

Katikati Taiao Evaluation Report on Community-Led Development

3 June 2020

Purpose of this Report

The purpose of this report is twofold:

- First, to briefly describe the where the six-monthly period funded CLD projects are currently at, and
- to reflect what has been learned from these projects in terms of our CLD.

First, the background to the community led partnership with the Taiao and the Department of Internal Affairs (DIA) is introduced. This is followed by a brief description of the source of data for this report. The substantive part of the report outlines what happened and what we have learnt with each of the CLD projects.

Background

In September 2018, Katikati Taiao and the Department of Internal Affairs (DIA) entered into a five-year funding and support relationship called a Community-led Development Partnership (CLDP).

Underpinning this partnership were:

- a mutual commitment by the DIA and the Taiao to work in ways that gave life to the five principles of community-led development¹;
- a mutual intent to support the development of shared local visions and increase the capacity and resilience of the Katikati people, community groups, and the community in general; and,
- a mutual understanding that, in this relationship the Taiao recognises DIA as a government agency, funder and supporter, and that the DIA recognises the Taiao's local leadership role, and their priorities to build social cohesion, restore and protect the natural world, and support community economic development through robust relationships and partnerships, including with DIA.

The outcomes and intended actions aspired to in this partnership agreement were that:

- The Katikati community was engaged and sustainable. The partnership was to nurture and support initiatives that promoted social well-being, enhance environmental well-being, and provide opportunities for community economic development.
- There was strong local leadership representative of the diversity of Katikati. The partnership sought to develop leadership capacity especially amongst marginalised groups.
- A wide variety of community organisations and initiatives were empowered and can act on their own behalf. The partnership sought to work with a wide range of community groups and individuals to build partnerships and strengthen governance capacity.
- Katikati was a place of inclusion where people feel connected and have a sense of belonging and purpose. The partnership sought to engage with as many people as possible.

¹ 1. Shared local visions drive action and change; 2. Existing strengths and assets are used; 3. Many people, groups and sectors work together; 4. Diverse and collaborative local leadership is built; 5. Working adaptively, learning informs planning and action

Despite this mutuality underpinning the partnership, little progress in actions to support the outcomes sought occurred over the twelve months subsequent to the signing of the partnership. Central to this inaction were long discussions between the DIA and the Taiao attempting to

- clarify the role of the Taiao in the 'community leader group' – a group central to the DIA's vision of how community-led development ought to work, and
- what partnering actually meant in practice, particularly in the provision of financial resources by the DIA to get actions of the ground.

Whilst these discussions were unfolding, the 'Hearts and Minds of Katikati' research project was independently conceived by the Taiao and undertaken with funding support from the Lotteries Commission.

The Hearts and Minds research aimed to provide an understanding of the social connections in Katikati, that is, how the various communities in Katikati live and work together. The reasons why the Hearts and Minds research sought this understanding were:

- to learn how to model the principles of community-led development, and
- to provide an evidence base for on-going actions based on these principles.

The Hearts and Minds research was not a counting exercise in the traditional sense of gathering statistics on the people living in Katikati (although some statistics were reported). Rather, Hearts and Minds went deep into some communities by participating in events and facilitating some events within communities. The outcome of such participation and facilitation as a research process provided a keen insight into how communities in Katikati work, their strengths, their values, and their aspirations as communities within Katikati.

The Hearts and Minds research also modelled processes to strengthen social connections. This was done by drawing people from diverse backgrounds in Katikati to form a 'reference group'. This group met regularly over the course of the research and learned to trust and understand one another. Consequently, new social connections were made, particularly with Tangata Whenua, and a capacity to collaborate and act together on shared visions was developed.

