



**Wai‘anae Community
Re-Development Corporation
MA‘O Organic Farms
Ho‘oulu Lāhui Aloha ‘Āina
Youth Leadership Training Program
Evaluation Report
January 2016**



EXECUTIVE SUMMARY

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The Wai’anae Community Re-Development Corporation (WCRC) was created in 2000 by a group of residents, traditional practitioners, teachers, and business leaders, with the intent to address needs of the youth and the community. WCRC’s impact strategy strives to meet five areas of need: (1) underprivileged youth, (2) sustainable economic development, (3) organic agriculture, (4) health & well-being, and (5) Hawaiian culture. The core objective is to train youth to be social entrepreneurs and leaders who are culturally-rooted and community-relevant. The end goal is to build a localized youth movement that puts the value of aloha ‘āina into practice.

WCRC’s collaborative vision of Ho’oulu Lāhui Aloha ‘Āina is to regenerate multiple culturally-grounded modern Hawaiian agricultural ventures that restores people and land simultaneously. The center of this collaboration is the partnership with the Ali’i trusts, community-based, and State-level institutions servicing Hawaiians to shift the current model of export-dependent industrial agriculture to one that is localized and sustainable. These activities are brought together and implemented in WCRC’s flagship program, the *Mala ‘Ai ‘Opio* (translation: youth food garden) Community Food Systems/Security Initiative, or MA’O, which was established in 2001.

The mission of MA’O Farms’, as the social enterprise of the non-profit WCRC, is to restore a strong community food and education system based on a successful and progressive fourteen-year foundation of growing organic fruits and vegetables while cultivating youth leaders in the community. MA’O continues its attempts to expand the progress and success of its social enterprises in Lualualei to other areas including Waialua and Ewa for participants to work towards post-secondary education and workforce opportunities that reflect the values of caring and nurturing the land. While serving cultural and educational purposes, the Farm as a business produces, processes, markets, and distributes the wide selection of organic fruits and vegetables to various grocery stores, restaurants, farmers’ markets, and direct to consumers.



The program is broken down into two phases. In the first phase, OHA will underwrite the Step Up Internship (SU) for participants who are in their second year of the indigenous education articulation and will lead teams that are coached by their farm Co-Managers. Students in the program are working towards their Associate of Arts degree at Leeward Community College (LCC) and those who wish to pursue being food producers are channeled into the Bachelor of Applied Science degree with a concentration in Sustainable Community Food Systems (SCFS) at the University of Hawai'i West O'ahu (UHWO). In the second phase, participants provide stewardship to the land with the goal of maintaining the connection to the past and a viable land base. Students' internships involve the running of the daily operation of the organic farm. This internship allows participants to take on management roles in exchange for a higher compensation.

This initiative primarily addressed the Office of Hawaiian Affairs' (OHA) strategic priorities separated by program phase: phase one addresses *Ho'ona'auao* (education), and phase two addresses *'Āina* (land & water). The program also secondarily addressed *Ho'okahua Waiwai* (economic self-sufficiency).

Program Goals

The following performance measures were included in the contract:

Performance Measures	Target
OUTPUTS	
Total number of Native Hawaiian Advanced Farm Interns	22
Total number of Native Hawaiian Advanced Farm Interns enrolled in the sustainable Community Food Systems program at UHWO	10
Total number of Native Hawaiian Advanced Farm Interns enrolled in Associate's Degree programs	5
Total number of Native Hawaiian Advanced Farm Interns enrolled in Bachelor's Degree programs	1
Total number of Native Hawaiian Advanced Farm Interns who have established IDAs	22
OUTCOMES	
Total number of Native Hawaiian Advanced Farm Interns who receive stipends	22
Total amount of stipends provided (in dollars)	\$151,955
Total number of Native Hawaiian Advanced Farm Interns who receive tuition support	22
Total amount of tuition support provided (in dollars)	\$53,856
Total number of Native Hawaiian Advanced Farm Interns who receive IDA match funds	22
Total amount of IDA match funds provided (in dollars)	\$44,000
Total number of Native Hawaiian Advanced Farm Interns who graduate with an Associate's Degree	3
Total number of Native Hawaiian Advanced Farm Interns who graduate with a Bachelor's Degree	0



Additional qualitative reporting included the following reports: the “*Fund for success*”; Public-private partnership; Collective impact; Leveraging resources; and the Applied learning for young adults.

