

A Review of the Clearing House Project

Prepared for:



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Executive Summary

The aim of the Clearing House project is to develop a website based clearing house to provide an information and communication resource to support local/regional and national networks of academic/government/private and tangata whenua, community and voluntary sector organisations involved in a wider collaborative research centre.

A review and monitoring process is Deliverable Four of the funding contract held by the Clearing House (project) with the Department of Internal Affairs. The framework for this was submitted last year, and this evaluation report constitutes Deliverable Six of that contract.

The primary aims of the review were to identify:

- What progress has been made towards the achievement of the overall project outcomes; and the overall project aim?
- What factors have facilitated/hindered the achievement of project outcomes?
- What the key lessons or ‘learning’ from the project to date have been that will support the Clearing House in its future engagement with its constituents and ongoing endeavours?

Twenty interviews with internal and external project stakeholders, an online survey and a review of project documentation were the data collection methods used to inform this review. While the number of survey respondents was not large (24), the depth of the interviews, the range of stakeholders from key institutions and the recurrence of key themes, provides confidence in the findings

Key Findings

The project has three primary outcomes:

- *Outcome 1:* Establish and maintain living relationships among tertiary and research institutions and the tangata whenua, community and voluntary sector that supports appropriate research.
- *Outcome 2:* Promote and disseminate research relating to the tangata whenua, community and voluntary sector.
- *Outcome 3:* Contribute to the strengthening of the identity and role of the tangata whenua, community and voluntary sector.

The key findings in the executive summary (and in this report) are presented relative to progress towards the achievement of the primary project outcomes. A summary of key ‘learnings’ to inform future project decision-making is also noted herein.

Overview

There is a unanimous view amongst the stakeholders who contributed to this review, that the Clearing House project is needed both to enhance the profile of the sector and

to improve access to research information, in a manner that is consistent with the values and ethos of the sector.

Outcome 1: Establish and maintain living relationships among tertiary and research institutions and the tangata whenua, community and voluntary sector that supports appropriate research.

All stakeholders agree that, to a limited degree, living relationships have been established with key stakeholder groups. For the most part however, there is a belief that living relationships are “still emerging”. Stakeholders cite examples of formal links that have been established with tertiary institutions and some community and voluntary sector organisations. However, there is a sense that these relationships particularly in relation to tertiary institutions, are primarily with individuals and not embedded in/with the institution/organisation.

Establishment of the organisational entity, the tangata whenua and tangata tiriti (two house) governance structures and the development of the website, of necessity, have been the core foci of the Clearing House project. Stakeholders acknowledge this as a major achievement in the two-year time frame, and believe this to be the main reasons why there is evident, but limited, progress in relation to the establishment and maintenance of living relationships.

On reflection, internal stakeholders especially are of the view that the achievement of living relationships – in addition to building the necessary governance and administrative process and the website – was an admirable, if optimistic stance to have taken.

Outcome 2: Promote and disseminate research relating to the tangata whenua, community and voluntary sector.

Stakeholders generally believe that the Clearing House project is promoting and disseminating research relating to the tangata whenua, community and voluntary sector. Stakeholders mention the development of the website, the resources (uploaded, and downloaded), the recruitment of members, the development of a code of practice, and the presentations undertaken at conferences as evidence of this activity.

With the governance structures established and the website up and running, the Clearing House is seen to have a solid foundation from which ‘to kick-on’. That is to have a focus on those activities that support the promotion and dissemination of research.

Outcome 3: Contribute to the strengthening of the identity and role of the tangata whenua, community and voluntary sector.

The Clearing House has established a presence with some of the community in the tangata whenua, community and voluntary sector. There are still many organisations to reach, and much research to be sourced for the website. Stakeholders note the project is in its early stages, and has dealt with some of the challenges of cross-sector initiatives in its establishment. Internal and external stakeholders’ views are aligned, over the next steps for the Clearing House.

The ways in which the Clearing House project contributes to the strengthening of the identity and role for the tangata whenua, community and voluntary sector are; in the establishment of the code of practice, the governance process which models a two house process (tangata whenua/tangata tiriti partnerships), the development of the website and in the increase in the priority of research for the sector.

Key project 'learnings' to inform future project decision-making

Stakeholders put forward a range of suggestions in relation to future activities and priorities for the Clearing House including:

- Increase awareness of the Clearing House offering
 - Increase awareness of the Clearing House, so it becomes THE place to go for community research
 - Increase the visibility of the Clearing House on specific issues, so people look to it as an important contributor which is a part of their broader sector networks
 - Increase the volume of research listed so it becomes an important site for New Zealand community research.
- Use a variety of communication approaches to increase awareness
 - 'Placement' of profiles in sector and academic communications such as newsletters, emails, with links to the Clearing House website
 - Produce a variety of material for use in communications e.g. sound-bites, report backs, updates on research
 - Keep working and using the strengths of the key relationships with the founding partners but build an independent identity for the Research Centre and Clearing House so that people don't see this as aligned to any one group or institution
- Add value to the website
 - Featuring news items on the home page, features on researchers or research projects
 - Greater interactivity including online forums and other activity that enables two way communication
 - Seek to increase and broaden the range of quality research included on the site
 - Establish reciprocal links to other relevant websites
 - Promote related sector events
 - Provide information about research training, conferences and scholarships.
- Build relationships
 - A strategic focus on tertiary sector, both at an the institutional level and amongst staff teaching research

- A planned approach to building/maintaining ‘offline’ relationships. For instance there is a need talk to other groups about how the Clearing House can relate to them and their work e.g. ANGOA, WEG, ASSR, PNZ
- Make regular use of existing sector events such as ANGOA Research Forums, NZCOSS, VNZ, NZFVWO, CST forums and other conferences to build engagement
- Utilise the Code of Practice to facilitate greater engagement - it is a unique difference for both researchers and the sector.
- A focus on building tangata whenua participation:
 - There is a need to seek out Māori and indigenous research
 - There is an expectation that the Clearing House will build relationships with Māori/indigenous research organisations e.g. Nga Pae o te Maramatanga, University of Auckland
 - It is suggested that building relationships with iwi and Māori provider associations e.g. Te Kahui Atawhai o te Motu, Nga Ngaru Hauora o Aotearoa, Māori Evaluator Association as one way of facilitating engagement or participation by tangata whenua.
 - The needs of Tangata Whenua in relation to Community Research is unclear. This is one of the crucial components of building tangata whenua participation.

Recommendations

It is recommended that the Tangata Whenua and Tangata Tiriti governance groups:

- use the findings in this evaluation report to inform planning and decision-making on the next phase of development, with a strong focus on promotion and relationship building to realise the full potential of website development to date
- give priority to progressing work on implementing its agreed funding strategy to secure the necessary financial and personnel resources to implement its strategic direction, informed by these evaluation findings.
- identify tangata whenua needs and determining how the project can contribute to the aspirations of community research from Te Ao Maori perspective (Māori world view).

1 Project Description

1.1 Clearing House project aim and outcomes

The aim of the project is to develop a website based clearing house to provide an information and communication resource to support local/regional and national networks of academic/government/private and tangata whenua, community and voluntary sector organisations involved in a wider collaborative research centre.

The project has three primary outcomes:

- *Outcome 1:* Establish and maintain living relationships among tertiary and research institutions and the tangata whenua, community and voluntary sector that supports appropriate research.
- *Outcome 2:* Promote and disseminate research relating to the tangata whenua, community and voluntary sector.
- *Outcome 3:* Contribute to the strengthening of the identity and role of the tangata whenua, community and voluntary sector.

1.2 Clearing House project background and activities

This project is part of a wider initiative to establish a Research Centre with a focus on research in, for, by and about the tangata whenua, community and voluntary sector. Full details of the history, vision, values, key supporters and strategies of this Research Centre are included in appendix 4. Support for this Research Centre vision has been led by the Community Sector Taskforce with strong networks across the Tangata Whenua & Community Voluntary sector. On the tertiary sector side, Unitec NZ has been the fund holder for this project, providing project supervision and support. Governance Group members are drawn from a wider range of organisations within both these sectors and all have contributed a very large amount of voluntary effort to progressing the project to date. The project manager contracted to the project brought a wealth of expertise to implementing the project vision. Funding from DIA's digital strategy and ASB Trust has provided the vital financial resource for the project to date. Please see www.communityresearch.org.nz for the website itself.

2 The Review

The primary purposes of the review as agreed by the Evaluation Management Group of the Clearing House project were to:

- Allow the governance group and project management to ‘take stock’ of progress to date to inform future decision-making with respect to what next, and where to next for the project.
- Provide baseline data and a potential framework for ongoing project monitoring and evaluation.
- Meet the contractual requirements of the Clearing House (project), to the Department of Internal Affairs, to provide a final report and to keep other stakeholders informed.

2.1 Review objectives

The primary aims of the review therefore were to identify:

- What progress has been made towards the achievement of the overall project outcomes; and the overall project aim?
- What factors have facilitated the achievement of project outcomes?
- What factors have hindered the achievement of project outcomes?
- What the key lessons or ‘learning’ from the project to date have been that will support the Clearing House in its future engagement with its constituents and ongoing endeavours?

2.2 Methodology

This review was a collaborative effort between the Clearing House (through the Evaluation Management Group (EMG) established to oversee the review process) and Nan Wehipeihana, an independent evaluation consultant. A review/evaluation plan was jointly developed by both parties through a series of emails, telephone discussions and a teleconference with the EMG. The plan outlined the review purpose, objectives, data collection methods, reporting and timeframe and was completed on 1 April 2008.

Three main methods were used to obtain feedback on the Clearing House project: (1) Interviews with key stakeholders; (2) An online survey; and (3) Review of project documentation, monitoring/progress reports and website statistics. A summary of the key findings was presented to the Research Centre Governance Group on 18 May to obtain their input into the overall findings. In addition, the presentation provided advance notice of stakeholder suggestions to inform decision-making with respect to future activities and objectives and implementation of a transition plan which progresses the organisation from project mode to operational mode for the Research Centre and the Clearing House. A draft of this report has also been available to the Governance Group for comment.

Interviews with key stakeholders

A list of 46 internal and external stakeholders were identified as potentially providing

feedback on the Clearing House project to ensure coverage of tangata whenua, community and voluntary sector, tertiary institutions, government, philanthropic sector connections. Governance members and the external evaluator were allocated approximately three or four stakeholders to interview. The governance group members undertook the majority of the interviews and the external evaluator conducted two interviews, one with representatives of each whare (Tangata Whenua and Tangata Tiriti).

A total of 20 interviews were completed, 19 telephone or face-to-face interviews and one internal stakeholder completed the interview by email. Whilst this is less than originally anticipated 46 interviews, the interviews achieved coverage of each of the stakeholder sector categories and the level of detail and the commonality of themes and ideas being expressed, would tend to suggest that interviewing to 'saturation' had been achieved.

Please note: In this report internal stakeholders are those who have been actively involved in the governance and operational functions of the project and external stakeholders are those who have not had significant involvement in project governance and management roles. Of the 20 interviews, 6 were categorised as internal stakeholders and 14 as external stakeholders.

The main reason for non-completion of interviews was that respondents were not available to be interviewed within the research time frame (originally a two week period, but extended to four weeks). Some were overseas and some were unable to arrange a suitable interview time for the interviewer and the respondent. In addition, two potential respondents declined to be interviewed because they did not feel they had sufficient knowledge of the project (having been newly appointed to roles or having had limited involvement in the project). Further, some interviews were not undertaken because the interviewers were not able to conduct the interviews during the timeframe of the research.

Interview instructions were provided to all interviewers. These covered contact procedures, ethical/consent processes, note taking, synthesis of data and timeframes. Participant consent forms and an interview schedule (into which responses could be typed or hand written) were also provided to all interviewers. These documents are appended to this report.

Each interviewer provided detailed notes to the evaluator, using the interview schedule as the template to write up the interviews. Interviews were undertaken from the 4th to the 30th April 2008.

