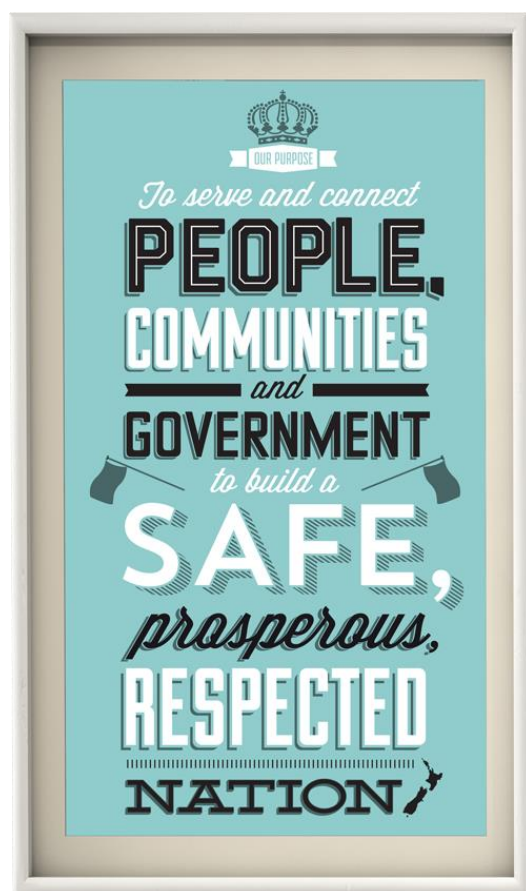




Report: Community-led Development

Year 3 Evaluation Report
February 2015



Executive Summary

Introduction

The Department of Internal Affairs' (the Department) community-led development (CLD) pilot has been running for three years. At this stage of the CLD pilot, three of the four communities – Whirinaki, Mangakino and North East Valley – have successfully commenced projects that they have chosen, designed and implemented themselves. Throughout the third year it is clear that these communities continue to make positive progress and are benefitting from the CLD approach.

One of the communities – Mt Roskill – has now finalised its community plan and is moving towards project implementation. However, the community continues to struggle to meet their own timeframes and milestones. As a result, the Mt Roskill community is considerably behind the other communities in realising the CLD approach. Ensuring that there has been a comprehensive community consultation process has proven to be a time consuming exercise due to the size of the large suburban community and its highly diverse population. Other internal issues such as governance, understanding and adhering to CLD principles, and responsibilities associated with employing staff have also impacted on this community's progress.

Purpose of the evaluation

The Policy Group within the Department is undertaking the evaluation of the CLD pilot. This evaluation assesses the third year of the CLD pilot. As the CLD pilot is nearing its end, there is a need to identify any outcomes that have been achieved as a result of this programme. The Year 3 evaluation provides an assessment of where communities are at by providing communities with a platform to give feedback of their experiences during 2013/14. Accordingly, the evaluation aims to assess the CLD approach from a community perspective.

Methodology

The evaluation of CLD is based on an action research approach. This means that at each stage of the approach (planning, acting, observing and reflecting) information is collected. This information covers what is working, what could work better, what is being learnt and what changes are being made to actions as a result of this learning. As the Year 3 evaluation also focuses on the projects communities are implementing to realise community outcomes, case study methodology is part of the monitoring toolbox to complement the action research approach.

Findings

At Year 3 of the CLD evaluation, it is clear that positive community outcomes continue to emerge in Whirinaki, Mangakino and North East Valley as a result of the CLD approach. The

emerging outcomes have been defined as both tangible and intangible.

The tangible outcomes relate to physical changes which have occurred as a direct result of the community projects. Examples of the tangible outcomes observed in the Year 3 evaluation include:

- the Awa Restoration project in Whirinaki which community residents believe is helping to diminish surface flooding;
- the Skate Park project in Mangakino which has provided the community's youth with a communal space to participate in healthy sporting activities; and
- the Cosy Homes project in North East Valley which is promoting warm, healthy housing amongst the residents of the community.

The intangible outcomes relate more to the development of the community and its residents. Intangible outcomes are important in a CLD approach – it is not all about bricks and mortar – as these outcomes add to community cohesiveness. Examples of the intangible outcomes observed in the Year 3 evaluation include:

- more collaboration and participation among residents and groups;
- further development of leadership within each community;
- a greater sense of community; and
- community cohesion.

Key learnings

Throughout the duration of the CLD pilot, the Department and communities alike have gained valuable insights and learnings regarding the delivery of a CLD approach. These learnings supplement the action research approach which enables the Department to identify what has worked well and what could work better. At this stage of the evaluation the following key learnings have been identified:

- the communities involved appreciate and value the services provided by the Department's community advisors;
- communities are benefiting from the CLD approach;
- CLD continues to be hard work;
- there is a need for continuous CLD education and training at both the Department and community levels; and
- clear and transparent funding guidelines for CLD communities.

Conclusion

The third year of the CLD pilot showcases the challenges of implementing the CLD approach for the Department and communities alike. It also highlights that communities continue to make progress implementing their community plans with positive community outcomes. Whether the outcomes are defined as tangible or intangible, both are proving to positively impact on the communities and are providing the Department and communities with

valuable insight into how to best deliver a CLD approach now and in the future.

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Introduction

In March 2011, Cabinet approved a transfer of \$1.5 million from the Community Organisation Grants Scheme to the Community Development Scheme. The transfer was to enable more significant long-term investment in a community-led development (CLD) pilot. Further funding of \$0.400 million was later transferred to the pilot from within the Community and Voluntary Sector vote. The pilot began on 1 July 2011 and was initially intended to run until June 2015. In December 2014, it was decided that further funding would now be available until June 2016. The pilot was initially commenced in five communities across New Zealand; however, one community (Waitangirua and Cannons Creek) has since exited the pilot.

The CLD pilot is currently being implemented in the following four communities:

- Whirinaki, South Hokianga;
- Mt Roskill, Auckland;
- Mangakino, South Waikato;
- North East Valley, Dunedin.

The philosophy underpinning CLD is one of community empowerment, illustrated by broad community engagement to identify shared issues and concerns to generate local solutions. The CLD approach focuses on communities as a whole, rather than on specific programmes or activities. The principles of CLD shift the focus away from small grants for individual projects and/or organisations, to an approach where communities have access to flexible funding that contributes to overall community wellbeing.

Results of the Year 1 evaluation

In December 2012, the Department of Internal Affairs (the Department) reported to the Minister for the Community and Voluntary Sector on the results of the evaluation of the implementation of the CLD pilot.¹ The evaluation found that the Department had, despite some challenges, successfully commenced the CLD pilot. In addition, the Department gained valuable lessons on the importance of information sharing across its regional teams, providing professional development for staff and providing support for regional teams implementing new initiatives.

