TOKONA TE RAKI
Māori Futures Collective

LEARNING AND EVALUATION

Milestone Report

December 2018

INTRODUCTION

We are a new Ngāi Tahu-led collaborative established to increase Māori participation, success and progression in education and employment outcomes.

Our approach: systems change — from kura-to-career — to boost Māori outcomes. This is not about creating more short-term fixes, it's about working with partners across sectors who share our passion and aligning what's working, catalysing new and innovative solutions and enhancing our collective responsiveness to Māori needs - creating a platform for those with the passion and commitment to drive change at the scale and pace needed. We plan to do this via:

1. Designing transformational education and training pathways to connect whānau to the jobs of the future

2. Working with education, employers, agencies and whānau to build an integrated careers system to boost Māori outcomes

3. Supporting our partners to create new solutions, innovate, learn and adapt

We want to unlock the full potential of our whānau, raise their position and influence in our economy through increasing skills, knowledge and incomes. Our vision is of a world where ALL whānau succeed. Our focus is on systems change — from kura-to-career — to boost Māori outcomes. It's not about creating more short-term, "one-off" interventions. It's about working with partners across sectors who share our passion for change. It's about aligning what's working, catalysing new and innovative solutions and enhancing our collective responsiveness to Māori needs - creating a platform for those with the passion and commitment to drive change at the scale and pace needed.

Our focus is on identifying key partners and the most influential leverage points as part of the social change agenda. As we already know from past experience, system change will not occur from the development of further programmes and initiatives at the "coal face" but influencing practices and attitudes at the higher organisational level. For this to occur, we also understand that strong and trusting partnerships need to be fostered where we can build a shared organisation vision together, directing future actions at the ground level which are more effective to achieve our shared goals - this finding was supported by our weekly OIL analysis and demonstrated as a key theme at our data party with staff.

Focusing on equity helps us to prioritise resources and efforts where they are needed most. While doing this we are identifying and focusing our mahi on the most influential leverage points. These leverage points are the points within the system that will have the most significant impact on systems change. Whilst we are using a range of reflection and evaluation tools we are also using data experts such as BERL and Statistics NZ. Utilising their expertise we are able to use data analytics to predict where the jobs of the future will be, along with other insights to help us prepare and connect whānau with future opportunities in our economy.

THE TOKONA TE RAKI APPROACH

The core business of Tokona Te Raki (TTR) is to mediate and facilitate the shared interest of its partners in advancing Māori and Māori achievement outcomes in the education and vocational pathway sector. TTR achieves its goals by drawing on collective impact, innovation and advocacy:

- Creating broad, collectivist support systems that lead changes in systems, structures, practices and organisational cultures
- Developing Mind-sets that are adaptive and embody culturally responsive teaching and learning principles and practices
- Writing and advocating policies that embrace Te Ao Māori principles, values, and epistemologies
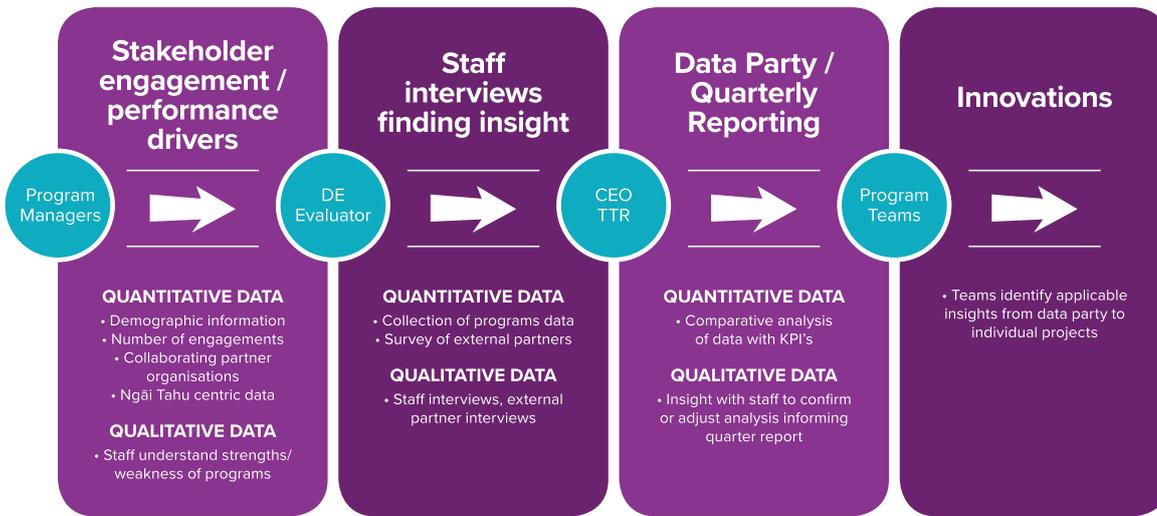
Use of Models and Tools

