CREATING AND SUSTAINING MOMENTUM

LEARNING BY DOING CHAPTER 5

Inspiring
Communities

A follow up to What we are Learning about Community-led Development

Citation

This document should be cited as "Learning by Doing: community-led change in Aotearoa NZ. Author: Inspiring Communities. Publisher: Inspiring Communities Trust, New Zealand. 2013"

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ABOUT LEARNING BY DOING: COMMUNITY-LED CHANGE IN AOTEAROA NEW ZEALAND

Inspiring Communities' mission is creating change through effective community-led development (CLD). We are a small, virtual organisation committed to catalysing, promoting, and using the application of CLD principles to create flourishing Kiwi communities with healthy people, economies and environments.

Learning by Doing is our second major learning publication, created to share diverse examples, stories, ideas, and results from community-led activity around Aotearoa New Zealand. We would like to acknowledge and thank all those who have generously contributed their learning, wisdom and time to enable the creation of this publication.

This take-out of Learning by Doing features the fifth of the book's six chapters. Themes covered in other Learning by Doing chapters are:

- Working Together in Place
- Community Building
- Leading in and Leaderful Communities
- Noticing the Difference Community-led Development Makes.

To purchase a hard copy of the full publication, please go to http://inspiringcommunities.org.nz/tools-resources-inspiring-communities-publications/learning-doing. By purchasing a copy of Learning by Doing, you're helping Inspiring Communities support and strengthen community-led development in Aotearoa New Zealand. If you'd like to talk to one of the Inspiring Communities team about CLD training workshops for your community or organisation, please contact us on exchange@inspiringcommunities.org.nz.

We hope this Learning by Doing chapter supports and inspires you to use community-led development to make positive change in your community. As always, we welcome your feedback and to hear what you're seeing and noticing about community-led development too.

Megan Courtney, Barbara MacLennan and Denise Bijoux.
Inspiring Communities Development Team
April 2013
www.inspiringcommunities.org.nz

Nā tō rourou, nā taku rourou
ka ora ai te iwi
With your food basket and my food basket
the people will thrive

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CREATING AND SUSTAINING MOMENTUM

Kua tawhiti ke to haerenga mai kia
kore e haere tou
He tino nui rawa ou maki kia kore e
mahi nui tonu

We have come too far to not go further
We have done too much to not to do more

(Ta Hemi Henare – Sir James Henare.)

WHAT WE'RE LEARNING ABOUT CREATING CHANGE AND SUSTAINING MOMENTUM

Because CLD is about changing whole systems, the work is long term. We face global and local challenges including climate change, growing inequity, and peak oil. As Michael Lewis and Pat Conaty assert in the introduction to their 2012 book The Resilience Imperative, "We should not expect to survive with any dignity if we continue what we are doing. Rather we must radically shift the way we see, think, and act in relation to each other and to the planet."[139]

While each community and CLD initiative will have its own distinct pathways, there are useful frameworks and insights that can help us on our diverse journeys.

The eco-cycle reminds us there are natural cycles of life, death and renewal that are mirrored in both our organisations and CLD endeavours. Each particular stage of the journey requires different skillsets, resources and approaches. While the work is often challenging and messy, there will be cause too for many celebrations along the way. There is no right place to start in CLD, neither is there a right place to finish. We can expect visions, actions, structures and processes to evolve and change in line with the ever changing community contexts, needs and aspirations.

Key Messages:

- Like nature, expect constant change in CLD and be prepared to proactively adapt and change.

- Use helpful frameworks like the 'eco cycle' of collaboration to understand the different phases of CLD. See where you are now and what resources, approaches, evaluation and leadership will likely be needed next.

- There is no right place to start in CLD. Begin from where you, your organisation or community is and weave CLD principles and practice into everything that happens - be bold and humble, and ensure that local residents and/or those with 'lived experience' are actively part of what happens. Have fun!

- Locally led action can be catalysed through use of visual images, stories, and timelines to re-kindle memories and focus/renew a shared sense of direction and progress.

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[139] The Resilience Imperative - cooperative transitions to a steady-state economy, 2012:1.

- Creating and revisiting community asset maps helps identify, build on and catalyse community strengths to celebrate positive steps forward.

- Regular communication is a vital part of keeping everyone connected and growing CLD supporter bases.

- Encourage and create local or sub-regional peer learning and support networks for CLD practitioners, to ensure people are supported, inspired and able to have fun learning and sharing together.

5.1 FRAMEWORKS FOR UNDERSTANDING THE CONTINUING JOURNEY AHEAD

At the core of CLD philosophy and approaches is a recognition that communities and neighbourhoods are unique living systems that are always changing. Knowing where your CLD initiative or collaboration may be in its life cycle, and anticipating what will be needed for the next phase can assist leaders, communities and organisations to recognise and 'make sense' of particular elements. It can also inform choices about what might

work for now. For example it can help with considering the type of leadership needed (as noted in Chapter 4), or the type of evaluation that may be most appropriate at different points in time.
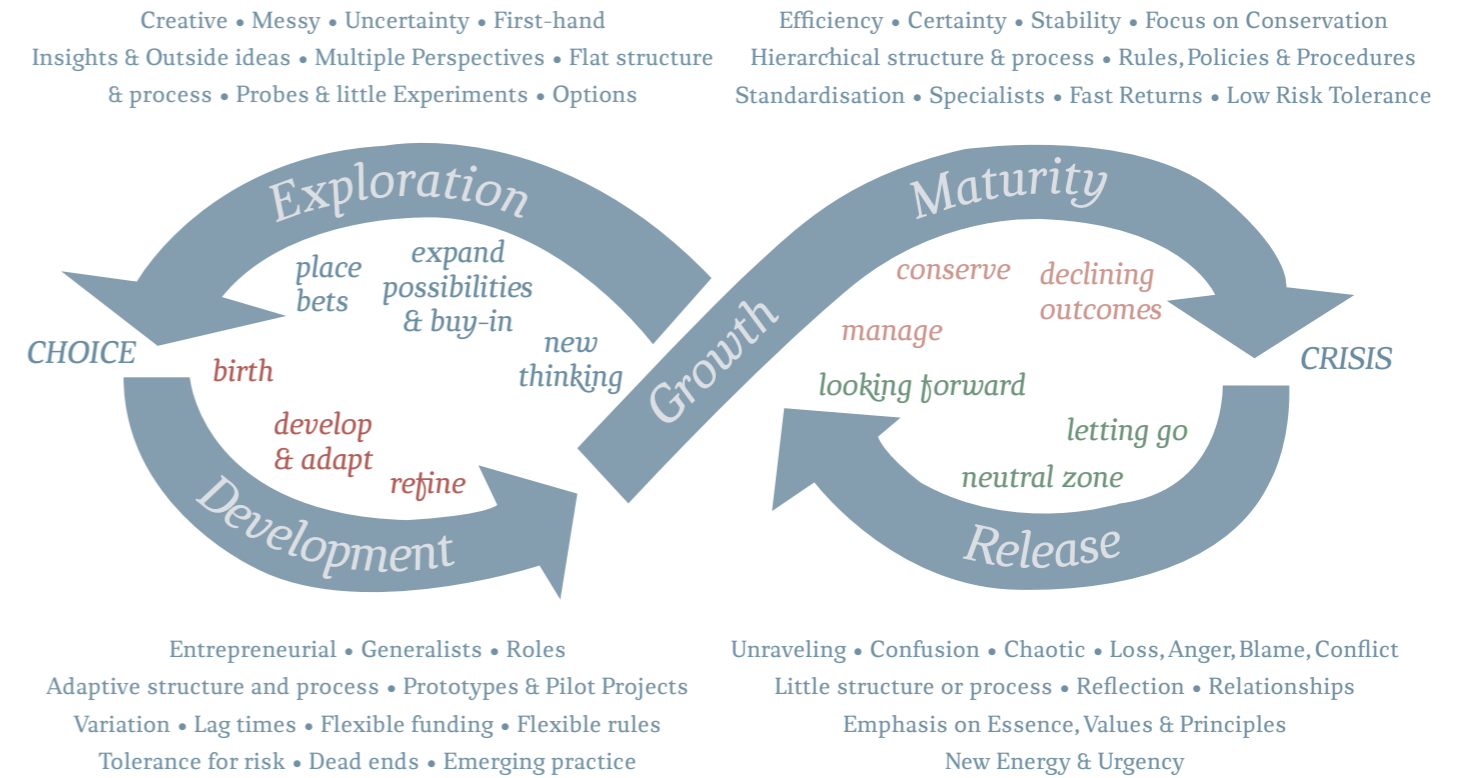
One of the most useful frameworks for CLD thinking is the 'panarchy' or 'eco-cycle' of collaboration. As noted in pages 46-7 of *What we are Learning* 2010, this tool is based around the life cycle in nature and notes four key stages of development: birth/exploration, development/growth, maturity, and decline/release, which in turn enable new life and growth, in an ever-evolving way. The eco-cycle reminds us that sometimes things need to die or wind up, in order to release energy and capacity for new things to emerge – that we need to 'let go' in order to 'let come.'

This internationally recognised framework is also mirrored here by similar local indigenous thinking. The Tipu Ake ki te Ora Lifecycle is a set of resources and knowledge developed in association with the people of Te Whāiti Nui-a-Toi. This tiny, proactive, largely unemployed rural community worked together to save their local school from

closure in the 1990's, and in doing so shifted student and school outcomes from failure to success at the very leading edge. In making this change, they drew on their traditional wisdom and their own internal and collective strength.

Tipu Ake is entirely holistic, driving visioning using the Māori concept of 'Ora' which is much more than wellbeing. It aspires to a state of wellness which embraces cultural, social, environmental and economic dimensions and is global, not just local. Drawing on the analogy of a living tree in an interconnected forest, the Tipu Ake leadership model[140] identifies seven inter-dependent levels, all of which must simultaneously be present and healthy. The model pays attention to the need for collective approaches. It identifies and illustrates the typical detractors (pests) at each level, that require attention to be kept under control. More importantly, it focuses on proactively planting the seeds for innovation and growth in all dimensions. There are many ongoing community initiatives in Whirinaki which continue to be firmly rooted Tipu Ake thinking - see http://www.kaitiakitanga.net/whirinaki.

Source: Mark Cabaj, Here to there, 2013

Creative • Messy • Uncertainty • First-hand Insights & Outside ideas • Multiple Perspectives • Flat structure & process • Probes & little Experiments • Options

Efficiency • Certainty • Stability • Focus on Conservation Hierarchical structure & process • Rules, Policies & Procedures Standardisation • Specialists • Fast Returns • Low Risk Tolerance

Entrepreneurial • Generalists • Roles Adaptive structure and process • Prototypes & Pilot Projects Variation • Lag times • Flexible funding • Flexible rules Tolerance for risk • Dead ends • Emerging practice

Unraveling • Confusion • Chaotic • Loss, Anger, Blame, Conflict Little structure or process • Reflection • Relationships Emphasis on Essence, Values & Principles New Energy & Urgency

TIPU AKE KI TE ORA - LIFECYCLE
A project Leadership Model for Innovative Organisations

"The Tipu Ake Lifecycle - A Leadership Model for Innovative Organisations"© 2001 Te Whaiti Nui-a-Toi www.tipuake.org.nz

Tipu Ake Model see http://www.tipuake.org.nz/tipu_life_cycle.php

Our experience suggests that CLD initiatives value learning about these models, and practically applying/adapting them in different planning and reflective stages of their work together. While some theories or models are not presented in an easily accessible form, they can be simplified and used to enrich local understandings about why things happen, or what to expect. Communities we have worked with appreciate participating in learning/training and then applying this to their planning and reflection together. We also notice the value of collective learning when things 'get hard', and communities that have shared learnings about CLD can remind each other of tips and traps which are typical stages on long journeys.

The eco-cycle model and others (see appendix 8) provide disciplines which are helpful for planning, review and reflection, particularly during the difficult and 'messy' phases which are inevitable when communities try to transform themselves. These models offer a level of analysis which can support intuitive knowledge about where to put effort, or what to change.

5.2 KEEP CHECKING TO MAKE SURE CLD IS AT THE FORE

Community-led development is not a service delivery model or fixed step-by-step programme that can be followed. As noted in Chapter 1, it's a strengths-based planning and development approach that's underpinned by some key principles.

With the increased profile of CLD, a wide range of organisations and communities are now using CLD language, and implementing new ways of working. One of the concerns is whether intent is being matched in practice. For example it is relatively easy to call something a CLD approach, and genuinely commit to that at the outset. However, if there are not processes to guide and keep checking back to see how CLD principles are being lived in practice, there is a risk that CLD aspirations may fall away, particularly where there has been no capacity building for CLD.