The Year 1 evaluation noted some learning areas that could make the implementation of CLD more effective and efficient. These included:

- following agreed processes for the implementation of CLD in all communities;
- providing formal Department staff training and development activities to address skill gaps;
- providing clear communication about the nature of CLD, and the roles and responsibilities of both staff and community members; and

¹ Department of Internal Affairs, *Implementation of Community-led Development: Evaluation Report*, December 2012 – available at www.dia.govt.nz.

- establishing consistent expectations about milestones, deliverables, guidance and templates for Department staff and community members.

Results of the Year 2 evaluation

While the focus remained on the Department's implementation of CLD, the Year 2 evaluation included questions about the types of projects communities were undertaking to meet the community outcomes defined in their community plans.² The Year 2 evaluation focused on two main aspects:

1. How did the Department perform in the implementation of CLD? Specifically, what have been the results of the learning and development plan initiated by the Department following the recommendations of the Year 1 evaluation?
2. How are the participating communities implementing their community plans, and what projects are currently underway as part of the CLD pilot?

The Year 2 evaluation covered the period from 1 September 2012 to 1 September 2013.

The Year 2 evaluation highlighted that outcomes were starting to emerge in three of the five communities – Whirinaki, Mangakino and North East Valley. Two communities – Mt Roskill and Waitangirua/Cannons Creek – were found to be having more difficulties meeting timeframes and developing/delivering a community plan. Being large suburban communities, consultation with the wider community proved to be harder.

The Year 2 evaluation also highlighted that funding was not necessarily the main driver of progress. While funding plays an important role in how community plans are realised, it was found that money can “get in the way.” Throughout the life of the CLD pilot, there have been concerns on the behalf of the communities that the need to be accountable and fiscally prudent may unduly stop communities from pursuing otherwise viable alternative initiatives.

Year 2 of the evaluation further identified the following learnings:

- The size of the community – the overall size of a community directly affects the pace in which CLD is implemented.
- Continuing learning and development – developing Department staff's knowledge base and confidence in CLD principles and processes has proven effective in enabling them to better deliver, inform and support the communities involved.
- Flexible funding cycles – continuing to provide a more flexible funding mechanism by using transfers between years, as initiated by the Department during 2012/13.
- HR assistance – the Department providing human resources assistance for the recruitment and ongoing employment of any community workers.
- CLD is hard work – the need for ongoing consultation and community consensus comes at a cost, and community relationships get tested in the process. It is hard for community leadership groups not to lose the momentum, to keep community projects going and to put in the necessary hours.

²Department of Internal Affairs, *Community-led Development: Year 2 Evaluation Report*, December 2013 – available at www.dia.govt.nz.

Waitangirua and Cannons Creek

The Year 2 evaluation highlighted that the Waitangirua and Cannons Creek community was having difficulty adhering to CLD principles and meeting necessary timeframes. The report also highlighted difficulties with regard to the leadership group's inability to provide evidence that the community plan and projects underway were fully endorsed by the community. Eventually the community and the Department both decided that the way CLD was functioning in Waitangirua and Cannons Creek was not aligning with fundamental CLD principles.

Following a series of workshops with an external facilitator, the majority of the Waitangirua and Cannons Creek leadership group stood down and the three remaining members agreed to form a transitional leadership group. This group worked alongside the Department, through until August 2013, to try and agree on the future of CLD in their community.

Between June and August 2013 the transitional leadership group settled all remaining commitments in relation to the Waitangirua and Cannons Creek CLD initiative. At the end of August 2013, the Department formally acknowledged the work of the transitional leadership group to draw its work to a close. Following consultation with key stakeholders within Waitangirua and Cannons Creek, it was decided that a more successful approach in these communities would be a smaller scale neighbourhood initiative, rather than the larger scale approach CLD was attempting. The Department decided to discontinue the Waitangirua and Cannons Creek CLD initiative, with work instead beginning on developing a range of advisory services outside of CLD.

Since that time, the Department has been working alongside key stakeholders within the community, drawing on the experience of others who have been working actively in the community for a number of years. The Department will continue to provide advisory services to this community.

Purpose of the Year 3 evaluation

As the CLD pilot is nearing its end, there is a need to identify any outcomes that have been achieved as a result of this programme. The Year 3 evaluation is similar to the Year 2 report in that it continues to monitor the progress of the CLD initiatives in the four existing communities.

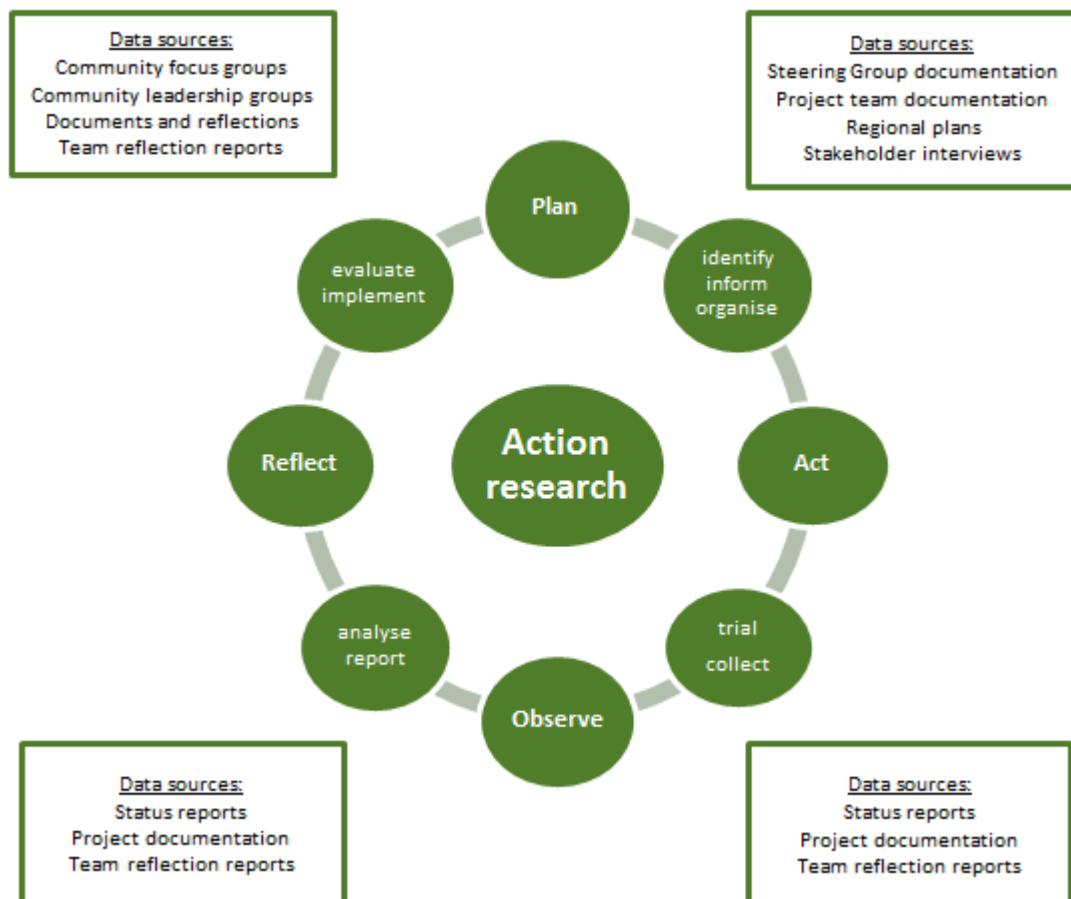
The Year 3 CLD evaluation focuses on two main aspects:

1. How are the participating communities implementing their community plans and what projects are currently underway as part of the CLD pilot?
2. Are community plans and projects achieving the outcomes the communities have set themselves?

