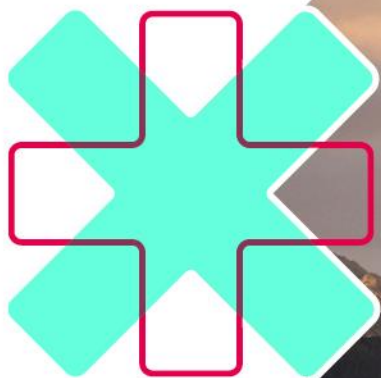


# GLOBAL IMPACT VISA EVALUATION: IMPLEMENTATION AND EARLY OUTCOMES

Year 1 Report

December 2018





**MINISTRY OF BUSINESS,  
INNOVATION & EMPLOYMENT**  
HĪKINA WHAKATUTUKI

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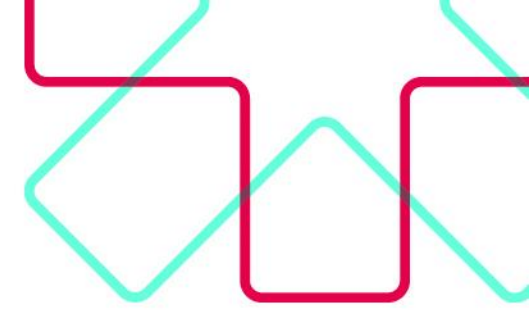
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# CONTENTS

|                                                                     |           |
|---------------------------------------------------------------------|-----------|
| Executive Summary                                                   | 1         |
| Year 1 of the evaluation                                            | 1         |
| High level overview of the Global Impact Visa                       | 1         |
| Implementation – summary                                            | 2         |
| Early outcomes – summary                                            | 4         |
| Discussion of programme design – summary                            | 6         |
| <b>Introduction</b>                                                 | <b>8</b>  |
| Overview of the evaluation                                          | 8         |
| What is the GIV?                                                    | 10        |
| Delivery of the pilot to date                                       | 12        |
| Seven vignettes provide a snapshot of the migrant Fellow experience | 14        |
| <b>Implementation of the GIV Pilot</b>                              | <b>15</b> |
| Attraction and Selection                                            | 18        |
| Induction and Integration                                           | 28        |
| Partnership between EHF and MBIE                                    | 33        |
| <b>Early outcomes</b>                                               | <b>35</b> |
| Contributions to date by Cohort 1 and 2 Fellows                     | 37        |
| Progress in implementing ventures                                   | 44        |
| Direction of travel                                                 | 47        |
| Discussion of programme design                                      | 51        |

|                                                             |    |
|-------------------------------------------------------------|----|
| Appendix 1 : Intervention Logic                             | 57 |
| Appendix 2 : Vignettes – Snapshots of Migrants’ experiences | 59 |

## TABLES

|                                                                                                              |    |
|--------------------------------------------------------------------------------------------------------------|----|
| Table 1: Key inputs to Year 1 of the evaluation                                                              | 9  |
| Table 2: Core components of the GIV policy design                                                            | 10 |
| Table 3: Attraction, selection, application and integration – key numbers (summary across all three Cohorts) | 12 |
| Table 4: Government funding - spend to date                                                                  | 13 |
| Table 5: EHF revenue streams from project inception to November 2018                                         | 13 |
| Table 6: Good pool of credible applications - number remaining after Gate 1, and number selected and joining | 18 |
| Table 7: Demographics of GIV migrants compared to total pool of compliant applications and NZ Fellows        | 20 |
| Table 8: Time spent in New Zealand by GIV migrants - comparison across Cohorts                               | 29 |



## FIGURES

|                                                                                                                                       |    |                                                                                                                                                                       |    |
|---------------------------------------------------------------------------------------------------------------------------------------|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| Figure 1: Compliant applications removed at each Gate, and final number selected                                                      | 19 | Figure 14: Fellows reporting <i>high</i> or <i>very high</i> CREATE contribution                                                                                      | 43 |
| Figure 2: Primary citizenship – applications (%)                                                                                      | 22 | Figure 15: Fellows' perception of their progress to date compared to expectations, Cohorts 1 & 2 (%)                                                                  | 44 |
| Figure 3: Primary citizenship – GIV migrants (%)                                                                                      | 22 | Figure 16: Cohort 1 and 2 Fellows' perceptions of how easy or hard it is to make connections in NZ by sectors                                                         | 45 |
| Figure 4: Industry – applications v GIV migrants (%)                                                                                  | 23 | Figure 17: Has being part of the EHF Fellowship made any difference to achieving your own business/innovation goals? Cohorts 1 & 2                                    | 47 |
| Figure 5: Migrant and NZ Fellows' rating of aspects of the GIV and Fellowship selection and application processes (%)                 | 27 | Figure 18: Fellows expecting to achieve <i>high</i> or <i>very high</i> future outcomes by domain, compared to outcomes reported to date, Cohorts 1 & 2               | 48 |
| Figure 6: Proportion of time spent in New Zealand to date, Cohort 1 v Cohort 2 GIV migrants (%)                                       | 29 | Figure 19: Ecosystem survey respondents' assessments of GIV programme assumptions                                                                                     | 53 |
| Figure 7: Differing models of engagement with NZ by GIV migrants                                                                      | 30 | Figure 20: Ecosystem survey respondents' assessments of the potential for GIV programme to contribute to innovation, and to national and regional economic growth (%) | 53 |
| Figure 8: Contribution to date reported by Cohort 1 and 2 Fellows (migrant and New Zealand Fellows)                                   | 37 | Figure 21: Relevance of outcome domains, Cohorts 1 & 2, Cohort 3                                                                                                      | 54 |
| Figure 9: Number and proportion of Fellows who report a <i>high</i> or <i>very high</i> contribution to date by domain, Cohorts 1 & 2 | 38 |                                                                                                                                                                       |    |
| Figure 10: Fellows reporting <i>high</i> or <i>very high</i> CONNECTION contribution                                                  | 38 |                                                                                                                                                                       |    |
| Figure 11: Fellows reporting <i>high</i> or <i>very high</i> INFLUENCE contribution                                                   | 40 |                                                                                                                                                                       |    |
| Figure 12: Fellows reporting <i>high</i> or <i>very high</i> SUPPORT contribution                                                     | 41 |                                                                                                                                                                       |    |
| Figure 13: Fellows reporting <i>high</i> or <i>very high</i> ATTRACT contribution                                                     | 42 |                                                                                                                                                                       |    |



# PREFACE

This report has been prepared for the Ministry of Business, Innovation and Employment by Donella Bellett, Penny Fitzpatrick and Olga Batura from MartinJenkins (Martin, Jenkins & Associates Limited).

MartinJenkins advises clients in the public, private and not-for-profit sectors. Our work in the public sector spans a wide range of central and local government agencies. We provide advice and support to clients in the following areas:

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# EXECUTIVE SUMMARY

The Ministry of Business, Innovation and Employment (MBIE) have engaged MartinJenkins to evaluate the new Global Impact Visa (GIV).

The purpose of the evaluation is to assess the implementation, outputs and early outcomes of the GIV pilot. The objectives of the evaluation are to:

- understand the process in order to support ongoing implementation and continuous improvement
- identify and assess the value of emerging outcomes.

## Year 1 of the evaluation

The evaluation is being conducted over three years.

Year 1 focuses on the *attraction* and *selection* of Fellows. The report also presents early feedback on *integration* and *outcomes*, and makes comment on the direction of travel, to meet the high level of interest in pilot outcomes. The operation of the EHF and INZ partnership will be looked at in each year of the evaluation.

Caveats:

- While this report contains feedback on outcomes it is important to understand:
  - it is too early to provide an assessment of the quality of outcomes
  - this is an evaluation of the GIV/EHF pilot, not an evaluation of any individual Fellow or their venture.
- It is also important to note that the total number of Fellows is small and that the data that informs this report is drawn from a small population.

Year 1 methodology:

- Each year of the evaluation draws on mixed-methods and data sets.
- Key inputs to this year's report include surveys (of Fellows and the 'innovation ecosystem'), analysis of key administrative data, and qualitative interviews with the programme partners, selection panel representatives and selected Fellows.

## High level overview of the Global Impact Visa

The GIV is a new immigration product designed to facilitate the attraction, selection and integration of high impact entrepreneurs, investors, change makers and start-up teams. The three-year visa provides the opportunity to create, support, influence, connect and attract ventures, funding and models that result in positive global impact, from New Zealand. The GIV is also designed to produce positive benefits within New Zealand, through the creation or support of successful innovation-based enterprises locally. At the end of the three-year visa, migrants can apply for permanent residency. To be eligible for permanent residence they need to maintain the support of EHF and be on track to create impact in New Zealand.

The GIV is being piloted in partnership between Immigration New Zealand (INZ) and a private partner (the Edmund Hillary Fellowship [EHF]). The pilot began in mid-2017 and runs for four years. In that time up to 400 GIVs may be issued.

GIV migrants are invited to join the EHF Fellowship – each Cohort of Fellows includes a smaller number of New Zealand Fellows, also selected



for their innovation, entrepreneurial and/or investment focus. While it is hoped that migrants will eventually choose to settle in New Zealand, they are not required to live in New Zealand or spend a specified amount of time in New Zealand while holding a GIV.

At the end of 2018 there are 75 GIV migrants<sup>1</sup> and 29 New Zealand Fellows (selected in three Cohorts)

- To date, a GIV migrant is most likely to be a male entrepreneur from North America, aged 30-39 working in a professional / scientific / technical industry or in the finance / insurance industry.
- New Zealand Fellows are similar, though slightly younger on average and working in a wider range of industries, also including education / training, environment, ICT and international development.

## Implementation – summary

The pilot is being implemented well. Key processes (attraction, selection and application) are transparent and robust. Quality Fellows (migrants and New Zealanders) are being selected, and EHF's Welcome Weeks and New Frontiers programmes are laying the foundations for quality integration.

At this stage it is too early to know what type of migrant or patterns of behaviour are likely to lead to the best outcomes for New Zealand. It is also important to remember that positive outcomes are expected to emerge across Cohorts as a whole, and not necessarily from each individual migrant. In order to maximise the quality and volume of successes from the pilot, there are a number of issues for consideration at this point.

- Diversity of migrants: EHF have a clear focus on increasing the diversity of Cohorts and have identified attraction processes as the key lever to achieve this (as selection is dependent on having a high quality pool, aligned to the objectives of EHF, to draw from).
- Numbers of migrants: the current focus is on the quality of migrants, not the quantity. With the pilot nearly half over, it is likely that the full quota of 400 won't be used (thereby limiting the quantum of potential outcomes, and increasing the per-migrant cost).
- Engagement with New Zealand: at this stage we do not know which engagement patterns are most likely to be associated with quality outcomes, and it is to be expected that some migrants will spend very little time in New Zealand. One Cohort appears to be spending much less time than other Cohorts in New Zealand however, signalling a potential issue. EHF have identified this as an issue and purposefully selected migrants with different engagement intentions for the subsequent Cohort.
- Integration will be more fully examined in the Year 2 report. At this stage Fellows appear to be making good connections with individual entrepreneurs, investors and businesses, as well as non-governmental organisations. While there are some examples of Fellows engaging with regions in meaningful ways, it is not clear how wide spread this is, and some difficulties have been identified engaging with central and local government. There may be value in MBIE taking a greater role in supporting these connections.
- The sustainability of key implementation processes is a potential concern: the time and effort needed to conduct a robust selection process is taking considerable resource. With government funding for

<sup>1</sup> The group of migrants includes four people who do not require a GIV: one with an Investor Visa and three with Australian Permanent Residence Visas or citizenship.





the programme being three-quarters spent, EHF will be increasingly dependent on external funding sources and application fees for ongoing implementation. This includes costs for integration which will continue to need resourcing as the numbers of Fellows grow.



**Attraction:**  
going well

Sufficient credible applications are received to support a robust selection process

- Applications were dominated by male entrepreneurs, and came from diverse countries and industries.
- INZ and word of mouth are the most important attraction methods – the value of word of mouth is increasing over time.
- Fellows were attracted by the opportunities presented by the Fellowship and the calibre of other Fellows; the opportunity to live and work in New Zealand; the latent potential migrants perceive in NZ’s innovation ecosystem; and the flexibility of the Visa.

**1131** compliant applications  
**456** credible applications to choose from (following initial review)



**Selection:**  
on track

High quality Fellows (migrants and New Zealanders) are being selected

GIV migrants are mainly entrepreneurs, male (47 out of 75), from North America (43 out of 75), aged 30-39, and working in a *professional/scientific/technical or finance/insurance* industry.

- Diversity of Fellows could be improved. While the GIV is attracting applicants from diverse demographic and professional backgrounds, this diversity is not flowing through the selection process. EHF have a focus on increasing diversity.
  - Applications are received from around the world with only 28% coming from North America, in contrast 61% of migrants are from North America – diversity in country of origin is increasing over Cohorts.
  - Applications are dominated by males (71%), 63% of GIV migrants are male (43 out of 75).
- NZ Fellows make up 28% of Fellows (numbers increasing with each Cohort).
  - As a group they are younger, more likely to be female, and working in a wider range of industries than the GIV migrants.
- To date EHF’s focus has intentionally been on quality not quantity – 71 GIV have been issued (out of the 400 available over the pilot; four migrants haven’t required a GIV).
  - If Cohort sizes remain small this could limit potential outcomes, and increase per-migrant cost of the pilot.
- The selection process is robust and rigorous. To date only one ‘selected’ Fellow has been turned down for a GIV by INZ (health reasons).

**104** Fellows

- **75** migrants
- **29** NZ Fellows





### Integration: on track

Fellows feel supported and connected  
It is too early to know how many will settle in New Zealand and/or build strong connections

GIV migrants are not required to spend time in New Zealand, but there is a policy expectation that they will engage.

- Migrants feel most supported in the opportunity to learn about Māoritanga (37 out of 47 said they'd got a lot of support) and to connect with other Fellows (30 out of 47).
- Fellows report feeling connected with each other (24 out of 47 felt highly connected to migrant Fellows, 20 out of 47 felt highly connected to New Zealand Fellows felt highly or very highly connected) and they think these connections will be valuable (44 out of 47 rated the potential value to migrant Fellows as high or very high, and 43 out of 47 rated potential value to New Zealand as high or very high).

Cohort 1 migrants are well engaged, on average they've been here **135** days

Cohort 2 members have spent very little time here (less than Cohort 3)

Ecosystem connections:

- Fellows are least likely to be connected with economic development agencies, local government, academics and universities, and central government.
- Fellows have good connections with individual NZ investors and entrepreneurs, NZ businesses or industry groups, social enterprises, Not-For-Profit and community groups and iwi and Māori groups or ventures.



### Partnership: performing well

EHF and MBIE recognise each other's strengths and are working together to meet the objectives of the pilot

EHF are continually improving their processes

- Communication between EHF and MBIE is proactive and frequent.
- Identified challenges are acknowledged and actively mitigated.
- EHF process changes are ongoing, but the rate of change is slowing as the pilot progresses.
- There is ample evidence of ongoing improvements across attraction, selection, applying for visas and integration.
- Integration is a key area of focus for EHF moving forward.

## Early outcomes – summary

It is very early days for exploring programme outcomes (many of the Fellows will have only recently been accepted into the Fellowship; it is expected that it will take time for Fellows to establish their networks; it is not assumed that all Fellows will contribute to outcomes across all of the domains; the programme design expects Fellows will experience 'failures' as they innovate). Nonetheless, nearly three-quarters of Cohort 1 and Cohort 2 Fellows (migrants and NZ Fellows) rate their own contribution to date as high or very high in at least one of the five outcome domains ('Create', 'Support', 'Influence', 'Connect' and 'Attract'), and collectively they provide many, tangible examples of contribution across all of the five domains as well.



For the most part, Fellows report that the pace of their progress has been as they expected. It is too early to say whether any patterns of engagement with New Zealand, or characteristics of Fellows, are more highly associated with early outcomes than others. The main barriers to progress are as would be expected for a migrant entrepreneur (settling in a new country, becoming familiar with local practice and establishing connections) and the enablers mostly result from the programme design and delivery (the sense of community, access to connections and prestige of the Fellowship, and the support provided by EHF organisation are rated highly).

Fellows report positive expectations for future outcomes across the five domains, and, early indications suggest they are pursuing many and varying pathways from early outcomes to longer term impact.

The pathways toward future impact identified through a small sample of in-depth interviews illustrate both the diversity of ventures that Fellows are pursuing and the varying emphasis among them on economic versus non-economic impact (social and environmental). While social and environmental outcomes can represent indirect routes to economic impact, Fellows tell us that impacts in these areas also hold value in their own right. It seems that Fellows are being selected, at least in part, for their commitment to wide-ranging forms of impact.



### Early outcomes: are being observed

There are many, tangible examples of early outcomes from the programme

- It is very early days for exploring programme outcomes.
- Contributions to date are highest in the *connect* domain (22 out of 47 *high* or *very high*) and lowest in the *create* and *attract* domains (for both, 18 out of 47: *high* or *very high*).
- Many (quantity) tangible (quality) examples of early outcomes are provided by Fellows and members of the wider innovation ecosystem, some have potential for high impact. Many of the examples traverse multiple domains, for example:

- GIV migrants are leveraging their extensive and high quality networks to connect local entrepreneurs to potential international investors and markets (*connect*)
- Establishing an impact investment fund that has raised \$8m (*attract*)
- Direct investments in NZ-based businesses, and catalysing higher investment by others (*attract*)
- Establishing NZ incorporated businesses and NGOs (*create*)
- Creating new jobs in NZ (*create, support*)
- Connecting NZ businesses with potential off shore investors and providing advice about investment strategy (*connect and support*)
- Establishing a national Space Challenge, raising the profile of space industry in regions (*influence and attract*).

**34 out of 47** Cohort 1 & Cohort 2 Fellows (migrant and New Zealand Fellows) rate their contribution to date as high or very high in at least one of the early outcome domains – which correlates with observations made by members of the wider innovation ecosystem





**Direction of travel: is expected to be positive**

Fellows expect to increase their contribution across the early outcome domains  
Pathways from early outcomes to high order impact are varied

- Across all domains, the proportion of Cohort 1 and 2 Fellows expecting their outcomes to be high or very high increases when looking to the future.
  - Cohort 3 Fellows have even higher contribution expectations.
- Fellows are pursuing many different pathways towards future impact: for New Zealand and for the world.
- Pathways towards future impact represent both direct and indirect routes to higher order economic impact, as well as more or less focus on social and environmental impact for its own sake.

**38 out of 47** expect to make a high or very high contribution through 'Connect' (Cohorts 1 & 2)

**32 out of 47** expect to make a high or very high contribution through 'Attract' (Cohorts 1 & 2)

## Discussion of programme design – summary

Just over half way through a pilot, and one that has straddled a change of government, it is timely to take a step back from results and consider the endurance of the initial programme design.

- Drivers and issues: we find a high level of agreement among stakeholders with the foundation assumptions for the programme, related to New Zealand's need for more innovation and the relationship between innovation and economic growth, and the potential of the GIV programme to contribute outcomes for NZ and its regions.

**28 out of 29** ecosystem survey respondents agree innovation is important for economic growth

**27 out of 29** ecosystem survey respondents agree there is need for more innovation in New Zealand

**38 out of 47** Cohort 1 and 2 Fellows rate 'Connect' as *high* or *very high* relevance to their work

**27 out of 47** Cohort 1 and 2 Fellows rate 'Attract' as *high* or *very high* relevance to their work (Migrant- and New Zealand Fellows)

- Early outcomes: the early outcome areas envisaged for the programme, and reflected in the Intervention Logic, resonate with Fellows and other stakeholders ('Create', 'Support', 'Influence', 'Connect' and 'Attract').
- Long term outcomes: while stakeholders agree with the foundation assumptions for the programme, there is variation between stakeholders in the emphasis they place on economic impact as the highest order impact goal. In addition to seeking positive economic impact, EHF see social and environmental impacts as indirect routes to economic impact



and/or as end goals themselves. Clarity around the ultimate intentions of the programme could be improved.

- Inputs and activities: as the programme is implemented, we see that some aspects of the programme design, particularly the Cohort approach and inclusion of New Zealand Fellows, are more fundamental to the success of the programme than may have originally been envisaged.

It would be timely for MBIE to revisit the programme design with key stakeholders to ensure: a shared understanding of the policy intent; alignment of implementation with intent; and that EHF's Cohort approach and intent for inclusion of New Zealand Fellows is understood.

The Intervention Logic for the programme was developed to capture the original policy intentions, with input from both programme partners. It focuses on the achievement of economic impact, rather than broader impacts. In addition, it does not capture or include New Zealand Fellows. Updating the Intervention Logic will capture the history of the programme evolution, and help to ensure the evaluation captures the full value of the outcomes the programme is delivering going forward. In particular, the inclusion of New Zealand Fellows in every Cohort means they are a *part* of the intervention, while also *receiving* the intervention. This means that positive outcomes for New Zealand are also likely to be produced by the New Zealand Fellows, and as such, should be captured and (where relevant) attributed to the programme.



# INTRODUCTION

## Overview of the evaluation

The Ministry of Business, Innovation and Employment have engaged MartinJenkins to evaluate the new Global Impact Visa (GIV).

The purpose of the evaluation is to assess the implementation, outputs and early outcomes of the GIV pilot. Quality feedback is needed to inform reports to Ministers, make policy decisions and to support any future budget bids should the programme be continued. The evaluation runs over a three-year period – this is the Year One report.

The evaluation objectives and questions are designed to test the Intervention Logic,<sup>2</sup> to see whether implementation is as expected and what outcomes are achieved. The objectives of the evaluation are to:

- understand the process in order to support ongoing implementation and continuous improvement
- identify and assess the value of emerging outcomes.

## Audience

The primary audience for the evaluation is MBIE and its Ministers, to inform their ongoing policy development and implementation of immigration policies. EHF also have a high level of interest in the evaluation findings, and will use the findings to inform their ongoing implementation and continuous improvement.

## Report structure

- The Executive Summary provides brief context and a high level overview of the key findings of the Year 1 report.
- This introduction provides context for the full Year 1 report.
- The substantive sections of the report each begin with a summary of key findings, followed by an evidence section.
  - Implementation, including: attraction and selection; induction and integration; and the partnership between EHF and MBIE
  - Early outcomes
  - Direction of Travel
  - Analysis of programme design.
- A final section briefly examines the implications of the evaluation for the GIV programme.

A note on language: in this report 'Fellows' refers to both migrant and New Zealand Fellows. Some findings relate to just migrant or New Zealand Fellows – this is noted where relevant.

Quotes attributed to Fellows are sourced from both survey and interview feedback.

<sup>2</sup> The Intervention Logic was developed as part of the evaluation design, see Appendix 1.



Wider stakeholders are also be expected to have an interest in the evaluation:

- members of New Zealand’s innovation ecosystem including Economic Development Agencies, incubators, investors and entrepreneurs
- government departments with an interest in innovation and business growth – Ministry of Foreign Affairs and Trade, New Zealand Trade and Enterprise, Callaghan Innovation, the Treasury
- international stakeholders with an interest in innovation, entrepreneurial activity and investment, such as other governments, international investors and entrepreneurs.

## Year 1 evaluation focus

Year 1 focuses on the *attraction* and *selection* of Fellows. The report also presents early feedback on *integration* and *outcomes*, to meet the high level of interest in pilot outcomes. The operation of the EHF and INZ partnership will be looked at in each year of the evaluation.

## Caveats

While this report contains feedback on outcomes it is important to understand:

- it is too early to provide an assessment of the quality of outcomes
  - GIV Fellows have been in the Fellowship for only a short time, from a maximum of approximately ten months (Cohort 1), to having only just received their GIV (Cohort 3)<sup>3</sup>
- this is an evaluation of the GIV/EHF pilot, not an evaluation of any individual Fellow or their venture

<sup>3</sup> These time frames are estimated based on the timing of the evaluation surveys and interviews.

- the programme design expects that some Fellows will experience ‘failures’ and that visible, tangible outcomes will take time to emerge
- rather than assess the value of outcomes achieved to date this report provides Fellows’ feedback on progress, presents illustrative examples of early outcomes (see the Vignettes), and discusses the ‘direction of travel’ being taken towards future impact.

It is also important to note that the total number of Fellows is small and that the data that informs this report is drawn from a small population.

## Year 1 methodology

Each year of the evaluation draws on mixed-methods and data sets. Key inputs to this year’s report are outlined in the table below.

**Table 1: Key inputs to Year 1 of the evaluation**

| Input / data                 |                                                                                                                                                                                                                                                                                                                                                                                            |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Evaluation survey: Fellows   | <ul style="list-style-type: none"> <li>• GIV Migrants 79% response rate, 59 responses               <ul style="list-style-type: none"> <li>– Cohort 1 = 18, Cohort 2 = 17, Cohort 3 = 24</li> </ul> </li> <li>• New Zealand Fellows 62% response rate, 18 responses               <ul style="list-style-type: none"> <li>– Cohort 1 = 6, Cohort 2 = 6, Cohort 3 = 6</li> </ul> </li> </ul> |
| Evaluation survey: Ecosystem | <ul style="list-style-type: none"> <li>• 25 responses               <ul style="list-style-type: none"> <li>– This survey was sent to contacts supplied by EHF; some Fellows also provided contacts</li> </ul> </li> </ul>                                                                                                                                                                  |
| Administrative data analysis | <ul style="list-style-type: none"> <li>• EHF data supplied on Applications and Fellows</li> <li>• INZ data on GIV declines, number of days Fellows are spending in country, EHF funding</li> </ul>                                                                                                                                                                                         |



| Input / data           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Document review        | <ul style="list-style-type: none"> <li>EHF Operational Learning Documents</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Qualitative interviews | <ul style="list-style-type: none"> <li>EHF: 1 paired interview</li> <li>MBIE and INZ: 1 team and 3 individual interviews</li> <li>Fellows: <ul style="list-style-type: none"> <li>Migrants: 8 interviews with 10 migrants (including 1 team interview) – selected to focus on those who are engaged with NZ and who have made some progress</li> <li>NZ Fellows: 2 interviews with 3 individuals (including 1 paired interview) – selected to focus on those who are engaged in the Fellowship and have made some progress</li> </ul> </li> <li>Selection Panel: 3 interviews</li> </ul> |

## What is the GIV?

The Global Impact Visa (GIV) is a new immigration product designed to facilitate the attraction, selection and integration of high impact entrepreneurs, investors, change makers and start-up teams. The three-year visa provides the opportunity to create, support, influence, connect and attract ventures, funding and models that result in positive global impact, from New Zealand. The GIV is also designed to produce positive benefits within New Zealand, through the creation or support of successful innovation-based enterprises locally. At the end of the three-year visa, migrants can apply for permanent residency. To be eligible for permanent residence they need to maintain the support of EHF and be on track to create impact in New Zealand.

The GIV is being piloted in partnership between Immigration New Zealand (INZ) and a private partner (the Edmund Hillary Fellowship [EHF]). The pilot began in mid-2017 and runs for four years. In that time up to 400 GIVs may be issued.

GIV migrants are invited to join the EHF Fellowship – each Cohort of Fellows also includes a smaller number of New Zealand Fellows, also selected for their innovation, entrepreneurial and/or investment focus. While it is hoped that migrants will eventually choose to settle in New Zealand, they are not required to live in New Zealand or spend a specified amount of time while holding a GIV.