The checklist on the next page was prepared for JR McKenzie Trust[141] to help guide their funding decisions where applicants indicated a CLD approach was intended. It also poses useful questions for practitioners to constantly refer back to as CLD initiatives progress and momentum gathers.

5.3 FUNDER APPROACHES THAT CREATE AND SUSTAIN MOMENTUM

Sustainable community-led development is a long term game. It is therefore important that any funding source or opportunity is recognised as a building block within a much larger community-wide picture. Even a three- or four-

Local people actively engaged: How are local people involved in all aspects of the project, e.g. in vision/outcome/priority setting, leading/participating in activities, learning and reflection, and in ongoing decision making?

Clear vision and outcomes: How will outcomes for individuals, families, and/or the local community be strengthened as a result of this project? What will success look like?

An understanding of how change might happen and what will be required: Have long/short term goals and change strategies been identified? Are timeframes and resource requirements realistic? Is there an understanding of how change might happen in this community?

A strengths-based approach: What local strengths, assets and resources have been identified that could assist with the implementation of this project?

Building relationships and working together with others: What new relationships have been or will be formed? How have other agencies/partners been involved in developing/supporting the project so far? What kind of collaboration(s) will be required to support the project next?

Community capacity building: What will be required for local people to effectively participate in the project? How will community capacity and skill-sets be developed along the way?

Skilled teams[142] to work with communities: What skill-sets and relationships do staff/volunteers have that enable them to work as a team, in and with the community?

A focus on growing local leadership: How will local leadership be identified, supported and strengthened as a result of this project?

Reflection and review: How is this built into the project so that things can be adapted along the way based on what is working/not working, what is needed next and why?

Documenting progress and celebrating success: How will progress and changes be documented and communicated to everyone? How can successes be celebrated to ensure energy levels remain high and achievements recognised and rewarded?

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year funding commitment should be seen as part of much wider and longer processes, rather than as a 'silver bullet' solution to the myriad of challenges and opportunities a community may be facing. Sustainable community-led development starts and grows incrementally, at the pace of the collective group or community.

Sometimes new funding sources can interrupt community momentum by cutting across or disregarding what already is happening in communities, to suit funder priorities. Yet CLD outcomes can be enhanced when new funding is introduced, managed and used in ways that add to and build on existing community effort and goodwill. Good questions for funders to ask are:

- What's already happening in this place that's relevant to this kaupapa or funding source?

- Are there already community supported visions or strategies that this pūtea can add value to?

- How can this funding be managed in a way that partners with, or leverages, other effort or resource?

- Which other funders could be jointly investing in this initiative, and how could we invite them in?

- What kind of accountability and reporting processes would add value to this initiative?

- What do we want to learn from being involved in/ investing in this initiative and what might be the best ways to support this?

5.4 WEAVING COMMUNITY-LED DEVELOPMENT INTO LOCAL APPROACHES AND BUILDING ON LOCAL STRENGTHS

Part of growing the CLD movement in Aotearoa is about regenerating confidence within communities that they can 'do things' both for themselves and with the help of others. There are a range of factors which have negatively impacted on a long Kiwi history of competence in community mobilisation, organisation, and self-help.[143] Regenerating the 'can do' community spirit is part of the ongoing building work to be done. In doing this, it is extremely important that

we remember we are never starting from 'zero' or 'scratch'.

5.4.1 COMMUNITIES HAVE LOCAL HISTORY AND EXPERIENCE TO DRAW FROM

People in communities will always have experience and knowledge of community capability, leadership and power. It may be through receiving or observing acts of kindness, celebrating local heroes, remembering past community-led action like building a swimming pool, or being part of special local events. Shared memories are a key part of local social capital and can be powerful galvanisers for future change. Therefore the simple act of reflection, of telling and retelling local stories, can assist and strengthen a shared local sense of identity and be a catalyst for action.

As an example, the Mangakino community recently used a History Wall as a way of prompting memories about their community. Local people were asked to think and talk about their memories of Mangakino, and to write or draw something that represented that on the wall, in rough date order. This wall sat alongside a Dream Wall, where people wrote their dreams and wishes for the area. Commonly

The local history wall created as part of the Mangakino community visioning process 'Wow! E tu Mangakino! Lets Dream!

people saw the connection between what they were wanting, and how, historically, some of those things had existed. For example, across the age groups there were wishes for more community spirit and activities, especially involving young people and rangatahi. On the History Wall there were community events like the annual Trolley Derby listed. Through conversation, why Trolley Derbies were special and how they were organised was 'unpacked.' People recalled that they loved the events that involved a mix of ages in organising and participating. They realised that it was voluntary local effort that enabled these events to happen, and they made the link that the power to organise local community-building and celebratory events was largely in their own hands.

In Ōpōtiki too, historical experience has served as a catalyst for rallying new energy and focus. Middle-aged local people recall how, when they were younger, they chuckled when their kaumātua visioned Whakatōhea rebuilding a marine economic base through aquaculture. Twenty plus years ago, few could imagine how 'farming the sea' would or could unfold. But over time, people fully connected with their kaumātua's call from the 1970s and 80s.[144]

5.4.2 INCORPORATE CLD APPROACHES INTO ORGANISATIONAL PRACTICE AS OPPORTUNITIES ARISE

Aotearoa New Zealand has one of the highest proportions of community organisations to people in the world! Many community or voluntary sector organisations have a focus on improving the community or local wellbeing in some way. Examples include schools, sports and community organisations, social service organisations, health service organisations, iwi, hapū and Pasifika organisations. By incorporating a CLD philosophy and approach into practice and actions, local groups and organisations can help to build and sustain broader community-led momentum too.

For example, resident-led breakfast clubs and community

Malfroy Primary students enjoying breakfast at school - many of their family members also come along. (Photo: Rotorua Daily Post)

gardens based at schools can weave together school facilities with gifts and donations from business, and parent and neighbour volunteer effort. By supporting and enabling such initiatives, schools not only have more attentive students (learners with full tummies!) but a wider web of relationships and skills that can be leveraged. Similar things can happen with businesses.

Where organisational leaders such as school principals or social service managers understand CLD, they will recognise, pay attention to, and encourage locally-led initiatives as they emerge. They understand that stepping back and asking "How can we support and share resources?" is an appropriate way to nurture and empower emergent local leadership and energy. It also helps create and sustain momentum as time goes on.

In *What We Are Learning* 2010 we shared stories about how Barnardos, as a national child-focused organisation, had supported and 'held' the development of a CLD approach in Taita.[145] Rather than adopt a traditional service planning and delivery approach, Barnardos supported community engagement and research

into what local residents really wanted for their place and how the organisation might help. This led to the establishment of the Barnardos-owned 'Great Start House' as a community hub that intentionally fosters community connections, leadership and action. Having an established organisation like Barnardos as an umbrella and investor to both nurture and encourage CLD learning and action has been instrumental in Great Start Taita's CLD establishment journey.

Four years on, Barnardos, the Great Start Taita team and the local community are in the

process of negotiating how Barnardos can extract itself and support a new, locally-led entity to hold Great Start through the next phase of its development.

5.4.3 WEAVING CLD APPROACHES INTO STRATEGIC INITIATIVES

Looking for common ground around a particular focus or target population is another way to build CLD momentum.[146] Commonly, an organisation may take on a contract or kaupapa around a particular focus, such as suicide prevention or youth

AROHA'S STORY - FROM RELUCTANT PARTICIPANT TO COURSE LEADER

"Aroha was a very reluctant participant in the Good Cents programme. She didn't want to be there and was only there so that 'others could fix' her problems for her by helping her access more money. However, the Good Cents team repeatedly refused to 'give her' the answers, believing that if change was going to happen, leadership first needed to come from Aroha. After 4 weeks of being in the programme things really turned around and 'twigged' for Aroha. She put in place her plan for how things were 'going to change' not only with her financial issues, but with other aspects of her life that needed attention too. Twelve months later, not only has Aroha's personal wellbeing changed but so has her employment situation. She's now on staff at Wesley Community Action as a facilitator of the Good Cents programme."

Good Cents Porirua, 2013

unemployment. These are complex issues, and impossible to solve without input and effort from multiple stakeholders, including those with 'lived experience', their families and the wider community.

In Kawerau, specific collaborative funding is enabling a neighbourhood-based approach to creating healthy homes. The primary focus of the project is on improving housing conditions through a street by street approach. The secondary focus is that of community-building within these neighbourhoods, based on an understanding that if people are more connected with each other and develop more of a collective sense of belonging, the potential for 'neighbourhoods of healthy homes' will be accelerated.

A further example from Porirua focuses on crippling levels of debt that seemed insurmountable to many families in what were seemingly prosperous times. This led Wesley Community Action to consider what they could do to help. In 2008, the Good Cents initiative was launched with deliberate decisions made to engage local mothers who were often managing family debt in a group learning and

sharing situation. This soon revealed some of the common situations that led to debt compounding, with local women themselves empowered and inspired to support each other to implement their own debt reduction strategies.

Over time, participants in the Good Cents programme joined with other organisations and agencies with an influence or potential influence on debt in Porirua to help create solutions which families alone were unable to solve. Importantly, reframing the issue of debt reduction in a strengths-based CLD way has resulted in Good Cents reframing its vision and journey to one of local wealth creation and enhancing financial wellbeing. Good Cents programme participants are now also working with Work and Income NZ staff to share strategies around how they can more effectively support clients facing serious debt issues. This process is not just empowering local women but also enabling broader systems change.

The CLD bottom line is always to ensure that local people with' lived experience' of the issue or problem being addressed are not just part of the problem definitions but

also part of solution planning, decision-making and action phases.

5.5 CREATING COLLECTIVE THINKING AND OWNERSHIP

When communities or projects are focussed around the renewal and birth phases of the eco-cycle of collaboration (see section 5.1), huge attention is needed to invite and engage key stakeholders. CLD depends on collective thought and understanding. What follows are some tips to help grow participation and collective ownership of next steps:

- If not already involved, invite tangata whenua participation and engagement in planning community conversations.

- Be clear about the question or questions you are inviting people to discuss - and be open to others changing them as you go along.

- When the intent is to develop collective understanding and shared aspirations and visions, a facilitative leadership style is helpful. Without this, there is a risk that strongly opinionated

[145] For more on Taita's story see Appendix 6 or download their case study from http://inspiringcommunities.org.nz/location/taita
[146] See http://www.kaweraudc.govt.nz/Community%2FNeighbourhoodsofhealthyhomes.asp

WORKING THROUGH TOUGH STUFF TOGETHER AND HAVING FUN

"Being firm about community people as leaders of what happens in Mataura has meant some steep learning at times, and has also challenged expected ways of working and revealed embedded assumptions, creating situations that have had to be worked through. As experience and knowledge about community-led development has deepened, however, attitudes and expectations have also changed and it is now expected that community members will take strong leadership roles alongside agencies and organisations. The notion that 'we are in it together', working with a 'sense of laughter, fun and good times while doing tough stuff' resonates with those involved and has attracted other resilient and fun people."

From Mataura Reflective Workshop, November 2012

or knowledgeable leadership may overwhelm other voices, and turn away potential energy, thought and effort.

- Sometimes it's useful to ask an outsider to convene or facilitate early conversations. This enables all local people to be engaged in thought and dialogue, and minimises the risk of local personality tensions getting in the way of participation.

- Make and share a record that reflects what people say – their ideas and thoughts at these early stages are

likely to signal both real possibilities and challenges for future attention.

- Use reflective practice from the outset! The What? So, what? Now what? approach![147] (So, what have we learned and come up with here? So, what does that mean? What matters? What do we think are the essential elements or issues? Now, what shall we do next?)

- Encourage potential 'points of light', ideas and actions that people want to follow up on as a result of conversations. This energy has been unlocked, so don't stifle it or leave it to flounder! Encourage thinking about how it potentially fits with what has been said, and how any learnings or progress will be shared with others.

5.6 COLLECTIVE ASSET MAPPING – A USEFUL APPROACH TO BUILDING MOMENTUM

Whatever the issue or focus communities choose, our experience points to the value of collective asset mapping

as a good way of encouraging a strengths-based approach and building momentum. The examples in 5.4.1 are a form of asset mapping based on history. Physical and natural resources, the built environment, facilities, community stories, local organisations and networks, family and whānau experiences, the skills and abilities of individuals, are all assets that can be mapped, mobilised and joined up.