The Hearts and Minds research identified five themes of shared visions across the communities in Katikati:

- Mana Whenua – wider community connection with the culture and traditions of iwi who hold connection to the land around Katikati
- Youth Wellbeing – wider community connection to youth, both while at primary and secondary schools and their pathways beyond school
- Intercultural Connections – wider community connections between the diverse cultures living, working and passing through the community
- Connection to Taiao, the natural environment – wider community connection to improving and protecting the natural environment
- Service to the Community – wider community connections between those groups and volunteers who provide service to our communities

At about the time the Hearts and Minds research was nearing completion, The DIA and the Taiao entered formal mediation to resolve the issues over the partnership. The outcome of this mediation

was a 'refresh' of the relationship and lines of communication between the DIA and the Taiao and committed funding for six months by the DIA to support a community-led development programme beginning with, and building on, the evidence of the Hearts and Minds research.

This community-led development programme had five areas of focus:

- 1 Hearts and Minds Research : Sharing the research with all community stakeholders as a basis for further community-led action, building connections.

Actions included:

- preparation and producing summary versions of the research document, and standard presentations for group members and contractors to use;
- prepare and improve online content and navigability;
- develop a communications and engagement plan to ensure all local and regional stakeholders get opportunities to hear about the outcomes;
- plan a framework for collating ideas and contacts as the information is shared;
- share the outcomes of the research and collate ideas and energy;
- collate material and develop plans for early 2020 activation.

- 2 Mana Whenua Action Plan - supporting mana whenua to develop and cost their action plans emerging from the Hearts and Minds Research.

Actions included:

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- 3 Engaging rangatahi and young people in positive pathways.

Actions included:

- support the high level of energy which has emerged around this kaupapa, by fostering connections including regular contact with the wider CLD effort and network.
- enable the development of locally-led planning and funding proposals for implementation in 2020 and beyond.

- 4 Environmental Protection and Enhancement.

Actions included:

- fostering connections including regular contact with the wider CLD effort and network,
- facilitating an event to raise community understanding and result in strong local engagement with the District Waste Strategy.

- 5 Backbone to catalyse and support Katikati's Community-Led Initiatives aiming to strengthen community CLD capability, and the Taiao's capability and capacity to facilitate, support and co-ordinate our local planning and processes.

Key elements included the appointment of a contractor/s to support these functions by:

- developing Taiao's engagement plans and resources including its databases and website;
- developing Taiao's communications;
- improving Taiao's meetings both as the backbone and with its networks;
- facilitating community events;
- developing co-ordination and brokering roles;
- developing Taiao's information systems;
- developing Taiao's learning, monitoring, evaluating and reporting systems;
- attracting more resources into community priorities

- investigating options for accommodation and core administrative services

Reflection Methodology and Data Sources

Funding to begin the CLD programme was obtained from the DIA in October 2019 and was for a period of six-months. Because the Taiao had waited so long for this to occur and the time frame was short, it was keen to get projects underway straight away.

Initial steps taken included:

- Deciding to offer short-term contracts to ‘project leads’ who were familiar with the principles of CLD,
- Developing short term contracts with the project leads,
- Developing policy to minimise potential real and perceived conflicts of interest,
- Forming a tentative CLD leadership group comprising of project leads and members of the Hearts and Minds Research Reference Group. This group met every two weeks, hosted by Te Rereakahia Marae at their whare kai. The leadership group was named Whirihia te ara ki mua (Weaving the way forward) to reflect its principal motive.

In this initial phase as actions were developed and begun, the need to record and reflect on what was occurring was overlooked. This oversight was recognised early in January 2020, and project leads were asked by Taiao to complete at the end of each month a reflective report based on the template below. These reports provide the base data for this report.

WHAT?	<ul style="list-style-type: none"> • What are we developing? • What is our focus? • Why is that? • What are we hoping to achieve? • What do we wonder about? • What do we think we should try and why?
SO WHAT?	<ul style="list-style-type: none"> • So what is occurring? • So how well are things developing and how do we know? • So what are the emerging patterns? • So was this expected? • So what are we surprised by? • So what are the tensions? • So what are we learning? • So what is the value of what we are doing?
NOW WHAT?	<ul style="list-style-type: none"> • Now what does this mean for how we should act? • Now what will we do? • Now what might our next wise action be?

