



A detailed review of multi-year funding and investment programmes for Creative New Zealand

> THE CONTEXT

Creative New Zealand's Recurrently Funded Organisations programme was discontinued in 2010. Creative New Zealand introduced two new programmes for multi-year investment in arts infrastructure - Toi Tōtara Haemata and Toi Uru Kahikatea. These two complementary funding programs were intended to provide stability and flexibility in Creative New Zealand's approach to arts funding. Approximately 80 arts organisations were funded through the two programmes for periods of one to five years.

> THE BRIEF

To deliver an external review of Creative New Zealand's investment programmes — Toi Tōtara Haemata and Toi Uru Kahikatea.

The External Review was to assess:

- The degree to which the two investment programmes have achieved their intended purposes
- The efficiency and effectiveness of the design and implementation of the two investment programmes
- The degree of understanding, and support for the purpose and design of the two investment programmes in the arts sector
- Whether significant changes to the design and implementation of the programmes are recommended and the rationale for any recommended changes

> OUR APPROACH

Detailed and comprehensive industry consultation occurred through an online survey, in-depth interviews, and group discussions. Consultation included with funding recipients, unsuccessful applicants, assessors and Creative New Zealand Officers. Consultation was supported by a review of documentation for the programmes. We were supported by Neil Andersen Consulting (Wellington) and Providence Group (Auckland).

> THE RESULT

A Final Report which outlined the findings in relation to the objectives of the programmes, assessment and decision-making processes, client monitoring and reporting, and programme monitoring and refinement. The Report summarised feedback from Creative New Zealand Officers, funding recipients, assessors, and Territorial authorities. The report made a number of key recommendations to strengthen the effectiveness of the programmes. These recommendations were approved by Creative New Zealand and are currently being progressed.

SEE ALSO:

- > [Funding Program for Music Works, Victoria](#)
- > [Arts NSW Review of Arts and Cultural Development Program](#)
- > Evaluation of the Emerging Leaders Development Program for the Australia Council