

A report to BayTrust

A focus on opportunities to make a positive impact in the first 1,000 days of a child's life & youth engagement

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The people and community organisations of the BayTrust region.

Thank you for your valuable contributions which have helped inform our thinking about how best to support children and youth in the BayTrust region.

He mihi mahana ki a koutou

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1. Introduction



BayTrust’s mission is to “effectively build, strengthen and enhance present and future Bay of Plenty Communities.”¹ To support this, BayTrust approached the Centre for Social Impact to provide research and advice related to two focus areas identified in the *BayTrust 2014-16 Strategic Plan*:

Youth engagement

Opportunities to make a positive impact in the first 1,000 days of a child’s life.²

More about BayTrust can be found at www.baytrust.org.nz.

The first 1,000 days includes the period of pre-pregnancy and birth; infancy (birth to the first six months); and toddlerhood (six months to two years). Combined, these developmental periods build the foundation for a child’s ability to grow, learn and thrive.

Youth refers to young people aged 15 to 24 years.³ However, it is important to note that there is no agreed definition of “youth” and age-related definitions can vary from 12 to 35 years. Youth marks the period of transition from childhood to adult independence, and can include significant points of change such as leaving school education, transition to other education, employment or training, and/or to parenthood. While some young people navigate smooth transitions to adulthood, other young people experience transitions that place them at increased risk of social exclusion, deprivation and negative life outcomes.

The risks faced by vulnerable youth and by vulnerable families in the first 1,000 days of a child’s life are complex. As such, the provision of effective youth engagement, and effective support to make a positive impact in the first 1,000 days, cannot be the sole responsibility of a single agency or organisation. There is national and international recognition that solutions need to be multifaceted and acknowledge the complementary roles of government agencies, philanthropic organisations, and community organisations.

¹www.baytrust.org.nz

²www.baytrust.org.nz/wp-content/uploads/2014/07/BayTrust-Strategic-Plan-public-version-2014-final.pdf

³www.un.org/esa/socdev/documents/youth/fact-sheets/youth-definition.pdf

In undertaking this exploratory work with the Centre for Social Impact, BayTrust wanted to identify opportunities for:

- strategic investment in supporting youth engagement and opportunities to make a positive impact in the first 1,000 days of a child's life. BayTrust has opportunities to provide traditional philanthropic funding as well as to be a funder using emergent models of funding (e.g. catalytic or venture philanthropy). Funding is also undertaken alongside opportunities for capacity building, collaboration, and knowledge brokering
- working in partnership with other local and national organisations that are also interested in early years and youth priorities. This work was undertaken in close collaboration with the Ministry of Social Development. New or extended opportunities for collaboration may be useful to consider. It is also important not to duplicate services that may be funded or supported by other sources, including government funding
- effective and strategic responses to projected population changes, needs, strengths and challenges. Regional population transitions and changing population age structures will have an impact on the communities served by BayTrust.

The purpose of this report is to provide information to BayTrust to support future funding options related to youth engagement and opportunities to make a positive impact in the first 1,000 days of a child's life.

Nationally, the government is developing and implementing interventions including Children's Teams⁴, Social Sector Trials and "Better Public Service (BPS)" targets⁵ that include actions to support communities to improve the wellbeing and life chances of children and youth. Ultimately, these interventions seek to support decreased negative outcomes for children, youth, families and whānau, alongside positive outcomes for New Zealand in terms of increased economic and social productivity.

Internationally, there is increased interest across the philanthropic sector focused on how best to use philanthropic investment to create better opportunities for children and youth, beyond or alongside whatever government agencies are trying to do. This includes a focus on supporting early years' interventions, and supporting initiatives that enable and empower young people to achieve their full potential.⁶

Across New Zealand, community trusts and other philanthropic funders are also expressing increased interest in how to support innovation and positive outcomes for children, youth, families and whānau. Philanthropy NZ recently undertook a stocktake of funders who have a particular focus on vulnerable children and youth.⁷ Examples included the ASB Community Trust's Catalyst for Change funding programme, the Wayne Francis Charitable Trust, the Vodafone Foundation World of Difference awards, Todd Foundation and philanthropic funder collaboration through the national Youth Funders Network.^{8,9,10}

⁴ www.childrensactionplan.govt.nz/childrens-teams/

⁵ www.msdc.govt.nz/about-msd-and-our-work/work-programmes/better-public-services/

⁶ www.oecd.org/site/netfwd/Youth%20Empowerment_BAT2_OK.pdf

⁷ Philanthropy New Zealand (2014) Philanthropic funding to support vulnerable children. Wellington, Philanthropy New Zealand.

