

This guide was produced by
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paulramsay
FOUNDATION
PARTNERSHIPS FOR POTENTIAL

Drawing on insights from
case studies in a report from

SVA Consulting



Growing fields, shifting systems

A guide to effectively funding field-building intermediaries

Author and Acknowledgements

This report was prepared by May Miller-Dawkins for the Paul Ramsay Foundation, drawing extensively on the Social Ventures Australia 2022 report, *Insights on Australian field-building intermediaries and their funding journeys towards sustainable impact*, created in partnership with 8 Australian field building intermediaries.

Contributors from SVA include Susie King and Annabelle Roxon. We also thank Dr Tessa Boyd-Caine, CEO of Health Justice Australia, and Jane Hunt, CEO of The Front Project.

Photos used throughout this report have been provided by Health Justice Australia and The Front Project.

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Introduction

A growing number of funders in Australia and internationally are investing in field-building intermediaries alongside their support for community organisations, service providers, advocacy groups, research institutions and others.

They are drawn to the potential of field-building intermediaries to, at their best, not only contribute to specific outcomes for communities or particular policy changes, but also to enable a wider set of changes in how individuals, groups and institutions think, engage, resource and embed change. Funding field-building intermediaries as well as other organisations within the field is a potentially powerful strategy for a funder to contribute to deep and sustained change in a particular area.

As philanthropists, you have the opportunity to develop a view beyond the work of specific organisations to understand the broader field or system. From meeting and listening to people from different communities and organisations you can start to see the systemic nature of the challenges they face. Over time you may start to understand or hear about the work that is needed for the system to produce better and more equitable outcomes for people (for example, stronger collaborative leadership, shifts in who influences decision-making or new evidence informing different approaches). **This is the kind of work that field-building intermediaries are particularly well placed to contribute to the work of sustained social change.**

Philanthropists can help catalyse and propel deep and sustained change through their investments in field-building intermediaries.

They can do this by purposively investing, valuing the kinds of contributions these organisations can make, helping to build the funding field for this work, bringing their own power and insight to the table, and adapting and innovating around measuring impact, reporting and other funding processes. Importantly, philanthropists will do this best if they can see and actively reflect on the role they play in influencing how social issues are framed, which approaches are tried and who is resourced and supported to lead within a system.

Field building intermediaries are organisations that work with many actors to influence significant, most often systemic, change. They may engage in catalysing new kinds of leadership and collective action, developing new knowledge and evidence, and strengthening capability across a field, all to influence change at scale.

Who is this guide for?

- Current funders of field-building intermediaries
- Funders considering investing in field-building intermediaries

What is it based on?

- The insights in the guide are derived from review of the 8 case studies developed as part of the research undertaken by Social Ventures in 2021, commissioned by the Paul Ramsay Foundation to understand the funding context of field building intermediaries in Australia. View the report at: www.socialventures.com.au/work/insights-on-field-building-intermediaries/

What is inside?

- Summaries of 8 case studies of field-building intermediaries and their funding trajectories
- What funders need to understand about field-building intermediaries.
- How funders can best support and enable field-building intermediaries.

8 Australian field-building intermediaries

SVA's research on field builders examined the stories of 8 organisations – their origins, development, impact and funding trajectories. The organisations are introduced below and referenced throughout this guide. There are longer summaries at the back of the guide and you can access the full case studies and more analysis in the report at www.socialventures.com.au/work/insights-on-field-building-intermediaries/



CoAct was set up in response to the outsourcing of the Commonwealth employment services in the 1990s as a network of community-based employment service providers focused on job seekers experiencing a range of vulnerabilities. CoAct has successfully supported its now 15 service partners to deliver non-profit employment services for over 750,000 people with an 87% satisfaction rating from jobseekers. The majority of CoAct's revenue is gained from a share of government employment services contracts, complemented by fee-for-service income, membership fees and some innovation grants.



