

World of Difference Evaluation 2017

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**Vodafone
New Zealand
Foundation**

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Executive Summary

Vodafone New Zealand Foundation's flagship World of Difference (WoD) Programme was launched in 2002 to fund and support inspiring individuals to make a real difference for causes dear to their hearts and the world, anywhere in the world. In 2007 the focus shifted to projects working with youth in New Zealand. In 2017, the programme was still funding and supporting inspiring individuals and building community capacity as it was back in 2002, but its purpose had been sharpened up to focus on positive youth development, especially for young people not in employment, education or training (YNEET).

The Foundation wanted to know the difference the WoD Programme had made over the last 15 years to the award recipients, their host organisations, the people and communities they worked with, and youth development and philanthropic sector stakeholders. The Foundation wanted to know what they could celebrate and where things could have been better.

Point Research did an in-depth evaluation of 46 Vodafone New Zealand Foundation awards since 2012. Twenty-eight of those were WoD awards, ten of those recipients also received an Extension Grant, and one received a Fellowship Grant. Seven further recipients were awarded Fellowship Grants only. We spoke with 32 of the award recipients, and eight youth development and philanthropic sector stakeholders recommended to us by the Foundation. We were also informed by two evaluations of the WoD Programme (Kaiwai et al, 2009; Point Research, 2012), and leadership research into the leadership abilities and behaviours of WoD recipients (Hayhurst, 2017).

The Foundation can celebrate that the WOD programme has developed a high profile and a strong and positive reputation in both the philanthropic and youth development sectors.

The Foundation did not have a set of measureable performance indicators for the Programme, but aimed to support recipients who had clear project goals of their own. In our evaluation we found that most projects we reviewed did not have data about the difference their work had made for their cause or the young people they engaged with. Given that, the standard of evidence about the difference made for young people is low. However, we did collect a lot of information about the difference made for the award recipients, their host organisations, and recipients and sector stakeholders' views on the strengths of the Programme and how it could have been better.

The Foundation can celebrate that the WoD Programme has developed a high profile and a strong and positive reputation in both the philanthropic and youth development sectors. The diversity of projects supported by the Programme was a strength because it nurtures innovation. This was seen as a unique role of the Foundation as a funder that does not constrain through set criteria. The WOD Programme long-standing focus on young people was very well received. However, some questioned the merit in sharpening the focus to young people not in employment, education or training (YNEET) more recently, given that government services focus on this area.

The Foundation has gained a reputation for being reflexive and continually learning how to improve the WoD Programme. The Programme was acknowledged for providing outstanding wrap-around support to its award recipients including a unique and strong recipient and alumni community. This support and network enabled positive change for recipients, host organisations, projects and communities. However, staying connected was more difficult for recipients outside of Auckland.

All the recipients said they were very grateful for both the funding and support they received from the Foundation. There is a huge amount of goodwill from



recipients and a desire to give back the Foundation and to the new generation of recipients. Many alumni are also interested in contributing alongside the Foundation to a collectively agreed vision.

The WoD Programme was seen as a significant contributor to the development of the youth sector workforce and leadership. The Programme was also noted as significantly raising the profile of corporate philanthropy in New Zealand.

The majority of WoD recipients felt they made good progress during their year, but some struggled with sustainability of their project. When projects did not secure further funding momentum was lost, which led to questions about Programme timeframes. Some recipients felt the one year term was too short to make real change, and that with more time they could have had more of an impact because of the learnings made and groundwork completed during the year. However, the Foundation can celebrate that 25 out of the 28 recipients we interviewed thought getting a WoD award was at least part of the reason why they managed to obtain further funding, had become self-sustaining, and/or were able to remain in a paid position after their WoD year.

We found that a WoD award gave recipients credibility, which was a considerable boost in the eyes of their peers, local community members and youth sector decision-makers. This was often a catalyst for growth. Recipients told us it gave them mana, respectability, profile and influence, which attracted funding, support and interest from other parties. Another clear benefit to recipients was that the award freed them up from their day-to-day responsibilities, which enabled them to really focus on their WoD initiative.

We found that the degree of impact recipients made varied during their World of Difference year. This variability seemed to be due, in part, to how ready the recipients were for implementation when their WoD year started. Some WoD recipients struggled to get the support they needed from their host organisation. Those who struggled tended to be in more junior roles, whereas recipients in more senior and leadership roles in their organisations faced fewer roadblocks. The Foundation could have enhanced project impact by ensuring that the host organisations and leadership teams fully understood the recipient's projects and were willing and able to provide the necessary support. As well as internal buy-in, external stakeholders needed to be on-board to turn each recipient's vision into a reality.

We heard that the WoD award year had huge benefits for the recipients' personal development, including their leadership abilities. Recipients learnt more about themselves as a person, and how to be effective leaders. We heard how some recipients' belief in their potential to have a positive impact on their community grew. Recipients also felt more ready and able to stand up for what they believe in and to influence decision-makers. Some recipients spoke about using these skills to cope with challenges brought about by receiving the WoD award, for example, resilience and self-efficacy.

However, the mentoring, professional and personal development support provided to the recipients could have better meet their needs and aspirations.

The mentors were often not the right person, did not have enough time, and/or the right skillset, including knowledge of youth development. Some recipients struggled with the additional responsibilities that arose during their WoD year, especially those that already had full-time employment and family commitments. Some recipients felt overwhelmed the pressures of the WoD year, and a few experienced burn-out.

WoD recipients engaged with thousands of young people through a wide range of activities. Of those young people, we estimate that about¹:

- 70% have been helped to transition from school into further education, training or employment
- 50% have engaged in personal and community cultural development programmes and activities
- 50% have developed greater physical fitness and wellbeing
- 20% have been helped to express themselves through music, poetry and other performing arts
- 20% have been given opportunities to influence or lead organisations in local government, private or non-government sector
- 20% have helped develop new services, tailored to better meet the needs of young people.

