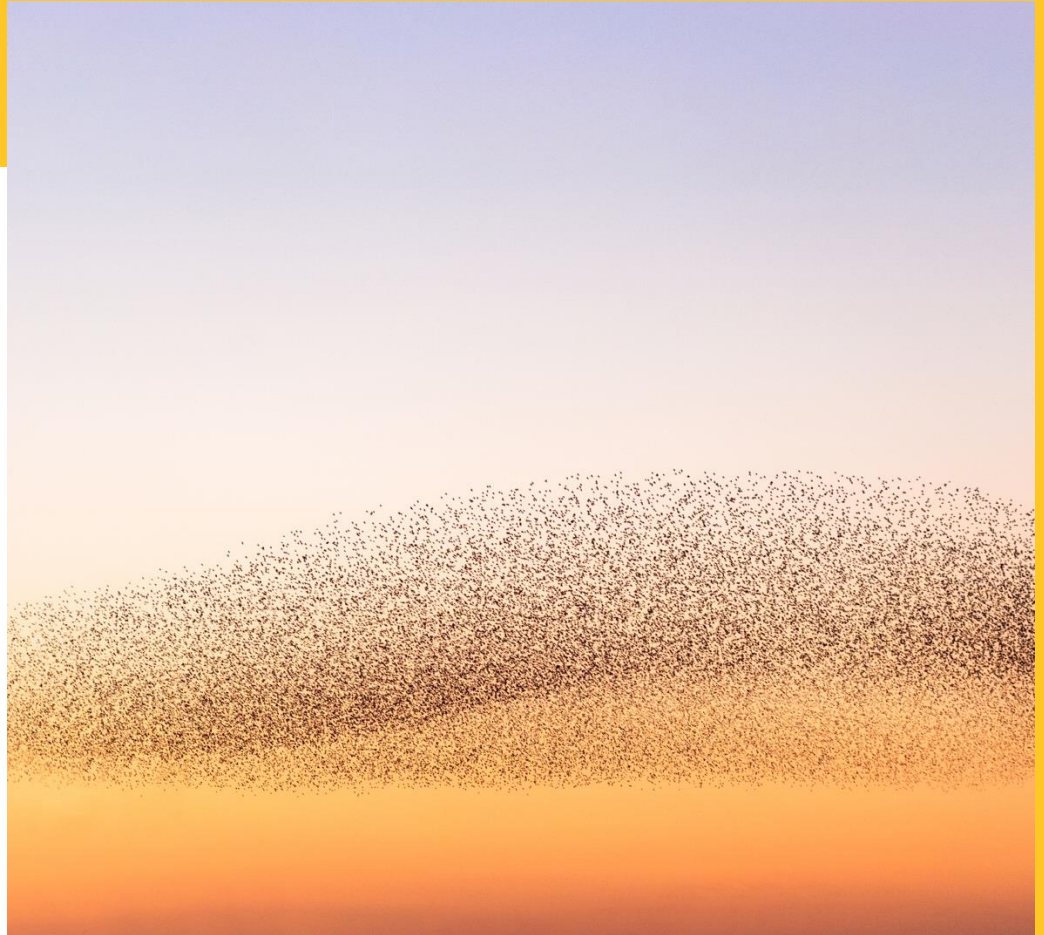




# Our New Ways

Reforming our approach  
to impact measurement  
and learning

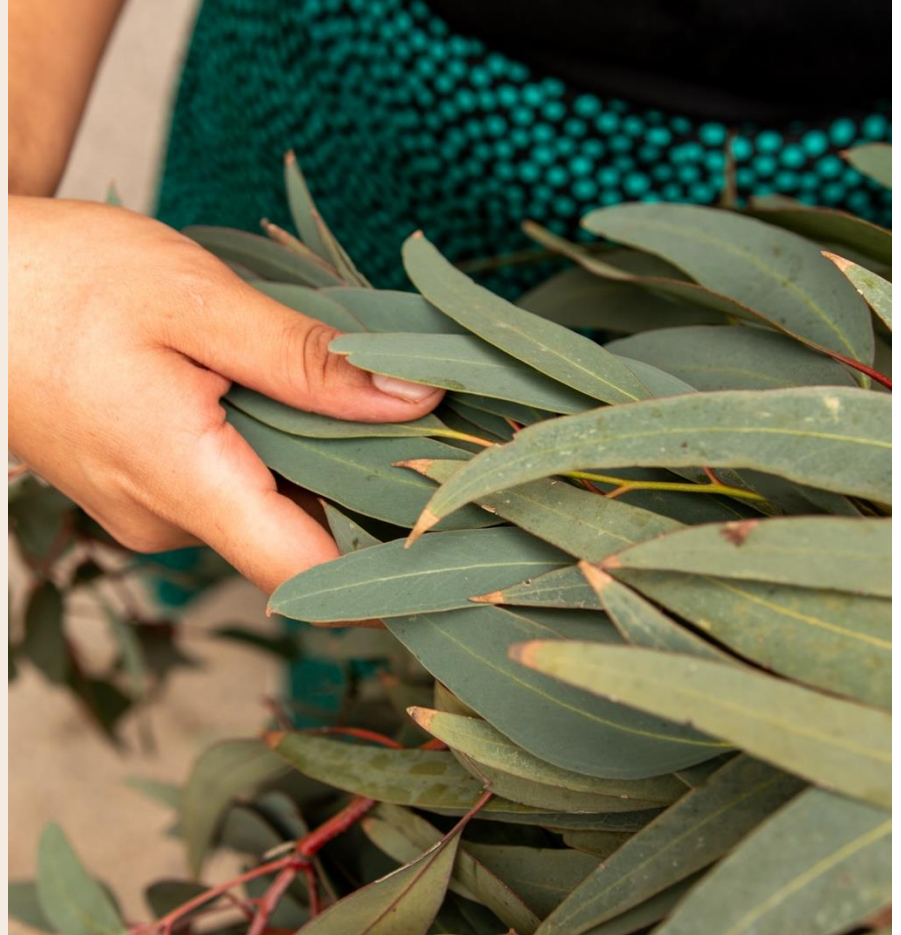
September 2024



# Acknowledgement of Country

I'd like to acknowledge the Traditional Custodians of Naarm, the Wurundjeri Woi Wurrung people of the Kulin Nation, and their Elders past, present and emerging.

I would also like to extend this respect to all Aboriginal people and Torres Strait Islanders present here today.



# Our Team



Kaitlyn  
Scannell



Nicola  
Johnstone



Kirsty Kirkman



Adriaan  
Wolvaardt





## Our Vision

A society that values all people and natural ecosystems.

## Focus Areas

### COMMUNITIES

All children in Australia reach their full potential in thriving communities.

### GENDER EQUALITY

All people realise their inherent freedom and equality.

### NATURAL ECOSYSTEMS

Healthy natural ecosystems safeguarded for all generations.

### Impact Missions

Agile response to existential threats and urgent challenges.

### Approached through a Climate Change, Gender and First Nations lens

At the heart of all the issues we tackle are the systematic barriers that limit women, girls and First Nations people.

## Our Organising Principles

1. We exist as a force for good.
2. We are impatient for change, but recognise lasting impact takes time.
3. We are driven by science and measure what matters.
4. We are entrepreneurial and allocate our resources for catalytic results.
5. We shine a light on the problem and speak truth to power.
6. We empower, convene and entrust partners and communities.
7. At times of crisis, we stand up and support those in need when others can't.

## Our Values

Humility • Courage & Determination • Empowerment • Enthusiasm • Family  
Frugality • Generating Ideas • Integrity • Safety • Stretch Targets

## Our Mission

Forge a fair future.



## System A

- Change pathways have a missing middle
- IML approach **is not**
  - Systems aware,
  - Orientated for learning,
  - Collaborative and
  - Designed in service of equity
- Reporting not meeting needs
- Gaps in capacity and capability
- Fear of failure / Hard conversations
- Inefficient systems and processes