Purpose of the Evaluation

The purpose of this evaluation is to determine the program’s collective impact as evidenced by the quantitative and qualitative results as reported in the *Grant Assessment* reports. This evaluation considered the program activities during the time period of June 20, 2014 through May 31, 2015.

Findings

As discussed further in the report, the quantitative measures were met and/or exceeded in their entirety and the additional qualitative reporting was included in the final report- thereby fulfilling the contractual requirements.

Programmatic findings were derived from the Grantee’s reporting and from the review of other contract-related documents. These findings identified gaps in the program’s implementation and how those issues have been and continue to be addressed.

- ***The current attrition rate is approximately 50%.*** The 50% attrition rate was over the course of 2.5 years compared to LCC’s 85% attrition rate. This was attributed to students not being prepared at that point to handle the demands of school and the program. Those who leave the program leave with an average of 32 credits. The mitigation strategy used to help resolve this issue is to continue to have counseling support available which would help to track grades, GPA, and other necessary support. The ultimate goal is to reduce the attrition rate to 25%.
- ***Increase and ensure continuous enrollment into the SCFS program.*** The continuous enrollment depends on the job/workforce creation for the farm. With the OHA funds, five full-time and fifty-plus part-time positions were maintained, with two full-time Farm apprentices and two part-time interns and one part-time extern created. The mitigation strategy includes addressing the academic and financial support challenges by partnering with colleges and other programs and to continue to create a transition to an advanced level of the leadership training.



Findings (Continued)

- **Increase productivity and revenue so that operations can expand.** During 2015, the farm had met their goals of generating \$600,000 in revenues. The mitigation strategy involves applying consistent procedures and workflow in the farming practice as to create greater capacity over time.
- **Facilitate continued communication by and between expansion partners.** For operations and program efficacy and efficiency, a non-OHA-funded full-time position is dedicated to partnership and network-building. The mitigation strategy is to create feedback loops in the expansion approach and strategy, convene stakeholders more intentionally, and create collaborative venues for partnership meetings, briefings, and generative discussion.

The program demonstrated a positive effect for the community. Program participants benefited from the overall involvement and experience in the program, consumers benefited due to the ability to purchase produce through the supply chain, and students at LCC and UH-WO have an indirect benefit by having the option of studying in the SCFS program without serving as an intern.

Recommendations

Because this program was not awarded OHA funding after the contract period, the following programmatic recommendations are applicable to future funding consideration.

- **Invest in edu-preneurial programming for youth.** Continue to incorporate and enhance the mitigation strategies used to address the issues of attrition, enrollment, capacity-building, and partnership communication.
- **Invest in deepening and diversifying the college to workforce 'auwai partnerships.** Consider expanding the program internship opportunities to include administrative-specific work aside from fieldwork to include finance, marketing, human resources. This will provide additional administrative and managerial opportunities for interns and potential interns who wish to pursue SCFS and an additional business study.
- **Invest in tracking the social-economic impact return on investment.** Consider conducting longitudinal studies examining the continued contribution this program makes towards the community. By highlighting the benefits to participants, consumers, and other stakeholders, quantifiable metrics to determine a social return on investment could be made to strengthen the case for continued support of programs using this model.



**MA‘O Organic Farms
Ho‘oulu Lāhui Aloha ‘Āina Youth Leadership Training Program
Program Evaluation**

INTRODUCTION

The Wai‘anae Community Re-Development Corporation (WCRC) was created in 2000 by a group of residents, traditional practitioners, teachers, and business leaders, with the intent to address needs of the youth and the community. WCRC’s impact strategy strives to meet five areas of need: (1) underprivileged youth, (2) sustainable economic development, (3) organic agriculture, (4) health & well-being, and (5) Hawaiian culture. The core objective is to train youth to be social entrepreneurs and leaders who are culturally-rooted and community-relevant. The end goal is to build a localized youth movement that puts the value of aloha ‘āina into practice.