**Table 2: Core components of the GIV policy design**

| What                                                   | Why                                                                                                                                                                                                                                                                                                                                                                                                        | How – expected outcomes                                                                                                                                                                                                                                          |
|--------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Private-Public Partnership                             | <p>EHF bring a valuable skill set: they have the skills and experience to identify promising entrepreneurs and investors, and to support them</p> <p>INZ are responsible for managing risk and ensuring regulations are complied with</p> <p>EHF are able to operate more flexibly and innovatively than a government department</p> <p>EHF can attract new funding streams from outside of government</p> | <p>EHF and INZ will share responsibility for positive outcomes</p> <p>EHF's flexibility and innovation will ensure a continuous focus on programme innovation and improvement</p> <p>Costs of the pilot will be shared between the public and private sector</p> |
| Strong focus on attraction, rigorous selection process | <p>NZ's profile as an innovation hub needs to be raised</p> <p>Selected migrants need to be credible and have real potential</p> <p>Risk needs to be managed and immigration regulations complied with</p>                                                                                                                                                                                                 | <p>Up to 400 talented migrants will be given the opportunity to come to NZ, bringing the potential to produce positive outcomes</p> <p>Migrants will bring ideas, global connections, skills, experience and investment that wouldn't otherwise come to NZ</p>   |





| What                                                                                                                    | Why                                                                                                                                                                                                                                                                                                                                                        | How – expected outcomes                                                                                                                                                                                                                                                                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Visa that is complementary to existing Visas: flexibility to come and go, pathway to residency, lower capital threshold | NZ wants to attract a different type of entrepreneurs and investors who otherwise would not or could not have come to New Zealand                                                                                                                                                                                                                          | More diverse migrants will come to NZ: <ul style="list-style-type: none"> <li>early-stage entrepreneurs and investors</li> <li>entrepreneurs and investors who wouldn't have otherwise qualified for a visa</li> </ul>                                                                                                                                                                                      |
| Transparency around who receives a GIV                                                                                  | NZ's innovation ecosystem needs to know who the GIV migrants are, and what they offer, in order to engage with them                                                                                                                                                                                                                                        | EHF publish stories and information about GIV migrants to build and maintain a positive narrative about immigration<br>Easily accessible information about GIV migrants will facilitate engagement between migrants and regions, businesses, NGOs, and government (central and local)<br>Visibility of who holds a GIV will raise the profile of the Fellowship with the public, and improve accountability |
| Fellowship, Cohorts                                                                                                     | Cohort members will support and interact with each other (with support from EHF)<br>Cohort members will network with their peers to attract an even wider group of applicants<br>A Fellowship will be more visible than individual migrants<br>Kiwi Fellows will support global migrants to integrate, and benefit from connections to the global migrants | Fellows (migrants and Kiwis) will be supported to meet and grow their potential, and to maximise opportunities<br>Fellows (migrants and Kiwis) will connect with innovation ecosystems in NZ and globally                                                                                                                                                                                                   |

## What is the GIV seeking to achieve?

### Anticipated outcomes

The Intervention Logic for the evaluation shows the expected outputs and outcomes. Migrants are expected to create positive impact in New Zealand and globally through developing ideas, leveraging global connections, and bringing skills, experience and investment to New Zealand.

Failures of individual ideas and ventures are to be expected, so that lessons can be learnt and ideas improved. Over time, and across all Cohorts, tangible examples of success will begin to emerge – they will be of high quality but not necessarily big in number. It is likely that a small proportion of the group will produce the majority of stand-out 'successes' or benefits.

Outcomes are expected across five inter-connected domains:

- **'create'**: migrants will create impact through new, innovative and unique New Zealand based start-up **ventures** that employ New Zealanders
- **'support'**: migrants will work with existing and emerging businesses based in New Zealand that employ and are owned by New Zealanders, especially innovative businesses
- **'influence'**: migrants will influence the wider environment and innovation ecosystem, leading to spill-overs and contributing to a cultural shift in how business operates
- **'connect'**: migrants will strengthen connections between New Zealand and entrepreneurs, investors, and businesses in other countries
- **'attract'**: migrants will attract local and international investment.

Over the long-term, the Fellowship (migrants and Kiwis) are expected to produce positive economic impacts, as well as positive social and environmental impacts.



## Delivery of the pilot to date

This section provides context for the rest of the report by briefly outlining numbers and activities associated with implementation to date.

At the end of 2018 there are 75 GIV migrants and 29 New Zealand Fellows (selected in three Cohorts)

- To date, a GIV migrant is most likely to be a male entrepreneur from North America, aged 30-39 working in a professional / scientific / technical industry or in the finance / insurance industry.
- New Zealand Fellows are similar, though slightly younger on average and working in a wider range of industries, also including education / training, environment, ICT and international development.

**Table 3: Attraction, selection, application and integration – key numbers (summary across all three Cohorts)**

| Process    | Key numbers                                                                                                                                                                | Insights                                                                      |
|------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|
| Attraction | New EOIs (total): 1555<br>Compliant applications: 1131 <ul style="list-style-type: none"> <li>• Cohort 1: 390</li> <li>• Cohort 2: 231</li> <li>• Cohort 3: 510</li> </ul> | Large number of EOIs received<br>Good pool of compliant applications received |

<sup>4</sup> One holds an Investor Visa and the other three have Australian Permanent Resident Visas or are Australian citizens.

| Process                    | Key numbers                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Insights                                                                                                                                                                                                                                                                                                                                    |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Selection                  | 104 Fellows selected – 75 GIV migrants + 29 NZ Fellows <ul style="list-style-type: none"> <li>• Cohort 1: 28 Fellows <ul style="list-style-type: none"> <li>– 22 GIV migrants + 6 NZ Fellows</li> </ul> </li> <li>• Cohort 2: 34 Fellows <ul style="list-style-type: none"> <li>– 25 GIV migrants + 9 NZ Fellows</li> </ul> </li> <li>• Cohort 3: 42 Fellows <ul style="list-style-type: none"> <li>– 24 GIV migrants + 4 other visa holders<sup>4</sup> + 14 NZ Fellows</li> </ul> </li> </ul> <p>NZ Fellows make up 28% of all Fellows (29 out of 75)</p> | Proportion of compliant applications selected and joining the Fellowship: <sup>5</sup> <ul style="list-style-type: none"> <li>• Cohort 1: 7%</li> <li>• Cohort 2: 15%</li> <li>• Cohort 3: 8%</li> </ul> <p>Proportion of NZ Fellows has grown in each Cohort (21% of Cohort 1 – 6/22, 26% of Cohort 2 – 9/34, 33% of Cohort 3 – 14/42)</p> |
| Application to INZ for GIV | One GIV application declined by INZ                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Application decline reason: health                                                                                                                                                                                                                                                                                                          |
| Integration                | Formal activities: <ul style="list-style-type: none"> <li>• Welcome Week for each Cohort, beginning October 2017</li> <li>• New Frontiers – three day event for Fellows to introduce themselves to the ecosystem, share visions and connect with leaders</li> </ul>                                                                                                                                                                                                                                                                                         | Both Welcome Weeks and New Frontiers are run by EHF <ul style="list-style-type: none"> <li>• New Frontiers One, October 2017: 150 participants</li> <li>• New Frontiers Two, April 2018: 320 participants</li> <li>• New Frontiers Three, November 2018: 363 participants</li> </ul>                                                        |

Source: EHF supplied data

<sup>5</sup> Note that the number selected and invited to join is different to the numbers actually joining the Fellowship for each Cohort. This is because not all of those selected go on to join the Fellowship, and/or some wait to join a subsequent Cohort.



## Funding used to date

The pilot is funded by a mix of INZ funding and revenue accessed by EHF from other sources.

A total of \$4m of government funding was made available to support the pilot. The table below shows that while less than half of the Cohorts have been selected and welcomed to date (three out of the eight planned Cohorts), just under 75% of the government funding has been drawn down (\$1,050,000 remains).

**Table 4: Government funding - spend to date**

| Year                | INZ funding provided (\$NZ) | Total remaining (\$NZ) |
|---------------------|-----------------------------|------------------------|
| Nov 2016 – Apr 2017 | 1,100,000                   | 2,900,000              |
| May 2017 – Apr 2018 | 1,200,000                   | 1,700,000              |
| May 2018 – Apr 2018 | 650,000                     | 1,050,000              |

Source: MBIE supplied data

INZ funding makes up 71% of total revenue that EHF has accessed to date. The table below shows that in addition to INZ funding, EHF is supported in its delivery of the EHF Fellowship by funding from several other revenue streams, including Fellowship Application fees, sponsorship and event tickets.

**Table 5: EHF revenue streams from project inception to November 2018**

| Source                                  | Amount                | Proportion of total funding |
|-----------------------------------------|-----------------------|-----------------------------|
| NZ and Migrant Fellow Application Fees* | \$792,569.10          | 19%                         |
| Government Funding                      | \$2,950,000.00        | 71%                         |
| Interest Income                         | \$482.76              | 0%                          |
| New Frontiers Ticket Revenue            | \$160,765.71          | 4%                          |
| Sponsorships & Partnership Revenue**    | \$254,500.00          | 6%                          |
| <b>Total Income</b>                     | <b>\$4,158,317.57</b> | <b>100%</b>                 |

Source: EHF supplied data

\* Includes \$60k acceptance fees for Cohort 4 Fellows that are yet to be collected

\*\* EHF has generated \$230,000 from catalyst revenue in April 2018 for the year. In addition, \$24,500 was received in sponsorship and donations for the New Frontiers events - \$7500 from WREDA in February 2017, \$20,000 from ATEED in October 2017 and \$2,000 from Hillary Institute in April 2018.

Accessing funding from other sources is in line with the programme intent – for EHF’s delivery of the EHF Fellowship to become self-sustaining over time. It is to be expected that the proportion of funding that comes from non-INZ sources will increase over time as EHF and its relationships become more established. Future evaluations will continue to report INZ-funding draw down and other revenue streams.












## Seven vignettes provide a snapshot of the migrant Fellow experience

As outlined above (Caveats) it is too early to provide an assessment of the quality of outcomes. In addition, this is an evaluation of the GIV/EHF programme, not of an evaluation of any individual Fellow or their venture.

Nonetheless, the GIV/EHF programme is made up of individuals with unique characteristics, experiences and points of view. The success of the overall programme will result from their collective achievements, which will be delivered through unique journeys from activity through outcomes to impact.

Appendix 2 contains vignettes for seven migrant Fellows that are referred to throughout this report. The purpose of the vignettes is to provide an immersive snapshot of a Fellow's venture and experience. The vignettes do not cover every aspect of the Fellow's experience, but rather focus on a particular area. The vignettes are not representative of all Fellows, specific Fellows were chosen as they were expected to 'already have some rungs on the ladder', so to speak.

|                                                                                                                                                                                                             |                                                                                                                                                                                                  |                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p><b>Eric Dahlstrom</b></p>                                                                                              | <p><b>Andrew Hoppin</b><br/>Cohort: 1<br/>Vignette focus: EHF role, early outcomes, success measures</p>      | <p><b>Denise Chapman Weston</b><br/>Cohort: 1<br/>Vignette focus: impact potential, NZ embracing innovation</p>      |
|  <p><b>Emeline Paat-Dahlstrom</b></p>                                                                                     |  <p><b>Sonya Renee Taylor</b><br/>Cohort: 1<br/>Vignette focus: connecting social and economic outcomes</p>    |  <p><b>Dina Buchbinder Auron</b><br/>Cohort: 1<br/>Vignette focus: adaptiveness of visa, adapting venture to NZ</p> |
|  <p><b>Rich Bodo</b><br/><b>SpaceBase Team</b><br/>Cohort: 1<br/>Vignette focus: sector building and impact tracking</p> | <p><b>Scott Nolan</b><br/>Cohort: 1<br/>Vignette focus: unique behaviours driven by GIV vs other visas</p>  | <p><b>Jack Herrick</b><br/>Cohort: 2<br/>Vignette focus: immediate vs long term venture impacts</p>                |



# IMPLEMENTATION OF THE GIV PILOT

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## IMPLEMENTATION: SUMMARY

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The pilot is being implemented well. Key processes (attraction, selection and application) are transparent and robust. Quality Fellows (migrants and New Zealanders) are being selected, and EHF's Welcome Weeks and New Frontiers programmes are laying the foundations for quality integration.

At this stage it is too early to know what type of migrant or patterns of behaviour are likely to lead to the best outcomes for New Zealand. It is also important to remember that positive outcomes are expected to emerge across Cohorts as a whole, and not necessarily from each individual migrant. In order to maximise the quality and volume of successes from the pilot, there are a number of issues for consideration at this point.

- Diversity of migrants: EHF have a clear focus on increasing the diversity of Cohorts and have identified attraction processes as the key lever to achieve this (as selection is dependent on having a high quality pool, aligned to the objectives of EHF, to draw from).
- Numbers of migrants: the current focus is on the quality of migrants, not the quantity. With the pilot nearly half over, it is likely that the full quota of 400 won't be used (thereby limiting the quantum of potential outcomes, and increasing the per-migrant cost).
- Engagement with New Zealand: at this stage we do not know which engagement patterns are most likely to be associated with quality outcomes, and it is to be expected that some migrants will spend very

little time in New Zealand. One Cohort appears to be spending much less time than other Cohorts in New Zealand however, signalling a potential issue. EHF have identified this issue and purposefully selected migrants with different engagement intentions for the subsequent Cohort.

- Integration will be more fully examined in the Year 2 report. At this stage Fellows appear to be making good connections with individual entrepreneurs, investors and businesses, as well as non-governmental organisations. While there are some examples of Fellows engaging with regions in meaningful ways, it is not clear how wide spread this is, and some difficulties have been identified engaging with central and local government. There may be value in MBIE taking a greater role in supporting these connections.
- The sustainability of key implementation processes is a potential concern: the time and effort needed to conduct a robust selection process is taking considerable resource. With government funding for the programme being three-quarters spent, EHF will be increasingly dependent on external funding sources and application fees for ongoing implementation. This includes the costs for integration which will continue to need resourcing as the numbers of Fellows grow.





**Attraction:**  
going well

Sufficient credible applications are received to support a robust selection process

- Applications were dominated by male entrepreneurs, and came from diverse countries and industries.
- INZ and word of mouth are the most important attraction methods – the value of word of mouth is increasing over time.
- Fellows were attracted by the opportunities presented by the Fellowship and the calibre of other Fellows; the opportunity to live and work in New Zealand; the latent potential migrants perceive in NZ’s innovation ecosystem; and the flexibility of the Visa.

**1131** compliant applications  
**456** credible applications to choose from (following initial review)



**Selection:**  
on track

High quality Fellows (migrants and New Zealanders) are being selected

GIV migrants are mainly entrepreneurs, male (47 out of 75), from North America (43 out of 75), aged 30-39, and working in a *professional/scientific/technical or finance/insurance* industry.

- Diversity of Fellows could be improved. While the GIV is attracting applicants from diverse demographic and professional backgrounds, this diversity is not flowing through the selection process. EHF have a focus on increasing diversity.
  - Applications are received from around the world with only 28% coming from North America, in contrast 61% of migrants are from North America – diversity in country of origin is increasing over Cohorts.
  - Applications are dominated by males (71%); 63% of GIV migrants are male (43 out of 75).
- NZ Fellows make up 28% of Fellows (numbers increasing with each Cohort).
  - As a group they are younger, more likely to be female, and working in a wider range of industries than the GIV migrants.
- To date EHF’s focus has intentionally been on quality not quantity – 71 GIV have been issued (out of the 400 available over the pilot; four migrants haven’t required a GIV).
  - If Cohort sizes remain small this could limit potential outcomes, and increase per-migrant cost of the pilot.
- The selection process is robust and rigorous. To date only one ‘selected’ Fellow has been turned down for a GIV by INZ (health reasons).

**104** Fellows  
 • **75** migrants  
 • **29** NZ Fellows





**Integration:**  
**on track**

Fellows feel supported and connected  
It is too early to know how many will settle in New Zealand and/or build strong connections

GIV migrants are not required to spend time in New Zealand, but there is a policy expectation that they will engage.

- Migrants feel most supported in the opportunity to learn about Māoritanga (37 out of 47 said they'd got a lot of support) and to connect with other Fellows (30 out of 47).
- Fellows report feeling connected with each other (24 out of 47 felt highly connected to migrant Fellows, 20 out of 47 felt highly connected to New Zealand Fellows felt highly or very highly connected) and they think these connections will be valuable (44 out of 47 rated the potential value to migrant Fellows as high or very high, and 43 out of 47 rated potential value to New Zealand as high or very high).

Cohort 1 migrants are well engaged, on average they've been here **135** days

Cohort 2 members have spent very little time here (less than Cohort 3)

Ecosystem connections:

- Fellows are least likely to be connected with economic development agencies, local government, academics and universities, and central government.
- Fellows have good connections with individual NZ investors and entrepreneurs, NZ businesses or industry groups, social enterprises, Not-For-Profit and community groups, and iwi and Māori groups or ventures.



**Partnership:**  
**performing well**

EHF and MBIE recognise each other's strengths and are working together to meet the objectives of the pilot

EHF are continually improving their processes

- Communication between EHF and MBIE is proactive and frequent.
- Identified challenges are acknowledged and actively mitigated.
- EHF process changes are ongoing, but the rate of change is slowing as the pilot progresses.
- There is ample evidence of EHF making ongoing improvements across attraction, selection, applying for visas and integration.
- Integration is a key area of focus for EHF moving forward.



## IMPLEMENTATION: EVIDENCE

### Attraction and Selection

EHF receive a large volume of compliant applications, from diverse countries and industries. While a significant proportion of applications are being removed from the pool after the first gate, a good pool of credible applicants remains. Less than a third (29%) of those who make it through the first gate are selected.

**Table 6: Good pool of credible applications - number remaining after Gate 1, and number selected and joining**

|          | Compliant applications | Number remaining at Gate 1 (initial assessment) | Number joining the Fellowship (GIV migrants and New Zealand Fellows)                                                                    |
|----------|------------------------|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Cohort 1 | 390                    | 61                                              | 28 <ul style="list-style-type: none"> <li>• 7% of all compliant applications</li> <li>• 46% of those who got through Gate 1</li> </ul>  |
| Cohort 2 | 231                    | 147                                             | 34 <ul style="list-style-type: none"> <li>• 15% of all compliant applications</li> <li>• 23% of those who got through Gate 1</li> </ul> |

<sup>6</sup> Note that the numbers selected and invited to join differs to the number actually joining the Fellowship for each Cohort. This is because not all of those selected go on to join the Fellowship, and/or some wait to join a subsequent Cohort. Cohort 1 28 joined (32 selected); Cohort 2: 34 joined (41 selected); Cohort 3: 42 joined (42 selected)

|          | Compliant applications | Number remaining at Gate 1 (initial assessment) | Number joining the Fellowship (GIV migrants and New Zealand Fellows)                                                                    |
|----------|------------------------|-------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|
| Cohort 3 | 510                    | 248                                             | 42 <ul style="list-style-type: none"> <li>• 8% of all compliant applications</li> <li>• 17% of those who got through Gate 1</li> </ul>  |
| TOTAL    | 1131                   | 456                                             | 104 <ul style="list-style-type: none"> <li>• 9% of all compliant applications</li> <li>• 23% of those who got through Gate 1</li> </ul> |

Source: EHF supplied data

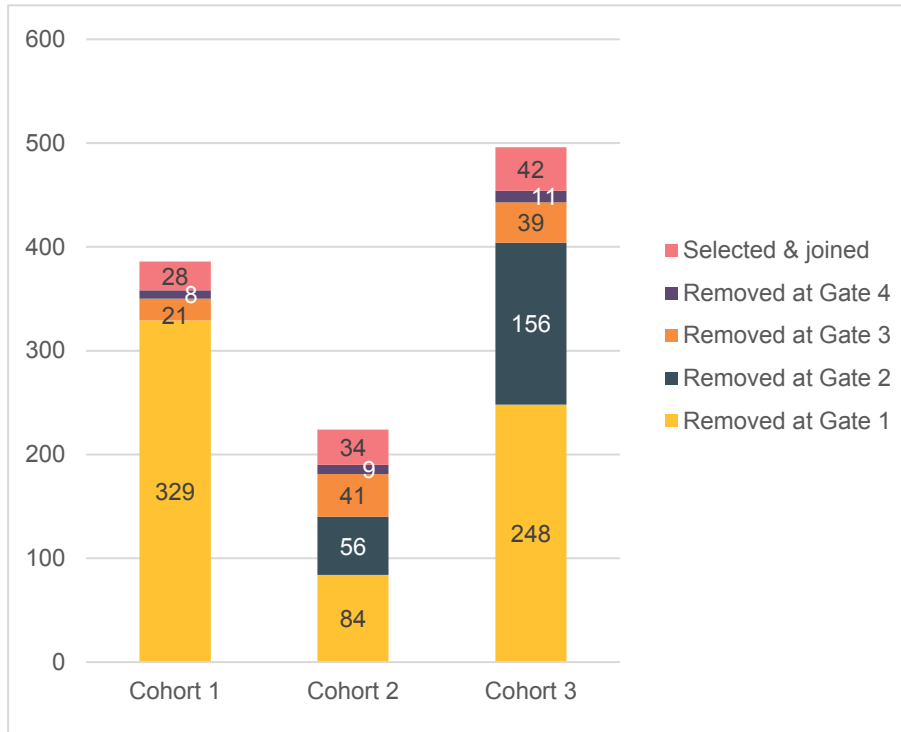
Figure 1 provides further insight to the selection process. It shows the number and proportion of compliant applications removed at each gate or selection process step run by EHF, with the top of each bar showing the final number selected.<sup>6</sup> The final selection is made by an independent Selection Panel based on information and recommendations provided by EHF.<sup>7</sup>

<sup>7</sup> The independent Selection Panel are also involved in interviewing candidates at Gate 4, giving them first-hand knowledge of candidates (in addition to the information provided by EHF)>





**Figure 1: Compliant applications removed at each Gate, and final number selected**



Source: EHF Supplied data

Note: Gate 2 did not exist for the first Cohort. It was added subsequently to improve screening.

Note: not all of those selected went on to join the Fellowship.

## Who is being selected?

At the end of 2018 there are 104 Fellows: 75 migrants and 29 New Zealanders.

The quality and diversity of Cohorts is a product of the two stages of the entry process: attraction and selection. To better understand the selection process we compared the demographics of the GIV migrants with the demographics for *all* compliant applications (Table 3, over page).<sup>8</sup> While the GIV is attracting diverse applicants, selected migrants are less diverse.

The key area where the demographics of migrants and applicants differ markedly is the country of primary citizenship. Industry groupings are also somewhat different, as is gender and proportion of entrepreneurs.

This narrowing of diversity does not necessarily mean the resulting Cohorts are lacking, but rather that there is an opportunity for greater diversity in future Cohorts. The reduction in diversity appears to be occurring at the first gate following initial review by EHF, rather than at the final selection stage made by the Selection Panel.<sup>9</sup> The marked difference between applicants' and migrants' primary citizenship indicates that while applications are being received from diverse countries, not all of these

This section looks at the demographics of individual applicants and migrants.

It is important to understand that the final selection stage has an equal focus on the selection of a balanced Cohort – aiming for a Cohort that includes Fellows with synergies and/or complementary skills or intentions.

<sup>8</sup> The analysis compared GIV migrants to *all* compliant applications – this included potential migrants and New Zealand applicants. Our analysis and discussion focuses on GIV migrants as this is an INZ pilot. Comparisons are also made with the New Zealand Fellows to provide further context.

<sup>9</sup> We compared three sets of demographics for Cohort 2: all compliant applications; those who made it through Gate 1; and migrants who were selected and invited to join the Fellowship. We found that those who made it through Gate 1 were broadly similar to selected migrants. A similar comparison has not been done for Cohorts 1 or 3 (the data is not currently available to the evaluation team).



applications are a good fit for EHF and the Fellowship. This suggests that efforts to increase diversity need to focus at the very front of the process –

attracting applicants who not only bring diversity, but who are also a good fit for the GIV and the Fellowship.

**Table 7: Demographics of GIV migrants compared to total pool of compliant applications and NZ Fellows**

| Demographic                                | GIV migrants                                                                                                                                                                                                                                       | Total pool of compliant applications                                                                     | NZ Fellows                                                                                                                                                                                                 |
|--------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Migrant type – investors and entrepreneurs | 84% entrepreneurs (63 out of 75)                                                                                                                                                                                                                   | 94% entrepreneurs                                                                                        | 82% entrepreneurs (24 out of 29)                                                                                                                                                                           |
| Age                                        | <ul style="list-style-type: none"> <li>30-39 years (n = 28, 37%)</li> <li>followed by 40-49 years (n = 22, 29%)</li> </ul>                                                                                                                         | Similar profile to GIV migrants                                                                          | Similar profile to GIV migrants <ul style="list-style-type: none"> <li>more evenly distributed over age groups, to also include 20-29 year olds</li> </ul>                                                 |
| Gender                                     | <ul style="list-style-type: none"> <li>63% male (47 out of 65)</li> <li>Change over Cohorts: proportion of males has risen from 55% in Cohort 1, to 66% in Cohort 3</li> </ul>                                                                     | <ul style="list-style-type: none"> <li>71% male</li> <li>high proportion of male applications</li> </ul> | <ul style="list-style-type: none"> <li>58% male (17 out of 29)</li> <li>relatively greater proportion of New Zealand females in Cohorts 1 (66%) and 2 (67%), noting that the numbers are small</li> </ul>  |
| Primary citizenship <sup>10</sup>          | <ul style="list-style-type: none"> <li>61% from North-America (43 out of 71)</li> <li>Change over Cohorts: proportion from North-America has decreased (77% of Cohort 1 – 17/22, 44% of Cohort 2 – 11/25, and 52% for Cohort 3 – 15/28)</li> </ul> | 28% from North-America (181 of 645)                                                                      | N/A                                                                                                                                                                                                        |
| Industry groupings                         | <ul style="list-style-type: none"> <li>a range of industries, greatest numbers in <i>professional / scientific / technical</i> and <i>finance / insurance</i> industries</li> </ul>                                                                | <ul style="list-style-type: none"> <li>working in a wider range of industries than Fellows</li> </ul>    | <ul style="list-style-type: none"> <li>Similar distribution across industries but in a wider range, also including <i>education / training, environment, ICT; and international development</i></li> </ul> |

Source: EHF supplied data

<sup>10</sup> EHF supplied data aggregated into these geographic areas.



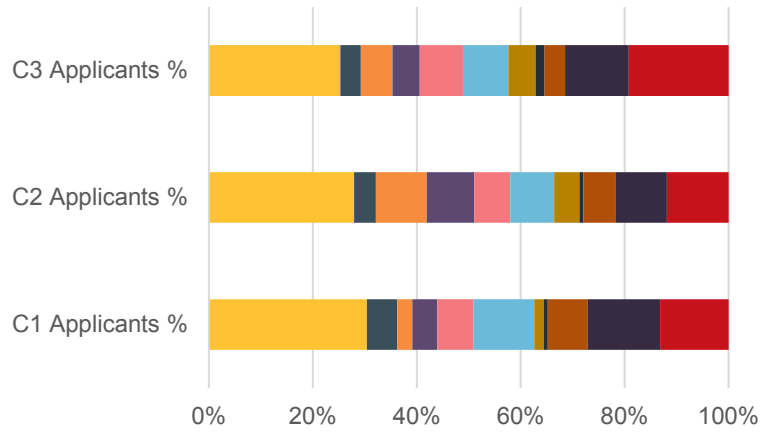
## Primary citizenship

Figure 2 and Figure 3, below, give further insight into the diversity of applicants' primary citizenship compared to GIV migrants. The diversity of GIV migrants is growing, with Cohorts 2 and 3 more diverse than the first Cohort. Total numbers are small but the Fellowship includes small groups of migrants from:

- Africa (total=3): 2 in Cohort 2, 1 in Cohort 3
- Central & South America (total=3): 1 in Cohort 2, 2 in Cohort 3
- East and Central Asia, includes China (total=6): 1 in Cohort 1, 3 in Cohort 2, 2 in Cohort 3
- UK and Ireland (total=6): 2 in Cohort 1, 1 in Cohort 2, 3 in Cohort 3
- South East Asia (total=6): 2 in Cohort 1, 3 in Cohort 2, 1 in Cohort 3.



