

“Measuring What Matters”

Embedding Social Impact Measurement in a Multi-Sector,
Pan-Tribal Urban Maori Authority



TE WHĀNAU O WAIPAREIRA

KOKIRITIA I ROTO I TE KOTAHITANGA

Progressively Act in Unity

Overview

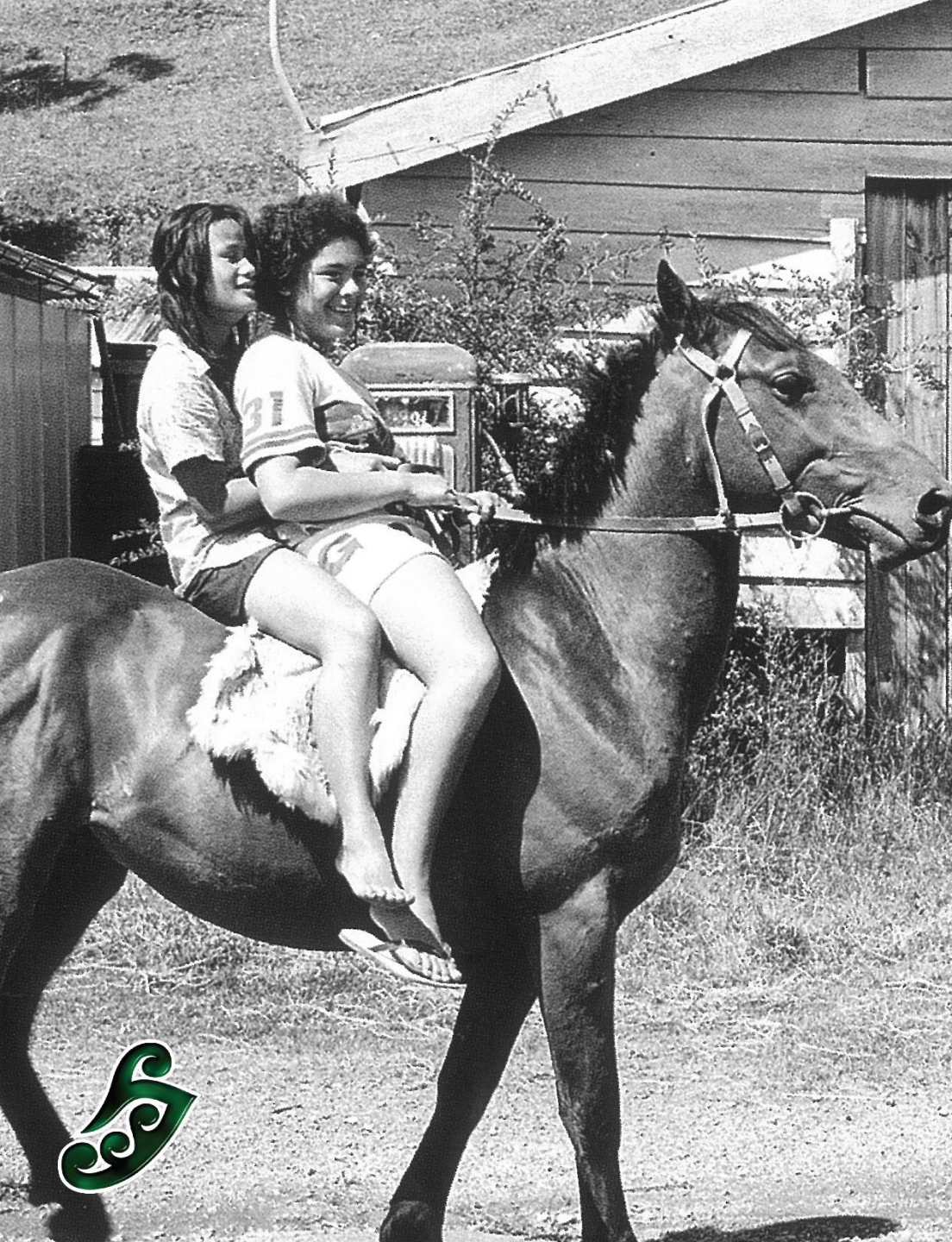


Setting the Scene

- Urbanisation
- Brief look at Te Whānau o Waipareira History – 2015
- Our Vision

Drivers For Measuring What Matters

- Whānau Ora – NZ Government Policy
- Change Management
- **Social Impact Measurement Journey**
- SROI Snapshots / Golden Thread
- Outcome Framework
- Measuring Our Impact



The beginnings of our urban indigenous story

- **In 1954** 78% of the Māori population lived in rural areas
- **By 1974** 78% of the Māori population had moved to the cities, with the majority moving to Auckland City

Māori, were the fastest indigenous peoples to urbanise in any country across the world.