Health Justice Australia (HJA) is the national centre of excellence for health justice partnership, a collaborative service model bringing legal help into healthcare teams and settings. Since 2016, HJA has helped build the field, develop the evidence base and influence policy. HJA is predominantly philanthropically funded, enabling it to retain independence in its advocacy role.



Indigenous Eye Health (IEH) is a unit within the University of Melbourne School of Population and Global Health established in 2008 to close the gap in vision-related outcomes for Aboriginal and Torres Strait Islander people. IEH has contributed to halving the rate of Indigenous blindness from six times to three times and supporting coordination of services and government commitment. IEH was initially philanthropically and university funded and now is 50% government funded.



Just Reinvest NSW (JRNSW) works alongside Aboriginal communities to support place-based, community-led and data driven approaches to improve public safety and reduce criminal justice spending with 3 current sites – Bourke, Moree and Mt Druitt. The pilot led by Maranguka, an Aboriginal led coalition in Bourke had impressive results, increasing interest in the approach. JRNSW has had a coordinated group of philanthropic funders and now has increasing government funding for its community-based work with philanthropists supporting its intermediary functions.



Opportunity Child (OC) was an intermediary supporting an emerging field of place-based collective impact initiatives, all focussed on population-level outcomes for children experiencing vulnerability. Operating from 2014-2020, OC built capability and influenced government policy and investment. Established by Ten20 Foundation, OC was not able to secure sufficient funding for long term sustainability and closed.



The **Australian Centre for Social Innovation (TACSI)** is a social innovation organisation which aims to demonstrate new solutions and build the innovation capacity of Australia's social change sector to tackle the country's toughest problems. TACSI has helped to grow a stronger culture of 'people-powered practices and solutions' including the international scaling of successful approaches such as Family by Family and Weavers. Initially seed funded by the SA Government, TACSI is now funded by income from long-term partnerships and fee-for-service projects with further diversification planned.



The **Front Project (TFP)** works to improve the equity, accessibility and quality of the early learning system in Australia in order to improve outcomes for children experiencing disadvantage and vulnerability. TFP takes up different roles in the early childhood education and care (ECEC) system to best respond to opportunities for creating impact. Since 2017, TFP has contributed to shifting dominant narratives around early learning, influencing federal and state government policy and funding, increasing the quality and number of teachers, and supporting sector leaders. TFP is and is likely to continue to be majority philanthropically funded and has a growing fee-for-service income stream from its training and development work and new business models in development.



The **Youth Partnership Project (YPP)** works to minimize the involvement of at-risk young people from the south-east corridor of Perth in the juvenile justice system. Since 2014, YPP has driven improved ways of working within the sector including increased collaboration and co-ordination and supported services to operate in a more client-centred way. The YPP was initially funded by the Western Australian Government, auspiced by Save The Children. It now has a mix of government and philanthropic funding.

As at 30 June 2022, the YPP has been unable to secure ongoing funding and has ceased activities.

What funders need to understand about field-building intermediaries



Understand the impact and influence of field-building intermediaries

Field-building intermediaries can have varied influence and impact based upon their distinctive roles and contributions. Three categories are explored below. These contributions may be more or less visible and change over time, but are often interrelated in significant ways.



Direct Influence

Field-building intermediaries can, at times, directly influence peoples' lives or shape public policy and practice. These impacts are analogous to those that service, advocacy or research institutions produce and may be more readily recognisable by your staff and boards.

For example, the case studies in SVA's research highlight TACSI's Family by Family program that has improved family life for 90% of participants, reducing government spending by \$7 per \$1 spent; or The Front Project's influence on government COVID responses to support the early education and care sector, or CoAct's support to 750,000 vulnerable jobseekers.



Enhancing Others' Impact

Field-building intermediaries often provide critical accompaniment, capability building and connection for and between organisations and leaders within a field, in the process making contributions to their organisations' impact that are, at times, not particularly visible or not easily attributable to the intermediary.

For example, the case studies in SVA's research highlight YPP's support to local services to work in a more client-centred and effective way with young people, OC's support to specific place-based initiatives, HJA's work to build evidence and capability with a growing number of Health Justice Partnerships across the country, and JRNSW's support to their three sites in Bourke, Moree and Mt Druitt.