We are beginning to see that with successive exploration and evaluation of opportunities, insights and learning's our mahi is already beginning to refine over time to include more innovative and effective approaches. An example of this has been the exploration of a range of models such as the journey map, human cantered design, kumu, lean data and collective impact models to help frame our thinking and action within this reflective evaluative approach. Further still the recent quarterly internal data party is another example of our DE approach in action where as a group we explored the themes identified from successive data gathering and analysis processes. This has led to a number of recommendations for 2019. All of the tools we are trialling have the purpose of increasing transparency, building collaborative platforms and supporting creativity and innovation in terms of understanding our mahi and collective identity.

Social innovation labs and evaluation

Tokona te Raki's social innovation lab is designed to build transformative solutions to redressing inequity. A central tool to assist in this aim is the process of Developmental Evaluation (DE). Within the context of TTR, DE is a process whereby a range of sources of data is used to identify Opportunities, Insights and Learning's (OIL) that can then be used to inform both our own and our partners mahi moving forward.. Our DE is unique because of the cultural underpinning and guiding values of te ao Māori and more specifically the Ngai Tahu cultural narrative underpinning our approach. The approach focuses not only vertically at all levels of our mahi but also laterally to allow us to explore the breadth of our mahi as we investigate innovative approaches to social change and solutions that can be replicated, vertically, horizontally within our own mahi and across other organisations. The Developmental Evaluation processes are outlined in Figure 1.

Figure 1: Developmental Evaluation Infographics

Stakeholder engagement / performance drivers

Program Managers →

QUANTITATIVE DATA
- Demographic information
- Number of engagements
- Collaborating partner organisations
- Ngāi Tahu centric data

QUALITATIVE DATA
- Staff understand strengths/ weakness of programs

Staff interviews finding insight

DE Evaluator →

QUANTITATIVE DATA
- Collection of programs data
- Survey of external partners

QUALITATIVE DATA
- Staff interviews, external partner interviews

Data Party / Quarterly Reporting

CEO TTR →

QUANTITATIVE DATA
- Comparative analysis of data with KPI's

QUALITATIVE DATA
- Insight with staff to confirm or adjust analysis informing quarter report

Innovations

Program Teams →

- Teams identify applicable insights from data party to individual projects

To access original documents please see:

https://drive.google.com/file/d/1bPK0_-k642YLuhkDWp97rjpI7gpdgQw5/view?usp=sharing

https://drive.google.com/file/d/1qHDFZ8c1Qze5gzbJnbN23sftk06B28QM/view?usp=sharing

This milestone quarterly report itself is an example of one of the Developmental Evaluation focus areas outlined in the Tokona Te Raki Developmental Evaluation Plan.