Emergence of Te Whānau o Waipareira Trust

- Increase in numbers of Māori living in West Auckland
- Māori in West Auckland response to challenges;
 - 1960s - Community committees established
 - 1970s – Combined efforts to establish Hoani Waititi Marae
 - 1980s – Co-ordinated approach for the progression of Māori in West Auckland
- 1984 Te Whānau o Waipareira registered as Incorporated Society and is still governed by a Board elected from and by the Community



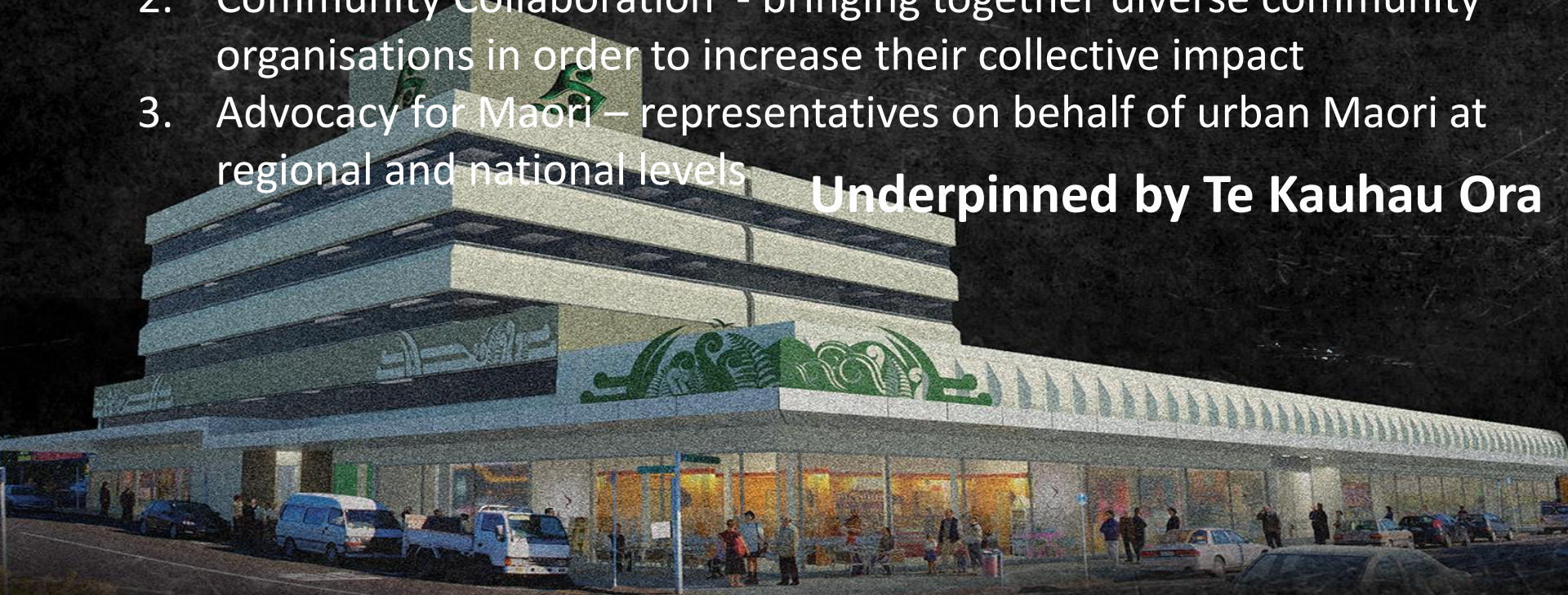
Hoani Waititi Marae



2015 Areas of Influence and Activities

1. Support for Whānau – providing services so that Whānau can flourish
2. Community Collaboration - bringing together diverse community organisations in order to increase their collective impact
3. Advocacy for Maori – representatives on behalf of urban Maori at regional and national levels

Underpinned by Te Kauhau Ora





Our Whānau

- Carriers of culture
- Models of lifestyle
- Access points to the community
- Gateways to Te Ao Māori
- Economic Units

A close-up, black and white photograph of a person's eyes, looking directly at the camera. The eyes are dark and have a slight reflection. The skin around the eyes is visible, showing some texture and shadows.