The evaluation provides an assessment of where communities are at by providing communities with a platform to give feedback of their experiences during 2013/14. Accordingly, the evaluation aims to assess the CLD approach from a community perspective.

Methodology

The evaluation of CLD is based on an action research approach. This means that at each stage of planning, acting, observing and reflecting information is collected. This information covers what is working, what could work better, what is being learnt and what changes are being made to actions as a result of this learning. The chart below presents the stages of the action research approach with the relevant data collection instruments.



As the Year 3 evaluation also focuses on the projects that the communities are implementing to realise community outcomes, case study methodology is part of the monitoring toolbox to complement the action research approach.

To inform the case study methodology, the CLD evaluation triangulates various data sources, i.e. community plans, community consultation outcome data, reports from and about the communities, leadership group governance data, focus groups, individual interviews and observations from community advisors. Triangulation of these multiple data sources ensures that the case study methodology is based on a systematic approach which in turn provides the evidential base of the evaluation's findings.

Findings

This section will discuss two primary points of interest: key learnings as a result of the Year 3 CLD evaluation and the progress of the CLD initiatives in each of the four communities.

Key learnings

During the three-year duration of the CLD pilot, the Department and communities involved have gained valuable insights and learnings into ways that the CLD approach has worked successfully, and ways it could be delivered more effectively and efficiently. Key learnings have been recorded in each of the two previous CLD evaluation reports. As a result, changes to the Department's delivery of the pilot have been made where deemed appropriate and practical.

The Year 3 evaluation learnings are:

The communities appreciate and value the services provided by the community advisors

One method of informing the CLD evaluation was to conduct focus groups in each of the CLD communities. These conversations provided the communities with a fair and easy platform to voice their progress, challenges and frustrations as they saw them. During the Year 3 focus group discussions, a common theme that arose across all four communities was the assistance provided by the Department's community advisors.

Community members and leadership group members alike commended the Department's community advisors for providing them with excellent advice and support during the CLD pilot. For example, one community member stated:

"From my perspective, it has been really good having the Department's community advisor around to represent both the leadership group and the Department. [The advisor] is able to find that fine line between being a champion for the local community, but also holding their role and representing it well. I think the advisor balances that quite well and is really helpful."

The Department's evaluators asked focus group attendees to reflect on the services provided by the Department, and whether these have been useful during the CLD pilot. Again, the services provided by the Department's community advisors were said to be key in getting the CLD initiatives underway. A member of one of the community leadership groups said:

"From my view, I feel that I have developed a close relationship with [the advisor]. If I had to rate the level of service that they provide to our community and rank it out of 10, I would give [the advisor] a 20...The advisor brings a really good understanding of what CLD is all about, and is always looking for ways to make things happen. You know, they are really thinking outside the square and that type of person is key in a project like this; the relationship is key."

Members of the four communities stated that the Department's advisors had provided valuable information and resources throughout the three years of the CLD pilot. Specifically, the Department's advisors were seen as conduits for connecting the community leadership groups with various internal and external groups and networks. For example, one leadership group member stated:

"Outside of the CLD kaupapa, the Department's advisor has really gotten to know our various community groups and networks and is able to supplement those with their own networks outside of the community. This has really helped."

Communities benefit from the CLD approach

At Year 3 of the CLD evaluation, it is clear that the communities are seeing positive results from the CLD initiatives and subsequent projects. The three communities, which have projects underway, continue to enjoy the results of their combined collective efforts that are resulting in the continuous emergence of both tangible and intangible outcomes. For example, Whirinaki continues to benefit from the reduction of surface flooding as a result of their Awa Restoration project. Mangakino is providing its youth with a communal sporting venue through the Skate Park project and North East Valley is promoting healthy, warm housing through its Cosy Homes project. All of these stand as tangible outcomes as a result of the CLD approach and funding.

As communities got their 'bricks and mortar' projects underway, Whirinaki observed greater community participation in their CLD planning and projects over the last year. Mangakino has seen its residents take up greater leadership roles within the community, especially in the planning of local events. North East Valley has seen the community residents beginning to take over events such as community dinners which were previously run by the community leadership group. These are examples of the emergence of intangible outcomes such as greater community participation, cohesion and the development of leaders – all of which are direct results of the CLD approach.

CLD continues to be hard work

As communities continue to implement the projects outlined in their community plans, the need to ensure continuous community engagement has raised significant governance issues for the leadership groups. The CLD approach requires large amounts of time and dedication on the behalf of the community leadership groups and volunteers. Community cohesion and ensuring adequate community buy-in are time and resource intensive activities. At times this has shown to have a negative effect on the enthusiasm and pace in which CLD projects are carried out.

Continuous CLD education and training

During Year 3, the community leadership groups have needed to be reminded of the fundamental CLD principles and how these are intended to guide the work they do as a governance body. Under the adopted CLD approach, community leadership groups are intended to be representatives of the community who carry out the wishes of the community. However, this has not always been the case during the CLD pilot. This issue has highlighted the need to emphasise the understanding of (perceived or real) conflicts of interest and the detrimental effect they can have on CLD processes. Ensuring that continuous CLD education and training occurs would also enable the Department to better address the 'natural churn' and turnover of the community leadership groups.

While the communities commended the services provided by their local community advisors, they provided some critical feedback on the Department's overall implementation of CLD. This feedback echoed comments made during the previous evaluations which related to the need for the Department to have provided better direction from the onset of the CLD pilot. For example, the Year 1 evaluation recommended that the Department could have made the CLD pilot more effective and efficient if it would have:

"...provided clear communication about the nature of CLD, and the roles and responsibilities of both staff and community members, and establish consistent expectations about milestones, deliverables, guidance and templates with staff and community members."

As a result of this recommendation, the Department made positive progress in delivering better guidance and advice regarding the roles, responsibilities and definition of CLD during Year 2 of the pilot. However, the Year 3 evaluation has observed that the lack of a CLD framework from the onset of the pilot continued to affect the communities beyond just the first year. Specifically, this has been observed in the amount of time it took communities to get cohesive community plans developed and projects underway. This has been especially evident in the Mt Roskill community.

For example, one focus group participant said:

"I think we probably should have had job descriptions around what it means to be a member of a CLD leadership group. Roles, responsibilities, a code of ethics; these type of things would have really helped to strengthen a leadership group, and CLD as a whole. It might have made the way a bit smoother for everyone."

