

# Take matakite Pilot Insights

## Paetuhi Outline

The pilot's kaupapa has been to enable communities to identify shared issues and generate local solutions. The scheme focused on communities as a whole – rather than on specific, individually funded programmes – marking a shift from a granular approach to a holistic one. This allowed communities to access flexible funding for activities and projects that benefit the wider community.

The pilot ran from July 2011 to December 2016. In March 2011 Cabinet transferred \$1.5 million from the Community Organisation Grants Scheme to the Community Development Scheme, to enable a long-term investment in a CLD pilot, and a further \$400,000 was transferred to the pilot from the Community and Voluntary Sector vote.

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**The pilot's kaupapa has been to enable communities to identify shared issues and generate local solutions. Ko te take matakite, ka āhei ngā hāpori hei hanga take whakatika.**

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## Matakite take nui Key insights

For most of those involved, the CLD approach has demanded different ways of thinking and of working.

Continuous learning has improved project outcomes and the depth of CLD practice in each community.



## He aha ngā painga mō mātou? What has worked for us?

### E mārama ana ki te whakapakari ā hāpori Understanding Community-led development

CLD principles and their implications for individuals' roles present a steep learning curve, and so training has been invaluable.

*The Leadership Group invested in local Community Coordinators to boost collaboration. With Chair and DIA Advisor support, they also invested in CLD mentoring and coaching for community brokers to be able to model a CLD approach.*

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*Internalising CLD principles and Toiora values has been essential, and the resulting community plan connected social, economic, cultural, environmental wellbeing, and that of individuals, families, hapū and iwi.*

WHIRINAKI

### Hononga ātawhai Mentoring relationships

Having seasoned practitioners walk alongside helped bed-in CLD theory and practice, while remaining relevant to our places. Our mentors offered:

- An outside voice helping us focus beyond individual agendas.
- Knowledge we didn't have, e.g. community or state sector knowledge, best practice from elsewhere.
- Data, suggestions or questions that revealed our assumptions, encouraging us to move beyond our safety zones.
- Relationship brokerage with other community groups, organizations and funders.

*Support, mentoring and coaching from Inspiring Communities and DIA for leaders and project workers has been vital...*

MANGAKINO

communication  
channels  
working  
organically  
flagship  
visibility  
learning from others  
mentoring  
relationships  
effective  
structures  
& food  
& fun!  
local  
ownership  
different  
leadership  
style  
being  
available  
understanding  
community-led development

## Ka anga ki mua ngā huinga hāpori Going beyond community consultation

Learning to include and serve wider community aspirations is more than consultation or engagement. The most successful activities have enhanced the actions of others, and required competence with a wide range of tools to distil community aspirations and enable participation. That meant enabling participation and being welcoming, via face to face, two-way conversations where wider community goals trumped personal agendas.

*We have all learned more on how to exercise kindness and empathy even when we may disagree.*

MANGAKINO

## Ka tū taketake Being strengths based

The four communities' diverse needs drove their participation in the pilot, but they share the leveraging of local strengths and resources towards common goals, rather than focusing on needs, issues and deficits. Even here, on

closer view, liabilities were found to be assets, such as when a 'struggling-but-showing-potential' local group could be resurrected as part of a merger.

*Bringing people and groups together has been key to our success – we find what the community is passionate about and where the requisite skills are, and connect them with resources, space and a wider community*

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## Mahia te mahi Working organically

Mapping a pathway, while essential, will only take us so far. We must be able to respond dynamically.



When we invite people to talk about possibilities, new synergies emerge. We should be open to what might come out of such connections. It's often only by observing the trendlines that we can plot the most effective futures steps.

*Revisiting and developing new project plans... proved worth the extra cost, delay and effort, as it provided a clear roadmap for further work. The outcomes so far prove the value of this investment: The annual surface flooding prior to the awa clean-up has diminished; water quality is improving....*

WHIRINAKI

## Whai mana tika, kāwanatanga, hunga whakahāere me te roopu whakatikatika Effective legal governance, management and organisation

Working organically works best on the foundation of a robust structure – as some found to their cost.