Over the last 15 years the WoD programme has developed an excellent reputation for nurturing inspiring individuals, building community and youth sector capacity, and making positive change. The evaluation findings show that the development of a clear focus – youth wellbeing – helped to create a network of mutually reinforcing activities and relationships. Connections to the Foundation, the youth development and philanthropic sectors, and across the recipient and alumni network benefited the recipients enormously. These relationships built the recipients capability to make a positive difference to young people's lives. By far, most of the recipients interviewed were still active in youth development, and were still connected to people and organisations they met through the WoD. The strong connection of the recipients network was motivated by a shared purpose, care for each other and has enormous potential for further activation. The Programme could have been strengthened with a shared approach to impact measurement, better communication with the leaders of host organisations, and better support systems for recipients. Despite these shortcomings, we found that the Foundation has a lot to celebrate about a Programme that has enabled and supported talented, emerging leaders to make a positive difference to young people throughout New Zealand.²

¹ These figures are estimates based on incomplete data.

² This summary draws on a framework for collective impact described by Disruptive Leadership: Building Capacity for changing communities. Tamarack Institute. Community Change Series 2016.

Introduction

Vodafone New Zealand Foundation's flagship World of Difference (WoD) Programme funds and supports inspiring individuals who encourage, support and empower young people to reach their full potential.

The Programme was evaluated in 2009 and again in 2012. The first evaluation provided an in-depth examination of a small number of WoD projects to describe how change was brought about, and the outcomes there were achieved (Kaiwai et al, 2009). The second evaluation described a larger number of WoD award recipients' projects (n=40), and the difference they made to the health and wellbeing of young New Zealanders (Point Research, 2012). The purpose of the current evaluation is to look at the difference the WoD Awards made over the last 15 years to:

- the award recipients,
- their host organisations,
- the young people they worked with, and
- the youth development and philanthropic sectors.

The Foundation also wants to know:

- what it can celebrate about that, and
- where things could have been better.

The World of Difference programme

The WoD Programme was launched with a vision to inspire passionate New Zealanders to make a real difference to causes dear to their hearts, anywhere in the world. In 2007 the focus shifted to youth in New Zealand, because youth are the country's future and the Foundation was becoming increasingly known for its youth-focused activity and facilitating leadership and collaboration in the philanthropic and youth sectors. In 2017, the programme was still funding and supporting inspiring individuals and building community capacity as it was back in 2002, but its purpose had been sharpened up to focus on positive youth development, especially for young people not in employment, education or training (YNEET).

Each year, the Programme awards six talented individuals \$100,000 towards a full-time salary, expenses and project costs for one year as agreed between the individual and their host organisation, usually a charitable trust. The Foundation looks to support projects that:

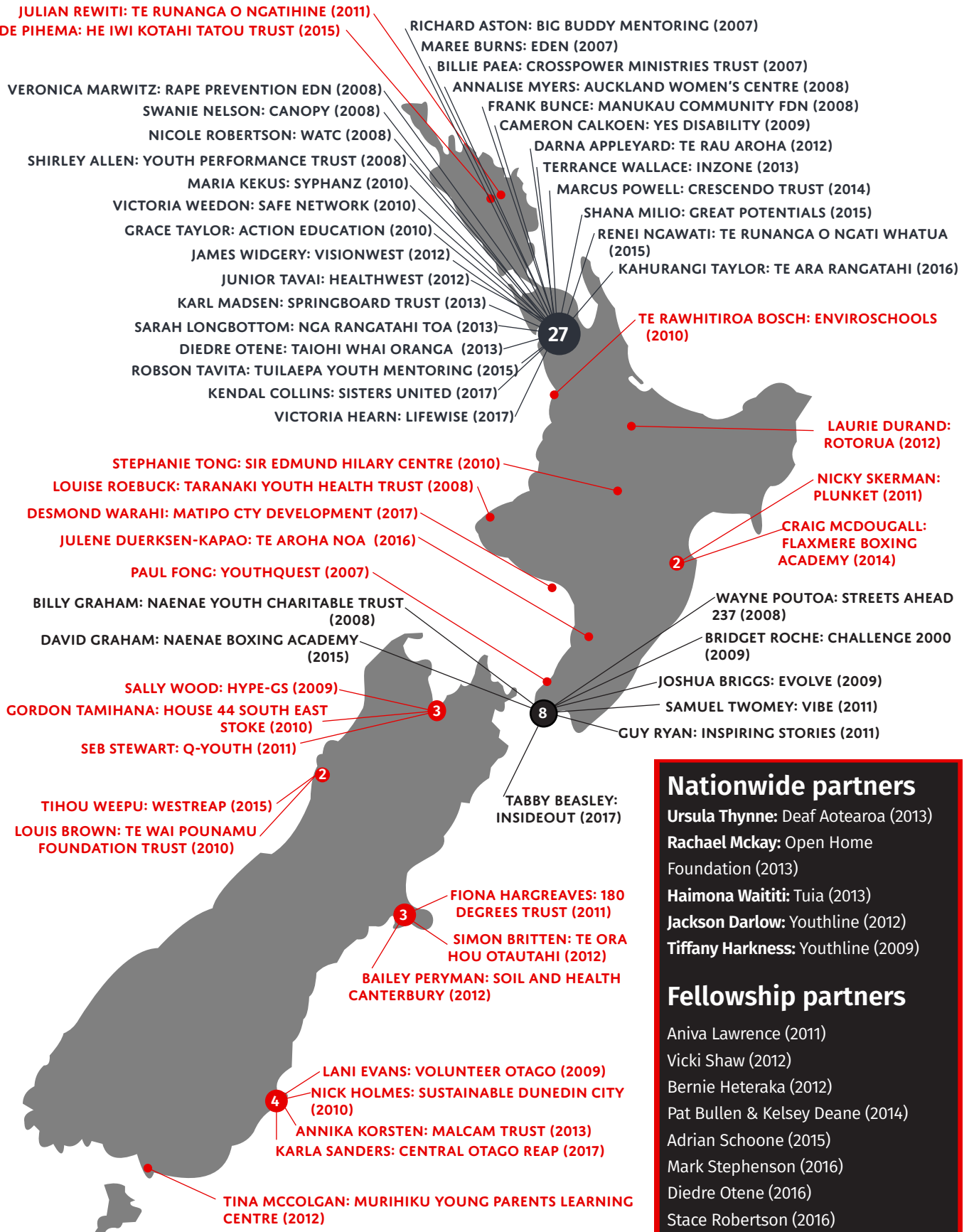
- are ambitious and innovative;
- have clearly intended goals that enable vulnerable young people to live lives

- they value; and
- build the capacity of the organisation hosting the World of Difference applicant.

