

*A Tamarack Institute Webinar*

**SUSTAINING SOCIAL CHANGE:  
INSIGHTS FROM AUSTRALIA'S  
FIELD-BUILDING INTERMEDIARIES**

*With Annabelle Roxon, Tessa Boyd-Caine and Sylvia Cheuy*



# TECHNICAL CONSIDERATIONS

- **We've got you covered** - You will receive a full recording of the call, the slides as well as a collection of links & resources
- **Join the conversation** - Use the Q&A panel on your Zoom client to submit and vote for questions you'd like us to discuss
- **Technical Support** - You can use the chat panel to ask for technical support throughout the webinar

# GRATITUDE & ACKNOWLEDGEMENT



We begin this webinar by acknowledging that we are meeting on the traditional lands of the First Nations peoples. As part of our commitment to Canada's Truth and Reconciliation Process, we recognize the importance of land recognitions as one small way of honouring and demonstrating respect for the diverse histories and cultures of all First Nations people.

# WHO'S JOINING TODAY?



## Who is in the virtual room today?

- **142** individuals have registered from the following countries:
  - Canada, Australia, United States, New Zealand, Nigeria, Portugal, India
- The sectors and issues represented today include:
  - Philanthropy, public sector, community development, education, early childhood development, disability & inclusion, housing, health care, social research, crime prevention, environment

## Five intriguing organizations registered for the webinar:

1. Rural Development Network - <https://www.ruraldevelopment.ca>
2. Canadian Water Network - <https://cwn-rce.ca>
3. Networks for Change - <http://www.networksforchange.net>
4. Dept. of Justice and Community Safety - <https://www.justice.vic.gov.au>
5. Transcend - <https://transcendeducation.org>

# TODAY'S SPEAKERS



**Annabelle Roxon**  
Principal Consultant  
Social Ventures Australia



**Tessa Boyd-Caine**  
Founding CEO  
Health Justice Australia



**Sylvia Cheuy**  
Consulting Director, Collective Impact  
Tamarack Institute

## Better outcomes in our communities



Social Ventures Australia is a not-for-profit organisation that works with partners to alleviate disadvantage – towards an Australia where all people and communities thrive. We were created over 20 years ago to accelerate innovation in the social sector and develop creative solutions to entrenched social problems.



### SVA Consulting

We help social purpose organisations, government, funders and corporates strengthen their approach to creating change.



### Impact Investing

We pioneered impact investing market in Australia, unlocking new funding sources to finance social change.



### Programs

We convene cross-sector partnerships to test innovative approaches to specific social challenges and create demonstration projects to build evidence.



### Policy and advocacy

We build relationships with government to help influence systemic improvements in our communities.

## The ways we work

In FY22 we

Shared our perspective at

**58**

events

Supported

**196,563**

people with lived experience of disadvantage

Reached

**\$104.5m**

impact investing funds under management

Helped

**137**

consulting clients be more effective

# The research was funded by Paul Ramsay Foundation with the intent to shine a light on the valuable – yet often invisible – work of Australian intermediaries

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## We adopted Bridgespan's definition of field-building intermediaries in the report

*Field-builders engage and coordinate non-profits, funders, and other stakeholders to deal with critical, unaddressed needs in a field, such as building partnerships or sharing best practices*

## Our case study leaders described intermediaries in different words

*They are the explorers, the demonstrators, the experimenters, the glue in a field between all of the actors*

## HEALTH JUSTICE AUSTRALIA



<https://www.healthjustice.org.au>

Health Justice Australia is a national charity and centre of excellence for health justice partnership. This is a collaborative approach between health, legal assistance and other services to achieve better health and justice outcomes for people who are held in disadvantage. Health Justice Australia supports the expansion and effectiveness of health justice partnerships through:

- **Knowledge and its translation:** developing evidence and translating that evidence into knowledge that is valued by practitioners, researchers, policy-makers and funders
- **Building capability:** supporting practitioners to work collaboratively, including through brokering, mentoring and facilitating partnerships
- **Driving systems change:** connecting the experience of people coming through health justice partnerships, and their practitioners, with opportunities for lasting systems change through reforms to policy settings, service design and funding

Our research was conducted using a case study approach – 8 detailed case studies were developed on a selection of Australian intermediaries

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# The case studies surfaced 11 key themes and observations

## What intermediaries need....

Long-term and patient funding

Untied funding to support indirect costs and capability building

Experience and dedicated time is required from leadership to attract and maintain funding