CRITICAL FINDINGS

Tokona te Raki has had an eventful first quarter (July-December 2018) with many changes to the way we work, who we work with and how we do things. These changes have had an impact on our organizational practice, thinking, behaviour and long term priorities in terms of partnerships and investors. At this stage of our developmental learning cycle we have been focusing our energy within the first sphere of influence (people, practices and partnerships) - explicitly focusing on people and partnerships. Some of our noted emergent strengths include:

- We have noticed a strong trend across the industry, government and non-profit sector in their intention to partner and work towards the Tokona te Raki goal of achieving equity
- Organisations are committed to developing cultural competency and capacity as part of their readiness for change
- There is a desire to partner within a te ao Māori paradigm
- There is a growing urgency and readiness to do things differently from not only government and industry but also other iwi partnerships
- Industry and partner leaders are emerging

We have found that an essential aspect of the change process is having strategies and tools for staff and wider stakeholders to be able to not only cognitively connect with the ideas but to also be able to see how the process works.

Some of our emergent challenges include:

- Understanding that we cannot build the new without letting go of old practices
- Bringing people along an organisational wide change journey is challenging. We have changed our strategy and structure, but changing behaviour is more difficult
- The demand and positive reception for engagement has meant that we have had to systemise the approach for fear of getting lost or reactive to everybody rather than key strategic partners
- The sheer number of organisations/partners who have a stake in the issue and managing these changes
- Identifying where partners internal work needs to be focused as part of building a readiness and capacity to be influential systems change catalyst
- Designing an on boarding process that enables partners to not only recognise their role but also to identify what they bring to the table

While we recognise the readiness to commit to the design labs and equity vision many of our partners in our current mahi, although have agreed to be part of our partnerships, historically we have found these commitments often fall over in terms of addressing core issues such as funding streams, institutional practices and wholeheartedly committing to leading and influencing change within their own organisation. Many of our historical partners have been committed to the idea, but were unable to translate this into practice. These early learning's have supported us to identify the strengths, barriers and potential ways forward for 2019 (outlined below).

CURRENT APPROACH

Collectively we are working hard to build our team culture and at the same time to begin our innovation lab working parties. We have generated ideas and tested our design lab ideas and will be implementing this approach as part of the first iteration. We know what's not working, what we need to do and are aiming to establish working parties from the outset of 2019 to begin to organise for impact. Actions that have come from the organisational shift include:

- The development of reflective practice sessions, work plan collaboration and most recently staff repositioning of roles and responsibilities

- Building a database that identifies our potential partners, their strengths / weaknesses and readiness for change

- Building capability within the team to manage and facilitate change through social labs

- Designed and implemented organizational kawa including values, karakia and key competencies

- Designed strategies and tools for staff and wider stakeholders to be able to not only cognitively connect with the ideas but to also be able to see how the process works

- Designed a cultural induction process for new staff

- Identified key leverage points within the political sphere as part of developing a long term systems change as opposed to only working within sector specific domains

- Building relationships with other regional Kaupapa Māori Social Innovation partnerships

Further, we have an informal commitment across multiple organisations to work together, share knowledge and learn from each other's experiences. A good example of this is the partnership between Tokona te Raki, Tainui, The Southern Initiative and BERL on two collective data projects (an analysis of Māori education, employment and income outcomes from age 5-25 and an analysis of Māori and the future of work).

On top of identifying our successes, challenges and ways forward we have been actively working to develop our internal and external team culture. Some notable changes include:

Internal Changes

- Building the capability and capacity of our current TTR team

- On boarding of Comm's staff to ensure clear and consistent communication

- Formation of a digital info-structural hub

- Continuous refinement and redevelopment of digital information systems and practices to best meet our needs

- Weekly reflection hui

- Weekly staff meeting/reflective practice

- Pre on-boarding conversations with partners

- The development of a journey map to help explain a collaborative innovation process

- Strengths finder assessment to utilise staff skill sets

- Full staff commitment to staff meetings and OIL

- Social innovation field trips

- New Job Descriptions and Roles within the company

IDENTIFICATION OF KEY OPPORTUNITIES, INSIGHTS AND LEARNING

We have seen a readiness for change in our wider stakeholder network of industry, government, philanthropic, government and private business. There is recognition that the current system is broken and is not working and this is motivating their commitment to change. Significant partners including (MSD, TEC and others) have indicated their intention to get behind the initiative in 2019 and to not only work for common goals, but to begin to make changes within their own organisations – this brings much promise and hope for our TTR team.