Funding guidelines and criteria

During the Year 3 evaluation focus groups and informal visits, communities voiced concern over the criteria the Department uses when assessing community funding applications. Throughout the three years of the CLD pilot, the communities have noted that the Department needed to provide better communication around the work required to gain approval for their funding proposals and the criteria used when making funding decisions.³ During the Year 3 evaluation, the communities requested a more transparent process and explanation about how the Department decides what is to be appropriately funded under the CLD scheme. There have also been requests for a more time efficient approval process, as some communities believe the time between submitting an application and the Department's response is too long. Moreover, the (perceived) delay in the funding approval process adds to the difficulties expressed by leadership groups in keeping up the momentum in delivering CLD projects to their communities.

³ Department of Internal Affairs, *Implementation of the Community-led Development: Evaluation Report*, December 2012 (Pg. 4) - available at www.dia.govt.nz.

Progress to date in the four CLD communities

Currently, three of the four communities have projects underway as initiated by the CLD pilot. These three communities (Whirinaki, Mangakino and North East Valley) have been enjoying the benefits of the projects while observing the emergence of their desired outcomes. Each of these communities has faced difficulties in various areas of their CLD initiatives. The fourth community – Mt Roskill – has now completed its community plan, and is about to start-up projects.

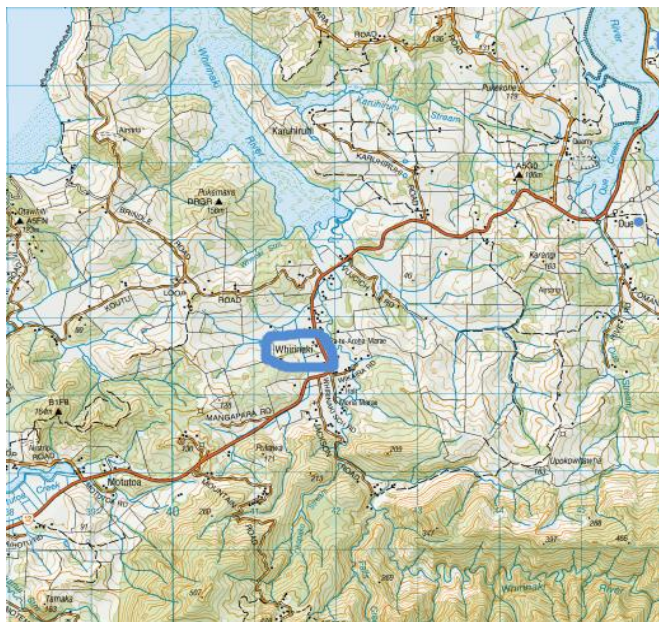
This section of the report examines each of the four current CLD communities and the ways the projects, training programmes and other CLD activities are impacting the emergence of community outcomes.

Whirinaki

Whirinaki is a small rural community in the South Hokianga area of Northland. Approximately 400 people live in the community with around 90 per cent of the population Māori. Most people live on papakāinga land. The Whirinaki River flows north from Tutamoe into the Hokianga harbour.

The community's vision is:

"Whirinaki will be a source for future leaders, an inspired community that retains its unique characteristics."



The Whirinaki Toiora Leadership Group (Toiora) conducted several community engagement activities during the first year of the CLD initiative which helped them identify key priority areas for development. From there, Toiora were able to complete a community plan which outlined projects to help them achieve the community's desired outcomes.

The Whirinaki community developed four high-level outcomes, or domains for their development. These are:

- **Social:** *"A collaborative community, encouraging healthy lifestyles, improving access and investing in the success of our next generation."*
- **Cultural:** *"A responsible community, strengthening our language, history and marae, ensuring our culture and legacy is imparted to future generations."*
- **Environmental:** *"An aspiring community, protecting our waterways and natural ecosystems to ensure sufficient, healthy, fresh water for today and for the future."*
- **Economic:** *"A strong community promoting opportunities for all."*

The overall kaupapa, or goal, of the Whirinaki initiative is for the people of Whirinaki to have healthy lifestyles and to maintain the local culture for all generations. In order to achieve this, Whirinaki have implemented a number of different projects.

Projects underway

Whirinaki have implemented the following projects that relate to their outcomes:

- the Awa (river) Restoration project to improve the community's water supply and prevent flooding;
- the Te Reo Rangatira o te Hikutu project to increase use of the local hapū dialect;
- the Mokopuna and Rangatahi Projects to support the development of leadership within Whirinaki's youth by providing learning opportunities within and outside of the community;
- the Raranga Ake weaving project to teach the community traditional weaving through an incremental learning project that also seeks to advance their knowledge in tikanga, raranga and whatu;
- the Te Ra Tuatahi – Marae Solar Power Project to provide renewable power and reduce costs for the Whirinaki Marae;
- the Native Ngahere (forest) and Bird Sanctuary project to establish a nursery for plants to protect waterways and improve land productivity; and
- the Whirinaki Water Plan Expansion project to maintain the community's water supply.

Over the last year, Whirinaki have continued their work on the Awa Restoration project. The project encompasses three different initiatives: the Native Ngahere (forest) and Bird Sanctuary, the Water Easements project and the Whirinaki Awa project. These are their largest projects to date, with several members of the community investing large amounts of time. The community are finishing the second stage of this project, and are looking towards stage three. Work to date has proven to be successful, albeit time consuming. As a result of the work done to the awa, community residents have noticed a reduction in surface flooding in the community, a problem that had plagued Whirinaki for many years. A member of the Whirinaki community commented on the importance of the work being done on the awa when they said:

"As you can see, there has been a lot of work into our awa, but we have to remember that Mother Nature doesn't always treat us quite right sometimes. So that means the awa is an ongoing work in progress. This year they are hoping to do the western drain, which will entail clearing all the debris from that drain and planting along the side. So it is an ongoing process, but an important one. We will get there."

Currently, volunteers are organising for the planting of native fauna along the banks of the awa. This will retain the structural integrity of the riverbanks and return them to their natural state. Residents are utilising flax grown in the community, which is also being utilised for the Raranga Weaving project as well. During the October 2014 focus group, a member of Toiora reflected on the importance of community's flax when they said:

"The flax we are using was brought from Rotorua nearly 25 years ago. And that flax is being used for our Raranga Weaving project and to plant along the banks of the awa. I see it as a resource we have that can be sustainable...if there are any further developments in the future, we will have that resource there if it is needed."

The community are also investigating building a community nursery to provide plants for ongoing planting along the banks of the awa. The community are looking towards networking with potential partners and wider community organisations to broker future plant procurement.

Some of Whirinaki's current projects are aimed at maintaining the community's cultural Māori traditions. The Raranga Weaving project is teaching members of the Whirinaki community traditional Māori ways of weaving with flax. The project existed prior to the CLD initiative, and struggled to run for nearly five years without funding. CLD funds have helped to ensure this project continues into the future.

