facilitation, and to review the accuracy of all data is also in place, as well as a facilitated process for partners to share data and results, learn, and better coordinate efforts.

Continuous Communication

- Relationships with partners and other key stakeholders are being fostered and strengthened, and the sharing of best practice among the partners and regional collectives is actively encouraged. An internal communications platform for concerns to be addressed, ideas to be discussed, expectations to be managed and trust to be developed between partners is also in place and utilises channels that best fit the needs of the collective (online platforms, face-to-face meetings, teleconferences). As well, all partners have equal representation and involvement in all interactions, to ensure that decision-making is collaborative and takes into account all members' point of view, while external communications have been developed for listening to the community, communicating results to the public, identifying areas and issues to be targeted, and building public support for the WOCA CI initiative.

Mutually Reinforcing Activities

- Partners have devised ways to build upon their existing efforts, reduce duplication and support and leverage each other's efforts. Activities have also been distributed to take advantage of existing skills, passion and expertise within the collective. Also in place is a system that uses data as the foundation for learning, and is focused on the continuous improvement of the practices of the partner organisations.

Backbone Organisation

- The role and leadership characteristics of the WOCA Backbone Organisation have been clarified with all partners. The backbone has also:
 - actively encouraged and facilitated collaboration and community/whānau engagement within the initiative
 - developed a plan for sustained funding for CI over the long term
 - 'championed' the use of evidence, best practice, and evaluating CI
 - advanced equity for Māori
 - guided the regional collectives to develop specific goals, metrics, and implementation strategies based on the Five Conditions and WOCA Outcome Domains
 - continued to invest in research/evaluation relevant to strategy development.

Sample Evaluation Questions:

- What activities and processes are working well to enhance relationships between the partners and are there signs of early progress?
- What is developing or emerging as the initiative takes shape?
- What are the implications of what the collective is learning from the design of the shared measurement system (e.g., should indicators be refined, eliminated, or added? Is it 'user friendly'?)?

Te Māhuri – Innovation and Refinement Phase

Innovation and Refinement Phase

Te Māhuri

Description

The WOCA CI initiative is innovating and being refined

What's Happening:

Common Agenda

- All partners' can clearly articulate the WOCA Common Agenda and 'theory of change' and are innovating and refining their action plan activities and practices in the light of new information and/or changes in the environment.



Shared Measurement

- The Shared Measurement system is continually being tested and improved in response to user feedback and partners have access to timely, high-quality data that enables them to reflect and inform their strategic and tactical decision-making. WOCA regional collectives are also providing evidence and data of significant progress towards meeting their action plan goals and metrics, and WOCA Outcome Domains are becoming more predictable. As well, the partners see the Shared Measurement system as valuable adding value and 'complimenting' the work of their respective organisations, rather than 'adding to' and 'complicating' their work.

Continuous Communication

- Communication channels are periodically re-evaluated in response to feedback from the partners and other stakeholders, and/or in the light of new information and changes in the environment. Partners communicate regularly (with, and independently of the backbone), and the regional collectives (and other collaborative structures) are having regular meetings. Internal communications are building trust, assuring mutual objectives, and creating common motivation across all partners and stakeholders, while external communications are sharing progress and results with stakeholders (and other interested parties), and/or building buy-in from additional stakeholders.

Mutually Reinforcing Activities

- There is a culture amongst the partners of using evidence and data to continually improve their activities and practices, and they are coordinating CI meetings and other activities with each other on a regular basis (with, and independently of, the backbone). Data results are also being used by WOCA and the partners to determine which activities and innovations should be scaled and which should be stopped.

Backbone Organisation

- The backbone effectively guides the initiative's Common Agenda and 'theory of change', supports the collection and use of data to promote accountability, learning, and improvement, and regularly follows up and manages next steps that come out of the regional collectives, as necessary. The backbone also has increasing certainty around what activities and innovations should be scaled and which should be stopped.