Diversity in governance roles, aided by clear parameters, procedures and skilled facilitation





tors has encouraged rich discussion, innovative decision-making and productive meetings – ensuring that obligations are met (e.g. OSH and employment).

*Having a rich range of experience on the executive made for some robust discussions, to the point of our seeking help to achieve respectful and productive meetings.*

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*An incorporated society model has allowed a wide membership base with effective governance elected from within that base. Solid legal advice aided the constitution's development.*

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## **Hari me te Kai!** Food and fun!

All communities identified social inclusion as a key value, particularly when aided by fun and food. Gathering information, feedback and developing new ideas can all be done in fun ways. Fun and food encourages involvement, even if the task at hand is essentially mundane (e.g. newsletter folding). And a reputation for happiness does no harm to attendance numbers. Beyond this, intentionally business-free gatherings are also invaluable.

*...we're learning to take Jim Diers' motto seriously: "Why have a meeting when you can have party?". So we try to include food and fun at AGMs, Society and executive meetings. And having intentionally social gatherings outside of business meetings has been healthy for the executive.*

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## **Mahi karakaipuke me te mārāma** Flagship activities and visibility

Nothing beats visibility and availability. Whirinaki's most visible work has been with its awa, while North East Valley has the Valley Voice newsletter. Demonstrating visible, tangible progress helps people value both the projects, the people driving them, and showcases what neighbours are doing in the community.

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### **Nothing beats visibility and availability. Horekau he kōrero tū atu i te kitenga me te wāteatanga.**

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*We're very proud of the new facilities and infrastructure our community has created and is enjoying.... When, Huamai Street residents decided they wanted a street playground, with*

*very little encouragement and support they just got on and made it happen!*

MANGAKINO

*The May Road crossing is the result of Roskill Together walking beside the neighbours who created art works to slow down the motorists and lobbying a local MP and Auckland Transport. This is a tangible asset ensuring safety in the Roskill community.*

ROSKILL

## Kia wātea Being available

Equally important to perceptions of value is offering a welcoming and accessible location where project leaders are regularly available. For Whirinaki this has been an accessible, independent hub, while for Mangakino it was co-location with Council workers

*Basing project workers at the Service Centre and available at regular weekly hours – encouraged people to drop by for those kanohi ki te kanohi (face to face) conversations, to question and contribute ideas.*

MANGAKINO.

*The small management team office became a hub that the community make full use of.*

*Having a consistent, on-the-ground and accessible kaimahi presence – at last, in the final year – made a significant improvement to the overall Toiora project.*

WHIRINAKI

## Hanga whakaaro kaha Effective communications

Vibrant, up-to-date and accessible communication channels are essential: Printed newsletters, e-zines, websites, Facebook pages – anything that will reach individuals where they are.

*Giving the community a voice and sharing it is the Voice's mission. Along with the printed newsletter, a website, e-zine, a thriving Facebook page, and community noticeboards are all well utilised.*

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## Ako i tetahi atu Learning from others

All of us appreciate learning from each other as well as from external practitioners, such as Peter Kenyon (Bank of Ideas), the Victory School team, Jim Diers and Inspiring Communities.

*... we sought external help to improve decision-making processes. The fruit of this is a more mana-enhancing, way of running meetings.*

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## Rangatiratanga papakāinga Local ownership

Undoubtedly, the best outcomes have come from activities with the greatest community ownership. These activities often spawn others that are just as vibrant and valuable to local people.

*Matariki Huanga Nui and Creek Fest are highly valued events for our community, which has contributed hundreds of volunteer hours to them. And these have spawned other highly valued projects such as the Lindsay Creek clean up and Valley Kapa Haka group.*

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## Ngā momo aratakitanga rerenga kē

### Diverse leadership styles

Having strong local leadership requires pre-existing leadership to operate differently. Truly collective leadership is empowering, creates



opportunities for individuals to step up, and is open and willing to share ideas.