During the October 2014 focus group, an elderly member of the community said:

"What I really love about the raranga projects is seeing all the women come with their tamariki. They are all learning to weave as well. I see it as a sustainable project because those tamariki will be able to carry on with our traditional arts and crafts in the future."

Whirinaki continues to invest in the well-being and development of their youth through the Mokopuna and Rangatahi projects. Over the last year, Whirinaki's youth have had several opportunities to participate in activities within and outside of the community. In July 2014, 25 of Whirinaki's mokopuna and 15 adult supervisors travelled to Auckland for a social outing. Following the trip, the mokopuna were asked to reflect on their trip and to think about what it is they wanted for the next year. The mokopuna made suggestions such as camping trips, movie nights, learning karate and playing sports. These suggestions were collated, and are being incorporated into the project plans for the upcoming year.

Some of Whirinaki's other recent projects aimed to provide sustainable change and outcomes for their community. An example of this is the Te Ra Tuatahi Solar Power project. The community are currently working on procuring solar panels for their three marae so they will have an environmentally friendly and self-sustaining power source.

Another forward focused project currently being planned is the Ahuwhenua agriculture project. Whirinaki has historically been recognised within the Hokianga as a provider of heritage crops (kumara, corn, peruperu, native trees, etc.). The Ahuwhenua project looks to continue with this tradition by providing for community run gardens and crops. This project will not only provide food for the community, but could provide financial returns from any crops sold. This could lead to increased employment opportunities for members of the community. During the focus group, a member of Toiora reflected on the importance of the Ahuwhenua project when they said:

"I remember when I was young, we barely had any money but we always had plenty of food...so now the community is looking at trying to get back to that. We are trying to grow fruit trees using seeds from our community. We are just looking at ways to bring us a return in the future. That's the dream; the passion to see it come to fruition...I learned sustainability from my mum, who learned it from hers. Now it is my turn to teach it to the children."

CLD impact

Over the past three years, the Whirinaki community has demonstrated a new level of learning and capacity in its abilities to conduct a CLD initiative. There have been issues, especially in the terms of governance, internal processes and project and staff management throughout the life of the Whirinaki CLD initiative. However, the community has demonstrated an ability to persevere through these issues, ultimately viewing them as a means of learning and development.

Some difficulties arose with individual factions of the community disagreeing with Toiora and the community plan. However, this was formally resolved in June 2014 during a leadership group meeting with the community members. There has also been increased attendance at the Toiora meetings, showcasing the community's desire to work together. This highlights the success of the CLD approach in Whirinaki, as the initiative is continuing to seek out a whole-of-community approach. Greater participation and community cohesion are evidence of the emergence of intangible outcomes as a result of the CLD approach in the community. A member of Toiora reflected on this during the Department's October 2014 evaluation focus group:

"More people are on board and more people want to see accountability. You learn from your mistakes and things will go a bit better learning from things that have happened in the past."

Throughout this last year of the CLD initiative in Whirinaki, the community has utilised a PATH planning process for all of the current and upcoming projects. The idea was presented to the community by a representative from their fund holder, Nga Manga Puriri, as a means of addressing issues around the community wanting to have greater participation in CLD planning. PATH planning (which is an acronym for "Planning Alternative Tomorrows with Hope") is a project planning methodology which utilises vision-building and future planning tools to better listen and plan for community building. The leadership group have noted the positive impact that this style of planning has had for the community.

During the October 2014 focus group, a member of Toiora reflected on the impact of the PATH plans when they said:

"I think we have seen some really great results from the community getting input into the project plans. There were concerns from the community that they weren't getting the opportunity to help with the project plans. So our fund holder came to us with a new way of doing things; the PATH plans. It has been great getting community input into our process. Sometimes in the process you have to do things real fast; you have to do a lot in just a few weeks which can really burn a lot of people out. But even after that, we still had a lot of good input into our PATH plans."

Whirinaki continues to look towards the future and aims to implement projects that will have sustainable outcomes for their community. It believes the CLD approach has helped Whirinaki reach new levels of community cohesion and engagement. A member Toiora said:

"I think this last year is going to be our best year yet; I am quite excited about this year. It took the past few years to get where we are now, and what I have noticed is that CLD has drawn our community together. We have a real opportunity for sustainability here."

Mangakino

Mangakino is a rural town located on Lake Maraetai in the South Waikato. The usual resident population is approximately 750 and around 60 per cent of the population is Māori. The community is also home to a growing number of holidaymakers and approximately half of the community's ratepayers are non-residents.

The community's vision is:

"Mangakino – A community of choice."



Over the last three years of the CLD initiative, the Mangakino leadership group (MCLD) has progressed several projects and continues to work towards involving larger portions of the community.

The Mangakino community identified four key outcomes for their CLD initiative. These four outcomes, including current projects underway as a result, are:

- **A more vibrant Mangakino:** including projects focused on visitor signage and information projects, community calendar of events and noticeboards, community groups and resident profiles, Mangakino webpage and social media, Mangakino area Heritage Trail, seasonal celebrations and the development of a skate park.
- **A healthy, well and forward focused Mangakino:** including projects focused on warm, dry and healthy homes, training events, facilitating stakeholder networking, community leadership development, evaluating what is changing and environmental projects.
- **A learning Mangakino:** including projects focused on encouraging local schools, preschools and kohanga to work in partnership, identifying and increasing educational opportunities in Mangakino, and supporting local schools in their initiatives.
- **An earning Mangakino:** including tourism radio, increasing opportunities for more visitor accommodation, mobile information caravan and farmers' markets.

Projects underway

Mangakino currently has several projects underway as a result of the CLD initiative. Since the inception of CLD, one of the community's primary focuses has been promoting the community as a tourist destination. Projects such as visitor signage and tourism radio have been successfully implemented with continued support from the community, and the Taupō District Council.

The Mangakino leadership group has carried over projects from the last three years of CLD such as greater signage, tourism radio and a mobile information site. The leadership group have also begun facilitating courses and training for the residents of Mangakino. One example is under the Cosy Homes project where a young resident was sent to Tauranga to complete work-based training. This person was supported by the Mangakino leadership group to attend home insulation training that he will eventually be able to use to help assess the community's insulation needs. This young person is now being encouraged to use the training to look for employment in the greater Mangakino area.

During the October 2014 focus group, a member of the Mangakino leadership group reflected on the training opportunities being provided to the community as a result of CLD when they said:

"Over the last year there have been quite a few community training activities. Quite regularly there have been different trainings and workshops set up in town which the community members have been invited to come along to. It seems to be working quite well."

A continued focus for the Mangakino leadership group is the development of leaders within the community. The leadership group's hope is that by supporting community members to take an active leadership role in their community's development, local residents will be empowered and motivated to begin development projects outside of the actions of leadership group. This has been highlighted through the process for the development of a skate park which officially opened on 20 December 2014⁴.