WCRC’s collaborative vision of Ho‘oulu Lāhui Aloha ‘Āina is to regenerate multiple culturally-grounded modern Hawaiian agricultural ventures that restore people and land simultaneously. The center of this collaboration is the partnership with the Ali‘i trusts, community-based, and State-level institutions servicing Hawaiians to shift the current model of export-dependent industrial agriculture to one that is localized and sustainable. These activities are brought together and implemented in WCRC’s flagship program, the *Mala ‘Ai ‘Opio* (translation: youth food garden) Community Food Systems/Security Initiative, or MA‘O, which was established in 2001.

About MA‘O Farms

MA‘O Farms is the social enterprise arm of the WCRC. Their mission is to restore a strong community food and education system based on a successful and progressive fourteen-year foundation of growing organic fruits and vegetables while cultivating youth leaders in the community. MA‘O continues its attempts to expand the progress and success of its social enterprises in Lualualei to other areas including the Waialua and Ewa areas for participants to work towards post-secondary education and workforce opportunities that reflect the values of caring and nurturing the land. While serving cultural and educational purposes, the Farm as a business produces, processes, markets, and distributes the wide selection of organic fruits and vegetables to various grocery stores, restaurants, farmers’ markets, and direct to consumers.



Program goals

The goals of the program are measured in the form of quantitative and qualitative performance and outcome measures- which are stated further ahead in *Table 1. Performance and Outcome Measurements Table*. Additional qualitative goals were included in the table to be included with final reporting from the Grantee, and the logic model includes short-term, mid-term, and long-term outcomes.

Table 1. Performance and outcome measurements table

Performance Measures	Target
OUTPUTS	
Total number of Native Hawaiian Advanced Farm Interns	22
Total number of Native Hawaiian Advanced Farm Interns enrolled in the sustainable Community Food Systems program at UHWO	10
Total number of Native Hawaiian Advanced Farm Interns enrolled in Associate’s Degree programs	5
Total number of Native Hawaiian Advanced Farm Interns enrolled in Bachelor’s Degree programs	1
Total number of Native Hawaiian Advanced Farm Interns who have established IDAs	22
OUTCOMES	
Total number of Native Hawaiian Advanced Farm Interns who receive stipends	22
Total amount of stipends provided (in dollars)	\$151,955
Total number of Native Hawaiian Advanced Farm Interns who receive tuition support	22
Total amount of tuition support provided (in dollars)	\$53,856
Total number of Native Hawaiian Advanced Farm Interns who receive IDA match funds	22
Total amount of IDA match funds provided (in dollars)	\$44,000
Total number of Native Hawaiian Advanced Farm Interns who graduate with an Associate’s Degree	3
Total number of Native Hawaiian Advanced Farm Interns who graduate with a Bachelor’s Degree	0

Additional qualitative reporting included the following reports: the “*Fund for success*”; Public-private partnership; Collective impact; Leveraging resources; and the Applied learning for young adults.



Program budget

At the May 1, 2014 meeting of the OHA Board of Trustees (BOT), \$249,811 from OHA’s fiscal year (FY) 2014 grants budget was awarded to fund the program. Table 2 provides a general breakdown of the program activities with which the grant award was used.

Table 2. Program budget

Costs	FY-14
Individual Development Account Match (2:1)	\$44,000
Stipends	\$151,955
Tuition Support	\$53,856
Total OHA Funds Awarded	\$249,811

Program staffing

Under the leadership of the Executive Director and the Kauhale Director of Social Enterprise, there are five Co-Managers who manage the daily operations of fieldwork, harvesting, receiving, washing, packing, and delivery. The Co-Managers rotate every three months to develop their skills in each of these areas. The interns work on Mondays, Wednesdays, and Fridays, while attending school on Tuesdays and Thursdays. There is also a staff member dedicated to assist the interns in planning their school schedules and assisting them in their academic progress.

Stakeholders

Due to multiple dynamic components of the program and its’ operations working at the same time, there are multiple groups of stakeholders involved in ensuring the success of the program, its outcomes, and the preservation of the legacy and continuity of the program.

There are several community partners- including OHA- that have formed a network to provide partnerships and to help secure additional supporting resources including but not limited to financial support. During both phases of the program, OHA and Kamehameha Schools’ *Ka Pua Initiative* provided funding support for both phases while the WK Kellogg Foundation provided funding for the first phase only. The partnerships with LCC and UH-WO were integrated into the program during the second phase that provided these educational opportunities for students.