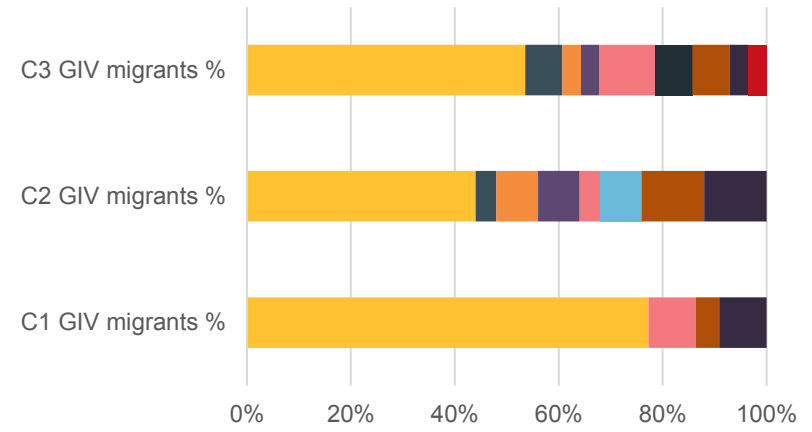
**Figure 2: Primary citizenship – applications (%)**



|                                      | C1 Applicants % | C2 Applicants % | C3 Applicants % |
|--------------------------------------|-----------------|-----------------|-----------------|
| North-America                        | 30              | 28              | 25              |
| Central & South America              | 6               | 4               | 4               |
| Africa                               | 3               | 10              | 6               |
| Middle East                          | 5               | 9               | 5               |
| UK & Ireland                         | 7               | 7               | 8               |
| Western Mainland Europe              | 12              | 8               | 9               |
| Eastern Europe                       | 2               | 5               | 5               |
| Australia & Pacific                  | 1               | 1               | 2               |
| East & Central Asia (includes China) | 8               | 6               | 4               |
| South East Asia                      | 14              | 10              | 12              |
| Southern Asia (includes India)       | 13              | 12              | 19              |

Source: EHF supplied data

**Figure 3: Primary citizenship – GIV migrants (%)**



|                                      | C1 GIV migrants % | C2 GIV migrants % | C3 GIV migrants % |
|--------------------------------------|-------------------|-------------------|-------------------|
| North-America                        | 77                | 44                | 54                |
| Central & South America              | 0                 | 4                 | 7                 |
| Africa                               | 0                 | 8                 | 4                 |
| Middle East                          | 0                 | 8                 | 4                 |
| UK & Ireland                         | 9                 | 4                 | 11                |
| Western Mainland Europe              | 0                 | 8                 | 0                 |
| Eastern Europe                       | 0                 | 0                 | 0                 |
| Australia & Pacific                  | 0                 | 0                 | 7                 |
| East & Central Asia (includes China) | 5                 | 12                | 7                 |
| South East Asia                      | 9                 | 12                | 4                 |
| Southern Asia (includes India)       | 0                 | 0                 | 4                 |

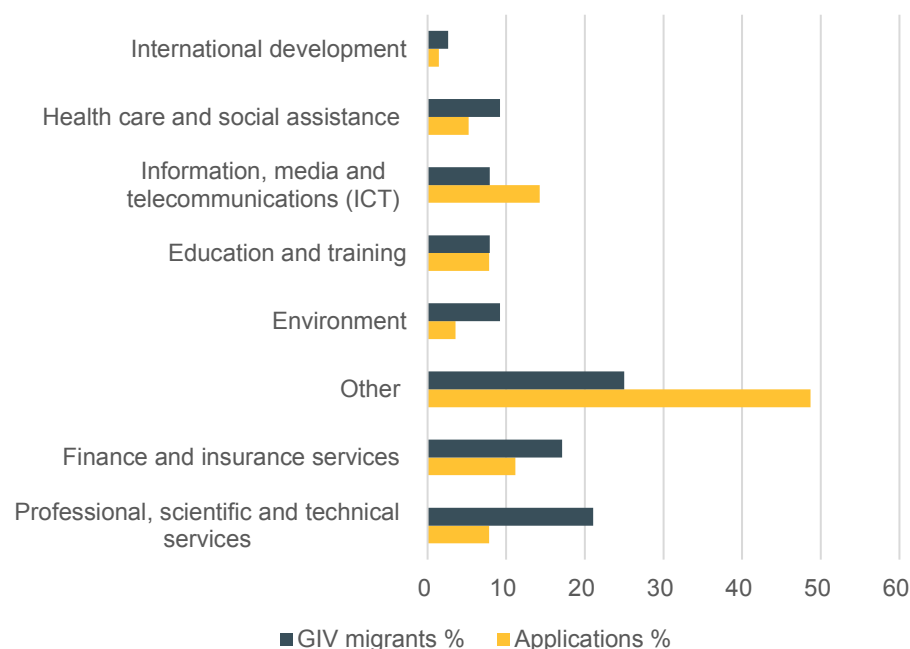
Source: EHF supplied data



## Industry groupings

Figure 4 gives further insight into industries, comparing the industries GIV migrants work in, to the industries all applicants work in. The 'other' category is much larger for the applicants, showing applicants come from more diverse industries than the migrants joining the Fellowship. The Figure also shows that applicants from ICT industries have been the least likely to be chosen, while other industries are over represented within the Fellowship (compared to applications).

**Figure 4: Industry – applications v GIV migrants (%)**



Source: EHF supplied data, Cohorts 1, 2 and 3

## Perceptions of migrant diversity and quality

Consistent feedback was received that the Cohorts and their members are high quality. At this stage key stakeholders (EHF, MBIE and Selection Panel members) are confident that quality candidates are being selected, and that this outweighs potential concerns around the diversity of GIV migrants. At the same time, a focus on improving diversity in future Cohorts is seen as desirable and necessary.

*[Diversity] is partly driven by who applies and who fits our criteria. [The two groups] look quite different. [EHF organisation]*

*As long as diversity doesn't overcome the quality of application, that is not an issue. [MBIE]*

*[Challenges - ] lack of diversity from some of the countries – India, African countries... difficult to evaluate people from the Silicon Valley against candidates from other places. Socio-economic background of candidates is not very diverse, which is understandable as they need to be able to support themselves in NZ. [Selection Panel]*

Fellows were also impressed with the quality and diversity of both migrant and New Zealand Fellows within their own and other Cohorts. While many see opportunity for continuing improvement, they could also see that genuine effort is being expended by EHF to attract diversity.

*I was blown away by the diversity of the Fellowship - I have participated in many Fellowships and communities and never [seen]... so much diversity of experience [Fellow]*

*Our Cohort is pretty diverse – from people with technical backgrounds (blockchain) to social entrepreneurs (looking at innovation and impact). Both sides have the tech and social aspects, and shared social responsibility and values. [Fellow]*

*This visa has done an exceptional job of pulling people from Silicon Valley.... My hunch is [EHF] try to balance it out... You want to fill [each*



*Cohort] up with as many of the strongest applicants as you can find, if [the strongest applicants are] all from Silicon Valley – that's fine. [Fellow]*

A small number of concerns were raised by Fellows that EHF criteria and focus may be limiting the breadth and practice of Fellows. Particularly, some Fellows expressed wariness about whether EHF/GIV messaging strikes the right balance of focus between traditional versus emergent approaches to entrepreneurialism, and for-profit versus non-profit or socially-focused enterprise, both in the attraction and selection, and integration stages.

## Attraction

As noted above, attracting diverse quality applicants is key to being able to select diverse GIV migrants. This section outlines:

- 1 How applicants hear about the GIV.
- 2 What attracts migrants to apply.
- 3 Potential barriers to applying for a GIV.

### Applicants hear about the GIV from a range of sources

INZ was the most common source (27% Cohort 2, 28% Cohort 3).

Word of mouth (26% Cohort 2, 22% Cohort 3) was the next most common, and online searches, blogs and articles were also identified (by around 8-12% of applicants).<sup>11</sup>

Many Fellows referred applicants themselves, and they identified both the strengths and potential weakness of a 'word of mouth' referral model.

<sup>11</sup> Data supplied by EHF. The data captures how GIV migrants first heard about the GIV. In addition to this first touchpoint GIV migrants are likely to have accessed a range of different data and information sources. Attraction source data was not collected for Cohort 1.

*A lot of emphasis on people referring people that they know, great filter. The risk is that you get a self-reinforcing feedback loop. You've got to walk that line and invest in both. [Fellow]*

### Migrants are attracted by a range of factors

Around a fifth of GIV migrants (13 out of 59, 22% [survey]) appear to have been positively enabled to choose New Zealand by the GIV. Of these:

- 7 hadn't previously considered NZ
- 6 had considered NZ but weren't eligible for other visas.

However, almost a third (17 out of 59, 29%) *may* have come through another route if the GIV hadn't been available – saying they would have been eligible for another visa.<sup>12</sup>

Almost half of the migrants (25 out of 59, 42%) had been considering moving to another country instead of New Zealand. The reasons given for choosing New Zealand instead were similar to the overall reasons for coming outlined below.

### *The opportunity presented by the Fellowship and calibre of Fellows*

Survey respondents and interviewees consistently emphasised the opportunities the Fellowship presents – respondents were attracted to the calibre of other members, the networks and opportunities they would be able to access, and the chance to extend and grow their own ideas and interests.

*The programme has a great reputation for something so new. The things that attracted me to apply and also the things I have stated receiving*

<sup>12</sup> Although these migrants indicated they may have been eligible for a different type of visa we cannot be sure they would have been successful in their application; also, the conditions of a different type of visa may not have been sufficiently attractive to make them apply.



*benefits for [are] international connections and changing my thinking. [Fellow]*

*EHF and its Cohorts are what's attracting me. [Fellow]*

The holistic view of impact was also noted by interviewees as being an attractive feature of the EHF/GIV, and one that set it apart from visas offered by other countries.

### **Opportunity to live in New Zealand**

The opportunity to come to New Zealand was the next most often mentioned reason, including being able to make a positive contribution to the country. Many outlined a respect and appreciation for Māori culture, and the values of New Zealanders in general.

*The idea of being able to contribute to and from New Zealand. The idea of being able to live in and learn from New Zealand. [Fellow]*

### **Opportunity to contribute to New Zealand's innovation ecosystem**

As well as being attracted to New Zealand and appreciating being able to live and work here, some Fellows acknowledge being specifically attracted to New Zealand for its innovation ecosystem, which they see as being nascent, talent rich and potential rich, and supported by a conducive regulatory and policy environment.

*It is like a lot of ecosystems that are earlier in developing... It takes time for big winners to emerge. New Zealand is in earlier stages of a growing ecosystem. [Fellow]*

*[The innovation ecosystem in New Zealand has] very high potential. It is very young... From observations from my research so far – it is high potential, super young, undeveloped. [Fellow]*

For some Fellows, these features combined with the size and scale of New Zealand present an exciting opportunity to have a significant impact.

### **Specific features of the visa**

Three specific features of the GIV were mentioned by interviewees as being particularly attractive and well suited to the realities of being a global entrepreneur.

First, the **absence of any 'days in country' requirement** provides a flexibility that enables Fellows to continue their international work as they take up the GIV. For some Fellows this means that they can gradually increase the balance of their time in New Zealand as they transition their work and lives here; for others it means continuing to be based overseas and making frequent short trips to New Zealand as required; and for a third group it means that they have rapidly moved their work and life focus to New Zealand but are able to continue to make frequent trips abroad to engage with global opportunities (such as conferences and speaking engagements).

*'Flexible' is what made it definite for us. We have a complicated life like everyone else and we needed that flexibility – if I had been told that I had to be here certain months/time it would have made it impossible for us. We can decide [how much time we spend in country] based on the possibilities that we see. [Fellow]*

Second, the **future residence opportunity** enabled by the GIV<sup>13</sup> provides a sense of security for Fellows that makes them feel more confident about taking the risk of moving to New Zealand and better able to focus on their work, rather than being distracted by planning for the future, for example.

<sup>13</sup> Fellows who stay in the EHF programme for more than 30 months are eligible to apply for New Zealand permanent visas. To be eligible for permanent residence, you must maintain the support of

the Edmund Hillary Fellowship and be on track to create impact in New Zealand. (INZ website, accessed 22/11/2018)



Some migrants also perceived that the future residency opportunity provides a 'vote of confidence' in them, which makes them feel valued and even more committed to reciprocation.

*The fact that this visa makes us feel already like New Zealanders, kiwis – because 3 years later you can apply for permanent residence – I feel like I am being welcomed to a home, it isn't transactional. You can build a longer vision because there is certainty of invitation to apply for permanent residence that is different from citizenship only by passport. [Fellow]*

Third, for some Fellows who may have been considering an Investor Class visa, the **absence of specific investment requirement** is a significant positive. It enables them to invest smaller amounts in higher risks ventures, such as start-ups.

As well as being attractive to Fellows, features of the GIV send a different message to migrants, which stand the visa apart from visas offered by other countries.

*The requirements of visas elsewhere trap you there once you start those processes – the GIV is the opposite of that. [Fellow]*

*I'm impressed that any country could create something as innovative and cool as this. [Fellow]*

## Potential barriers to applying for a GIV

By and large, migrants were very complementary about both the GIV and the EHF Fellowship. However, several interviewees noted a risk that particular features of the GIV and the application process may be deterring or excluding some otherwise high quality candidates. Specifically, their concerns related to:

- financial requirements and costs of applying, which may exclude people from less wealthy countries and backgrounds<sup>14</sup>

*There are barriers that are inherently built in – e.g. the (USD)24k in the bank is an economic barrier. [Fellow]*

*There would be other potential change makers and people in less developed countries that may not have the resources to apply. The GIV requirement to sustain yourself for a year is a big thing for weeding out people. It's a pity. There are a lot of other potential Fellows. [Fellow]*

- the health requirements of the visa, which may reinforce discrimination based on ableism and by so doing exclude people who have potential to be instrumental in making New Zealand a more accessible and enabling place

*I understand why New Zealand doesn't want someone with big medical costs because of the way the healthcare system works. It would have been good if [applicants] could opt out of medical care. [Fellow]*

*Looking through my specific lens, there are ways in which the process already has bias built in. For example people with disability are excluded but they will be the people who have the best answers about making an accessible society. [Fellow]*

- the strong emphasis on social impact, which may not immediately resonate with some otherwise high value candidates.

*It is a very specific person you have to look for – they have to have social impact and believe in the New Zealand message. It gets narrow pretty quick. [Fellow]*

<sup>14</sup> Fellows are required to have NZ\$36,000 maintenance funds to support them and their family for the first year. (INZ website, accessed 22/11/2018)





## The selection and application processes

In their survey responses, both migrant and New Zealand Fellows rated the selection and application processes very favourably.

### What is good about the processes?

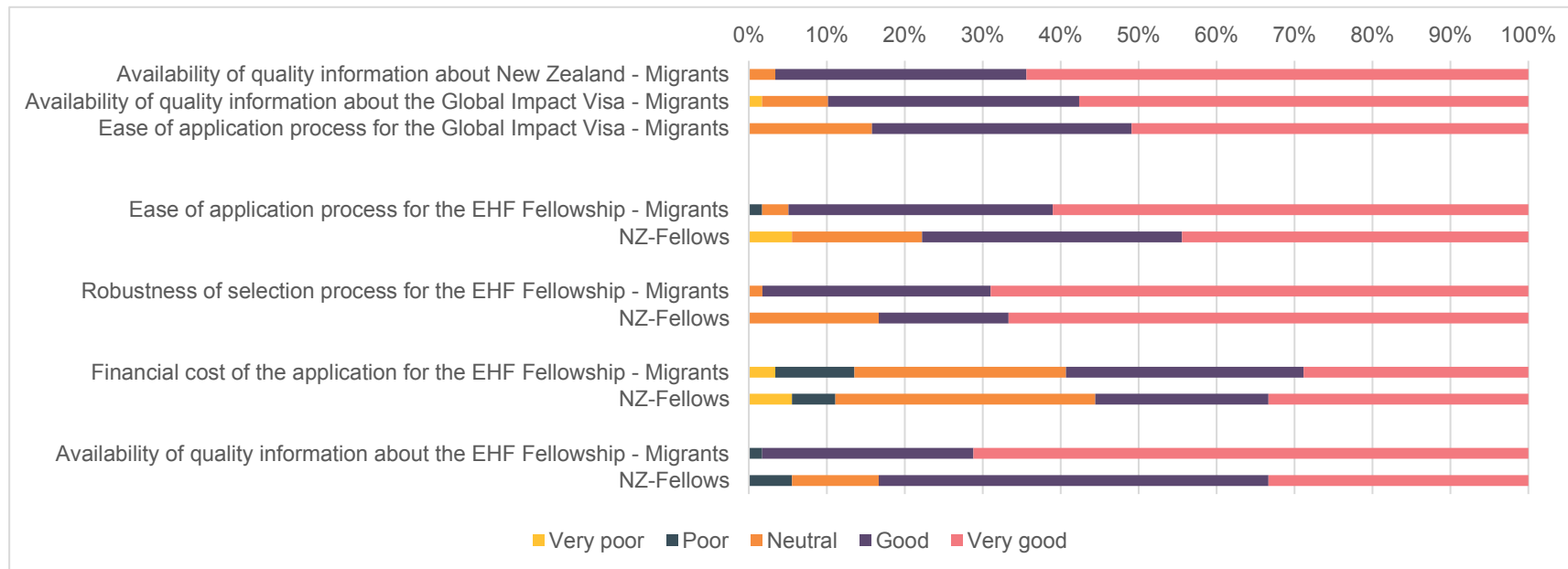
As shown in Figure 5, the highest ranked items were:

- availability of quality information about the EHF Fellowship (42 out of 59 or 71% very good – migrant responses)

- robustness of the selection process (40 out of 59 or 68% very good – migrant responses)
- availability of quality information about New Zealand (35 out of 59 or 64% - migrant responses).

For both migrants and New Zealand Fellows, the financial cost of the Fellowship application was the lowest rated component.

**Figure 5: Migrant and NZ Fellows' rating of aspects of the GIV and Fellowship selection and application processes (%)**



Source: Fellow survey, n = 59 migrant responses + 18 NZ Fellow responses

Note: numbers for the NZ Fellows are very low and patterns are provided for indication only.



Interviewees generally agreed that the selection process had been robust and rigorous, if a little resource intensive. They particularly valued the depth of the interviews, which served as a two-way conversation through which candidates could increase their understanding about the EHF as well.

*[The selection process is] really tough. It should be. There was a lot of information I had to sift thru and give them. A lot of interviews. We are all very busy and had to make their specific concentrated time to do it. [The process] gave me an absolute understanding of the responsibility, what the commitment is. [Fellow]*

*I didn't find it particularly arduous... [I found it was] interesting and useful – the extended interview that focused on me as a human being and my character. I felt that was a more useful indicator of the work that I can do in the world. My sense of resilience. I appreciated those questions. [Fellow]*

## What is not good about the processes?

The only items that received notable negative feedback in the survey were the financial cost of the application for the Fellowship (7 out of 59 or 12% poor or very poor – migrants).

Some interviewees were concerned about the resource intensiveness of the selection process, and how this may filter out otherwise valuable candidates. Some Fellows even went so far as to suggest an alternative, less resource intensive, process could be considered for proven high-impact entrepreneurs.

*[I found the selection process] very long honestly. I think that is probably good and bad. I have now referred several people and have more coming in future. The first thing I tell people is it is very hard and very long and expect to spend a huge amount of your time. Just me saying that filters out people who don't really, really want to do this. [Fellow]*

In contrast to the survey results, some interviewees were less positive about the quality of information that was available to them during the selection

process, which resulted in a lack of transparency. This may reflect the fact that interviewees were mostly from the first Cohort, when the process was being run for the first time.

## Induction and Integration

### Time spent in New Zealand by GIV migrants

The GIV differs from other visas in that it does not have requirements to spend time in New Zealand, and holders can travel in and out of the country as many times as they like before their visa expires. However there is an expectation that GIV holders will engage with New Zealand, and that some of this engagement will involve being in the country.

EHF perceptions of GIV migrant time spent in the country is supported by INZ data – Cohort 1 migrants are spending proportionally more of their time in the country than Cohort 2. In response to this, EHF placed more emphasis in the selection process for Cohort 3 on those able to spend time in the country sooner rather than later. The data indicates this has been successful, with Cohort 3 migrants already spending more days in the country than those from Cohort 2.

When interpreting this data it is important to remember that all Cohorts have had only limited opportunity to spend time in the country since receiving their GIV (at the time of writing Cohort 1 had approximately 10/11 months, Cohort 2 had four/five months, and Cohort 3 had received their GIV in the last month or so). Transitioning to a new country takes time, and it is to be expected that many migrants have yet to spend significant amounts of time here.

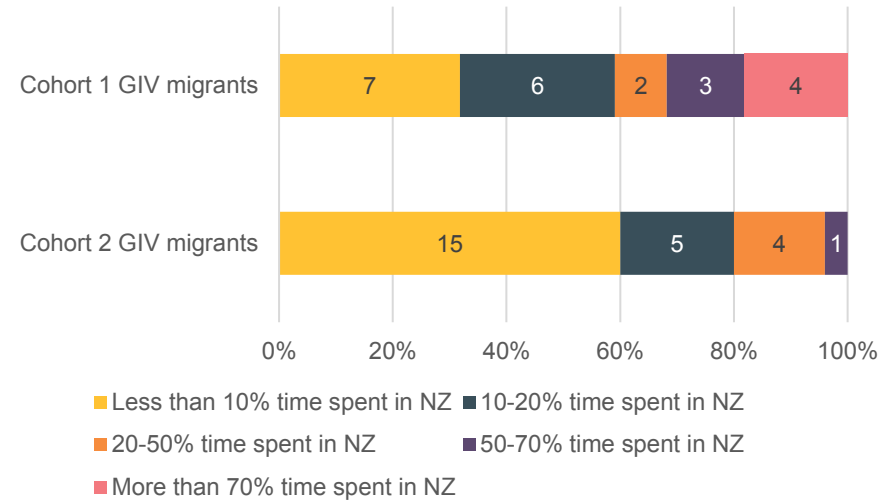


**Table 8: Time spent in New Zealand by GIV migrants - comparison across Cohorts**

|                                                                                     | Cohort 1                                                       | Cohort 2                                                       | Cohort 3                            |
|-------------------------------------------------------------------------------------|----------------------------------------------------------------|----------------------------------------------------------------|-------------------------------------|
| Who's here right now? <sup>15</sup>                                                 | Half are here (11/22)                                          | Very few are here (3/25)                                       | Most are here (26/29) <sup>16</sup> |
| How many days have they spent here?                                                 | 135 days on average (median of 65)                             | 21 days on average (median of 11)                              | 25 days on average (median of 16)   |
| How many are spending most of their time here (more than 50% of their time)?        | One third (7/22)                                               | Very few (2/25)                                                | N/A                                 |
| How many are spending very little of their time here (less than 10% of their time)? | One third (7/22)                                               | Over half (15/25)                                              | N/A                                 |
| How often are they coming?                                                          | Most (15/22) have come 3+ times<br>3 visits is the most common | Over half (15/25) have only come once<br>10/25 have come twice | N/A                                 |

Source: INZ supplied data

**Figure 6: Proportion of time spent in New Zealand to date, Cohort 1 v Cohort 2 GIV migrants (%)**



Source: INZ supplied data

<sup>15</sup> Calculated as at 30 November 2018.

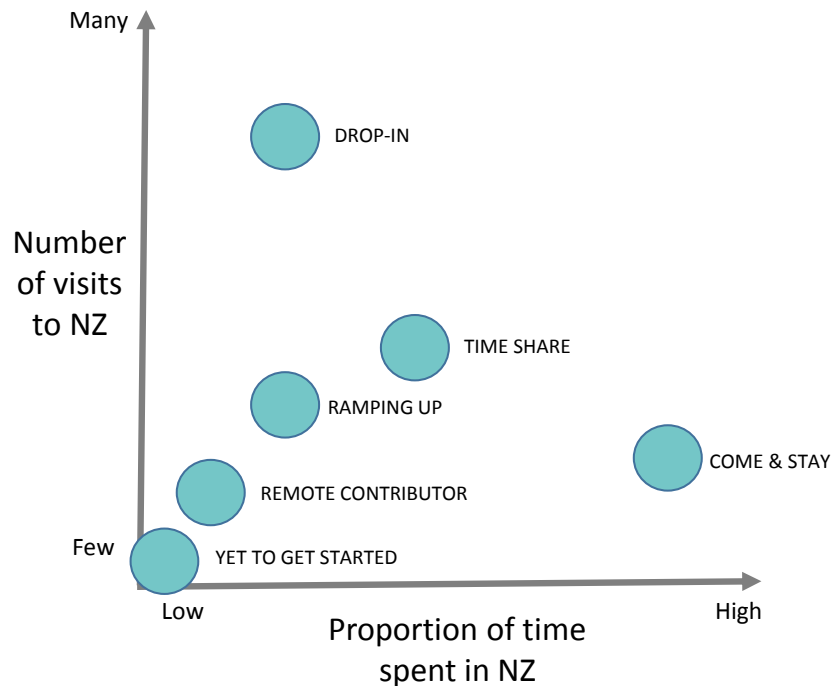
<sup>16</sup> Welcome Week for this Cohort was held less than a month ago.



## Models of engagement with NZ for GIV migrants

Interviews with GIV migrants gave us additional insight into how they are engaging with New Zealand,<sup>17</sup> showing us they are engaging in a number of different ways.

**Figure 7: Differing models of engagement with NZ by GIV migrants**



- “Come and stay” (see the Sonya Renee Taylor and Spacebase vignettes): moved to NZ (renting longer term property) but still travelling internationally for work as required. The security of future residency opportunity that is designed into the GIV makes this type of Fellow more confident to move their lives here.
- “Drop in” (see the Scott Nolan vignette): many very short trips (e.g. 3-10 days). The flexibility of having no ‘days in country’ requirement enables this type of Fellow to pursue New Zealand-based opportunities as they arise, without a huge opportunity cost to their other ventures, or life arrangements.
- “Ramping up” (see Jack Herrick and Denise Chapman Weston vignettes): have intentions to increase proportion of time in NZ as years pass. The flexibility of having no ‘days in country’ requirement combined with the security of future residency opportunity enables this type of Fellow to take a longer time to transition to New Zealand living.
- “Time share” (see Dina Buchbinder Auron vignette): come for a single long stay each year 1-4 months. The flexibility of having no ‘days in country’ requirement combined with the security of future residency opportunity enables this type of Fellow to take a longer time to transition to New Zealand living. The financial and social cost of this arrangement is significant.
- “Remote contributor” (see SpaceBase vignette): individually or part of a Fellow team and largely working from afar. In some cases, this type of Fellow could be contributing to New Zealand in a similar way without the GIV.

<sup>17</sup> Note that all interviewed Fellows were selected on the basis of being engaged with New Zealand and having made some progress. At this stage of the evaluation we have little insight into the engagement patterns and drivers of the broader group of GIV migrants.



- ‘Yet to get started’: little is known about this group at this point; INZ data shows that some GIV migrants have had little to no engagement except for attending at the Welcome Week.

## Feedback on progress towards integration and making connections

At this early stage of the pilot we did not expect to see a fully developed focus on integration.<sup>18</sup>

Fellows’ survey responses indicate they are generally happy with the induction and support they are receiving. The areas they have received the most support from EHF is the opportunity to learn about Māoritanga (37 out of 47 said they’d got a lot of support) and support to connect with other Fellows (30 out of 47).

Welcome Week was frequently identified as an effective way to be inducted and to begin the process of integration.

*Welcome Week is an intensive and immersive induction that provides opportunity for deep relationships to form. [Fellow]*

*Amazing how easy it was to connect with people from Welcome Week – [I] wanted to have a long conversation with each person. [Fellow]*

*There is a lot of practical knowledge shared [by] EHF Welcome Week. [Fellow]*

*EHF does a brilliant job of immersing you in NZ thinking. Like a crash course, I’d been visiting for 2.5/3 years but never quite like EHF. Very humbling, felt overwhelmed most of the time not realising how much I had to learn. EHF made sure you were bathed in this. [Fellow]*

While the vast majority of the feedback we received from Fellows about Welcome Week was overwhelmingly positive, at least one Fellow voiced concern that the induction presented a somewhat idealised version of New Zealand culture, which is not representative of the general population. If true, it isn’t clear at this stage what the implications of this may be (positive and negative) and it is a point for EHF to consider.