Building Fields & Shifting Systems

The field-building role of these organisations is the most distinctive, through which new thinking, practice, shifts in power and changes in policy and resourcing occurs. The contribution of the intermediaries can be how they work across the system and with many actors to address underlying dynamics and create real and long-lasting change. This kind of change may take years to see come to fruition and is likely to involve the work of many actors.

For example, the case studies in SVA's research highlight IEH's work with Aboriginal and other health organisations and government to bring new focus, coordination and resources to Indigenous eye health, and TACSI, HJA and TFP and Just Reinvest NSW's nurturing of new ways of collaborating with different people within and across sectors.

Understand the enablers of impact shaped by funders

The impact of field-building intermediaries is often enabled by their foundational (and ongoing) work on relationship and evidence building, organisational independence and a diverse base of support and resourcing for their work. Funders can actively and positively shape these enablers.

Strong foundations of relationships and engagement with the field, developing necessary evidence and testing new approaches are critical to the ability of a field-building intermediary to position itself for impact. Many of the organisations in the case studies drew explicitly on international models and/or experience (e.g. JRNSW, HJA, TFP, OC, TACSI) but all required significant adaptation to the Australian context. **There is an important role for funders to play in providing sufficient unrestricted, core or flexible funding and length of time to enable the foundational work for a new field-building intermediary** (at least 3-5 years, initially). In this period, funders need to be attuned to the outcomes of a foundational phase, rather than expecting “programmatic” or “project” style results (for example, looking at strength of relationships and development of new evidence or approaches). Beyond establishment, intermediaries require flexible and long term funding that enables them to continue to invest in their relationships across the field, responsiveness to their community and developing evidence or approaches needed for impact.

Organisational independence provides one credible position for engagement across actors and development of approaches, practice and policy. While many field-building intermediaries start off being auspiced or hosted by existing organisations, establishing their independence over time is an important foundation for their influence. The intermediary sitting within a university found it an effective base for their work over time, potentially reflecting the independent and credible positioning of tertiary institutions (in fact, it often helped with fundraising). For many of the intermediaries, **it is important to be independent from government to enable them to engage robustly around issues of power, equity and inclusion and to accompany and support community or sector leaders in ways that are accountable to them.**

In some contexts (such as in the early childhood education and care sector for The Front Project) independence from major actors in the field enables intermediaries to act as a credible broker of new ways of collaborating and collectively acting within a field. It can also be important to be independent from any one funder over time as “ownership” by one funder may crowd out others. A critical way that funders can bolster organisational independence is through multi-year general operating funding – allowing the organisation to determine with its stakeholders the best path to take and how to best take up opportunities for change.

Diversity of support and resourcing is worth considering from the early days of establishing a field-building intermediary and provides funders with an important role to play in building the funding field for the work. Importantly, not all field-building intermediaries can accept government funding (due to their critical advocacy role) or are suited to fee for service models (especially where they are supporting underserved or stigmatized communities or underfunded sectors). Philanthropic funding is particularly important for this type of organisation and provides a opportunity for foundations to make a particular contribution to influence practice, policy, mindsets and power dynamics in certain places, sectors and fields. Sustainability for many field-building intermediaries may come through a group of funders making long term investments and co-funding of the organisation. If this is the case, it is important for funders to work in a coordinated and collaborative way to reduce the burdens of multiple different reporting requirements. For other organisations, sustainability may look like a mixed model of government, philanthropic or fee for service income. In some cases, philanthropists will have a role to play in funding advocacy or field-building roles not able to be funded by government or project income.

How can funders best support and partner with field-building intermediaries?



Be clear about *why* you are funding

Funders will make their best contribution if they are clear about why they want to support a field-building intermediary organisation – if they can see the potential for the specific kinds of contributions that an intermediary organisation can make to creating the conditions for deeper or more sustainable change and the timeframes and methods that may be needed to understand the change these organisations help seed and grow over time.