Online questionnaire

The website facility offered the opportunity to obtain feedback from a broad cross section of people involved in the project. The survey was kept short with a total of 17 questions. The questionnaire used mainly pre-coded responses or rating scales to make it easy to complete and to aid analysis. A link to the questionnaire was sent out to 250 registered members on 8 April 2008. While the online survey enabled feedback to be sought from the broad spectrum of people who have been involved or had contact with the project, in fact few people (n= 24) responded online.

Analysis of project documentation

A brief scan of the project documentation was undertaken to provide a ‘picture’ of the project history, evolution and activities to date, and importantly a context to understand the feedback on the Clearing House gathered as part of the reviews. This included:

- Progress report to the Department of Internal Affairs, October 2006
- Progress report to the Department of Internal Affairs, January 2007
- Progress report to the Department of Internal Affairs, April 2007
- Progress report to the Department of Internal Affairs, June 2007
- Progress report to the Department of Internal Affairs, October 2007
- Progress report to the Department of Internal Affairs, January 2008
- Our Strategies in Action (Draft version 0.6.1) Tangata Whenua, Community & Voluntary Sector Research Centre
- Review and Monitoring Process For the Clearing House Project, July 2007
- SWOT Analysis from a Tangata Whenua perspective

It had been envisaged that this process would include a review of project correspondence, media clippings or similar to ‘assess’ community impact. Due to time constraints, this aspect of the review was not undertaken. Similarly links to the website and or references in newsletters or online forums would also have provided an indication of ‘reach’ into the sector. The latter was not undertaken due to the need to devise an effective search strategy. This could not be completed within the timeframe and resources available of the review.

Website data

Progress reports¹ were examined for project information in relation to the website development and website statistics.

Data is collected from the website regularly and tracked for patterns of use and to assist with ongoing improvements to the site. A summary to date, shows that site has 259 registered members and of those 125 agree with the Code of Practice, 74 are listed as researchers whose profiles are visible to others (i.e. they are available to be contacted for collaborative projects) and the site has had over 14,000 visitors in the later year. In addition, the downloading of research is tracked and enables sought after resources to be identified and confirms the popularity of subjects that visitors are seeking.

¹ Progress report to the Department of Internal Affairs, October 2007 and Progress report to the Department of Internal Affairs, January 2008

3 An Assessment of Progress Against the Key Project Outcomes

3.1 Outcome 1: Establish and maintain living relationships

This section of the report relates to Outcome 1 of the project: the establishment and maintenance of living relationships among tertiary and research institutions, tangata whenua, community and voluntary sector that supports appropriate research. It firstly presents the documented project achievements followed by stakeholder feedback on this outcome.

3.2 Document projected achievements in relation to the establishment and maintenance of living relationships

The final project completion report for the Clearing House project, January 2008 noted the following achievements in relation to this outcome:

1. Set up governance group – this group was setup and later evolved through an inaugural AGM to umbrella “The Tangata Whenua, Community & Voluntary Research Centre” to facilitate the sustainability of the project and independence for funding. It is made up of Tangata Tiriti and Tangata Whenua members
2. Appoint project manager – recruitment and selection completed
3. Establish broad stakeholder engagement – stakeholders are varied and include 259 members:
 - 32 central government
 - 2 district health board
 - 15 Iwi/Maori organisations
 - 11 local government organisations
 - 73 NGO (including some Maori groups)
 - 5 philanthropy organisations
 - 32 private researchers
 - 9 tertiary institutions
 - 38 university
 - 1 wananga
 - 41 unknown
4. The Code of Practice was drafted, consulted, finalised and published. It has been accepted by 95% of new members, since its last publication in October 2007. Only 2% of members overall chose not to sign up to the Code of Practice.

5. Establish long term sustainability – (1) the website has been designed for low personnel requirements, self monitoring by its community reduces initial projected costs, (2) a funding strategy has been completed and is in action, (3) future funding is being sought by the newly established governance group, and ongoing development of the website will continue so that it is responsive to the demands and expectations of its membership

3.3 Stakeholder perspectives in relation to the establishment and maintenance of living relationships

Defining living relationships

There is a general understanding amongst most stakeholders that living relationships are:

- a way of connecting and being connected
- relationships that are ongoing and developing
- a sharing of power between researchers and communities
- an interweaving of the different sectors and stakeholders.
- whanaungatanga which binds people and organisations through whakapapa, whenua, whanau, hapu, iwi, and whakapau kaha ki te kaupapa.
- hononga which links people and organisations through a shared kaupapa built on values such as manaakitanga, tika, pono and aroha
- mahi nga tahi or partnerships which maintain the mana of participating parties.

Actually working together across the three components with the other two entities, for the benefit of the voluntary.

(Living relationships are) where there is actual interaction, regular connections, and day-to-day awareness (rather than just vaguely knowing there is a group out there, but not sure what it is really about

A few external stakeholders are unaware of the term living relationships, or have a negative connotation of the term, suggesting ‘sustainable or enduring relationships’ instead of ‘living relationships’.

The components of living relationships

Both internal and external stakeholders believe the components of living relationships are; contact and ongoing communication, communication that is respectful of the needs and circumstances of all involved, shared values and understanding which underpins the relationship, or a conduit for those who want research undertaken and available researchers. This leads to ‘added value’ for each party within the relationship.

For tangata whenua this translates to manaakitanga, whanaungatanga, rangatiratanga, hononga all of which are underpinned by the values of tika, pono, aroha, mana, wehi ihi and whakapapa.

Something more is achieved together than alone, something practical, sharing research, finding common research interest, identifying new research agendas, linking those who want research with those who can do, how research should be done, code of practice.

It has to be two way. It must involve good communication, which includes an understanding of the situation and the needs of each other. And there needs to be some shared values that sit behind the relationship; its more than just a neutral meeting place, but involves a sense of 'we are trying to do something together here'.

Evidence of living relationships

Stakeholders point to the following activities as being evidence of living relationships:

- a connection between researchers and communities needing research to be done
- facilitation of discussion and reflection on research
- a sharing of findings
- new research interests are being identified
- a sense of contributing to/building a community of practice.
- whanaungatanga built out of respect for each others values
- recognition of tangata whenua and their role as first nations
- research which takes into consideration the world views of our diverse communities

There is a sense that a living relationship is desirable, and stakeholders visualise it in the following ways:

There would be growing understandings between the different groups of their respective values, ways of doing things, and day to day realities

A one stop shop for tertiary and research institutions when wanting to access research, researchers and standards relating to research of and within the Sector

The Clearing House Project desires the tertiary sector to operate within agreed principles of a living relationship including working within a Te Tiriti relationship framework. Stakeholders recognise at that times these relationships will be difficult given the nature of the organisations, and the requirement that some decisions are sanctioned at higher levels (and any representation needs to take this into account). Stakeholders note there are also formal ethics procedures for research that need to be adhered to within tertiary organisations.

Examples of practical issues for tertiary research institutions and whare wananga in developing living relationships with the Clearing House Project mentioned by external stakeholders include:

Funding is so competitive, inadequate. Currently there is too much individualism and competition. All the structures of the tertiary sector are the opposite of what you need for sustainable relationships.

There would be some additional requirements around issues of sustainability from an academic point of view. Are you reliable? Are you going to be here tomorrow?

It is the intention of the Clearing House Project that Te Tiriti guides relationships with tangata whenua and tikanga Maori guides practice. Tikanga is central and governs how decision-making processes and relationships are constructed. Stakeholders comment that it takes time to build relationships. Building relationship with Tangata Whenua engenders a total commitment to working within a Te Tiriti Relationship Framework which is built on the intent of Te Tiriti O Waitangi as understood by both tangata whenua and tangata tiriti. They also recognise there is a need to have a commitment to collective decision-making processes and accountability back to the people, as the following quotes illustrate:

Sustainable relationships might be possible within hapu or iwi, but between them, it is difficult. There's resource scarcity and competition. Knowledge is owned within hapu or iwi, making it difficult to share.

Under whanau, hapu iwi and the way the various values interconnect and play out on the research topic. For example, if you're doing research on community sustainability you would do it from a whanau, hapu and iwi perspective.

Partners: whanaunga, hapu, iwi, community (national and international) and The Crown. Needs: A level of autonomous power, resources, partner's understanding and support. Desires: the flexibility to change over time, which requires a higher level of understanding, resources and support.

The tangata whenua, community and voluntary sector (the Sector) is very diverse and stakeholders believe a living relationship needs to have the flexibility to change over time. Stakeholders comment that there is a wide skill level within the Sector and that while there is a need for coaching and support for some, there is always a need for partnership and mutual respect.

Partners: The community (essentially local), tangata whenua and government. Needs: understanding, resources and support, especially from partners. The flexibility to change over time, which requires a higher level of understanding, resources and support.

Some of what they do in terms of research is pretty basic. Some may need more coaching and support, and encouragement than we may expect.

Having a feeling or a connection with people's humanity. Give a bit of joy in their lives that makes their lives better – showing love to them. Expressing some qualities of love, support compassion, justice or even a spiritual concept. It's that Social Justice perspective.

Have living relationships been established and maintained?

Both external and internal stakeholders agree that, to a limited degree, living relationships have been established with key stakeholder groups.

Internal stakeholders comment that the relationships formed are primarily with the people involved in governance. They observe that the Clearing House's relationship with other stakeholder groups is "reasonably tenuous", especially with the tertiary sector. Internal stakeholders speak of the goodwill and support for the Clearing House idea in the tangata whenua, community and voluntary sector, but believe this is yet to be translated into strong and living relationships. Internal stakeholders suggest that if living relationships were established, there would be more demand and external stakeholders would be asking more and contributing more.

I think the foundational work has of necessity been focused inside the project getting the technology and systems established. I think people know about the clearinghouse in principle, and in the latter months of the project have become more interactively engaged.

We have begun and made some headway but still a lot of relationship building to go. 250 members is not a bad start, which suggests interest in the concept.

Only in some cases, community and voluntary sector strong, Tangata whenua at early stage.

I don't think so – living relationships are with people – not organizations. Optimistic expectation.

External stakeholders believe that living relationships are "still emerging". They speak of formal links that have been established but observe these are not really used in daily practice yet, especially with the tertiary institutions.

Some formal links, but not of any substance yet and difficult to maintain. This is the area the Clearing House has been least successful. Have managed to use the COP in a creative way – 122 signing up, but overall are moving slower than I had hoped. Universities, polytechnics, wananga not taking it seriously yet.

All stakeholders see the living relationships as being in an emerging stage, rather than in a maintenance stage. Stakeholders note there is need for regular, proactive communication with external stakeholders if living relationships are to be maintained because otherwise external stakeholders may forget about the Clearing House project.

Has gone off my radar. Have no idea how much research is up there.

No – I feel out of the loop. Though I refer to the website in discussions about research with others, ironically I have not used it myself. It is not at the front of my mind.

Development of tangata whenua/tangata tiriti partnerships

There is some (though not universal) acknowledgement that tangata whenua/tangata tiriti partnerships are being developed as part of the Clearing House project. Stakeholders note it will be important to have and to maintain direct, active contact

with the institutions and organisations to develop tangata whenua/tangata tiriti partnerships. Internal stakeholders point out that they have made substantial effort to develop tangata whenua/tangata tiriti partnerships.

In terms of within the project itself, there have been genuine and serious efforts to do that, reflected in the structure and the project for the governance group. It's been deliberate and serious attempts to do this. Beyond the governance group I am not quite sure. Not sure what it would look like. The kaupapa of the centre is not so much to do research itself. There have also been efforts to make the website accessible and responsive to the two cultures, but that's not a partnership.

Stakeholders feedback about the two-house (tangata whenua/tangata tiriti) model, which underpins the project is, highly positive.

I see from the outside a great effort. I notice the 'two house' model, use of caucusing and appointing trustees from both caucuses. These processes have obviously been carefully thought out, and implemented. It is hugely impressive what has been achieved so far, when you consider where other parts of the sector still are. You have gone a lot further than many other initiatives.

Awesome relationships developed with members of the Working Party. This model is the best way to develop and maintain partnerships. It is a well developed model; it has a clearly defined kaupapa and process and should be rolled out nationally. It enables relationships to be developed and maintained taking into consideration people's world views and foster trust and respect.

