

Whakaaro, taputapu me nga rauemi Ideas, tools and resources

These best practice ideas and tools build on our key insights. They are assets we either used successfully, or wished we had! Items are listed chronologically because some tools have been particularly useful at specific stages. Many of the resources linked offer additional, more general content.

Ka takatū Getting ready

- It's a journey – be ready to do lots of listening; be open to learning as you go; and be prepared to change your approach.
- Think about scale – CLD works best at the local level: street, neighborhood, suburb, small town or rural region. Local is the scale at which you bump the same people on a regular basis. Therefore, the meaning of 'local' can differ vastly in scale – e.g. between rural and urban places. What is local for you?
- Leadership – what does leadership look like in your place? Who are the community

CLD works best at the local level: street, neighborhood, suburb, small town or rural region. Ka mahi tika te CLD i ngā wāhi tūturu

leaders – official and unofficial? These are the people who can connect you, help kick start your idea, or conversely, block it. Useful for understanding leadership is er.educause.edu/articles/2015/10/on-becoming-a-leader-building-relationships-and-creating-communities.

- Governance – how can local people be part of the decision-making processes and plans that affect community life, and getting things done? Useful is: rtmteam.net/page.php?section=overview_of_ecg&pageID=25 and governancecode.org.
- Management here means organizing in community-led ways, and getting it done. Who has that capability in your situation, and how can your project be managed in community-led ways?
- If you are going to employ people you must check ird.govt.nz/payroll-employers/become-employer/become-employer-index.html. For recruitment and staffing see hrinz.org.nz.
- Clear policy is part and parcel of organization building. There are some good templates at community.net.nz/resources/community-resource-kit/important-policies.

- Key Questions: Why are we wanting to work in a CLD way? What might success look like? And for who?

A te wā ka tīmata koe As you begin

- Prioritize: Put time into what matters. CLD is time and resource intensive, and the pilots have proved the value of working to the priorities and pace of the community (i.e. grass-roots people and volunteers, not just funders, paid workers and organizations). So, get a sense of local priorities and pace. Creativity helps, and can add fun. Candychang.com/work has some good starter ideas.
- Start where people are: Find out what matters to them and what they'd like to be part of. Look for the brighter spots – and build on things that are working best. Appreciative Inquiry can be a useful way of engaging. Check out positivitystrategist.com/appreciative-inquiry-overview.
- Make connections with existing groups, especially those who will benefit most from your ideas. What are they already doing? What are they interested in being part of? Grab contact details so you can update your community as you build it. Asset mapping is one way – check

out ohcc-ccso.ca/en/courses/community-development-for-health-promoters/module-two-process-strategies-and-roles/tool-mapp.

- Create interest and capacity – what's in it for your collaborators? How can you build capacity, trust and leadership? See ctb.ku.edu/en/table-of-contents/leadership/leadership-functions/build-sustain-relationships/main.
- Get some modest early gains – Add value to what is already going on and show you can deliver. Actions trump words.
- Be visible and available – in a location where people can find you, but also by getting out from from your desks regularly.
- Volunteers are the lifeblood of community-led-development. See volunteeringnz.org.nz
- Key questions: Where are we now? What do we already have that works well? Who else is in this space? Who will benefit? How might we talk with them to see what they are interested in?

Direct engagement was more effective than surveying. Mā te takatū ka tika te rangahau

Hanga hōtaka me te mahitahi Planning and collaborating

- A collective focus and approach can best be gleaned from hui and conversations, to help generate collective vision, values, goals and approaches. For most, direct engagement was more effective than surveying. Creating such events is explained at ctb.ku.edu/en/table-of-contents/leadership/group-facilitation/main and about conversations at unitedway-wa.org/members/wp-content/uploads/2013/04/CommunityConversationKit1.pdf.
- Interactive and creative engagement should be baked in. Whirinaki found the pathplanningtool.co.nz particularly effective.
- A memorandum of understanding (MOU) will seal the deal. Get a template for that at elearning.tki.org.nz/Media/Files/Memorandum-of-understanding-template
- Goals and measures should be part of your planning – how will you measure success? If you can't be all things to all people, so what can you be? There are some good ways of working that out at ic.org/wiki/setting-community-goals-and-values-in-a-vision-statement.