Conversely, when funders invest in a field-building intermediary but treat it as if they are funding a service or advocacy or research organisation they can create tension and difficulty and – at worst – limit the organisation’s effectiveness. For example, expecting the same results, timeframes and evaluation approaches of a field-building intermediary to a direct service or advocacy group can pull the organisation away from its focus and best contribution to trying to satisfy inappropriate funder expectations.

When funders understand and value the specific contributions of field-building intermediaries, they are in a position to also influence and build the field themselves by articulating that value to other funders, governments and others – as well as by contributing their own lessons and insights to the work and across their portfolios.

Importantly, if a funder aims to influence a system or field and decides to fund an intermediary organisation, it should also think about how to invest in the work of other actors in the field. Sometimes the very work of an intermediary organisation in building a deeper and more diverse field also requires that the funding field be built at the same time. If the funding field is not built, there can be a greater strain or competition around resources and this can undermine the collective work of the field. Funders operating at their highest contribution will think strategically about their investment in long term change through a portfolio of organisations. The intermediaries they fund can also support funders to engage beyond the organisations or initiatives they are aware of in a field to consider the contributions of a more diverse set of actors.

Questions for consideration:

- In the fields that you fund in currently, where do you see the need for field development – for example, the need to build new concepts, connections, practices or a need to change who is exercising leadership?
- If you already fund field-building intermediaries, how have you defined their value and what are you expecting of them? How explicitly are you valuing their roles building the field and enhancing the impact of others, alongside their direct influence and impact?
- How might your philanthropic strategies or approaches need to shift to enable you to effectively fund field-building intermediaries? (e.g. an explicit recognition of different kinds of contributions or impacts or incorporating their role into your strategies for investing in certain areas)
- How are you thinking about your role in funding both field-building intermediaries and other actors in the field to recognise diverse contributions and reduce competitive dynamics?

Identify the *roles* you can play

There are distinctive roles that funders can play in catalysing field-building intermediaries, contributing to growing and sustaining their impact and building the (funding) field.

Catalysing

Most field-building intermediaries require seed funding that can enable them to make sufficient investment in building the relationships, evidence and approaches for their work. In the 8 case studies, philanthropists played a catalyst funding role in 5 with the others relying on government or their members.

Catalysing involves **investing into foundational work & being attuned to issues of diversity of support and independence from the start. Here, longer and unrestricted funding is best for enabling strong foundations and effective leadership.**

Funders should also be conscious about their biases and blindspots – for example, is your organisation more attracted to investing in models from overseas than supporting emerging practice developed locally or to supporting an elite institution to do field-building work rather than a community-led institution? **Funding choices directly influence who can shape and lead fields and if this reinforces or upends existing power dynamics.**

Consider from the start the potential longevity of your contribution in this field – don’t assume that you can catalyse and then have government or others take the lead on sustaining the effort.

Growing & Sustaining Impact

Just as funders can play a critical role in catalysing a field-building intermediary, they can also make major contributions in supporting their growth and sustaining their influence and impact.

Due to the importance of philanthropic funding of systemic change work and enabling the independence of these organisations from governments or major players in their fields, there is an important role for funders to work together in providing, at best, long term unrestricted and sufficient funds to sustain the effort. **In the US, according to Bridgespan, funders of field-building intermediaries often do so for cycles of 7-10 years, sometimes over decades.**

Co-funding and donor coordination occurred to great effect in both the Indigenous Eye Health and Just Reinvest NSW case studies where lead philanthropists brokered

the involvement of other funders and, in the case of Just Reinvest, Dusseldorp Forum worked with the group of funders to align their engagement and reporting to reduce the potential burdens of diverse funding requirements on the organisation.