Interviewees also identified the value of the connections that EHF provide, pointing them in the right direction to find the information they need to settle. EHF support is seen as responsive and on-going.

*EHF staff are a great resource for connecting people and context about how to go about it. Practical, tactical support there. [Fellow]*

*EHF support informally for the personal stuff, but because they were only starting when we started we paved the way and helped write the handbook – literally. [Fellow]*

Migrants also find a lot of value from the support they gain from other Fellows (including New Zealand Fellows), professionally and personally, within and across Cohorts.

*[I get] a lot of value from working with people in my own Cohort - we socialise, lean on each other for advice and support. [Fellow]*

*NZ Fellows have been the most helpful because I am based here and they have been connecting me to the people and resources based here. “Hey, this is my fellow Fellow”. [Fellow]*

*Within the Cohort and broader New Frontiers community there is a sense of great ease and velocity around building high trust relationships ... [I’ve] never been part of a community that builds such high trust relationships so fast. [Fellow]*

<sup>18</sup> Next year’s evaluation report will look at Integration in more depth.



A number of migrants have previously spent time in New Zealand, and this appears to help speed up integration. Some Fellows even reported specifically visiting New Zealand and attending New Frontiers to 'sample' the EHF experience before committing to the Fellowship.

In the survey, Fellows (Cohorts 1 and 2) reported feeling connected with each other:

- 24 out of 47 felt highly connected to migrant Fellows, 20 out of 47 felt highly connected to New Zealand Fellows felt highly or very highly connected
- these connections are expected to be valuable (44 out of 47 rated the potential value to migrant Fellows as high or very high, and 43 out of 47 rated potential value to New Zealand as high or very high).

The survey also asked Cohort 1 and 2 Fellows about their connections to New Zealand's innovation Ecosystem. Responses indicate Fellows are most successfully building connections with individuals and businesses at the local, non-government level.

- Good connections (six or more connections reported) have been made with:
  - individual NZ investors and entrepreneurs (27 out of 47 Fellows)
  - NZ businesses or industry groups (22 out of 47 Fellows)
  - social enterprises (17 out of 47 Fellows)
  - Not-For-Profit and community groups (11 out of 47 Fellows)
  - iwi and Māori groups or ventures (10 out of 47 Fellows).
- Groups Cohort 1 and 2 Fellows were least likely to be connected with were:
  - economic development agencies (20 out of 47 Fellows had no connections)

- local government (17 out of 47 had no connections)
- academics and universities (16 out of 47 had no connections)
- central government (15 out of 47 had no connections).

- The groups identified as most difficult to connect with by Cohort 1 and 2 Fellows (very hard or hard to connect with) were:
  - central government (10 out of 47)
  - local government (6 out of 47)
  - economic development agencies (6 out of 47).

While we do see some significant examples of Fellows connecting across regions, or intensely within a specific region, at this stage we have little insight into how wide spread this is across Fellows or the collective breadth of their that contact with regions. This will be a focus of further inquiry in Year 2 of the evaluation.

## Suggestions to improve integration

Fellows made a number of suggestions to improve their ability to integrate and make progress on their projects. Most commonly, these related to:

- a desire for financial support or access to a grant for first-year Fellows
  - I have never participated in a Fellowship where [Fellows are] not given a grant to begin, so that has felt very different – I have to figure out my way economically speaking. Particularly a challenge for social entrepreneurs. [Fellow]*
- some more formalised matching or mentoring arrangements to connect Fellows with each other relevant government agencies
- clearer guidance about the expectations for Fellows to spend time in New Zealand and report their progress.



## Partnership between EHF and MBIE

### The public-private partnership is performing well

EHF and MBIE are working together well to implement the pilot. Each recognises the other's strengths and priorities, and is actively supporting the other to meet the objectives of the pilot. Communication is proactive and frequent.

While the partnership is performing well, challenges are acknowledged by both parties:

- cultural differences: the two organisations differ greatly (in culture, practices and priorities) – this is understood and both partners are working together in a spirit of partnership and respect
- EHF is a small organisation: EHF need to actively leverage support and input from a wide range of stakeholders (for example to resource the selection process); capacity constraints mean they have to carefully manage information requests and maintain boundaries
- government funding is limited: EHF are working hard to make the programme sustainable but are finding this challenging; selection of Fellows is expensive but EHF report a decreasing cost-per-Fellow over time
- personnel changes: changes within MBIE have meant relationships have changed over the course of the pilot; despite changes, relationships have been successfully built and maintained and roles and communication lines between the organisations remain clear.

Both partners are committed to the success of the pilot. EHF see opportunities for MBIE to more actively support attraction of quality candidates and the integration of Fellows (for example through facilitating

introductions to other government departments). At the same time MBIE staff feel they are already doing all they can to support the pilot (but are happy to act on specific suggestions).

### The programme is being continually improved

EHF are intentionally using a start-up approach in their operation, continually reflecting on their processes in order to keep improving. Following the selection of each Cohort EHF formally review their operations and capture what is working well, what could be improved and general observations. Change and improvement is ongoing, but the rate of change has slowed as the pilot has progressed.

*Every time we [select Fellows] we improve [the process] ... We have been learning and still have the ability to learn more in how to spot someone's potential as an entrepreneur. [EHF organisation]*

There is ample evidence of EHF actively innovating and implementing substantive, intentional change. Examples of operational changes made by EHF include:

- Attraction:
  - profile of the GIV and Fellowship: implementation of Customer-Relationship Management (CRM) software to help scale attraction activities; improved targeting using the INZ database; ongoing focus on leveraging NZInc; active focus on storytelling and content marketing about Fellows to attract others; leveraging Fellows' networks to attract others
  - process for candidates: implementation of two-step application deadlines (early bird and final); lowering application price; streamlining the application form.



- Selection:
  - process for candidates: improved information and communication with potential and unsuccessful candidates; new fee implemented for successful candidates
  - EHF process: improved screening (short interviews and informal references up front) to increase the efficiency of short-listing; better leverage of available expertise (e.g. existing Fellows assisting with initial short-listing; bringing in specialist expertise to assess 'values' in final selection); continuing emphasis on management of potential conflicts of interest
  - selection criteria: greater emphasis placed on candidates able to spend significant time in New Zealand sooner rather than later for Cohort 3.
- Application to INZ for a GIV: mitigation of GIV application delays by informing selected candidates earlier and increasing information and support to apply for their GIV – including one-on-one support; proactively meeting with the INZ Visa Services team to brief them about GIV applications for each Cohort to jointly identify ways to mitigate and avoid delays.
- Induction and integration:
  - Welcome Week: changes made to strengthen connections between Fellows and improve information about/connections with New Zealand; development of a settlement information pack
  - New Frontiers: actively growing attendance (numbers and diversity of attendees – including more youth) to increase connections between Fellows and the ecosystem; venue changed to a more economic option; encouraging previous Cohorts to attend

- Te Āti Awa partnership: strengthened to offer a warm landing and cultural support for Fellows.

In addition to changes and improvements made to date, EHF have identified the following specific areas they will continue to improve:

- Attraction: leveraging of NZInc and raising the profile of the GIV across government departments (with the support of MBIE); the need to attract more female candidates and candidates from a diverse range of countries who are a good fit; ongoing improvement of the Application Form.
- Selection: a consistent team needs to be maintained so learnings aren't lost.

#### **Integration is still being developed**

At this early stage of the pilot we did not expect to see a fully developed focus on integration – see the previous section on integration for early survey feedback from Fellows on levels of support and ecosystem connections being made.

Integration efforts and processes are an area of ongoing focus identified by EHF. With the limitations in the resources of EHF, there will be an increasing need to scale integration activities, and leverage Fellows to support each other as numbers grow.

*To be honest [we are] just scratching surface on that front. Haven't been able to invest. [EHF organisation]*





# EARLY OUTCOMES

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## EARLY OUTCOMES: SUMMARY

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It is very early days for exploring programme outcomes (many of the Fellows will have only recently been accepted into the Fellowship; it is expected that it will take time for Fellows to establish their networks; it is not assumed that all Fellows will contribute to outcomes across all of the domains; the programme design expects Fellows will experience 'failures' as they innovate). Nonetheless, nearly three-quarters of Cohort 1 and Cohort 2 Fellows (migrant and New Zealand Fellows) rate their own contribution to date as high or very high in at least one of the five outcome domains ('Create', 'Support', 'Influence', 'Connect' and 'Attract'), and collectively they provide many, tangible examples of contribution across all of the five domains as well.

For the most part, Fellows report that the pace of their progress has been as they expected. It is too early to say whether any patterns of engagement with New Zealand, or characteristics of Fellows, are more highly associated with early outcomes than others. The main barriers to progress are as would be expected for a migrant entrepreneur (settling in a new country, becoming familiar with local practice and establishing connections) and the enablers mostly result from the programme design and delivery (the sense of community, access to connections and prestige of the Fellowship, and the support provided by EHF organisation are rated highly).

Fellows report positive expectations for future outcomes across the five domains, and, early indications suggest they are pursuing many and varying pathways from early outcomes to longer term impact.

The pathways toward future impact identified through a small sample of in-depth interviews illustrate both the diversity of ventures that Fellows are pursuing and the varying emphasis among them on economic versus non-economic impact (social and environmental). While social and environmental outcomes can represent indirect routes to economic impact, Fellows tell us that impacts in these areas also hold value in their own right. It seems that Fellows are being selected, at least in part, for their commitment to wide-ranging forms of impact.





### Early outcomes: are being observed

There are many, tangible examples of early outcomes

- It is very early days for exploring programme outcomes.
- Contributions to date are highest in the *connect* domain (22 out of 47 *high* or *very high*) and lowest in the *create* and *attract* domains (18 out of 47: *high* or *very high*).
- Many (quantity) tangible (quality) examples of early outcomes are provided by Fellows and members of the wider innovation ecosystem, some have potential for high impact. Many of the examples traverse multiple domains:
  - GIV migrants are leveraging their extensive and high quality networks to connect local entrepreneurs to potential international investors and markets (*connect*)
  - Establishing an impact investment fund that has raised \$8m (*attract*)
  - Direct investments in NZ-based businesses, and catalysing higher investment by others (*attract*)
  - Establishing NZ incorporated businesses and NGOs (*create*)
  - Creating new jobs in NZ (*create*, *support*)
  - Connecting NZ businesses with potential off shore investors and providing advice about investment strategy (*connect* and *support*)
  - Establishing a national Space Challenge, raising the profile of space industry in regions (*influence* and *attract*).

**34 out of 47** Cohort 1 & Cohort 2 Fellows (migrant and New Zealand Fellows) rate their contribution to date as high or very high in at least one of the early outcome domains – which correlates with observations made by members of the wider innovation ecosystem



### Direction of travel: is expected to be positive

Fellows expect to increase their contribution across the early outcome domains

Pathways from early outcomes to high order impact are varied

- Across all domains, the proportion of Cohort 1 and 2 Fellows expecting their outcomes to be high or very high increases when looking to the future.
  - Cohort 3 Fellows have even higher contribution expectations.
- Fellows are pursuing many different pathways towards future impact: for New Zealand and for the world.
- Pathways towards future impact represent both direct and indirect routes to higher order economic impact, as well as more or less focus on social and environmental impact for its own sake.

**38 out of 47** expect to make a high or very high contribution through 'Connect' (Cohorts 1 & 2)

**32 out of 47** expect to make a high or very high contribution through 'Attract' (Cohorts 1 & 2)



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## EARLY OUTCOMES: EVIDENCE

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### Contributions to date by Cohort 1 and 2 Fellows

Figure 8 shows that 34 out of 47 Cohort 1 and 2 Fellows (migrant and New Zealand Fellows) that responded to the survey reported that they had already made a *high* or *very high* contribution in at least one early outcome domain. We judge this to be higher than expected at this early stage of the programme. Most of the Fellows who didn't report a *high* or *very high* contribution still provided tangible examples of outcomes and steps they are taking toward future impact, including setting up legal entities in NZ and attracting investors to join later Cohorts of the EHF Fellowship, for example.

**Figure 8: Contribution to date reported by Cohort 1 and 2 Fellows (migrant and New Zealand Fellows)**



Source: Fellow survey, n = 47 (migrant and New Zealand Fellows)

Contribution = self-assessment of contribution to date is rated as 'high' or 'very high' in at least one of the five outcome domains

We asked a sample of people from New Zealand's wider innovation ecosystem about their perceptions of Fellows' contributions to date. They were generally more positive in their assessment than the Fellows themselves, and they provided examples that corroborated Fellows' own responses.

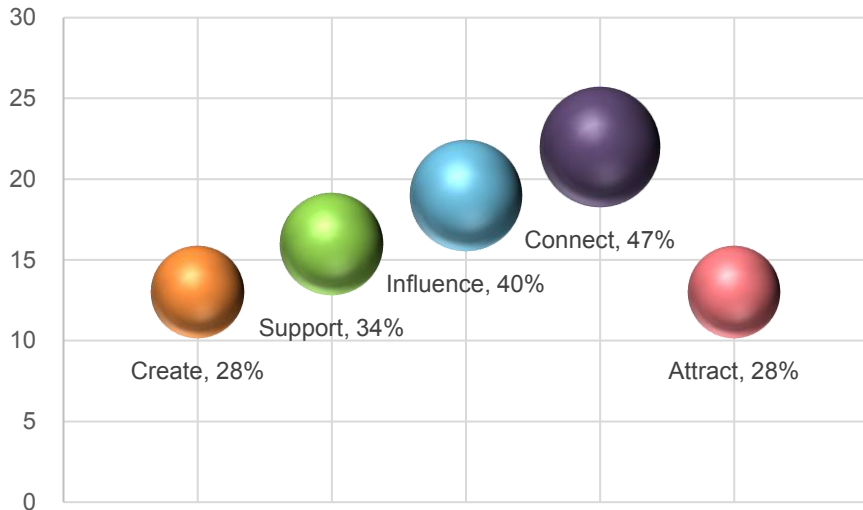
### Types of contributions

Fellows' self-assessment of their contributions to innovation in New Zealand vary depending on the contribution domain (Figure 9). Ranging from 22 out of 47 Cohort 1 and Cohort 2 Fellows reporting *high* or *very high* contribution through *connecting* NZ with the wider international innovation ecosystem, through to 13 out of 47 reporting *high* or *very high* contribution through *creating* unique start-up ventures based in NZ and *attracting* local and international investment and talent.

Across all domains, a relatively large share of contributions was neutral (between 15 and 22 out of 47).



**Figure 9: Number and proportion of Fellows who report a *high* or *very high* contribution to date by domain, Cohorts 1 & 2**



Source: Fellow survey, n = 47 (migrant and New Zealand Fellows)

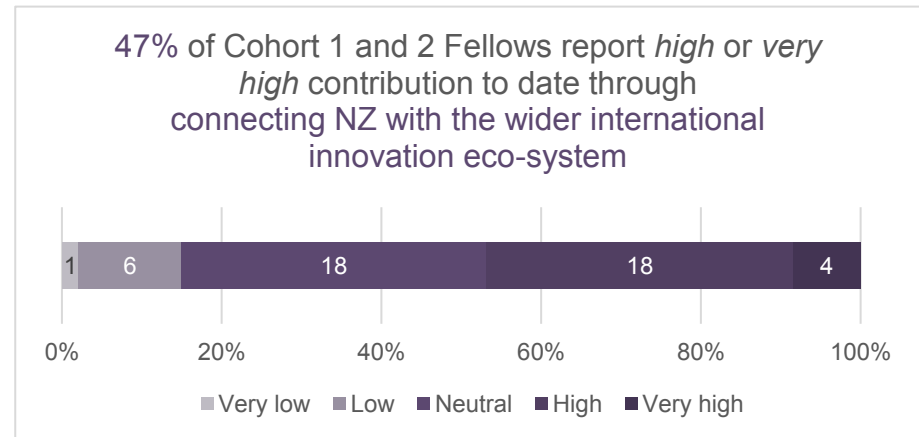
### Examples of early outcomes

An absolute majority of Cohort 1 and 2 Fellows was able to give concrete examples of their contributions to date, even those who didn't report a *high* or *very high* contribution in any particular domain. Below we provide examples, gathered from the Fellow survey, ecosystem survey and Fellow interviews. In our assessment, the Fellows are likely to have under reported examples of their tangible contributions to date.<sup>19</sup>

<sup>19</sup> We found that through interviews Fellows reported examples of early outcomes that had not been reported across any of the survey responses (we did not attribute specific survey responses to

### Connect

**Figure 10: Fellows reporting *high* or *very high* CONNECTION contribution**



Source: Fellow survey, n = 47 (migrant and New Zealand Fellows)

Note: Data relates to responses from Cohort 1 and 2 Migrant- and New Zealand Fellows

Nearly half of Cohort 1 and 2 Fellows report *high* or *very high* contribution to date, making *Connect* the domain where the most Fellows report early outcomes to date. This is not surprising given the nature of entrepreneurialism and the early stage of the programme. In addition, Fellows with quality networks and connections are purposefully being selected by the programme. This early feedback indicates that Fellows are utilising these networks to continue to build and develop new and existing connections through the programme.

individual Fellows and therefore did not compare interviewee comments with their own survey response but rather looked at all qualitative comments together).



Connecting seems to be strategic and purposeful, as well as opportunistic, and serves to forward business/innovation goals of the Fellows (e.g. attracting investment, mentoring, engaging with NZ businesses) as well as those they are engaging with (e.g. connecting New Zealand-businesses with international contacts).

Examples of *connecting* are reported by Fellows at many levels:

- within and across EHF Fellowship Cohorts
- with the wider EHF and New Frontiers community, and with Fellows' wider networks
- within the business and local communities where migrant Fellows have chosen to reside
- within specific industries/sectors inside New Zealand and globally
- across local and central government in New Zealand
- connecting New Zealand Fellows and/or other New Zealand-entrepreneurs with international opportunities and networks, both opportunistically and in a targeted and deliberate way (for example, see Andrew Hoppin vignette)
- connecting other international entrepreneurs to EHF, as candidates for future Cohorts.

Many Fellows report that they have connected local entrepreneurs to (potential) business partners in other countries, their international networks and potential international investors (for example, see Denise Chapman Weston vignette). Kiwi Fellow interviewees and ecosystem survey responses back up the perceived value of the connections that migrant Fellows have been making.

Fellows' efforts in connecting New Zealand and international businesses are also recognised by the ecosystem stakeholders.

*They [GIV Fellows] are gregarious, curious and keen to make connections and have been generous in doing so but also in a compelling professional fashion to ensure there is true value being created in the connection. [Ecosystem survey respondent]*

*The Fellow has provided connections that could prove to be hugely beneficial personally and in regards to the work that I do attaining to public sector innovation [Ecosystem survey respondent]*

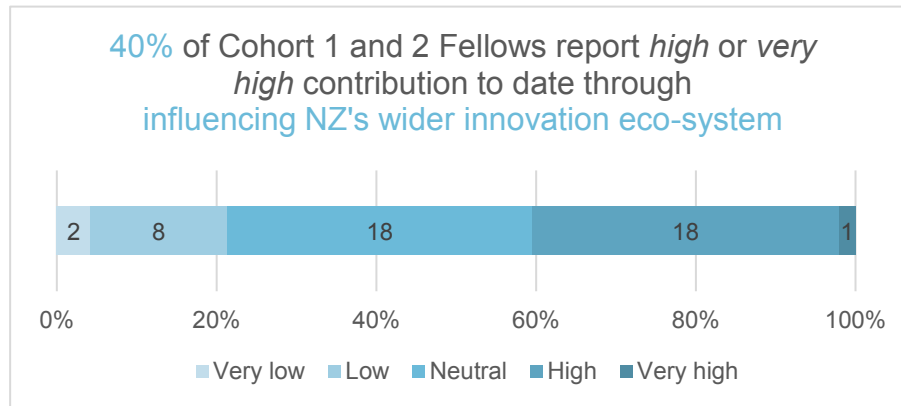
*It's the most exciting thing happening in the NZ start-up ecosystem right now in terms of creating new and valuable connections and businesses. [Ecosystem survey respondent]*

*The most important thing I have seen is these international Fellows are spending time meeting with and socialising with local entrepreneurs, and sharing knowledge, connections and experience face to face. [Ecosystem survey respondent]*



## Influence

**Figure 11: Fellows reporting high or very high INFLUENCE contribution**



Source: Fellow survey, n = 47 (migrant and New Zealand Fellows)

Note: Data relates to responses from Cohort 1 and 2 Migrant- and New Zealand Fellows

Following *Connection*, *Influence* was the domain with the highest reported contribution by Fellows to date.

Most Fellows who reported outcomes in the *Influence* domain described organising and participating in events, conferences, and other types of meet-ups. Oftentimes influencing is a part of networking and takes place during EHF-organised events.

Some of the Fellows work to influence not a specific business or community, but policy and/or an entire industry – and hence the NZ economy and society (for example, see Jack Herrick, Sonya Renee Taylor, SpaceBase and Dina Buchbinder Auron vignettes). In so doing, they help develop new thinking around certain issues, approaches to new challenges and even to

whole industries. Examples here include the field of new digital technologies and their applications (e.g. blockchain, cryptocurrencies) and enhancing the innovation ecosystem (by organising hackathons and incubators, by working with schools on STEM education).

With communities, Fellows engage on topical social issues such as social housing; bullying, depression and suicide; environment; and youth unemployment.

Ecosystem survey respondents also provided specific examples of Fellow influence, which are of a similar nature to examples cited by Fellows.

*This Fellow has brought both a different perspective and much more direct, challenging and confrontational (in a good way!) approach to a difficult social issue in a way that makes it more likely that New Zealanders will be open to new solutions in the future [Ecosystem survey respondent]*

Other, less direct examples of influence relate to the realised or potential reputational benefit to NZ from being perceived as a place of innovation (for example, see Denise Chapman Weston vignette and a quote from an ecosystem survey respondent “[the Fellow has] Enhanced NZ's reputation for innovation”).

Not all influence reported by Fellow's has been within New Zealand. Fellows report examples in which their experience in New Zealand has helped them to influence an international industry/sectors (see Denise Chapman Weston vignette) or where they have enabled connections through which New Zealand has influence in the world. For example, a Fellow has facilitated knowledge exchange between Māori iwi and First Nation partners in North America.

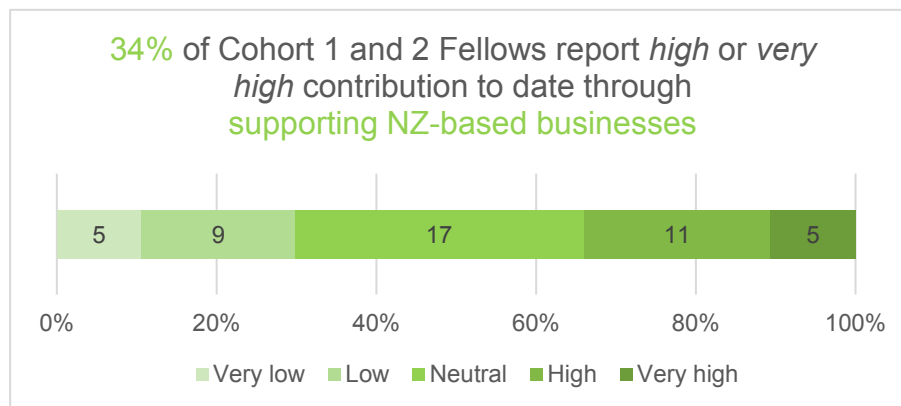
*I facilitated an Indigenous Knowledge Exchange Project between some Maori iwi who have achieved legal personhood for their tupuna, and First Nations partners in Canada. This exchange shone light on this incredible legal revolution coming out of New Zealand and provided our Canadian*



First Nation partners with amazing connections to the right Maori partners in case they wish to pursue something similar in their traditional territories. [Fellow]

## Support

**Figure 12: Fellows reporting high or very high SUPPORT contribution**



Source: Fellow survey, n = 47 (migrant and New Zealand Fellows)

Note: Data relates to responses from Cohort 1 and 2 Migrant- and New Zealand Fellows

A third of Cohort 1 and 2 Fellows report a high/very high contribution in the Support domain.

Fellows provide advice and support through formal and informal arrangements, one off and sustained. The types of support Fellows provide includes:

- advice, mentoring, and coaching (for example to support the commercialisation of a NZ-developed product)

- providing funding and support with attracting investment and developing fundraising strategies
- delivering workshops and presentations to build capacity/empowerment and disseminate perspectives (see Sonya Renee Taylor vignette)
- practical and strategic support (such as accommodation and introductions – for example see Andrew Hoppin vignette) for Fellows and other kiwi entrepreneurs who are visiting their city; and
- commissioning NZ businesses to deliver services to support the Fellow's venture.

In many cases, these are reciprocal relationships – through which Fellows are also gaining local knowledge, credibility and networks.

Fellows report working together with smaller and larger New Zealand companies in a wide range of industry sectors and across regions; and with communities of place, identity and interest as well.

Where we have feedback from recipients of Fellow advice and support, this has been positive and has helped recipients to grow and to achieve their business aims.

*My company has been supported by the Fellows and EHF by making connections and opening doors internationally that has resulted in a much faster growth than would have been otherwise possible. This resulted in us having 10+ staff and contractors through bootstrapped revenue in less than a year with revenues in cash being greater than \$100,000 NZD with only a \$10,000 investment from myself. So that's one example of the direct impact that [has] been had by these amazing individuals being in New Zealand. [Ecosystem survey respondent]*

While we see examples of Fellows working across regions, (for example, see the SpaceBase vignette, Sonya Renee Taylor vignette), the extent of reach-out, presence and visibility across the regions is not entirely clear, and many efforts seem to concentrate in large cities (Auckland, Wellington). For



instance, the ecosystem stakeholders indicate that a greater visibility of GIV Fellows in the innovation value chain is desirable as well as their greater involvement in regional development (e.g. through an advisory role of the Provincial Growth Fund or reflected in terms of reference). There is also an indication that sufficient information about GIV Fellows is not provided and they are not linked to certain local agencies:

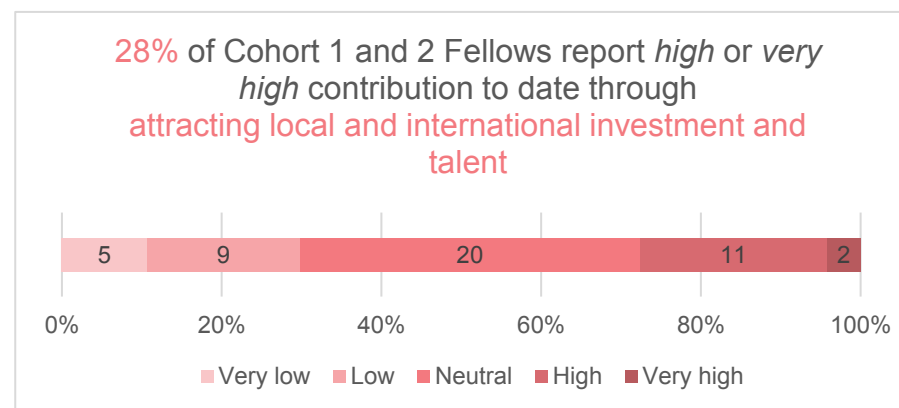
*I contacted EHF a number of times as Economic Development Agencies and Councils [...] were enthusiastic about the programme and wanted to know who the candidates were and what their field of interest was. This information was never supplied despite repeat requests and therefore the agencies stopped asking. [Ecosystem survey respondent]*

Several Fellows report supporting Māori (women) entrepreneurs, establishing connections between them and international partners/ business leaders and advising them on the business opportunities around new technologies. There is also support to individual Iwi via more socially-oriented initiatives.

A few Fellows engaged in social projects with local communities, both as indirect routes to future economic impact and to further social or environmental goals (e.g. technology education in schools, pest detection).

## Attract

**Figure 13: Fellows reporting high or very high ATTRACT contribution**



Source: Fellow survey, n = 47 (migrant and New Zealand Fellows)

Note: Data relates to responses from Cohort 1 and 2 Migrant- and New Zealand Fellows

The *Attract* and *Create* domains are where the fewest Fellows report outcomes to date.