⁸ www.asbcommunitytrust.org.nz/funding/what-we-fund/catalysts-for-change

⁹ Wayne Francis Charitable Trust Youth Advisory Group. (2011). Positive Youth Development in Aotearoa. Weaving Connections - Tuhonohono Rangatahi. Christchurch, Wayne Francis Charitable Trust.

¹⁰ Trotman, R. (2012). Emerging Practices in Philanthropy: Funder Stories. Wellington, Philanthropy New Zealand.

Within the Bay of Plenty, other organisations are also interested in focusing on effective activity to support positive outcomes for children and youth. For example, the intersectoral Bay of Plenty Child and Youth Strategic Alliance (CYSA) has developed a Child and Youth Health and Wellbeing Strategy to provide advice to the Bay of Plenty District Health Board on effective opportunities to support health and wellbeing.¹¹

BayTrust's work for the communities of the Bay of Plenty is underpinned by values of prudent investment, maximising long term benefits, working in collaboration with key partners, supporting innovation for increased impact, and being an efficient and effective organisation.¹² These values provide a sound framework to support existing grantmaking, as well as to support innovation and the potential to explore emergent opportunities.

This report aims to assist the BayTrust board to make decisions that are informed by international and national evidence and tailored to respond to local community needs, priorities and aspirations. By investing in this process, BayTrust is also demonstrating leadership and the implementation of its organisational values.

This report comprises a series of detailed reports, including:

- a review of research and practical literature relating to opportunities to make a positive impact in the first 1,000 days of a child's life

- a review of research and practical literature relating to opportunities for youth engagement

- summary of findings from four community hui in the Bay of Plenty

- summary of findings from a survey of Bay of Plenty organisations.

¹¹ Ministry of Social Development, Bay of Plenty DHB, Ministry of Education. Bay of Plenty Child and Youth Health and Wellbeing Strategy.

¹² <http://www.baytrust.org.nz/wp-content/uploads/2014/07/BayTrust-Strategic-Plan-public-version-2014-final.pdf>.



2. Children and youth in the Bay of Plenty region

The BayTrust area has a diverse population set within diverse geographical landscapes and both urban and rural settings. The BayTrust region includes Tauranga City and four districts: Western Bay, Eastern Bay of Plenty, Rotorua and Taupo.

There is variation in the ethnic diversity across the BayTrust area. Table 1 summarises cultural diversity for European and Māori across the five areas, compared to New Zealand.

Table 1: Cultural diversity in BayTrust area

Ethnic group	Western Bay of Plenty district	Eastern Bay of Plenty district	Rotorua district	Taupo district	New Zealand
European	81.9%	56.1%	67.5%	76.9%	74%
Māori	18.2%	55.3%	37.5%	29.0%	14.9%

Source: Statistics New Zealand, Census 2013

Table 2 describes the distribution of children and youth by age and ethnicity across the five areas. Census 2013 data states that a total of 21,588 children under 5 years and 36,738 youth aged 15 to 24 years live in these districts.¹³ The proportion of Māori children and young people varies across the region. In Western Bay of Plenty, around one third of children and a quarter of the young people are Māori. In Eastern Bay of Plenty, this proportion more or less doubles, with 61% of children and 57% of young people being Māori (see Table 2). Rotorua has the highest number of children and young people in the region, with approximately half being Māori.

Table 2: Children and youth in the BayTrust area

District	All children aged 0-4 years	Māori children aged 0-4 years (percentage of total 0-4 year population)	All youth aged 15-24 years	Māori youth aged 15-24 years (percentage of total 15-24 year population)
Western Bay of Plenty	2,643	825 (32%)	4,722	1,191 (25%)
Tauranga City	7,950	2,304 (29%)	6,153	3,102 (24%)
Eastern Bay of Plenty (Kawerau, Opotiki and Whakatane Districts)	3,552	2,154 (61%)	5,661	3,291 (57%)
Rotorua	5,013	2,505 (51%)	9,033	3,852 (45%)
Taupo	2,430	1,044 (44%)	4,086	1,446 (40%)
Total	21,588	8835 (61%)	36,738	9,780 (43%)

Source: Statistics New Zealand, Census 2013

¹³ www.stats.govt.nz/Census/2013-census/profile-and-summary-reports/quickstats-about-a-place.aspx?request_value=13853&tabname=

Compared to New Zealand as a whole, the BayTrust geographic area includes a higher proportion of high deprivation areas and a lower proportion of low deprivation areas.^{14,15} However, it is important to note that there are variations in deprivation across the BayTrust region. Similarly, although there is variation across geographic areas, overall the median income across the BayTrust area is lower for all people and for Māori than are the median income levels for all New Zealand and for all Māori.