Building The (Funding) Field

As actors themselves, and as funders of an intermediary, philanthropic organisations can play significant roles in field-building themselves. They can contribute their insight from funding across a field or sector, can use their influence with government or other actors to share and legitimise new approaches and evidence, and can help develop learning and evaluation methods that suit the field. **They can also be targeted in how they fund across a field to resource different actors, encourage collaboration, enhance equity and reduce competitive dynamics.**

Funders have a particular role in building the funding field. If field-building intermediaries are successful in their work, there is often a growth in organisations or groups who are engaged in the work – and seeking resources for it. **Fields can end up with a competitive dynamic around a static pool of resources, unless the funding field is built alongside the growth of the field itself.**

In this effort funders are the best ones to be bringing their peers into the work and explaining its potential impact – including drawing in funders that would prefer to only fund the “on the ground” work of the field alongside those who can see the value of investing in the contributions of field-building intermediaries.

Questions for consideration:

- Which roles is your organisation best placed to play and under what conditions?
- What capability might your organisation need to be able to play these roles?
- How might your systems and processes need to change to be able to play those roles?



Pay attention to how you fund

How you fund makes an enormous difference. In the case of field-building intermediaries, it is important that funding practice reflects the purpose of the organisation, the horizons for impact and the particular role these organisations play in enabling others and contributing to deep shifts over the long term. Funding practice that can enable field-building intermediaries to do their best is patient and long term, unrestricted, curious, reflexive, collaborative with other funders and supportive of the field beyond the intermediary.

- **Patient & long term.** International insights from this research highlight that many overseas funders are funding field-building intermediaries in 7-10 year cycles, often over decades: 'Field actors need this kind of assurance in order to plan with enough ambition to break through social challenges. It can also release these actors from the distracting treadmill of cultivating short-term grants.'¹(Bridgespan)
- **Unrestricted or flexible.** Aligned to the move to "paying what it takes"² internationally and in Australian philanthropy, it is particularly important that funding for field-building intermediaries enables the flexibility and responsiveness required to work across a system or field by providing unrestricted funding rather than programmatic or project funding linked to specific outputs. The funding should also account for the depth of relational work involved and the fact that collaborative work can take more resources in order to produce results that are sustained.

- **Curious.** Funders that can bring a learning mindset to this work will find deeper insight in their work with field-building intermediaries than those focused on output and attribution based forms of evaluation and accountability. Influencing fields and systems is adaptive work and requires specific and evolving approaches to learning and evaluation. Funders can be excellent learning partners or can provide damaging distraction and undermine organisations' missions through inappropriate evaluation methods and overly burdensome and uncoordinated reporting requirements. Funders may need to examine their own approach to learning to make sure it is enabling them to be curious about their own impact as an actor in the system and that they have effective and timely feedback loops that can help shape their insight and action.
- **Reflective and conscious of bias.** How and who funders choose to invest in can deeply influence who has power within a field. If only individuals with existing connections or organisations with certain kinds of prestige can access funding, then many others who may be most affected and have significant expertise can have their leadership undermined. It is important for funders to be reflective about their own biases and examine whether or not their funding decisions are shifting or reinforcing power and inequity in the areas they fund.
- **Collaborative with other funders.** The SVA research pointed to the real difference it makes to organisations when funders draw in their peers and then collaborate to align on engagement, reporting and evaluation to reduce a small organisation having competing demands from their funders. An aligned and collaborative funding model for field-building intermediaries can super-charge their effectiveness by freeing up their leadership to be engaged across the system and able to respond to opportunities for change.
- **Supportive of the field beyond the intermediary.** If an intermediary is effective, more groups will be engaged and may require resources. Intermediaries can suffer from this leading to a shift in resources or a competitive dynamic amongst emerging fields. Funders can play a highly effective role in funding different actors within a field, paying attention to their distinctive contributions.

Questions for consideration:

- How might your philanthropic processes or approaches need to shift to enable you to effectively fund field-building intermediaries?
- What mindsets and capabilities would your organisation need to be able to work in this way?
- What assumptions may your organisation have about who is "fundable"? How may this influence who does and doesn't have power and influence in the fields you fund?

¹ The Bridgespan Group, Field Building for Population-Level Change, 2020.

² Social Ventures Australia and the Centre for Social Impact (2022), Paying what it takes: funding indirect cost to create long-term impact, Social Ventures Australia.

