



TE POU MATAKANA  
OUTCOMES FRAMEWORK



Te Pou Matakana  
COMMISSIONING AGENCY



---

INDEX	Page
1.0 Purpose:	3
2.0 The Five-part Outcome Framework	3
3.0 Dimension 1: The overall aim and the mission of TPM	3
4.0 Dimension 2: Outcome Goals	4
5.0 Dimension 3: Objectives	4
6.0 Dimension 4: Success Indicators	5
7.0 Dimension 5: TPM Investment Priorities	7
8.0 Outcome Variables	8
9.0 The Attribution of Outcomes	10
10.0 Diagrammatic Representation of the TPM Outcome Framework	10

This Outcomes Framework, was  
**Ceated by, Professor Sir Mason Durie**  
2014

---

© Copyright applies. ALL RIGHTS RESERVED. Any unauthorised copy, reprint or use of this material is prohibited. No part of this content may be reproduced or transmitted in any form or by any means, electronic or mechanical, including photocopying, recording, or by any information storage and retrieval system without express written permission from Te Pou Matakana.



---

## 1.0 Purpose:

- 1.1 The purpose of the proposed Outcome Framework is to guide Te Pou Matakana towards a systematic approach for determining the benefits that accrue from investments made by the Agency. The Framework allows for whānau, providers, and the Commissioning Agency to agree on indicators that will correlate with desired outcomes, justify expenditure, and lead to sustainable benefits for whānau.

## 2.0 The Five-part Outcome Framework

- 2.1 The Framework incorporates five dimensions. Each dimension recognises the distinctive role of Te Pou Matakana as an agency responsible for improving the circumstances of North Island whānau through the provision of services, whānau innovation, community responsiveness and whānau-empowering policies and programmes. The Framework is intended to identify and measure gains made by whānau and takes into account whānau diversity, inter-generational transfers, and both short term and long term priorities.
- 2.2 The five framework dimensions are:
- 1) The overall aim and mission of Te Pou Matakana (TPM)
  - 2) The outcome goals that TPM will pursue
  - 3) The objectives that contribute to each goal
  - 4) The indicators that will be used to measure benefits to whānau
  - 5) The TPM investment priorities

## 3.0 Dimension 1: The overall aim and the mission of TPM

- 3.1 *'As a result of Te Pou Matakana Commissioning activities, whānau in the North Island will enjoy good health, experience economic wellbeing, be knowledgeable and well informed, be culturally secure, resilient, self managing and able to participate fully in te Ao Māori and in wider society.'*
- 3.2 The mission statement reflects the purpose of TPM, expressed as a high level wellbeing outcome for whānau. It is primarily concerned with benefits for whānau rather than on the efforts of various agents of change.
- 3.3 Underlying the outcome mission statement are six key indicator sets:
- Whānau are knowledgeable and well informed
  - Whānau are healthy
  - Whānau actively participate in communities
  - Whānau are engaged in te ao Māori
  - Whānau enjoy high standards of living
  - Whānau relationships are rewarding and empowering



---

## 4.0 Dimension 2: Outcome Goals

Because the mission statement is broad and not necessarily achievable in the short to medium term, three outcome goals have been selected as ‘stepping stones’ towards the high level outcome. The goals are aligned in two directions: to the high level outcomes contained in the mission statement, and to TPM investment priorities.

### 4.1 **Outcome Goal One:**

Whānau experience quality care and positive results **from TPM funded service providers.**

### **Outcome Goal Two:**

Demonstrable gains for whānau occur as a result of **TPM funded whānau initiatives.**

### **Outcome Goal Three:**

Whānau engagement with societal institutions is rewarding and beneficial for whānau who are referred through **TPM networks.**

### 4.2 The three outcome goals are aligned to:

- whānau who are receiving support from TPM service providers
- whānau ingenuity and innovation through the ‘Whānau Direct’ programme
- whānau who have been assisted by TPM to gain access to community resources and/or facilities.

### 4.3 The triple goals recognise different starting points and different priorities for whānau e.g.

- some whānau may have limited resources and lack knowledge and finances necessary for wellbeing;
- some whānau may have limited access to te Ao Maori;
- other whānau might be particularly interested in gaining the confidence and skills to develop whānau land holdings.

---

## 5.0 Dimension 3: Objectives

5.1 Achieving each goal will depend on meeting a series of key objectives. Objectives will be linked to the identified priorities for whānau and reflect the results from a particular intervention or initiative.

5.2 Objectives will usually be regarded as incremental steps towards a larger goal and will be achievable, measurable, and consistent with the TPM mission.

5.3 Because a whānau assessment might suggest need for concurrent action across a range of areas, a number of objectives could be under consideration at the same time. For each activity different objectives will apply with different indicators of success.



- 
- 5.4 Objectives may be expressed as targets. For example, TPM may require providers to focus on specific risk factors such as sub-standard housing or low household incomes and to set targets for improvements in those areas.
- 5.5 A target could be ambitious (e.g. all whānau household incomes will be above \$25,000 per person) or aimed at moving from a low base to an acceptable base (e.g. all household incomes will be above levels associated with poverty).
- 5.6 The use of targets makes objectives clearer and more easily measured but may not accord with priorities identified by whānau.