Sample Evaluation Questions:

1. What activities and processes can enhance and support what is already working well, and improve what is not?
2. Is there evidence of the relationships between WOCA, the partners and other stakeholders being enhanced or strengthened?
3. How well are the initiative's activities and processes adapting in response to changing circumstances and what can it do to adapt more effectively?
4. What has emerged as some unintended effects or consequences of the initiative?
5. What outcomes are being achieved, for whom, and at what level?
6. What are the implications of what the collective is learning from the implementation of the shared measurement system (e.g. Do the partners see the system as valuable? Are there any data quality issues?)?

Te Kōhure – Establishment Phase

Establishment Phase

Te Kōhure

Description And Quality Indicators

The WOCA CI initiative is stable and well established

What's Happening:

Common Agenda

- The initiatives activities are well established

Shared Measurement

- Outcomes are stable allowing for a determination of impact, value, merit, significance and effectiveness of the initiative to be made

Continuous Communication

- The initiative is considered credible and is trusted by all stakeholders and the wider community

Mutually Reinforcing Activities

- Partners have significant experience and increasing certainty about 'what works'

Backbone Organisation

- The backbone has significant experience and increasing certainty about 'what works'

Sample Evaluation Questions:

1. What activities and processes have been most effective in helping to achieve the initiative's intended outcomes?
2. What is getting in the way of future progress and how can this be managed or addressed?



Appendix 3 - Whānau Ora Commissioning Agency Whānau Ora Outcomes Indicators List

Below is a set of outcome indicators and measures that were used as part of this evaluation. Measures were selected, modified and/or adapted according to specificities of each CI site. For example, 'whānau knowledge' or increasing whānau knowledge is a WOCA commissioned outcome, however, the Whakakaha Whānau CI site had an employment based kaupapa so was focussed on equipping whānau with the skills and knowledge necessary for employment, while the Te Whare Āhuru ki Ruapehu housing project was focussed on improving whānau knowledge around housing. The evaluation team were able to use the indicator 'whānau have acquired skills and knowledge necessary for employment' as suggested by one WOCA document (Whānau Ora Commissioning Agency, 2014), however, a similar measure for increasing whānau knowledge around housing was not suggested. In this case, the measure around whānau knowledge was adapted for the Ruapehu housing project (eg. 'whānau have acquired skills and knowledge for employment' to 'whānau have acquired skills and knowledge in housing maintenance.')

Outcomes

Whānau Knowledge

Indicator

Whānau are knowledgeable, capable and well informed

Measures

- Whānau are literate (e.g. health & financial literacy)
- Whānau are involved in learning networks (school, wānanga, training courses)
- Whānau have acquired skills and knowledge necessary for employment.
- Whānau have acquired skills and knowledge in housing maintenance.

Outcomes

Whānau Health

Indicator

Whānau are healthy

Measures

- Whānau show health improvements
- Whānau have adopted healthy eating patterns
- Whānau actively avoid health risks
- Whānau are involved in health promotional activities (e.g. sport & exercise)
- Whānau take advantage of preventative health measures (such as immunisation, health screening, cardiac assessments)
- Whānau actively avoid health risks in the home

Outcomes

Whānau Participation in Community

Indicator

Whānau actively participate in communities

Measures

- Whānau are able to take advantage of community resources
- Whānau are able to approach local authorities with confidence
- Whānau contribute to their community
- Whānau participate in sport and recreational pursuits
- Whānau are linked in to community networks
- Whānau are engaged in civic affairs
- Whānau are community advocates and leaders.
- Whānau are working with others in the community to achieve their goals

Outcomes

Whānau Engagement with Te Ao Māori

Indicator

Whānau are engaged in Te Ao Māori

Measures

- Whānau are confident speakers of Te Reo Māori
- Whānau are part of a Māori community organisation
- Whānau participate in Marae activities
- Whānau have access to family knowledge including whakapapa and wider whānau connections
- Whānau have information about whenua tūpuna

Outcomes

Whānau Standards of Living

Indicators

Whānau enjoy high standards of living

Measures

- Whānau incomes are sufficient to support family needs
- Whānau are employed in occupations and positions where they can develop and grow
- Whānau housing standards are adequate
- Whānau are able to afford healthy food and quality clothing
- Whānau have safe transport options
- Whānau have made provisions for future generations.