*The four Project Workers assisting our pilot have all been different. We share with them our understanding, knowledge, background, relationships, families and connections, to enable others to step up.*

MANGAKINO

## Iwi partnerships Hononga a – iwi

All experienced that being community-led compliments iwi-led. Understanding mātauranga and tikanga Māori helps us respect and enhance the mana of people and places.

*A growing partnership with iwi and our effort to incorporate tikanga has helped us to value whakawhanaungatanga over and above Westminster processes.*

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*Te Reo o te Hikutu project... further enhanced and advanced the oral, and practical use of te reo, especially in our local dialect relating to tikanga and kawa.*

WHIRINAKI

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**Understanding mātauranga and tikanga Māori helps us respect and enhance the mana of people and places. Mā te whakamārama i te mātauranga me ngā tikanga Māori ka whakamana ngā tūrangawaewae-ā-tāngata.**

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## Rauemitanga Resourcing

Access to secure funding has enabled all to build confidence to plan and work together. And without paid staff, these projects would never have flourished as they have.

*Adults and children, with local business support, created wooden art pieces to be displayed along May Rd, warning motorists to slow down. This tactical urbanism, combined with a local MP and Auckland Transport lobbying resulted in a crossing being installed in July 2016.*

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## Tauwhiro tanga Sustainability

With an eye to the future, transitioning from the pilot will be different for each community. Some projects will continue via alternative funding and contracts. Elsewhere, project components are evolving into stand-alone



entities or being 'umbrellaed' by other groups. Whirinaki Toiora stress how important intangible (taha wairua) outcomes are to sustainability, because these are key elements independent of funding.

*Now self-sustaining, resourcing has far-reaching benefits: programmes with quality gym equipment, massage tables for mirimiri, camera equipment for making videos, and hoodies available online have all contributed to improved self-confidence, skills, empowerment and leadership amongst rangatahi.*

WHIRINAKI

## Whaingā Outcomes

What does community-led development look like?

It looks like skate parks, clean rivers, pedestrian crossings and warmer homes. It looks like educational achievements, new income streams, increased resilience. Community-led means confidence and empowerment for people, groups and communities. And it means

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**What does community-led development look like? He aha ngā tirohanga whakapakari-ā-hāpori?**

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improved relationships, wider engagement and genuine co-delivery. Evidence that our collaborative capacity and competency has expanded massively; that we can work together to become the kind of places that we want.

*The fruits of these efforts are both tangible and intangible: More sharing of resources, skills and expertise, and increased capability to meet*

*current and future challenges. In addition, all milestones in our community plan were met.*

WHIRINAKI

*The skate park had been talked about for decades: When it finally came into being, the CLD approach ensured it had a massive impact.*

MANGAKINO



## Ngā taki The challenges

### Ngā kūaretanga e pā ana ki ngā mahi arataki ā hāpori Lack of community-led development understanding

All found a lack of CLD awareness an ongoing challenge. Most evident in the first year, this challenge dogged participants in various roles because they were often expected to provide services rather than enable action.

*Managing expectations has been challenging when some expect the Leadership Group will do everything. Some leaders are more used a professionalised model where paid staff implement, so we may need to re-centre on the CLD approach and clarify the role of paid workers.*

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*Both outside agencies and community members often view us as service providers, so it's a challenge to stay focused on the ultimately more valuable task of enabling the community to provide its own solutions.*

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**People are used to having service providers arrive and do things for them. Ka waiho e ngā tāngata mā ngā roopu ratonga e kōrero**

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### Ka hanga he hōtaka hāpori Developing a community plan

Communities learned to avoid over-detailing their plans, but rather, to sketch a basic outline which could be revisited and fine-tuned, iteratively. Time-intensive planning can actually hinder the development of trust and understanding, which is more effectively realised through practical action together.

### Taikaha i te wā roa Persistence

People are accustomed to having service providers arrive and do things for them. They are less used to imagining, co-designing, and then directing the actions that lead to positive change. Such deeply rooted attitudes required substantial behind-the-scenes reorientation.