## 6.0 Dimension 4: Success Indicators

---

- 6.1 A range of success indicators should be employed according to whānau circumstances and whānau priorities.
- For whānau who are receiving supportive services, measures should reflect the **results** of addressing those needs.
  - The results of whānau-based initiatives will be largely linked to the **intentions** of the initiative (e.g. whānau educational initiatives, improved standards of housing, effective land utilisation).
  - For whānau who are assisted to engage with societal institutions, indicators should be appropriate for the particular benefits associated with the institution (e.g. improved learning outcomes for engagement with schools; improved health for engagement with primary or secondary health care).
- 6.2 Despite the different starting points and priorities, it is possible to locate all outcomes within one or more of six indicator sets that allow for progression along a continuum. The six indicator sets are:
- whānau knowledge
  - whānau health
  - whānau participation in community
  - whānau engagement with te Ao Māori
  - whānau standards of living
  - whānau relationships
- 6.3 A continuum for each set enables different starting points to be recognised and appreciated. Markers along the continuum include:
- a crisis is averted or successfully resolved
  - an unstable whānau position has been stabilised
  - a plan for positive whānau development has been completed
  - positive whānau development has led to success in relevant areas



# 1 Our Whakapapa continued

---

- 6.4 Selecting indicators appropriate to a particular stage of development should be agreed by the parties involved (whānau, providers, TPM).

Indicators for the resolution of a whānau crisis for example might include:

- children have been temporarily placed with a whānau relative;
- arrangements for financial assistance have been made
- accommodation has been secured
- legal assistance has been obtained

6.5 **Examples of Indicators for the Six Indicator sets**

6.5.1 *Set 1: Whānau are Knowledgeable and well informed*

- A truancy problem has been resolved
- Whānau are literate (e.g. health & financial literacy)
- Children are succeeding at school (NCEA & others)
- Whānau are involved in learning networks (school, wānanga, training courses)
- Whānau have acquired skills and knowledge necessary for employment
- Whānau are able to participate in web-based systems of learning

6.5.2 *Set 2: Whānau are healthy*

- Whānau have taken steps to address health problems
- Whānau have adopted healthy eating patterns
- Whānau actively avoid health risks
- Whānau have health insurance
- Whānau are health literate
- Whānau are enrolled in a primary care organisation
- Whānau are involved in health promotional activities (e.g. sport & exercise)
- Whānau take advantage of preventative health measures (such as immunisation, health screening, cardiac assessment)

6.5.3 *Set 3: Whānau participate fully in community*

- Whānau are able to take advantage of community resources
- Whānau are able to approach local authorities with confidence
- Whānau enjoy full employment
- Whānau participate in sport and recreational pursuits
- Whānau are linked in to community networks
- Whānau are engaged in civic affairs



---

6.5.4 Set 4: *Whānau are engaged in Te Ao Māori*

- 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

6.5.5 Set 5: *Whānau enjoy high standards of living*

- Whānau incomes are sufficient to support family needs
- Whānau housing standards are adequate
- Whānau are able to afford healthy food and quality clothing
- Whānau have telephone and internet facilities
- Whānau have safe transport options
- Whānau have adequate insurance
- Whānau have made financial provisions for future generations

6.5.6 Set 6: *Whānau relationships are cohesive and empowering*

- 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

## 7.0 Dimension 5: TPM Investment Priorities

7.1 Te Pou Matakana has yet to finalise specific investment priorities but three distinctive investment pathways are already apparent:

- investments in contracted service providers
- investments in whānau (whānau direct)
- investments in wider community organisations and services

7.2 TPM will report on investment outcomes to Government and will need to demonstrate that investments have made positive differences to whānau and that value for money has been achieved.



- 7.3 A 'value for money' formula will reflect:
- the gains made by whānau
  - the costs for TPM associated with achieving those gains
  - the costs that would accrue if gains had not been made (and the whānau status quo had continued)
  - the impact of the Agency on whānau generally (including whānau that had not been part of the TPM network).
- 7.4 As TPM investment priorities are progressed, inevitably the objectives could also change to reflect the new priorities, and the establishment of alternate goals. However, the higher level outcome aims in the TPM mission will remain relevant.
- 7.5 Hitherto, Whānau Ora investments have largely focussed on contracts with selected providers and results have similarly focused on outcomes for whānau involved with those providers. But a wider question for TPM is related to obligations to all whānau, regardless of their involvement with selected providers.
- 7.6 In that respect TPM effectiveness could be measured against whole of Māori population (North Island) data sets rather than on whānau who receive TPM funded assistance. That wider perspective could have implications for alternate investment models and innovative programmes that do not depend to the same extent on designated providers.
- 7.7 Meanwhile the three existing investment streams (service providers, whānau direct, community agency support) form the basis for outcome measurements.