More information about key demographic indicators can be found in a series of detailed population profiles on specific geographic locations across the BayTrust area that have been developed by the Ministry of Social Development, including for Tauranga,¹⁶ Western Bay of Plenty,¹⁷ Kawerau,¹⁸ Rotorua,¹⁹ Opotiki,²¹ and Whakatane.²²

Considering future projections relating to children and youth, a recent analysis of population data by the National Institute of Demographic and Economic Analysis indicated the following trends.

- Numbers of young people over the Bay of Plenty region are predicted to drop over the period to 2031, and the greatest drop will be among youth aged 15 to 19 years.

- Children aged 0 to 14 years will be increasingly more likely to live in Tauranga than in other areas across the BayTrust region; reductions in child populations are predicted in Rotorua, Whakatane, Opotiki and Kawerau.

- Overall reductions in the proportion of children and youth is causing the population profile of some local authorities to age very rapidly (e.g. Western Bay of Plenty and Whakatane) while others are ageing more slowly (e.g. Tauranga City and Rotorua District).

- The Bay of Plenty will have more elderly residents than children by approximately 2020, and this has implications for the labour market with fewer people at labour market entry age than exit.

- Compared to non-Māori, there are more Māori youth and children (24 years and under). Investment in positive support and engagement opportunities will enable positive economic, social and wellbeing outcomes for individuals, families, whānau and the BayTrust community.²²

¹⁴ www.health.govt.nz/new-zealand-health-system/my-dhb/lakes-dhb/population-lakes-dhb.

¹⁵ www.health.govt.nz/new-zealand-health-system/my-dhb/bay-plenty-dhb/population-bay-plenty-dhb

¹⁶ Ministry of Social Development (2014) Tauranga City Statistical Profile: January 2014. Ministry of Social Development: Wellington.

¹⁷ Ministry of Social Development (2013) Western Bay of Plenty Statistical Profile: March 2013. Ministry of Social Development: Wellington.

¹⁸ Ministry of Social Development (2011) Kawerau Statistical Profile: January 2011. Ministry of Social Development: Wellington.

¹⁹ Ministry of Social Development (2011) Rotorua Statistical Profile: October 2010. Ministry of Social Development: Wellington.

²⁰ Ministry of Social Development (2011) Opotiki Statistical Profile: March 2011. Ministry of Social Development: Wellington.

²¹ Ministry of Social Development (2010) Whakatane Statistical Profile: November 2010. Ministry of Social Development: Wellington.

²² Jackson N. Demographic trends and the Bay of Plenty's youth. Presentation to the COBOP Youth Symposium, Rotorua June 2013. National Institute of Demographic and Economic Analysis.



3. Gathering information and evidence

The Centre for Social Impact is New Zealand's centre of excellence for the support of innovative responses to complex social issues. We help organisations deliver social programmes for optimum social impact. The Centre draws on the expertise of the ASB Community Trust and associate partner organisations to provide programme design, capacity development, leadership development and evaluation services to community organisations. We capture insights and learnings so that successful innovations can be replicated and integrated into mainstream policy and practice. We are committed to supporting the philanthropic sector to have the greatest social impact it can have through the development of innovative approaches to social change.

More about the Centre and the team can be found at the CSI website, www.centreforsocialimpact.org.nz.

Method

The CSI team used a range of approaches to gather information and evidence to support the development of advice to BayTrust.

Two summaries of the national and international literature about the markers of successful outcomes for the first 1,000 days of a child's life and for youth engagement and where the emphasis for interventions should be aimed; in other words, what works and what does not.

A series of four hui in Rotorua, Taupo, Tauranga and Whakatane, jointly convened by BayTrust and the Ministry for Social Development, involving 116 representatives of community organisations.

An online survey with community providers.

We approached this work informed by the following principles

Treaty of Waitangi

Māori children and youth experience significant social, health and education disparities compared to New Zealand European/Pākehā children and youth. For Māori to thrive, an explicit and trusting partnership must be formed to address issues in a meaningful manner. Partnership should allow for common action around issues of common concern, but it should also allow for the health and development of both cultures as equal and distinct.

A positive development framework

A positive, strengths-based framework is required that aims to support children and youth to meet their full potential by developing the whole person, creating and nurturing positive relationships.