Several Fellows provided tangible examples in the field of attracting investments, and many others report attempting to attract investment or being on a pathway to do so (for example with a capital raise planned for coming months).

Examples in this domain include:

- Fellows investing in specific New Zealand start-ups, ventures and other entities, and in at least one case this investment has attracted larger funding from another source (see Scott Nolan vignette, Andrew Hoppin vignette).



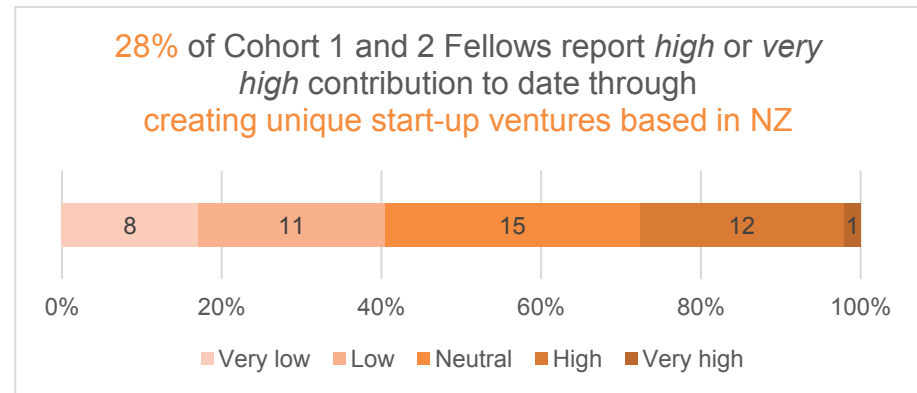


- development of New Zealand's first Impact Investment fund – which has raised over \$8m to date and is close to announcing its first investment.
- donating funds, for example to a school to improve its technology infrastructure (see SpaceBase vignette).
- introducing New Zealand businesses/entrepreneurs to potential investors or brought attention of foreign investors to specific New Zealand ventures or (joint) business opportunities more generally.
- Progress towards creating an investor syndicate for investor Fellows to bring capital to NZ (see Andrew Hoppin vignette).

Many Cohort 1 and 2 Fellows have persuaded other talent from different countries to apply for the GIV programme, including high profile and well connected high impact candidates. Some of these applications have been successful, and newly selected Fellows are a part of subsequent Cohorts.

## Create

**Figure 14: Fellows reporting *high* or *very high* CREATE contribution**



Source: Fellow survey, n = 47 (migrant and New Zealand Fellows)

Note: Data relates to responses from Cohort 1 and 2 Migrant- and New Zealand Fellows

As stated above, the *Attract* and *Create* domains are where the fewest Fellows report outcomes to date.

Several Cohort 1 and 2 Fellows report creating start-ups in New Zealand, however in some cases it is not clear whether the start-ups were created before the EHF Fellowship or resulted from activities before the EHF Fellowship.

Many Fellows supported each other in creation of start-ups or, rather, a team of Fellows has been working on creating a start-up together.

Both commercial (LLC) and non-profit organisations (NGOs) have been created (for example, see SpaceBase and Dina Buchbinder Auron vignettes). The start-ups cover a wide range of industry sectors: agriculture,



digital economy, education, fashion, food, and space. A few address topics of environment. Several organisations (NGOs) target the Māori community.

Respondents from the wider innovation ecosystem have also observed examples of Fellows creating start-ups.

Not all Fellows who have tried have been successful in creating a start up to date. In particular, one Fellow reported that he/she had been unable to do so as a non-resident. Another Fellow reported being unable to buy land to support his venture as a GIV holder.

Some Fellows have gone beyond creating start-ups and have created new products, are testing new technologies and are promoting new business opportunities (via thematic meetups, specialised directories, hackathons, incubators, digital platforms). Others report creating jobs in New Zealand, either through directly employing people who are based here or employing them through a third party (for example, see Jack Herrick vignette).

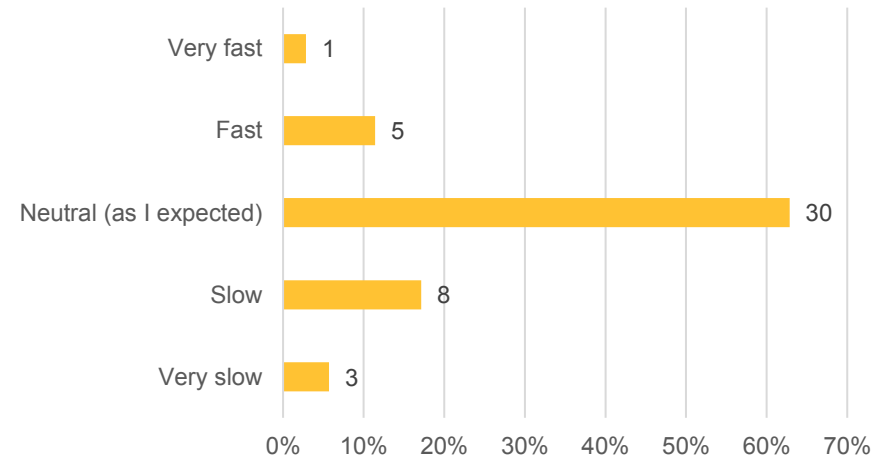
## Progress in implementing ventures

### Fellows' perceptions of their own progress

Figure 15 shows that implementation of ventures in New Zealand is progressing as expected for most Cohort 1 and 2 Fellows (63%). However, 23% (8 Fellows) indicated that their progress was *slow* or *very slow* compared to their expectations. By contrast, only 14% (5 Fellows) described their progress as *fast* or *very fast*.<sup>20</sup>

<sup>20</sup> Note that this question was asked when Cohort 1 Fellows had been selected approximately 10 months previously, and Cohort 2 Fellows approximately four months previously.

**Figure 15: Fellows' perception of their progress to date compared to expectations, Cohorts 1 & 2 (%)**



Source: Fellow survey, n = 47 (migrant and New Zealand Fellows)

We find this to be a positive result at this early stage of the programme, indicating that Fellows' expectations are generally well aligned with the reality of the GIV/EHF experience, likely helped by the in-depth selection and induction processes.



## What has hindered Fellow progress?

Apart from unforeseen / personal reasons, the common reasons for slower progress are:

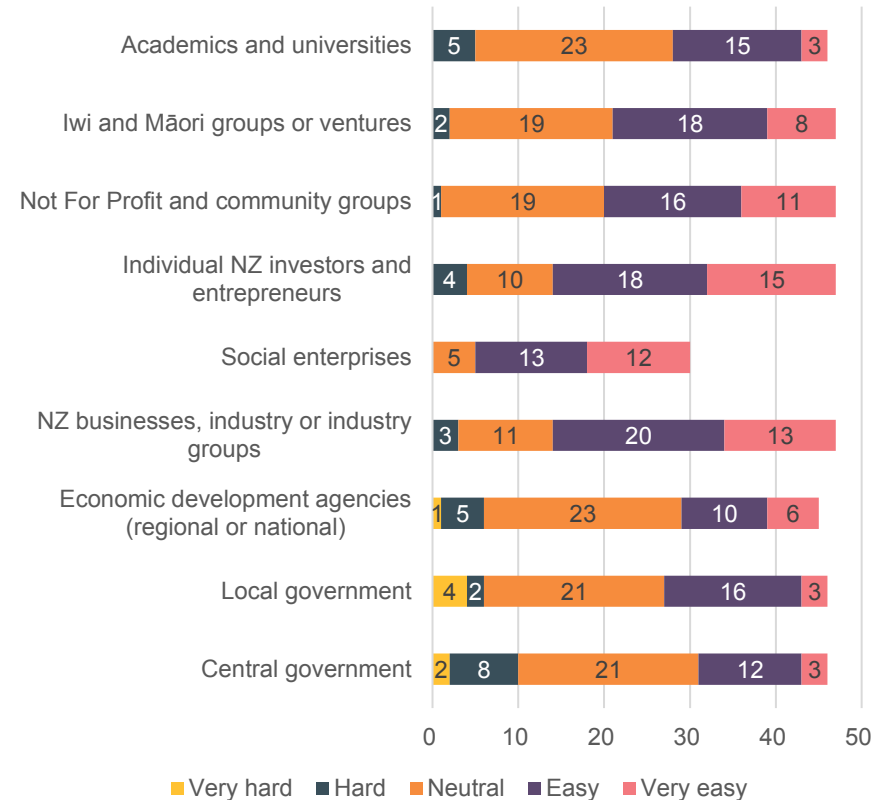
- Not being based in New Zealand, which can slow progress for practical reasons as well as lessening Fellows' focus on NZ-based ventures
- The logistics of moving to and settling in a new country taking time to resolve, such as choosing a neighbourhood and finding accommodation
- The time required to learn about NZ law, tax requirements and regulations, as well as encountering some Regulatory obstacles, for example one Fellow found it difficult to register a start-up as non-residents due to the requirement for an NZ resident Board member).

As well as the logistical challenges of operating in a new country, some interviewees noted that aspects of New Zealand culture have slowed their progress. Both due to the time it has taken to become familiar with cultural differences (such as Kiwi humbleness and unwillingness to self-promote) and due to the time required to operate authentically in New Zealand's specifically relationship-driven context.

*Things here happen with a cup of coffee... People trust you with a face to face interaction rather than just being online. [The relationship is] stronger once the connection happens but it can take a few meetings [Fellow]*

Figure 16 shows that for the most part, Fellows have found it easy or very easy to make connections across most sectors in New Zealand. The sectors where they have found connecting most difficult have been central government, local government, Economic Development Agencies (EDAs) and academia.

Figure 16: Cohort 1 and 2 Fellows' perceptions of how easy or hard it is to make connections in NZ by sectors



Source: Fellow survey, n = 47 (migrant and New Zealand Fellows)

While many of the challenges Fellows report may be predictable, their impact should not be underestimated. Being part of the Fellowship and spending time in New Zealand, in residence and on trips, has both actual



and opportunity cost for migrants that are economic, social and professional in nature.

## What has helped Fellows to progress?

### The community that arises from being part of a Fellowship

The main reason Fellows report for their faster progress is the EHF Fellowship itself – it creates an environment characterised by an inspiring atmosphere, support from various stakeholders, including the government, and opportunities to connect with the right people and decision makers.

- An inspiring community of like-minded people

*Being part of a network of dreamers and doers with similar aspirations and values is quite significant. The challenges we collectively face are so enormous that this kind of community can play an important role in designing new tools and processes, through quick rounds of iterations and out-of-the-box thinking. [Fellow]*

- Access to practical advice and support

*Through the Fellowship, I have had access to mentors [...] which has accelerated our development speed and opened doors into new international markets. We have found a new co-founder through connections within the Fellowship which has helped us improve the quality of our work and make our startup more sustainable. [Fellow]*

- Access to Fellow networks across New Zealand (central government, local government, Māori, business, local communities)

*My venture has benefited greatly from the input of other EHF Fellows and New Zealanders that I have met through the process. We've been able to refine our business model and reach out to potential new market segments in NZ. I've found connections and meetings with industry players to be especially valuable, as well as the input from the legal team on bringing my business to NZ. [Fellow]*

- Access to Fellow networks across the world

*It's like having a bunch of experienced mentors who you have deeper ties than you would if simply landing unannounced in a foreign city. I am getting introductions that simply would not be possible without Fellow connections. [Fellow]*

- Reputation and prestige

*I see all the positives from being part of the Fellowship. It is very prestigious and sounds very prestigious when we introduce ourselves as being part of the Fellows – it sends a message of seriousness and trust to begin with. It has given us the channels to get to know people that we can collaborate with from different sectors in an important way. [Fellow]*

*Even just the name 'EHF Fellow' opens doors – people know you have been tested and validated [Fellow]*

### The specific support provided by EHF organisation

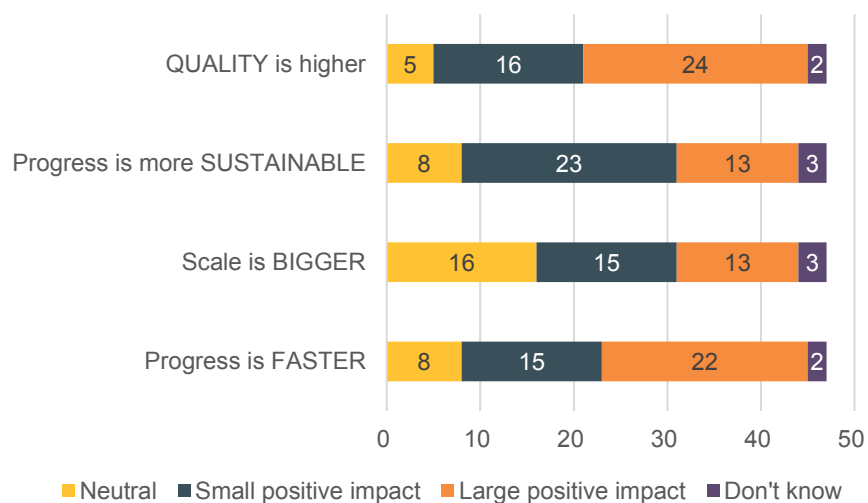
The work of the EHF organisation is critical to bringing the EHF Fellowship to life, from the selection process through induction and ongoing integration support, and Figure 17 shows that all Cohort 1 and 2 Fellows report either neutral or positive benefit of the EHF Fellowship for their business/ innovation goals across a range of areas. No negative impact at all was reported and the majority of Fellows experienced positive impact.

37 out of 47 Cohort 1 and 2 Fellows experienced improvement in quality, 36 out of 47 more sustainable progress, and 40 out of 47 faster progress. Positive impact on the scale of business/ innovation goals is slightly more modest and reported by 28 out of 47, while 16 out of 47 Fellows experienced neutral impact.

*We wouldn't be where we are with all of the initiatives in the short period of time without all of the networks and connections through EHF [Fellow]*



**Figure 17: Has being part of the EHF Fellowship made any difference to achieving your own business/innovation goals? Cohorts 1 & 2**



Source: Fellow survey, n = 47 (migrant and New Zealand Fellows)

Specifically, the rapid induction that is achieved through the Welcome Week events and through introductions to EHF's wide networks were frequently referenced by Fellows in interviews and survey responses.

*The Fellowship has been tremendously quick and effective at making introductions, especially to different layers of NZ government. Whenever I have needed to learn more about a policy or a strategy or a decision, the EHF team have connected me, quickly, to helpful and knowledgeable people. [Fellow]*

The high value that Fellows perceive from the Fellowship is a positive endorsement of the EHF organisation from the people it is seeking to serve.

## Observations about New Zealand's innovation ecosystem

In the Implementation section of this report, we noted that some Fellows were attracted to New Zealand in part because of the potential that they saw in its innovation ecosystem and the opportunity that presented, when coupled with New Zealand's relatively small scale, to make a significant difference to its development and growth.

While Fellows overall remain positive about the innovation ecosystem, they make some observations about its strengths and weaknesses. In particular, weaknesses related to access to and relatively high cost of seed funding (for example one interviewee commented that compared to the US where incubators take zero equity the 'price' of seed funding in NZ is high). By contrast, strengths of the NZ ecosystem stem from incubators being connected to EDAs at local level (rather than national or academic arrangements as elsewhere) and the many start-ups that New Zealand is producing.

*New Zealand is a very small country so you wouldn't expect there to be many start-ups, but actually there are large numbers and disproportionate to the population. [NZ is] punching above its weight. It's pretty impressive how many innovative companies there are. [Fellow]*

## Direction of travel

There are many ways that early outcomes *could* translate to longer term impact for New Zealand, and for the world. Some of these are captured in the Intervention Logic Model for the GIV programme (reproduced in Appendix 1).

In this section we explore Fellows expectations for future outcomes across the domains and some of the many pathways toward future impact that Fellows are pursuing.



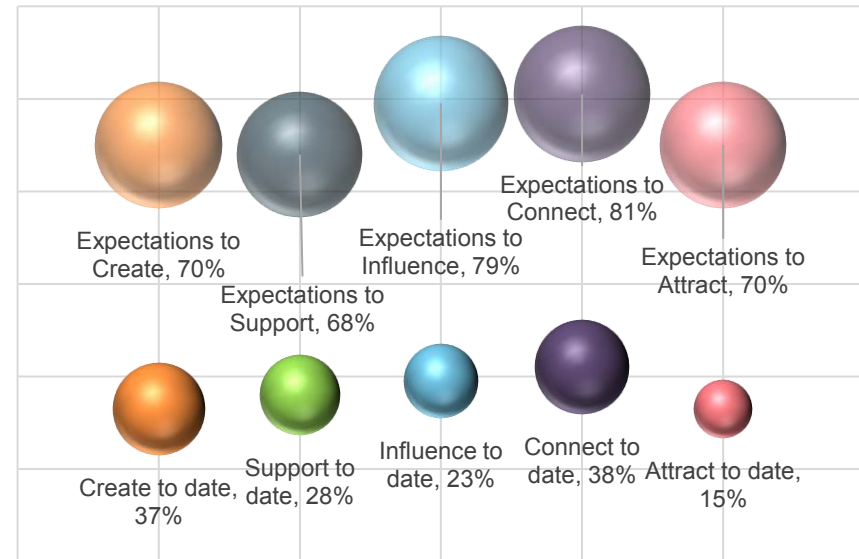
The many pathways toward future impact illustrate both the diversity of ventures and approaches that Fellows are taking and the varying emphasis among them on economic versus non-economic impact (social and environmental). Further illustration of possible pathways towards impact are captured in the Fellow vignettes.

### What types of outcomes do Fellows most expect to achieve in future?

Across all domains, the proportion of Cohort 1 and 2 Fellows expecting their outcomes to be *high* or *very high* increases when looking to the future (Figure 18, below). The largest share of *high* or *very high* contributions is expected in relation to *connecting* NZ with the wider international innovation ecosystem (38 out of 47) and to *influencing* NZ's wider innovation ecosystem (37 out of 47). 6 out of 47 Fellows state that their future contributions to *creating* NZ-based start-ups will be *low* or *very low* and another 8 out of 47 state that they will be *neutral*. Similarly, 5 out of 47 Fellows expect that their future contributions to *support* NZ-based businesses will be *low* or *very low* and 10 out of 47 expect that they will be *neutral*.

The increasing expectations reported by Fellows are a positive sign for the programme. It suggests that Fellows continue to be committed to and optimistic about impact even after the initial excitement of the programme may have worn off and the realities of delivering in a NZ environment are becoming clearer.

**Figure 18: Fellows expecting to achieve *high* or *very high* future outcomes by domain, compared to outcomes reported to date, Cohorts 1 & 2**



Source: Fellow survey, n = 47 (migrant and New Zealand Fellows)

Cohort 3 Fellows expect that their future contributions will be *high* or *very high* across all categories. The largest share *high* or *very high* contributions are expected in *influencing* NZ's wider innovation ecosystem (29 out of 30). By comparison, the smallest proportion of *high* or *very high* future contributions is expected in *attracting* investment and talent (23 out of 30).

Fellows' own responses were supported by respondents of the ecosystem survey, who also had high expectations for the future impact of Fellows, particularly in the *connect*, *influence* and *create* domains.



Both Fellows and ecosystem survey respondents reported examples of initiatives that were already in progress to back up their expectations of future outcomes.

## How will Fellows' early outcomes create pathways toward future impacts?

Most Fellows, and their ventures, have potential to make a direct contribution to the medium and longer term outcomes for the programme in multiple ways: e.g. job creation, attracting foreign investment, influencing the innovation ecosystem. And we are already seeing some examples of this (reported in previous section).

However, the diversity of Fellows' ventures illustrates diversity in both the pathways to impact that underpin their individual theories of change, and some divergence in emphasis from the medium and long-term outcomes articulated in the Intervention Logic for the GIV programme. This means that some of the impacts of the programme will be more direct and easier to track and quantify than others.

Some examples of pathway towards future impact include:

- Investment-focused ventures – these ventures inject funding from offshore into the New Zealand economy through a NZ-based business. How that money is used, and how much is then spent in New Zealand (through creating jobs here or local purchasing) will depend on the recipient business. The intention is that the investment will lead to growth. [see Scott Nolan vignette]
- Job creation-focused ventures – these ventures create jobs in New Zealand, to serve an international company, on a small or large scale. Money enters the NZ economy through employee salaries and income tax is paid locally, but company profits reside off shore. [see Jack Herrick vignette]

- Offshore sales focused ventures – these ventures support an existing or new NZ-based business to access off shore markets. Sales have potential to bring money into the NZ economy, tax is paid here and profits reside here for further investment or wealth creation. [see Denise Chapman Weston vignette and support for Little Yellow Bird]
- Transformative social-change focused ventures - these may have a local job creation component, but the more significant potential for impact will be indirect: through increased productivity eventuating from reduction in the negative impacts of social inequity, and reduced costs to society through reduced need for state intervention, for example. [see Sonya Renee Taylor vignette]

*This Fellow has brought both a different perspective and much more direct, challenging and confrontational (in a good way!) approach to a difficult social issue in a way that makes it more likely that New Zealanders will be open to new solutions in the future [Ecosystem survey respondent observation of Fellow impact]*

- Regional issues focused ventures – these ventures may have a local job creation component, but are also focused on addressing entrenched social issues at a local level
- Bringing their innovative ideas to ensure unemployed young people living in regions have an opportunity to reach their potential. The Fellow's expertise and training approach has the potential to have a transformational impact on the individuals and the communities they live in. [Eco-system survey respondent observation of Fellow impact]*
- Culture-focused ventures – these may have a local job creation component, but the more significant potential for impact will be through change in business culture, which could have an indirect impact on economic outcomes through reduced employee absenteeism, for example. [see Dina Buchbinder Auron vignette]



- Environment-focused ventures – these may have a local job creation component, but the more significant potential for impact will be through protection of New Zealand’s environment, for example. Indirect economic benefits may come from creation of a new environment-focused industry or business that can be exported abroad

*Thought leadership around legal personhood for the environment and a way to establish this in law. [Ecosystem survey respondent observation of Fellow impact]*

- Globally-focused ventures – the benefit for New Zealand may be indirect, through building NZ’s reputation as a place of innovation, rather than through directly creating jobs or attracting investment here, for example. [see Denise Chapman Weston vignette]
- Sector and industry building ventures – the Fellow may attract investment and/or create jobs in New Zealand, but the more significant potential for impact will come from creation of a new/more vibrant industry sector, where other New Zealand based-businesses create jobs/attract investment. [see SpaceBase and Jack’s vignettes]

*Supporting and encouraging a whole ecosystem around their particular sector of interest, which is pretty unique in NZ - yet there are dozens of Kiwi start-ups in the [industry] that are benefiting from knowing these Fellows, and having access to their global experiences. [Ecosystem survey respondent observation of Fellow impact]*

We expect that there are many more direct and indirect pathways towards future impact that are being pursued by Fellows now, and will be pursued in future. They demonstrate the non-linear nature of the GIV/EHF programme.





# DISCUSSION OF PROGRAMME DESIGN

## PROGRAMME DESIGN: SUMMARY

Just over half way through a pilot, and one that has straddled a change of government, it is timely to take a step back from results and consider the endurance of the initial programme design.

- Drivers and issues: we find a high level of agreement among stakeholders with the foundation assumptions for the programme, related to New Zealand's need for more innovation and the relationship between

**28 out of 29**  
ecosystem survey respondents agree innovation is important for economic growth

**27 out of 29**  
ecosystem survey respondents agree there is need for more innovation in New Zealand

**38 out of 47** Cohort 1 and 2 Fellows rate 'Connect' as *high or very high* relevance to their work

**27 out of 47** Cohort 1 and 2 Fellows rate 'Attract' as *high or very high* relevance to their work

innovation and economic growth, and the potential of the GIV programme to contribute outcomes for NZ and its regions.

- Early outcomes: the early outcome areas envisaged for the programme, and reflected in the Intervention Logic, resonate with Fellows and other stakeholders ('Create', 'Support', 'Influence', 'Connect' and 'Attract').
- Long term outcomes: while stakeholders agree with the foundation assumptions for the programme, there is variation between

stakeholders in the emphasis they place on economic impact as the highest order impact goal. In addition to seeking positive economic impact, EHF see social and environmental impacts as indirect routes to economic impact and/or as end goals themselves. Clarity around the ultimate intentions of the programme could be improved.

- Inputs and activities: as the programme is implemented, we see that some aspects of the programme design, particularly the Cohort approach and inclusion of New Zealand Fellows, are more fundamental to the success of the programme than may have originally been envisaged.

It would be timely for MBIE to revisit the programme design with key stakeholders to ensure: a shared understanding of the policy intent; alignment of implementation with intent; and that EHF's Cohort approach and intent for inclusion of New Zealand Fellows is understood.

The Intervention Logic for the programme was developed to capture the original policy intentions, with input from both programme partners. It focuses on the achievement of economic impact, rather than broader impacts. In addition, it does not capture or include New Zealand Fellows. Updating the Intervention Logic will capture the history of the programme evolution, and help to ensure the evaluation captures the full value of the outcomes the programme is delivering going forward. In particular, the



inclusion of New Zealand Fellows in every Cohort means they are a *part* of the intervention, while also *receiving* the intervention. This means that positive outcomes for New Zealand are also likely to be produced by the

New Zealand Fellows, and as such, should be captured and (where relevant) attributed to the programme.

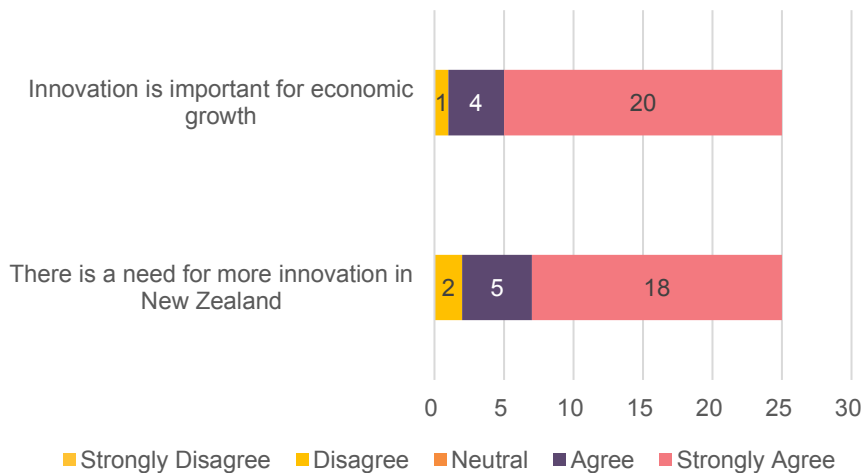


# PROGRAMME DESIGN: EVIDENCE

## Drivers and issues: Foundation programme assumptions

Overall, stakeholders agree with the underpinning assumptions of the GIV programme – that innovation is important for economic growth and that there is a need for innovation in New Zealand (see Figure 19 for wider ecosystem survey responses, for example).

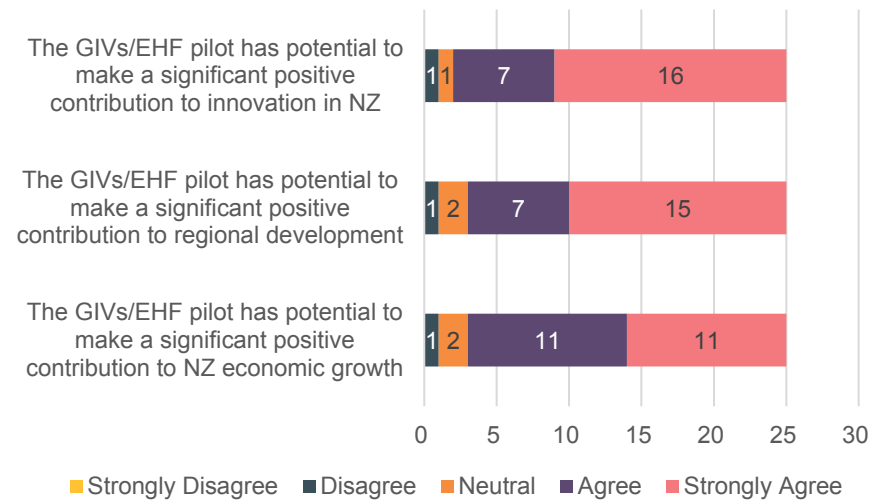
**Figure 19: Ecosystem survey respondents' assessments of GIV programme assumptions**



Source: Ecosystem survey, n = 25

We also found that evaluation participants generally agreed with the potential of the GIV/EHF pilot to stimulate economic growth through innovation (see Figure 20 for wider eco-system survey responses as examples).