## 8.0 Outcome Variables

- 8.1 Outcomes need to reflect the differing situations of whānau based on available evidence. Three key variables relevant to whānau outcomes are:
- Progression over time
  - Collectivity
  - Proxy indicators
- 8.2 **Progression over time**
- Optimal whānau development takes time. For many whānau the realisation of potential will occur over a generation rather than over a period of months or even years. For that reason, even though the high level outcomes may not be realistic in the short term, meaningful results that move towards the high level outcome should still be achievable. Outcome measurements need to be able to mark achievements along a continuum that could extend over a decade or more. The continuum accommodates indicators that are related to a particular stage of development for the whānau.





---

Four stages of whānau development are:

- a crisis is averted or successfully resolved
- an unstable whānau position has been stabilised
- a plan for positive whānau development has been completed
- positive whānau development has led to success in relevant areas

Indicators for each stage will eventually lead towards the high level outcome contained in the TPK mission statement but more immediately will be centred around the actual circumstances at a particular point in time.

### 8.3 **Collectivity**

Whānau outcomes are primarily concerned with results for a whānau group. Collective outcome measures are less well developed but can include indicators that relate to the whānau as a whole such as:

- Whānau housing
- Whānau wealth
- Whānau leadership
- Whānau cultural strength
- Whānau lifestyle patterns

Another approach involves the use of indicators designed to measure outcomes for individuals and then contextualising them to augment a whānau profile. Individual measures (such as academic achievement or health status) do not necessarily contribute to wider whānau outcomes but individual achievement can be a defining event for a whānau.

A third set of indicators is based on households. Household indicators (such as household incomes, household expenditure) are likely to measure nuclear families and in that sense are whānau measures. In practice, most whānau outcomes are focused on households rather than the wider extended whānau.

All three levels – whānau, individuals, households - can contribute to ascertaining whānau wellbeing provided that the unit of measurement is identified.

### 8.4 **Proxy indicators**

Despite the increasing use of outcome measures, many aspects of wellbeing cannot be measured directly. The use of proxy measures can compensate for outcome measures. Indicators designed for individuals for example can sometimes be used as a proxy for whānau outcomes. Certain inputs or interventions can also provide indirect evidence of whānau outcomes. Childhood immunisation for example has been used as a measure of responsible parenting; NCEA results have also been used as proxy measures for whānau capability building.



---

## 9.0 The Attribution of Outcomes

- 9.1 The relationship between an intervention and an outcome is not always clear. Variables other than a known action can affect an outcome.
- 9.2 The attribution of an intervention to an outcome implies cause and effect. TPM actions can:
- bear no relationship to an outcome
  - be directly responsible for an outcome
  - have an indirect effect on an outcome
  - make a contribution to an outcome.
- 9.3 Direct attribution is more likely when a specific action produces a result that is totally dependent on that intervention. Arranging home mortgage, for example, can be assumed to link directly to the outcome of whānau home ownership.
- 9.4 But often an intervention has an indirect impact so that the attribution of a result to a particular action can be masked. Raising whānau enthusiasm for physical exercise might eventually lead a whānau team to participate in a triathlon, but the trigger might have been a more proximal event such as a challenge from another whānau.
- 9.5 When a whānau is receiving support from a number of agencies or services, the result might reflect the combined effort. Unravelling the relative contributions to the outcome will seldom be useful; instead a more sensible conclusion might be to simply note that TPM made a contribution to the outcome.

## 10.0 Diagrammatic Representation of the TPM Outcome Framework

- 10.1 The diagram shows the relationship between:
- investments, objectives and outcome goals
  - indicators that enable measurement of outcomes
  - outcome goals and the TPM mission.



## 10.2 Te Pou Matakana Outcome Framework

<b>TPM Mission</b>	<i>'As a result of Te Pou Matakana Commissioning activities, whānau in the North Island will enjoy good health, experience economic wellbeing, be knowledgeable and well informed, be culturally secure, resilient, self managing and able to participate fully in te Ao Māori and in wider society.'</i>		
<b>Outcome Goals</b>	<b>Goal 1</b> TPM service providers achieve positive results for whānau	<b>Goal 2</b> Whānau initiatives lead to demonstrable gains for whānau	<b>Goal 3</b> Whānau derive benefits from engagement with community institutions
<b>Indicators</b>	Indicators that are appropriate for the intervention and reflect progress towards goals and high level outcomes		
<b>Objectives</b>	Results from specific provider actions that contribute to the goal	Results from goal-oriented whānau initiated actions	Results from specific community programmes to assist whānau
<b>TPM Investments</b>	TPM-funded providers and services	TPM resources direct to whānau	TPM influence with community institutions



TE POU MATAKANA  
OUTCOME FRAMEWORK



**Te Pou Matakana**

COMMISSIONING AGENCY

**KIA TŪ - KIA OHO - KIA MATAARA**

STAND TALL - STAND STRONG - STAND VIGILANT

[www.tepoumatakana.com](http://www.tepoumatakana.com)

Level 4, Whānau Centre | 6-8 Pioneer Steet, Henderson, Auckland, New Zealand  
**Postal** | PO Box 21 081, Henderson, Auckland 0650. New Zealand | Phone 0800 929 282