Once mapped, communities can look at the connections between the assets, and / or where there are areas of strength or weakness, and think about what might happen next. When Inspiring Communities met with Ōpōtiki leaders in 2009 and did some mapping around their economic development aspirations, we noticed there was no ongoing mechanism for connecting up the various stakeholders with interests in the aquaculture and harbour development potentials. Over time, we supported the development of a cross-sectoral Advisory Group which continues to meet monthly, and keep parties connected.

Another great example from Ōpōtiki was their approach to building community through

capacity-building around systems, to support and promote local event management. Local people wanted more activities and when collectively they asset mapped what was already happening, they recognised huge skill and talent was already present locally, and that there were multiple activities and events that only parts of the community ever heard about. So locals put their energy into:

- connecting up people with event management skills and experience with others who wanted to learn;

- supporting locally-led event initiatives through communication, and creating community systems to share assets required for running events;

- improving local communications systems to promote locally run events and activities;

- creating awareness in the community of the economic impacts and benefits of events;

- acknowledging locals who were huge community contributors to making events happen;

- encouraging more sub-regional thoughts

about events as part of an economic development strategy; and

- building community capacity and momentum through leveraging their local assets.

5.7 KEEPING EVERYONE CONNECTED AND BRINGING OTHERS ON THE JOURNEY

As community-led focus becomes clear, so the need may arise for additional expertise, resources, or support. There are a number of strategies for getting others excited and encouraging involvement.

Firstly, keep communication channels open and flowing among all parties that have joined in so far. This may be through informal networking, meetings or phone calls, Facebook, Twitter, newsletters, written updates – what works best for each community and its stakeholders will be different. Sometimes a range of communication formats and styles will be best. The key elements are:

- having communication plans and processes in place that keep all stakeholders informed;

[147] Known as Driscoll's model of Reflection. See Practising Clinical Supervision: A reflective approach for health care professionals 2007:44

UNDERSTANDING THE POTENTIAL JOURNEY AHEAD

"When Mark Cabaj shared fitness landscape thinking with us at a joint Ōpōtiki-Tamarack-IPANZ event in Wellington in 2008, this was a time of great hope for Ōpōtiki. At last, after multiple unsuccessful attempts to attract interest from Wellington, a meeting with officials from a number of government agencies had been scheduled for later that day. Mark had already learned about the long history of the Ōpōtiki marine transformation initiative, and accurately anticipated a very long road ahead.

"He introduced the 'fitness landscape' as a useful concept for us to keep in mind. The metaphor he used was of a landscape rolling towards us, full of peaks and troughs of different shapes and sizes, and many optional routes that only become apparent progressively. He noted that complex issues like economic development are inherently adaptive - and require constantly adapted responses. Mark pointed out how only part of the 'landscape' required to be negotiated will be visible at any time. He emphasised the importance of openness, and determination to recognise and plan for new and changing horizons. He warned of the tendency and temptation to look for quick, but not necessarily durable solutions, particularly when people are only prepared to look within what is already known. Mark stressed the potential for solution-finding around complex issues when collaborative approaches are taken."

Barbara MacLennan
Inspiring Communities Strategic Broker Ōpōtiki

- ensuring that people hear and understand the same information;
- having some key, jointly-crafted and shared strengths-based messages

- that everyone involved can use; and
- creating a way for everyone involved to raise concerns or ideas, with the 'go to' person clearly identified.

This is a different approach to a few leaders just getting on and leading. It's about intentionally connecting and growing ownership of the project, initiative or strategy through regular co-creation of common messages and open communication.

Collectively sharing progress and learnings with new parties or stakeholders you want to involve is also a way of encouraging participation, and distributing power and responsibility. This can be done by holding an event and bringing a range of potentially interested stakeholders together. Get discussion going by making a presentation about progress, the current thinking, and who's already involved. Invite stakeholders
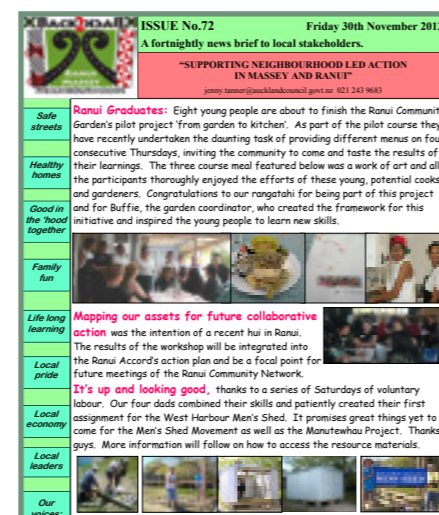
Back2Back project kept stakeholders up to date by producing a fortnightly newsletter with local activities, stories and events.

present to talk about their interests and aspirations. Following this, a facilitated conversation about opportunities for working together can help build connections. It can also help to deepen understanding about each other's culture and motivations.

5.8 THE FITNESS LANDSCAPE

Every CLD journey will involve a mix of both individual and collective joy and sorrow, frustration and excitement, exhaustion, anxiety, and persistent hope and determination.
One of the frameworks which provides assurance on the bumpiness of the journey is the 'fitness landscape'.[148] Borrowed from biology, fitness or adaptive landscapes use mathematical correlations to predict the outcomes of possible scenarios. The concept is useful for communities working around complex issues. There is no simple, correct solution; no single person can see or predict the whole situation. Only part of the landscape is visible at any one time, and there are many peaks and troughs to negotiate.

Fitness landscape thinking offers some comfort in difficult
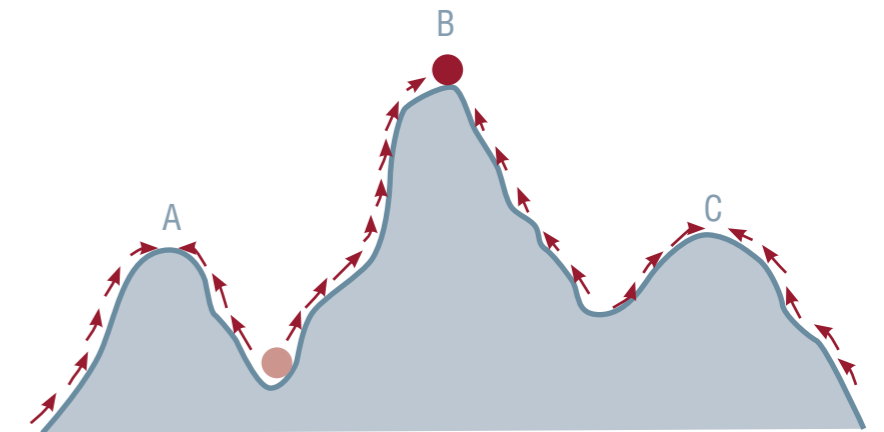
THE FITNESS LANDSCAPE

times. Navigating over the 'hard tall mountains' are part of any transformation process. It also reminds us that it is long term multiple inter-related projects, rather than one silver bullet, which brings sustainable community change. Rather than a sense of failure when particular outcomes do not result from carefully planned strategies, we need to look instead to how the learnings from those steps can help inform thinking and strategy for the next action or mountain to come.

5.9 SUPPORTING AND GROWING CLD PRACTICE AND THINKING IN YOUR COMMUNITY

The level and range of interest in CLD is growing rapidly in Aotearoa. It is a practical way of working that is accessible

to all communities, sectors and organisations. We are noticing that as people become part of community-led change processes, they seek guidance and support to implement new forms of practice, policy and approaches. Many also seek 'space' to enable reflection and discussion about CLD experiences and to have fun sharing together.

CLD practice or learning networks have sprung up where there is a shared desire to keep connecting, talking and thinking together. While in some cases the emphasis is on learning, others have an action or advocacy focus. For example, following the Victory Village Forum in 2011, an invitation went out to Nelson networks involved in the Forum, to see who was interested in continuing the dialogue about the ideas shared and learned.

148 The term Fitness Landscape was coined by complexity scientist Stuart Kauffman. Getting to Maybe pages 202-5 includes a useful discussion on Fitness Landscape thinking.

NEGOTIATING THE FITNESS LANDSCAPE – NOT ALWAYS AN EASY RIDE!

During 2008 the Department of Conservation (DOC) proposed a restructuring, with significant local job losses. Ōpōtiki would feel a heavy impact both socially, through the loss of active community members, students and families, and economically, through the loss of salaries and the turnover of goods and services which an Area Office brings to a tiny community.

Ōpōtiki District Council and the community were appalled, and fought hard during 2008-2009 to maintain DOC staffing and operational areas within their community. From the local point of view, Ōpōtiki has a huge coastline, and over half of the land in the District is non-rateable DoC estate or is Nga Whenua Rāhui land. (Nga Whenua Rāhui is a contestable fund aimed at facilitating voluntary protection of indigenous biodiversity on Māori land.)[149] It seemed illogical to move DoC staff out of the area - only for them to travel back to work at much higher cost.

While relationships were somewhat fraught at a management level, dialogue continued, and eventually a compromise decision was made, resulting in a much reduced number of local job losses. Around this time, the announcement of Nga Haerenga, the NZ Cycle Trail Network, created an opportunity for DoC, Council, local iwi and the community to work together closely, with a joint goal of attracting national resources and creating a new recreational and economic development project.

Success through collaboration helped heal relationships, and when the Council started planning for a new i-Site, they initiated joint discussions that resulted in a co-location including both DoC and Nga Whenua Rāhui management. Looking back, it would have been impossible to predict the opportunities that would enable constructive, commonly focussed aspirations. By maintaining communication, and together negotiating hurdles, relationships have been consolidated and new opportunities for working together embraced.

Barbara MacLennan
Inspiring Communities

Around twenty people came to an initial discussion, and the group decided to meet monthly over lunch and to keep things largely informal, i.e. a volunteer facilitator and note taker appointed at each session for the next. While numbers attending have ebbed and flowed, this network continues to meet and discuss topics, sometimes drawing from learning resources such as *What we are Learning* 2010, and at other times, particular local experiences are explored and discussed.

In the Eastern Bay of Plenty, a meeting has recently been called to discuss starting a learning network. Initial thoughts are that this may involve three elements:

- networking and sharing information about what's happening;

- some formalised CLD training; and

- peer support and mentoring, supported by some common disciplines around peer mentoring.

Key elements of CLD practice networks emerging across the country are an emphasis on peer learning, and sharing of stories and experiences.

These acknowledge the strengths and experience that sit within communities and the importance of taking an ako (we are all teachers and learners) approach.

> *"There is important work to be done to effectively support and nurture the pioneering new leaders that are appearing everywhere. It is possible to strengthen and develop these leaders in great number if we work from a new unit of scale, that of communities of practice rather than individuals. It is in these communities that learning accelerates and healthy and robust practices develop quickly."*
>
> Margaret Wheatley
> Supporting Pioneering Leaders 2002

[149] For more see http://www.biodiversity.govt.nz/land/nzbs/pvtland/nwr.html

RAKIURA
STEWART ISLAND

This initiative has been investigating the potential of an overarching vision to guide and inform ongoing community-led development activities on Stewart Island (Rakiura). The Island has one main township, Halfmoon Bay, with a population of 400 people. In that township there are currently 68 different trusts, groups, committees, boards and organisations, all of whom are already working hard in their chosen areas, making the Island a better place to live and achieving some astounding results. However, despite the Island's relatively small population, natural splits in local people's social and work circles means that, while everyone generally does know one another, many people don't often get to catch up with each other.

Co-ordinated by a small group of locals, recent efforts have focused on consciously *connecting* people rather than *creating* projects.

Building on what already happens on Rakiura, the group has created new spaces for shared dialogue, where people involved in community groups formally come together to share a little about their chosen area. With kai and a cuppa on offer, natural connections develop through conversation and, over time, the intention is to work towards a collective vision that various groups can contribute to in their own ways.

The first of these collective conversations happened in May 2011 and was followed by another in September 2011. Both of these were very successful at generating new connections and ideas, one of which was for a community expo, which was held in November 2011. This further deepened local connections, while also reaching out to those newer to the Island. The expo stimulated energy and interest in maintaining connections, talking and working together as a whole Island community.

This interest and energy was further inspired in 2012 by a

visit from Peter Kenyon. A working group formed to organise a community visioning day, which was held during Labour Weekend when many crib owners were also visiting. The session was led by an external facilitator and followed the school gala. About 40 people participated, although a number of key people had commitments at the same time and could not attend. While there was much discussion and a number of goals identified, a collective community vision is still a 'work in progress'. Small groups are continuing to meet and 'word smith' visions in a theme based way. Reflections from the visioning process to date include:

- Some processes worked well – especially 'pre-vision' information gathering, e.g. engagement with local children, and the 'fairy godmother' box in the shop where locals could submit their three wishes for Rakiura.