A multi-level ecosystems approach

An ecosystems approach highlights the many levels of intervention that influence behaviours and positive outcomes for children and youth. The child or youth is at the centre, surrounded by their family and peers in the immediate environment (microsystem), and then the social and economic environments (exosystems) include schools, neighbourhoods and religious/cultural institutions (e.g. marae). Larger society aspects (macrosystems) refer to policies, societal attitudes and cultural factors.

Evidence-based knowledge

Our thinking is informed by research studies, best known evidence and expert opinion.

Best use of resources

All funding, including philanthropic funding, is limited and there is a responsibility to utilise available resources in a responsible and efficient manner by prioritising management of existing services/programmes effectively, as well as making decisions about what new services to fund. This may include decisions for dis-investment.



4. Findings



Opportunities to make a positive impact in the first 1,000 days of a child's life

There is increasing recognition that experiences in pregnancy and the first years of life have long term impacts for individuals, families, whānau and communities. Children who are well supported and nurtured during the early years of their lives tend to have better life outcomes across a range of measures, including education and economic participation.

There is growing evidence that we can increase the odds of favourable developmental outcomes for babies born into vulnerable families through planned, evidence-based and culturally appropriate interventions during infancy and early childhood.²³ Evidence also shows that early investment is extremely cost effective.

Programmes that have been effective in supporting early child development and that are associated with positive outcomes include those that:

- provide enriching environments and evidence-based parenting programmes; these can be effective in preventing developmental problems, especially when they focus on the early years (first 1,000 days) and are delivered to first-time mothers

- invest in parents, and which include both individual and group support to improve skills, knowledge and outcomes

- focus on young children and which include multiple outcomes including education, mental health, and physical wellbeing

- focus on families and whānau—called “two-generation 2.0” programmes (because they focus on two generations, the child and the parent), these programmes focus on improving education outcomes for parents at the same time as providing high quality early childhood education opportunities for children.

²³ Karoly, L. A., Kilburn, M. R., & Cannon, J. (2005). Early childhood interventions: Proven results, future promise. Santa Monica, CA: Rand Corporation.

Evidence demonstrates that effective programmes that work best for children, families and whānau are those that have:

- a family-centred focus

- clear models of how programmes and services will improve outcomes for children, parents, family and whānau

- clear targets and measurable, clear objectives and activities

- strong engagement and retention strategies

- intense and prolonged interventions delivered over sufficient time to achieve programme goals

- multiple delivery methods

- flexible services that are tailored to family needs

- integrated and sound evaluation

- cultural responsiveness

- appropriate workforce.²⁴

Informed by the evidence of what works, BayTrust is well positioned to invest in a range of local-level innovations, from supporting local initiatives, to promoting professional development, increasing technical assistance to services and of supporting research and evaluation projects. Evidence suggests priority should be given to programmes that:

- focus on early intervention, using the best available evidence, in the lives of mothers who are identified as most vulnerable. These mothers are more likely to be young, single mothers, who do not have formal educational qualifications, who receive social benefit support, who live in areas of high deprivation, in overcrowded rental housing, and who have experienced high levels of physical, emotional and/or financial stress during pregnancy

- deliver multi-faceted programmes, including educational, mental health and wellbeing components, and which aim to support child-friendly environments and highlight the importance of the first 1,000 days

- are characterised by a strengths-based approach that is inclusive and culturally responsive, and that includes strong links to community support.

²⁴www.familiescommission.org.nz/web/investing-early-years/section-3.html

Youth engagement

BayTrust wishes to support effective youth engagement through their grantmaking and other activities, reflecting their commitment to assisting communities to develop their full potential.

While many youth in New Zealand are able to achieve their full potential, others are more vulnerable and require varying levels of engagement and support. Around the world, there is increased interest in improving outcomes for youth who are disconnected from systems designed to educate them and prepare them for their future.

The programmes that have been effective for youth and are associated with positive outcomes include the following strategies:

- focusing on fostering positive outcomes and relationships for children, youth and their whānau

- purposeful activities that build important life skills (academic, social learning and employment)

- multi-component programmes that address the problem within the context of youth environments

- integration of family, school and community efforts

- provision of opportunities to use learned skills and to experience success as participants and leaders

- creation of opportunities for entrepreneurship, leadership and community contribution

- fostering a sense of altruism and contribution to society

- having a “big-picture” approach that addresses community and policy influences.

Effective engagement with youth can occur at a variety of levels

The immediate environment:

Family, whānau, schools and neighbourhoods

Local level programmes can facilitate engagement with a range of youth (not just those at high risk or who are identified leaders). Effective programmes are characterised by a strong youth development emphasis, cultural responsiveness, and are academically and future-goal oriented. Engagement with youth should be for a minimum of one year, and be supported by active engagement with a range of support agencies along with families, whānau and school.