External stakeholders report there is some tension evident in developing tangata whenua/tangata tiriti partnerships. They note that considerable negotiation is required to facilitate these partnerships. There is a level of uncertainty amongst tangata whenua about the tangata whenua/tangata tiriti relationship coming to fruition given the history of colonisation.

Some tension between say Wananga and other Maori units at universities where their sense of competition or independence is stronger than their sense of collaborating with outsiders. A symptom of colonisation.

Expectations of Clearing House project achievements within 2-year funding period

While some stakeholders believe the project has met expectations, there is still much work to be done to firmly establish the Clearing House. Feedback from internal stakeholders' comments reflects a need to be realistic about the pace at which relationships are established.

Relationships always move at a human pace and sometimes we overestimate how easy or quickly one can develop relationships. One of the lessons is about modesty in expectations.

However there is an expectation that by now stronger/more active engagement from tertiary institutions might have occurred and that stronger relationships with tertiary institutions (as opposed to individuals) might exist. Instead, there is evidence that

relationships with tertiary institutions have been harder to establish than was initially foreseen.

Expected we would have had stronger engagement from universities by now – especially Waikato and AUT and Massey, but this has been slow – partly a factor of individuals workload and partly a factor of our project focusing more on the IT side than the relationship building side too. But at an individual level, the number of members is very encouraging, so the basis for relationship building is growing

Originally when conceived of, made an assumption about academic input, to get some support to publish a paper – commitment from AUT, Massey and Waikato as a quality assurance. Didn't need it. Didn't go back to them with a role. Goodwill was there, time not there and role in terms of what we would ask.

I would have hoped for a bit stronger relationships beyond those directly represented on the governance and a bit more institutional relationships with universities and organisations.

There is also an acknowledgement that the Clearing House project systems and processes took time to establish and this has been a major achievement in itself. This of course, could not have been achieved without first developing a strong working relationship with a very diverse group of individuals from very diverse Sectors (i.e. tertiary, tangata whenua, community & voluntary)

There was [minimal] funding [budgeted] for the website [development] at application time. This was because the applicants understood that the prototype that students had made was complete and functional. It was not. A status report on that website found that the website was well short of targets and not sustainable. So funding and time to design and build had to be added in without the support of dedicated funding or timeframes. This proved difficult – but not insurmountable. I expected that a lot of the time would be spent establishing the clearinghouse itself, obtaining resources and developing systems. I think it is unrealistic to expect that significant traction would have also been established with such a diverse range of stakeholders.

External stakeholders' comments generally verify remarks made by internal stakeholders. Some external stakeholders' expectations have been met, and they are pleased with the progress to date. However external stakeholders can also identify areas where further work needs to be done to develop living relationships. In some cases external stakeholders expect more to have been achieved by now.

External stakeholders recognise the gains made to date, and acknowledge that it takes time to build strong relationships.

It has exceeded any reasonable expectations I would have for a 2 year project. It is amazing what has been achieved already and at the level it has been achieved. Real relationships take time.

Solidify existing relationships. I think the project has far exceeded what was expected. Robyn has done a wonderful job of piecing together – giving our

expectations 'life'. The relationship between her and Margy-Jean together has pulled this together with the help and support of the Working Group. What is also important is that the funding model did not dictate how, but more what, which gave more leverage and mana.

There is recognition by external stakeholders that the establishment of internal processes and systems are a significant achievement in itself, which occurred alongside the development of living relationships.

Getting its own organisation well supported and functioning

External stakeholders' unmet expectations relate to two key areas – governance and relationship building. In terms of governance, key areas of focus for external stakeholders are; the level of progress made in developing a visible and shared plan for the future, the need for greater accountability to stakeholders, and greater contribution to research with strategically significant research underway, as the following quotes illustrate:

Not as much as people (especially funders) often think. We need to be more patient. Real relationships take time to build. I would expect some progress to have been made, and some coherent plan for the future, e.g. stakeholders identified, where no progress has yet occurred. (There is a need for) some analysis of why not and what can be done about it.

Establishing accountability to its stakeholders – people are working on behalf of organisations and sectors. This should begin to include not only outward accountability (sending out reports etc), but should hopefully soon begin to see people beginning to want to comment on what you are doing or hold the Clearinghouse to account. It is all about deliberate, transparent processes.

Sector-led review.

Hoped actual contribution to actual research world would have been greater e.g. 63 research resources small and therefore name is not sufficiently in people's consciousness. (I am) very pleased with COP – a robust piece of work.

Research by and for the Sector. Strategically significant research done without the constraints of government or tertiary institution.

In terms of relationship building, external stakeholders had expectations that by now the following would have occurred; a greater engagement with the tertiary sector, a closer working relationship with the Taskforce, a higher profile in the tangata whenua community and voluntary sector and some practical outcomes emerging. These comments indicate the ways that external stakeholders expected more visible progress².

² However, as previously noted, the Clearing House project team's effort was diverted to developing the website for some of that period.

The project is not engaging with the tertiary sector and existing networks, or institutions. It does not engage with BRCSS, FRST, HRC, Royal Society. You might have engaged with individuals but you need to make connections with the institutions. The Clearing House is staying at the individual level, focusing on the crumbs. You need to engage with wider research sectors. It's particularly disappointing because help and advice has been offered and not taken up. There are key people out there that can help make those links.

Closer working with the Taskforce could have been better achieved.

Might have expected a higher profile, more awareness when in conversations with others in the sector, and when reading newsletters, briefings, reports etc that I otherwise come across in my work.

You would also want to see some practical outcomes – people independently thinking of ways to co-promote Clearinghouse on their own initiative (that will show ownership of the idea).

In summary, stakeholders agree that, to a limited degree, living relationships have been established with key stakeholder groups. For the most part however, there is a belief that living relationships are “still emerging.” Stakeholders cite examples of formal links that have been established with tertiary institutions and some tangata whenua community and voluntary sector organisations. However, there is a sense that these relationships particularly in relation to tertiary institutions, are primarily with individuals and not embedded in/with the institution/organisation.

Establishment of the organisational entity, the tangata whenua and tangata tiriti (two house) governance structures and the development of the website, of necessity, have been the core foci of the Clearing House project. Stakeholders acknowledge this as a major achievement in the two-year time frame, and believe this to be the main reasons why there is evident, but limited, progress in relation to the establishment and maintenance of living relationships.

3.4 Outcome 2: Promote and disseminate research relating to tangata whenua, community and voluntary sector

This section of the report relates to Outcome 2 of the project: the promotion and dissemination of research relating to the tangata whenua, community and voluntary sector. It firstly presents the documented project achievements followed by stakeholder feedback on this outcome.

3.5 Documented project achievements in relation to the promotion and dissemination of research relating to tangata wheuna, community and voluntary sector

The final project completion report for the Clearing House project, January 2008 noted the following achievements in relation to this outcome:

1. Establish website for easy access to relevant research – the project was scoped, a mock-up web design was completed, quality criteria and standards were completed, major work on site development completed. The testing of

any site changes are ongoing as part of the SDLC process (software development lifecycle)

2. Maintenance of the site is ongoing
3. Build and maintain relationships with other organisations running relevant websites – a growing number of organisations submit their research and other resources, links to relevant websites will be listed in Phase III website, Governance Group now includes a member from another similar clearing house project
4. Develop advanced functions to enhance website – there are a range of functions including standard functions available in a content management system, document management system and social networking tools. Telephone support is not cost-beneficial as all members are online and Phase three will provide online support.
5. In summary, the website now is a combination of a content management system, a document management system and a social networking tool. It has been a challenge to find one tool that does all of these well. The traffic to the website is increasing at a steady pace and has increased to around 400 visitors a month. It is expected to continue to increase especially following the release of Phase III of the website (which will be accompanied by promotional activities also). Statistics show that most visitors come via an email link (word of mouth), followed by links on websites of other community organisations, followed by Google searches. The most popular page aside from the home page is the ‘Find researchers’ page followed by ‘Browse all resources’. One of the online strategies to increase traffic will be links and emails to promote The Clearing House.

3.6 Stakeholder perspectives in relation to the promotion and dissemination of research relating to tangata whenua, community and voluntary sector

Overview of promotion and dissemination of research relating to tangata whenua, community and voluntary sector

Stakeholders generally believe that the Clearing House project is promoting and disseminating research relating to the tangata whenua, community and voluntary sector. Stakeholders cite the development of the website, the resources (uploaded, downloaded), the recruitment of members, the development of a code of practice, and the presentations undertaken at conferences, as evidence of this activity.

While internal stakeholders believe the Clearing House has made a good start, they note that there is still a lot of work to be done to build both the research database and the users of that database:

The Clearing House has made a really good start. It's an accessible and easy to use resource from my experience. The other useful thing has been the regular prompting and dissemination through the CVS [ANGOA] research forum and this has helped to increase the visibility.

Yes to a degree but this could be improved. Regular email notices but balanced against how often the membership wants to see CH emails before they get annoyed. We are well short of having a research base within the collection that could be considered significant – this is a numbers game and I would expect that when we reach 300-400 resources we will attract more members and more usage. The starting off part is the hardest part.

External stakeholders see the site ‘emerging’ and can see its value – particularly as more material becomes available.

Absolutely. I’ve read some very interesting things on the site that I would not normally have accessed.

Yes, not as much as hoped. Not a dismal failure either. Part of me is positive and delighted

While a few external stakeholders do not see the Clearing House project visibly promoting and disseminating research relating to the tangata whenua, community and voluntary sector.

No. Even when I look on the website it is not evident.

What you have on the website is only 1% of what I am aware of.

Of the external stakeholders who see the Clearing House site emerging, feedback identifies three areas which warrant further consideration; a perception of insufficient promotion to date, issues of sharing research, and ease of use of the website.

- In terms of promotion, external stakeholders believe that there is a sufficient platform underpinning the Clearing House now, and that this needs to be promoted to the wider community.

Yes I think it is available there for those who are connected. However, I think we have failed to promote it sufficiently, but that is expected given the time and effort that people have dedicated to getting it up and running. It is now time to promote.

I have particular interest in community ICT – so the issue for me is, is there new research in the Clearinghouse, and is it stimulating people to talk about or do new research. To be honest people I am talking with aren’t talking about the Clearinghouse or research they have got from the Clearinghouse.

- In terms of sharing research, one of the issues appears to be that some external stakeholders are unclear as to what constitutes research, and what is information.
- There also appears to be more than one barrier for external stakeholders to overcome in loading information onto the site:
 1. One barrier is at an intellectual level – whether the work should be on the site – is it good enough, is it appropriate?

A key question is how can we encourage others to share their research. I have been asked a while ago to put some material up but I still haven’t. I am not absolutely sure why not, but there is obviously a little hurdle I

haven't got over. I guess it's a doubt in my mind, is it really research/ is it valid? It is okay to talk about this is general but I am reluctant to put up my material.

Yes, but the big question I have is the difference between sharing research and sharing information. On the second I think you are already doing very well, but I have questions about the first. I think it would be useful to have definition of what comprises 'research' - at least for this project.

2. Another barrier for at least one external stakeholder is they found it difficult to up-load material.

In addition I got stumped by some questions when I did start to up-load. There was I think a page long of questions. Some I didn't know what to say. I thought I'll get back to this and never actually did. Just looking at it now it may be much easier now. But I didn't get back to it. Perhaps there could be possibility of partly submitting and 'saving' so can come back when stumped by a question or a field. And perhaps some automatic reminders if it hasn't been completed in a certain time. Also sometimes I do just want to talk with someone about this (and I think that is especially true of people in the sector). I realize it may be only very limited hours, but a real person could help.

Effectiveness of promotion and dissemination of research

Both internal and external stakeholders believe that the promotion and dissemination of research has been somewhat effective, but external stakeholders report an inward focus on process and establishment of the Clearing House and less of an outward promotional focus. Therefore this section looks at the dissemination of research and the promotion of research separately.

Dissemination of research

For some external stakeholders the site is starting to disseminate research well.³

It is readily and very easily available on the website. The site is simple to follow, clear and well constructed

As previously identified by both internal and external stakeholders, one of the key issues for the Clearing House project is the inability to attract a greater number of organisations and individuals to share their research resources.