Outcomes

Whānau Relationships

Indicator

Whānau relationships are rewarding and empowering

Measures

- Household relationships are positive and mutually rewarding
 - Relationships between generations are warm and supportive
 - Relationships with extended whānau are positive
 - Relationships with Māori networks are positive and beneficial
 - Relationships with educational, health, and social services are strong and reflect partnership
 - Relationships with community institutions are mutually supportive and sustained.
-

Appendix 4 - Whānau Ora Commissioning Agency Whānau Ora Outcomes Framework

Below is an outcomes framework developed and adopted by Whānau Ora Commissioning Agency which determines the benefits accrued from WOCA investments, including CI. For this evaluation, the outcomes framework provided a direction as to what outcomes we would be measuring the CI against.

Outcome Domains

Whānau knowledge

Whānau make their own decisions, care for their own people and supply their own needs. They are knowledgeable about their own communities, can access those goods and services necessary for ongoing development, are active participants in a range of networks and have patterns of leadership that provide continuity between the past and the future.

Whānau health

Whānau actively foster lifestyles that lead to optimal health and wellbeing.

Whānau participation in community

Whānau have ready access to community facilities and the ability to benefit from community goods and services.

Whānau engagement in Te Ao Māori

Participation in Māori cultural events, iwi affairs, marae hui, waka ama and kapa haka, and the ongoing transmission of Māori knowledge, culture and Te Reo Māori.

Whānau standards of living

Whānau live comfortably, extend opportunities for children and grandchildren, and provide a nest egg for future generations.

Whānau relationships

Whānau remain connected, nurture younger generations and to embrace new technologies that will facilitate the process.



Appendix 5 - Whānau Ora Commissioning Agency Whānau Development Outcomes Matrix (WDOM)

The framework below provided the most appropriate and useful way of understanding outcome achievement for whānau. Firstly, the WDOM is strongly aligned with the WOCA Outcomes Framework and Whānau Ora approach. The Framework and Matrix also allowed for the development of whānau based measures and outcomes at a service/provider level (rather than population level indicators). Lastly, the Framework and Matrix allowed for the development of a staged approach for understanding outcome achievement.

Whānau Rangatiratanga

Te Kore (Latent)

Description

Whānau are resilient and in a state of unlimited potential

What's happening

Whānau in the North Island have the skills, knowledge, capability and experiences that contribute to their own resilience, and can provide a platform to enjoy good health, experience economic wellbeing, be knowledgeable and well informed, be culturally secure, self-managing and able to participate fully in Te Ao Māori and in wider society.

Te Po (Activation Stage 1-2 years)

WOCA funded services are supporting whānau in the North Island to develop pathways to be more self-managing (and independent from government assistance) and participate in opportunities and activities that optimise their health and wellbeing

What's happening

- Whānau Knowledge - whānau have opportunities for formal learning (i.e. business training, skills acquisition, education and professional development) that equips them with the skills and knowledge to follow their chosen path to employment, advanced learning or self-fulfilment.
- Whānau Health - whānau are supported in setting and achieving personal health goals for their physical, emotional, spiritual and mental wellbeing. Where necessary, whānau address violence, addiction, substance abuse, and risk of self-harm through increased uptake of affordable and culturally appropriate support services.
- Whānau Relationships - whānau build relationship skills and strategies that support them to nurture, care and provide for their household.

Te Whai Ao (Development Stage 1-5 years)

WOCA funded services have supported and enabled whānau in the North Island to take responsibility for their own lives and leverage their skills, knowledge, capabilities, experiences and networks for the benefit of themselves and others

What's happening

- Whānau Knowledge - whānau are making informed choices about the support they require and who they access support from, and are leveraging the knowledge, skills and capabilities within their whānau and networks to advance their collective interests.
- Whānau Health - whānau can model to other whānau members their ability to take personal responsibility for their own health and wellbeing.
- Whānau Relationships - Interpersonal skills between whānau members have improved and whānau conduct positive relationships. Whānau are also developing nurturing environments that provide for their physical, emotional, spiritual and mental wellbeing, and are confident to address crises and challenges when they arise.
- Whānau Standard of Living - whānau can articulate and implement healthy living habits in the home that will support their success. Whānau are also achieving the knowledge, skills sets and qualifications to pursue training and employment that provides them with financial security and career options.
- Whānau Engagement with Te Ao Māori - whānau are benefiting from being part of a Māori community group and/or organisation. Whānau are also accessing cultural knowledge, engaging in knowledge creation, and transferring that knowledge amongst themselves.
- Whānau Participation in the Community - More whānau members are trained and serving as public, community and cultural champions, advocates and leaders