WHANAU FUTURE MAKERS, A 25 YEAR OUTLOOK
2013/2014 - 2038 /2039

Our Vision: Maori Future Makers

Creating future spaces where Whānau hopes and opportunities can flourish

Our Mission: Champions for Future Generations

Leading successful generational change for Whānau

Purpose: Whānau becoming the Influential Leaders of Change

Supporting the development of Whānau leaders who can be influential agents in shaping their Whānau potential

Kokiritia - 2013 / 2014 – 2017 / 2018 Future Proofing What we do, we do well. We are acknowledged as being the best in service delivery to whanau.



By the end of 2015 /2016,

- We will be able to consistently demonstrate how we are meeting the short, medium and long term needs of our Whānau through well documented and evidenced based reports on achievement of positive outcomes for Whānau working towards being self sufficient.
- We will have produced our first annual governance Whānau outcomes report .



National Context - Drivers For Measuring What Matters



Whānau Ora Government Policy Whānau Ora: Report of the Taskforce on Whanau-Centred Initiatives 2010

- Services should be Whānau-centred, strength-based in approach, and premised in Maori values and traditions.
- Required commitment across government
- A primary focus on **best outcomes for whānau**, through integrated and comprehensive delivery
- Outcomes should be measured at the level of **whanau, service providers and population**
- Data collected should be qualitative and quantitative, timely, continuous and have a research component



Social Impact Measurement Journey

We want to prove the impact we create in a clear compelling way; to improve the impact of our services over time.



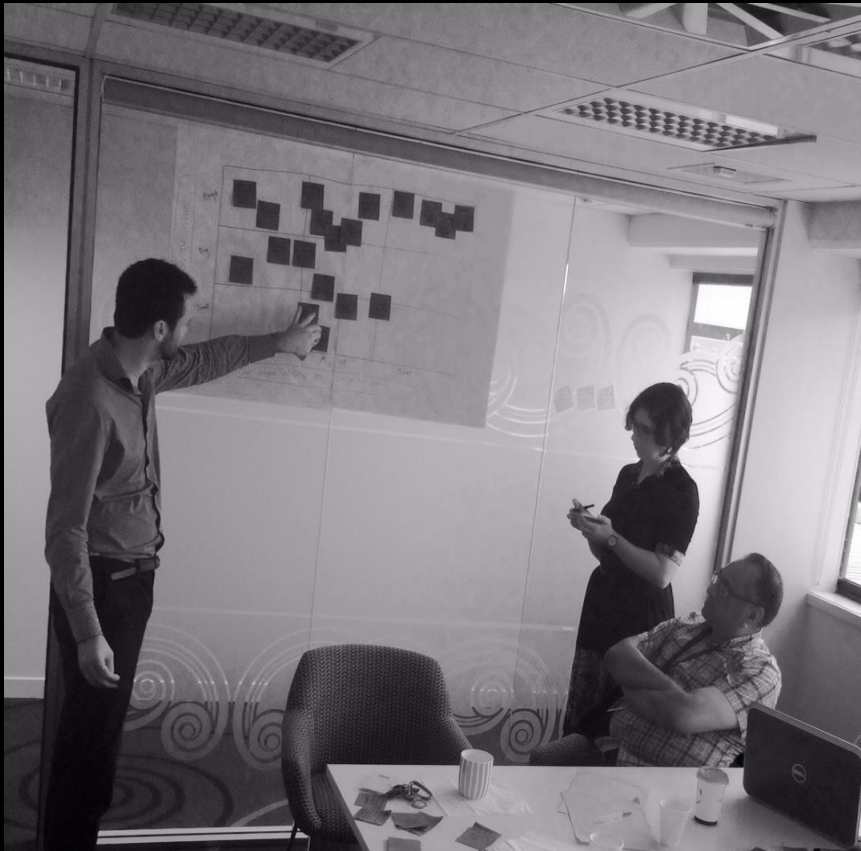
www.waipareira.com

Initial Thinking and Questions

- What organisation changes need to happen to build a culture based on **measuring** and **valuing** what matters?
- How do we take our staff and Whānau along with us?
- Do we need to complete a full SROI analysis to understand the value a service / programme generates?
- How do we move reporting on contractual requirements that are mainly **outputs** to, measuring **outcomes**?