**Figure 20: Ecosystem survey respondents' assessments of the potential for GIV programme to contribute to innovation, and to national and regional economic growth (%)**



Source: Ecosystem survey, n = 25



As well as pointing to tangible examples of outcomes that they had already witnessed, ecosystem survey respondents referred to the programme's potential to attract necessary talent, increase New Zealand's exposure to the world and the injection to NZ of new perspectives that came with migrant Fellows among the reasons for their positive assessment. These factors are in keeping with the intention of the programme design.

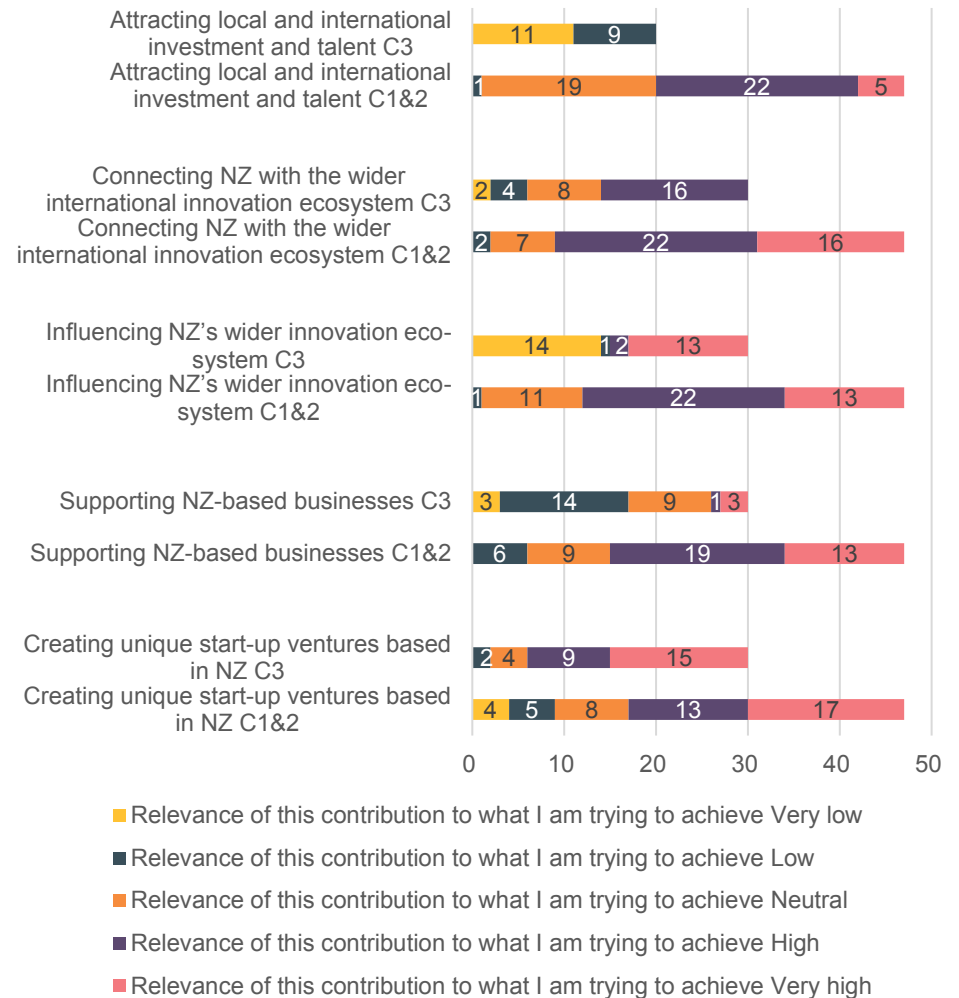
## Early outcomes: How relevant are they to Fellows?

### Relevance of contribution areas to business/ innovation goals

There will be many and varied ways in which individual Fellows expect to contribute to impact in New Zealand.

All Cohort 1 and 2 Fellows reported that at least one of the five early outcome domains envisaged through the Intervention Logic had *high* or *very high* relevance for them. Collectively, all domains had *high* or *very high* relevance to at least half of the Cohort 1 and 2 Fellows (Figure 21). This is a positive endorsement of the programme design, and suggests alignment of messaging between the policy intent and the in-depth selection and induction processes.

Figure 21: Relevance of outcome domains, Cohorts 1 & 2, Cohort 3



Source: Fellow survey, n = 77 (migrant and New Zealand Fellows)



Interestingly, Cohort 3 Fellows' perception of relevance of the contribution areas differs strongly from that of Cohort 1 and 2 Fellows. In particular, all Cohort 3 Fellows perceive *attracting* investment and talent as *low* or *very low* relevance for their work; and large proportions reported *low* or *very low* relevance in relation to *influencing* NZ's wider innovation ecosystem (50%) and *supporting* NZ-based businesses (57%). By contrast, 70% stated that *creating* start-ups based in New Zealand has *high* or *very high* relevance for them.

At this stage, it is unclear what is driving the differences in focus between the Cohorts. Some possibilities are: a change in the nature of those who are selected; a change in the messaging during attraction, selection and induction; or no difference between Cohorts but rather a change in individuals' expectations at different stages in the process (i.e. Cohort 3 Fellows may change their views as they experience New Zealand and are further inducted to the EHF/GIV opportunity). The evaluation will continue to explore this in future years.

## Long term outcomes, higher order impacts and policy intent

In the previous section we discussed some of the many pathways to future impact that Fellows are pursuing.

We have observed through the first year of the evaluation that while foundation assumptions and early outcomes set out in the Intervention Logic generally resonate with programme stakeholders, it is less clear whether there is a shared understanding about the intended higher order impacts for New Zealand. Specifically, we see some stakeholders placing a greater emphasis on social and environmental impacts as indirect routes to economic impact, and as end goal impacts themselves – more so than was envisaged at the programme outset.

There could be several reasons for this divergence, for example it may reflect:

- a *broadening* of the original policy intent as implementation of the project transitioned from the policy partner to the delivery partner
- an *incomplete* Intervention Logic that does not reflect all stakeholders' views of the original policy intent.

Regardless of the reason for the divergence, if Fellows have a strong focus on non-economic impact, for its own sake or as an indirect route to economic benefits, then the programme may be undervalued if these impacts are not quantified and explored. It is timely for MBIE to revisit this discussion as stakeholder understanding of the policy intent inform messaging and candidate selection.

## Inputs and activities: Programme components

When identifying the components of the programme we consider what would be required to replicate the programme elsewhere. To this end, we see through implementation that some aspects of the programme design are more fundamental to the success of the programme than may have originally been envisaged. In particular, the Fellowship and Cohort approach and the inclusion of New Zealand Fellows in the Cohorts.

Without the Fellowship, the GIV would be a substantively different programme.

*I see the Fellowship and GIV as distinct but they help reinforce each other.*  
[Fellow]

As well as being a practical way to deliver selection and integration in waves and to implement real-time improvement, the Cohort approach creates a sense of a community within a community. Fellows can connect with other members of their Cohort on a scale that would not be achievable across the entire Fellowship.



By including New Zealand Fellows in each Cohort, they become both part of the intervention, as they serve a critical function to integrate and support migrant Fellows, and part of the group that is receiving that intervention, as they are catalysed or accelerated in delivery of their own venture through their involvement.

In our view, the centrality of the New Zealand Fellows to the initiative, both in delivery and as a source of outcomes, has been underplayed in previous iterations of the programme design; and as such may be undervalued in the evaluation of the programme. It would be timely to reconsider the role of the New Zealand Fellows and adapt the Intervention Logic accordingly.

### Where to next for programme design?

It is common for a programme to evolve over time – particularly during the step from design to implementation as previously theoretical assumptions are tested in real world situations. There is no reason to think that an innovative programme focused on innovation should be any different.

To ensure the ongoing integrity of the programme, and that the evaluation remains relevant and useful, it is timely for MBIE to revisit the programme design. Specifically, to make sure:

- the policy intent continues to reflect the aspirations of the key stakeholders (in detail and in emphasis)
- as the programme evolves through implementation, it remains focused on the policy intent
- as the programme evolves through implementation, the changing approach is captured and continues to be plausible for achieving that intent (for example the emerging role of the New Zealand Fellows)
- the Intervention Logic evolves also, to reflect changes that are agreed by partners over time, both as documentation of the programme's evolution and to ensure the evaluation assesses the full value of the programme going forward.



# APPENDIX 1: INTERVENTION LOGIC

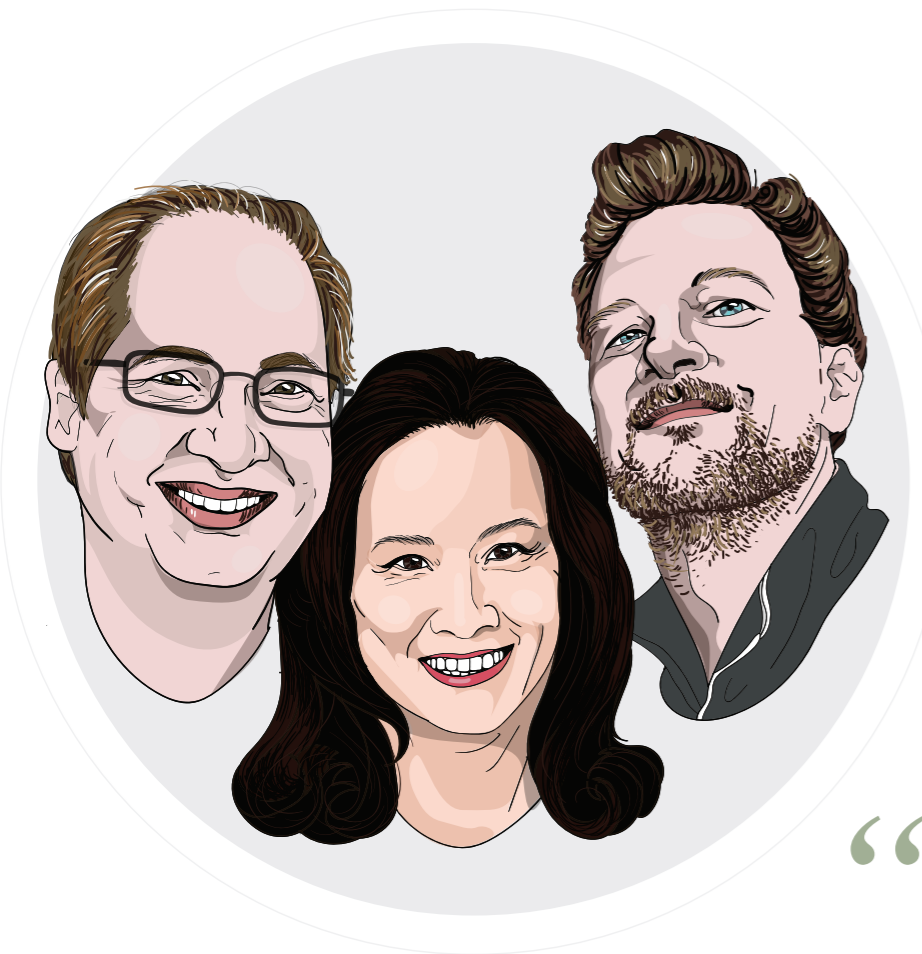






# APPENDIX 2: VIGNETTES – SNAPSHOTS OF MIGRANTS’ EXPERIENCES





# SPACE BASE

**EHF COHORT:** 1  
**FELLOW TYPE:** Entrepreneur team, international.  
**MEMBERS:** Emeline Paat-Dahlstrom, Eric Dahlstrom, Rich Bodo.  
**COUNTRY OF CITIZENSHIP:** USA and Philippines.  
**PATTERN OF UPTAKE:** Emeline and Eric have relocated to New Zealand, Rich contributes remotely.  
**VIGNETTE FOCUS:** Sector building and impact tracking.

“ Our success is not measured as profit. ”

I'm surprised when I manage to get SpaceBase Ltd co-founders Emeline, Eric and Rich on an hour-long video call... together. I'm not just surprised because we managed to easily arrange a three-way call across two time zones and three cities (Em and Eric have relocated to Crofton Downs, while Rich works remotely from California), I'm surprised because a quick glance through the SpaceBase website and Facebook page makes it clear that these are three very busy, ambitious and productive people.

SpaceBase – the trio's NZ-based venture whose mission is to “democratize access to space for everyone by co-creating a global space ecosystem to serve entrepreneurs in emerging space industries, starting in New Zealand” – was incorporated in NZ in November 2017, just 5 months after the trio were granted their GIVs and just 3 months after Em and Eric relocated down under. Seeing no ideal legal structure available in NZ, they legally formed SpaceBase as a Limited Liability Company, but plan to run it as an impact organisation. “Our success is not measured as profit”, they tell me.

So how is success measured, I wonder? While it is early days in the scheme of sector building, for SpaceBase impact isn't for later. They are currently designing metrics that will help them to track both their direct impact (for example, through the entrepreneurs and individuals that they mentor) and the impact they hope to catalyse in others that will grow New Zealand's Space sector overall (for example, the number of students focusing on careers in science and space; local and international investment in space industry; number of space-related businesses and start ups).

If the early signs of impact are activity, then the trio are off to a good start. To date they have, amongst other things, incorporated a company, established a directory of over 170 NZ

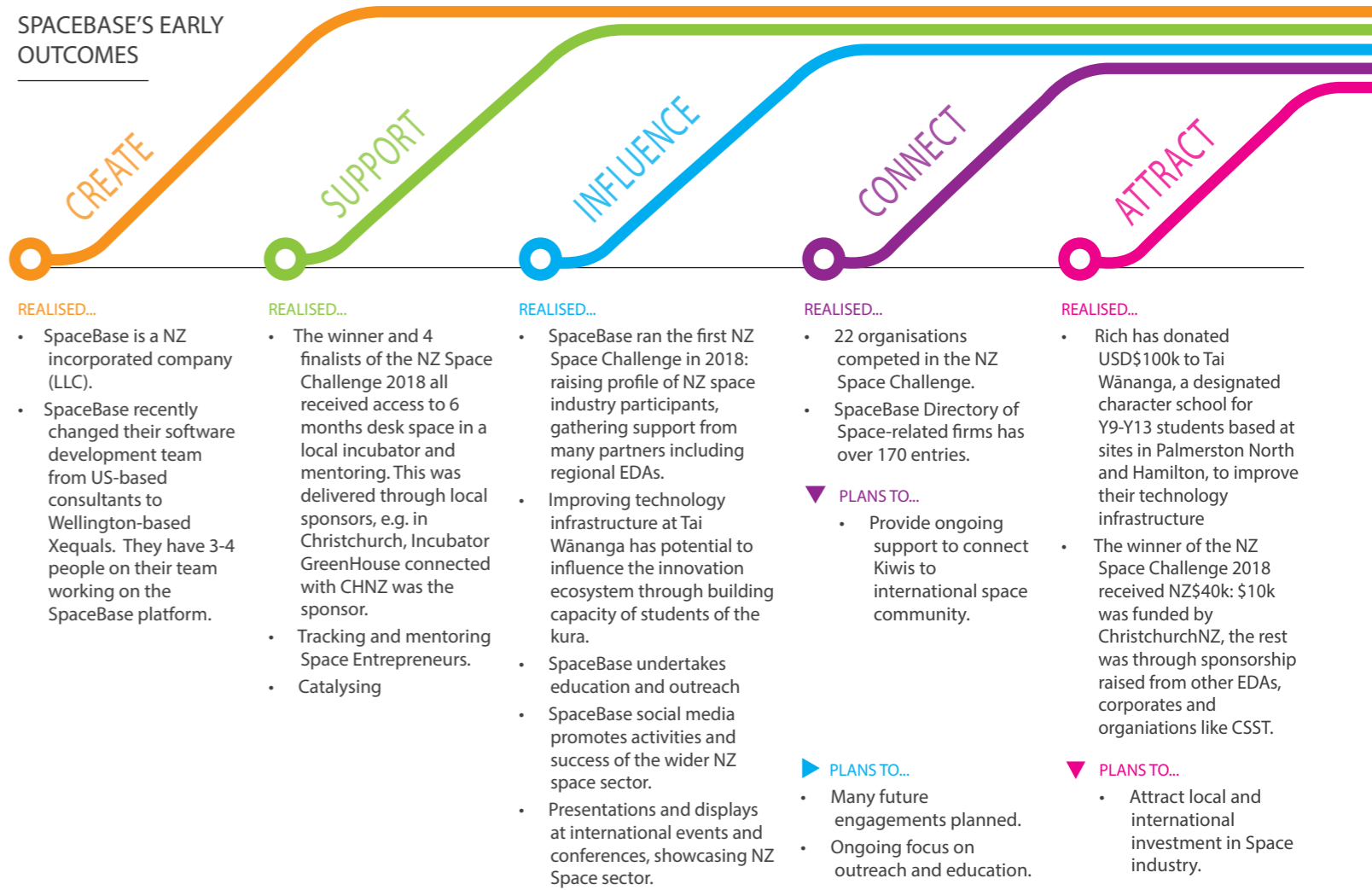
Space sector firms, created (and populated) a public calendar for space events, spoken at more than 45 national and 7 international events, and partnered with ChristchurchNZ and numerous regional Economic Development Agencies to initiate NZ's first Space Challenge.

The NZ Space Challenge is a good example of the many routes to impact that the trio are pursuing. The Challenge asked applicants to use space data and space technologies to solve the real world problem of keeping scientists safe from crevasses while navigating Antarctica. 22 NZ firms entered the Challenge, from across the regions of New Zealand, and 35 government and non-government partners co-sponsored it. As well as awarding a \$40,000 cash prize to the winner, and 6 months of mentoring and incubator space to the winner and 4 finalists, the Challenge is an example of the sorts of educational programmes that SpaceBase seek to initiate and iterate. Directly, the Challenge should result in a life-saving solution to a real-world problem – “the winner is about to test his technology in Antarctica”, I'm told. Indirectly, it will lead to growth in the sector in many and varied ways – “[like] the NZ Student Space Association that was set up by some students coming out of a meeting that we had with them”.

By the end of my interview with SpaceBase, I am no longer surprised that they created the time to talk with me. Their model for impact has its foundations in people and relationships – they have jumped in with both feet to catalyse, support, connect, advise, mentor, promote and inspire people from all corners to build a bigger and better Space sector in New Zealand.

We already see the early outcomes emerging from the relationships SpaceBase is building and the activities they have initiated. Time will tell how those outcomes translate to impact.

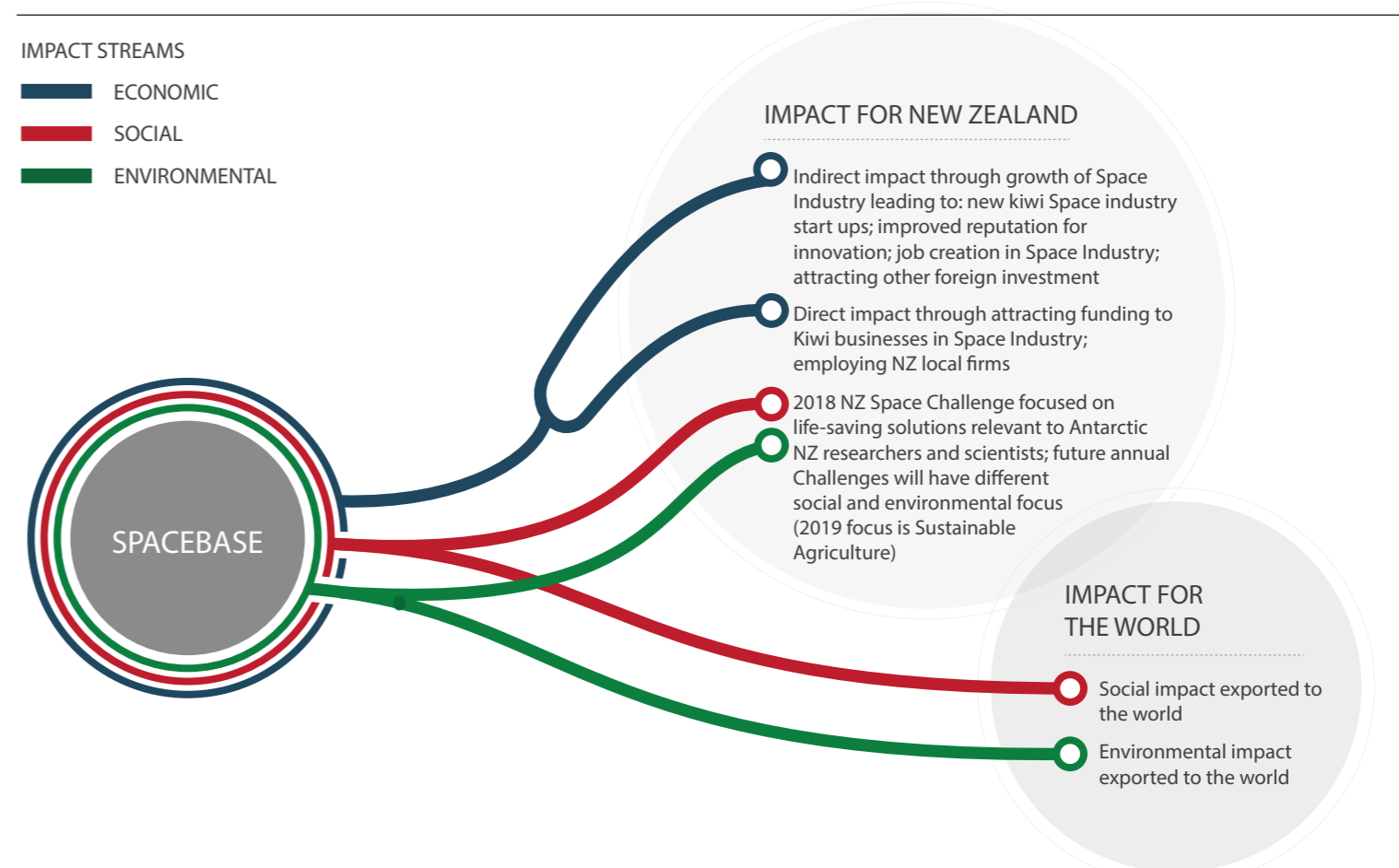
## SPACEBASE'S EARLY OUTCOMES



## SPACEBASE'S PATHWAYS TOWARDS FUTURE IMPACT

**IMPACT STREAMS**

- ECONOMIC
- SOCIAL
- ENVIRONMENTAL





# ANDREW HOPPIN

EHF COHORT: 1  
 FELLOW TYPE: Investor, international.  
 COUNTRY OF CITIZENSHIP: USA  
 PATTERN OF UPTAKE: Frequent short trips  
 VENTURE: GlobeHoppin  
 VIGNETTE FOCUS: EHF role, early outcomes, success measures.

“I enjoy contributing to people and ideas and cultures... I perceived a high level of opportunity to do that here.”

As a self-proclaimed 'Impact Junky', Andrew Hoppin found a good fit with the GIV. "Part of my theory of change is not only contributing to others, but getting to invest in building the organisational capability to impact a lot of people. EHF has turned out to be a remarkably high-leverage organisation in this regard."

As the firstever Chief Information Officer of the New York Senate, Andrew has extensive experience of accelerating innovation and bringing tech solutions to civic issues. He sees the EHF role in this space as unique, and a key contributor to the rapid relationship-building that has led to tangible early outcomes for him so far. "In the GovTech world there are peer relationships often built through conferences that are thematically rather than geographically focused. It can be hard to build sustained, trusted relationships outside of a funded contracting relationship, or a one off 'met you at a conference'. That is what is unusual about EHF – there is a deep shared intention, drawing from a global community yes, but that is geographically focused in NZ, and also not transactional... This fosters building sustainable high-trust relationships at scale that "I believe will deliver superior results."

For example, I might have met Takiwā's Founder Mike Taitoko at a conference – chances are that I wouldn't have, but maybe – and maybe we would have had the time to happen to get to know each other and maybe he would have followed up with me to get advice. But at New Frontiers we had not only an opportunity to spend some more deep focused time with each other but we knew we would see each other again regularly, because I now return repeatedly to NZ – it thus became more viable for him and more meaningful for me to take on an advisor role, because of the regular points of overlap we would have, and because of the intention we share to innovate and contribute in NZ for NZ, even though I don't live in NZ. Because of this unusual context and shared set of values, we built a relationship that was less transactional in context than is typical and thus, I believe, more likely to deliver sustained impact."

Early signs of impact for Andrew as an Investor Fellow are promising. In addition to supporting Takiwā, Andrew has invested in a kiwi-Fellow's firm 'A Little Bit Yummy', and has served as an advisor to LightningLab as they set up their GovTech accelerator – including supporting Iwi and Government entrepreneurs to focus and frame their ideas so that they are accepted onto the 2018 GovTech programme, and creating an opportunity for Lightning Lab leadership to visit the US to be in residence in an academic GovTech think tank in New York. Additionally, Andrew and two other EHF Fellows are also in the process of creating an investor syndicate for investor Fellows to bring capital to NZ.

While early signs are good, Andrew takes a broader view when he tells me how he will assess whether the GIV opportunity is ultimately a success for him over the longer term. Specifically, Andrew will be considering what he has been able to learn, the impact he has had and the quality of his experience along the way:

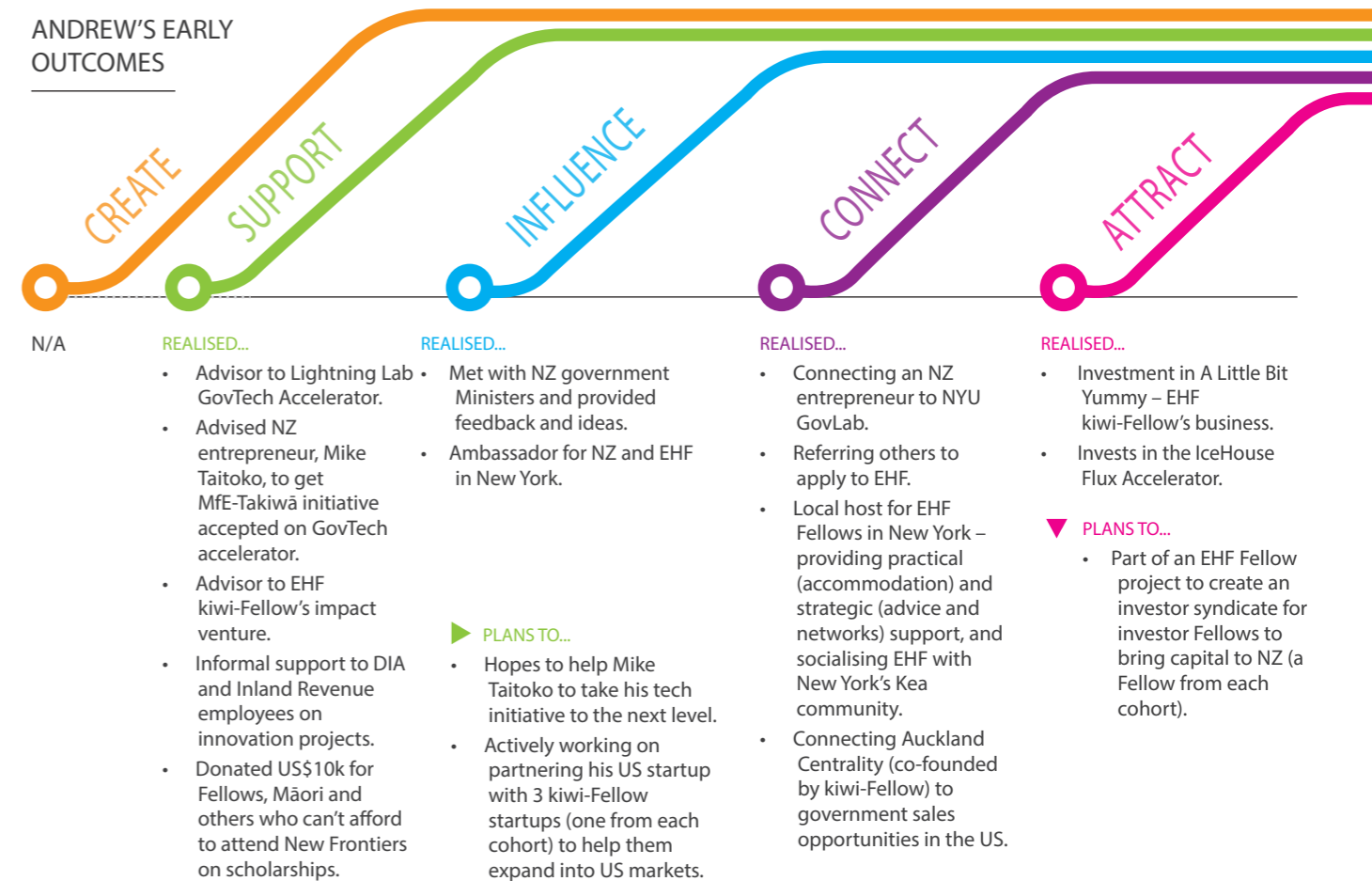
• "I love being exposed to new people, and ideas and places and cultures. So I wanted to open myself up to a new part of the world and new ways of thinking... broadening my horizons and opening up to a global community has very much happened by dint of the regional focus [of the EHF/GIV programme], coupled with the fact that the EHF network is truly global."