Te Ao Marama (Realisation Stage 2-10 years)

Whānau in the North Island exercise rangatiratanga on a daily basis by being self-managing, independent for sustainable success, and serving as repositories of knowledge for current and future generations

What's happening

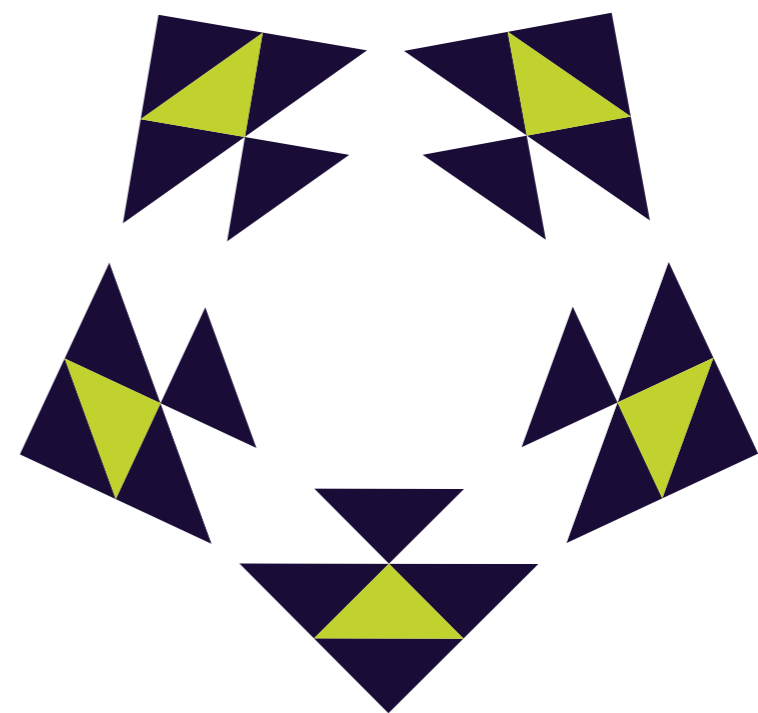
- Whānau Knowledge - whānau recognise they are repositories of knowledge about themselves and their communities, and can contribute to their communities' understanding of them.
- Whānau Health - whānau have a quality of life that meets their health needs and goals across their lifespan and/or foster lifestyles that lead to optimal health and wellbeing. They are also health literate and have access to evidence-based information to make decisions about their health needs and goals.
- Whānau Relationships - Relationships between whānau members are strong, supportive, positive, functional and uplifting of all members. Whānau also experience and contribute to the development and maintenance of safe and nurturing environments for themselves and their communities. All members of the whānau are valued.
- Whānau Participation in the Community - whānau make their own decisions, care for their own people, supply their own needs, and can advocate of their own behalf. They can also readily and confidently access facilities, goods, and services that benefit their health and wellbeing. As well, whānau are active participants in a range of networks, and have patterns of leadership that provide continuity between the past and the future.
- Whānau Standards of Living - whānau are enjoying educational and career success across all ages, and are employed in occupations and positions that provide them with the income to achieve the standard of living they aspire to. They also have the knowledge and skills to manage assets that enable them to achieve their lifelong aspirations.
- Whānau Engagement in Te Ao Māori - whānau are secure in their cultural identity as Māori and actively participate in activities and events that celebrate their cultural make-up. They also access opportunities to be immersed in their culture and language, and are major contributors to the cultural vibrancy and development of their communities



**TE WHARE ĀHURU KI
RUAPEHU HOUSING PROJECT
AND
WHAKAKAHA WHĀNAU**

COLLECTIVE IMPACT EVALUATIONS

A report prepared for the
Whānau Ora Commissioning Agency



Whānau Ora
COMMISSIONING AGENCY