- Other aspects proved challenging – such as the workshop format, which for

some resulted in frustration, disillusionment and exhaustion. Bringing in an external facilitator whose style and approach wasn't always understood by Rakiura residents impacted on residents' engagement in the visioning session. This highlights the tension of having external facilitation enabling all local people to participate, but also means existing facilitation skillsets within the Island community can't be 'tapped into' in the same way.

- Clear links need to be made to what has gone before, so people do not feel they are talking about the same old things.

- Eliciting information on 'why' people want to undertake certain projects was overshadowed by a focus on the 'what' they'd like to accomplish together.

- Finding ways within the visioning process for those who just want to get on and 'do' to engage with broader futures-thinking, in order to better understand what matters to everyone, how any agreed actions contribute to goals, and what difference these actions are intended to make.

Overall, the visioning day is seen as another step forward. While it did not yield a collective vision, it provided a wealth of information and learnings that will help to support the continued evolution of collaborative CLD on Rakiura. Hosting collective conversations

will take practice, and each one informs the next in a very organic way. The day revealed support for this in some unexpected quarters – which offers new opportunities to explore.

Key contributions of CLD approaches:

- Working from a strengths base and building on what is already there has meant new connections and alliances have been made, which help to use existing resources in different ways.

- Using conversation as a key tool has enabled relationships to be developed between people and groups, and often across boundaries. It has also highlighted the diversity of interests and motivation across the Island's small population.

- Joining up with others from outside the local community such as The Community Trust of Southland has enabled new thinking, ideas and support for local efforts.

- Learning as we go is vital. This way both what and how things are done is increasingly more useful, relevant and appropriate.

MATAURA

Mataura is a small Southland town of approximately 1400 people. Efforts to revitalise and improve Mataura have been underway for several years following a concerning report on the health of the commu-

nity back in 2007. The main industry is a meat processing plant and this has reduced its capacity during 2012, affecting about 200 local people. However, this new challenge is seen as an opportunity to further build on the town's assets and strengths.

Back in 2007, locals felt "angry that the town was being taken for fools" when agencies didn't respond to the report, so "decided to come up with our own solutions." Over time, the energy of anger and defensiveness has been channelled into developing local strengths and assets. This focus was made more coherent by the mission statement from the Mayor: 'Encouraging healthy lifestyles', a visioning session by Bliss Browne and the emergence of the Mataura Taskforce.

Since then, Mataura's assets and strengths have been mobilised and enhanced with the assistance of a Department of Internal Affairs Community Development Scheme grant. Together with the Mataura Taskforce, this resource has helped increase both collaboration and coordination amongst local people and various local organisations, such as the Community Board and Council. Working from a strengths base towards locally defined aspirations and goals and across boundaries has seen a number of activities develop that reflect the 'can do' local attitude. These have resulted in hugely successful efforts to grow and share local food, improve early childhood education opportunities, gain a social worker

350+	4	22	6	3080	@$30/hr
Number of local people involved in initiatives	Number of other initiatives seeded	Number of initiatives contributed to	Number of alliances formed	Number of hours leveraged through CLD	Dollar value of these hours

in the school, develop a safe social facility for young people, build the local economy and provide more ways to have fun together as a community.

The plethora of relationships required to make things happen, such as achieving a social worker in the local primary school, means that Mataura's aspirations and needs are kept at the forefront of conversation and are not forgotten when resources become available. Coupled with local perseverance and creative short term efforts, Mataura residents demonstrate that they can work out 'what can we do', not just 'what they won't give to us'.

Being firm about local people as leaders of what happens in Mataura has meant 'some steep learning at times' and has also challenged expected ways of working, and revealed embedded assumptions which created situations "that have had to be worked through". As experience and knowledge about community-led development has deepened, however, attitudes and expectations have also changed and it is now assumed that community members will take strong leadership roles alongside agencies and organisations. The notion that "we are in it together" working with a "sense of laughter, fun and good times while doing tough stuff" resonates with those involved and has "attracted other resilient and fun people".

Working in CLD ways has helped make Mataura a better place, primarily through linking local people with ideas and energy to existing organisations, local facilities and other people, to develop shared goals. These connections are seen as outcomes in and of themselves, as many did not exist previously and they are now being drawn upon to meet new needs in the community, including the opportunities created by significant changes in the workforce.

Working in CLD ways has also directly contributed to the success of the local community garden, school garden and local Meals on Wheels service; the increase in early childhood education activities available; the advent of The Bunker (a youth focused facility); new local businesses such as the SPCA shop and community market; and the community Gala and Swede Festival. Indirectly, CLD approaches have enhanced local arts developments, historic walks, new road safety projects and a revitalisation of kapa haka as well as involving school children in environmental restoration work on the riverbank. While these projects are evidence of local achievements CLD can contribute to, they also represent a strong, better connected local community that is helping to "make Mataura better", and which working in CLD ways has helped to bring to the fore.

Key contributions of CLD approaches:

- Having residents at the centre of locally driven aspirations and activities has changed the way organisations work, to include residents at decision-making levels, and residents have also learnt to value their contributions to both a particular project and the wider culture.

- The size of Mataura offers an ideal scale in which to see the 'me in the we'. People can see their individual contribution to an achievement that could only have come about by working with others. Local people can also see that these achievements are always more than the sum of the parts, due to the breadth of skills included and the synergy that working together generates.

- Using projects as a key tool has enabled connections to be made as people do practical and tangible things. A wide range of skills and motivations can be incorporated without attending numerous meetings, and one thing often leads to another, such as the Meals on Wheels associated with the community garden.

GOOD CENTS, PORIRUA

Good Cents arose out of a community-led learning inquiry that aimed to find out why, even in 'good times', some people still needed to access food banks to survive. Debt, it turned out, was the common denominator.

Early on in the initiative's development, it became clear that people tended to favour a range of proposed solutions to the problem of debt. Some said financial literacy needed to be improved or school banking reintroduced, some said that minimum wages needed to be increased, while others said that churches played a key role in causing hardship or that 'loan sharks' needed to be regulated and interest rates capped. Yet, while none of these solutions are entirely wrong, they were at best only part of the picture. Good Cents staff observed that while pointing the finger at others may highlight aspects of the wider issue, it tends to absolve personal responsibility and ownership of the issue, and doesn't often actually change the situation. So, in 2007, Good Cents set out to tackle high interest indebtedness from a community-led development perspective, driven by the stories of indebted people themselves and working to engage the wider community and business interests.

As an 'entry point' into the complex systems that create indebtedness, the Good Cents team have created the Good Cents Course. The course is embedded in a philosophy that encourages people to look at their own contribution to their financial situation and works to enable course participants to identify the positive actions they can take to reduce or eliminate their dependency on debt and grow their investment in their future.

The course has evolved over the years and is now connected to WINZ in a mutually beneficial way, running 8 times each year. New facilitators are being trained, one of whom was a participant on the course in early 2012. Good Cents has come to use the course as a key learning incubator for understanding the rules and forces at work in the wider system of debt in the community. This is enabling Good Cents to question not only what contribution participants can make to their situation, but also at a wider level, what contribution all members of the community can make – whether they are lenders or banks or politicians or school teachers.

As part of this, Good Cents is aware that increasing the number of local people making significant personal changes does not necessarily lead to community transformation and, in fact, personal changes are very difficult to sustain without environmental changes too. As one step to move towards community transformation, Good Cents hosted 45 people from diverse groups together to generate conversation about "Beyond the Cycles of Debt: What would it look like?" in Porirua.

Supported by Porirua City Council, the Todd Foundation and Inspiring Communities, this gathering brought the whole system into the room together. High paid executives, bankers and government people rubbed shoulders and shared ideas with beneficiaries, local cultural leaders and some of the local lenders. These were people who were scared of one

200	30	50	150	1000s	@$25 /hr
Number of local people involved in initiatives	Number of other initiatives seeded	Number of initiatives contributed to	Number of alliances formed	Number of hours leveraged through CLD	Dollar value of these hours

200	10	30	40	100s	@$25 /hr
Number of local people involved in initiatives	Number of other initiatives seeded	Number of initiatives contributed to	Number of alliances formed	Number of hours leveraged through CLD	Dollar value of these hours

another at the outset but as they considered 'What is it that we could create together for our future that we can't create alone?' by listening to the wide range of experiences in the room, they realised they shared a lot of common ground. Out of it all was born a core leadership group dedicated to working out ways to move forward together, focusing on commonalities and the goal of being beyond cycles of debt.

Since then Good Cents has run forums with local lenders, explored opportunities with Pacific Church leaders including recently completing a stocktake of all the ways that churches in Porirua are involved in positively contributing to financial wellbeing of the community. In 2011 Good Cents launched a Framework for Change – Together Growing Financial Wellbeing for Porirua to Flourish. In 2012 the Good Cents team were involved in a first ever Parliamentary Learning Forum on Community-led Development, sharing some of the stories of change and hope.

Key contributions of CLD approaches:

- A community-led inquiry revealed both the key issues and challenges involved, as well as pathways to change.

- The course has evolved over time as a result of feedback and input from community members and course participants.

- Course facilitators deliberately 'hold the space' for personal action. They are there to work with participants to enable the changes they can make, not to provide these changes.

- Using stories as a key mechanism has helped to make a sensitive topic more accessible to all members of the community, and created possibility for a new depth of conversation and understanding around the issues.

- Working together has fostered many new relationships and alliances, from bringing members of diverse (and competing) sectors together to seeing graduates informing WINZ staff. New roles have been forged and different types of expertise recognised and included.

- Working towards systems change also means holding a space for others to make the changes they can make. In a context where most people have learnt to play specific roles, such as victim, professional, client, or businessman, creating space for people to step into different 'roles' is a very significant step in creating hope and transformation.

GREAT START, TAITA

Great Start emerged from knocking on 1200 doors in 2008. When Barnardos was considering what to do with an old house they owned, they decided a community-led process would be the best way of finding out what residents wanted. Talking with people in their places, on doorsteps and around kitchen tables revealed that people in Taita didn't want any more services. They wanted to make connections with each other and to be helped to connect with the services that already existed. They also wanted

a park for kids and adults to use, and phone boxes and bus stops that were useable, and their real interest lay in building a stronger community themselves rather than having others come in and do it 'for' them – or 'to' them.

A similar message came from conversations with other organisations that worked in the area. Other service providers did not want to compete with each other or with Barnardos. Instead people talked about a strong desire to work together, to support each other and to find different ways of working with the people of the Taita community, not just delivering services to 'clients' who live there.

So Great Start is about being of service, rather than providing services. Great Start provides space for getting to know each other, for children and adults playing, getting involved, sharing ideas, health and wellbeing and finding what local people need. It's about helping each other, fun and laughter, learning and finding out what is happening in Taita. Everyone is welcome and everything is free or very low cost.

And now, in 2013, there is a usable park for families and children, a community garden and tool library, a friendship group, a community café and a time bank. Whānau support is on hand to all and young families enjoy access to the SPACE programme, play and music sessions, parenting support and a free community toy library as well. Little Star's Baby Packs – a scheme devised by a local mum, invites neighbours to come and get a welcome pack to give to another family in celebration of a new baby in their community. People who

live in Taita are more involved too. They are developing their skills to provide what is needed in Taita, doing things that previously would have been professionalised, like undertaking research, developing new activities and running them too. There are more events and gatherings and more groups connecting through Great Start, as well as a wider audience (including Council) hearing what these people are saying (including the children) and acting on advice and information from these people. All of these are reminders that "this place is our place, is your place."

Along with these tangible differences, it is the way Great Start works that is most valued. By helping return a sense of power to the local area, and to individuals and groups within that area, including staff and volunteers, Great Start enables a "re-member-ing" of the local community by local people.

While one thing leads to another at Great Start and these connections are unpredictable, they are also intentional in their movement towards enabling and 'awhi-ing' local people to get what they need and to give what they can, while also fostering more supportive and empowering systems amongst organisations working in Taita. The possibility of organic change is nurtured by letting people get on with what they are here to do/be, by encouraging and enabling people to find and follow their own initiatives (offering a training opportunity for instance), by bringing unusual groups together (eg. the younger and older or different ethnicities) and to give back by working together and alongside one another.

In the words of a Great Start community member, "there is no need to explain yourself, to commit to any programme or plan, to have a file. Here you are not judged, you are welcomed. Everyone has gifts to offer and recognition of this creates a feeling in people where their heart swells so much that they can no longer keep it entirely inside themselves anymore."

Key contributions of CLD approaches:

- Moving from providing services based on data to being of service, based on conversations.