The big limitation of the effectiveness has been our inability so far to attract large numbers of resources to be uploaded and you need a certain momentum to attract users to a website so it needs a certain momentum of size so that it becomes the place that people think 'I have to look there!'

Promotion of research

³ Although as noted previously, some researchers have had problems uploading to the site.

External stakeholders mention the need for more promotion of the opportunity the site affords, and that this needs to occur frequently across the wider tangata whenua community and voluntary and tertiary sectors. In particular, taking the opportunity to provide brief updates or information to other Sector organisations for use within their regular newsletters or communications.

Not at all well from my perspective, it has slipped off my radar – probably because I am not regularly hearing about it in the material I otherwise read, conversations I have, etc

Restricted at this stage to those who are connected/registered. I think we need to do more promotion via tertiary institutions and also the Sector.

Haven't heard members talking about it. Communication needs to be regular and perceived as highly useful. Would expect each month when I am putting out my newsletter I would be going to the website to check for new research.

Internal stakeholders see the Clearing House being an important resource for tangata whenua community and voluntary sector organizations without access to university databases. In addition community based research available on the Clearing House site may not be available on larger databases, and this is a unique point of difference.

Tertiary research institutions and whare wananga

Many stakeholders are unable to comment about how effective the promotion and dissemination of research has been for the Tertiary research institutions and whare wananga.

Internal stakeholders noted that tertiary institutions have multiple databases and the resources on the Clearing House database are unlikely to be found on other databases. Internal stakeholders note the importance of research being identifiable through standard search engines such as Google to ensure steady researcher traffic.

External stakeholders only see some evidence that the Clearing House efforts have gained traction with the tertiary sector.

Tangata whenua

No stakeholders commented on the effectiveness the promotion and dissemination of research for the tangata whenua.

Tangata Whenua, Community and Voluntary Sector (the Sector)

Most stakeholders are unable to comment about how effective the promotion and dissemination of research has been to date for the Sector. However, one external stakeholder sees the Clearing House project has the potential to be really helpful to the Sector.

This is potentially its greatest contribution – especially for small and grassroots organisations, rather than philanthropy. Needs to be highly accessible to these, as we (as funders) are demanding more in terms of 'evidence-based' approaches, etc.

Internal stakeholders also identify the Sector as potentially the greatest beneficiaries of the Clearing House project.

I suspect it has been more used (but I have no evidence) by the CVS organisations though of course it is very useful both in actuality and potential for researchers to have a vehicle to publish material and to get their work more widely known, so it should be.

Provides an easily accessible place for finding relevant Aotearoa material

Learnings – what worked well, or did not work so well

Both internal and external stakeholders believe that there are aspects of the promotion and dissemination of research that worked well. External stakeholders refer to the Code of Practice, the website itself, and the selection of research available as three aspects of the Clearing House project that are successful.

We launched a Clearing House! Celebrate it!

An interesting and varied selection of research is available. The website is very user friendly.

I am mainly only familiar with the website. That is a really great start – and it will improve with ongoing feedback.

The Code of Practice is especially useful and important. It gives some power or authority to the sector and I don't have to do the thinking from scratch. It is a good ethical framework – a little bit pushing the edges. (Sometimes the response from evaluators to the Code has been silence or feeling uncomfortable, and I think that is a good sign. It means it is gutsy, and means something).

Another aspect of the Clearing House project an external stakeholder mentions is the value of the Te Tiriti Relationship model.

Two house model. Relationships between Tangata Whenua and Tangata Tiriti. Other models have been attempted and failed. This is the only model that offers respect and trust between two peoples.

Internal stakeholders observe that attending conferences is a successful way to build membership, and external stakeholders endorse the need for more face to face contact to continue to promote the Clearing House.

Internal stakeholders tend to be more critical of the Clearing House project's promotion and dissemination of research than external stakeholders. Internal stakeholders believe there is a need to continue to work to build the interactivity of the site, particularly to get more researchers to upload their work.

Just the research side - I think there are still barriers for people about feeling confident to upload their work, which we need to overcome. Who am I to put my research up, there are better people – I'm not good enough – Self regulating caution. More communication around, encouraging people about the range of things that we think is a legitimate 'research' reflections on learning's – e.g. where things have gone wrong. Just being strategic, conferences or forums – getting the research. Have to follow up with the individuals... Confidence, and business... Better at the doing and the oral

presentations – so of course this stuff is a little harder, it underpins the gaps that the Clearing House project identified

Numbers – we need to do more on that. The interactivity has not yet worked

External stakeholders believe there is a need to; engage more with tangata whenua, (particularly through the Taskforce), define research more concisely so stakeholders can be sure of what is suitable for inclusion on the website, work to obtain the support of more tertiary institutions, and continue to build the research resource.

Tangata Whenua engagement is still lacking a bit. Also, we don't give credit to the organisation that gave us birth – the Community Sector Taskforce. We need to continue to have a relationship there and not be so navel about our work but promote the work of the Taskforce and support it.

It's hard to answer when 'research' hasn't been defined yet. One issue is that while good at sharing information, it is still very 'one-way'. In terms of applying critique or promoting two-way discussions about papers or ideas, this hasn't engaged yet.

Tertiary institutions not coming on board to support sector people to get skills, read research, engage in dialogue about research.

The numbers of items of there is the biggest issue. There is not enough of a critical mass, so it doesn't drive me there to check every month in case I am missing something crucial. It could also be useful to have an alert system on new material, for example RSS.

A few external stakeholders do not feel the promotion and dissemination of research has worked well because the links to existing networks are missing and more relationship building is required.

Promotion and dissemination has not worked. Need to link much more effectively to existing networks. Maori social researchers network, Pacific researchers network, ASSR, Social Impact researchers, other professional associations, BRCSS, Royal Society SPEAR, HRC, FRST. There are many applied research networks that should be connected.

Lack of other relationship building offline

Promotion of material and events occurring around the Project. Milestones not shared with the Sector or Tangata Whenua.

Suggestions for the future

Both internal and external stakeholders suggest ways to promote and disseminate research in the future. Stakeholders appreciate there is a need for the Clearing House to have a proactive approach to sourcing information /resources. The key needs stakeholders identify are research that the community sees as necessary, publish the community's research on the website and facilitate conversations with people undertaking research to generate interest in the site.

Comments from internal stakeholders included:

One of the developments is about building a community of researchers and organisations that are interacting. One thing that will help with that will be to flag resources so people can comment. As well as the tool we need to work out a way of promoting that and to look at more interactive practice.

Actively hunting for resources. Actively informing people through their usual channels (like email) of new resources. Not sure how you do this, but making sure that when people use standard search engines for key words/phrases that are central to the Clearing House's kaupapa that the Clearing always gets picked up.

External stakeholders place emphasis on the Clearing House being proactive in communication with them and report there is a need for continuous promotion of the Clearing House.

The project needs Outreach. To take the focus out from the website and look at promoting it by building relationships and working with existing nodes and existing media. Links from other websites are crucial if people are to find the site from searches. There is a need to use newsletters, news items, other people's sites, profiling, meetings etc to promote the project.

Is it a useful resource for the sector to have? I believe so. If so, we need a more proactive strategy, to get our research (sponsored by philanthropic funders) up there on the website. We have produced some useful research which should be on there, but isn't. It is not on our radar screens. This could be improved by working more strongly through our associations & umbrella organisations, our websites, and our sector newsletters – the information sources we already use. You need to make stronger links with those already regularly sending out info to organisations. I don't have time to just surf the web looking for useful information myself, unless a very specific issue. Needs continuous promotion.

In summary, the Clearing House has made considerable progress in developing a system to disseminate research. However it now needs to build on the existing database and promote it more widely. Stakeholders suggest that this requires the development of a strategic plan to deal with the issues raised, including how to enlist tertiary institutions support, clearly communicating the kind of material the site contains (both in order to source and promote it), and clearly communicating how the site plans to serve intended users.

4 Outcome 3: Contribute to the strengthening of the identity and role of the tangata whenua, community and voluntary sector

This section of the report relates to Outcome 3 of the project: Contribute to the strengthening of the identity and role of the tangata whenua, community and voluntary sector. It firstly presents the documented project achievements followed by stakeholder feedback on this outcome.

4.1 Documented project achievements in relation to contributing to the strengthening of the identity and role of the tangata whenua, community and voluntary sector.

The final project completion report for the Clearing House project, January 2008 noted the following achievements in relation to this outcome:

1. Promote the Clearing House – promotional / communications plans outline a range of activities for promotion including numerous presentations have been given at forums, conferences and other events. Numerous articles have been and will continue to be written, search engine optimisation techniques enable the website to be found very easily on the internet, promotional magnets and flyers, well attended launch event and AGM held November 2007.
2. Sector engagement in ongoing review and development – there is an online form for comments, an email group is active, the new governance group is active.

4.2 Stakeholder perspectives in relation to contributing to the strengthening of the identity and role of the tangata whenua, community and voluntary sector.

Strengthening the sector

There is support amongst some, but not all, stakeholders that the Clearing House project contributes to strengthening the identity and role for the tangata whenua, community and voluntary sector.

Both internal and external stakeholders note that the establishment of the Clearing House starts to signal the importance of the sector, but are realistic about the level of contribution one project can make and they signal it may be too early to judge the success of the endeavour yet.

If nothing else as an idea it does. Its mere existence says this is a sector of importance and needs to be recognised. We would only ever see ourselves as contributing to that. We have modest contributions to date.

Yes, even the very conception of the project does that, it identifies the sector as a sector, and with specific research needs etc.

One little project isn't going to change the world, but yes, it definitely has contributed.

There is acknowledgement that establishment of the Clearing House entity and of the website may contribute to the visibility of the tangata whenua, community and voluntary sector longer term.

Don't think it has. First and foremost (we had to) build the website, (we established an) awesome relationship as part of the working party, (but) not external to the working group. Now (we) have something to offer, a vehicle. (That is the) first step of the ladder – met the outputs of the project. Website and the establishment of the entity. It was just a collective of community people, joined by passion. Two major outputs, that's what we focused on – now at point to hopefully kick on.

There is also acknowledgement that there is far more research via the Clearing House project than was previously available.

Visibility on the net, for example, raises the profile.

The research available on the website demonstrates this.

A small gain, for those who are connected: 200 research pieces to read, 250 researchers who can connect up with each other.

The ways in which the Clearing House project contributes to the strengthening the identity and role for the tangata whenua, community and voluntary sector are; in the establishment of the code of practice, the governance process which models a Te Tiriti relationship model (tangata whenua/tangata tiriti partnerships), the development of the website and in the increase in the priority of research for the sector.

The Code of Practice – it is quite staunch and sector-rooted, the ethical values are really well expressed and there was a good open process to develop it.

Also the governance process itself is modelling a distinctive approach. Government doesn't want to touch it, business sees it as irrelevant, the sector is struggling with how to put into practice. It has great potential, but the impact may be yet to fully flow through.

By giving – and also the way it was developed in an interactive, transparent and open way that allowed a lot of contributions from the sector. Also the product itself is quite a useful tool in that organisation's can use it. It has some independent authority from an individual and it articulates some common values and a proactive stance.

Building a visible, tangible, usable knowledge base of insights and 'learnings' about this sector, which can be accessed by the sector and others.

I was amazed that at the national CST (govt sect/voluntary sector hui) last year, the research centre concept was one of the sector's 5 priorities. In all my years of work in the sector, research has never been quite such a popular priority, but participants could now see that research is essential to advance the sector's credibility and effectiveness. This felt like a clear endorsement of this project and the wider research centre concept. Hard to measure the impact, people were excited about the idea, (have got a measure of those who are engaging) an indication of the sector starting to realize the place of

research in the sector. Interesting little indicator. Naming research as a key strategy as a key priority. Not just a response to the funder, saying where is the evidence. Sector's response to being effective themselves

However, a few internal and external stakeholders comment they are unclear about what 'strengthening' identities means.

As far as strengthening the identity – I'm not really sure what this means. Identity is a perception we have about ourselves, and that others have about us. What does strengthening it mean, and to who?