Social and economic environments:

Building community capacity and fostering youth opportunities

Programmes for youth are needed that provide opportunities to contribute to society and learn important business and networking skills. Youth thrive when they contribute to society, learn important employment skills and a good work ethic, build connections to local businesses and help others. Partnerships with local businesses, community organisations and government agencies provide youth with opportunities to learn, contribute and solve local social issues. Through these engagement opportunities, youth are able to be seen as a positive resource, form links with others in the community and learn through experiences.

Larger society:

Building supportive policy and advocacy

At the policy and advocacy level, local, district and regional policies can provide strong foundations to ensure children and youth are valued citizens, have their interests respected and valued, their knowledge recognised and their contribution to society now and in the future developed. Opportunities for philanthropic organisations to support this include through working with local government, iwi, and service providers to develop policies and strategies that create positive and supportive environments for youth.

Feedback from BayTrust communities

Community hui

A total of 116 people participated in four community hui, jointly convened by BayTrust and the Ministry of Social Development, held in Rotorua, Taupo, Tauranga, and Whakatane. Hui participants represented a wide range of community groups, key individuals and government agencies. Hui participants were asked to consider their vision for successful support for young children and youth, and to identify key issues and priorities for philanthropic and collaborative investment.

Key findings from the hui are summarised below.

Participants' visions for young children and youth strongly aligned with the evidence about healthy child and youth development. Strong positive relationships with caregivers, living in healthy housing, good nutrition, positive high quality education and access to quality health services were identified as integral to healthy development of children in the first 1,000 days.

Similarly, strong positive relationships with family, whānau and the community; a positive sense of identity; active participation in leadership, civic, economic and education opportunities; and being supported to follow their aspirations and reach their full potential were identified as necessary for the development of youth. Participants considered that success in achieving this vision would be demonstrated by decreases in negative indicators, and increases in positive indicators across a range of outcomes.

Hui participants reflected that communities have an important role in optimising the potential of children and youth. Enabling inclusion and building strong families and whānau, hapū, iwi and communities was seen as a key priority. Representatives from community organisations reflected that community involvement and support from volunteers was "astounding", and a significant community strength.

Collaboration between organisations, people and between government and communities was a strong and consistent theme. More integration of services was seen as central to better collaboration. Enthusiasm for a "community hub" was expressed at each hui, incorporating a single site where community services could be co-located to increase efficiency, sharing of information and effective referral pathways, and ease of access to a range of services. The Harakeke integration model was proposed as one that weaves together families and homes, communities, services, and the environment.

The positive contributions of iwi were acknowledged and participants expressed a desire for this collaboration to be continually strengthened. Alongside increased collaboration, participants indicated that planning for services should enhance the value of working towards shared goals in a more cohesive and coordinated way, including through the identification of shared or collective outcomes and theories of change.

Overall, feedback about current services for children and youth was very positive. All communities stressed the need to retain what they currently have—as long as the service is connected, accountable and demonstrably effective. Overall, key areas where community organisations identified more services were needed aligned with the international research evidence of what works, including:

- greater investment overall in the early years, with a focus on prevention and early intervention

- safe, affordable, warm housing, including emergency housing

- parenting skills programmes, particularly for expectant/new parents, with a focus on key issues such as attachment and brain development

- programmes that enable parents to support each other

- support for young pregnant mums

- incentives (e.g. payments) for positive parental behaviours

- information for communities about what services are available and how to access them

- more localised approaches, i.e. delivery in small communities and homes

- wrap-around support where required

- engagement of positive role models (including kaumātua) and mentoring

- initiatives that focus on “growing healthy men”, particularly during key transition phases such as from intermediate to high school, where it is critical to maintain motivation in school

- for youth: more accessible youth programmes; learning, leadership and “experience” opportunities; and activities such as events that are alcohol and drug free.

Participants noted it was important to ensure that access to community services was as easy as possible and that streamlined referral services within and between services were essential. It was important that services focusing on both the first 1,000 days of a child’s life, and youth, were holistic and strengths-based approaches (such as Whānau Ora), focused on promoting wellbeing, rather than on illness or deficits. Participants also wanted to see greater emphasis on prevention and early intervention for both age groups. The need to tailor services to reach high-needs groups was important, alongside the need to maintain strengths-based relationships to support change and positive outcomes over the longer term. There were also consistent calls for the inclusion of more traditional Māori knowledge in service delivery, e.g. through the wānanga.