Support appropriate learning and evaluation

Just as it's important to fund for the value that field-building intermediaries contribute, it's crucial to be able to learn about and evaluate their contributions in relevant ways. The nature and value of the work of many field-building intermediaries is in enhancing and enabling different kinds of leadership and action by others and requires forms of evaluation that can understand broader shifts within systems or fields and seek insight into the contributions made by intermediaries. Recognising this, some of the field-building intermediaries in these case studies, particularly Opportunity Child and The Front Project, have led the development of specific approaches to evaluation that suit either collective impact or systems change work.

Evaluating the Results of Intermediary Organisations by Mark Cabaj (also funded by PRF) highlighted that intermediaries need three core practices to measure results: employing a wide-angle lens to understand all effects, employing both qualitative and quantitative data and methods to get a fulsome understanding of progress and focusing on contribution to change rather than attribution. Cabaj highlights the need for a systematic process of capacity building to sufficiently invest in human and technical capacity to design and implement useful evaluations, strengthening the relationships between intermediaries and funders to improve the likelihood of deep understanding of progress, failures and joint learning and a commitment to an ongoing process of learning, adaptation and improvement over time. This has implications for how funders approach learning and evaluation of field-building intermediaries.

Funders can **encourage intermediaries to develop ambitious goals for their contributions and provide evidence of these without holding them strictly accountable for achieving change in systems that many will need to contribute to** (otherwise funders can create perverse incentives for organisations to try to drive, manage and claim all efforts rather than to foster and support the work of many needed for such change).

Funders can be clear about the purposes of learning and evaluation exercises and choose appropriate mixed method and sense making processes. Being unclear or applying inappropriate evaluation methods can obscure important insights about the contributions of field-building intermediaries and can **be harmful by creating misalignment between the purpose of the organisation and the reporting or evaluation practices it has to fulfil to maintain funding**. Over time, this can shift the priorities and energy of organisations or their leadership in ways that can undermine their mission and cause significant stress. Some evaluation methods that may be useful separately or in combination for

examining the contributions of field-building intermediary organisations to systems change may include outcome harvesting, social network analysis, most significant change, significant instances of policy and systems influence, and contribution analysis.

Funders can invest in (as part of paying what it takes) robust evaluation and learning capability and capacity in field-building intermediaries including a healthy budget, qualified staff and a recognition in budgets, timelines, reporting and expected results of the importance of investing time in learning and evaluation. Funders can play a positive role by resourcing and supporting the development of appropriate evaluation methods and investing in processes that give the organisation space to define an evaluation's purpose and timing so that it can inform the organisation's (and field's) learning and evolution.

Lastly, again, funders can be circumspect about real information needs and ask only for data that is critical to your work to reduce reporting burdens and, where there are multiple funders, play a proactive role in aligning engagement and reporting.

Questions for consideration:

- How can your organisation build its capability to understand evaluation approaches that may suit systemic or field-wide work?
- How could your organisation contribute to the development and testing of evaluation approaches for field-building intermediaries or other kinds of systems change initiatives?
- How can you work with organisations to design evaluation processes that are appropriate to their organisational purpose and can enable their learning as well as assess impact?

Take aways for funders

Philanthropists can help catalyse and propel deep and sustained change through their investments in field-building intermediaries. They can do this by purposively investing, valuing the kinds of contributions these organisations can make, helping to build the funding field for this work, bringing their own power and insight to the table, and adapting and innovating around measuring impact, reporting and other funding processes.