Conceptually it definitely does. In practice you will need to ask the people who especially identify with that sector what it has meant for them.

But my personal view is that a clearinghouse is a source of information – I don't use them to gain a measure of a sector's visibility etc., I use them to find resources and people and if I wasn't involved in the project I wouldn't see sector visibility and identity (this) as a key reason for the clearinghouse's existence.

There is also a sense, particularly amongst external stakeholders that the Clearing House project needs greater visibility and needs to have stronger connections with other organizations. However, external stakeholders also note the broad diversity of the tangata whenua, community and voluntary sector, and hence the difficulty of the connecting with them all.

As said above, it still needs greater visibility and connectedness, so it becomes an everyday part of the life of the sector.

Only little doubt I have is to what extent is it speaking to the converted? The sector is so diverse – e.g. conservative charities to radical activists, etc. This is not easy to get around but just a little nagging doubt about is there a way to be even more inclusive.

Promotion of Clearing House has been left to people positive about Community Sector Taskforce. This close relationship is both a strength and a challenge for the project to manage – in reaching out to people who don't identify with or connect with CST.

Suggestions to inform future Clearing House priorities and activities

Stakeholders were asked to suggest what they might change or do differently in the future to strengthen the identity and role of the tangata whenua, community and voluntary sector. Both internal and external stakeholders focus is generally forward looking. There is acknowledgement that setting up cross-sector initiatives is difficult and needs continued effort to maintain the momentum generated.

Internal stakeholders focus is generally on management processes that will assist them to continue to build on the work already done. Internal stakeholders note the need to continue to maintain good accountability, focus on the practical work programs and have a clear work plan, and proactively build relationships. They note that the Te Tiriti relationship governance board has not been easy at times and that merging cultural expectations can be challenging.

We need to maintain good accountability back to the sector, which I think we have done reasonably well. But the relationships need to be strong not just based on goodwill.

Next phase needs to focus on tangible practical work programme – monthly updates with newsy items about relevant conferences, forums, training opportunities, new resources added, that relate to the kaupapa.

Proactive building of relationships online and through more active partnerships with the committed core of partner organisations (use webct model) designated role of an employed staff member.

Two house governance board – filters out through the work that we do – reflected in the ongoing ways of working. It hasn't been easy and it takes time to achieve a shared understanding of the different world views. But it's now working well, and is an excellent model.

External stakeholders make similar comments to internal stakeholders in suggesting what the Clearing House might change or do differently in the future to strengthen the identity and role of the tangata whenua, community and voluntary sector. They suggest the Clearing House project needs to:

- Be more proactive with the sector via a range of communication mediums,

The big challenge now is beating up interest and getting more involved and especially more resources on the site. It would also be very good to identify lessons from your experience, and spread this story.

There has been no networking beyond the sector. It has been a passive approach, to put the website up there and wait for people to come to you. It doesn't work. It is not magic.

Need to increase visibility and connections, especially by making greater use of existing sector communication channels, umbrella bodies, sector newsletters (we rely on the analysis and intelligence gathering they do for us – so that to some extent if it isn't in the newsletters, mail outs etc, its almost as if it doesn't exist.

Perhaps a bulletin could be produced for sector newsletters, like the Community Research Forum newsletter produced by ANGOA. Then other organisations (and especially the umbrella groups) can pick up and reproduce.

- Have a business plan

I would suggest a professional business plan for upgrading the website. Identify all these issues, and which market segments you are aiming to reach. Do an environmental scan. Upgrade into the needs of the sector. It got to be about connecting across and out.

- Work on building relationships (including working with the Taskforce).

I think the current approach is probably the best possible, given the resources available and current power relations between government and community.

Hopefully, as those power relations change so that more power devolves to participant communities, more progress will be made, i.e. more progress will mean more progress. This is an evolutionary process, not a revolutionary one.

Not work in a vacuum. Work with the Taskforce. It needs to be remembered that this kaupapa floated around for two years until the Taskforce was resourced to be able to help us get it going.

In summary, the Clearing House has established a presence with some of the community in the tangata whenua, community and voluntary sector. There are still many organizations to reach, and much research to be sourced for the website. Stakeholders note the project is in its early stages, and has dealt with some of the challenges of cross-sector initiatives in its establishment. Internal and external stakeholders' views are aligned, over the future requirements of the programme.

However, it is not possible to state the extent to which the Clearing House project is making a contribution to the strengthening the identity and role of the tangata whenua, community and voluntary sector, (given the low level of response to the survey) other than to note anecdotal evidence that this is the case.

5 Key Lessons or ‘Learnings’ for the Project Going Forward

This section of the report is designed to provide input for the governance groups in determining ways to support the Clearing House in the future.

5.1 Clear mandate for Clearing House project to continue

There is a unanimous view amongst the stakeholders contributing to this review that the Clearing House project is needed both to enhance the profile of the sector and to improve access to research information, in a manner that is consistent with the values and ethos of the sector.

Some external stakeholders believe the Clearing House project is already successful because it has a clear code of practice and values, as a tool for influencing the ongoing relationships around how research is done. External stakeholders comment that the Clearing House project team should continue to build on their existing work.

The irony is that now that I scroll through the pages there are some papers we clearly could benefited from using in decisions we have made etc over the past year, but I didn't think to look there at the time.

The greater need is likely to be in the broader sector, especially the grass roots organisations. As funders, we are pushing them to be more evidence-based, take best-practice approaches etc, and this could potentially be THE key resource for those organisations, but it would need to be highly accessible. For us it would be among the 'nice to haves' (for example we already have access to research on the PNZ website), but for these grass roots groups in the broader sector, it could be crucial.

5.2 Meeting needs of key stakeholders

Most stakeholders report that the Clearing House project is not yet fully meeting the needs of key stakeholders. As previously mentioned in the report, cross sector and partnership projects are challenging and take time to develop. While there has been considerable process work undertaken, there are few tangible outputs at this stage. Several external stakeholders believe the project has great potential but that there is a lot more work to be done to achieve this potential.

Has great potential, but not yet

I think initially it is – the project was expected to launch a Clearing House – it has done that. It was also expected to create a governing entity – it has done that.

Really it is too early to tell. There is a danger in premature evaluations.

A few external stakeholders already see the Clearing House project meeting the needs of key stakeholders

I use the clearinghouse when I need to find things.

Yes really strongly, even though there are very diverse needs. People were talking about these ideas 4-6 years ago and it is here now, and it will provide a practical platform for other initiatives to build on for the future (e.g. LGB is now looking at funding community research, the Research Centre could seek to be the fund administrator).

As I work within a tertiary research institution, my view of this is very limited (i.e. I can't speak for tangata whenua or the community and voluntary sector, and the tertiary research sector is resource rich comparatively), but I think it is meeting many previously unmet needs.

A few external stakeholders do not think the Clearing House project is meeting the needs of key stakeholders yet, but they are hoping it will in the future.

I doubt the needs are being met. Are more researchers finding connectivity with the sector? Is the sector able to access more researchers and more funding as a result of this? Has this promoted the capacity of the sector? I'd give it a 1 out of 10.

5.3 Increase awareness of the Clearing House offering

In terms of moving forward, stakeholders both internal and external, believe there is a need to:

- Increase awareness of the Clearing House, so it becomes THE place to go for community research

A repository/access point to community research is really important.

The Clearing House becomes THE place to go for community research, word of mouth exceeds any other form of promotion, it is self-funding, it has a well-known and good reputation.

- Increase the visibility of the Clearing House on specific issues, so people look to it as an important contributor which is a part of their broader sector networks

Often groups with particular passion speak alone, but people may not know each other and be able to network and work collectively (versus purely pursuing individual passion). The sector has been marginalised and needs to be given more prominence (helps counteract distrust and concerns about being recolonised that comes from this marginalisation, and can make sector more proactive). Important role to respectively have views shared – don't need to compete – through having a safe place to talk together.

It provides an alternative to purely government controlled and purely academic research. This is necessary as it showed that educated and culturally informed community views are valid and contribute to our increased understanding of ourselves as a society.

I think signs of being really successful would be about everyone being engaged with it. People should feel free to share identifiable stories within and of the sector, but also supported by research stories.

- Increase the volume of research listed so it becomes an important site for New Zealand community research. One of the issues is to get researchers over the ‘hurdle’ of uploading research.

First get more resources on line – you already have a good framework, identity, and are trusted. It just needs more content.

Help to get ‘people over the line’ of uploading material. Each person associated with the Clearinghouse should actively take on some sort of championing role. Someone with their ear to the ground in different networks locally etc, just asking have you put that on the Clearinghouse yet?

5.4 Use a variety of communication approaches to increase awareness

Both internal and external stakeholders also suggested a wide range of ways to increase awareness of the Clearing House. These include:

- ‘Placement’ of profiles in sector and academic communications such as newsletters, emails, with links to the Clearing House website

Make greater use of sector and academic newsletters, mail outs and email other organisations use. People already have their sources of information and intelligence they tend to be sub sector based. We need to be producing material that goes into other newsletters that’s useful for people and highlights the profile of the centre and clearinghouse.

- Produce a variety of material for use in communications e.g. sound-bites, report backs, updates on research

We need to communicate more regularly with our website members so that they see what’s new, they have our name before them with brief and useful info – little ‘bites’.

- Keep working and using the strengths of the key relationships with the founding partners but build an independent identity for the Research Centre and Clearing House so that people don’t see this as aligned to any one group or institution

5.5 Add value to the website

Both internal and external stakeholders also suggest a wide range of ways of adding value to the site. Suggestions include:

- News items on the home page, features on researchers or research projects

On the front page of the website – we need to do a bit more work on value adding rather than just being the passive recipient of what gets uploaded – little news items of relevant conferences, interesting pieces of research that have been published some of the more proactive stuff.

- Greater interactivity including online forums and other activity that enables two way communication

People should feel free to share identifiable stories within and of the sector, but also supported by research stories.

It would also be useful to incorporate a way of interacting (the equivalent of 'letters to the editor') and commenting on the material. There may need to be some parameters, but it would be really useful and a sign of success if people were actively sharing how the research it fits with their experience (or not), fits with what they have read elsewhere (or not) etc

- Seek to increase and broaden the range of quality research included on the site
There also needs to be some 'filter' on the research provided – can I rely on it? Is it clear what is peer reviewed, etc and what is not? – that is important for the uses I want to put it to.
- Establish reciprocal links to other relevant websites
- Promote related sector events
- Provide information about research training, conferences and scholarships.

5.6 Build relationships

Another vital aspect moving forward is the manner relationships are managed and developed. Stakeholders indicate there is a need for:

- A strategic focus on tertiary sector, both at an the institutional level and amongst staff teaching research
(The) task for the Tangata Whenua caucus is to continue the process of opening up into more networks, academic and community. Task for Tangata Tiriti caucus to more intentionally work on the sources of power within the tertiary institution world. Get them aware, willing to promote...so that they all talk about it in their postgraduate research program.
Need a higher profile and be sustainable. It has to engage with the tertiary and research institutions on their own terms because, there is no incentive for the existing ones to change. Some networks like SPEAR and BRCSS have been working to change the research environment and build relationships. You need to align with that work. The Community sector has not leveraged off the existing work.
- a planned approach to building/maintaining 'offline' relationships. For instance there is an need talk to other groups about how the Clearing House can relate to them and their work e.g. ANGOA, WEG, ASSR, PNZ
Closer embedding of the project within the web of sector relationships/activity (e.g. ANGOA research forums, ANZTSR conference, indigenous research networks,)
The ANGOA research forum, because that face-to-face stuff is an incredibly crucial compliment to the electronic stuff we've got. We should be thinking about how those things knit together and can we get synergies off each other.

Recognise that IT not the only way of doing business. It doesn't work best for me to be online all day. IT can be fabulous but I don't want to spend my whole life looking at a screen. Appreciate it is cost effective but it needs to draw people in.

- Utilise the Code of Practice to facilitate greater engagement - it is a unique difference for both researchers and the sector.