• "I'm motivated by impact, and I perceived a high leverage impact opportunity here, because the EHF/GIV programme is designed to benefit NZ first and foremost, but in a manner that it can be a visible exemplar and in turn can benefit the world."

• "The experience should be fun, enjoyable and uplifting. My experience as an EHF Fellow is profound in part because it is an unusual coupling of measurable impact with deep values alignment."

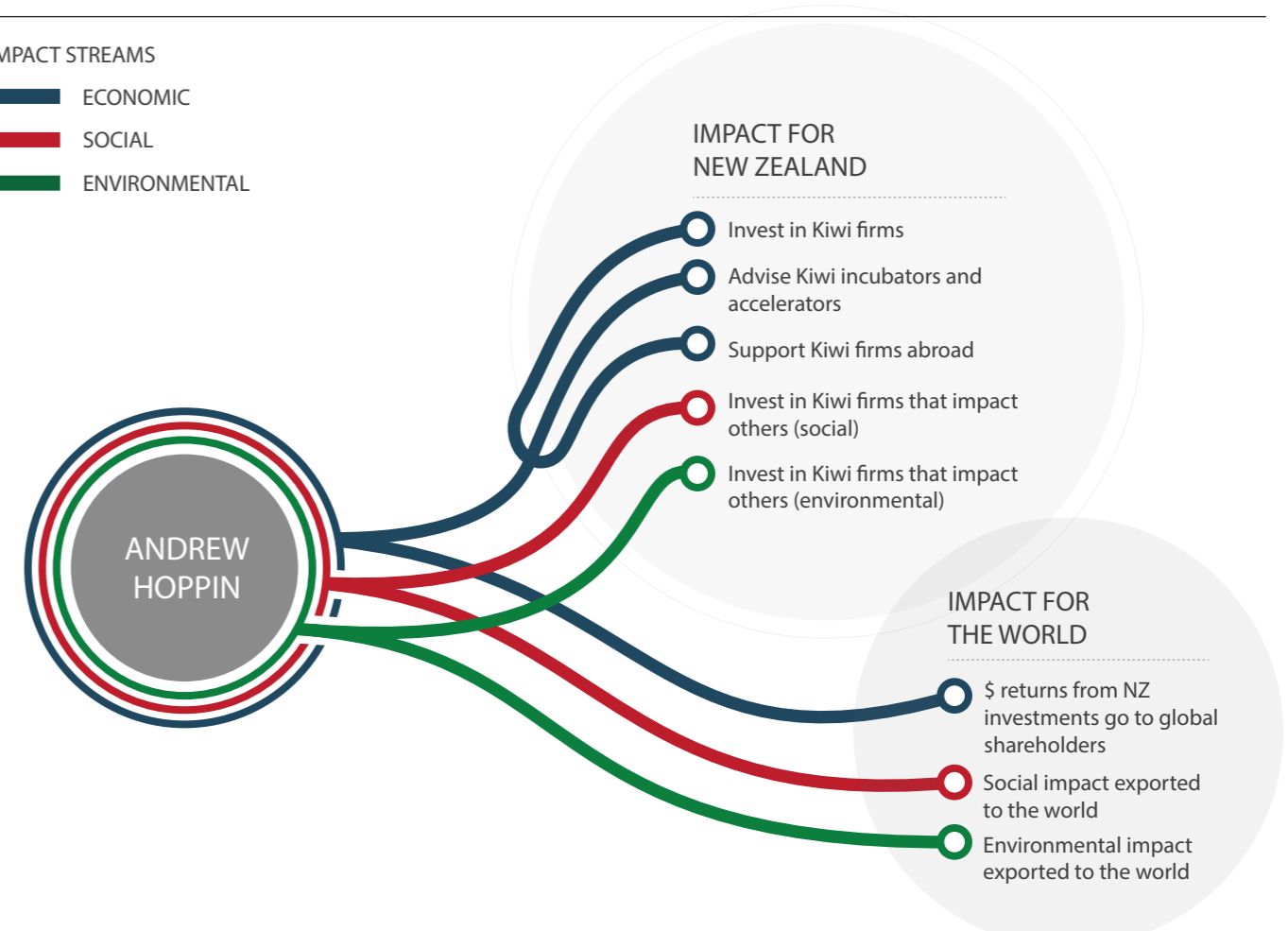
In summary, Andrew is looking for an experience of personal growth, through which he can have lasting global impact, borne out of contributing meaningfully and measurably to NZ.

## ANDREW'S EARLY OUTCOMES



## ANDREW'S PATHWAYS TOWARDS FUTURE IMPACT

IMPACT STREAMS  
 ■ ECONOMIC  
 ■ SOCIAL  
 ■ ENVIRONMENTAL





# DENISE CHAPMAN WESTON

EHF COHORT: 1  
 FELLOW TYPE: Entrepreneur, international  
 COUNTRY OF CITIZENSHIP: USA  
 PATTERN OF UPTAKE: Frequent short visits to NZ  
 VENTURE: Apptivations, Impact Attractions, Infinite Kingdoms  
 VIGNETTE FOCUS: NZ embracing innovation; Bringing new experiences to NZ and globally

“I don't think I would have come up with Impact Attractions if the EHF induction hadn't happened to me.”

Denise is both an inaugural member of the EHF fellowship, and the first ever migrant to enter New Zealand on a Global Impact Visa. Her description of her experience at Border Control illustrates both her humility at being offered a GIV and how innovative the GIV is for New Zealand. “I feel very lucky. I really appreciate what I have been gifted and I don't take it lightly; as a member of the first cohort and the first to enter the country with the GIV. I was going to New Zealand for work and had decided to present my visa. It is usually no problem, I just present my passport, but my experience of having the GIV checked was different – it created an excitement at the Border. I was being congratulated by the patrol as it was the first one they had seen. There was a lot of fun and it is not something that would normally happen at my Border – to have officials excited to welcome someone from another country like that. I was delighted. The GIV is exciting and NZ embraced it.”

Denise moved quickly to take up the visa, and she has continued to move quickly in business since then.

Denise is a “Playologist” (an expert in the science of play and engagement), for whom playing isn't all about having fun. She is a seriously accomplished inventor and entrepreneur, with more than 120 patents to her name. Yet, even with a demonstrated track record of innovation and business success, Denise joined the EHF without a clear idea of her own pathway to mission-driven impact. It was only through immersing herself in the EHF Welcome Week induction and meeting other cohort 1 Fellows that she discovered how her own social conscience would translate into a profitable initiative that would also have impact for the greater good: the world's first ever net zero energy amusement ride – Impact Attractions – which has potential to transform the theme park industry. “In the theme park world, our industry is new to considering sustainability and the way that we approach it is that we limit our drinking straws and have recycling bins – the small growth model. Now, because New Zealand and inspired by its aggressive growth, we are bringing to the industry this year ‘Impact Attractions’ – which will be the first rides to use net zero energy... I don't think I would have come up

with Impact Attractions if the EHF induction hadn't happened to me”.

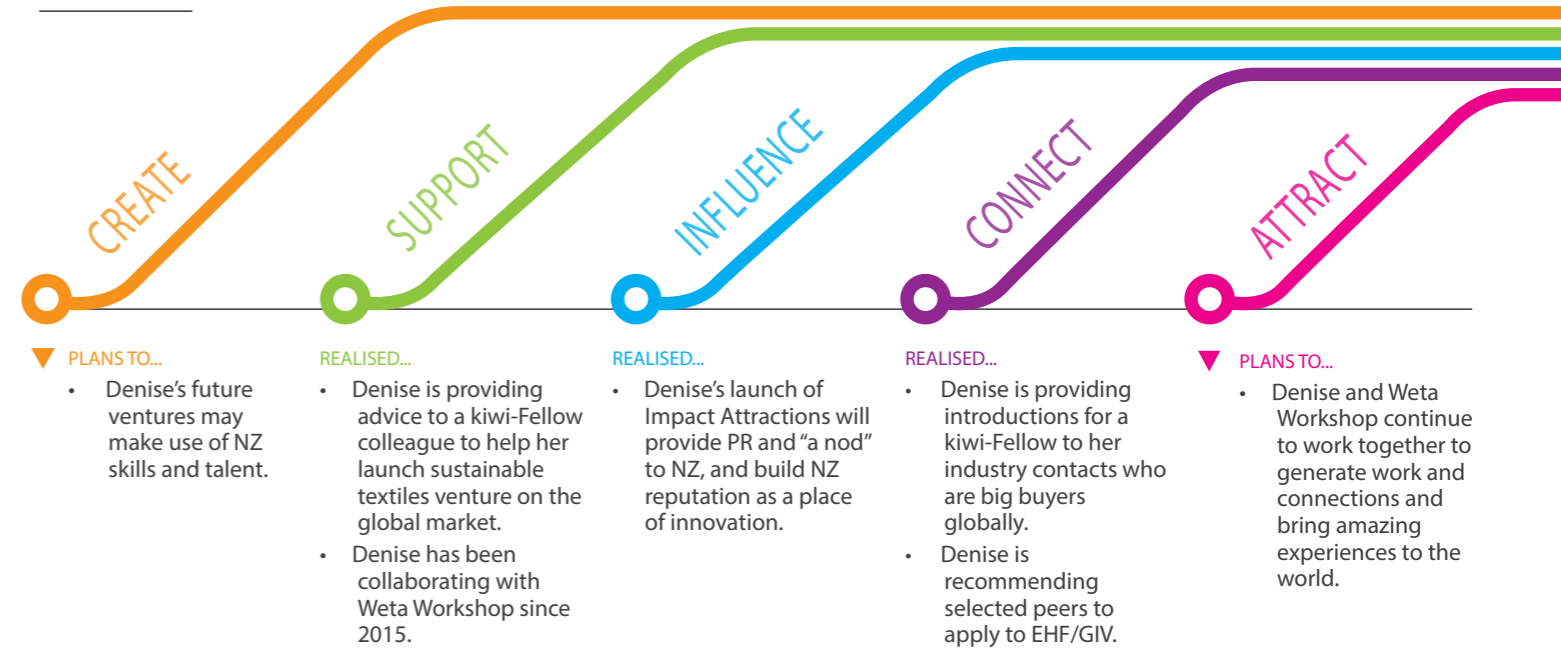
As someone senior in the EHF Fellowship, Denise has been creating businesses and having success for many years. She expected to join her cohort as a mentor but quickly discovered that the Fellowship provided an opportunity for her to grow as well. “I thought I would take others under my wing – that would be my goal and role... I learned I had so much more to learn from these people and welcomed the opportunity to look at New Zealand as my teacher, not necessarily the other way around... The sharing culture of New Zealand is not like my culture. I was a student of New Zealand – its culture, its indigenous people and its global view. It inspired me to the point that this year I am excited to bring to my business New Zealand features”.

Denise feels a great commitment to New Zealand and a responsibility to make the most of the opportunity that comes from the visa that she has been ‘gifted’. It ended up not being ideal to use New Zealand talent to design and manufacture Impact Attractions – “when it comes to manufacturing Impact Attractions, it will be a premium cost attraction costing \$US0.5-3m per attraction with 200-300 to be built, I started using EHF sustainability contacts but it got really complicated very quickly and I had to hire experts with traversing engineering skills so I could move fast”. However, Denise sees indirect benefits for the New Zealand economy stemming from the PR and reputational boost associated with being the inspiration for a significant new invention.

Denise moves quickly when she has an idea. While it is unlikely she will manufacture attractions in New Zealand in future, she admits to not knowing what her next invention might be and how her taking up the GIV may benefit NZ in the future.

In the meantime, Denise says the real opportunity for New Zealand to see economic benefit from her participation comes from the work she is doing to support a kiwi-Fellow colleague from cohort 1. Denise is providing advice and valuable industry introductions to help her colleague launch her New Zealand-based sustainable textile business on the global stage... but that is another story.

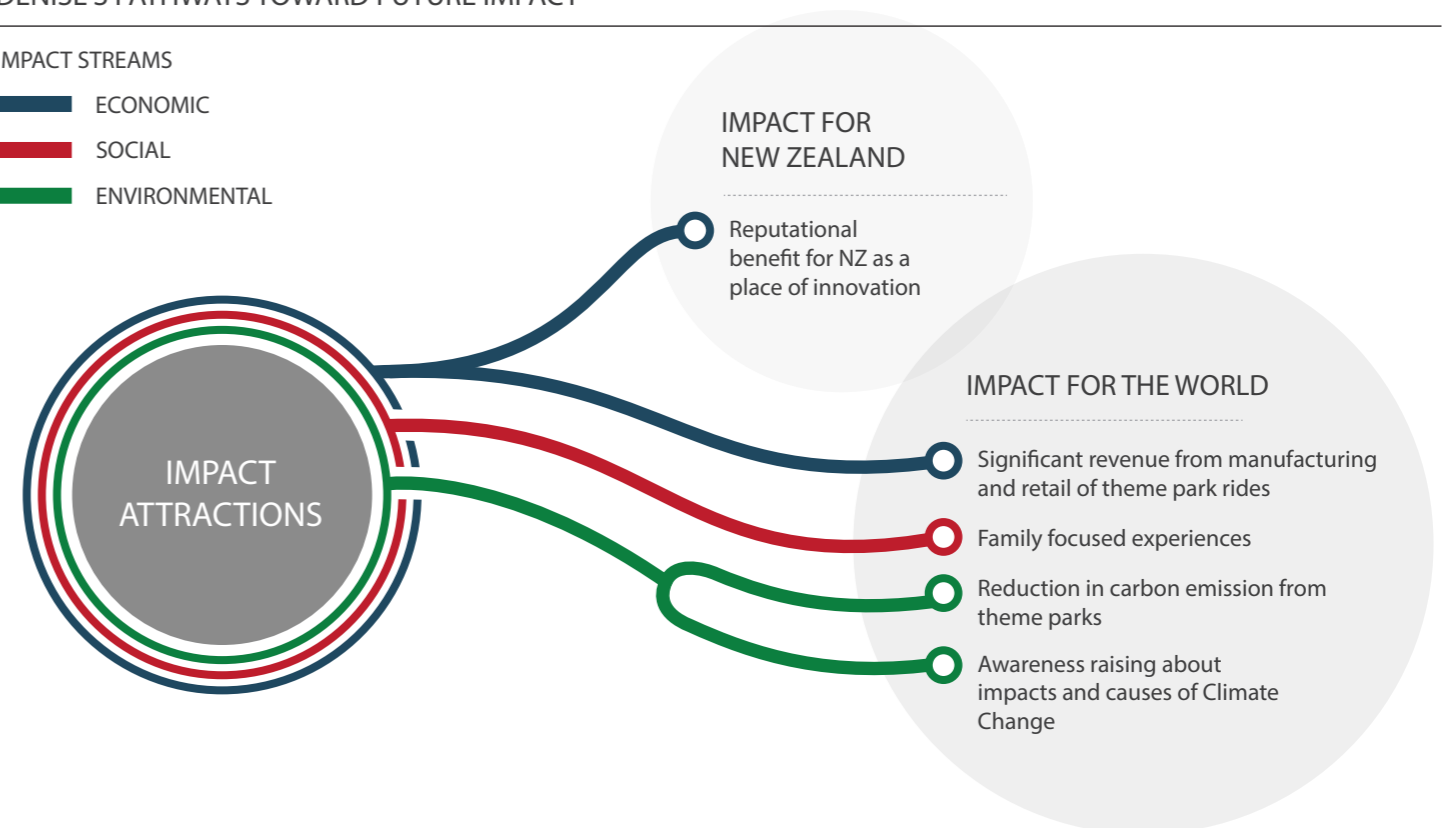
## DENISE'S EARLY OUTCOMES



## DENISE'S PATHWAYS TOWARD FUTURE IMPACT

### IMPACT STREAMS

- ECONOMIC
- SOCIAL
- ENVIRONMENTAL



### UPDATE – Denise continues to move quickly...

Since our interview, Denise presented Impact Attractions and Magic Campfire to New Zealand audiences at the New Frontiers conference. She was approached by three separate businesses who were interested in making Impact Attractions available in New Zealand Adventure Parks; and two museums who could see the applicability of Magic Campfire for creating storytelling experiences. “I didn't think the price tag and theme park experience models would be something that New Zealand is interested in, but being about physical activity and storytelling, they seem to have found a fit with New Zealand's culture.”



# SONYA RENE TAYLOR

EHF COHORT: 1  
 FELLOW TYPE: Entrepreneur, international.  
 COUNTRY OF CITIZENSHIP: USA  
 PATTERN OF UPTAKE: Relocated to New Zealand.  
 VENTURE: The Body Is Not An Apology.  
 VIGNETTE FOCUS: Connecting social and economic outcomes.

“ I’m innovating how we think about social justice. ”

When I talk to Sonya it is a sunny morning and she is sitting on the deck of her home on Waiheke Island, framed by a luscious backdrop of rolling hills and native forest. She has recently returned from a speaking tour of the US to launch her new book, *The Body is Not An Apology*. Our first few attempts to have this conversation were cut off by flight delays and contracted windows between engagements.

Now, however, Sonya is back in her newly chosen homeland and telling me about how she plans to create a sustainable business model for promoting enabling radical self-love and body empowerment to address global social justice challenges.

“I run a digital media education company where we explore issues of body and identity and social justice. How major issues of oppression and inequity are impacted by understandings of our own bodies and understanding of the bodies of each other.”

Sonya launched The Body Is Not An Apology digital platform from the US in January 2015 and the site now has upwards of 700,000 readers per month. While to a New Zealander these numbers may look great, Sonya found it hard to break into funding markets in the US, where her visitors weren't seen to be a large enough proportion of the 79 million population to attract venture capital. This means that, to date, it has been a “bootstraps” company.

Sonya's recent initiative to implement a subscription model has been met with some success, but the biggest issues of capital and capacity remain. “Our model is shifting. One of the realisations of being here is that right now we don't have the capital to fund the model that we have. We are transitioning to more of an education based platform early next year. More digitised, not needing the same level of labour. [From] some of the information I have received since I have been here it makes sense to find something less overhead heavy... [There has been] a lot of in person work, workshops, presentations. That has always been a powerful and successful element, but it was just me in

50 states... I need resource and full-time staff”.

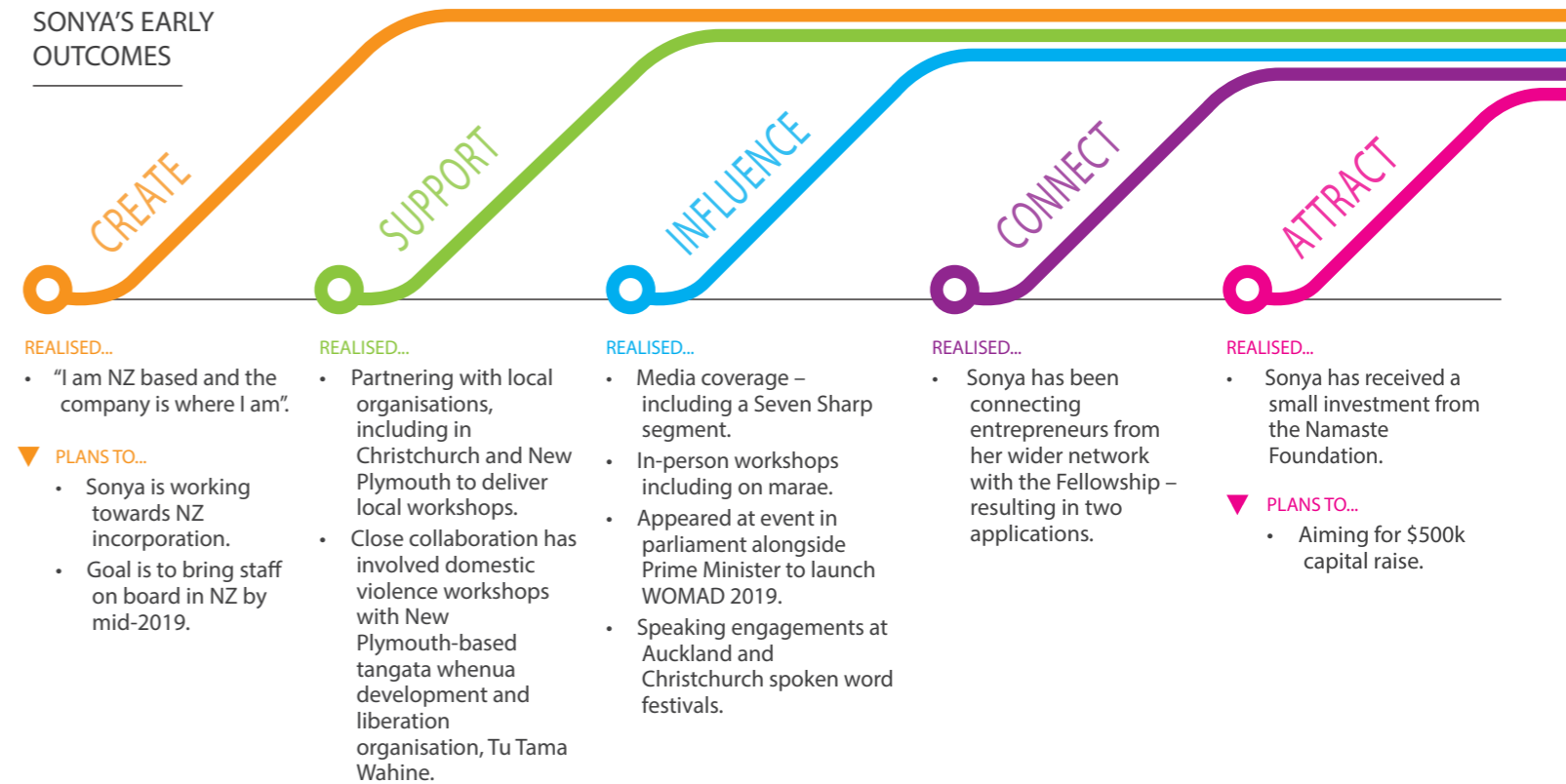
Sonya judges that she is a “little behind” where she expected to be at this point in her EHF/GIV experience, citing a 79-day book tour as one of the reasons. “I thought I would have raised some more capital by now.”

Sonya sees a clear, if indirect, link between the empowerment focus of her work and economic outcomes for New Zealand. “The applicability is across the human spectrum, including to specific issues here in Aotearoa that would be well served around this model. Certainly the issues between Māori and Pākehā culture and justice, high rates of suicide, I see some real ways in which the cultural landscape can replicate a sense of isolation... Even when a question is not about the body it is always experienced on the body. It is relevant to some of the biggest issues NZ is faced with – family violence, suicide, disproportionate health and social issues, immigration. The economic impact follows – suicide, for example, has direct economic outcomes on society, so when you see a lowering of disparate statistics amongst certain classes of groups, greater employment etc the economic impact [is clear].”

Sonya sees New Zealand not just as a place that needs her work, but also a place where her work could thrive. “I think NZ is small enough and astute enough to lead the world in equity measures...”

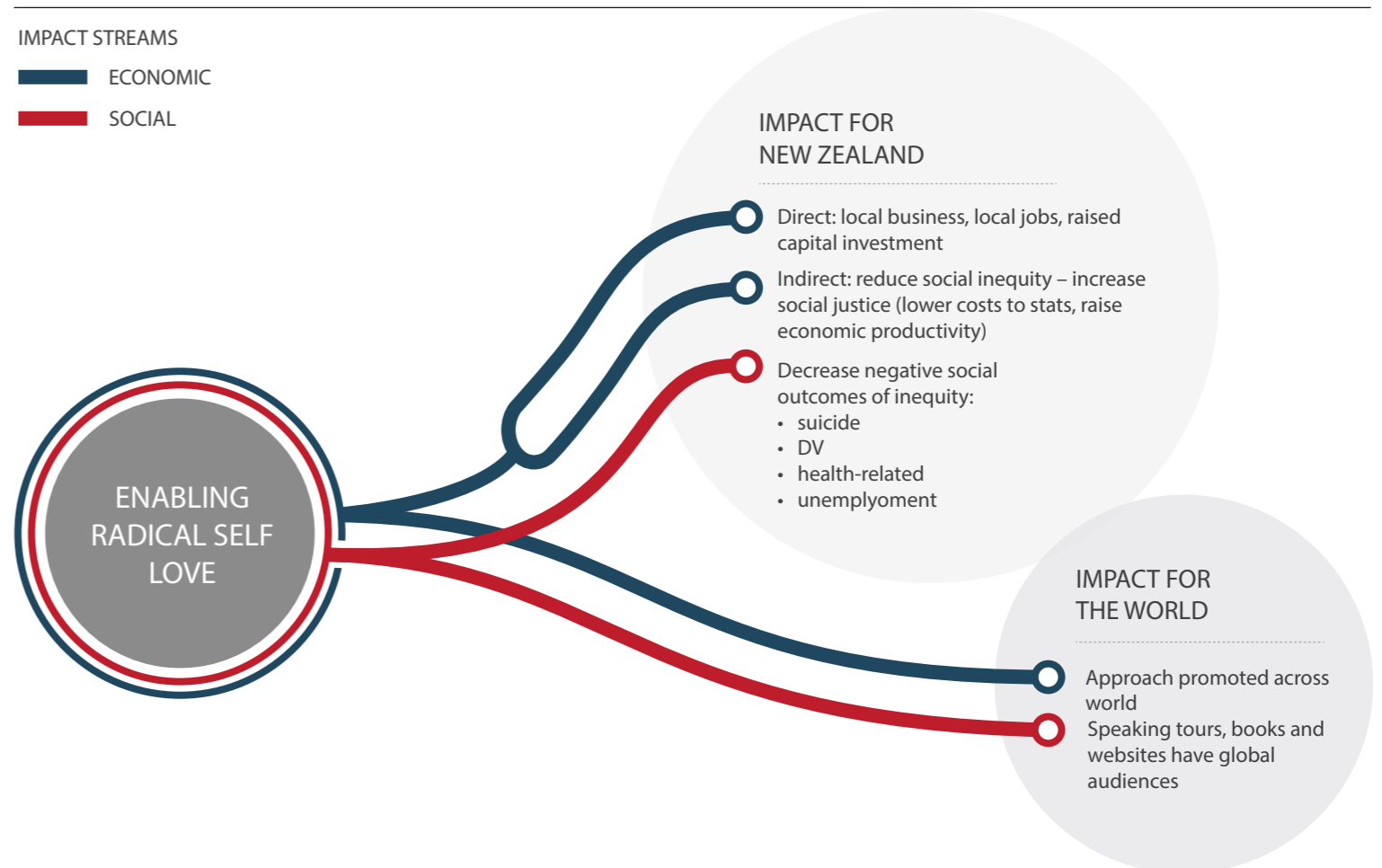
In part, it was the connection between social and economic impact that attracted Sonya to the EHF and GIV. While she sees pockets of integrated thinking, particularly in tikanga Māori, Sonya recognises that while New Zealand may be ahead of other places in some domains, even here that integration is not mainstream and she challenges us to broaden our economically focused definition of ‘innovation’ to include social and cultural innovation as well. “I’m innovating how we think about social justice”.