To help ensure WoD projects are successful, the Foundation also provides one-on-one support throughout the year. In addition, each recipient is matched with a Vodafone business mentor who helps them to develop their skills and abilities to achieve their vision. Award recipients are also invited to WoD hui where they connect with Foundation staff and other WoD award recipients, and up-skill in youth development.



Our community change



Nationwide partners

Ursula Thynne: Deaf Aotearoa (2013)
 Rachael Mckay: Open Home Foundation (2013)
 Haimona Waititi: Tuia (2013)
 Jackson Darlow: Youthline (2012)
 Tiffany Harkness: Youthline (2009)

Fellowship partners

Aniva Lawrence (2011)
 Vicki Shaw (2012)
 Bernie Heteraka (2012)
 Pat Bullen & Kelsey Deane (2014)
 Adrian Schoone (2015)
 Mark Stephenson (2016)
 Diedre Otene (2016)
 Stacey Robertson (2016)

Measuring the difference of WoD

Our approach

Point Research reviewed previous WoD evaluations (Kaiwai et al, 2009; Point Research, 2012) and leadership research (Hayhurst, 2017) completed for the Foundation. We then did an in-depth review of 46 Vodafone New Zealand Foundation awards between 2012 and 2016¹. Twenty-eight of those were WoD awards for diverse initiatives that included developing the potential of young people to live lives they value through boxing, rural sector employment, the creative industries, gardening and food security, alternative education, youth justice, and personal and community cultural development. Ten of those recipients also received an Extension Grant, which funded their host organisation over three years to build on their WoD year achievements. Seven people received a Fellowship Grant, which funds an individual for a year to further develop their leadership, knowledge and skills. One WoD recipient also received a Fellowship Grant.

To structure our inquiry, we set the information about the recipient projects alongside what the Foundation wanted to achieve through World of Difference awards programme. We looked for the extent to which those things were achieved, what helped the recipients achieve those things, and where the programme could have been improved.

The Extension and Fellowship Grants have a different purpose and are administered differently to the WoD Awards. Through the evaluation we learnt about these three types of grants, and what we heard from the recipients helped us learn about what makes the WoD programme unique. We identified the strengths of WoD, and how the Programme might have made a bigger difference to the recipients, their host organisations and young people's lives.

Application, reports and end-of-project interview notes review

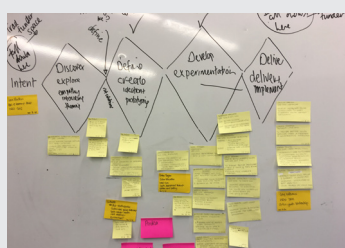
We made a template to review the documentation about each recipient. We collated information from the recipients application, reports and interview and reduced it to key points answering specific questions:

- What was the issue addressed/ opportunity taken?
- What difference did you make?
- For whom?
- What enabled the recipient's success?
- What did the recipient struggle with?

¹ A few recipients 2012-2016 were not included in the evaluation dataset. The reasons for not including them were that the recipient had submitted too little information in their update reports, and/or we could not get hold of them by phone for an interview.

Data analysis

A significant amount of data was collected through the evaluation processes. The evaluators made sense of this using an inductive (grounded) analysis method to code and theme the findings in relation to the evaluation questions.



- What did the Vodafone New Zealand Foundation do well?
- What could the Foundation have done better?

Interviews

The information we collated from the document review served as background information for the interviews. We spoke with 32 of the recipients, and eight youth development and philanthropic sector stakeholders recommended to us by the Foundation.

Interviewing the recipients allowed us to collect more information about the projects, clarify points in the document review we did not understand, get an update on where the project was at now, and find out what difference the WOD year had made to the recipient.

One interview was conducted in-person because of hearing difficulties. The rest of the interviews were conducted by phone. We could not get in touch with some WoD recipients and a few recipients missed times we had booked in for an interview.

The stakeholder interviews allowed us to get an informed, outsider's perspective on the Programme, its strengths, the impact it has on the philanthropic and youth development sectors, and how stakeholders thought the programme could have been better.

We have included quotes to help illustrate recipient's and stakeholder's perspectives on points we make throughout this report.

Limitations

The data

Due to the reasons given below, the standard of evidence about the difference the WoD programme has made is low, particularly for the difference made to young people.

We sourced information from Foundation staff, the WoD recipients and youth and philanthropic sector stakeholders connected to the Foundation. The information provided by recipients is based on personal observations, including the project update reports. Most projects were missing some data, such as a six-month update report, and/or a 12-month report, or the end of project interview. We did not have an end of project interview data for nine recipients.

The update reports did not require data to be submitted about the difference that the project had made to the young people involved. Some recipients could give us estimates about the number of young people who had participated in initiatives supported by their WoD award, but many could not. There was very little information available about the difference that participation had made to those young people. Several recipients said they would have liked to collect this information, but did not know how to do it.

The WoD programme, and reporting on its strengths, weaknesses and impact, could have been improved by building in a performance measurement framework. Over time, the information collected would have helped to learn what impact the projects were having, guide improvements, and support better professional development. We do not underestimate how difficult this would have been, especially given the flexibility of the

WoD Programme, but measurement would have become easier as the WoD programme developed a sharper focus more recently.

In 2017, the Foundation had a vision, that: *All young people in Aotearoa/New Zealand live lives they value*

And its goal was to: *Encourage, support and empower young people to reach their full potential*

The WoD goal was to: *Enable vulnerable young people to channel their energy and creativity towards living lives they value. That means funding projects that encourage and empower vulnerable young Kiwis to achieve the future they aspire to – not the life that others expect them to live.*

While the programme did not have its own set of measurable performance indicators, it did support recipients who had clear goals of their own. However, we found that only a few recipient projects between 2012-2016 had translated their goals into measurable actions, and none collected data about the difference they had made for young people.