The key considerations for funders are:

- 1 Invest in your own understanding of field-building intermediaries – particularly the kinds of influence and impact they have and what enables them to make those contributions.
- 2 Be purposeful about your funding in a field, sector or systemic effort, including why you are funding field-building intermediaries, ideally alongside investing in other actors in that area.
- 3 Identify the roles that you can play in catalysing, growing or sustaining a specific field-building intermediary and in building the funding field alongside their work that can support them and the wider set of actors to influence significant and lasting change.
- 4 Fund in ways that enable the field-building intermediaries to have significant influence and impact through long-term, patient investment with multi-year core funding that is sufficient for the relational work and ongoing capability development and adaptation required.
- 5 Be curious and invest in appropriate learning and evaluation processes and capability.
- 6 Be reflexive and conscious of your own biases so that your funding doesn't reinforce existing inequities or damaging power dynamics within a field but can, instead, help redress them.
- 7 Coordinate and collaborate with other funders of field-building intermediary organisations to align on engagement, reporting and evaluation and make your funding contributions as complementary as possible.
- 8 Support the broader field and build the funding field for the work – enabling collaboration and impact over time.

Summaries of the case studies



From catalyst to sustaining change – 8 Field-building Intermediaries in Australia

The summaries here were prepared for the purposes of this guide, based on the detailed case studies developed by SVA in their research.



CoAct was set up in response to Commonwealth Government reforms to employment services in 1998. 20 small community-based employment service providers partnered to be able to compete for contracts collectively and maintain community-based support for job seekers experiencing a range of vulnerabilities.

CoAct has successfully supported its now 15 service partners to deliver non-profit employment services for over 750,000 people with an 87% satisfaction rating from jobseekers. CoAct has further developed its intermediary role through research and innovation projects around employment.

The majority of CoAct's revenue is gained from a share of government employment services contracts, complemented by fee-for-service income, membership fees and some innovation grants. CoAct's value proposition as an intermediary supporting the delivery of employment services to communities, and its funding model, generating revenue from these contracts, are fundamentally linked.



Health Justice Australia (HJA) is the national centre of excellence for health justice partnership, a collaborative service model bringing legal help into healthcare teams and settings. There are now over 100 health justice partnerships around Australia, which HJA supports through developing evidence, building service capacity, and driving systems through influencing policy reform, service design and funding. Support for a national centre of health justice partnership came from a group of health and legal practitioners and led to HJA's establishment auspiced by Justice Connect and funded initially by Clayton Utz Foundation in 2016.

A 2020 assessment outlined HJA's key achievements in its first four years – developing the evidence base for client-centered health justice joint working, catalysing the health justice partnership network and building capacity (from 10 to 100 health justice partnerships) as well as policy and advocacy influence.

HJA has been majority philanthropically funded, with limited income generated through conferences, project and government funding to support specific aspects of the work. HJA sees an ongoing role for philanthropy in their work to protect their independence from government and sustain their influencing role.



Indigenous Eye Health (IEH) is a unit within the University of Melbourne School of Population and Global Health established in 2008 to close the gap in vision-related outcomes for Aboriginal and Torres Strait Islander people. Initially focused on research, IEH moved to an advocacy and technical support role in order to change policy and practice across Australia in 2012.

IEH has contributed to halving the rate of Indigenous blindness from six times to three times, successfully reducing the prevalence of trachoma in Indigenous children from >20% to <5%, to greater coordination of regional eye services. Its advocacy has contributed to governments committing to end avoidable blindness in Indigenous communities by 2025.

IEH was funded mostly philanthropically, with financial and in-kind contributions from the University, for its first five years. Following that, IEH has been successful in securing Commonwealth government funding which now makes up half its annual revenue.



Opportunity Child (OC) was an intermediary providing a breadth of functions to an emerging field of place-based collective impact initiatives, focussed on population-level outcomes for children experiencing vulnerability. OC was set up by the ten20 Foundation, in 2014, and incubated for its first 4 years. It became independent in 2018 but was unable to secure sufficient funding and closed in 2020.

OC supported the development of a community of place-based collective impact leaders and initiatives (e.g. Logan Together, Go Goldfields, The Hive at Mt Druitt), contributed to policy change and investment in place-based initiatives (including the Commonwealth Government's Stronger Places, Stronger People), developed new approaches to shared measurement of outcomes, and co-founded ChangeFest.