## SONYA'S EARLY OUTCOMES



## SONYA'S PATHWAYS TOWARDS FUTURE IMPACT

IMPACT STREAMS  
 ■ ECONOMIC  
 ■ SOCIAL





# DINA BUCHBINDER AURON

EHF COHORT: 1  
 FELLOW TYPE: Entrepreneur, international  
 COUNTRY OF CITIZENSHIP: Mexico  
 PATTERN OF UPTAKE: Annual long trips to NZ  
 VENTURE: Education for Sharing (E4S)  
 VIGNETTE FOCUS: Adaptiveness of GIVs, adapting venture to NZ.

“ We have trained hundreds of youth in the Americas and we have found the model suitable for NZ. ”

Dina is the founder of Education for Sharing (E4S) – an international, non-profit organisation that uses the power of play to form better citizens from childhood.

Through schools, teachers, families, and the whole community, E4S uses sports, science, art, project management and play to engage children and young people in thinking about local and global challenges – such as the UN Sustainable Development Goals – and the parts they can play in social change for the greater good. The potential is for impact at many levels: participants become “proud of who they are, where they come from and curious about others”; communities benefit from initiatives that are implemented by participants at a local level; and the model employs young professionals, who might otherwise be NEET, as facilitators in their local communities.

Before Dina joined the EHF Fellowship and took up the GIV, E4S had already been operating for 12 years, was established in 7 countries and had 110 full-time staff, benefitted over 1 million people.

Dina had a clear idea about her purpose for bringing E4S to New Zealand – “When I joined EHF, I had a clear vision of adapting Education for Sharing in New Zealand to work and learn with and [learn] from the Māori population and Pacific population and non-Māori/Pasifika as well... to work with these groups in New Zealand, and to work from New Zealand with the Pacific Islands.”

In spite of her international experience and clear vision, Dina found that when she arrived in New Zealand her plan developed to include two important aspects:

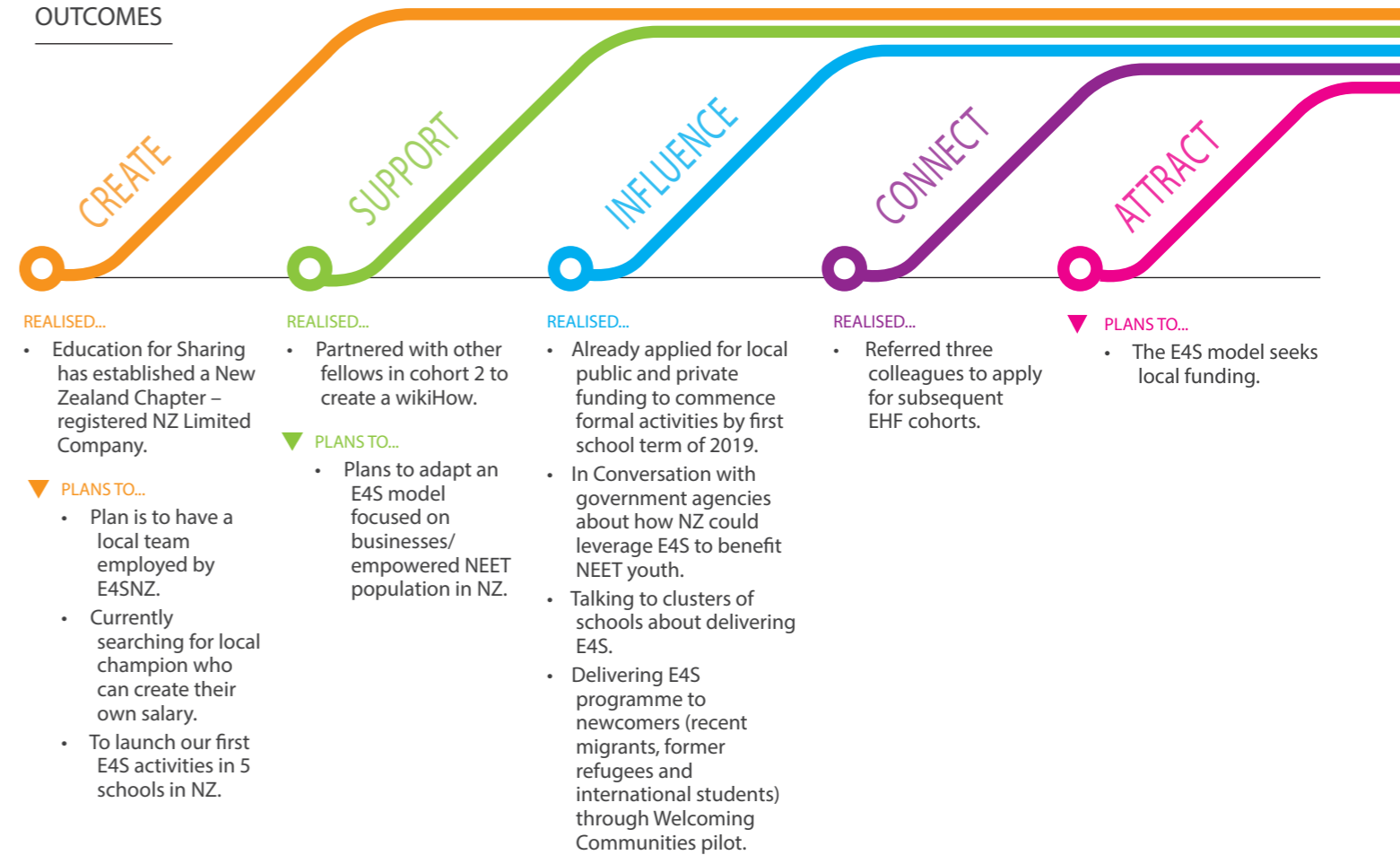
“First, I didn’t understand it would be so important to apply with

some members of my team – later on, two of my colleagues applied and are now Fellows as well. I really appreciate the flexibility from EHF [to understand] that you have some realisations afterwards [and that EHF adapt to those]. Second, we are seeing that our education model might be most useful in NZ to generate local community development, through training, empowering and employing the NEET population, with a special focus on Māori. Government agencies are working to offer a comprehensive alternative to involve everyone in the community, and E4S is a practical solution to engage NEET youth with employers offering training in key competencies, such as critical thinking, communication, and negotiation among others. We have trained hundreds of youth in the Americas and we have found the model suitable for NZ.”

E4S has already established a local chapter in NZ and is currently searching for a social entrepreneur to be the local champion who brings E4SNZ to life. This person must be committed to community transformation through the power of play, as well as an entrepreneurial mind - in order to generating connections and synergies required to operate the programme and build a strong and capable team. Dina hopes for E4S to be “a place where they can build a professional life and become the best version of themselves.”

As to the future, Dina tells me that right now she is juggling her New York and New Zealand work, with most of her team based in Mexico and others scattered in other countries where E4S works. “So what [my family and team] are trying to do is make a goal of spending 1-4 months every year in New Zealand. And so by the end of that time, we will evaluate the progress we have made and how feasible it is in different points of view to move towards permanent residency. We are definitely considering it.”

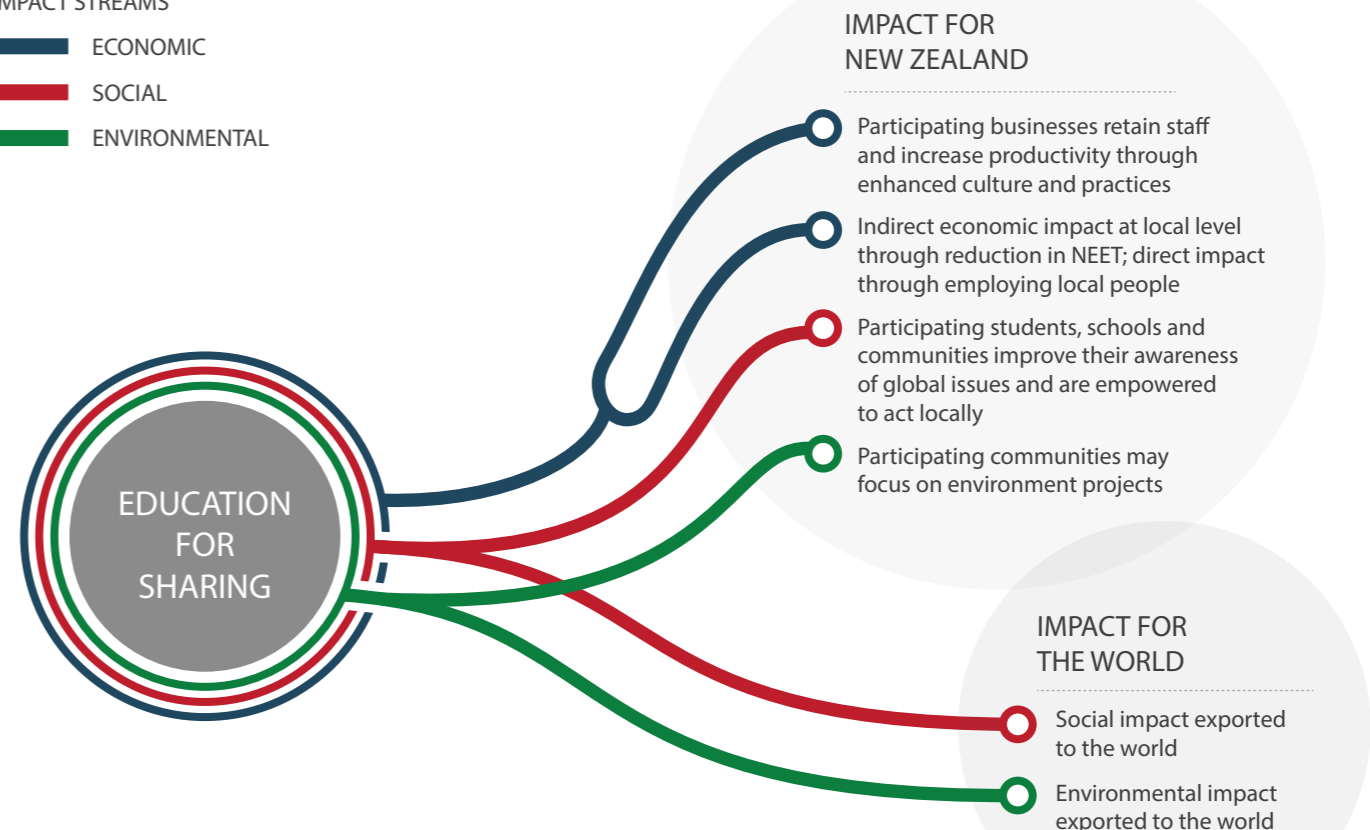
## DINA'S EARLY OUTCOMES



## DINA'S PATHWAYS TOWARDS FUTURE IMPACT

### IMPACT STREAMS

- ECONOMIC
- SOCIAL
- ENVIRONMENTAL





# SCOTT NOLAN

EHF COHORT: 1  
 FELLOW TYPE: Investor, international.  
 COUNTRY OF CITIZENSHIP: USA  
 PATTERN OF UPTAKE: Frequent short visits to NZ increasing over time.  
 VENTURE: Founders Fund & Halter.  
 VIGNETTE FOCUS: Unique behaviours driven by GIV vs other Visas.

“ [EHF/GIV is a] perfect fit for what I want to do. ”

It is no surprise to find out from Scott that when he heard about the EHF/GIV opportunity he thought it was a “perfect fit for what I want to do”. He is an aerospace engineer with deep pockets and a love for New Zealand. But what sets Scott apart from many other venture capitalists, and sets him together with the EHF opportunity, is his commitment to investing in companies that he believes are solving the world’s largest problems. It was with this agenda that Scott’s regular visits to NZ have evolved over the last 8 years from holidays focused on the great outdoors, through exploring viability as a base for business, to investment-focused relationship building and investment.

As a partner of high-profile US VC firm, Founders Fund, Scott had options about how he gained residence in New Zealand. He says that he would have “gone all the way down the investment class visa path” if the GIV opportunity hadn’t come up. For Scott though, the difference in requirements, process and structure surrounding the GIV is not trivial, and creates different incentives and different behaviours from investors.

Specifically, since being granted the GIV, Scott has participated personally and through Founders Fund in a series A investment in a kiwi agricultural robotics company, Halter. Scott reflects that under the investment class visa he might have invested more in NZ companies by now, but that his investment would not have been in a start-up, it would have been more conservative as the

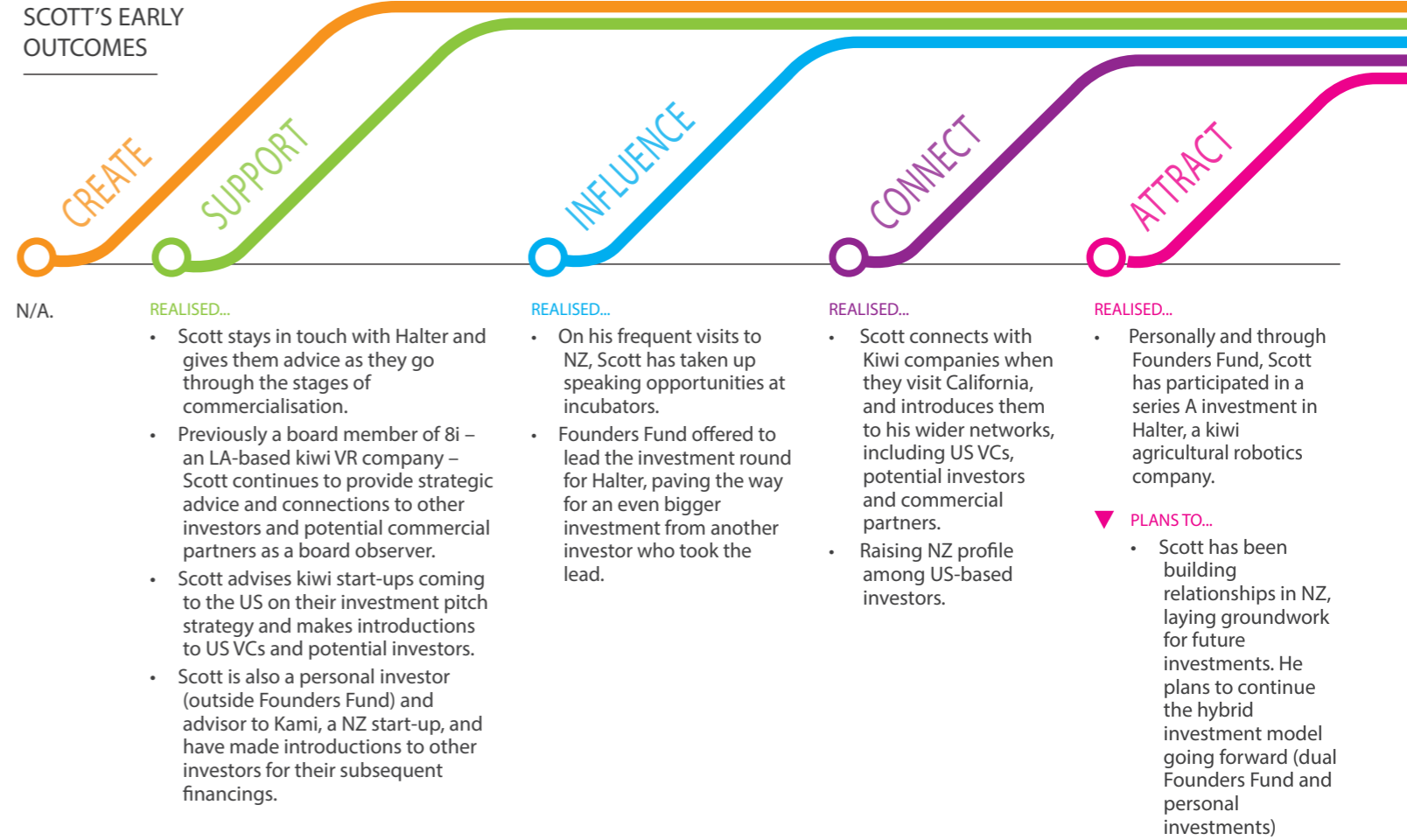
NZ\$10m requirement would have represented a larger proportion of his net worth and therefore a greater personal risk.

Scott stresses that unlike other VC firms, Founders Fund is specifically focused on “backing the founders of companies... and driving the narrative that they should run their companies as long as they want to.” This founder-focused approach to investment requires a relationship-focused approach to finding the next investment opportunity, which is something that the EHF approach to recruitment, selection and induction of Fellows has supported. “We are extremely focused on the founders of these companies. Having good relationships with founders before they need to raise money. Having friends in common... building longitudinal data over time... so that we can feel confident in that investment”.

The EHF Fellowship has quickly provided Scott with a supportive community of like-minded people and a huge number of connections. It’s a network that would not have been as easy to access for an individual investor turning up here alone. Perhaps this is why Scott has invested in a NZ-based venture so soon after taking up the GIV.

Right now, Scott needs to remain in California, but looking to the future he plans to continuously “ramp up” his presence in New Zealand: “by the end of year 3, I’ll be in NZ a large portion of the year.”

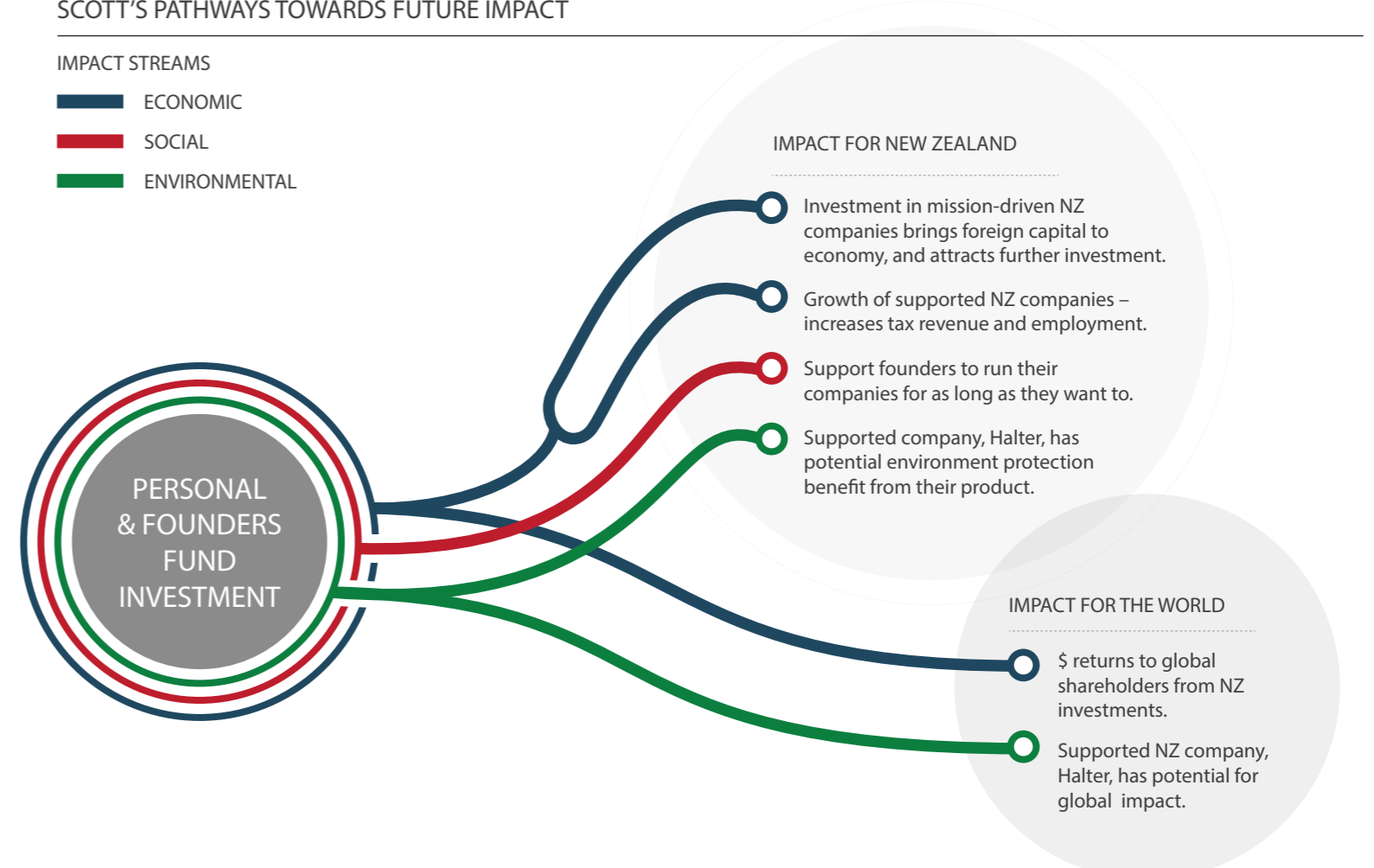
## SCOTT’S EARLY OUTCOMES



## SCOTT’S PATHWAYS TOWARDS FUTURE IMPACT

### IMPACT STREAMS

- ECONOMIC
- SOCIAL
- ENVIRONMENTAL





# JACK HERRICK

EHF COHORT: 2  
 FELLOW TYPE: Entrepreneur, international.  
 COUNTRY OF CITIZENSHIP: USA  
 PATTERN OF UPTAKE: Frequent visits to NZ  
 VIGNETTE FOCUS: Immediate vs long term venture impacts.

“...There is billions of dollars of innovation wantin to nd a home here.”

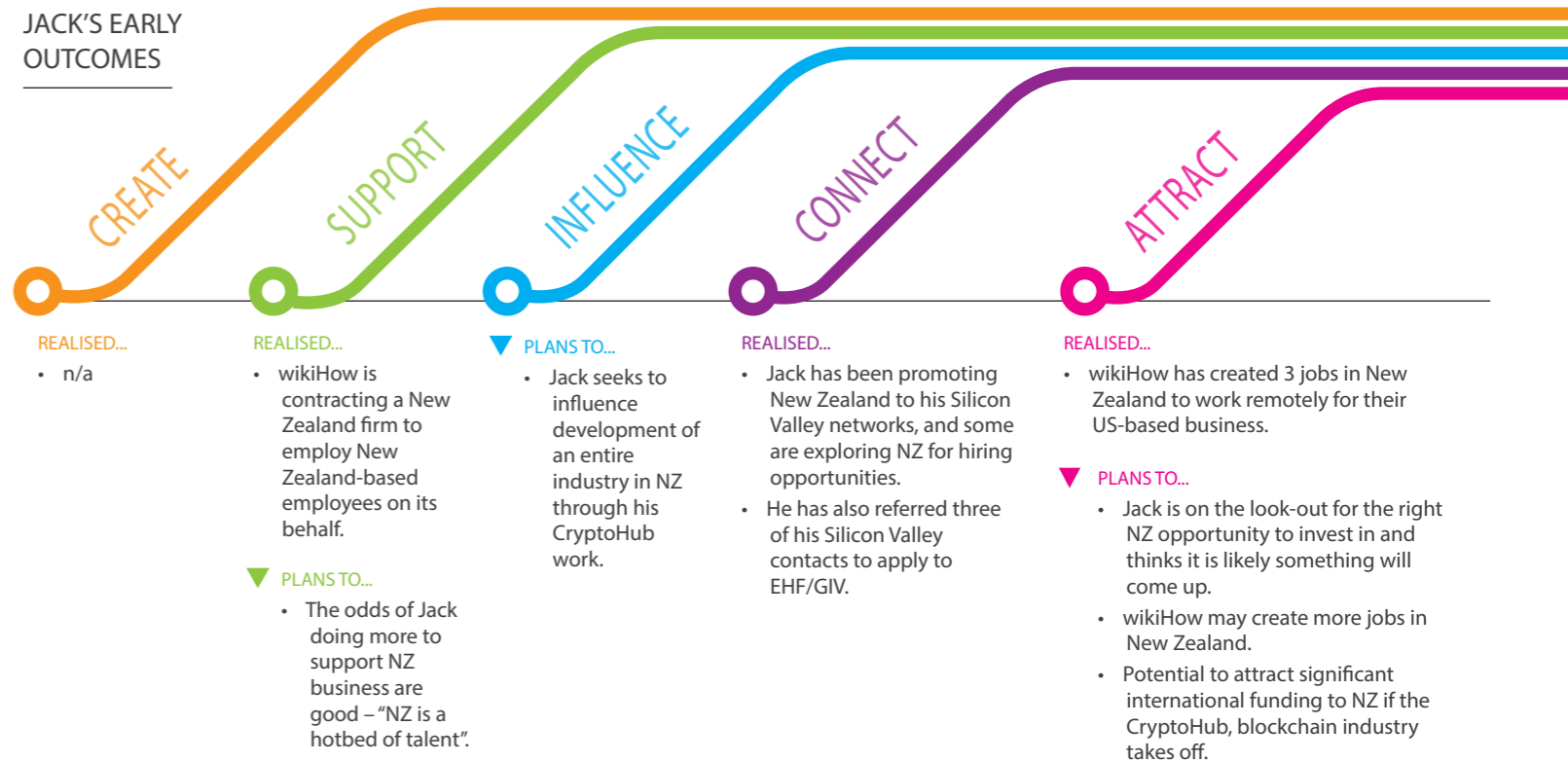
When I run an internet search to find out ‘how to write a vignette?’, the first search result I get back is a link to a wikiHow page with exactly that title. This gives you some indication of the reach of Jack Herrick, a cohort 2 entrepreneur-investor who co-founded wikiHow in 2005. Jack describes wikiHow as a for-profit company with a social mission: to give everyone on the planet a free practical education. Through Jack accessing a Global Impact Visa, wikiHow is currently working through an intermediary company to employ three people in New Zealand and has plans for further growth here.

Jack tells me that on wikiHow, he is “ahead of the game” compared to where he expected to be so soon after being granted the GIV, but his CryptoHub venture is slower to progress. And that isn’t really a surprise. Jack wants to share a role with other EHF Fellows in building New Zealand’s sector for innovating blockchain technology – to make New Zealand a global blockchain hub. “It’s a huge opportunity and there is billions of dollars of innovation wanting to find a home here”. Of course, any time you are talking about quasi-national level policy change, like the change that is required for blockchain, it is not a quick process and Jack’s expectations are set for it taking a fair amount of time.

So what attracted an already successful global entrepreneur to take up an opportunity to live and work in New Zealand? Quality and flexibility. “I was thinking about how to get more involved in NZ. When I learned about the GIV, it was like ‘this is the best way to get involved’. It was written to reflect the nature of entrepreneurship in general. Like the way it is structured with the cohorts and classes, the people I have met who are kiwi and non-kiwi. I was attracted by the quality of the people I saw in cohort 1; high quality people there. I knew I could trust if those folks did it, it would be good for me too.”

Jack is traveling to New Zealand three times this year, and hopes to increase his visits over time. However, as the co-founder of a venture with 25 employees across multiple countries and that seeks impact on a global scale, Jack’s intentions for future residence remain uncertain – “I don’t totally know how it will end up shaping up. It may be determined by how things end up being – what my life elsewhere in the world demands of me. That is one of the nice things about this visa – it enables a flexibility.”

## JACK’S EARLY OUTCOMES



## JACK’S PATHWAYS TOWARDS FUTURE IMPACT

IMPACT STREAMS  
 ■ ECONOMIC  
 ■ SOCIAL  
 ■ ENVIRONMENTAL

