FORGING A SOCIAL MOVEMENT FOR CHANGE

The Social Impact Revolution – Hallmarks of Social Change
Awerangi Tamihere

Over the last four decades, collective leadership, advocacy and innovation have emerged as platforms of change that have contributed to enduring social impact within Urban Māori communities. Platforms, born out of impoverished communities, which have constantly worked over decades to develop and implement gamechangers that make a real difference on the ground for whānau wellbeing. Platforms that underpin Wai-Atamai, the Social Innovation Hub for Te Whānau o Waipareira. Led by the Director of Social Impact and Innovation, Awerangi Tamihere, Wai-Atamai promotes systems change that enables enduring outcomes for whānau wellbeing. Wai-Atamai is a Social Innovation Hub that continues to play a pivotal role in the social impact revolution for the communities it serves.

Evolving Community Impact
‘Ehara taku toa i te toa takitahi Engari, he toa takitini’

Towards a Common Shared Agenda
The late 1940s through to the mid 1970s saw the migration of many Māori from rural areas to the city, with a significant number of Māori settling in West Auckland. The large number of Māori domiciled in West Auckland enabled the development of strong, collective relationships, which have become the hallmark of West Auckland's Urban Māori identity today.

“These first generations of Urban Māori began to respond to the challenges facing their people. A strong sense of identity developed as they advocated for the needs of their whānau.”

As a result, significant milestones for progressing Māori were achieved including:

• establishment of the first urban marae – Hoani Waititi Marae
• establishment of the first kohanga reo, kura kaupapa and whare kura
• establishment of Te Whānau o Waipareira – the first Urban Māori provider of integrated services to Māori

These milestones were to become the platform for change for the wellbeing of Urban Māori in West Auckland, which was made possible by the community understanding the need to work together collectively in order to effect change.
The Backbone for Progressing a Wellbeing Agenda

The advancement of West Auckland Māori had in effect become the common shared agenda for over 50 local Māori community organisations and committees between the 1970s through to the 1980s. It was this common shared agenda that gave rise to Te Whānau o Waipareira, an Urban Māori organisation mandated to advance the interests of Māori in West Auckland.

Te Whānau o Waipareira Hui, Hoani Waititi Marae, 1996

The Waipareira Mataora Outcomes Framework (2015) identified three high-level outcome aims that underpin the activities of Te Whānau o Waipareira. They encompass whānau, West Auckland communities and Urban Māori. The aims provide a compass for ongoing development and reflect the wider mission of Waipareira to progress the wellbeing of the communities it serves.

Aim 1: Kōrure Whānau – Whānau Transformation

In its formative years, Te Whānau o Waipareira focused on its role as a provider of services to whānau. Whānau Waipareira recognised that its community had multiple needs and complex issues, therefore not one programme nor one service on its own could solve the issues facing whānau. As a result, an integrated model of care was developed, later to be known as the ‘Mataora’ model. A model in which health, education, justice and social services are wrapped around whānau to achieve whānau-directed outcomes. This has been a leading model of ‘for Māori by Māori’ service delivery since the 1990s.

Aim 2: Hapori Momoho – Thriving Communities

Te Whānau o Waipareira is community-led, providing holistic solutions for local issues and challenges – here for the long haul rather than the short term. In other words: a community anchor organisation. It therefore comes as no surprise that a part of its strategy is a focus on collaboration with other like-minded organisations to foster common agendas and achieve shared outcomes that benefit whānau.

Examples of achievements include:

• The establishment of ‘Whānau Centre’, a one-stop-shop for whānau, where a range of providers across health and social service sectors are based to deliver services to whānau.

• Being part of a regional iwi, Urban Māori and Māori provider partnership with Te Runanga o Ngāti Whātua, Te Puna Hauora, Ngāti Whātua Orākei, Manukau Urban Māori Authority and Te Kotahitanga in a Tāmaki collective working together to support regional Whānau Ora programmes and measuring shared outcomes across the region.

Aim 3: Mana Māori – Urban Māori Advancement

Advocacy is at the centre of West Auckland Urban Māori progress, a role Te Whānau o Waipareira continues to invest in through advocating improved circumstances for Māori. Advocating for Urban Māori rights under the Treaty of Waitangi, as well as advocating for government policies to enable integrated whānau-centric solutions, are two examples of advancement through advocacy. Urban Māori Mana Motuhake is thereby expressed and shaped by the courage and bravery of West Auckland Māori advocating fiercely on behalf of whānau.
Innovating for Social Impact
‘Mā Whero Mā Pango Ka Oti Te Mahi’

Innovation is key to fuelling positive social impact. The design and blueprinting of innovative solutions across the delivery of integrated services, community collaboration and advocating for vulnerable communities is the focus of Wai-Atamai. Wai-Atamai, established in 2014 within Te Whānau o Waipareira, fosters innovation by promoting the learning and sharing of ideas that facilitate end-to-end solutions for whānau wellbeing.