## Role and practices of funders....

Philanthropic funders have important roles to play in addition to funding

A diversity of philanthropic funders is a protective factor

Some funder practices are a barrier including expectations about demonstrating impact

Government can play an important role in strengthening intermediaries

## Funding models....

A diversity of funding models is observed in the catalysing stage

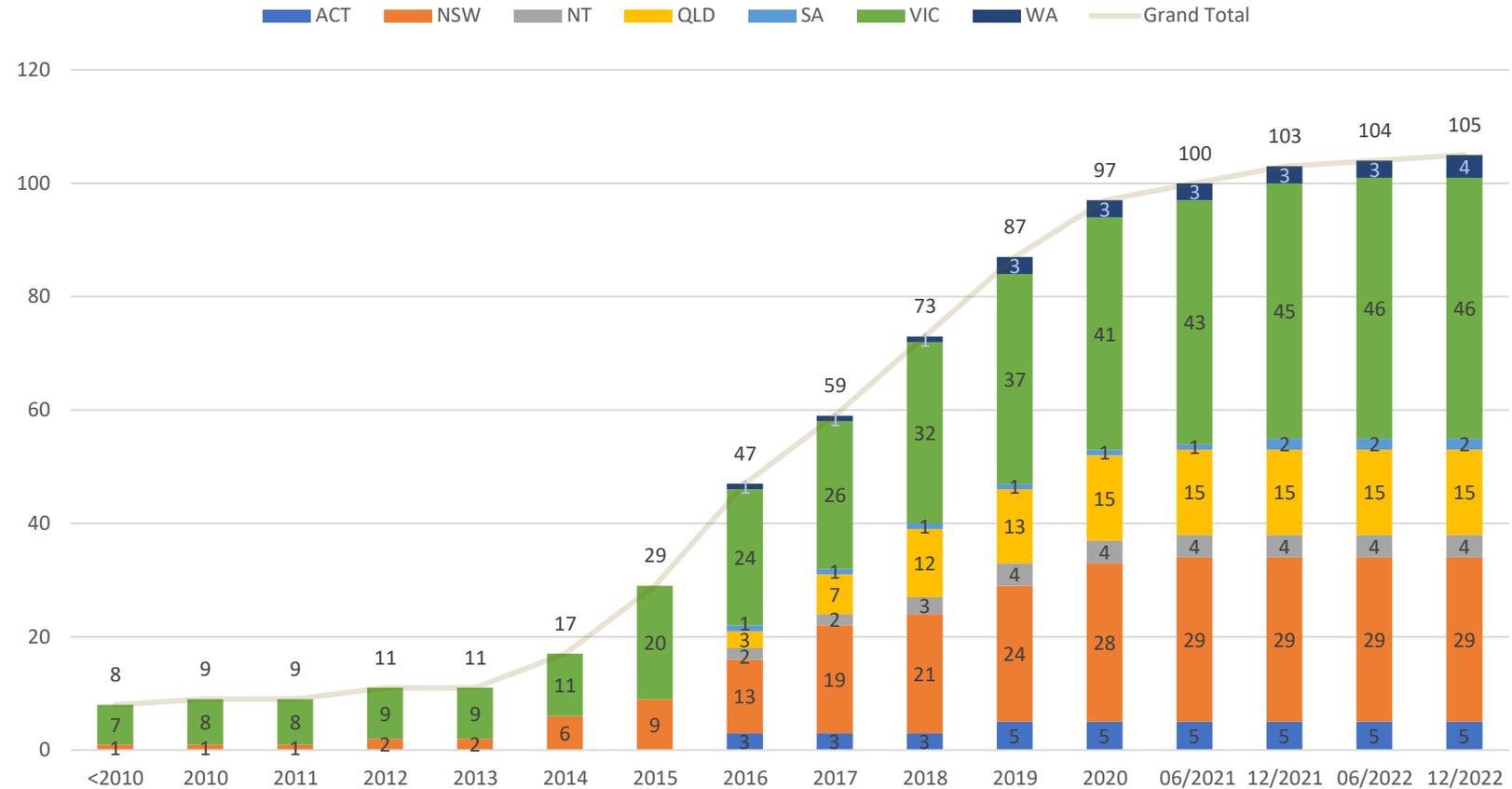
Auspicing is a common protective factor but brings challenges in the growth stage

Earned income is unlikely to be self-sustaining for field-building intermediaries