OC had primarily a philanthropic funding model with support from ten20 Foundation and the Woodside Development Fund. Aspirations to build a 'pooled' philanthropic fund to support both communities and OC were unsuccessful due to many factors including a lack of understanding by other funders of OC's field building function in early stage systems change, the inability in OC's lifecycle to attribute its support to population level impact, and the rise of other complementary field building intermediaries who may have competed for funding.



Just Reinvest NSW (JRNSW) works to reduce the incarceration of Aboriginal people. Initially a strategic initiative of the Aboriginal Legal Service NSW/ACT (ALS), JRNSW is now an incorporated association. JRNSW shifted from an advocacy organisation to an intermediary that works alongside Aboriginal communities to support place-based, community-led and data driven approaches to improve public safety and reduce criminal justice spending after being approached by Aboriginal leaders in Bourke, NSW to pilot the approach through their local coalition, Maranguka.

Impressive results from Maranguka, documented in a 2018 KPMG impact assessment, led to more than 20 communities approaching JRNSW with their interest in becoming justice reinvestment sites. There are currently three sites – Bourke, Moree and Mt Druitt. JRNSW has also worked with a range of stakeholders to develop police community partnerships, which it considers one of its key achievements.

JRNSW was initially philanthropically funded with government support for specific community sites increasing recently. Philanthropists now play an important role in supporting the head office. JRNSW's early philanthropic supporters, particularly Dusseldorp Forum, brought other funders on board and helped align their approaches to engagement and reporting.



The Australian Centre for Social Innovation (TACSI) is a social innovation organisation which aims to demonstrate new solutions and build the innovation capacity of Australia's social change sector to tackle the country's toughest problems. It supports the sector through developing and partnering on long-term systems initiatives, and working with partners to scale new practices, policies or innovations.

TACSI was catalysed with innovation grant funding from the South Australian Government. TACSI has helped to grow a stronger culture of 'people-powered practices and solutions' including the international scaling of successful approaches such as Family by Family and Weavers. TACSI has influenced major state policy and reform agendas. It has helped to introduce and set a new benchmark for participatory design approaches and has advanced the national co-design and co-production agendas.

After TACSI's government seed funding, it has primarily been funded by a combination of income from long-term partnerships and fee-for-service income. The launch of TACSI's new strategy at the beginning of 2022 will see its business model diversify further.



The Front Project (TFP) takes up different roles in the early childhood education and care (ECEC) system to best respond to opportunities for creating impact. TFP operates as a field catalyst by enhancing leadership and augmenting the field's efforts to influence change. TFP directly engages in research and advocacy as an actor in the system, and works to build capability in the early learning workforce through its Upskill Program.

TFP was founded as ReadyNation Australia in 2017 with a focus on engaging business advocates building on a US model. As TFP engaged with players across the ecosystem, it quickly adapted to respond to needs in the Australian context.

TFP has contributed to shifting dominant narratives around early learning, influencing federal and state government policy and funding, increasing the quality and number of teachers, supporting sector leaders to navigate the pandemic and shaping outcomes and impact measurement in the sector.

TFP is and is likely to continue to be majority philanthropically funded as this can ensure its independence from both government and major players in the sector. It has a growing fee-for-service income stream from its training and development work and has developed additional funding models.



The Youth Partnership Project (YPP) works to minimize the involvement of at-risk young people from the south-east corridor of Perth in the juvenile justice system. It is a place-based backbone, facilitating collaboration across stakeholders to support the delivery of early intervention services to young people.

The YPP was catalysed with innovation funding from the Western Australian Government auspiced by Save the Children Australia (STC). Since its launch in 2014, the YPP has developed and trialled its Youth Partnership Project Model in two pilot locations. The Model was co-designed with the sector and vulnerable young people to support them in their daily lives.

The YPP has driven improved ways of working within the sector including increased collaboration. Evaluations found that the YPP supported local services to work more flexibly, efficiently and in a more client-centred way.

The YPP has been primarily funded by the Western Australian Government, with financial and in-kind support also provided by STC, some local councils and the YPP's partners, and philanthropic support from the Paul Ramsay Foundation.

As at 30 June 2022, the YPP has been unable to secure ongoing funding and has ceased activities.

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