- People have a renewed confidence in themselves and what they can offer because they see themselves as part of a collective journey where "we are all teachers and learners together." Difference is a strength and an

opportunity, and it draws out the best of everyone.

- It leads to a confidence in Great Start by those who come through the door (including workers) as a sense of being and adding value grows: Great Start is part of me (individual, service provider, group, community) and I am part of it. Neither (Great Start or the specific individual/group/service provider) actually needs the other to exist but both are better off for the opportunity and structure that encourages and enables them to work together, building on what they already have.

- Everyone has gifts, and equally important is the role of opening pathways to reveal these gifts and how they might be offered. CLD helps Great Start to awhi the creation of such pathways, by offering with a light touch space in the house and connections with others in ways that are celebratory, creative and fun.

- CLD encourages giving things a go, and with trial will come error. And with error will come adaptation, and adaptation breeds resilience, especially when it builds on what is already here, and when it is

2000+	100+	70+	40	1000s	@$25 /hr
Number of local people involved in initiatives	Number of other initiatives seeded	Number of initiatives contributed to	Number of alliances formed	Number of hours leveraged through CLD	Dollar value of these hours

undertaken and learnt from together. Greater community resilience is demonstrated by donations of food, goods and time as well as the willingness and desire to operate out of the Great Start house.

- CLD is part of the way Great Start operates outside the expected norms and how it constantly creates new norms 'that fit'. The challenge is to know how to both sustain what works and to nurture what isn't yet known, while resisting the desire of others to categorise, contain and even distil the essence of what Great Start is. The next phase for Great Start may be a phase of humble assertiveness.

WAITARA ALIVE, WAITARA

The Waitara story is one that comes from a hard place. The town is on the site of significant battles during the New Zealand wars and the subject of much grievance. Home to around 6700 people, the deprivation index of the area is nine (very high social needs), the town has decile one or two schools and long term unemployment (three generations). On top of that, several local factories had closed down and

several very serious crimes over the decades led to a repeated response by government chequebook. Communities were involved but the same people found themselves considering similar situations over and again. By 2008, it was time to do things differently.

This time the community was asked for solutions and responded by making decisions, setting goals and establishing a steering group for the Waitara Community Development Project (later Waitara Alive). Waitara knows it can not make fundamental changes on its own but this time what Waitara wants is what matters and government agencies and others are invited to be part of that, rather than inviting Waitara to be part of what others think is best.

Taking an assets-based approach, Waitara Alive achieved funding from Department of Internal Affairs as part of the Community Development Scheme for three years to 2011 and has gone on to sustain its activities with a mix of local and national funding from a variety of sources. Amongst other things, the project has redirected a travelling car show as part of its economic development strategy, adapted street barbeque ideas, developed a shop theft network, fostered a street redesign

between Council and the local kindergarten, convened a Youth 'Driving for Change' Roadshow that has seen 24 unlicensed drivers become licensed, and coordinated the community group behind the Clifton Park multi-sports redevelopment project. Waitara Alive has also provided a funding conduit, guidance and support for other initiatives including the 'Take a kid fishing' event, and development of a creative theatre and arts space in Waitara.

As an example of how the Waitara Alive works, the creative theatre and arts space evolved out of a previous art gallery initiative to become a new Trust that put on two shows within six months of establishment – the Waitara Wearable Arts Show and a play about the Rugby World Cup 'Ruggernology'. This evolution from gallery to theatre and arts space was guided and supported by Waitara Alive who helped to identify leaders who could become trustees, provided advice and support for funding avenues and sponsored some of the Trust's local initiatives.

Many of these things were not in a pre-prepared business plan, although they still delivered on the purpose of the project. Being responsive, creative, flexible and

'good enough' means the 'solutions' are part of the community. Such actions also work with the capacity and capabilities available to the Waitara community, and in that way stand a good chance of being relevant, useful and sustainable within Waitara.

As well as a projects focus, key achievements have been in the ways people have worked together. Often this has come about because there has been a projects focus, as people don't always want to make a commitment (or even see a significant connection) to longer term goals. Working together is increasingly understood as being a way of accessing and validating different people, positions and perspectives, and key to this has been the resource of the community development advisor.

This role has been a key driver of initiatives and is often very much involved in the doing. As such it is more than a catalysing resource – it is a developing and delivering resource that mobilises others. Local people feel strongly that the element of paid coordination, with the 'right' mix of skills, is essential because it provides expertise and time to facilitate and coordinate local efforts. As well, coordination helps to grow the profile of the

organisation. The increased recognition of Waitara Alive, and that the information provided by the project is sourced from local people, means local people increasingly feel that what they think matters may actually make a difference.

Key contributions of CLD approaches:

- Initial goals were derived from community meetings and have been revised in conjunction with community desires.

- Rather than focusing on deficits, Waitara Alive promotes strengths and assets. This has helped develop more of a 'can do' attitude amongst local people and seen a redirection of local energies and resources to local initiatives.

- Using a project focus has helped mobilise specific skills for particular events and projects. This time-limited commitment has served to demonstrate the usefulness of working together towards local goals, brings diverse (and sometimes divergent) groups together and tends to prime people for participation in other CLD things.

- New leaders are emerging as new initiatives develop, and these people and the 'same old' volunteers are learning from one another.

- There is a flexible approach to achieving goals – overarching goals are held tightly but how they are achieved changes in response to the local context. CLD encourages such flexibility and this allows the Community Development Advisor to seed, guide and 'hold' ideas generated locally so they can link with others, flourish and self-seed more ideas and initiatives!

- There is a new vibrancy in town – the Creative Theatre and Arts Trust is creating an arts scene in Waitara, sports teams are working together on and off the field for a multi-sports approach and facility redevelopment, businesses are working together for joint promotions and events which increase the positivity of the town and Waitara is increasingly known for what it is good at, rather than what its issues are.

ŌPŌTIKI

For the purposes of this report, the focus is on the twin aquaculture and harbour projects led by Whakatōhea and Ōpōtiki District Council respectively; the Motu Trails cycleway project, involving Ōpōtiki District Council, Whakatōhea Māori Trust Board, Department of Conservation

6000	15	8	36	2224	@$20 /hr
Number of local people involved in initiatives	Number of other initiatives seeded	Number of initiatives contributed to	Number of alliances formed	Number of hours leveraged through CLD	Dollar value of these hours

8000	150+	50+	100+	1000s	@$25 /hr
Number of local people involved in initiatives	Number of other initiatives seeded	Number of initiatives contributed to	Number of alliances formed	Number of hours leveraged through CLD	Dollar value of these hours

locally along with the Motu Trails Charitable Trust and the Gisborne District Council; the Whakatōhea Māori Trust Board Led Community Development Project; the Ōpōtiki Murals Project; and the evolving youth development focussed relationships and initiatives. Comments concentrate on the 2010-2012 timeframe.

The twin projects are absolutely enormous in scale and longevity, and require multiple relationships at local, sub-regional, regional, national and international levels. These relationships span a wide range of fields, including scientific research; economic, cultural, political and social arenas; philanthropic and investment resourcing; and communications and commercial interests. Each relationship also creates the possibility for other initiatives. For example, an international relationship forged with a Chinese company led to initiatives benefitting the wine industry in another region, while the Motu Trails Cycleway Project led to the establishment of new local enterprises, and the upscaling of local accommodation businesses. Similarly, the multi-year Memorandum of Understanding developed between Bay Trust and Ōpōtiki District Council in 2010 has helped facilitate a relationship between Bay Trust and Whakatōhea Māori Trust Board, and this is fostering the possibility of new types of relationships and investment to support local dreams.

The Community Development Project revived youth and community worker networks, and undertook a significant wellbeing survey which has informed Whakatōhea and other agencies in their strategic planning. Within the Whakatōhea Māori Trust Board alone, the survey helped inform comprehensive strategies around economic, environmental, cultural, educational and social development, as well as the focussing of business units to deliver on these. Funding and research relationships and partnerships have resulted, along with new arrangements and partnering with various agencies for delivery. This work also now informs the practice and priorities of some government funders.

The Murals projects produced 30 works in 2011 alone and restored two other significant public art works. Since then, the Whakaatu Whanaunga-supported Youth Council has been helping run youth forums and activities for other young people. These have been enabled by partnering arrangements with the Council and the Ministry of Youth Development.

Key contributions of CLD approaches:

- Encouraging and supporting more focus on 'the big picture' and how many contributions add to that;

- Providing models and frameworks to support more working together around local aspirations;

- Demanding thought, and the joint development of solutions that actively balance social AND economic factors, and which are mindful of the precious local environment; and

- Keeping connected and informed, especially locally, but also with regional and national networks and stakeholders that have an interest in the development of the community; communication is so important.

KA MAU TE WERO, GLEN INNES

Ka Mau Te Wero (KMTW) began in Glen Innes (GI) in 2001 as a community development project, with initial funding from the Stronger Communities Action Fund (SCAF), administered by Child, Youth and Family Services. This funding followed a successful nomination by the then Auckland City Council for GI to be one of seven pilot sites.

Ka Mau Te Wero means 'Rise to the Challenge' in te reo Māori. It was a term gifted by local kaumātua (Māori elders) to remind people in GI, Auckland Council and central government of the urgent need to generate strategies and actions that will improve the life quality of the people living in the GI communities (Glen Innes East, Glen Innes West and Pt. England).

KMTW prefers a positive approach that focuses on the strengths, assets and aspirations of the community. To do that, it seeks to build on what has gone before and be both action-focused and strategic, as well as respectful and inclusive of the diverse communities. KMTW fosters a Treaty-based approach that honours the special place of Māori in the wider community, especially the role of Ruapotaka Marae, seen by many locals as the heart and gateway into the GI community in which the KMTW office is situated.

Being project-focused in the early days is seen to have been critical to the development of KMTW's credibility as 'a hub', because the organisation successfully connected people to others and helped to get things done. This way of working resulted in tangible recent outputs such as the Music and Arts Growing Innovation and Creativity Plus (MAGIC+) project and the 2011/12 Tāmaki Community Action Research (CAR) project.

Although the project has changed over the years, these principles of working remain the same. When the original SCAF project funding was terminated in 2006, for example, KMTW became a legally-incorporated charitable trust, which allowed activities to be more inclusive of the neighbouring communities of Point England and northern parts of Panmure, by request from community leaders from those areas. Originally KMTW was established to support local initiatives achieve local innovative solutions through various kinds of support, including by distributing some funding locally. These days KMTW does not provide any funding but often umbrellas other groups to achieve funding for their own local initiatives. KMTW also conducts social research that helps to identify local needs and innovation, as well as advocating for local hopes and dreams. They achieve that while helping to build local capability and capacity to lead local changes.

Currently, a key area of work is community-led research. The research projects are 'done through a community lens', by community volunteers and 'for community use'. While this is an example of KMTW's movement away from community-led action, it is seen as another way of influencing 'what happens around here, and how it happens'.

This distinction is critical; throughout its evolution 'what' KMTW has done has always been bound up in 'how' it has worked as an organisation. Both tangible projects and outputs in the community and the less tangible information produced through research are generated from an 'all of community, strengths- and assets-based perspective' and 'always with the community and in conjunction with agencies'. Working inclusively with community members to produce information that is consumed largely by those outside of the community gives local voices an audience they may otherwise never reach, as well as building research capabilities amongst local people and helping local people to know more about their wider community than they would otherwise.

Key contributions of CLD approaches:

- KMTW uses a whole-of-community development approach that seeks to foster and support a community-owned and driven agenda that will keep the people 'in the driver's seat'. Increasingly, KMTW enables local people to work collectively to achieve locally-defined aspirations, with KMTW's role being to assist and awhi, rather than organise or do.

- Building on the strengths of the local community, KMTW adds to these by providing specific opportunities to up-skill and provide leadership.

- Growing local relationships within and beyond GI, Pt. England and Panmure, as well as across organisations and sectors, fosters a sense of working with one another. It helps to create shared goals and allows people and organisations to work to their strengths, to share leadership and to recognise and develop opportunities that they could not do in isolation.

- Being both action-focused and strategic enables local

600	20	30	200	100s	@$30 /hr
Number of local people involved in initiatives	Number of other initiatives seeded	Number of initiatives contributed to	Number of alliances formed	Number of hours leveraged through CLD	Dollar value of these hours

voices to be heard in different forums. This has the potential of not only improving life in GI through more effective community-informed service delivery, asset development and community engagement, but also enables a wider range of local voices to be included.

- KMTW adds value by fostering local people to take local information and aspirations further in practical ways, by connecting people with organisations that can assist them, and by umbrella-ing funding applications and supporting local leadership.