From our perspective as evaluators, the Foundation might have had more to show in terms of the difference made by the WOD programme, by:

- having its own set of measurable outcomes it wanted to achieve through the WoD programme,
- showing which recipient project contributed to one (or more) of those WoD programme outcomes and how, and
- supporting recipients to identify, methodically collect and submit data on these outcomes, factoring in differences in project context (e.g. young people NEET) and change mechanisms (e.g. boxing, mentoring).

Some sector stakeholders we spoke to also struggled to get good information for their organisations.

We want to support sustainable service delivery and growth for community partners, but most importantly we want to know that the services we support make a positive impact to the lives of the young people who are the end users of those services. It's not always easy to measure youth development outcomes, it's not like NCEA levels, or incidence of Rheumatic Fever for example, we can measure that sort of thing much more easily, but measuring the difference youth development services make on young people's ability to acquire skills that will better equip them to contribute socially and economically to NZ - that's harder to measure.

Sector stakeholder

The challenge would be balancing certainty of measurement with the unique characteristics of the WoD programme, the diversity and flexibility that recipients and stakeholders so valued. This includes the ability to learn and accordingly make changes to their projects through the year. While this would have posed evaluation challenges, but we do not think it would have made evaluating impact impossible.²

² There is helpful literature about how to build evaluation into a complex social change programme, such as Ray Pawson's book, *The Science of Evaluation: A Realist Manifesto*.

The WOD programme's reputation

The Foundation has gained a reputation for being reflexive and continually learning how to improve the WoD Programme. The Programme was acknowledged for providing outstanding wrap-around support to its award recipients including a unique and strong recipient and alumni community.

Strengths

The Foundation can celebrate that the WoD programme has developed a **high profile** and a strong and positive reputation in both the philanthropic and youth development sectors.

We have a really wide membership and our members talk about the World of Difference award. It has as an incredibly high profile

Youth development sector stakeholder

When the WOD awards are announced the sector celebrates

Philanthropic sector stakeholder

The Programme's reputation had a real, positive **impact on recipients' credibility**.

Being supported by the Foundation adds credibility to an organisation, positively impacts on reputation. ... For [the narrator's organisation] its almost part of the due diligence that there be a person in the organisation we proposed to fund who has a connection to the Foundation. When we put a proposal to our Board for their support, we would look at whether it has charitable status, its legal entity status, what its management structure looks like and a number of other criteria. But knowing that the Foundation is involved offers another layer of evidence that, "look, we know that this person has had the backing of the Foundation". It's a credibility thing.

Sector stakeholder

The WoD programme's wrap-around support structures, and the recipient and alumni network was seen as significant contributions to the youth sector's **workforce development**.

What we are trying to do as [a sector peak body] is get learning and development into the sector's DNA and the WoD is a really important part for that. It's not just about growing individuals as a person, it's about allowing people to connect with others. So it's really important for growth and development for the sector.

Sector stakeholder

A reason for the programme's strong reputation is the **diversity** of the recipients and their projects. The diversity is unique in a funding environment that often constrains projects with rigid criteria to suit the funder's interests.

I like the way people are able to submit their fabulous idea of, "I would like a year to do this fabulous thing". ... I just think that's really great in a sector that's often dominated by people saying, I see what you're doing - I'll fund you but you need to fit in with our programme - our mission. ... I feel that Vodafone are quite agile in the way that they work with a very broad sweep.

Philanthropic sector stakeholder

The Foundation has also gained a reputation for being **reflexive** and **continually improving** the programme.

I genuinely believe the Foundation is always looking at possible improvements, hearing what people are saying.

Sector stakeholder

I can remember in my year we challenged that they were fairly mono-cultural. So when they did their [awards announcement] on a marae I made an effort to go up to the marae in Auckland and support that. And I think since then they had some of their gatherings on the marae too.

WoD Award recipient

Some people noted how the WoD programme is responsible for bringing youth development into the focus of philanthropic funders and the **voice of youth** to the table.

The voice of youth doesn't feature in philanthropy but they help with that.

Philanthropic sector stakeholder

Our perception is that Vodafone does a great job at facilitating conversations across the Philanthropy and Youth Development sectors

Youth development sector stakeholder

The WoD programme was also noted as significantly raising the profile of corporate philanthropy in New Zealand

The Foundation's WoD programme has really put corporate philanthropy on the map. It wasn't here 10 years ago.

Sector stakeholder

However, an issue with the WoD programme was that it could have been more

methodical and intentional about helping recipients to become **sustainable**. The clear majority of WoD recipients felt they got off to a good start or made good progress toward achieving their WoD goals, and most managed to get further (short-term) funding or resources to enable them to continue past their year. However, longer term funding was a problem and this is a problem shared across the philanthropic sector. A sector stakeholder, who had hosted a WoD recipient in the past, noted how this issue is particularly concerning for projects supporting vulnerable young people.

We were fortunate in that the recipient we had on board had done such a good job it was extended, which was helpful, but beyond that how do you make this thing sustainable? If it's just a project, that's fine but if it's to become part of the DNA of the organisation how do you do that? In this case the YP was working with vulnerable clients, which was a problem. The activity would stop and the client group would be stranded.

Sector stakeholder

Some sector stakeholders considered the Programme's one-year term **too short** to make substantial progress. However, they saw awarding an Extension Grant to promising and successful WoD recipients as a step toward enabling longer-term, more substantial impacts.

If they [the Foundation] stay in a relationship they could work more collaboratively. They could work with those 6 or 7 recipients each year a bit more. [The corporate side of Vodafone] must have 5000 or more employees – what could they really do with that to have impact? I also think we now know more about philanthropic and social enterprise models in the sector. So we need to say who can we build and how can we build to do that, to achieve this goal? We need longer term funding and in partnership with others to grow sustainable leaders.