In this project, local youths were asked to provide input into the skate park development. The leadership group hoped that by supporting the community's youth to take an active role in the development and promotion of the skate park project, those involved will see the benefit of their hard work and perseverance. This is contributing to the development of future leaders for the community as envisioned by the CLD approach. This project has also provided an opportunity for the leadership group and community to work in collaboration with Taupō District Council (TDC). TDC has been an integral partner in the planning of the project as they have provided project leaders and financial support alongside the Department. This showcases the communities desire to achieve sustainability beyond the life of the CLD pilot, as they continue to seek out funding and support outside of that provided by the Department.

During the October 2014 focus group, a member of the community discussed the skate park and its importance:

"You know the skate park? It has been over twenty years that we have been waiting for this to happen in this town. And it is all thanks to the community-led group that things like this are now happening."

⁴ Taupō District Council (16 December 2014), "Mangakino skate park opening celebration this Saturday" – available at: <http://www.taupodc.govt.nz/our-council/news/Pages/Mangakino-skate-park-opening-celebration-this-Saturday.aspx>

Mangakino has also been focused on ways to involve their whole community in its events and projects. An increasing number of holidaymakers are purchasing homes in Mangakino, so that now approximately half of Mangakino's ratepayers are non-residents. This can cause difficulties when attempting to develop a whole-of-community approach. To mitigate this, the Mangakino leadership group with the support of Taupo District Council, have compiled a database of non-resident ratepayers. The database contains contact details so the leadership group can keep non-resident members of the community informed about what is happening in Mangakino.

During the October 2014 focus group, a member of the community discussed the work around involving the non-residents of Mangakino:

"We have also done quite a bit to contact our non-residents. With the help of the Taupo Council the festival committee have been able to put together a small database of nearly 400 non-resident ratepayers in both Mangakino and Whakamaru. The non-residents have been given the choice whether or not they want to be in the database, and were promised that we wouldn't flood them with emails. We had really great responses though. Personally, for me being a former non-resident rate payer, I found it quite hard to get any information about what was happening here. So this is an awesome facility we have now for all of our holiday home owners."

CLD impact

Over the three years of the CLD initiative, significant achievements have occurred and continue to occur in Mangakino as a result of the CLD approach. The Mangakino leadership group supports the community to plan and organise projects and events for themselves. The leadership group believe that these types of events are enabling community members to share their aspirations and dreams for Mangakino in an environment where they feel supported, and their ideas valued. One member of the Mangakino leadership group reflected on this:

"You have to continually engage, encourage and inspire people because they are not always confident enough to go off on their own."

Over the last year, the Mangakino leadership group has been encouraging community members to take more active roles in the community's development. This is helping to develop new leaders in the community. The leadership group has also encouraged the community to attend various opportunities for training through workshops that have been held in Mangakino to continue building the capacity of the community's residents. The Mangakino leadership group have noticed these training opportunities are beginning to attract interest from the wider community, including some people who have not previously been involved in any CLD activities. During the October 2014 focus groups, a member of the Mangakino leadership group reflected:

"Sometimes in a small community like Mangakino, you can get the same people attending things all the time. But with our recent workshops we have been getting people from the farms and people from out of town. It has been really cool. We are just hoping that the word of mouth will continue to spread so that we can keep bringing in people from the wider community."

Similarly to the other CLD communities, the Mangakino leadership group have struggled at times over the last year to maintain high levels of community engagement. As a member of the Mangakino leadership group mentioned:

“When you think about different people coming together to try and understand a different way of thinking like CLD, and working through the quagmire of all of that while engaging the whole community and trying to develop projects; it can be really hard. But when you have a look at the evaluation report you see that there are outcomes that are not necessarily physical changes, but changes occurring below the surface. That is what community-led is about; building that capacity of a community.”

Mangakino have begun looking towards the future, and are exploring ways they can be sustainable beyond the Department’s CLD pilot. The Mangakino leadership group decided that one way to achieve this is will be through increasing networking and partnership with internal and external agencies and groups.

In August 2014, Mangakino held a local stakeholders hui at Pouakani Marae. Several community stakeholders were in attendance including representatives from the marae, Mangakino Area School, Whakamaru School, and Taupo District Council. This hui provided the stakeholders with an opportunity to outline their collective aspirations for the community, and to discuss possible opportunities wherein they might be able to work together in the future.

A member of the Department was present during the hui and believed that this was an excellent example of how community events such as these can encourage community members to engage, collaborate and share assets to successfully implement projects:

“I viewed the hui as an opportunity to strengthen relationships and possibly develop a wider community focused forum that could be key for future collaborative opportunities. The atmosphere at the hui felt much more positive and open to listening and sharing than has been in the past; almost a turning point with some doors being opened...There is much follow up activity with many points raised already within the Community Plan - this was very re-affirming for the Mangakino leadership group.”

As Mangakino strives to be more future-focused, the community looks to foster further stakeholder engagement and plan to have more stakeholder hui in the future.

North East Valley

North East Valley is a suburb in Dunedin with a diverse range of ethnic and social groups. Approximately 4,500 people live in the community which has a high proportion of low-income households.

The community's vision is:

"A strongly connected, healthy, sustainable community with places, spaces and activities that enable belonging and connectedness: no matter whom we are or where we are from, together we have a voice, make action and create hope."



The North East Valley (NEV) Community Development Project is run by an Executive leadership group ("the Executive"). The Executive comprises elected representatives from across the community. These representatives cover a range of local interests such as neighbourhood businesses, health, early childhood, arts and education sectors.

In order for the NEV Executive to implement their community plan, it developed a strategic plan covering six community outcomes and related projects:

- **Social inclusion:** including production of the monthly Valley Voice newsletter (e-zine), community pot-luck dinners, Matariki Celebrations and youth events;
- **Education and lifelong learning:** including planning for the provision of parenting courses and transport for school and community groups to opportunities;
- **Cultural and ethnic development:** including project branding, establishment of the mobile arts programme (Art Tardis) for the Valley, provision of Maori language classes, and ethnic cooking displays;
- **Environment:** including signage around the Valley, the Cosy Homes project which is doing healthy home assessments, the community orchards and the community garden;
- **Economic development:** supporting the steering group to establish a social enterprise in the Valley; and
- **Administrative/resourcing:** including the employment of staff and the provision of the community hub / meeting spaces.

Projects underway

There were several projects underway in NEV throughout Year 3 of the CLD pilot. As in previous years, the Executive continue to run a range of events to try and get more people involved in the NEV community.

A sample of the activities undertaken in Year 3 are:

- The Cosy Homes project: helping local residents assess their home heating and insulation needs and providing assistance in DIY tasks such as installing window film and insulation;
- Matariki hangi and community dinners;
- Youth Drop-in Centre: providing NEV youths with a safe space to congregate twice a week;
- Investigating the possibility of a social enterprise within NEV;
- Te Reo Māori courses; and
- The Art Tardis: a mobile arts programme which utilises community places to showcase local art work.

The NEV community has started quite a few projects during the three-year duration of its CLD pilot. As a result, the Executive and community have experienced increased community participation and the continued emergence of outcomes.