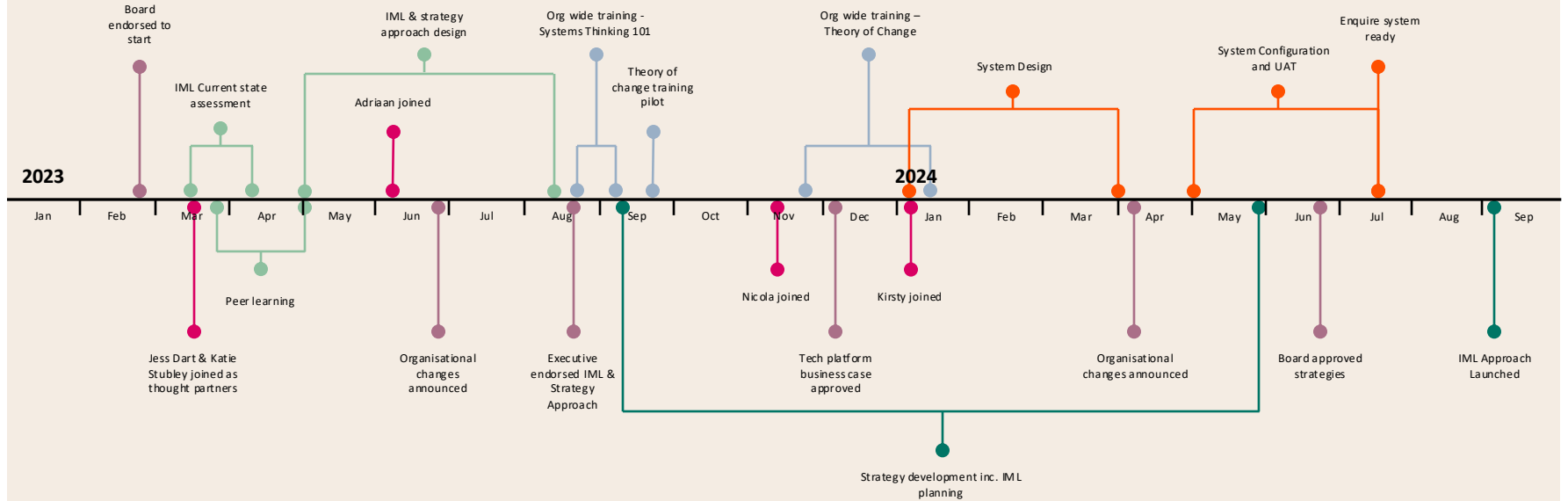


## System B

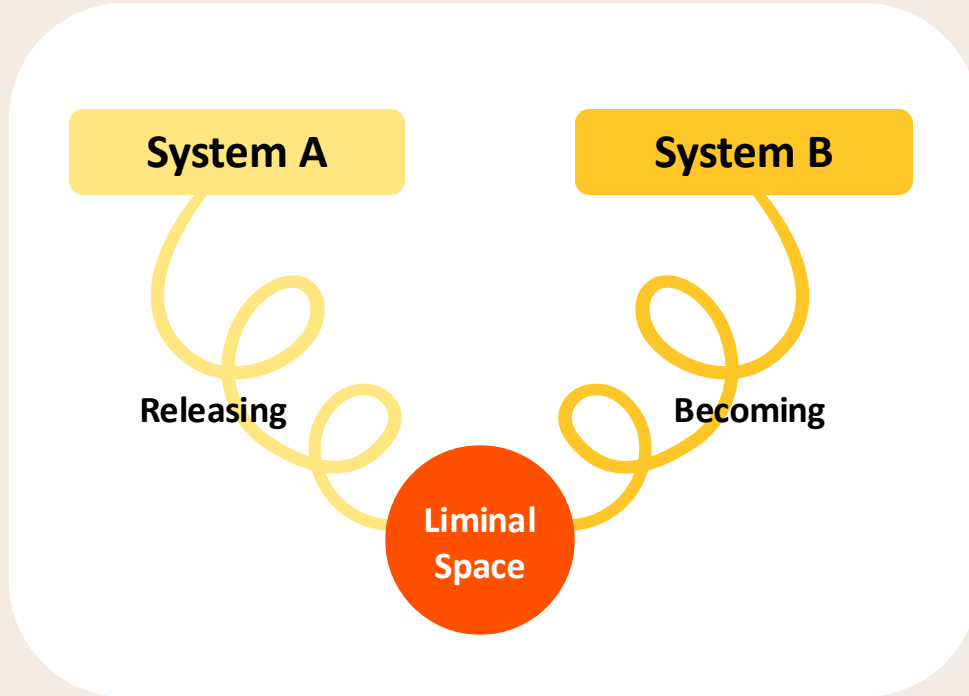
- Robust change pathways
- IML approach **is**
  - Systems aware
  - Orientated for learning
  - Lean
  - Collaborative and
  - Equitable and ethical
- Engaging and useful reports
- Strong measurement and learning capability
- A true learning culture



# Timeline



# Transforming Self



Adapted from Heather Plett (2020) The art of holding space

## Themes emerging from our practice:

- > Prioritise relationships
- > Distribute rights
- > Expect resistance
- > Hold the tension
- > Take time
- > Do the inner work





# Prioritise relationships

## Some of the ways we prioritised relationships:

- Holding brave spaces for honest conversations.
- Protecting space in meetings and workshops for introductions and check-ins.
- Valuing and nurturing lateral relationships.
- Building relationships across teams and organisations.