Planning for an end-state funding model is challenging

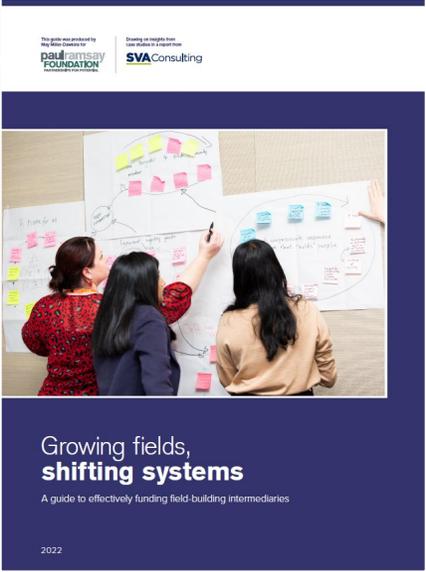
# Field Building Intermediary Case Study

## HEALTH JUSTICE AUSTRALIA | ASSESSING IMPACT



Indicative growth in health justice partnership, HJA monitoring data 2022 (unpublished)

Our research report is available online, alongside the accompanying case studies, a “how to” guide for funders and an article in our SVA Quarterly publication



<https://bit.ly/3CHq2lQ>



December 9, 2022  
Social sector intermediaries: what are they and what do they need?