Sector stakeholder

Making a difference for host organisations

The Foundation can celebrate that 25 out of 28 WoD host organisations obtained on-going funding, became self-sustaining and/or were able to retain the award recipient in a paid position. The recipients attributed this on-going success at least in part, if not entirely, to the impact of their WOD award.

Partnerships, new funding and contracts to continue to deliver services to youth were secured from agencies such as the Ministry of Social Development, the Department of Internal Affairs, Foundation North, Police and Christchurch City Council. Recipients have also won national awards and secured resources, such as buildings and land.

Catalysing change

Granting a WoD Award acknowledged the credibility of a recipient's vision, which had a ripple effect across their community. It made stakeholders and funders stand up and take notice of the merit and value in the recipient's ideas and potential. For many organisations this was a catalyst for growth.

Recipients told us that getting an award increased or gave them, mana, respectability, profile and influence.

There was a perception like "Wow, these guys must be the real deal". 12 or 13 local businesses call us now. Some call to see if we have anyone ready for employment and we get offers of work experience too".

WoD award recipient

We were playing rugby on the back paddock kind of thing, then all of a sudden you guys put the light bulb on and we actually had a little bit of a stadium where people would come and watch us play this game. Then, all of a sudden [a new funder] got on board, and it's like, oh [expletive!], my goodness, we're not just schoolboy rugby anymore. So there's been this momentum that it created.

WoD Award recipient

Another impact was freeing recipients up from day-to-day responsibilities to focus on implementing their vision for change, or developing their new programme, initiative or service.

The Foundation made [the project] possible. I was able to work at it instead of volunteering time. It fast-tracked developing the concept and bringing the necessary people together.

WoD Award recipient

Sustaining change

Nearly every recipient felt more capable of effecting change after completing their WoD year, but sustainability was an issue. We heard that some managed to continue their work for a year or two and would have loved to continue but had not managed to get the resources they needed. This meant they had not been able to capitalise on the skills, knowledge and experience they gained and the relationships they made during their year, as it was often not until the end of the year that all the learnings and groundwork had been done, and they were ready to scale up. It also meant that recipients felt the investment the Foundation had made in them was not maximised.

I think at some point to start an idea or initiative some thought should be put into what will happen at the end of the year. They can lose momentum, the person and the start-up. If it's not a new start-up and the recipient has gone into support them, some sort of guidance, resource or support should go into to help with that transition. Something I learnt organisations or companies it all starts with that individual. What I'm finding in the US and NZ you have these capable individuals but what happens is that they don't stay in the social impact area. They end up in some situation where they can make a living. But I wish that more could stay in that side where they can help us face challenges for the nation.

WoD Award recipient

One recipient said she was new to youth work at the start of her WoD year and had received valuable support from her host organisation, some other people in her own community, and the Alumni network. They listened to her concerns, questions and gave her support to help her up-skill in youth work. Then,

I was lucky enough to get an Alumni Grant. I had a much better idea of how to make things work, given my year. Now I know how and have the confidence to make a bigger impact. I know there is only so much money, but even if it's not money but support somehow to help people achieve their vision after the WOD year, that would be great.

I can add that now having worked with youth for 3 years I feel more confident and very secure in myself working and guiding them.

WoD Award and Alumni Grant recipient

At the time of interview (February 2017) 25 of 28 WoD recipients are still active and continuing the work they initiated during their WoD year, or were accelerating it. Some recipients have managed to continue their work by securing additional funding, by seeding self-sustaining work in the community,

or through earning funds through social enterprise.

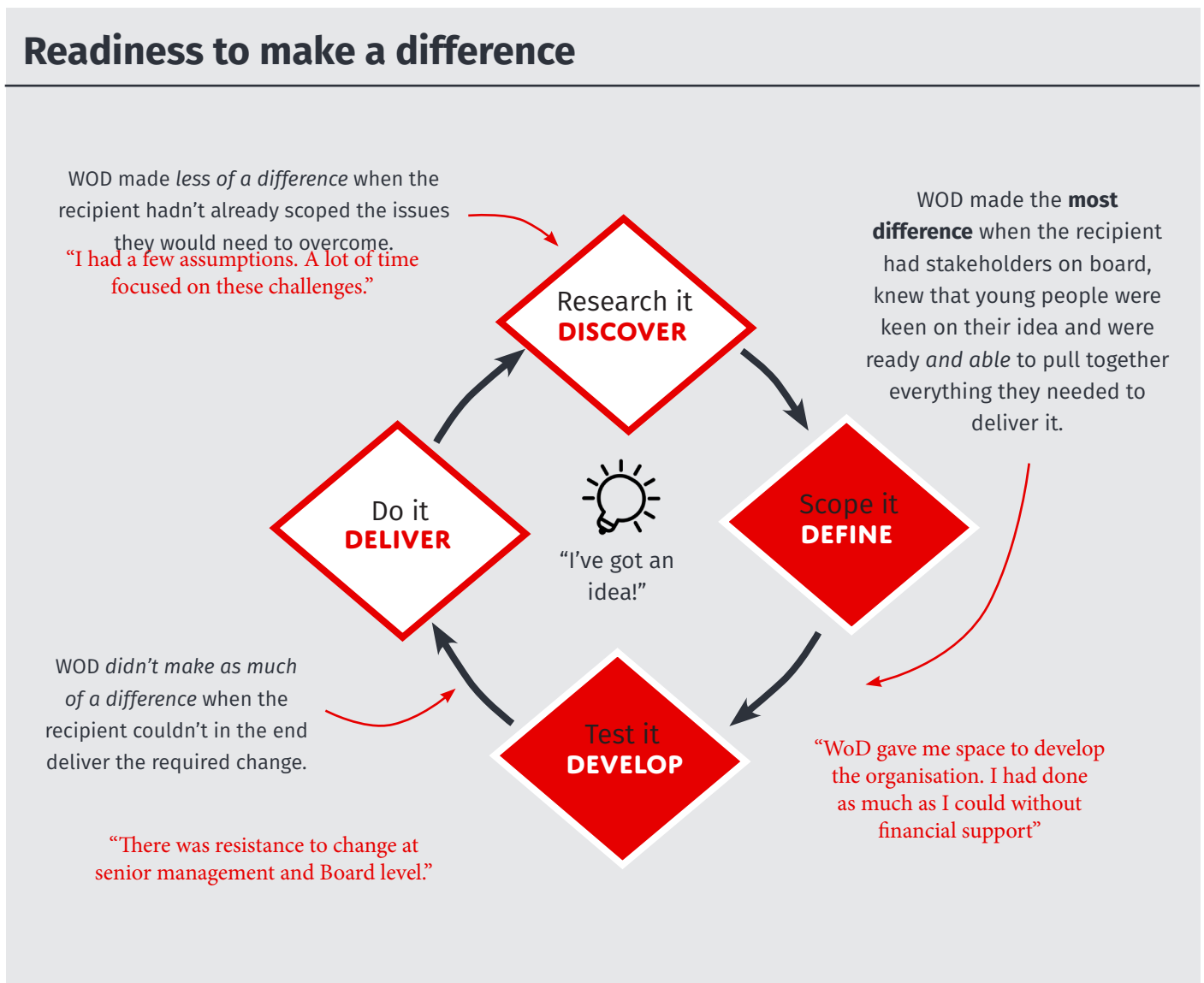
A recipient told us he was surprised that his vision has taken on a life of its own:

Definitely the impact that it's having on these young people is a surprise; how important it is for them, and how important it is becoming for them. There are a lot of them who afterwards travel back for the different wānanga they're connected to, and mentor some of the ones coming through ... They support one another, which surprised me, because I think I assumed that doesn't happen like that, unless there's resource there to back it up. This is really just up to them.

WOD Award recipient

Readiness to make a difference

We found that the recipients felt differently about the degree of impact they made during their World of Difference year. This variability seemed to be due, in part, to how ready they were for implementation when they started their WoD year (see figure below).



Organisational buy-in

Some WoD recipients struggled to get the support they needed from their host organisation. Those who struggled tended to be in more junior roles, whereas recipients in more senior and leadership roles in their organisations faced fewer roadblocks.

I wanted to be an instigator/disruptor but ... senior managers ... were resolute that they knew what they wanted, and that went unqualified.

WoD Award recipient

In my time I think what we were trying to do with governance models was way too soon for what many adults in the organisation were capable of in terms of thinking differently

WoD Award and Fellowship recipient

The Foundation may have had more of an impact by ensuring up front, that: the host organisation's leadership understood the recipient's vision, intentions, and the implications for the organisation, and the host organisation was able, and willing, to provide the necessary support to help the recipient.

As well as internal buy-in, recipients' experiences showed that external stakeholders also needed to be on-board to turn the WoD vision into a reality.

The main challenge was turning enthusiasm into action

WOD Award recipient

Making a difference for WOD recipients

The WoD award year had huge benefits for recipients' personal development and leadership abilities. They learnt more about themselves and their belief in their potential to have a positive impact on their community grew. Recipients also felt more ready and able to stand up for what they believe in and to influence decision-makers.

The **wrap-around support** provided by the Foundation was greatly valued by the recipients.

I would like to highlight the fact that when we have needed advice or questions answered or just an ear to voice stuff, that we have been supported

WoD Award recipient

Nearly every recipient and stakeholder commented on the unusual depth of the Foundation's support.

I was really surprised by how much they got involved and how helpful they were about everything, not just funding but working together. I loved that bit. There's no question: I don't really see them as funders per-se but as accountable partners ... as part of the whole business build: the planning and accountability. I love this approach. I think it's how it should be. It's not just about checking it out, but how you can get best bang for the buck for young people and making sure that young people are at the centre.

WoD Award recipient

The **network of recipients and alumni** was an important part of that support. The recipients and stakeholders see this as a unique community within the youth development and philanthropic sectors, characterised by caring and supportive relationships, and a depth of expertise and knowledge.

We heard from some recipients that the network helped drive change and make an impact on the success of each other's organisations, projects and communities.

And the alumni network is really helpful too. [An alumni] came to see a [host

organisation's] Board meeting and told me what a secretary should do, what a treasurer should do. We made changes for the better after his visit and advice. A Board member stepped down. We revisited everything, restructured our board, redone our policies and procedures. We built a very strong organisation. In terms of capacity we've grown tremendously this year.

WoD Award and Extension Grant recipient

The huis provide us with an opportunity to reconnect and re-education, upskilling. I'm friends with [a WoD alumni] and we work together to link our programmes, learn from each other and get the best for our young people.

WoD Award recipient

Some of the recipients said they felt a bit disconnected, especially those whose year had finished, but would like to **stay in touch**. Some said they would also like to give back or contribute.

I'm happy to share my experience and tell people what I learnt but now I don't really know how to because I don't feel so connected.

WoD Award recipient

Staying connected seems to have been more difficult for recipients outside of Auckland. There's an opportunity to think about how those **out-of-town relationships** could be strengthened.

We're talking relationships. If you're in Auckland you can pop in and see people, which makes it better. Being local means you're spending more time with people. But if you're a step removed it's less likely to happen.

WoD Award recipient

All the recipients said they were very grateful for both the funding and support they received from the Foundation. This had created a huge amount of **goodwill** amongst the recipients and their organisations and a desire to give back the Foundation and the new generation of WoD (also Extension Grant and Fellowship) recipients. For example, one recipient told us that,

I have been thinking about how [the recipient's organisation] can give back to the Foundation ... One way is around the awareness of their position within Te Ao Māori, they fund a lot of Māori providers and Māori people who give back to Māori communities and rangatahi. I am sure everyone is very appreciative of it all. I think it would be good for the Foundation to start thinking about: How do we enhance what they do? How do we keep their integrity and our integrity? That's definitely an area where we can give support to the Foundation.

WoD Award recipient

There are lots of differences and needs of recipients, maybe have a session to figure out what these are. Maybe the active alumni could document skills and share stories etc. and the Foundation organise this so the people can make the most of the opportunity and not always have to go through you guys.