5.7 Other considerations for the way forward

Some stakeholders saw value in hiring a paid Research Centre Manager or administrator. This person could either reside in the Clearing House project team, or outside the Clearing House, but working in partnership with the organization.

RC manager role ...build a more visible infrastructure for RC – helps prepare students; support/mentoring base for new researchers, Warrant of Fitness style of thing? RC as a checking in point that gives confidence; what does empowering research look like/feel like?

(A) part time and or full time research manager; a virtual centre, maximising of the connections. Not working quite as much in isolation as at the moment, (but a) bit more embedded, with governance groups and paid staff.

Suggest research centre manager based with an org like ANGOA to maximise this or at least much closer working relationships....really work the partnerships.

The benefit of the latter approach is it that it would help connect the Clearing House to other research organisations.

Both internal and external stakeholders mentioned the need for long term funding or sponsorship.

Find a funding source.

Still warranted, viable ...for relatively small investment, all parties get a return.

Stakeholders also saw an opportunity for the website to include some research 'tools' such as:

- 'how-to' research tools e.g. to commission research, introduction to evaluation
- how to frame research and the different types of research
- how to differentiate and acknowledge different cultures and cultures of practice in relation to research.

Finally, stakeholders saw a need to maintain and strengthen the tangata whenua presence.

If we don't have the Centre we get the same old same old stuff. It is important to get the mitigating balancing effect of the Tangata Whenua/Tangata Tiriti view worked out. The prize is the transformation of the research done taking

into consideration the balance of the two houses together. Thereby changing the way mainstream research is done

The Clearing House Te Tiriti Relationship model is seen as an excellent model that should be maintained and promoted to others.

Stakeholders encourage a focus on building tangata whenua participation:

- There is a need to seek out Māori and indigenous research
- There is an expectation that the Clearing House will build relationships with Māori/indigenous research organisations e.g. Nga Pae o te Maramatanga
- It is suggested that building relationships with iwi and Māori provider associations e.g. Te Kahui Atawai o te Motu, Nga Ngaru Hauora o Aotearoa as one way of facilitating engagement or participation by tangata whenua.
- The needs of Tangata Whenua in relation to Community Research are unclear. This is one of the crucial components of building tangata whenua participation.

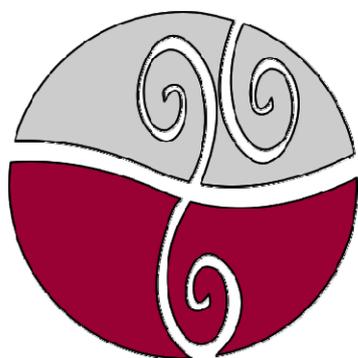
Recommendations

It is recommended that the Tangata Whenua and Tangata Tiriti governance groups:

- use the findings in this evaluation report to inform planning and decision-making on the next phase of development, with a strong focus on promotion and relationship building to realise the full potential of website development to date.
- give priority to progressing work on implementing its agreed funding strategy to secure the necessary financial and personnel resources to implement its strategic direction, informed by these evaluation findings.
- identify tangata whenua needs and determining how the project can contribute to the aspirations of community research from Te Ao Maori perspective.

6 Appendix

6.1 Appendix 1. Interview Questions



THE
TANGATA WHENUA,
COMMUNITY & VOLUNTARY SECTOR
RESEARCH CENTRE

Tangata Whenua, Community and Voluntary Sector Research Clearing House

Interview Questions

Introduction

The governance groups of the Clearing House Project, Te Whare Tangata Whenua and Te Whare Tangata Tiriti – are undertaking a review of the project.

The primary aims of the review are to identify:

1. What progress has been made towards the achievement of the overall project outcomes; and the overall project aim?
2. What factors have facilitated /hindered the achievement of project outcomes?
3. What are the key lessons or ‘learning’ from the project to date that will support the Clearing House in its future engagement with its constituents and ongoing endeavours?

The primary purpose of the review is to assess progress of the project to date to inform decisions about where to next for the project. The review will also provide baseline data and a potential framework for ongoing project monitoring and evaluation. In addition, it will form the basis of a project progress report to the Department of Internal Affairs and be used to inform others who are interested in the project.

Thank you for agreeing to be interviewed.

Te Whare Tangata Whenua
Iris Pahau
Review Management Group

Te Whare Tangata Tiriti
Margy Jean Malcolm
Review Management Group

Question Area 1

This set of questions relates to outcome 1 of the project: the establishment and maintenance of living relationships among tertiary and research institutions and the tangata whenua, community and voluntary sector that supports appropriate research.

1 (a) What does the term living relationships mean to you?

(1b) What are the components of living relationships?

1(c) What would this look like for:

- Tertiary, research institutions and whare wananga?
- Tangata whenua?
- Community and Voluntary sector?

(Participants need only comment on those stakeholder group which they feel happy to)

(1d) Have living relationships been *established* with key stakeholder groups?

1(e) Have living relationships been *maintained* with key stakeholder groups?

1(f) What tangata whenua/tangata tiriti partnerships have been developed as part of the project?

1 (g) Thinking about living relationships, what did you expect the project would achieve in the 2-year funding period?

Question Area 2

<p>This set of questions relates to outcome 2 of the project: the promotion and dissemination of research relating to the tangata whenua, community and voluntary sector.</p>
<p>2(a) Has research relating to the tangata whenua, community and voluntary sector been promoted and disseminated?</p>
<p>2(b) How effective has the promotion and dissemination of research been?</p>
<p>2(c) And how effective has it been for:</p> <ul style="list-style-type: none">• Tertiary, research institutions and where wananga?• Tangata whenua?• Community and voluntary sector?) <p>(Participants need only comment on those which they feel happy to comment on)</p>
<p>2(d) What worked well?</p>
<p>2(e) What didn't work so well?</p>
<p>2(f) What changes, if any, would you suggest for the future?</p>

Question Area 3

<p>This set of questions relates to outcome 3 of the project: to contribute to the strengthening of the identity and role of the tangata whenua, community and voluntary sector.</p>
<p>3(a) Has the project contributed to the strengthening of the identity and role of the tangata whenua, community and voluntary sector?</p>
<p>3(b) If yes, in what way has it contributed?</p>
<p>3(c) What examples do you have which demonstrate how it has contributed?</p>
<p>3(d) If no, why do you think it hasn't contributed?</p>
<p>3(e) What do you think are the reasons for this?</p>
<p>3(f) Looking back on what was done to strengthen the identity and role of the tangata whenua, community and voluntary sector, what would you change or do differently in the future.</p>
<p>3(g) How come?</p>

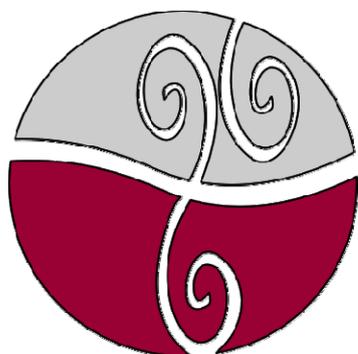
Question Area 4

<p>This set of questions is to help the governance groups think about what is needed to support the Clearing House project going forward into the future.</p>
<p>4(a) Overall, is the project meeting the needs of the key stakeholders?</p>
<p>4(b) What evidence is there of positive impact or community benefit to date for:</p> <ul style="list-style-type: none">• Tertiary, research institutions and whare wananga?• Tangata whenua?• Community and Voluntary sector? <p>(Participants need only comment on those which they feel happy to comment on)</p>
<p>4(b) What would need to happen for the project to be really successful in your view?</p>
<p>4(c) Is the project still warranted/needed, yes or no?</p>
<p>4(d) Why do you say this?</p>
<p>4(e) Thank you for taking part in this interview. Is there anything else you would like to add before we finish?</p>

Kia ora

6.2 Appendix 2. Interview consent form

A Review of the Clearing House Project



THE
TANGATA WHENUA,
COMMUNITY & VOLUNTARY SECTOR
RESEARCH CENTRE

Tangata Whenua, Community and Voluntary Sector Research Clearing House

I have read and understand the *Participant information sheet* that has been provided to me.

I understand that:

- My participation is voluntary, and I can withdraw at any time, without providing any reason
- I will not be identified in any report on the project
- I can decline to answer particular questions if I wish
- I can withdraw my data at any time, and without giving a reason, up until data are collated (21 April 2008)
- Access to, and management of, the interview data, will comply with the provisions of the Privacy Act.
- I can request a copy of the research findings.

I have been informed about what will happen with the information I give and understand that it will only be used for the purposes explained to me.

I agree to take part in this research on the terms set out above.

Name: _____

Signature: _____

Date: _____

(Please sign this and give to the interviewer or send an email to the interviewer confirming your consent to be interviewed.)

6.3 Appendix 3. Results from the Online Survey

The following tables provide results from the online survey amongst the Clearing House website visitors.

Sample profile:

<i>Select your main interest group from the following list:</i>		n=
Community, Voluntary, Philanthropic, NGO		14
Tertiary, Research Institute, Whare Wananga, Polytechnic		3
Tangata whenua, Iwi, Hapu, Maori, Whare Wananga		5
others		2
Total		24

<i>Specify main interest group if not listed above:</i>		n=
Mental health		1
Independent Researcher/ Evaluator		1
Broker of social wellbeing research		1

<i>What year did you first become aware of The Clearing House project?</i>		n=
	2006	7
	2007	11
	2008	5
	Don't know	1
	Total	24

<i>Are you a registered member of The Clearing House?</i>		n=
Yes		19
No		3
Don't know		2
Total		24

<i>What is your primary role?</i>		n=
Researcher or Evaluator		16
Manager		2
NGO working group		1
local gvt project manager brokering research projects		1
Social Worker		1
governance group member		1
clerical administrator		1
Not stated		1
		24

Awareness and usefulness of Clearing House project

<i>Select when The Clearing House project has been brought to your attention (select as many as you like):</i>	n=
I've received emails about the Clearing House	14
I've been to a hui or meeting where it has been mentioned	10
I've come across the website when searching for research on the Internet	7
Someone has mentioned it to me	6
I've read an article where it has been mentioned	3
I've Seen a Magnet/Poster advertising It	1
I've never heard of it until now	1
Total comments	42
Average comments	1.75
<i>How useful have you found the research in The Clearing House</i>	n=
I have not looked for research in the Clearing House	8
Not at all useful	3
Somewhat useful	11
Very useful	2
Total	24
<i>Reasons somewhat useful</i>	n=
Highlighted research I did not know existed, Made accessible research I knew existed but couldn't easily find	1
gave a good range of bonified researchers to call upon or approach for future mentoring and support	1
Good to see who is out there and the start of a database forming...	1
Early days yet. Don't think I've used any of the research uploaded yet	
Useful insight into non-published research in NZ.	1
It keeps me in touch of whats going on	1
It made me aware of research which is being done within social sciences in NZ.	1
Useful for checking other projects and people in areas I am interested in	1
<i>Reasons very useful</i>	n=
I was able to read research that related to the work I am doing i.e. Te Tiriti relationships	1
It gave me valid information	1

Contributing to Clearing House

<i>Have you ever sent research or resources to The Clearing House?</i>	n=
Yes	5
No	17
Can't remember	1
N/A, I do not produce research	1
Total	24

<i>Are you listed as a researcher on The Clearing House (so that other people can find your contact details)?</i>	n=
Yes	10
No	6
Don't know	7
N/A, I do not produce research	1
Total	24

<i>If so, has anyone ever contacted you as a result of your listing or research in The Clearing House website?</i>	Base 10
	n=
Yes	1
No	9
Don't know	1
Don't know if I'm listed but have been contacted	

<i>What is the most useful thing that The Clearing House offers:</i>	n=
They're all equally useful	10
I'm not sure what is most useful	6
A way to find research	5
A place to put my research for others to find	1
No response	2
Total	24

Planning for the future

<i>What else would you like The Clearing House to offer in the future:</i>	n=
Summaries of research projects underway or completed	24
Listings of projects I could apply to be a part of,	15
Ways to call for researchers to be involved in research that we want done	14
Discussion forums	10
Ways to advertise my availability for research projects	6