Taken from a presentation by Nan Wehipeihana, CLD Conference, May 2018. Template developed by the Kinnect Group and the Developmental Evaluation Institute. Acknowledgement to Michael Quinn Patton (2011) Developmental Evaluation: Applying Complexity Concepts to Enhance Innovation and Use. New York: Guilford Press.

What has happened and what have we learnt

Considerable momentum was achieved with all the project areas in the period leading up to Xmas, and, following a break over the Xmas – New Year period, in late January and February 2020. However, in March much activity ceased due to the Coronavirus lockdown, from which we are just emerging here in early June.

Hearts and Minds Research

What happened

By the end of January 2020, presentation slides of the research were prepared and finalised. Three presentations were achieved during February. These were to the Katikati Community Board, Strengthening Communities (including Plunket, Budget Advice, Abbeyfield House, BOP Volunteering, KK Community Centre, Super Grans, UEM, The Food Bank, Natural Assets), and WBOPDC.

What was learnt

It was realised the presentation was too long after the Community Board presentation, and also that each presentation needed to be tailored to its audience. Strengthening Communities, were happy to spend an hour on the presentation whereas Council including all Senior Group Managers, limited the presentation to 15 minutes with additional 5 minutes for questions.

Learning from these two previous presentations, clear reasons were given at the beginning and at the end of the presentation to WBOPDC. Presenters focused on showing how the research & CLD resourcing had catalysed important CLD projects, and what those projects are. For example, CJ's presentation was most powerful - talked about the hurt and pain and recovery, loss of land, waka project to benefit wider community, story boards, felt very positive working alongside CLD.

In terms of the principles of CLD, this project demonstrates that the CLD project will always be work in action. It has begun to develop shared local visions drive action and change. It has begun to recognise and make use of existing community strengths and assets. For instance, following the WBOPDC presentation, Rachel Davey, GM of Policy & Planning was very interested in the CLD projects for there in inclusive communities and social justice. The Mayor also expressed interest in the CLD Community Plan and the need to work together with the Katikati Community Board as he did not want to see duplication. It was also very useful to have two presenters that have the connections and were comfortable in the council environment. There is still work to do on getting many people, groups and sectors working together. Diverse and collaborative local leadership is yet to be built. Working adaptively is ongoing.

Overall, the next phase needs to include interactive community engagement in the projects, the CLD and the possibilities for other projects.

Mana Whenua Action Plan

What happened

Ngai Tamawharuia are very keen to engage with CLD. It has enabled the hapu to 'spread their wings around their own mana whenua'.

Interestingly, Ngai Tamawharuia chose to appoint a pakeha outside of their marae as their project lead. This person has energy, is trusted and known from previous work with the iwi (including organising Fun Day Out), and is particularly well versed in project planning with a wide network of contacts to help get things done.

Much of what has happened have been steps towards developing a development plan for Te Rereatukahia Marae. This has involved the project lead:

- learning about the 'big picture' of how the hapu want to move forward,
- clarifying with the marae committee about possible projects in terms of CLD, and how the implications of a project can impact on the community for the 'greater good',
- involving some mana whenua in learning new skills. For instance, researching and recording stories, and learning how to prepare and submit funding applications.

A project started has been the development and installation of story boards about local Mana Whenua history in and around Katikati. The story boards are perceived to have benefits to Mana Whenua and the wider community, as movement along a path to inclusiveness and a deeper understanding of all people and in particular the first settlers in the rohe.

Some budget reallocation was sought for the purchase of recording equipment as having a record of these stories is paramount. Recording stories will enable the hapu to obtain historical stories from kaumatua and kuia and will also allow for the recording of stories from younger people.

Also, some conversations have been brokered with the iwi and local environmentalists and Council regarding the iwi learning about and making improvements to the life of Te Rereatukahia Stream which runs through the marae.

What was learnt

The wisdom of building the bridge between Ngai Tamawharuia and institutions in the wider community through the appointment of a pakeha lead by the marae committee.

This is a learning curve for all of us.

Whilst Ngai Tamawharuia lack resources, they have the capability and will to improve the lot of their people, particularly the young.