NEV (in fact the whole of Dunedin) is well known for its cold winters. The “Valley,” as it is referred to by local residents, has some of the oldest housing in Dunedin much of which has very poor insulation and heating. To address the lack of home insulation and heat, and to combat the subsequent poor health associated with it, the community devised the Cosy Homes project.

To date the Cosy Homes project has provided several households throughout NEV with insulation resources to help create warmer and healthier homes. As members of the community see the positive results of the Cosy Homes project, more households are coming forward to inquire about how to make their homes warmer and healthier.⁵

During the October 2014 evaluation focus group discussion, a member of the Executive discussed the positive results emerging from the Cosy Homes project:

“We have had 69 households in the Valley contact us in one way or another. There have been about 12 households that have asked for assistance, and we have had a group of community volunteers who have gone out to help people put up window film to help insulate the homes and any other small DIY jobs that might help make the homes warmer...We have received so much feedback from the community discussing how much warmer the homes now are.”

The success of projects like the Cosy Homes initiative has been a contributing factor in the increase of community interest and participation in new projects. In the Year 2 evaluation, a member of the NEV community commented on this effect by calling it the “cross-pollination of community projects.” This cross-pollination has been noticeable in the third year of the CLD pilot as well; people who have not previously been involved in any projects are seen to be attending community events and getting involved in various projects.

⁵ Wilson, Charlotte. "Cosy Home Flash Mob." The Valley Voice [North East Valley] Sept. 2014 (Pg.4).

The community dinners and Matariki hangi have also become platforms to encourage the community to get involved in CLD projects. The Executive has noticed an increase in attendance at these events. It is important to note that community members with the support of the Executive are now running these events. This is an example of civil engagement fostered by the CLD approach through the emergence of greater community participation and cohesion which is also contributing to sustainable development within the community as residents take further control of community-led events and projects. The community believe events such as these contribute to a greater sense of community and expose new residents to events and projects underway in NEV. As a member of the community commented:

“The community dinners have been a real success because people from throughout the community are able to get together, and you get to see people who are on the Executive. A lot of people who are not involved in any project will also come to the community dinners. They attract a wide-range of community members; they’ve become an institution now really.”

The NEV community have also been looking to the future and are canvassing possible means of sustainable development. Work is going into trying to develop a social enterprise project that will enable the community to be more financially sustainable in the future. A steering group has been set up to help analyse various social enterprise ideas and to liaise and communicate these ideas with the Executive.

CLD impact

The Department’s evaluation staff visited North East Valley and held two focus groups to discuss NEV’s progress with both community members and the Executive. A common theme that arose during these discussions was the noticeable progress being made around improved social inclusion. Through projects and events such as the Matariki hangi, community dinners and the Youth Drop-in Centre, residents of NEV have noticed an increase in participation and interest in community wide events and projects.

During the focus group members of the NEV Executive discussed how events such as the Matariki hangi are now creating traditions within the community. According to the community, these newfound traditions are helping to build a sense of pride in the community. One member of the NEV Executive stated:

“It’s about creating traditions. That’s something that has been key to success in this Valley. It’s an ethos that people look out for each other in this area. When things aren’t going right, people do something about it and they don’t allow bad things to happen because they stand up and say what they think. It is about creating this idea that North East Valley is the only place you want to be, and that’s OK because it creates this staunch belief in the community.”

The projects are also fostering increased social cohesion, as community members find new connections through the various projects underway. For example, the Youth Drop-in Centre has had over 150 youths in attendance over the last year, averaging between 15-20 youths a night, two times a week. As a result, more adults are becoming involved as well. This is fostering social connections across age and social backgrounds, as well as exposing a larger audience to the work of the Executive.

During the October 2014 focus groups, a member of the NEV Executive discussed the impact this is having when he reflected on a recent conversation he had with a local youth. The Executive member recounted:

"I asked a little boy recently what was the best thing he liked to do, and he told me he liked to go gardening. I asked him "Oh, where do you go gardening?" He said, "I go gardening with my friend up behind North East Valley School!" What he has been doing for the last year is spending his Saturday mornings and Sunday afternoons with this older member of the community up in the community garden, and they just have a great time together. Here is a man at retirement and a little boy who needed someone to talk to and to listen to, and that culture was there, the creation was there. Now this little boy has grown to love gardening, but possibly more important is that he learned this great wisdom from someone in the community who had a lot to give. Those kinds of traditions are the ones that need to be fostered...that is where the real power is going to come from."

During Year 3, the Executive has dealt with governance issues which at times may have hampered their progress. This was discussed in detail during the October 2014 focus groups. It was found that the Executive, similar to the other three leadership groups, continue to struggle to understand what their role is as a governance body within the parameters of a CLD approach. Some issues that have arisen are around the management of paid staff and the approval of projects and subsequent release of funds. The NEV Executive believe that they are beginning to address these issues, and have requested professional help both from a local HR firm with the funding and advisory support of the Department.

A member of the Executive commented on the issues around governance:

"There are certainly some real lessons around governance. I think we are at a point where, from the perspective of being a governance group, we need to set up some robust self-review processes because we're experiencing tension in some areas because we have got to make decisions that possibly not everyone agrees with. But we're not using it as an example, or a way to sharpen our governance practices. That's not because we don't want to, that's because we haven't got a culture of that in our group. We have been meaning to adopt policies that were written ages ago, but we get so caught up in figuring out how we do these individual things, instead of how to do the whole thing."

In contrast, while the Executive have struggled with their role at times over the past year, the community continue to view the work and services they provide favourably. During the evaluation focus groups, evaluation staff asked for the community's perspective of the services provided to them by the NEV Executive. Community members responded that they viewed the Executive as an empowering body who provide a platform for development to occur. As a community member commented on the services provided by the Executive:

"I like the fact that the Executive is an empowering body, and you don't always notice directly what it is they might be doing. But that's because there is a lot of other stuff being empowered through that structure. They are a behind the scenes kind of body and if you kind of know the structure you are able to recognise that they have enabled, and empowered, these things to happen. I quite like that mechanism of an empowering body that enables wider development to happen."

As NEV continues to implement their community plan, more people are viewing the community as a favourable place to live. A member of the Executive commented on the increase of families in the Valley:

“People with whom I interact suggest to me that this is seen as a good place to live. One of the really good parts of it is that there is really good support in the Valley, and that people do care. That is coming through often. It is starting to show in enrolment in the local schools. It’s intriguing. Within this vicinity, two of the three public schools are seeing increases in their role...that is a clear indicator that people and families are viewing this as a good community to live in, rather than “student-ville,” which it was seen as in the past.”

Mt Roskill

Mt Roskill covers a large geographical area in Auckland.⁶ It has approximately 60,000 residents from a wide range of ethnic and age groups.

The community's vision is:

"To build a prosperous, safe, unique and strongly connected Mt Roskill/Puketāpapa community that is diverse yet cohesive."

The Mt Roskill leadership group named itself 'Roskill Together', to better reflect its aim of bringing together residents from this large and diverse community.