The on-boarding process has been much more intensive than first anticipated as each potential partner requires multiple engagements, often at multiple sites and at multiple levels. At present we have had a process whereby the Kaihautū / Executive Director initiates and brokers the initial relationship often working across boards, executives and staff. A key learning for us has been the risk in capturing and channeling all of the relationships for a cross-sector partnership through a single individual. Our stakeholder mapping and database provides a simple graphic representation of just how complex the task at hand is by demonstrating how many organisations have a stake in the issue (and something to contribute).

This insight has had significant structural implications whereby we have made the decision to pivot and shift our organisation structure and staffing from projects/programmes to portfolio specific sector leads. This is an attempt to spread the workload of managing stakeholder relationships across multiple sectors (simultaneously) and increase the pace of on boarding to action. Furthermore, we have recognised that identifying key leverage points within a political sphere will be more beneficial to long term systems change as opposed to only working within sector specific domains.

QUICK WINS

We are encouraged that there are notable leaders emerging within our industry partnerships that are ready for change and are committed and rolling out a national strategy. Otago University professional learning and development team have noted in our preliminary on boarding discussions that one of the first actions they will take is to adjust their governing vision statement to ensure that it reflects the goal of equity 2040. Likewise, the BCITO have committed to working with other industry partners as part of the Māori job squad to lead vocational pathways for learners.

PROGRESS TO DATE

Examples of progress are our shared cross-agency Government response, agency secondments to our social innovation lab and a joint iwi approach to data insight/advocacy. The Hon Willie Jackson has hosted several cross-agency forums for us to engage with a broad representation of Government officials. They have appointed a key official who is currently convening a cross-Government response and convening agencies to determine how they can best contribute. This work is also tied to our first agency secondments whereby key partner agencies are providing staff to help build momentum and build the lab. We currently have two secondments (Oranga Tamariki & MSD) and will be using secondments as an intensive tool to access human resources (more hands) and build capability across partners (building capability within the system for change).

We have also made significant progress identifying and engaging with more influential leverage points than the one off project approach by building relationships with other regional Kaupapa Māori Social Innovation partnerships. We have an informal commitment across multiple organisations to work together, share knowledge and learn from each other's experiences. A good example of this is the partnership between Tokona te Raki, Tainui, The Southern Initiative and BERL on two collective data projects (an analysis of Māori education, employment and income outcomes from age 5-25 and an analysis of Māori and the future of work). Both projects use a shared approach to data insight towards advocacy for a unified approach to policy change with both aligned to influencing the design of budget bids for the upcoming wellbeing budget. This is an interesting opportunity to collectivise both insight and advocacy across regions.

A key learning we have identified is that we must design specifically to create the conditions for innovation - it doesn't just occur innately. The contribution through the developmental evaluation has allowed us to observe our insights around what this looks like and to actively work to design an organisation for systems change mahi.

Throughout this period we have observed the impact of changes to practice on staff and the challenges that people face with uncertainty – while we have had a clear strategic direction we have not always been able to articulate how these changes will be implemented in 2019 as we have chosen to take a co-design approach. With this in mind, our changes are designed to emerge alongside our partnerships. For some this approach has been met with increased motivation toward the systems change approach as they embrace the challenge to explore collaboratively solutions to challenges. Further, it has enabled others the release of more creative freedom as they explore more deeply both their own and organisational mahi.

We have found that an essential aspect of the change process is having strategies and tools for staff and wider stakeholders to be able to not only cognitively connect with the ideas but to also be able to see how the process works. An example of this is the journey map which details how the innovation lab working groups work and gives a visual overview of systems change using the metaphor of a road map. We are also using mail chimp as a way to share ideas around what innovation and design really mean with our partners .

Finally, Tokona te Raki is currently developing a cultural narrative on Māori systems change. We have found that systems change is difficult to explain to partners - we have also identified that as we on board new staff and wider collaborators we need a strong collaborative induction program as part of on boarding staff and then partners in the new approach ensuring everyone has a shared understanding of the issue, approach and tools moving into 2019.