Workforce risks including recruitment, retention and burn-out were identified. There is a constant need to upskill and train (particularly locally) to build service capacity and capability. Staff also need to be valued and supported in an ongoing way.

Community survey

An online survey was distributed to 177 people from organisations that had participated in the regional hui; 60 responses were received (30% response rate).

Key findings from the survey are summarised below.

Participant organisations came from across the Bay of Plenty. Almost half (47%) delivered services in the Western Bay/Tauranga area, while 40% delivered services in Taupo district, 27% worked in the Rotorua district and 28% in the Eastern Bay of Plenty. Nearly three quarters (73%) delivered services to children in their first 1,000 days and to their families/whānau, and 78% worked with youth aged 12 to 24 years.

Key findings related to organisations that deliver services to support children in the first 1,000 days included the following.

- The majority of organisations provided parental support and mentoring, health and wellbeing services for children, early childhood education, and services to support those affected by family violence or abuse.

- Organisations were generally small, with five or fewer paid staff and varying numbers of volunteer workers.

- Areas of strength included organisations' personnel and workforce, effective service delivery, evidence-based practices in service delivery, having a strengths-based approach and using culturally appropriate approaches to working with diverse groups within the community.

- The three most commonly identified areas in need of development were sustainable funding, provision of culturally appropriate services, and internal review and evaluation of services.

- The top three priorities that community organisations suggested for investment by funders were parent education, child development, and addressing the broader context of parenting challenges.

Key findings related to organisations that deliver services to support youth engagement included the following.

- A wide variety of services are delivered to support youth engagement, including mentoring and support; building life skills; supporting wider families and whānau; supporting mental and physical health needs; and family violence and sexual abuse.

- The top three strengths identified by respondents for their organisations included a focus on achieving positive outcomes; effective service delivery; and realistic planning.

- Areas of strength for youth organisations included a focus on developing positive outcomes for youth, a track record of delivering effective services and realistically planned services; a strengths-based approach to working with youth, and qualified and experienced staff; and evidence-based and culturally appropriate approaches.

- The key areas for development were identified as sustainable funding, culturally appropriate approaches, and evaluation and review of services.

- Suggested priority areas for investment by funders were employment and life skills, mentoring, drop-in centres, parenting support and youth leadership.



5.

Recommendations

The Centre for Social Impact team, in collaboration with subject-matter experts, local community providers, government agencies, and BayTrust, has carefully gathered and integrated information drawn from local and international research and “coalface” experience. Informed by the local and international research evidence, the community consultations and the survey data assessed to develop this report, the following recommendations are made to support BayTrust’s investment in the first 1,000 days of a child’s life and youth engagement.

Effective interventions to support positive outcomes

Informed by analysis of the evidence relating to effective interventions for the first 1,000 days of a child's life, and youth engagement, the following checklist has been developed as a guide to support identification of programmes that are more likely to have an impact in supporting positive outcomes for children, youth, their families, whānau and communities.

It is recommended that this checklist is used by BayTrust to assess programmes that are currently funded (for example, to guide ongoing investment or dis-investment), as well as being part of the assessment of new funding proposals.

Positive outcomes focus

- | | <i>Tick if Yes</i> |
|--|--------------------------|
| 1. The programme or intervention has a clear focus on developing/supporting positive outcomes for children (0-2 years), and/or youth, their whānau and communities | <input type="checkbox"/> |
| 2. The programme is strengths-based (as opposed to deficit focused) and helps programme participants develop knowledge, skills and attitudes that will benefit them | <input type="checkbox"/> |
| 3. There is a strong model (outcomes framework and theory of change) about how the programme or intervention will improve a wide range of outcomes for children, youth, families, whānau and their communities | <input type="checkbox"/> |
| 4. There is evidence that the programme or intervention is likely to work, including evaluation evidence that demonstrates potential and impact, and information about learning, development and innovation | <input type="checkbox"/> |

Participation and expertise

- | | |
|--|--------------------------|
| 5. Key stakeholders including youth, parents, family and whānau have been involved in the development of the programme or intervention | <input type="checkbox"/> |
| 6. Respectful relationships are maintained with programme participants, and key stakeholders | <input type="checkbox"/> |
| 7. The programme utilises culturally appropriate strategies | <input type="checkbox"/> |
| 8. The staff have specific training and expertise to meet the needs of programme participants | <input type="checkbox"/> |
| 9. There is evidence of community collaboration and cooperation, to provide a holistic approach | <input type="checkbox"/> |
| 10. The programme provider has a good track record, a mandate to work in their community and works to strengthen community assets | <input type="checkbox"/> |