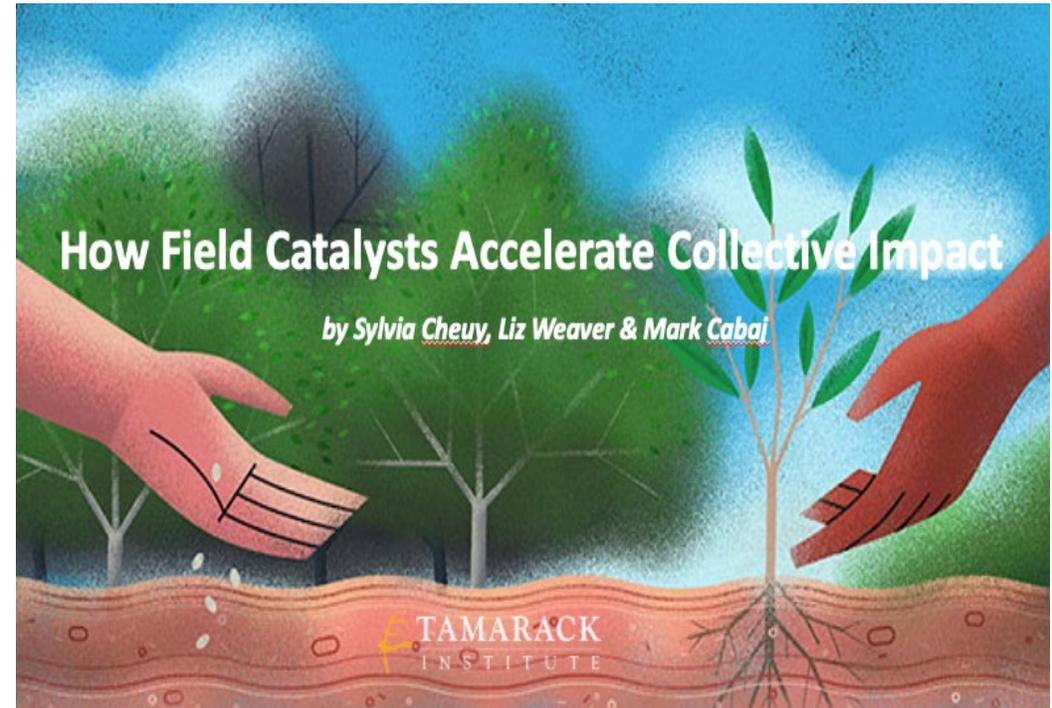
**SVA Quarterly.**



**QUESTIONS?**

# TAMARACK | A FIELD CATALYST INTERMEDIARY

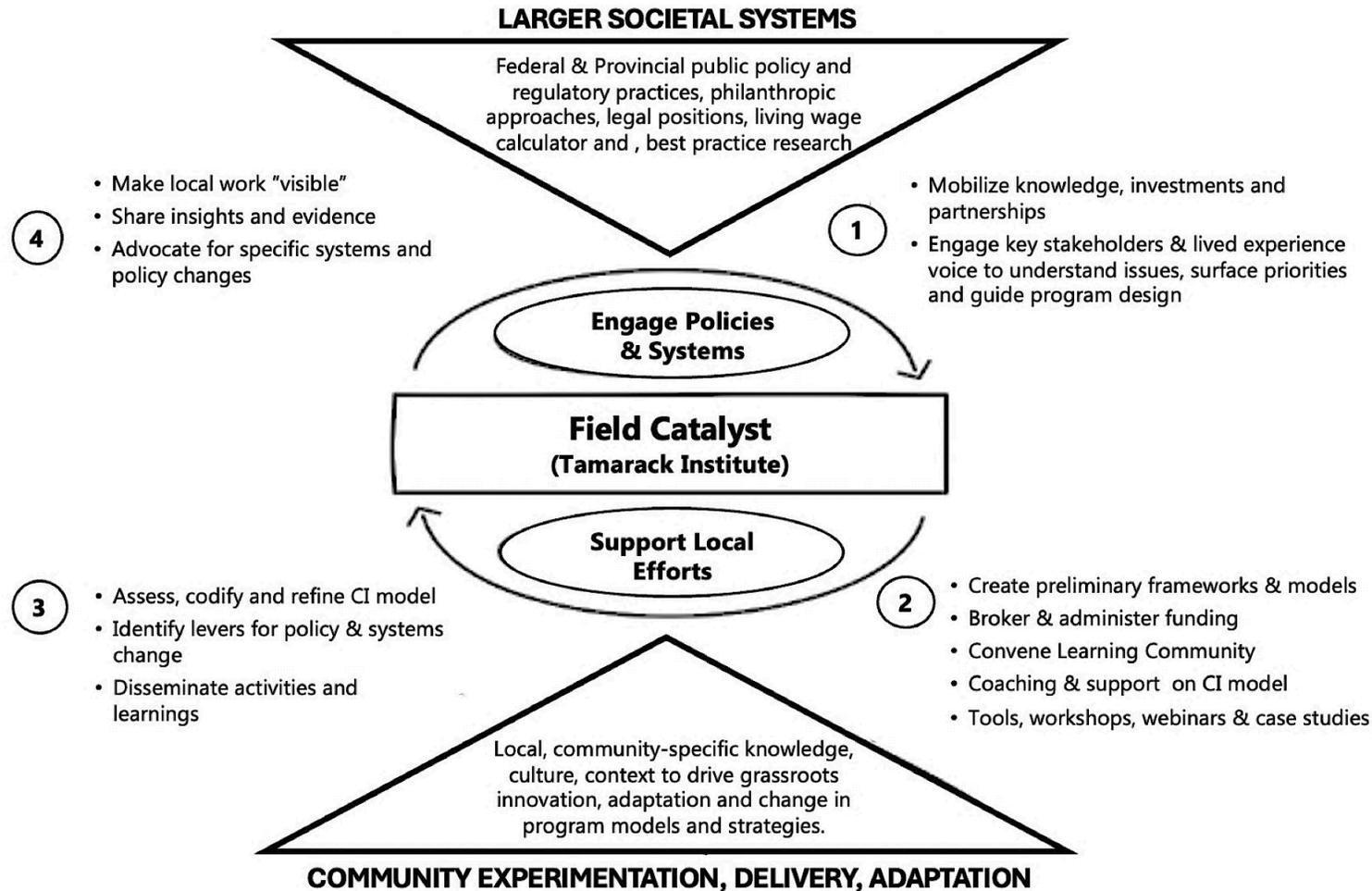
- A specialized Intermediary that **supports** and **accelerates** the impact of local, place-based change efforts
- Weaves together the best **“bottom-up”** local strategies with effective **“top-down”** approaches
- Utilizes – and navigates between – a diversity of skillsets



Source: [How Field Catalysts Accelerate Collective Impact](#) by Sylvia Cheuy, Liz Weaver and Mark Cabaj | Stanford Social Innovation Review

# THE 4 VALUE-ADDED ROLES OF A FIELD CATALYST INTERMEDIARY

## THE FOUR INTEGRATED ROLES OF A FIELD CATALYST



1. Understand the field and engaging system actors
2. Strengthen the capacity of local collective impact initiatives
3. Make the work of collective impact initiatives more visible, coherent, and robust
4. Nudge systems to catalyze systems change

Adapted from: [Developmental Evaluation: Applying Complexity Concepts to Enhance Innovation and Use](#) by Michael Quinn Patton

# PARTICIPANT REFLECTION...



The titles “**Field-Building Intermediary**” and “**Field Catalyst Intermediary**” describe a similar role/function

- What similarities and/or differences do you see?