Navigating and Innovating in Complex Uncertain Environments

Wai-Atamai operates as an ‘engine room’ for Māori aspirations of which the point of difference is whānau and community-led innovation. It’s a new kind of hub where:

- insight meets foresight
- strategy meets design, and
- change meets innovation.

At its core, the engine room utilises innovation tools which are based upon four pillars of excellence:

- Research – producing impactful discoveries that are well informed and future oriented
- Strategy and Innovation – anticipating surprise, building resilience and generating opportunity
- Change and Transformation – encoding innovation into culture, structure and strategy
- Creative Hub – living the brand from inside out, translating impact through digital storytelling

“Wai-Atamai works alongside like-minded partners in the social impact space, tailoring innovation that addresses social challenges facing the community.”

Examples of Wai-Atamai projects undertaken during its four-year history include:

Insights into Impact ‘Emergence of an Aspirational Index’
- Kia Pū Te Wai O Pareira, Catalysts of Wellbeing
  A retrospective study of three generations of West Auckland whānau and the identification of catalysts of health and wellbeing that contribute to flourishing whānau.
- Kimihia Te Hauora Hinengaro, Pathways to Mental Health
  A research programme exploring the relevance of the inclusion of Māori cultural elements in therapeutic care for Urban Māori in West Auckland. This is a translational research programme now being applied to Mental Health services across Waipareira.

Embedding Impact ‘Transition from funder to provider to whānau-centric outcomes’

Ngā Hua O Mataora, Managing for Outcomes
- Design and implementation of an outcomes measurement programme across frontline integrated services delivery teams.
- Growing an outcomes management culture within Te Whānau o Waipareira.
- Establishment of a ‘Managing to Outcomes School of Change’.

Measuring Impact ‘Reporting on the change that matters most in communities and the resultant value created’

- Ngā Rawa Hapori, Ngā Hua Pāpori, Value Creation by Taitamariki Programme

Collaborating for Impact ‘The multiple challenges and complex needs whānau face can no longer be solved by one service, one sector or one organisation in isolation from each other’

- Blueprinting and incubating a three-year, place-based collective impact programme called #tātou that supports whānau to achieve enduring healthy lifestyle outcomes, with partners across government, private and social good sectors.
- Prototyping a regional collective programme ‘#PitchLocal’, a Whānau Ora ‘Dragons’ Den’-style funding initiative, to increase the depth and breadth of community innovation towards whānau outcomes.
- Establishment and co-ordination of a New Zealand-wide Social Impact Network – ‘Social Value Aotearoa’, which is also part of the global Social Value International network.

Seeing Impact ‘The art of crafting impact in a visually compelling way’

- Design of brand and visual content for ‘Ngā Tini Whetū’, a whānau, generational, leadership programme

Brand & Visual Content, Ngā Tini Whetū Leadership Programme 2016-18
Feeling Impact ‘Inspiring action and change through digital storytelling’

- Production of a Waipareira social impact short film – valuing the change that matters for tamariki and their whānau for mental health wellbeing.

Catalysts and Invigorating Impact to Achieve Outcomes

The sum total of programmes undertaken by Wai-Atamai contributes to the three broad aims of Waipareira – Kōrure Whānau, Hapori Momoho and Mana Māori.

The three aims in turn contribute to measuring whānau moving from languishing to flourishing. A progression of change measured by six outcome domains that form part of the Whānau Waipareira Mataora Outcomes Framework:

- rangatiratanga – self-determination and self-management
- mātauranga – access to knowledge and information
- tikanga – cultural integrity
- oranga – healthy people, healthy environments
- ohanga – sustainable economies

Whānau progress against each of these outcome domains is also evident as a result of the previously discussed milestones achieved by Urban Māori during the 1970s to the 1980s. In fact, it can be said the social impact revolution has now firmly taken hold in West Auckland.

While change that is enduring within vulnerable communities can only be seen over time, “we can take heart that the efforts of many coming together to progress a common shared wellbeing agenda lies at the centre of making the change that matters for whānau and the community.”

The Platform for Change for Enduring Social Impact
‘E tūtaki ana ngā kapua o te rangi, kei runga te Mangōroa e kōpae pū ana’

The last five decades have seen the building of a strong movement for progressing the wellbeing of whānau across West Auckland. An Urban Māori movement that comes together to address social challenges facing its people and community – a movement that has evolved into a broader movement, the Whānau Ora movement – working and collaborating alongside like-minded partners locally, regionally and nationally to progress the wellbeing of Māori.

Although the challenges facing Māori in the city can seem daunting and at times overwhelming, as shown within West Auckland and its community backbone, Te Whānau o Waipareira, and while progress at any one moment in time can seem so small – when connected to milestones over time the progress for uplifting our people continues to be vast and driven with innovative thinking and practices.