WoD Award recipient

Many alumni were interested in contributing alongside the Foundation to a collectively agreed vision and objectives, and to know what others are doing, share their personal experience and learn with others.

Leadership

This remainder of this section is focused on the impact the WoD year had on recipient's leadership competencies. The leadership competencies we considered were: leadership style (e.g. authentic, democratic), social competence (e.g. self-awareness, communication skills) and personal effectiveness (e.g. resilience, self-efficacy). These competencies were the subject of a leadership research project involving World of Difference recipients (Hayhurst, 2017).

There are examples of recipients making gains in all three leadership competencies. Note that we did not purposefully ask for feedback based according to these categories, we instead asked what difference the WoD made for the recipient as a leader.

Leadership style

Some recipients learnt more about themselves during the WoD year, including what kind of leader they had been and needed to be. One recipient talked about what can be described as an 'authentic' leadership style which better suits her as a person, her team and is more effective and sustainable.

Before the WoD year I was completely beyond capacity because I was trying to be 'the boss'. Now I don't see myself as their boss, I'm their leader. It's not about the HR stuff and defining the projects. Before my WoD year I was the boss, but now I'm the leader. I'm the guardian, the kaitiakitanga.

WoD Award recipient



We also heard how recipients developed leadership skills that can be termed 'democratic'. This recipient reflected on a project that did not go the way he had envisaged it.

I massively overhauled the way I do strategy and communicate with customers. I now work closely with value-based strategy and implementation tools that de-centralise decisions away from 'people' and towards 'purpose' [because] when you move and challenge people towards a purpose they start to better qualify what they need.

WoD Award recipient

Social competence

The leadership research (Hayhurst, 2017) found that the WoD recipients had particularly strong civic values³. We heard how some recipients' belief in their potential to have a positive impact on their community grew during the WoD year.

It encouraged me to see myself as a leader... I really built my confidence, built myself more and felt more of a sense of community and connections. ... With the funding I was able to access the type of supervisor I wanted who always bought it back to me and my journey. The flow on effect was developing the tools I needed and further supporting young people and their families.

WoD Award recipient

We also heard from several recipients who spoke of feeling more conviction and capability to stand up for what they believe in and to influence decision-makers.

I feel more confident and justified to stand up for the importance of this work and feel more ready and better prepared to support others. The Fellowship made me see I'm right: what I see in the NZ system needs to change. That young people are getting a crap deal and we need to get better outcomes for kids. Before I wasn't sure but now I have unbreakable self-belief and conviction and am confident to stand up in front of the MoH, paediatricians or whoever and will stand my ground. The Fellowship made me see I can do it and should do it.

Fellowship Award recipient

Personal effectiveness

For every recipient, the WoD grant provided a platform to launch themselves at their vision. Many struggled with workload.

It's hard not to do too much, especially when you are given an opportunity to pursue your dream

WoD Award recipient

It's huge, but fantastic. There is a sense of burden, but it's not external, it's internal. Setting big expectations for myself has been an issue all my life! [Laughs] An issue regardless. The Foundation constantly reminds us that we do need to take that time out.

³ The WOD recipients had significantly higher levels of 'civic values' compared to a sample of University of Otago Psychology graduate students

WoD Award and Fellowship recipient

Some recipients spoke about deploying personal effectiveness skills to cope with challenges brought about by receiving their WoD award, for example, resilience and self-efficacy.

Narrowing the focus was hard once I learnt what was possible with Vodafone's support. It was hard as I wished I could do more. But I wouldn't want the Foundation to size my project. It was something I had to go through myself, which helped me learn big leadership lessons, which was an unexpected bonus.

WoD Award and Extension Grant recipient

I sought help... to cope with workload pressures. It helped. It gave me coping strategies. I did this as part of the 'self-care' component of the year. I think Vodafone could be more diligent about that. You know, rather than just ask 'How's it going' say 'Hey, let's book that [appointment] in right now' type thing. It's important. I know about another alumni who's struggling with this.

WoD Award and Extension Grant recipient

Some recipients did not manage so well with the pressures and felt overwhelmed and burnt-out. Reflecting on what might have helped him (and others) who struggled deal with the pressures and also achieve more, a recipient said

The mentors are good (especially for giving high-level insights) but having a skilled coach would be even better. Also, Vodafone mentors are very busy and don't know the youth development area. A skilled coach could help to support recipients and keep projects on track better. A coach could also help with time management and personal development because some projects are not successful because of the personality of the recipient. A coach could help them to grow and be more effective. This would be especially good for younger recipients. WoD is very different from normal working life because of the freedom, and some people are not used to it.

WoD award recipient

As shown earlier in this report, the support structures the Foundation had in place were greatly valued by the recipients - the back-office support, the mentoring and the recipient and alumni network and hui. Many spoke about how those supports helped buffer some of the stressors of the WoD year, and overcome some of the challenges. Some of those stressors and challenges might have been in part created by the way the WoD awards programme was structured.

One thing is the individualised rather than organisational nature of the funding. The sustainability question is raised, because our sector is full of examples of amazing people who do incredible work but burn out. Investing a lot of money in one person for one year doesn't really address the question of burnout. Some have argued that if resources are channelled into organisations individuals get buffered a little bit by a shared approach to the

work. My perception is that people in the youth development sector have huge aspirations for their work. We have to take care of them better, both in terms of financial support and organisational support.

Sector stakeholder

However, we also heard about recipients stepping-up to strengthen their organisation and in doing so demonstrated growth in personal effectiveness.

The main increases were in personal capabilities, not the organisation's capabilities, as the organisation was going through a difficult period. The project was an add-on to BAU. I stepped up and secured a funding contract myself. This was the first time I had done this on my own and gave me the confidence to have a voice within the organisation. It has helped me grow as a person and take on more responsibility. Stepping up has felt really good.