Sustainability and ongoing opportunities

11. The organisation has problem-solved sustainability issues for the programme/intervention in the future (beyond philanthropy funding)
-
12. The programme is realistic given the resources/funding and staff
-
13. The organisation seeks to develop independence and positive interdependence for programme participants through empowerment and programme participation
-
14. The organisation focuses on building community capacity to support children, youth, families, whānau and communities in the longer term
-

Philanthropy specific

15. This is a niche gap that philanthropy could fill that others currently do not and where there is identified unmet need
-
16. The programme or intervention could eventually be fundable by another agency or department to support sustainability (this may be a pilot that may be fundable in the future)
-

Diverse investment opportunities

BayTrust currently operates a diverse investment approach, and provides grants, loans and other forms of support to its communities. Identification of how best to support the first 1,000 days of a child's life and youth engagement will require consideration of different types of philanthropic support.

In order to achieve positive change in outcomes for children in the first 1,000 days, and effective youth engagement, it is recommended that BayTrust increase investment in venture and catalytic philanthropy.

The size of funding investment will determine, and be determined by, the scope of anticipated impact. There is a wide spectrum of philanthropic levels of investment across New Zealand to support the needs of children and youth, ranging from small, targeted, operationally focused grants, to multiple million dollar grants delivered across multiple years.²⁵

The key differences in the range of approaches, tools, roles and responsibilities of grantees and funders, and intended outcomes for conventional, venture and catalytic philanthropy, are summarised in Table 3. Investing in effective venture and catalytic philanthropy requires innovation, flexibility and a longer term investment horizon, alongside strategic decision making and capacity development.

Table 3: Types of philanthropy

	Conventional philanthropy	Venture philanthropy	Catalytic philanthropy
What is the key question?	Which organisations should I support and how much money should I give them?	How can I hope to scale up effective non-profit organisations?	How can I catalyse a campaign that achieves measurable impact?
Who is responsible for success?	Non-profits	Non-profits	Funders and non-profits
What gets funded?	Individual non-profits	Capacity building at individual non-profits	Multi-sector campaigns
What tools are used?	Non-profit programmes	Non-profit programmes	All possible tools and donor resources
How is information used?	To compare grant requests	To increase organisational effectiveness	To support the change and motivate change

Source: FSG, 2012.

²⁵ Philanthropy New Zealand (2014) Philanthropic funding to support vulnerable children. Wellington: Philanthropy New Zealand.

Reflecting evolving philanthropic practices internationally, philanthropic organisations are being required increasingly to critically consider how they best respond to complex social issues and identify how they effectively invest through:

Acting bigger

- understand the context

- pick the right tool(s) for the job

- align independent action

- activate networks

- leverage others' resources.

Adapting better

- know what works (and what does not)

- keep pace with change

- open up to new inputs

- share by default

- take smart risks.²⁶

This includes taking a systems approach, and making effective use of networks to achieve positive social benefits through:

- weaving social ties—building communities and strengthening social capital

- accessing new and diverse perspectives

- openly building and sharing knowledge and learning cultures to share best practice and key learnings

- creating infrastructure for widespread engagement, connections and new opportunities

- coordinating resources and mobilising collective actions.²⁷

²⁶ Fulton, K., G. Kasper, et al. (2010). What's next for Philanthropy? Acting bigger and adapting better in a changing world. USA, Monitor Institute with support from WK Kellogg Foundation and RW Johnson Foundation.

²⁷ Scarce, D. (2012). Catalysing networks for social change. USA, GEO and Monitor Institute.

Collaborate to support shared outcomes

As noted earlier, there are a range of organisations that are prioritising effective interventions for children in the first 1,000 days and youth. Opportunities for BayTrust to effectively collaborate will support its ability to innovate, scale and replicate effective interventions to support young children, youth, families, whānau and communities.

In order for BayTrust to extend the reach and impact of its grantmaking and other activities, it is recommended BayTrust extend its current engagement and collaboration with other funder organisations with shared strategic interests, including:

- co-investment models through shared grantmaking to invest in outcomes that are of importance to all funders. This type of grantmaking may provide opportunities to leverage additional gains from BayTrust's investment

- participation in social impact investment models. Returns on this type of investment can include increases in human capital through a range of positive social and systemic outcomes, alongside monetary returns

- collective impact frameworks, focused on a common agenda, with identified shared outcomes, mutually reinforcing activities and shared measurement.