Supply chain participants make up the points of distribution that takes the final packaged produce from the farm to the general public. These participants include food retailers such



Stakeholders (continued)

as Whole Foods, Foodland, and the Kaimuki Superette; wholesale retailers, specifically Uptown Catering; restaurants such as Alan Wong's and Top of Waikīkī, Ed Kenney's restaurants, Town Restaurant, and Mud Hen Water; and the direct consumers. These supply chain participants generate revenue for the goods sold through the chain, but also are reflective of the multiplier effect of Native-Hawaiian owned businesses and a workforce matriculation for culinary professions. Finally, and equally important, with the biggest benefit of this program are the interns working within the farm.

Purpose of the evaluation

The purpose of this evaluation is to determine the impact of the program as evidenced by quantitative results showing actual performance results relative to the proposed performance measures and qualitatively by reviewing quarterly narrative responses and by information gained from program staff during the evaluation process. After determining the quantitative and qualitative results, findings were identified and recommendations were provided for consideration regarding the future development of this and/or similar program models. Because the program was not funded beyond the contract period, the recommendations presented would be applicable in the case of a future funding consideration.

Scope of the evaluation. This summative evaluation discusses the program's achievements and impact on beneficiaries during the time period between June 20, 2014 through May 31, 2015.

METHODOLOGY

The evaluation is based on all information collected from program documents including the grant solicitation, program proposal, service contract, quarterly *Grant Assessment*, the Grant Monitor's *On-Site Monitoring Report*, the contract budget, and information gathered during a site visit held on Friday, December 4, 2015. The program activities and goals were stipulated in the scope of services and in the program proposal.

Data collection and analysis. Data was collected from the previously identified documents- all which provided quantitative and qualitative data that was used to measure performance (quantitatively) but to provide a narrative that shows in a non-quantifiable form the impact that the program has had for program participants and how the program can be a benefit to the community served.



Data collection and analysis (continued)

A quantitative analysis was done by comparing the actual performance measures achieved to the proposed performance measures. A qualitative review of the program’s activities was then done to identify the program structure and how the program was implemented.

PROGRAM RESULTS

The following *Quantitative Results* section discusses the quantitative data reported and the *Qualitative Results* section discusses the additional activities incorporated in the program.

Quantitative results

Program results were reported and received by the Grant Monitor. Table 3 below compares the proposed goals as submitted in the contract with the actual results.

Table 3. Performance results

Measure	Actual/Proposed
OUTPUTS	
Total number of Native Hawaiian Advanced Farm Interns	32/22 (146%)
Total number of Native Hawaiian Advanced Farm Interns enrolled in the Sustainable Community Food Systems program at UHWO	14/10 (140%)
Total number of Native Hawaiian Advanced Farm Interns enrolled in Associate’s Degree programs	32/5 (640%)
Total number of Native Hawaiian Advanced Farm Interns enrolled in Bachelor’s Degree programs	16/1 (160%)
Total number of Native Hawaiian Advanced Farm Interns who have established IDAs	32/22 (146%)
OUTCOMES	
Total number of Native Hawaiian Advanced Farm Interns who receive stipends	32/22 (146%)
Total amount of stipends provided (in dollars)	\$151,955/\$151,955 (100%)
Total number of Native Hawaiian Advanced Farm Interns who receive tuition support	22/22 (100%)
Total amount of tuition support provided (in dollars)	\$53,856/\$53,856 (100%)
Total number of Native Hawaiian Advanced Farm Interns who receive IDA match funds	32/22 (146%)
Total amount of IDA match funds provided (in dollars)	\$44,000/\$44,000 (100%)
Total number of Native Hawaiian Advanced Farm Interns who graduate with an Associate’s Degree	16/3 (533%)
Total number of Native Hawaiian Advanced Farm Interns who graduate with a Bachelor’s Degree	0/0 (--%)



Quantitative results (continued)

Upon submitting the quantitative results, the Grantee also provided the following statements regarding the results:

- The goal of students enrolled in the Associate’s Degree program was set too low.
- The Bachelor’s Degree program was formally recognized by UHWO, and therefore students who were/will be enrolled in the SCFS courses were unofficially enrolled in the formal degree-seeking program.
- The majority of interns received stipends. The exceptions were due to program participation with partnering organizations.
- Tuition support came from various sources including OHA.
- No Bachelor’s Degrees were attained during the contract period. However, 88% of graduates have enrolled in Bachelor’s Degree-seeking programs.