*Please add your responses to the chat box...but do not post until everyone is ready*

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# Build your skillset through Tamarack's Foundation Online Learning Courses



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THE ONLINE COURSE

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THE ONLINE COURSE

**FOUNDATIONS OF PARTICIPATORY EVALUATION**  
THE ONLINE COURSE

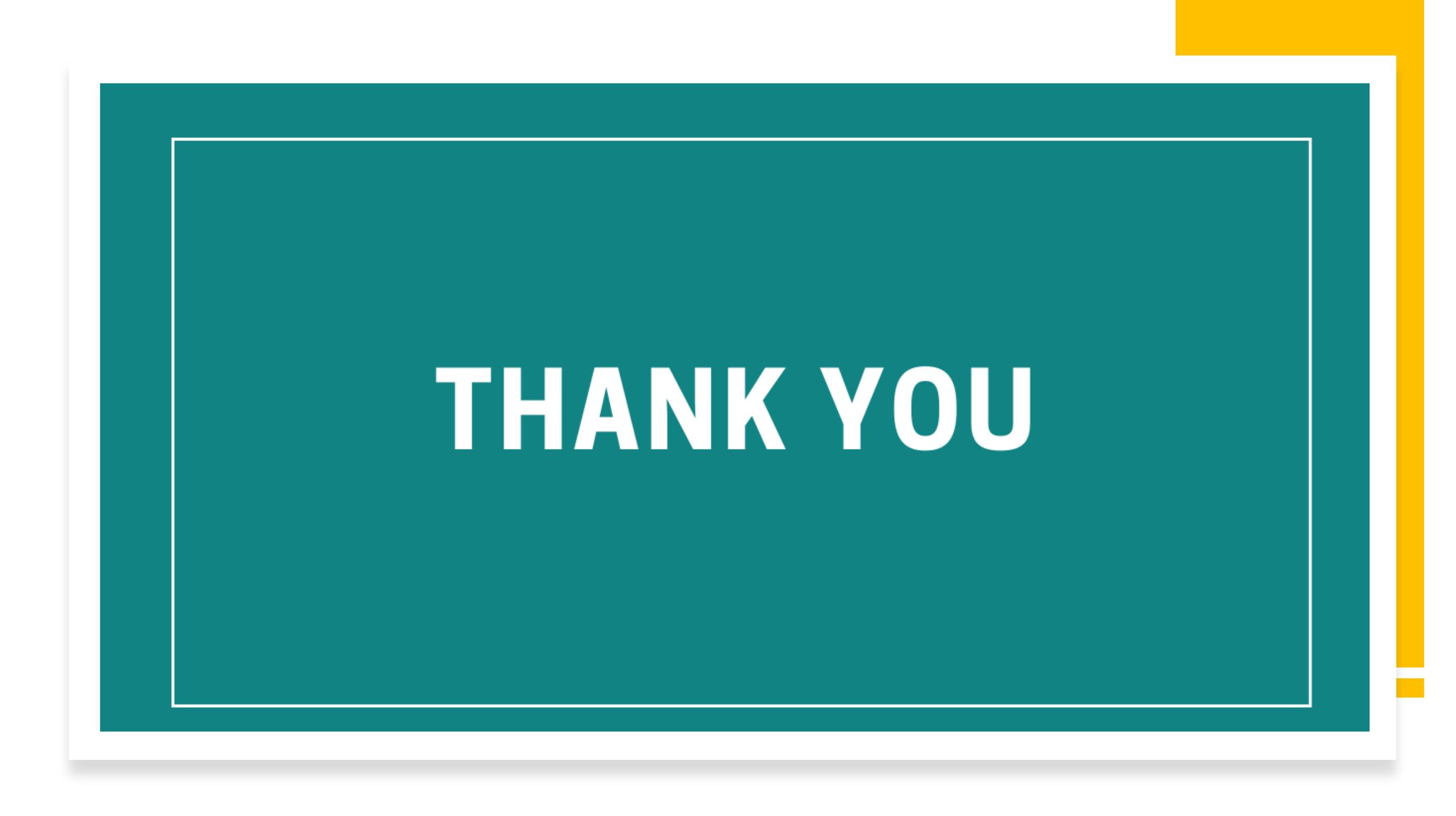
**Foundations of Community Engagement**

**Foundations of Collective Impact**

**Foundations of Participative Evaluation**

Courses are available in French and English

To learn more visit: <https://www.tamarackcommunity.ca/online-courses>

The image features a teal background with a white border. In the top right corner, there are yellow decorative elements consisting of a horizontal bar and a vertical bar. The text "THANK YOU" is centered in the teal area.

**THANK YOU**