WoD Award recipient

Social capital

Another important leadership dimension noted by WoD recipients can be termed 'social capital', which refers to the esteem, credibility and influence a person has due to how they are perceived by others, how well they are connected to other people and able to achieve things together. This impact has been discussed earlier in this report at the organisation level, but it must be noted that this was an important impact at the recipient level too. For example:

I became a leader in the community, especially in [a part of] Auckland. The Auckland Council and other organisations contacted me to [join several different groups].

WoD Award and Extension Grant recipient

I was a strong community leader before my WoD, but because Vodafone believed in me and my project the award enabled me to step forward with more confidence, open new doors and be taken more seriously.

WoD Award recipient



Making a difference

For young people

We spoke to 32 recipients of WoD awards since 2012. Thousands of young people have participated in activity supported by their awards.

Creative expression

About 20% of those young people have been helped to express themselves, their worries and their dreams creatively through music, poetry and other performing art forms (musicianship, poetry, dance)

“He announces to the class, ‘I don’t have a poem. I have a rap’. His fellow students are either shocked or amused in their response. It begins as a slow start and uncertain. But then a flow starts to emerge and he is actually rapping, he begins putting insanely good words, phrases and ideas together. Finally he finishes, and the entire class erupts in excitement. It was a priceless moment, a young man who is the least likely, most awkward student in the class and probably the entire school, literally finding his voice right in front of our eyes and being celebrated by his peers. Now THAT is spoken word poetry.”



Education / employment

About 70% of those young people have been helped transition from school into further education, training or employment (work-readiness, hospitality skills, mentoring, peer-support)



Development

About 50% have engaged in personal and community cultural development programmes and activities [words: tikanga, kaupapa Maori, hapu, iwi, parenting, self-esteem]

“We didn’t scale up massively. We worked with about 16 per year, got up to 60, and are now at about 20 but we are working further into whanau. We’re working deeper. We’re getting better service for the kids by working with their whanau.”



Personal growth

About 50% of those young people have been helped to develop greater physical fitness and wellbeing (self-esteem, boxing, discipline)

“Now it’s a team, mostly volunteer men who are good quality role models. We work on the basis of 3 Bs: Belonging, Belief and Becoming. We work with our YP to give them a sense of belonging, belief in themselves and help them become what they want to be, whether its head-boy or an engineer. The flow-on effects we hear about are they’re doing better at school and they’re helpful at home.”



Youth leadership

About 30% have been given opportunities to influence or lead civic, private or non-government organisations (Council, Board, governance, programme and service development)



Youth-designed services

About 20% have helped develop or have participated in new services, tailored to better meet the needs of young people (therapeutic foster care, youth justice)

“We’ve co-designed the project with young people. ... They’ve become really involved and are talking about the business like they’re part of it “when it opens I think it would be a really good idea that you look at this”, for example. ... Now they really speak up for themselves, sharing ideas, asking questions and telling us what they need to achieve their goals and what they want to do. A massive change!

Wrap-up

Over 15 years, the WoD programme has developed an excellent reputation for nurturing inspiring individuals, building community and youth sector capacity and making positive change.

Our evaluation findings show that the development of a clear focus – youth wellbeing – has helped create a network of mutually reinforcing activities and relationships. Connections to the Foundation, to the youth development and philanthropic sectors and across the alumni and recipient network benefited the recipients enormously. These relationships built the recipients capability to make a positive difference to young people's lives. By far, most of the people we interviewed were still active in the youth development space and still connected to people and organisations they met through the WoD. The recipients' network was motivated by a shared purpose, care for each other and has enormous potential to do more.

The programme could have been strengthened with a shared approach to impact measurement, better engagement with the leaders of host organisations,



and better support systems for recipients. Despite these shortcomings, we found that the Foundation has a lot to celebrate about a programme that has enabled and supported talented, emerging leaders to make a positive difference to young people throughout New Zealand.¹

What could have been better?

Measurement

- The Foundation could have had a **framework** to show how each project's activity contributed to the overall WoD programme's vision, and identified performance indicators relevant to both the programme and projects.
- Using information about the projects' **performance** to reflect on each project's success and support the WoD and wider youth development sector's learning and improvement.
- Been more **methodical** about making sure recipients could, and were, collecting information about the difference they were making.

Engagement

- The Foundation could have more closely engaged the **host organisations' leadership** to be sure they understood what the WoD award would mean for both the recipient and the organisation, and that the organisation was both willing and able to support to recipient to drive change.

Change-abilities

- The **mentoring, professional and personal development** support provided to the recipients could have better meet their needs and aspirations.
- The mentors were often not the right person, didn't have enough time and/or the right skillset, including knowledge of youth development.
- Some recipients **struggled with the additional responsibilities** that arose during their WoD year, especially those that already had full-time employment and family commitments.
- Some recipients felt **overwhelmed** due to the pressures of the WoD year, and a few burnt-out.

Sustainability

- The programme could have had built-in processes to help successful and/or promising **recipients transition** through to longer-term sustainability.

What can be celebrated?

Making a difference for young people

- Made it possible for many organisations working with youth to provide more, better services and more sustainable services for the benefit of young people.
- Thousands of young people participated in programmes and activities targeted at helping them achieve their full potential.

¹ This summary draws on a framework for collective impact described by Disruptive Leadership: Building Capacity for changing communities. Tamarack Institute. Community Change Series 2016.

- Many of programmes and activities are still going.

Recipients

- The WoD has been the catalyst for enormous personal development for the recipients themselves.
- Recipients got the opportunity to realise their dreams and many of them are continuing to do so.
- Raised and leveraged recipient's credibility and profile in the local community, nationally and internationally.
- Built an environment of trust and support for the recipients to meet other like-minded people and learn, trouble-shoot and explore ideas together.

Organisations

- Provided immediate and enduring benefits for host organisations.
- Raised the organisations profile and strengthened their credibility.
- Made organisations more attractive to potential funders and community partners.
- Helped organisations improve their structure and processes.
- Up-skilled and connected staff to others in their field.

Sector

- The WoD Programme has played an important role in developing Aotearoa/ New Zealand's youth development workforce.
- WoD has seeded a significant amount of youth focused activity.
- Raised the profile of youth development and influenced many sector leaders' thinking.

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