Quantitative results not included in the performance measures include the following:

- Enterprise & Academic GPA average of 3.1.
- Enterprise revenue generation of \$600,000.
- 200% visitor increase since 2008.

Qualitative results

Qualitative results illustrate the impact of the program on participants and how the program was developed and/or implemented that couldn’t be measured quantitatively. As a contractual requirement and therefore subject to inclusion in this evaluation, additional qualitative reporting was included as a reporting requirement in the *Performance and Outcome Measurements Table* that accompanied the narrative responses in the quarterly *Grant Assessment* report.

Additional qualitative reporting

The following additional qualitative reporting requirements were included in the contract requirements: “*Fund for success*” report; Public-private partnership report; Collective impact report; Leveraging resources report, and; Applied learning for young adults report that would be included with the final report. There were also indirect outputs or outcomes to be



Additional qualitative reporting (continued)

addressed relating to the following areas:

- Understanding History and Perpetuating Hawaiian Culture
- Employment Core Services for Native Hawaiians
- Native Hawaiians Achieving Pae ‘Āina Sustainability
- Obesity and Physical Health Improvements in Native Hawaiians
- Exceed Education Standards

The responses detailing and showing completion of these reporting requirements are detailed in *Appendix B. Additional Qualitative Reporting Responses*.

FINDINGS

In reviewing the program documents and the responses submitted by the Grantee in the *Grant Assessment* reports, programmatic findings were identified during the course of the evaluation process either by self-reporting from the Grantee and from reviewing other information presented in the reporting. The findings ahead identified gaps in the administering of the program and how those issues have been and continue to be addressed.

The first challenge was the overall program attrition rate. The current attrition rate is approximately 50% compared to LCC’s attrition rate of 85%. The attrition rate is attributed to students not being prepared at that point to handle the demands of school and the program. Those who leave the program leave with an average of 32 credits. The mitigation strategy used to help resolve this issue is to continue to have counseling support available which would help to track grades, GPA, and other necessary support. The ultimate goal is to reduce the attrition rate to 25%.

The second challenge is to increase enrollment into the SCFS program and to ensure continuous enrollment into the program. The continuous enrollment depends on the job/workforce creation for the farm. With the OHA funds, five full-time and fifty-plus part-time positions were maintained, with two full-time Farm apprentices and two part-time interns and one part-time extern created. The mitigation strategy includes addressing the academic and financial support challenges by partnering with colleges and other programs and to continue to create a transition to an advanced level of the leadership training.

The third challenge is to increase productivity and to increase revenue so that operations can expand. During 2015, the farm had met their goals of generating approximately



\$600,000 in revenues. The mitigation strategy involves applying consistent procedures and workflow in the farming practice as to create greater capacity over time.

The fourth challenge is to facilitate continued communication by and between partners in expansion. For operations and program efficacy and efficiency, a non-OHA-funded full-time position is dedicated to partnership and network-building. The mitigation strategy is to create feedback loops in the expansion approach and strategy, convene stakeholders more intentionally, and create collaborative venues for partnership meetings, briefings, and generative discussion.

Impact on Native Hawaiian beneficiaries

The program demonstrated a positive effect for the community in several ways. From a community perspective, while every stakeholder group benefits from the success of this program, the stakeholder group with the greatest benefit was the participants because they learned valuable skills that are rooted in culture that promote their academic and practical development. The second group with the greatest benefit was the consumers of the produce generated by the Farm due to the natural tangible goods they receive through the supply chain.

Due to the Farms' involvement in constructing and implementing this program, has also helped in the creating of the SCFS program. The investment in the formalization of the SCFS program was done by promoting the demand from advanced MA'O students and how the program has implications for non-MA'O students. The SCFS program also creates an opportunity for future students interested in pursuing these areas without direct involvement in this internship.

During a post-contract site visit conducted on December 4, 2015, input was received from program staff- which was discussed previously- and program participants. One participant, Sheila, discussed some things she had learned from her education and experience in this program, specifically the following three points:

- The trajectory of her family had shifted from poverty towards prosperity because of education and entrepreneurship skills and experiences;
- She and her siblings have encountered challenges as Native Hawaiian women in post-colonial structures and frameworks of higher education;
- Agriculture and farming was inherent to her heritage as an asset and its application to her chosen field of study of architecture and her hope to integrate the two fields.