- KMTW uses the "Who DARES wins" standard to evaluate the extent to which the local community has been empowered in its activities and projects. They envision that it will always be the people in the community of place who decide on the project goals, act to deliver on project goals, reap the rewards of the project, evaluate the success of the project, and sustain the efforts and outcomes on the ground.

MASSEY MATTERS

Massey Matters began with a Community Forum in 2006 when fifty community leaders were interviewed to identify Massey's strengths and assets and local aspirations for the future. The result was Waitakere City Council (later Auckland Council) agreeing to fund the establishment of a ten-year project to improve quality of life in Massey. Massey is a large suburb on the western edge of Auckland. Home to 25,000 people, it is divided by the northwestern motorway and adjacent to major commercial and residential development on the urban city limit.

Quickly coined Massey Matters, things got started not by creating a new organisation or building, but by launching an umbrella brand that catalysed and convened a diverse range of innovative and collaborative actions. Projects such as the Tātou West Harbour Neighbourhood project, Te Raa Mokopuna, Massey Marvels, Westgate Pedestrian Bridge, Our Amazing Place Treasure Hunt, Massey Matters newsletter and Community Projects Fund represent the things local people are passionate about and had strong support for.

Without huge initial visioning and strategic planning, these conscious early decisions not to dwell on governance and structure enabled the project to evolve in an organic and collaborative way in response to community and organisational energy and opportunity. It has also created the flexibility to engage individuals as well as organisations, and to more effectively accommodate reflection and differences of opinion, which, in turn, contributes to the growth of the project and of Massey as a community. Being project focused also meant that Massey Matters was visible in the community from the start.

While action focused, Massey Matters doesn't actually do much of the 'doing'. Massey Matters is not an entity as such, it is 'a brand for doing things together'. Massey Matters works in the spaces in between – it is a vehicle for discussion, connection, alliance and coordination for an evolving collective of interested parties who are, or want to be, active in the Massey area. The doing that involves Massey Matters directly is about grassroots engagement – facilitation and linking, administration and organisation. These things happen through the newsletter, community forums and events, and help to ensure both that Massey Matters has a mandate from the various communities in Massey and that energies are focused on priorities generated by the community. This mandate is reciprocal – the trust the community has in Massey Matters helps give those who work through Massey Matters a mandate to do things in their own community, especially when locals feel that it might not be their place to do so. Massey Matters provides an easily accessible space through which interested residents can connect with one another as well as with others who can 'point them in the right direction'.

Altogether, the achievements and possibilities of working in this way have been a huge draw card! Most people involved were initially attracted because of the enthusiasm of those already involved. How people work together is as attractive as what is being worked together on. Time limited commitments, such as contributing to events, have allowed people to work to their own capacity and still feel their contribution is valued and useful, and these experiences often led to further involvement over time as energies allow. Being actively part of something, especially when that something came from the community, has been key to recognising the value and usefulness of the Massey Matters concept.

Some things have changed over time, as both energies and staff have changed. One of these has been the emergence of strategic direction in order to ensure staff are not over-stretched, and so that the contribution of Massey Matters to locally relevant outcomes is both useful and effective. Balancing adherence to strategic direction with organic responsiveness to community energies and ideas is difficult. However, and somewhat counter-intuitively, it is the demands on limited staff time that have helped to foster 'a culture of collaboration and partnership' in Massey where events and projects are increasingly expected to be collaborative. This not only brings together local resources and energies across silos towards shared goals, but also highlights the wealth already within the community, and aids the leverage of further investment from organisations and individuals in community initiatives. It helps Massey Matters staff to focus their energies where energies from the community are also oriented.

Key contributions of CLD approaches:

- Emerged from community aspirations, and started off by working together with others.

- A projects focus allowed energies to be focused on doing, and local connections and value emerged from working alongside one another on visible local projects.

- Adding value by being 'oil in the machine' allows community voices to be heard in places they might not otherwise be. It also reveals the strengths and substance of the community to organisations and groups who may not otherwise know.

- Working in a CLD way allows for a variety of organic approaches: sometimes initiatives need driving, while at other times they need gentle revealing, nurturing and awhi-ing; sometimes a strategic approach is called for, then at other times flexibility is most important.

BACK2BACK, MASSEY-RANUI

The Back2Back (B2B) project emerged out of a joint funding proposal to the Department of Internal Affairs in 2008 to grow street-level engagement and neighbourhood-led development in Ranui and Massey, suburbs on the western edge of Auckland (population 43,000).

Through encouraging and supporting residents and key agencies to work together, the project aimed to create safer neighbourhoods characterised by healthy housing, active and vibrant streets, opportunities for skill development and local employment, healthy and affordable food choices, people who are connected to and care for the natural environment, and neighbours who feel happy, healthy, proud and connected to the place where they live.

The project also aimed to strengthen community governance and foster learning to support resilient neighbourhood-led development, with an intention to share key lessons beyond Massey and Ranui.

The project has unfolded in a multitude of ways since then and B2B has been broker, supporter, initiator and ally. Always working in collaboration with others, relationships between residents, local and citywide organisations, government agencies and with Council and the Local Community Board (later Local Board) have blossomed. For example, as residents have got to know their neighbours, and become more aware of how they can take action, they have worked together on

1000	20	100	200	1000s	@$25/hr
Number of local people involved in initiatives	Number of other initiatives seeded	Number of initiatives contributed to	Number of alliances formed	Number of hours leveraged through CLD	Dollar value of these hours

collective issues of concern and interest. This has led to the development of resources and the increased acknowledgement and strengthening of local leadership at the street and neighbourhood level. In turn, this growing neighbourhood-led development momentum generated increasing interest and buy-in with a wide range of stakeholders. For example, when B2B supported 60 residents to take action over vandalism and graffiti to the playground in their local park, Neighbourhood Support helped local people develop a petition to Council for an alcohol ban and B2B successfully supported this through Council processes. Residents then went on to plan further actions to develop their neighbourhood including a community garden and this and other ongoing initiatives have since involved Neighbourhood Support, Safe Waitakere (now known as Community Safety West), Sport Waitakere, Tag Out Trust, Keep Waitakere Beautiful and the Police.

To leverage its resources, B2B has piggybacked on other larger initiatives, such as Neighbours Day Aotearoa, to catalyse local interest and action, and to focus local promotion, engagement and events around. Very conscious decisions

have also been made with regard to key locations to work in. These were predominately streets and neighbourhoods where there was already energy and/or where there was a locally identified issue, such as the locations of high crime rates that had been highlighted through the work of Neighbourhood Support. This approach also meant that the street and neighbourhood work often joined up with work being undertaken by the Ranui Action Project, Sustainable Ranui, Tātou West Harbour, Neighbourhood Support, Massey Matters and Project Twin Streams. This meant B2B could both benefit from the ground work already being done, as well as add value to other local efforts.

Breaking down tasks into clear roles helps to bring residents on board as this way there are specific things they can do. Each aspect is often in itself relatively small and self-contained and so achievable; yet to create the event, working together is a must. With a resource in B2B these small things are catalysed from conversation into action, then held together and synergised. In this way relatively small individual effort becomes something much larger than the separate aspects alone.

Key contributions of CLD approaches:

- Help develop the funding application that has underpinned the development of the project.

- Recognise that residents themselves, when they work together with others, have the expertise to make their own neighbourhoods and streets safer, healthier and more fun.

- Attract the attention and resources of others – both other residents and organisations – because they see how a mobilised community is critical to achieving desired locally-generated outcomes, as well as how much more effective and relevant efforts can be.

- Start small and together with others, in places where people already are and in ways that build on local strengths and assets.

- Help provide guiding principles and intent to what can be very organic-with-intent practices.

3000	220+	120	25	8000	@$25/hr
Number of local people involved in initiatives	Number of other initiatives seeded	Number of initiatives contributed to	Number of alliances formed	Number of hours leveraged through CLD	Dollar value of these hours

APPENDIX 7
REFLECTIVE LEARNING METHODOLOGIES

A key part of understanding the contribution CLD can make is through the documentation of the journeys local initiatives have taken. The CLC learning process has supported the use of five main tools to do this:

1. CHECK IN CALLS OR VISITS

These regular group or individual telephone calls or visits with an experienced CLD worker from outside the local area explored highlights and challenges, leadership and learning. These calls help to cultivate learning practice in relative proximity to events and activities, and work especially well when done as a group because then the learning is collective. This encourages a sharing of the smaller aspects of working together and can build an appreciation of the finer points of individual skills and approaches as well as how these combine.[187]

2. LEARNING STORIES:

Learning stories[188] are a form of narrative research and have been used to explore the ways people interpret and make sense of their experiences. In conjunction with the CLC communities, Inspiring Communities developed an adaptation of internationally recognised methodology developed by Professor Margaret Carr (2001)[189] from Waikato University to generate stories that link intention to both learning and outcomes, as seen from the perspective of the communities involved.

3. LEARNING FORUMS

Gatherings of 30-40 individuals from all of the CLC communities (3-4 individuals from each location) as well as the broader Inspiring Communities team happened twice during the 2010-2012 period. The focus of these gatherings was to nurture connections across the group and to undertake intensive sharing and learning about how CLD is working in the various communities.

4. REFLECTIVE PRACTICE WORKSHOPS

These workshops were convened as a way of completing the commitment to learn together as a community of practice. Over two-three hours, they reflected as a group on what the initiatives and communities had achieved and how that has happened over the past few years (2010-2012). Each workshop explored what community-led development means in their place; reviewed successes, achievements and deviations plus what contributed to these (both strengths and challenges); and discussed ways to progress current aspirations and goals.

5. DEVELOPMENT OF CASE STUDIES

Case studies have been developed in five of the CLC initiatives (Great Start, Taita; Waitara Alive; Massey Matters; Back2Back and Tāmaki).[190] These each take a different approach and format, to collate the journeys undertaken, achievements and what these mean.

187 See http://inspiringcommunities.org.nz/learning-tools

188 See http://inspiringcommunities.org.nz/community-led-development-projects-initiatives/core-learning-cluster

189 Carr, Margaret, 2001. An Assessment in Early Childhood Settings: Learning Stories.

190 See http://inspiringcommunities.org.nz/community-led-development-projects-initiatives/core-learning-cluster

APPENDIX 8
USEFUL TOOLS FOR NOTICING THE DIFFERENCE CLD MAKES

"The journey is as important as the destination. We need to give them equal weight."

Michael Quinn Patton

Throughout this process of learning together, the CLC has also been guided by the '12 emerging principles of capturing and making sense of outcomes' developed by Mark Cabaj of Tamarack.

Each initiative has also used various other tools and frameworks to both gauge progress and assist development. Those that have proven most useful in helping to notice the difference CLD approaches are making include:

APPRECIATIVE INQUIRY:

An intentionally strengths-based approach that focuses on identifying and building on what an organisation or community does well rather than on eliminating what it does badly. By asking questions and envisioning the future, the positive experiences, relationships and other assets, including the difference that is being made, are highlighted. This reveals potential that can then be used to foster motivation for improvement through a cycle of four processes:

1. DISCOVER/INQUIRE

The identification of organisational processes that work well.

2. DREAM/IMAGINE

The envisioning of processes that would work well in the future.

3. DESIGN/INNOVATE

Planning and prioritising processes that would work well.

4. DELIVER/IMPLEMENT

Navigating the change, including noticing the difference being made. Appreciative Inquiry is perhaps most useful in assessing change when used as part of participatory and collaborative evaluation approaches focused on innovation and creativity with a wide range of stakeholders. It is also useful in building the evaluation capacity of those participating.

PROGRAMME LOGIC MODELS:

A framework that helps with the planning, implementation, evaluation and communication of programmes by linking key components together in a causal manner to more clearly identify inputs, activities, outcomes and impact. Logic Models usually start with a programme, or are initially developed at the design stage of a programme because the key components need to be known in order to be placed into the model. They can, however, be developed at later stages too and are often revisited and adapted as new information comes to light or to guide particular stages, such as evaluation. Using a logic model makes it relatively simple to notice if, for example, outcomes are out of sync with inputs and activities, and to adjust approaches or goals as appropriate.