In terms of the principles of CLD, the mana whenua actions demonstrate the power and potential of the CLD project. It has begun to develop shared local visions drive action and change. It has begun to recognise and make use of existing community strengths and assets. People, groups and sectors working together. Diverse and collaborative local leadership is being built. Working adaptively is an integral part of the project.

Looking ahead, it will be difficult to get traction on Marae development until Covid 19 is over. However, current thoughts are that if there is a development plan that is approved by whanau and in Oranga Marae format then the Te Rereatukahia Marae Komiti can start discussion with Oranga Marae about accessing funding. The first step of the process is the development of a plan. If this can be in place, then action can come sooner. The plan is about the whole of the marae including:

- Buildings
- Tikanga
- Waananga
- Urupa
- Waananga
- Etc

The funding offers a great opportunity.

Engaging rangatahi and young people in positive pathways

What happened

A lot of background work has been undertaken with connecting with individuals in the many organisations and institutional frameworks who have some stake in engaging rangatahi and young people in positive pathways. To date the reception from supporting organisations has been positive showing a willingness to assist wherever possible. Support from Socialink for research structure and analysis, data analysis etc. The team at Community Centre is engaged and providing good contacts of relevant agencies as well as employers prepared to be engaged in fostering local job opportunities and interaction with youth seeking employment options.

There has been preparation for a survey amongst 14-25 year old NEETs, or ex-NEETS, engaging as part of the project youth leaders who were part of the Hearts and Minds reference group. An agreement has been reached with one of the youth leaders that will allow her to take a lead in the face to face research with NEETs. She has already had informal discussions with a number of NEETs/ex-NEETs that confirm a breakdown at College between less academically motivated youth and practical trade and other job opportunities locally. Thus learning about opportunities locally and a chance for work-experience has been raised. This needs to be confirmed in the wider research.

The value of what is happening at this stage is basically raising awareness of issues regarding local youth transitioning from College to further education, training & employment which motivates more of the community & agencies we are engaging with to work to find solutions. It is encouraging to see growing wider community understanding of what the Taiao-DIA CLD process is focusing on. Ongoing presentations and engagement is producing a greater awareness and support that is encouraging – even at WBOPDC level.

What was learnt

To date the biggest challenge have been silo approaches to solutions here in Katikati be that by locals, local organisations, or Government Departments.

However, interactions with other projects becomes clear as more people are engaged, so regular meetings of Whirihiā te ara ki mua are important to weave stronger community strands and solutions.

The project lead's main learnings to date have been around the process of CLD, the slower rate of progress than in business, but the greater inclusiveness and listening to stories and identifying potential community solutions.

Learning the value of persistence to achieve what we have committed to as securing appointments and follow up with key people can be challenging with multiple reminders needed to elicit action in some cases.

Developing the full proposal for the research with NEETs was a big learning curve as it included the rationale, defining the target audience and numbers required, consent forms, confidentiality aspects, background documents for participants, recruitment methods, evaluation methods etc. This process was helped significantly by meeting and planning with Liz Stewart, researcher at Socialink.

A surprise was learning that MSD had changed the rules from April 1 for eligibility of NEETs for programs at providers such as EmployNZ – now only the highest risk group will be funded. Assistance

for the remainder of the NEETs required securing funding from other sources – eg through Provincial Growth Fund (Rotorua) or other providers. This is a much higher hurdle than was in existence.

In terms of the principles of CLD, the rangitahi project demonstrate again the power and potential of the CLD project. It also highlights the difficulty in getting traction when there are so many agencies involved who each take a silo'd perspective on the problem and solutions. By connecting with these agencies, the project has begun to develop shared local visions drive action and change. It has begun to recognise and make use of existing community strengths and assets. People, groups and sectors are beginning to work together. Diverse and collaborative local leadership is being built with the engagement of local youth leaders. Working adaptively is an integral part of the project.

There is still much work to do in this space however. What is becoming clear is that as a community, we need to make a commitment amongst key organisations to a common vision for our Rangatahi and young people so that we work collaboratively to further the achievement of this vision, regardless of which organisation implements different portions of the work in achieving that vision.