RECOMMENDATIONS

Because this program was not awarded OHA funding after the contract period, the following programmatic recommendations are applicable to future funding consideration.

- ***Invest in edu-preneurial programming for youth.*** Continue to incorporate and enhance the mitigation strategies used to address the issues of attrition, enrollment, capacity-building, and partnership communication.
- ***Invest in deepening and diversifying the college to workforce ‘auwai partnerships.*** Consider expanding the program internship opportunities to include administrative-specific work aside from fieldwork to include finance, marketing, human resources. This will provide additional administrative and managerial opportunities for interns and potential interns who wish to pursue SCFS and an additional business study.
- ***Invest in tracking the social-economic impact return on investment.*** Consider conducting longitudinal studies examining the continued contribution this program makes towards the community. By highlighting the benefits to participants, consumers, and other stakeholders, quantifiable metrics to determine a social return on investment could be made to strengthen the case for continued support of programs using this model.



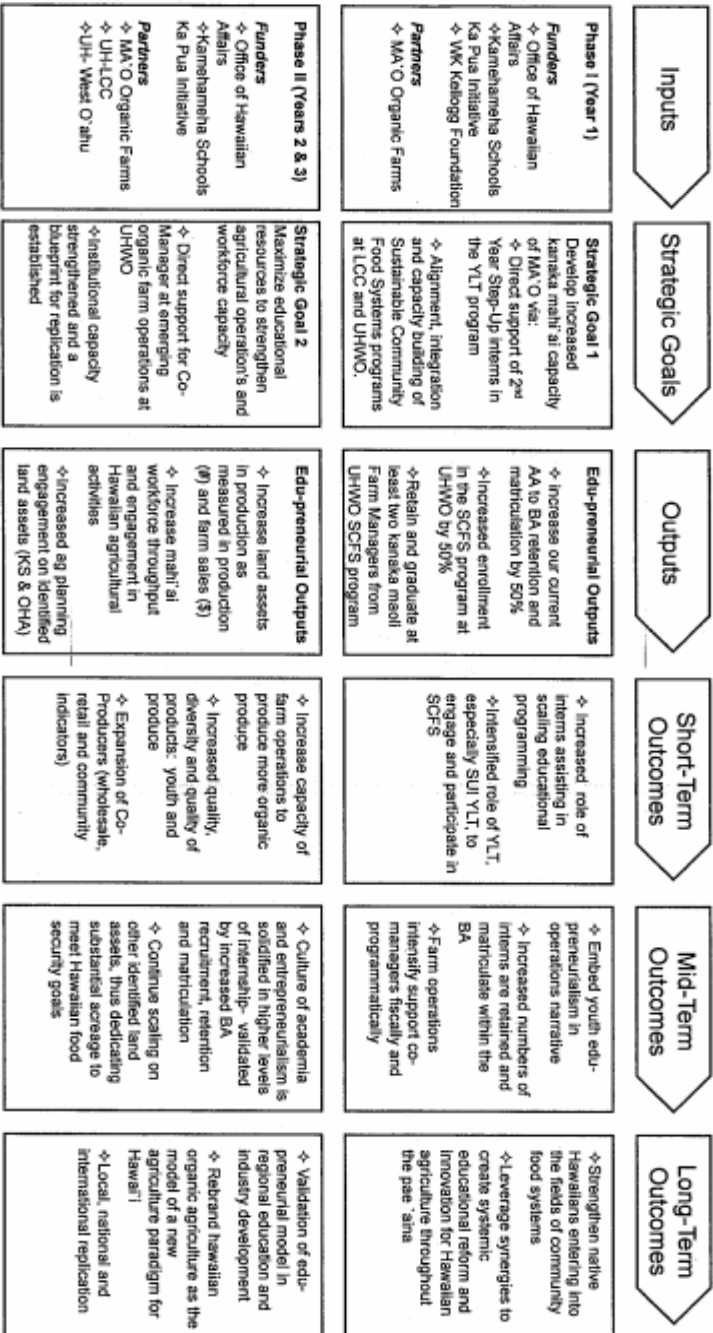
APPENDICES



APPENDIX A. PROGRAM LOGIC MODEL

Ho‘oulu Lāhui Aloha ‘Aina Logic Model & Rationale

MA‘O Organic Farms (MA‘O), a social enterprise of the Wai‘anae Community Re-Development Corporation (MCRDC), seeks to engage in a collaborative opportunity with the Office of Hawaiian Affairs (OHA) to establish *Ho‘oulu Lāhui Aloha ‘Aina*, an investment initiative that endows edu-preneurial opportunity and resources for kanaka maoli youth, ‘ohana and community, in the fields of organic, sustainable and just food systems. *Ho‘oulu Lāhui Aloha ‘Aina* is a three-year, multi-tiered collaboration in which skilled kanaka maoli are matriculated and flexibly linked to the cultural, academic and experiential and applied production-oriented social enterprise on lāhui land assets thus regenerating ‘aina momona - a long-term, sustainable and resilient Hawaiian community food and agriculture system.



MA‘O Organic Farms presents *Ho‘oulu Lāhui Aloha ‘Aina* as a progressive, innovative and practical investment strategy in which we leverage the significant social and economic capacity, competence and fluency of MA‘O’s existing social enterprise and collaborate with the Office of Hawaiian Affairs to invest in two assets that will never depreciate- our ‘opio (youth) and our ‘āina (land). *Ho‘oulu Lāhui Aloha ‘Aina* places youth at the helm of leadership to re-configure the archaic plantation, import-export driven, and industrialized systems of food production into one that is community-owned, culturally rooted, localized and sustainable in perpetuity. In Phase I, partners will work together to support the advanced interns who have taken significant leadership positions in the enterprise and are also matriculating from their AA program to their BA program. In Phase 2, the investments in people will be maximized by unleashing that trained workforce scale up Hawaiian agriculture on the current farmlands as well as other identified land assets thus producing comprehensive, iterative, sustained and resilient lāhui-focused food systems.