12 EMERGING PRINCIPLES OF CAPTURING AND MAKING SENSE OF OUTCOMES

1. Be as clear as you can (but no clearer);

2. Take a utilisation focus;

3. Use a contingency approach;

4. Engage stakeholders from beginning to end;

5. Invest proportionally;

6. Avoid trying to re-prove the proven or testing the obvious;

7 Gather hard and soft data from multiple sources;

8. Emphasise sense-making;

9. Look for contribution rather than attribution to change;

10. Use goal oriented and goal free evaluation;

11. Strive for roughly right; and

12. Be adaptable and flexible in your approach.

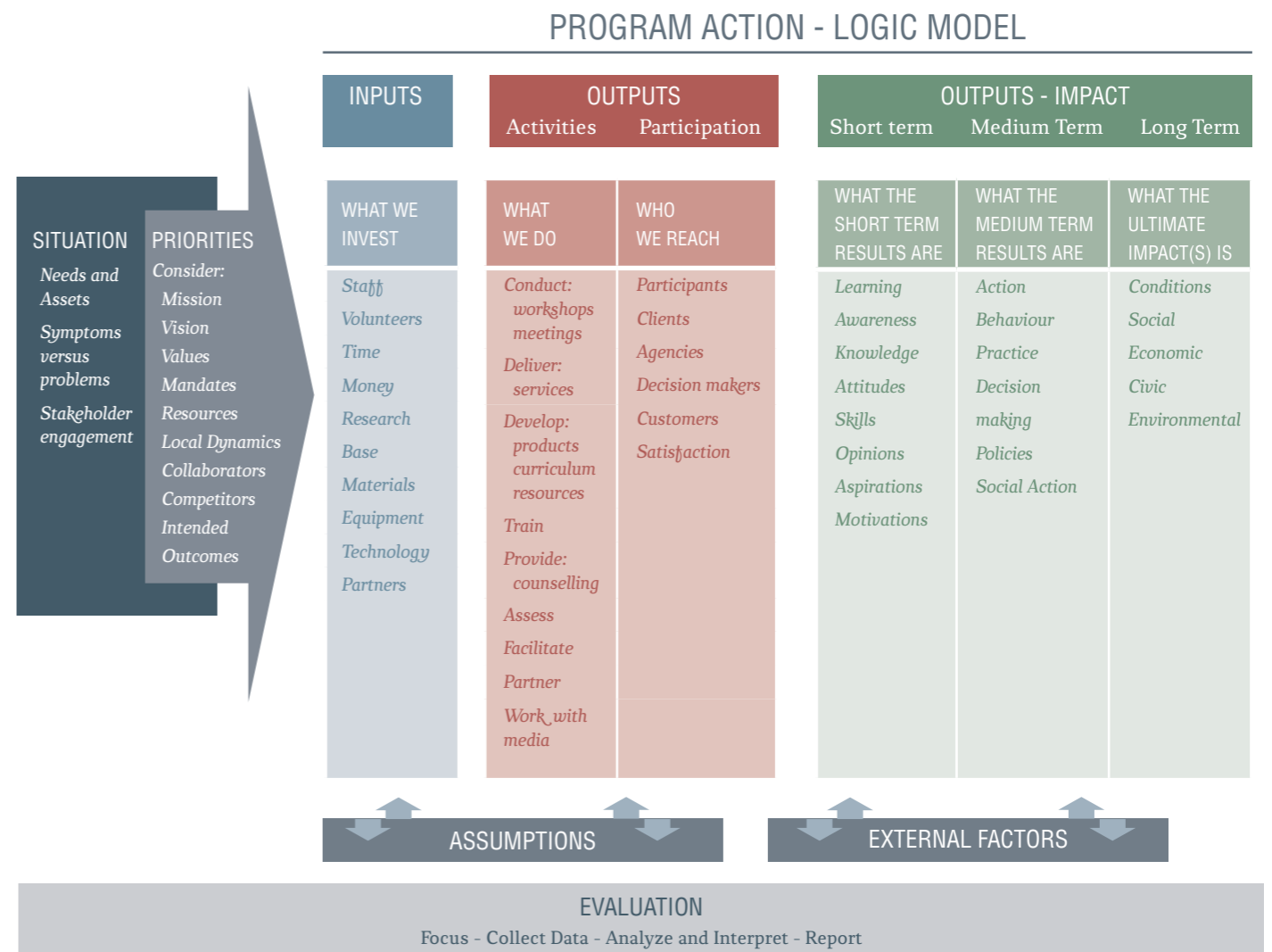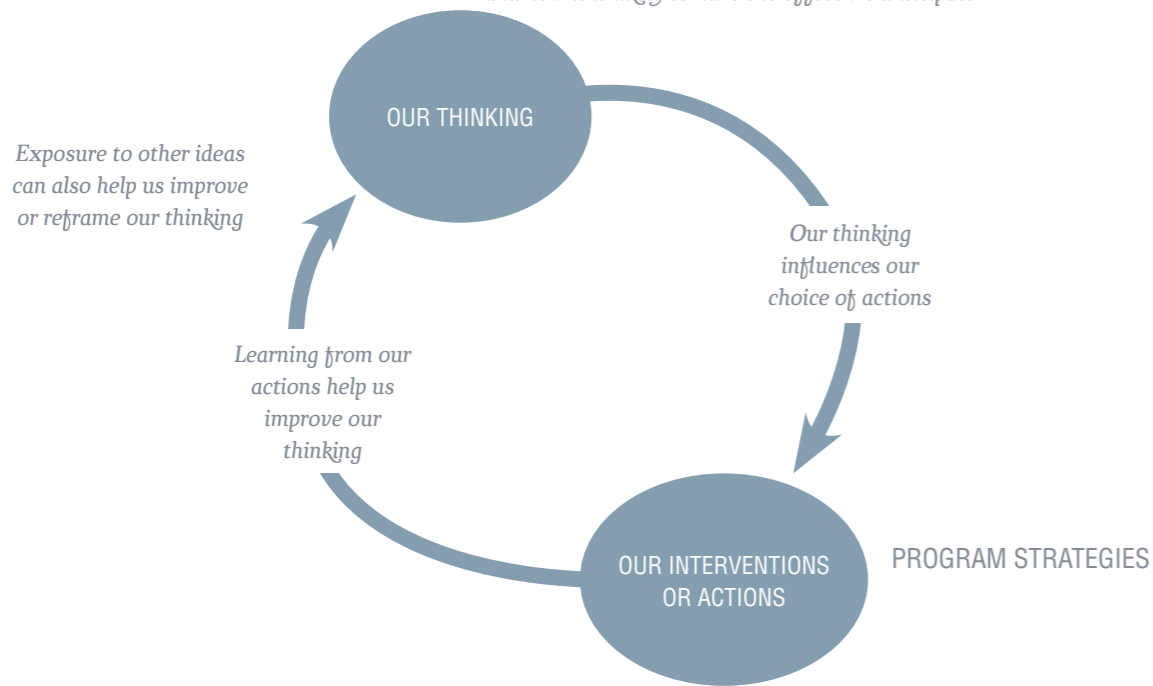From http://tamarackcci.ca/files/resource_at_a_glance_capturing_and_making_sense_of_outcomes.pdf

PROGRAM ACTION - LOGIC MODEL

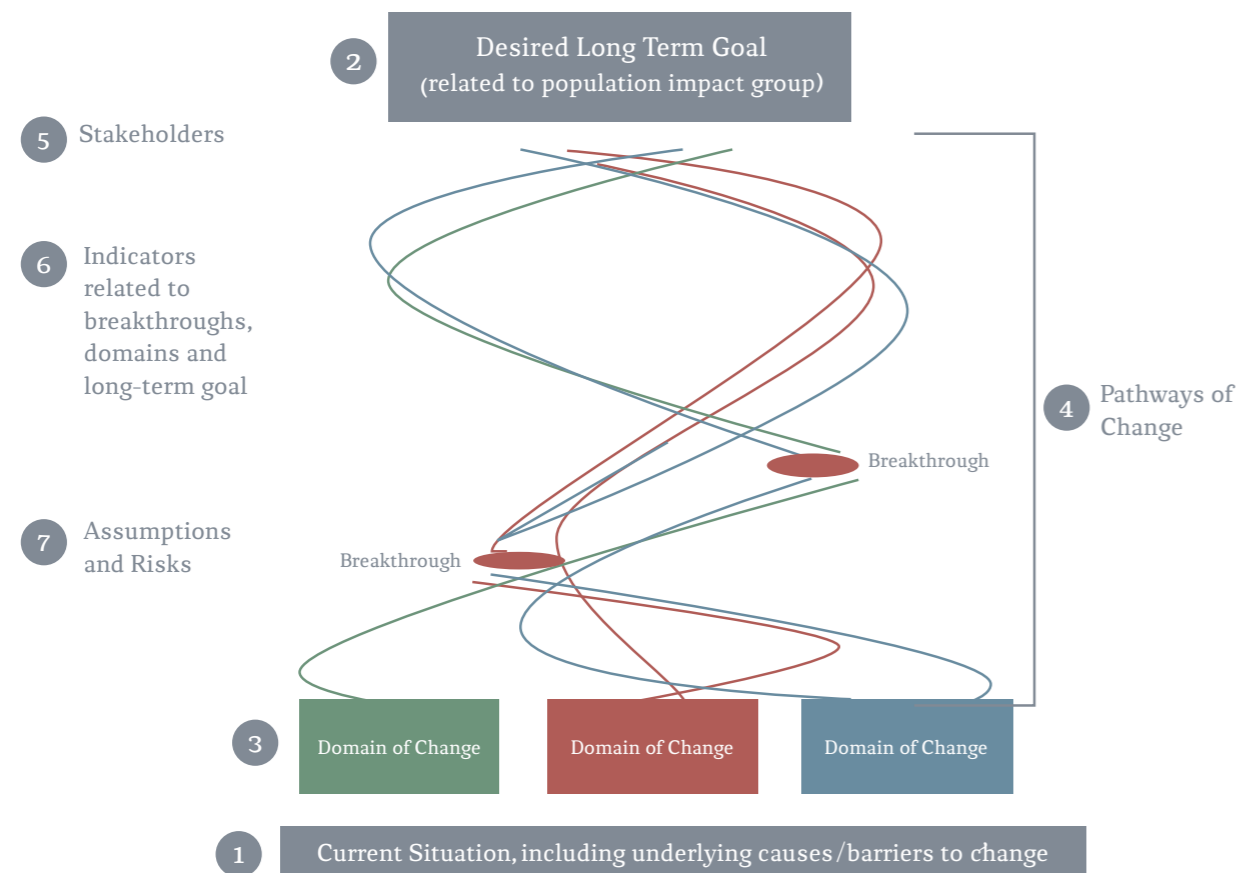From http://www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html

A THEORY OF CHANGE *makes explicit our hypotheses and assumptions that underpin our beliefs about what will work and why and how it is likely to have the effect we anticipate*

OUR THINKING

Exposure to other ideas can also help us improve or reframe our thinking

Our thinking influences our choice of actions

Learning from our actions help us improve our thinking

OUR INTERVENTIONS OR ACTIONS

PROGRAM STRATEGIES

From http://www.theoryofchange.org/

2 — Desired Long Term Goal (related to population impact group)

5 — Stakeholders

6 — Indicators related to breakthroughs, domains and long-term goal

7 — Assumptions and Risks

4 — Pathways of Change

Breakthrough

Breakthrough

3 — Domain of Change | Domain of Change | Domain of Change

1 — Current Situation, including underlying causes/barriers to change

THEORY OF CHANGE:

A graphic representation of the change process that also expresses causal connections between action and results but, rather than describing the outcomes of a programme, focuses on attaining a particular change and developing approaches to achieve this.

A theory of change articulates underlying assumptions and describes a process of desired social change by making explicit the way we think about a current situation or problem, its causes, the long-term change we seek, and what needs to happen in society in order for that change to come about. By uncovering the collective thinking about what achievements are intended, interventions and actions can be developed and adapted more proactively as potential weaknesses or gaps are also identified. This focus on the intended change helps develop more coherent and nimble approaches to achieve this change

that reach beyond any specific programme, especially if the theory of change is collective, and regularly tested, reviewed and evaluated. In addition, successes and lessons can be easily demonstrated along the way.

ECO-CYCLE FRAMEWORK:

As well as helping to describe the lifecycle of an initiative and the way decisions can feed into what comes next, the eco-cycle can also be valuable in defining the most useful kinds of evaluation for particular stages. For example, developmental evaluation supports the design and progress of innovation to guide creation and adaptation especially in emergent and complex situations,[191] while a formative evaluation is focused on improving, strengthening and fine tuning an intervention or existing programme. There may be some performance monitoring and process evaluation between

exploitation and conservation when a summative evaluation can be useful where its merits or worth are assessed.

The release phase allows for a harvesting of knowledge to uncover patterns and/or principles of effectiveness and learning, ideally to feed into the next phase of the process. In this way an initiative or organisation can continue to evolve in ways that can most usefully contribute to the achievement of stated goals.