Grantmakers for Effective Organisations (GEO) has developed a summary of different types of collaboration models that may be appropriate to the philanthropic sector.²⁸

Supporting vulnerable children and youth is integral to achieving the “Better Public Service” targets established by Government, which state that the key to “doing more with less lies in productivity, innovation, and increased agility to provide services. Agencies need to change, develop new business models, work more closely with others and harness new technologies in order to meet new emerging challenges.”²⁹ This expectation, alongside the large scale investment and policy support signalled through the Children’s Action Plan, provides a strong framework for collaboration between philanthropic funders and government to support shared outcomes. The current collaboration between BayTrust and MSD to support this project demonstrates the willingness to collaborate between key individuals within each of these agencies, and it is recommended that further resources are invested in exploring opportunities to extend and strengthen this collaboration.

Opportunities for collaboration should be prioritised to focus on those which support the improvement of shared, longer term outcomes for a range of community stakeholders, and which also support an integrated ecosystem of connected community services and organisations.

²⁸www.docs.geofunders.org/?filename=forms_of_collaboration.pdf

²⁹www.ssc.govt.nz/better-public-services

Brokering and convening

Alongside collaborative funding models, it is recommended that BayTrust explore and extend opportunities for facilitating connections and sharing knowledge.

As a community trust, BayTrust is well positioned to bring people and organisations together in ways that add value, beyond direct funding. Convening has many benefits, including:

- learning and sharing best practices

- encouraging networking and relationship building between organisations with shared interests

- assisting funders to develop deeper understandings of community needs, aspirations and priorities

- education and increased knowledge

- development of collective approaches and strategies

- leadership development and support

- catalysing networks for collective action.³⁰

Assessment of the overall fit of each of these options will need to be undertaken alongside emergent proposals for funding opportunities.

Acknowledging that BayTrust is a small organisation with limited resources, it is recommended that Trustees consider what additional resources may be required to enable effective brokering and convening.

Investment in an additional role with specific responsibilities for facilitating and enabling strategic relationships—a strategic broker—may be an effective investment to build on existing relationships and collaboration opportunities, as well as to support innovation and extended reach by building new relationships.

³⁰ http://docs.geofunders.org/?filename=role_as_convener.pdf

Strengthening community organisations

Enhancing the capacity of community organisations is a key part of BayTrust achieving its vision for present and future Bay of Plenty communities. If community organisations, particularly those supported through venture and catalytic funding approaches, are provided with targeted and tailored additional capacity development support, they are more likely to achieve their expected outcomes.

It is recommended that BayTrust invest additional resources into supporting capacity development for organisations that it funds through strategic (rather than traditional) funding programmes.

Nationally and internationally, grantmakers are identifying effective ways to support capacity development in community organisations, to ensure that organisations are able to be effective, deliver results and be innovative and adaptive. Supporting adaptive capacity, along with leadership development, management and technical capacity are key elements of effective programme development and implementation, and organisational sustainability.³¹

Investing in capacity development supports key outcomes, including:

- strengthening programme development and delivery

- supporting strategic thinking and big-picture development

- supporting overall organisational growth and sustainability

- positioning organisations to be better and more effective partners in collaboration and shared outcomes.³²

³¹ http://docs.geofunders.org/?filename=what_is_capacity.pdf

³² http://docs.geofunders.org/?filename=what_is_capacity.pdf

Understanding impact

Innovative and strategic approaches to philanthropy require equally innovative and strategic approaches to evaluation and learning. A strategic learning approach acknowledges that there is a reciprocal relationship between strategy and evaluation, and that a focus on learning for social impact helps philanthropic organisations to be better able to continuously learn, grow, adapt and change.³³



Source: Preskill & Beer, p.4

It is recommended that BayTrust implement the following strategies to provide appropriate and effective support for capacity building, including evaluation capacity building.

Create a shared purpose for evaluation that is focused on learning and improvement and that provides relevant, useable data in a timely fashion to grantees.

Build trusting relationships to support planning and reflection to support learning.

Understand grantee's organisational readiness to conduct evaluation and what else may be needed to build sustainable evaluation practice.

Be clear about objectives for building capacity in evaluation.

Match the need for evaluative capacity to methods and scope.³⁴

To conclude, we invite BayTrust to review these recommendations and the supporting documents and data presented. It has been a privilege for the Centre for Social Impact to collaborate with all those people who have contributed to the information-seeking, experience-sharing and analysis processes underpinning this report. We believe there are significant and meaningful ways that BayTrust could support continued transformation of the lives of people in the region, from their first 1,000 days into their youth—and beyond.

³³ Preskill, H. & Beer, T. (2012). Evaluating social innovation. FSG. www.fsg.org.

³⁴ GEO (2012). Learn and Let Learn. Supporting learning communities for innovation and impact. USA, GEO.