Many community members were unaware of how much background work went on: Mangakino's Heritage Trail, for example, required two full years of pure planning. For implementation, it was difficult to encourage people to source images, curate stories, and talk with whanau, neighbours etc. Design and production of displays, and their siting

was also drawn out. Of course, the Trail could have been fast-tracked by a dedicated team, but would have lacked grounding in its community, with this approach. The sheer complexity of some projects was a steep learning curve for many.

*Initially, ignorance about CLD led to misconceptions about our role. Some saw the organisation as a funder and sought to serve their own or their group's agenda rather than the wellbeing and development of the wider community. Others saw Roskill Together as 'doing it for them'.*

MT ROSKILL

### Pūtea nanea Sufficient funding

Generally, resourcing provided a sense of security, although some conflicts arose as to on what and via who such funding should be directed. Looking back, it's probable that some funding priorities could have been better directed.

### Taumata rauemi tika tonu Equitable resourcing levels

All communities received the same level of funding. This meant that Roskill Together,



working with a larger local population, was challenged to achieve levels of engagement comparable with other communities. Roskill's scale has been identified as a key handicap, ultimately making their initial plan unfeasible. Staff found themselves spread thin, and operating limited resources compared with other pilot communities.

*The community plan generated a sizeable workload, and despite a population of 60,000, Mt Roskill received the same pilot funding as other significantly smaller communities – to the point that we could say the plan wasn't deliverable with staffing as funded. Staff were simply spread too thinly.*

MT ROSKILL

## Kaimahi tahuri me te aratakinga taketake

### Staff turnover and local leadership

For some groups, a high staff turnover and local leaders led to a lack of continuity and constant staff orientation, stealing focus from community engagement.

## Āta titiro ki ngā whaingā atu I ngā raupapa mahi

### Too much focus on process, rather than outcomes

A few found the focus on CLD detrimental to the outcomes achieved.

*Due to initial ignorance, Trustees found themselves in a lively discussion about the relative merits of Community Development vs Community-led development!*

MT ROSKILL

## Tauwhirohia te kitenga

### Sustaining the vision

Constantly reminding ourselves who we are, and why we exist has been essential.

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**Constantly reminding ourselves who we are, and why we exist has been essential. Kia mōhio mai ko wai mātou he mea nui.**

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Staying true to CLD principles helps communities maintain core values and vision. And on a fundamental level, all leaders want to



make life better their communities, with them rather than for them.

It's all too tempting to take shortcuts via the familiar. But that's at odds with making our work sustainable. Ensuring the growth of connections, networks and leadership is just as important as achieving project outcomes.

*We know there are parts of the community who remain unengaged – mostly for lack of the right connectors around the Leadership Group table. Project workers connect with some, but not all; and unless someone gets alongside the unengaged, understands their interests, and can draw them into looking forward, they will remain uninvolved.*

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Current practice needs to be reappraised and values and vision need to be reflected on regularly to keep the team on task. The tyranny of the urgent often distracts from fundamental priorities. Regular reviews and team retreats, along with an almost ritualistic retelling of values and vision are highly recommended.

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**The tyranny of the urgent often distracts from fundamental priorities. Kua e wareware ki te ngako o ngā mea nui.**

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## Ngā pokakētanga o te kāwanatanga me te kaiwhakahāere

### Differentiating governance and management.

Finding a treasurer challenged all the pilot groups. Most experienced the lines between governance and management becoming blurred. It's difficult to maintain boundaries where you are working in and with your own community.

*Finding a treasurer is a challenge for many NFPs including ours.*

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## Mā te hē ka ako

### Learning from mistakes

No group was unable to learn from mistakes. CLD work is iterative and emergent, with many unknown variables. In general, groups appreciate this, providing there is opportunity to leverage such learnings, moving forward.

*Our process has been far from plain sailing – entailing sleepless nights for some, but also opportunities for reflection and learning.*

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