Looking ahead, while progress with critical work with NEETs & parents is effectively halted until we enter COVID-19 Level 1, ongoing work is proceeding with refining research questionnaires, based on anticipated feedback from Liz Stewart at SocialLink. A video-based pilot focus group with a few NEETs will help refine & test the practicality of the planned research.

As the lockdown measures are removed, the space for ongoing meetings with key providers and individuals will increase.

Environmental Protection and Enhancement

Project 1: fostering connections including regular contact with the wider CLD effort and network,

What happened

We have focused on determining what software to use to maintain a database for volunteers, mainly relying on the expertise of a local software developer. Also, worked with the community centre on creating a volunteer data base, thus expanding networking across the community.

Wide networking expanding on the vision of CLD in the environmental space.

What was learnt

Katikati has widespread volunteer support for environmental projects.

What is needed is able coordination to ensure the outcomes are genuine and sustainable.

This all leads to weaving threads and connections through the community and building trust

Project 2: Organic Waste Composting Forum

What happened

A forum was proposed to test interest in a community-led group to establish a pilot community composting facility and to promote backyard composting techniques.

This composting facility was thought to have huge potential to add huge value to our community at a number of levels, (social, environmental, cultural and economic). For the kiwi fruit industry it improves their story significantly and in the case of another PSA or similar event, it means that the issue of dealing with mis-shapen fruit does not have to be tackled as local processing can continue.

Given the current global climate around the environment and increasing consumer demand for environmentally sustainability, it could be that the time is right for industry to seriously want to tackle the issue of organic waste produced. We do not have exact figures but know it is in the hundreds of tonnes.

For the forum:

- Keynote speakers were approached and engaged in the project.
- Personal contact was made with stakeholders in the post-harvest kiwifruit and avocado sectors. The response from the industry - from Zespri to pack houses, local government and others was really positive. There was only one uninspiring response.
- Based on the level of interest, it was decided to proceed with the forum: dates were set, venue and keynote speakers booked, invitations sent, food and drinks ordered etc.
- We were tracking well for the Organic Waste Composting Forum, we even had the sound system sorted, food organised and we were ready to go. However, Covid 19 struck. On the 16 March we made the decision to postpone the forum

What did we learn

That CLD can, and does, develop from ideas from community leaders who, through their passion, commitment to the 'bigger picture' and persuasion skills, lead people in the community along a development path.

The importance of personally contacting people and building connections.

The detailed planning that is required to run a significant event in Katikati.

Not over-reaching oneself. We decided to postpone the backyard composting techniques expo to another day as we were too stretched with organising the composting forum.

In terms of the principles of CLD, the composting forum demonstrates again the power and potential of the CLD project. By connecting with the stakeholders, the project has begun to develop shared local visions drive action and change in the use of industrial and household organic waste. It has begun to recognise and make use of existing community strengths and assets. People, groups and sectors, often in competition with one another show interest to work together to a common cause.

Looking ahead, the composting forum is being rescheduled to occur in September 2020. In the meantime, anticipating that there will be community support for this venture, the project lead has been:

- exploring possible sites for this facility,
- seeking funding for a feasibility study for the facility, and
- exploring options for a social-enterprise governance structure for the facility.

Backbone to catalyse and support Katikati's Community-Led Initiatives

What Happened

A decision to model the governance structure on the constellation model, which places the Taiao as:

- a backbone support to the Whirihia te ara ki mua group and,
- an enabler for the actions of the action project leads in the constellations started.

The key actions concerned developing the Taiao capability to serve as a backbone and an enabler in the constellation governance structure. The focus for the short term was to setup the support services and the internal systems that will support future activities. This was needed to ensure that finances are accounted for, that proper contracts are in place, and support is available for all the participants.

Resources also needed to be available to develop understanding of CLD principles and to be evaluating as we go.