DEVELOPMENT EVALUATION

SUMMATIVE EVALUATION

reoganisation

conservation

exploitation

release

FORMATIVE EVALUATION

HARVESTING KNOWLEDGE
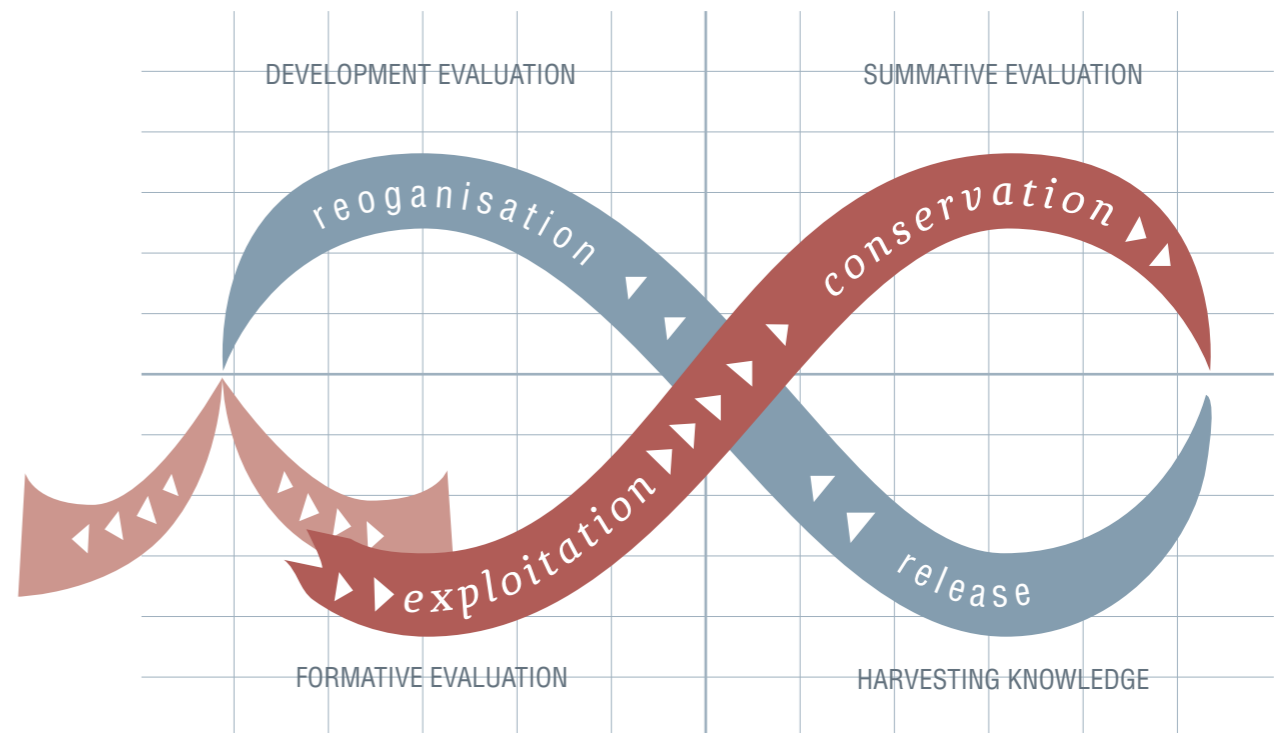
From http://www.appartenance-belonging.org/en/resources/the_panarchy_loop

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[191] See Michael Quinn Patton (2011) Developmental Evaluation. The Guildford Press, New York.

OUTCOME MAPPING:

Helps with 1) documentation of the journey; 2) reassessment (and revision) of the intended 'destination'; and 3) improving capacities and capabilities to continue the journey. The process is participatory and focused on outcomes rather than impact, while recognising that impacts (desired changes in state) are the ultimate goal.

Outcomes are understood as changes in behaviour, relationships, activities or action of people, groups and organisations with whom an initiative works directly. These outcomes can be logically linked to the initiative but are not necessarily caused by them. Guided by understanding of 'boundary partners' and spheres of influence, outcome mapping has three core stages: intentional design, outcome and performance monitoring, and evaluation planning. By using outcome mapping, contributions to such outcomes can be revealed and social and organisational learning can be influenced.

OUTCOMES HARVESTING:

Is a way of working out what has happened. It does not measure progress towards predetermined outcomes or objectives, but rather collects evidence of what has been achieved, and works backward to determine whether and how the project or intervention contributed to the change. It yields evidence-based answers to the following questions:

- What happened?

- Who did it (or contributed to it)?

- How do we know this? Is there corroborating evidence?

- Why is this important? What do we do with what we found out?

SPLASH AND RIPPLE:

Is a particular approach of outcomes measurement that uses metaphor to help grow understanding. The rock is a material Input, the person holding the rock is a human

Answers to these questions provide important information about the contributions made by a specific program toward a given outcome or outcomes.

MOST SIGNIFICANT CHANGE:

Is a form of participatory monitoring and evaluation. Many stakeholders are involved both in deciding the sorts of change to be recorded and in analysing the data. The process occurs throughout the initiative cycle and provides information to help people manage activities and monitor progress towards goals while also providing information on impact and outcomes.

Essentially, the process involves the collection of significant change stories from those directly involved and the systematic selection of the most significant of these stories by panels of designated stakeholders or staff. Various people then sit down together, read the stories aloud and have regular and often in-depth discussions about the value of these reported changes. The process has been recognised as effective in identifying unexpected changes; distinguishing prevailing values across groups and organisations; encouraging analysis as well as data collection from those closest; delivering a rich picture that requires no specialist skills, and useful in monitoring and evaluating bottom-up initiatives that do not have predefined outcomes against which to assess progress or achievement.

resource Input. The act of dropping the rock is an Activity. When the rock reaches the water, it creates a splash. These are the outputs. The ripples, spreading out from the splash are the Outcomes, and then later the Impacts. The edge of the pond represents the geographic and population boundaries of the initiative. This tool is an outcomes measurement approach to planning and managing initiatives that encourages those involved to be clear both about what they are doing and what they are changing.

Partly driven by a desire for greater accountability, outcomes measurement also helps to influence wise planning and management decisions. The Splash and Ripple approach includes five guiding ideas: time, reach, control, context, and learning and improvement. It has been used by police, justice and health services as well as communities and community groups.

COLLECTIVE IMPACT:

Is a highly structured cross-sector framework that aims to support and foster conditions for the total being more than the sum of the parts. Particularly useful in developing approaches for complex situations, Collective Impact helps groups of people and organisations to collaborate and coordinate their efforts towards a shared desired change in state. With five conditions, it offers a model for getting partners to develop a common vision from shared understandings and then to work towards that vision together and share learnings as they go.

THE FIVE CONDITIONS OF COLLECTIVE IMPACT

Common Agenda	*All participants have a shared vision for change including a common understanding of the problem and a joint approach to solving it through agreed upon actions.*
Shared Measurement	*Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable.*
Mutually Reinforcing Activities	*Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action.*
Continuous Communication	*Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and create common motivation.*
Backbone Support	*Creating and managing collective impact requires a seperate organisation(s) with staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organisations and agencies.*

Collective Impact also enables the development of a shared agreement on the process and outcome measures that lead to change, agreement on the activities, which move the needle on outcomes, and recognition of the value of resources to drive forward change.

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ABCD Institute http://www.abcdinstitute.org/: The Asset-Based Community Development Institute (ABCD) is at the centre of a large and growing movement that considers local assets as the primary building blocks of sustainable community development. Building on the skills of local residents, the power of local associations, and the supportive functions of local institutions, asset-based community development draws upon existing community strengths to build stronger, more sustainable communities for the future.

Art of Hosting http://www.artofhosting.org/home/: is a pattern and a practice that allows us to meet our humanity in ourselves and in each other - as opposed to trying to be machines when meeting. The Art of Hosting training is an experience for deepening competency and confidence in hosting group processes - Circle, World Café and Open Space and other forms.

At the Heart Resources http://www.familiescommission.org.nz/publications/forum-reports/at-the-heart/order-form: A DVD and workbook resource available for purchase. Developed from learning gathered at the Victory Village Forum in 2011, this DVD shares ideas and examples from those working with communities about what working in family-centered, community-led ways is all about. The DVD has four core modules and is designed to be used as both a training and reflective discussion tool for organisations and communities.

Bank of I.D.E.A.S http://www.bankofideas.com.au/: The Bank of I.D.E.A.S. operates from the basic assumption that communities do not develop from the 'top down' or from 'the outside in'. It believes that communities need to build from 'the inside out', and for their residents to invest in themselves, ideas, assets, capabilities and resources in the process.

Be. Accessible http://www.beaccessible.org.nz/: Be. Accessible enriches the lives of all people, by inspiring and enabling greater accessibility for all New Zealanders. Their mottos - see the possibility, seize the opportunity and Be. the change.

Cities reducing poverty http://tamarackcommunity.ca/g3s61_VC_2011g.html: In this podcast, Garry Loewen speaks with Mark Cabaj about Tamarack's book, Cities Reducing Poverty - How Vibrant Communities are Creating Comprehensive Solutions to the Most Complex Problem of our Times which profiles the work of six different Canadian cities as they worked collaboratively to reduce poverty, synthesizing the experience of Vibrant Communities Canada over the past decade into a set of powerful lessons for any city eager to address this complex issue.

Inspiring Communities tools http://inspiringcommunities.org.nz/learning-tools: A compilation of CLD tools and resources being used successfully by New Zealand communities to help achieve effective community-led change.

Inspiring Stories http://www.inspiringstories.org.nz/: Inspiring Stories is a charitable trust based in Wellington, operating nationwide. Their mission is to be a catalyst for action - to showcase what's possible, build capability & celebrate young New Zealanders leading change.

Neighborhood Matching Fund http://www.seattle.gov/neighborhoods/nmf/: The City of Seattle's Neighborhood Matching Fund was created in 1988 to provide neighbourhood groups with Council resources for community-driven projects that enhance and strengthen their own neighbourhoods. All projects are initiated, planned and implemented by community members in partnership with the City. Every award is matched by neighbourhoods' or communities' resources of volunteer labour, donated materials, donated professional services or cash. This community match is at the heart of the NMF Programme.

Our Amazing Place http://site.ouramazingplace.org.nz/: Our Amazing Place Community Treasure Hunts are free community events running throughout New Zealand that seek to connect people to their local communities. People, places, businesses and services are all profiled and discovered in a fun treasure hunt trail around a local neighbourhood. The treasure hunt trail features a number of stations which each have a challenge, activity or task that must be completed to gain a stamp for their 'passport'. The participants then head to a final destination for a celebratory event of people, place and prize draws!

LINKS & RESOURCES

Project for Public Spaces (PPS) http://www.pps.org/: PPS is a non-profit planning, design and educational organization based in New York that's dedicated to helping people create and sustain public spaces that build stronger communities. Their pioneering place-making approach helps citizens transform their public spaces into vital places that highlight local assets, spur rejuvenation and serve common needs.   PPS has projects and training programmes operating worldwide.

Tamarack http://tamarackcommunity.ca/: Tamarack is a Canadian Community Engagement Institute that develops and supports learning communities to help people collaborate and to co-generate knowledge that solves complex community challenges. Their deep hope is to end poverty in Canada.

The Barefoot Guides http://www.barefootguide.org: have been written by community development practitioners mainly working in South Africa. They are written in very accessible language, with great stories to illustrate their messages. Their second series focus on building a strong learning orientation into community change work.

The Plexus Institute http://www.plexusinstitute.org: is a community of diverse people committed to fostering the health of individuals, families, communities, organisations and the natural environment by helping people use concepts emerging from the new science of complexity.

Tipu Ake ki te Ora Lifecycle http://www.tipuake.org.nz/index.php: is an easily applied, and action focused leadership model that exploits Kiwi style teamwork. It provides new tools for organisations that wish to grow into dynamic living entities, rather than just behaving like machines.

Transition Towns http://www.transitiontowns.org.nz/: Transition Town initiatives are part of a vibrant, international grassroots movement that brings people together to explore how local communities can respond to the environmental, economic and social challenges arising from climate change, resource depletion and an economy based on growth.

Vibrant Communities http://www.vibrantcommunities.ca/: championed by Tamarack, Vibrant Communities is an initiative focused on significantly reducing the human, social and economic cost of poverty by creating a connected learning community of 100 Canadian cities, each with multi-sector roundtables addressing poverty reduction. Their goal is aligned poverty reduction strategies in cities, provinces and the federal government resulting in reduced poverty for 1 million Canadians.