APPENDIX B. ADDITIONAL QUALITATIVE REPORTING RESPONSES

Qualitative Reports	Asset(s)	Descriptor	Qualitative (& Quantitative Metrics)
Fund For Success	Social Impact Bond Slide Deck	Provides an introduction to stakeholders of how Social Impact Bonds work.	<ul style="list-style-type: none"> • Presentations conducted at conference on Children of Incarcerated Parents hosted by KOKA. • Presentation conducted for the UH Foundation who want to assist with creating an endowment for Wai'anae/Native Hawaiians. • Presentation to UH President David Lassner as well as the VP of Community Colleges John Morton and LCC and WCC Chancellors Cabral and Dykstra.
Public-Private Partnership	Impact Investors Hui List	A Partnership List of Social Impact Investors convened to build a pipeline and ecosystem.	<ul style="list-style-type: none"> • Diverse list of over 30 stakeholders form non-profit, public and private sectors are convened. • Two meetings of the Hui were held, once was hosted at KS with a focus on Pūnanu'e. The other was a TC whose focus was to give an update at Pūnanu'e with particular focus on the below Funding Pipeline strategy and its yield.
Collective Impact	Program Related Investment (PRI) Community Review	An overview of the community of PRI Investors who are being mobilized around the Pūnanu'e Expansion proposal.	<ul style="list-style-type: none"> • \$5.7 million dollars secured, \$12.9 pending. • Community PRI established with over 12 committed/highly engaged investors and 42 identified for CapEx or for Operations support. • Completion, review and refinement of the financial model, the slide deck, and the business plan.
Leveraged Resources	Investors Pitch (Final)- Pūnanu'e Slide Deck	A concise summary presentation of the proposal that includes a video of the expansions impact as voiced by the leadership: youth, staff and Board.	<ul style="list-style-type: none"> • Over 20 presentations to impact investors. • Over 18 presentations to community groups. • Over 10 'Auwai Regional Development presentations. • Videolink: https://vimeo.com/132850430, Password- maofarms
Applied Learning	2014-15 Impact Dashboard & Youth Video	A high-level impact dashboard that shows social-economic outcomes with a video of a recent graduate of Native Hawaiian ancestry.	<ul style="list-style-type: none"> • Dashboard for 2014-15 • Video: "With Struggles Comes Resilience", https://vimeo.com/135329454 • Invitation to apply to W.K. Kellogg Foundation, to Stupski Foundation and to the Administration For Native Americans SEEDS program.