These actions included:

- Obtaining and sorting out office space at Momentum
- Setting up a financial system that can report to the Trustees on each project,
- Preparing a report template to help with evaluating what we are doing,
- Developing a communications upgrade, e.g. website, social media, news articles so as to be visible and seen to be engaged in the community. In this context, we engaged Jamie Bell from Paulownia to redesign our website, to modernise it and make it a useful tool in our collaboration and connections within the community – very exciting. The other exciting development was meeting with Elaine Fisher (ex Katikati Advertiser editor) to write a monthly newsletter for the Taiao. This will be distributed throughout the community by email and Face Book and on our website. We are continuing to strive to connect with more and more people in our community and especially those that we often don't hear from.
- Secretariat support for Whirihia te ara ki mua,
- Meetings with key people to finalise lead roles for the 5 project areas in the plan and preparing contracts,
- Looking for ways to support projects and enable collaborations. Keep in more regular contact with Project Leads to support what they are doing,
- Meeting with Community Board and discuss community planning and how we might support the overall planning process for the best final community plan.
- **Developing** policies help keep the organisation moving in the right direction and provides clarity for trustees, volunteers, contractors and employees. A plan is being developed for a policy manual.
- With the Covid-19 lockdown, meetings are now on Zoom, and the Taiao has taken the lead with the KKCC to arrange the Community Response meetings. This has shown how valuable the partnership with DIA is to our community. We have resources that we did not have in the past. What has happened is that a huge number of organisations in the community are collaborating to ensure we can support the most vulnerable in our community. This response seems to have reached further than any other collaborative effort has in the past.
- **Initiating governance training** for Taiao Trustees.
- Maintaining regular contact with DIA

What did we learn

With our activities, it is clear that we are becoming an integral part of our community and the friction and pushback from other organisations in the community seems to have dissipated. There

seems to be stronger sense of collaboration and interest in what we are doing. We still need to reach those that have not had a voice in the past, they are still quiet.

It takes a great deal of work to keep working towards our vision “to take a leadership and enabling role to restore and protect our Taiao”. We realise that we are a small group with too many conflicts of interest. We need other people with diverse backgrounds and skills to join our organisation to strengthen it.

There seems to be so much to do and no structure around anything, it is difficult to know if I’m doing the right things, or if I need to do more or less of a thing or something different.

There is a great deal of time spent in meetings, lots of talking and engagement is starting to occur. It is difficult to complete the work and set up all the resources with the complex ongoing projects that have started. Our resources are continuously stretched. We know this, as we are still doing many voluntary hours just to get the basics going.

We are still struggling to get a communication plan up and running. Our first contact, Karen, decided it was not for her, and we have now met with Lucy Vallely and she will present a plan to us soon.

We have had some challenges/ tensions– Trustees, not happy that work has started before contracts are in place and concerned about financial accountability. Understanding where the Trustees role compared to the role of the Whirihihi te ara ki mua members, or the Project Leads. We are now working on developing a Constellation model for all the CLD activities, so it will be clearer to understand.

There is a great deal of energy in the community for the projects that have been initiated. This is especially evident with the Mana Whenua group – they are inspiring everyone with what they are achieving. Our projects have ignited interest from far and wide.

We know there is some resistance in the community to us, but we are learning that by being brave and carrying on, and being as inclusive as possible, that this will slowly break down the barriers. We are learning that it takes time, and if we keep to the principles and remind each other of them, it helps move forward.

There still needs to be more clarity for the Trustees on the project work and accountability issues. What do the Trustees need to feel comfortable in their role? Governance training may help. Policies in place will help clarify the roles and responsibilities?

I believe we need the Trustees to focus on the “big picture” and don’t accidentally become managers.

Maybe a Manager role is what is missing? Because of the small number of people we have, we have segregation of duties and conflicts of interest issues.

For this work to continue, we need more paid resources. It is valuable and innovative work and is not sustainable with the current resource, especially the co-ordinator and backbone support roles. I would estimate that for every two hours of paid work, I do an hour of unpaid work. There is much to do if we want this work to be successful.

Looking ahead, the next steps are:

- Clarifying Trustees role and structure,
- Identifying future roles and preparing funding application and budget

- Running Governance Training workshops
- Developing policies
- Developing the constellation model, especially the role of
- Develop communications further – website and newsletter
- Create a timeline of activities