- Facilitating roles. This doesn't mean you don't do any doing, but that even through your doing you are trying to enable others to achieve their goals. Some information on the four stages of facilitation is at sc.edu/fye/events/presentation/sit/2005/pdf/l-57.pdf
- Sharing the news. Regular reflection and review, and sharing stories and will ensure your work has credible visibility in the community.
- Offer ownership, welcome people as equals.
- Funders at meetings can broker common understanding and enable them to be of service directly, as much as resourcing projects.
- Key Questions: How will we work together? What kinds of things can we do together? What are our different roles? How will this grow community-led development?

Ka tupu, ka mau, ka hāere tonu Growing and sustaining momentum

- Follow passions: Involving more people in CLD isn't assimilation. People experience agency most when they can follow their passion. Participation

techniques are at ctb.ku.edu/en/increasing-participation-and-membership.

- Parallel processes: Use subcommittees, action groups and project champions to get and keep things moving in parallel with each other. Check out the Constellation Governance Model: tonyasurman.commons.ca/wp-content/uploads/sites/3/Surman_2006_Constellation-Governance-Model_CSI.pdf
- Different leadership styles may be required. Projects vary in lifespan and public interest, so consider leadership and reporting alternatives to inform without overwhelming. Leadership style guidance is at nationalcollege.org.uk/transfer/open/adsbm-phase-4-module-4-understanding-the-leadership-of-organisations/adsbm-p4m4s3/adsbm-p4m4s3t3.html
- Sustaining momentum requires direction, and the Ecocycle (Panarchy) is a great tool to help maintain that. It also helped us to consider what we might do with that and helped us have some great conversations: See inspiringcommunities.org.nz/eco-cycle-of-collaboration.
- Key Questions: Where are we now? What's next? Who has passion and energy for this? Does it still fit our vision and goals? Who else might we work with?

Kei te aha? So what?

- Long term requires reflection. And the reflection action model is a great tool: enviroschools.org.nz/enviroschools_programmes/action_learning_cycle
- Learn by doing – from what works and what doesn't. CLD leverages experience from one project into the next, and whatworks.org.nz offers tools for curating experience.
- Indicators worth monitoring are: participation, progress, performance, possibilities, people outcomes and policy changes. More at: inspiringcommunities.org.nz/are-we-making-a-difference
- Getting an overview can community-led without over-taxing people. Great ideas at files.peacecorps.gov/library/M0086.pdf
- Applying learnings can be quite another matter, but frameworks like the Quadrants of Change are useful: inspiringcommunities.org.nz/quadrants-of-change
- Data gathering can lead to more: engaging and mobilizing, sharing actions and their effects. See outcome storytelling guidelines at blogs.ncvo.org.uk/2016/03/08/once-upon-an-outcome-effective-impact-stories

- Key questions: what happened? How well did it go? Who was involved, and in what roles? What did we achieve? What new possibilities emerged? What will we do now?

Ka hāere tonu Moving on

- Projects change. Fixed funding terms required us to consider sustainability from the outset. One method has been to nurture leadership across the board, which in turn can cross-pollinate. See inspiringcommunities.org.nz/resources/leadership
- Ensure accessibility, if you want a positive legacy, ensure tangible resources are in accessible places and ongoing costs are covered.
- Sustainability and resilience are built as we move beyond doing *with*, towards doing *as* communities.
- Create space for grassroots contributions from all kinds of people, not only the leaders.
- A little humility goes a long way: Reminding ourselves that we're facilitators more than project managers encourages new models, enabling new projects, without necessarily the burden of responsibility.