<i>Please specify other things The Clearing House could offer:</i>	n=
There is a need to identify between opinion pieces, referred conference papers and published articles.	1
Appropriate conferences or global links perhaps a series of webinar type sessions.	1
Alerts to newly published research and how to get it	1
Replace the group emails to all members about meetings with brief email newsletters that tell us what the Clearing House is, new info added etc.	1
People interested in participatory action research	1
links to research groups/other useful websites	1
Overseas contacts we could follow up ourselves if The Clearing House cannot do so.	1
Information about training opportunities, conferences, research networks and other relevant events	1
links to similar websites like clearing house	1
Would like to have more time to consider this and more background information on Clearing House	1
Discussion forums and expanded search engines for research-connected practitioners in their chosen field	1

<i>What would The Clearing House need to do or have, to make it the first website that you would go to for anything on research?</i>	N=
Sorry, I have only recently become aware of your site and have not had an opportunity to learn a lot about your work.	1
This survey is doing a lot to get me thinking I should/could be looking at Clearing House first!	1
Broader its base by linking with other NFP research websites around the world.	1
Expand drastically.	1
Have up-to-date summaries of evidence-based practice in key areas, more peer-reviewed articles	1
Access to international research databases – maybe by forming a partnership with a district library service that already has a subscription through EPIC.co.nz?	1
Numerous research project under way or recently completed, possibly a search function to sift through this information for the research relevant to my needs	1
Have more community research published there.	1
Much more research there, More info/activity on the site than just research filing cabinet – links to other things happening like training, conferences, networks...	1
Access to a range of databases, comprehensive NZ library of materials	1
Have a much more extensive range of research	1
Examples of how the Clearing House has or is engaging with the community and how	1
focus specifically on research instead of anything-that-might-be-useful-to-anyone-in-the-sector	1
Would need to have contributions from indigenous researchers	1
Possibly needs more of a market focused profile within NGO's & community agencies	1
Have a Maori stream that engages Maori in discussion about research and evaluation	1
More accessible information about what was available	1
Convince my CEO to allow me time for researching the site, participating in discussions etc.	1
Quick links that do not take up a lot of memory with graphics	1
I think this is a too broad/ambitious goal. I would see the goal being to be the first website that you would go to for NZ and in particular community researchers might help. It being a place where info about projects is distributed on website but even better via email newsletter like WEG does?	1

Rating of Clearing House progress to date

<i>How much progress do you feel The Clearing House has made towards its goals of establishing and maintaining living relationships among tertiary and research institutions?</i>	n=
Good progress	4
Reasonable progress	2
Minimal progress	2
I don't know	16
Total	24

<i>How much progress do you feel The Clearing House has made towards its goals of establishing and maintaining living relationships among tangata whenua and community and voluntary sector?</i>	n=
Reasonable progress	4
Minimal progress	3
I don't know	14
Total	24

<i>How much progress do you feel The Clearing House has made towards its goals of promoting and disseminating research relating to the tangata whenua and community and voluntary sector?</i>	n=
Good progress	4
Reasonable progress	5
Minimal progress	7
I don't know	8
Total	24

<i>How much progress do you feel The Clearing House has made towards its goals of strengthening the identity and role of the tangata whenua and community and voluntary sector?</i>	n=
Good progress	2
Reasonable progress	5
Minimal progress	6
I don't know	11
Total	24

6.4 Appendix 4. Our Strategies in Action (Draft)



TANGATA WHENUA, COMMUNITY & VOLUNTARY
SECTOR RESEARCH CENTRE

Our Strategies in Action

Draft version 0.5

CONTENTS

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6	Attachment Two: Sector research requirements.....	14

1. Background / I te tīmatanga

Ko te hōkai nuku ko te hōkai rangi ko te hōkai a to tīpuna a Tānenuiārangi

E ngā mana, e ngā reo, e ngā hau e whā, tēnā koutou, tēnā koutou, tēnā koutou

Aotearoa New Zealand lacks a robust body of research focussed on the Tangata Whenua, Community and Voluntary Sector (Bradford & Nowland-Foreman & Te Korowai Aroha, 2001). Yet there are over 90,000 organisations, groups or clubs which make up this sector (Statistics NZ, 2007), and 70 percent of New Zealanders over the age of 16 belong to these organisations (Vowles, 2004). Until now there has been no single institution in this country with a research programme dedicated to enhancing our understanding of the ‘third sector’ or civil society in Aotearoa New Zealand.

The first Community-Government Relations Working Party stressed in their report (2001) the need for greater research by and about the community & voluntary sector. In the following year, the Community-Government Relationships Steering Group (2002) went on to observe:

Research undertaken by the community sector, for the sector, is an important part of developing its robust independence. A programme of research and good information about the sector should be developed as an ongoing process within the sector itself....

Throughout the life of the Working Party (2000-01) and the Phase Two Steering Group (2001-02) there has been strong agreement on the immediate need for further research into the sector as a priority, and for coordination and review by the sector of existing and ongoing research work.

In 2003/04, the Community Sector Taskforce picked up these issues and convened a meeting in March 2004, with interested representatives of Tangata Whenua, Community & Voluntary organisations, independent researchers, tertiary institutions, philanthropic funders and government departments. That meeting affirmed the idea of working towards a third sector research centre which would be a partnership with Tangata Whenua, Community & Voluntary organisations and researchers, be multi-disciplinary, and be multi-institutional.

From this initial meeting, a group of interested individuals continued working together to bring the vision for the Centre into being. A Memorandum of Understanding (the MOU) was drafted and signed up to by eight organisations committed to collaborating on, and supporting this vision, and formal letters of support were received from a further 12 organisations⁴. Funds were raised from the

⁴ The MOU was signed by: Building Research Capacity in the Social Sciences (BRCSS); Community Sector Taskforce; Institute of Public Policy, Auckland University of Technology NZ Federation of Voluntary Welfare Organisations; Philanthropy NZ; Unitec NZ; Volunteering NZ; and West Auckland District Council of Social Services. Formal Letters of Support were also received from: ASB Community Trust; Association of Non Governmental Organisations in Aotearoa (ANGOA); Family and Community Services (Ministry of Social Development);

ASB Community Trust, and access to computing capacity, staff time and other assistance in-kind was donated by Unitec NZ. The Centre was also successful in winning support from the Government's Digital Strategy Community Partnership Fund for a two year period to establish the Research Centre's first project – The Clearing House - a web-based “clearinghouse” for Tangata Whenua, Community and Voluntary Sector research.

Funding was in place for this project by July 2006, when the informal group of people who had been meeting to progress the Centre vision was established as an interim Governance group for the Centre. This group was established under the wing, and with the support of the Community Sector Taskforce, and through both its composition and modus vivendi has aimed to live out the “new way of working” for the Tangata Whenua, Community and Voluntary Sector (Community Sector Taskforce, 2006).

The interim Governance group was established with a brief to get the Centre up and running and report back to the wider group of representatives of all those organisations which had signed the Memorandum of Understanding by the second half of 2007 with proposals for endorsement by that wider group on an on-going structure, constitution and strategic direction for the Research Centre.

Unitec NZ's role is be the fund holder for The Clearing House, and its Not For Profit Management Programme staff team has been the major driver in establishing this project. Their ongoing role has been to provide a physical home for the project, contribute significant assistance in-kind, and to maintain day-to-day project oversight on behalf of the interim Governance Group.

The Community Sector Taskforce's role has been to convene key Tangata Whenua, Community and Voluntary Sector stakeholders around the wider Research Centre discussions and engagement – including the development of the overall vision and philosophy of the Research Centre.

The role of the tertiary institutions who have signed up to the Memorandum of Understanding is to contribute their research knowledge to The Clearing House project, technical expertise to assist in the development and implementation of a quality review process for what goes on the site, support to groups wanting help with research and/or publishing research, and support for the development of a Code of Practice. Beyond The Clearing House it is envisaged that the Research Centre will also develop many opportunities for collaboration on research, capacity building and networking among the MOU partners.

The role of the Tangata Whenua, Community and Voluntary Sector organisations involved is to share their research work, their research needs and interests to inform the development of The Clearing House and the wider activities of the Research Centre. As well as academic research The Clearing House is established to hold case stories, working papers and other community research in the widest sense.

Massey University; NZ Council of Social Services (NZCOSS); Office of the Community and Voluntary Sector; Social and Civic Policy Institute (SCIPi); and Waikato University Post Graduate Not for Profit Management Studies. Support was also received from Otago University (Wellington School of Medicine and Health Sciences) and Te Wānanga o Raukawa (in consultation with the other two wananga).

A Project Manager was recruited and appointed in October 2006. Since then the project has implemented Phases 1 and 2 of The Clearing House website www.communityresearch.org.nz, attracted over 250 subscribers, and begun the process of lodging research content. It has also drafted and completed the “Code of Practice” for community researchers (July 2007), and established a register of community researchers. The way The Clearing House has been set up:

- encourages a partial wiki (or collaborative peer) approach to development of knowledge (both to verify the suitability and quality of submitted resources, and to add value by enabling readers to “frolic” -- Flag, Rate, Link, and Comment on resources)
- enables use of creative commons licences (to enable wider but still protected use of resources by others), as well as traditional copyright of material, and
- promotes *te reo (Māori language) metadata* (alongside English metadata standards) to honour the language and the context in which resources are lodged in The Clearing House. In 2005, a Working Group to establish the Research Centre identified that the overarching purpose of the Research Centre would be:

To contribute to the strengthening of the capacity of the Tangata Whenua, Community and Voluntary Sector through research.

It was determined that:

- The focus of the Research Centre will be serving our diverse Tangata Whenua, Community and Voluntary Sector. It will support innovation, and offer leadership in promoting the sector to the nation and the world.
- The Research Centre will operate within a Tiriti/Treaty relationships framework.
- The Research Centre will specifically focus on undertaking and promoting the gathering and dissemination of research that is collaborative and inclusive, and which demonstrates high standards of research.

Values

The Working Group also established the following values on which the operation of the Research Centre is based:

Collaboration

- The Research Centre will promote, conduct and sanction research which is developed in collaboration with the sector, conducted in a participatory, co-determined manner, and involves a range of partners, for example government and the scholarly community.

Tiriti/Treaty Relationships Model

- The Research Centre will recognise that there are distinct kinds of community organisations within Māori that are not, and do not wish to be defined within the term ‘community and voluntary sector’, but which would also benefit from increased research capacity.
- The Research Centre will act in a manner that is truly collaborative through recognising and working within an understanding of these distinctions. In particular the Research Centre is committed to working in line with *A New*

Way of Working for the Tangata Whenua, Community and Voluntary Sector
(Community Sector Taskforce, 2006).

Inclusiveness

- The Research Centre will ensure that existing research and new research is easily accessible to all potential users and interest groups. It will also support research initiatives that enable community and tangata whenua organisations to participate in decisions about the research and to gain practical benefits from research outcomes.

Diversity

- Research should reflect the wide range of organisations and interest groups that constitute the Tangata Whenua, Community and Voluntary Sector and the broad range of research philosophies and methods that can inform the work of the sector and its role in civil society.

Excellence/Good Practice

The Research Centre will demonstrate ways to raise the standards of research within the Tangata Whenua, Community & Voluntary Sector and the Tertiary Institutions through better use of our collective understanding and analysis of our experience.

Leadership

- The Research Centre will aim to be recognised as a key resource for and within the sector through
- demonstrating and encouraging good practice in research and collaboration, including the promotion of Tangata Whenua and Community-based approaches which are most appropriate and valued by the sector
- providing information and advice on doing research with the sector to other sectors such as universities and government
- encouraging reflection within the sector about the knowledge, experiences, customs and ways of working within the sector
- informing and influencing public opinion about the sector and on issues of concern to the sector, and
- hosting respected international researchers and practitioners.

Tangata Whenua, Community and Voluntary Sector-centred

- The Research Centre will encompass a Tangata Whenua, Community and Voluntary Sector focus reflecting the distinct norms, values and principles which distinguish this sector from the market and the state (see Attachment One: Tangata Tiriti and Tangata Whenua Values for the Sector).

Innovation

- The Research Centre will provide a hub able to disseminate new ideas, approaches and good practice from across Aotearoa New Zealand and overseas – leading towards more forward thinking, innovation and enhanced capacity.