# Distribute rights

- Operate from a place of believing that everyone has the capacity to do this work, to teach this work, to lead this work.
- It challenges our own identities and requires a shifting of power.
- But it will make the change the work more resilient and impactful.





## Expect resistance

- There is always resistance.
- It comes in many forms and from many sources.
- Resistance to our work often came from different world views on knowing, on what is rigorous and what it means to be accountable.
- It was important to spend time understanding and listening to resistance.

**“Don’t try to  
convince anyone  
of anything.”**

—Paulo Coelho





# Hold tensions

## Tensions we knowingly hold:

- We are impatient for change, BUT recognise lasting change takes time, and then often more time to measure.
- Technical systems liking standardisation and consistency, BUT we need flexibility.
- More funding to the communities we serve, BUT funding to measure and learn.
- Reduce the reporting burden on partners, BUT understand what was able to be achieved with funding.





## Take time

*“Minderoo Foundation is seeking consulting support for a rapid impact management strategy development process (over 12 weeks March - June) and to provide implementation support from June until December 2023.*

*Development of the impact management strategy will occur in parallel to the finalisation of Minderoo Foundation's first organisation-wide strategy.”*

**—Minderoo Foundation, February 2023**





## Do the inner work

**Healing and personal growth was required to make us strong enough to do this work**

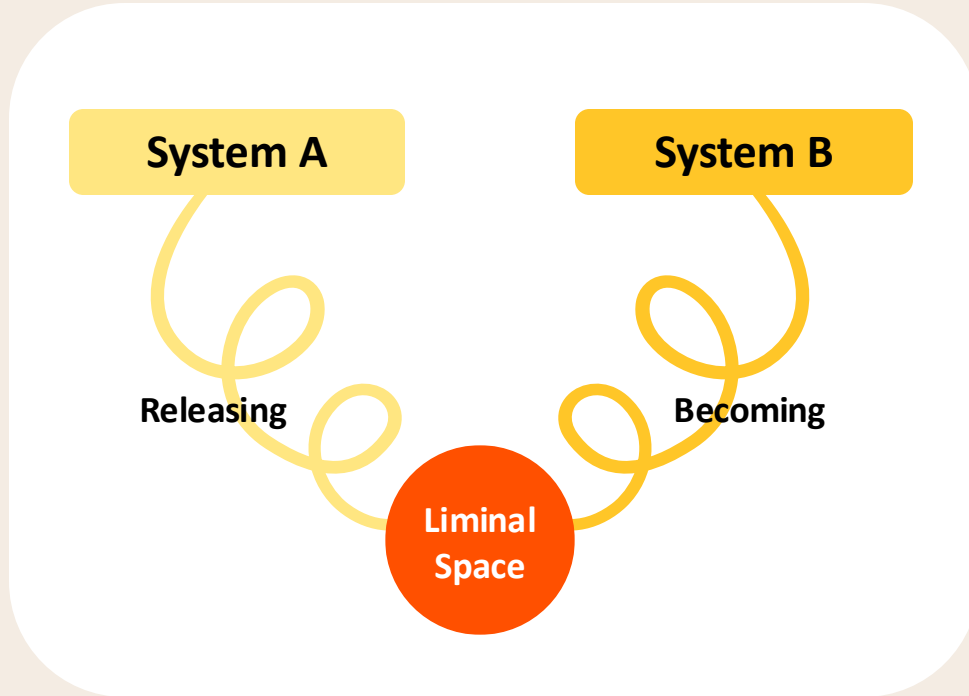
- Connecting back to core values
- Deepening in understanding of unique gifts and strengths
- Leaning on others who could effectively hold space for us as intervenors
- Letting go of self-limiting beliefs and mindsets that were no longer serving us
- Prioritising our own learning journeys

**“The success of an intervention depends on the interior condition of the intervener.”**

**—Bill O’Brian**



# Transforming Self



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## Themes emerging from our practice:

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## Generating, sharing and storing knowledge

“The safest place to store data in  
the long term is in relationships.”

—Tyson Yunkaporta





# Thank You

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Forge a fair future.

[minderoo.org](http://minderoo.org)