Preparing For Change



- **Internal vs External capability**
(What can we do ourselves, what do we need help with)
- **Change Management Plan**
(How do we take our staff and whanau along with us)
- **Organisation Structure**
(Moving from divisions based on sectors to Clusters based on similar activities and stakeholder groups)

Goal: to build and develop an outcomes measurement capacity, culture and system across all levels of Waipareira.



Understanding What Matters



Full SROI Analysis vs SROI Snapshots

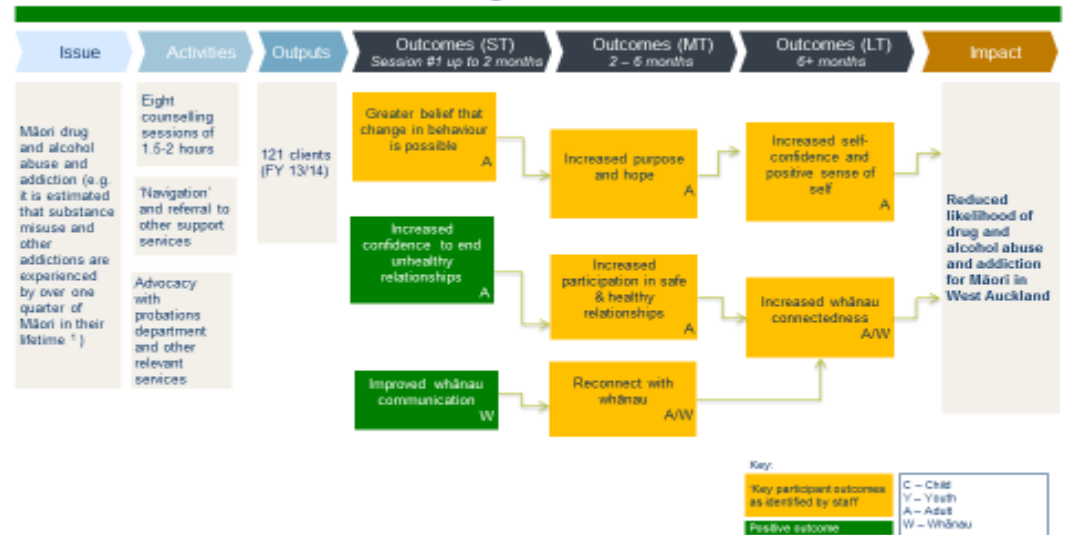
Key Snapshot Questions

1. Who changes as a result of our activities?
2. How do they change?
3. How do we prove they have changed?
4. Which changes are (most) valued?
5. Is it all down to us?

SROI Service Snapshots



Six 'key outcomes' were selected for Kaupapa Māori AOD that contribute to a reduction in the likelihood of adult drug and alcohol abuse



4

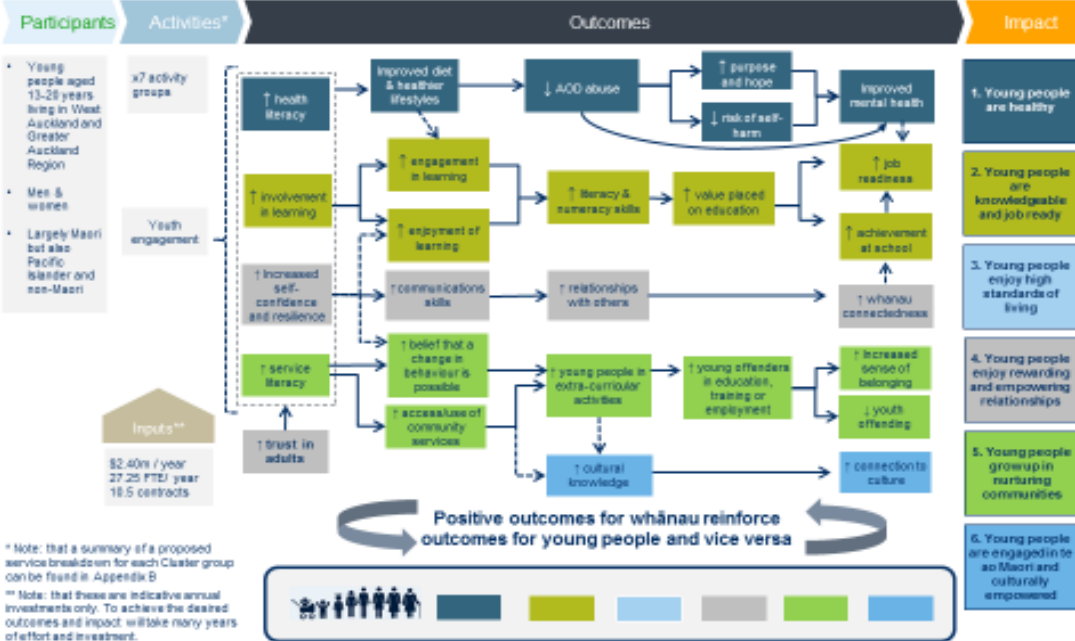
Reference: 1 - <http://www.bpac.org.nz/EPI/010/June/addiction.aspx>