2. Functions of the centre / Ngā kaupapa o te whare wānanga rangahau

- The functions of the Tangata Whenua, Community and Voluntary Sector Research Centre include:

Research

- To support and encourage collaborative research involving Tangata Whenua, Community and Voluntary Sector organisations together with researchers from tertiary institutions
- To undertake and commission research and support others in doing so, in a way that is in line with the values of the Centre
- To contribute to long term trend analysis

Communication Hub

- To disseminate research findings
- To inform policy development and public debate
- To generate and maintain international and national links
- To link and partner students, researchers, tangata whenua and communities around specific research initiatives
- To foster ‘conversations’ based on research, inter-sectorally, to contribute to the research focus of the Centre (identifying research needs and gaps in knowledge within the sector), to policy development and public debate
- To provide and encourage teaching, education and training about research in the sector, including standard setting and informing teaching about the sector

Capacity Building

- To contribute to the sector identity and strengthen the sector’s knowledge of best practice in the management of services and other activities
- To provide training to enhance the research capacity of tangata whenua community and voluntary sector organisations
- To act as a ‘clearing house’ to give people a place to come to find out what exists already
- To develop a research agenda by engaging in dialogue with the tangata whenua, community, the sector, researchers, scholars and government, to find out what their issues are and what research is required to inform policy processes
- To increase the ability of tangata whenua and community organisations to use existing research and publicly available data, such as Census data.

3. Our strategies in action / Ngā rautaki

- The vision of the Tangata Whenua, Community and Voluntary Sector Research Centre will be implemented primarily through five key strategies:

<ul style="list-style-type: none"> • Strategy One: Visibility and Access/ Ngā Kitenga me ngā Pūtanga • Promoting the visibility of and access to community research in Aotearoa New Zealand 	<ul style="list-style-type: none"> • <i>Activities / Ngā mahi</i> • 1.1 Establish, operate and develop ‘The Clearing House’ - web-based research www.communityresearch.org.nz • 1.2 Organise and promote research-based hui, seminars, workshops and conferences • 1.3 Promote community research associations, journals & newsletters
<ul style="list-style-type: none"> • Strategy Two: Quality and Good Practice/ Te Pono me te Tika • Promoting quality assurance and good practice in community research in Aotearoa New Zealand 	<ul style="list-style-type: none"> • <i>Activities / Ngā mahi</i> • 2.1 Develop and promote community research Code of Practice (COP) • 2.2 Role model good practice in any research undertaken or commissioned by the Centre (see <i>Strategy Four</i>) • 2.3 Develop and promote templates, guides, and capacity building opportunities for researchers (on working with the sector) and for the sector (on doing & contracting research) 2.4 Promote community research associations, journals and newsletters (see 1.3)

<ul style="list-style-type: none"> • Strategy Three: Connected/ Ngā Hononga • Promoting and strengthening connections across different sectors, among researchers, between researchers and the sector – nationally and internationally 	<ul style="list-style-type: none"> • <i>Activities/ Ngā mahi</i> • 3.1 Establish inclusive and well-connected processes for governance and accountability of the Research Centre (and its projects) • 3.2 Establish international links and promote international exchanges 3.3 Organise and promote virtual meeting places, including The Clearing, Jams, E-mail List, etc • 3.4 Organise and promote face to face meeting opportunities (see 1.2, 1.3, 2.3, 2.4)
<ul style="list-style-type: none"> • Strategy Four: Strategic Research/ Ngā Mahi Rangahau Rautaki • The selective conduct or commissioning of research of strategic significance to the sector (where required either because of a gap or because ownership by the sector is especially important) 	<ul style="list-style-type: none"> • <i>Activities / Ngā mahi</i> • 4.1 Identify and analyse community research needs, gaps and demands • 4.2 Advocate strategic sector research agendas 4.3 Undertake or commission meta-research (what does the body of research in a field say, what do we know and what do we need to know?) • 4.4 Provide an accessible home for longitudinal sector-wide and other strategic data (such as, data on resourcing of the sector, non-profit organisation statistics, sector confidence/ state-of-the-sector surveys, etc) (commencing with investigation of priority sector research needs – see Attachment 2)

<ul style="list-style-type: none"> • Strategy Five: Sustainable Organisation/ Kia Tū Tonu te Whare • Ensuring the on-going sustainable operation of the Research Centre (financially, ethically, culturally, and environmentally) 	<ul style="list-style-type: none"> • <i>Activities / ngā mahi</i> • 5.1 Implement Tiriti/Treaty-based “new way of working” in structure and processes • 5.2 Implement appropriate planning, staffing, budgeting and monitoring systems • 5.3 Establish fund-raising strategy and secure sufficient, diversified income-stream • 5.4 Minimise environmental ‘foot print’ in the way all activities are planned & implemented
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References

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- Community-Government Relations Working Party (2001) *Communities and Government: Potential for Partnership Whakatapu Whakaaro*. Wellington: Ministry of Social Policy.
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- Community Sector Taskforce (2006) *A New Way of Working for the Tangata Whenua, Community and Voluntary Sector*. Wellington: Community Sector Taskforce.

Tangata Whenua, Community and Voluntary Sector Research Centre (2007) *Code Of Practice for the Tangata Whenua, Community and Voluntary Sector Research Centre*, Version 2.0, <http://www.communityresearch.org.nz/COP.htm> (accessed August 2007)

- Jack Vowles (2004) "Civic Engagement in New Zealand: Decline or Demise?" Inaugural professorial address delivered at the Conference Centre, University of Auckland, October 13.
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Attachment One: Tangata Tiriti & Tangata Whenua values for the sector

At the May 2004 National Hui of the Community Sector Taskforce a number of Tangata Tiriti and Tangata Whenua values for the Tangata Whenua, Community and Voluntary Sector were developed and confirmed by both caucuses:

Tangata Tiriti Values	Tangata Whenua Values
<ul style="list-style-type: none"> • Inclusiveness • Fairness • Honesty • Optimism • Respect • Working together • Voice carriers • Self determination for the sector 	<ul style="list-style-type: none"> • Kaupapa • Mana • Manaakitanga • Rangatiratanga • Tapu • Whakapapa • Whanaungatanga • Tika, pono, aroha

Community Sector Taskforce (2006)

These in turn were based on two declarations developed out of a series of forums, hui and fono held around the country in the lead up to the 2004 National Hui.

Tangata Whenua Declaration

The Māori declaration, a summary statement, was developed from all forums and hui held around the country and was the consensus of all Māori present. It sets out the base position unpinning the work of the Taskforce as follows:

- We are a first nations people;
- The basis of our identity is Whānau, Hapū, Iwi and through whakapapa we link the land, the people and all living things in our world;
- We are culturally diverse as Iwi/Māori but through the practice of tino rangatiratanga we can act in the interests of all peoples, the land and our environment;
- Our beliefs come from Te Ao Māori. Our practice of tikanga Māori includes the disciplines of mana, rangatiratanga and manaakitanga;
- Tikanga sets the framework for our governance and also defines, regulates and protects the rights of whānau and Hapū;
- Our marae are expressions of our culture, tikanga, values and principles which sustain our uniqueness;

- The importance of consensus decision making stems from the need to work collectively to get things right – weaving the people together;
- An holistic approach to leadership is needed in order to practise accountability to Whānau, Hapū and Iwi – ko te iwi te rangatira o te rangatira – people are the chiefs of the chiefs;
- For a Tiriti/Treaty relationship to bear fruit for all people of Aotearoa/New Zealand the one-world view of the Crown needs to open up to Te Ao Māori;
- Through a negotiated view of the kāwanatanga function, leading to a more active involvement of Māori in governance activity for all people, the needs of New Zealanders, via the Sector, will be addressed more fully, more effectively and in a more sustainable manner.
- The acknowledgment of Te Ao Māori and the respect for tino rangatiratanga will assist the reform of the kāwanatanga function in the interest of all peoples, the land and all living things;
- We are committed to governing ourselves through the expression of mana motuhake, our enduring power leading to our self-determination.
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Tangata Tiriti Declaration

This Declaration reflects the voices of Tangata Tiriti - Pakeha, Pacific and other non-Māori ethnic groups within the Sector. We celebrate that we are placed in this land of Aotearoa/New Zealand founded on the basis of a contract binding Tangata Whenua and Tangata Tiriti in relationships of trust and mutual honour. We celebrate our proud history of freedom of association and freedom of speech, enriched by the contribution of countless people through volunteer service.

We are everywhere

- For just about every place, every interest, every activity, every type of person, every ideal – there’s a club, a society, a trust, a committee.

We are part of everyone’s lives

- Every person and their family contributes to our sector and/or benefits from what we do.

We are values based

- We are driven by a particular purpose, ideal, or vision, and we have a set of values by which we live.

We are diverse

- We are as proud of our unique differences as we are of what binds us together.
- We change as needs change, as communities change, as time passes.

We are voluntary

- Our existence is not compulsory, but comes from the choice of people.
- We rely on the energy, skill and goodwill, the gifts of time and other resources, of countless individuals both voluntary and paid.

We are advocates

- There are ideals, people, principles, specific situations, which brought us into being, and we will always be impelled to "speak for" them, whatever else we do.

We are not-for-profit

- Even when we are large and complex, the reason for our being is our original vision – being business-like is a means not an end.

We are community-linked

- We all have people as our base – and we always need to be responsive to them.

We are accountable

- We must give account of what we are doing, and how – our members & our communities decide our direction.

We contribute to community wellbeing

- There is an "added value" to our life and work– the binding together of families, of whānau, of communities – because of our shared vision and shared effort.

We are multi-cultural and multi-ethnic

- We are immensely enriched by the work and life of communities from ethnic groups originating from all over the world.

We are worldwide

- Many of us have important international links and we interact with others around the globe.
- We are placed in this one world, with its natural and physical environment, and we believe together we can enrich both the earth and those who inhabit it.

We wish to live up to Te Tiriti/The Treaty of Waitangi

Attachment Two: Sector research requirements

- The Community-Government Relations Working Party (2001) identified the following as some of the priority research needs for the community and voluntary sector:
- Small community organisations: what are the particular demands and issues facing small, flax roots groups?
- Advocacy, innovation and service delivery functions: is there an optimal balance between these roles?
- Governance arrangements: what governance arrangements are actually used in Aotearoa New Zealand non-profit organisations, and how does this effect effectiveness?
- Community organisations life cycle: what are the factors involved in the emergence and decline of voluntary and community organisations?
- Membership and participation: who participates in the community and voluntary sector and why? Is there a 'civic core' of givers, volunteers and members?
- What is the nature of the Iwi/Māori manaaki organisations?
- What is the nature of Pacific people's organisations in Aotearoa New Zealand
- What is the nature of the informal community and voluntary sector, including those not legally incorporated?
- The history of the community sector in Aotearoa New Zealand
- The role of churches and other faith based communities in the sector
- Fund raising: how do organisations fund their activities including use of in-kind contributions?
- The nature of charitable giving to the community and voluntary sector
- The viability of the sector, and particular parts of it

- The economic contribution of the community and voluntary sector
- The contribution of the community and voluntary sector to civil society
- Leadership in the community and voluntary sector - what is its nature?, who are leaders, how do they become leaders?
- What is happening with membership and volunteering with the sector? What are the trends?
- Partnerships: documenting existing case studies and models
- Treaty based partnerships in the sector: documenting case studies and models
- Accountability systems and processes: what exists and what is their impact?
- Management practices and trends: what exists and what is their impact?
- Evaluation, learning and review: what currently takes place in the sector?
- This would need to be up-dated and further consultation undertaken with the sector on current priorities. Some of these research needs have also at least been partly met since the 2001 Report was prepared (for example, through work commissioned by New Zealand Federation of Voluntary Welfare Organisations, Philanthropy New Zealand, Office for the Community and Voluntary Sector, Statistics New Zealand, and the Committee for the Study of the Not for Profit Sector in New Zealand. And new issues may have emerged, such as the impact of increased regulation on charitable organisations, the impact of the emergence of gaming funders on the sector, etc.
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