CLUSTER GOLDEN THREAD WORKSHOPS



Youth Services: Waipareira aims to affect positive outcomes for young people aged 13-20 years



LEVELS OF ANALYSIS

Services

8 SROI Snapshots

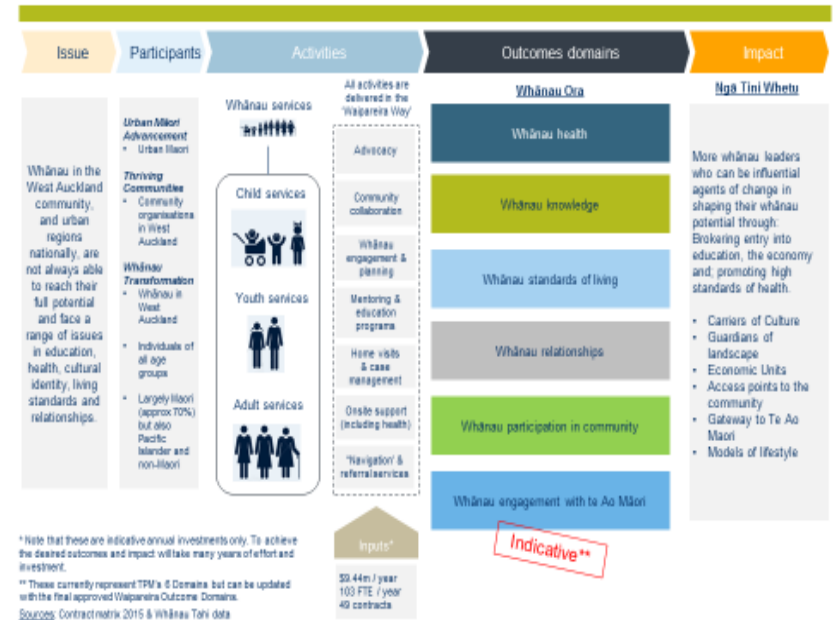
Clusters

4 Logic Models

Organisation

Overall Logic Model

At the organisational level, Waipareira's Logic Model can be depicted as follows



Building the Framework

Learning As We Go



Building Our Outcomes Measurement Framework



Enabling the measurement of our activities in all areas, understanding the value and proving and improving our impact

Inputs

- Review of history, mission and priorities
- Our vision for families
- External expertise
- Review of other national frameworks
- Organisation, cluster, service logic model

Total of 46 outcomes identified at an individual and whanau level

Building Our Outcomes Measurement Framework



- Keep it simple
- Narrowed it down to 3 – 4 priority outcomes where we have most impact and activity
- Then classified into sectors and stakeholder group e.g. what outcomes are important for education in the child cluster?



Outcome Level

Education Outcome Example

Whanau

Increased Value Placed on Education

Adult

Increased and Improved Job Readiness

Rangatahi / Youth

Increased engagement and achievement at school

Tamariki / Child

increased School Readiness



Measuring our Impact – Our Journey Continues

- Process of building our measurement and evaluation framework is very much in the early stages
- Process of determining indicators
 - Input from staff and whanau
 - Quantitative and qualitative data
 - Research
 - Other sources of indicator information



Final Word From Our Whānau