In order to address the community's large population and geographic size, Roskill Together used a local neighbourhood approach to build community engagement. In the last year, Roskill Together have shifted their focus to scaling their approach to a neighbourhood (or a "street-by-street") approach.

Delays in project delivery

As discussed in the previous evaluation reports, it has taken longer to develop a comprehensive community plan in Mt Roskill which has resulted in a delay on any projects being implemented. Roskill Together have strived to conduct a comprehensive consultation process to ensure a whole of community approach is achieved. Due to the large size of the community, this consultation process proved to be a time consuming exercise.

The Year 2 evaluation report stated that the two primary factors for a delay in Mt Roskill were its large geographical area, and its large diverse population. While these two factors were (and continue to be) obstacles for the community to overcome, further issues have been identified.

During 2013/14, the Department's community advisors worked with the 13 members of the Roskill Together leadership group to identify issues that had been impeding their progress. The advisors held one-on-one conversations with the leadership group members on what they believed the barriers were. Following the conversations, the advisors were able to thematically code the responses and discovered three key themes:

- a lack of understanding of community-led development principles and procedures;
- issues with governance and differences within the leadership group; and
- responsibilities associated with employing staff.

⁶ In the CLD pilot, Mt Roskill resides within the electoral boundaries of the Puketāpapa Local Board.

After all the conversations were collated, the advisors presented the leadership group with a feedback document on the common themes, barriers, and recommendations for moving forward. This document highlighted the need for change within Roskill Together.

Prior to this exercise, many leadership group members felt they were unable to voice their concern or opinions, or that they did not have a platform for such conversations. Even though leadership group members of Roskill Together may have shared concerns, this was not known due to a lack of frequent interaction and communication with each other. The one-on-one conversations with the Department's community advisors provided the members of the leadership group with an anonymous platform for voicing their opinions and concerns. The subsequent feedback document helped them to identify commonalities. Once the shared concerns were identified the leadership group members were then able to begin working towards resolving the identified issues.

Moving forward

Over the last three years, the Mt Roskill leadership group has strived to create a community plan with as wide of community support as possible. The Year 2 evaluation identified that the size of Mt Roskill meant the leadership group's first action would need to be to develop a comprehensive community plan. The first phase of the Mt Roskill initiative was to complete groundwork for this community plan. The first part of this work, a community engagement plan, was completed in 2013. This required Roskill Together to carry out a comprehensive consultation process which proved to be a time consuming exercise. To commence a comprehensive consultation process, Roskill Together conducted various consultation exercises including door-to-door surveys, focus groups and consultation/feedback forms.

During the Department's October 2014 evaluation focus group, Roskill Together discussed the consultation process and the subsequent findings. According to Roskill Together, some of the largest themes to arise during the consultation process related to community connectedness, cohesion and wider awareness of events occurring within Mt Roskill. During the October 2014 evaluation focus group, one member of Roskill Together stated:

"One of the biggest things that came about from our interactions with the community was around community connectedness. People were recognising that we have all of these different cultures in Roskill, and they said they wanted to get to know the other cultures. And also there was talk about community events and things that were happening. Sometimes there were events happening that [the community] didn't know about, and other times there were multiple events happening but all at the same time."

As a result of the community consultation process, Roskill Together plans to initiate small local events and projects that will gradually raise the profile of the initiative across the suburb while gradually working towards achieving the community's desired outcomes.

AGM and finalised community plan

On 30 August 2014, Roskill Together held their first Annual General Meeting (AGM) to discuss progress to date and to present the community with the finalised community plan. The Department's evaluation staff and local community advisor were in attendance. Roskill Together presented the priority goals which the community had ranked during the community consultation process. The community's priority goals, or outcomes, are:

- **Community safety;**
- **Health and wellbeing;**
- **Community connectedness;**
- **Employment and economy;** and
- **Pride in Roskill.**

In order to achieve these outcomes, five priority projects emerged as a result of the community consultation process. Roskill Together view these projects as building on pre-existing assets and strengths within their community which aligns with the CLD principle of being strength-based.

The five priority projects are:

- Roskill Retirement Village Hall – The community seek to utilise an under-utilised hall for the purpose of community entertainment and activities for the community's elderly residents.
- May Road Pedestrian Crossing Upgrade – The community want to address safety concerns with the crossing, so a project has been suggested to upgrade and provide safety barriers at the pedestrian crossing.
- Neighbourhood Support Groups – Create new and re-energise existing community support groups in the Roskill South area.
- Vic Butler Street Party – Continuation of a previous event to further build on the energy and interests of local people which had arisen as a result.
- Ethnic Women's Trust – Working with the Ethnic Women's Trust to enable, add value and contribute to projects they want to run.

Roskill Together are now focused on progressing the community action plan, and hope to have projects initiated and underway by early 2015. The leadership group appointed three new community workers in December 2014. They believe that having dedicated community development practitioners and a project coordinator/manager will ensure that the projects are able to move forward in an efficient and timely manner. Roskill Together recognise, however, that in order to be successful and sustainable in the future it must have the ongoing support of the community. As a result, Roskill Together are continuing to focus on attracting the wider community. During the October 2014 evaluation focus group, a member of Roskill Together stated:

"We really need people who are going to be active in the community, because at the end of the day it's not about us. This committee [Roskill Together] is about the community and so we need to see that form of investment going in to the community, and for the community to really respond to that. Those are the type of people we really need to bring on board; the ones who really have that passion for the community and who are willing and able to go in and generate that interest, that motivation and that ownership of the project."

Another member of Roskill Together mentioned the need for being future-focused:

"It has been real journey learning about what it means to be community-led. When I started I knew nothing about community-led development, but now the committee is at a point where we have learned much about CLD. We are finally at point where we are able to move forward, and we will continue to learn as we progress."

Conclusion

At the end of Year 3 of the CLD pilot, it is apparent that community outcomes continue to emerge in Whirinaki, Mangakino and North East Valley. These three communities, while facing some difficulties, continue to make positive progress implementing their community plans. In comparison, Mt Roskill has completed a community plan but has yet to initiate any projects as a result of CLD.

Community outcomes being realised

Year 3 of the CLD pilot has been similar to Year 2, in that community projects are underway and outcomes are being realised in the Whirinaki, Mangakino and North East Valley communities. As mentioned in the Year 2 evaluation, the community outcomes may be categorised as tangible and intangible.

The tangible outcomes relate to physical changes occurring within the CLD communities as a result of the community projects. For example:

- The Awa Restoration project in Whirinaki has helped to diminish surface flooding and is helping to provide a clean water source for the community. The community transportation project has helped the community purchase a van and provide community members with transport for various events and tasks.
- The Skate Park project is providing the youth of Mangakino with a communal space to participate in a healthy, sporting activity while providing a physical reminder of their combined efforts in its creation. The community signage projects also stand out as a physical reminder of the work conducted under the CLD initiatives.
- The Cosy Homes project in North East Valley is promoting warm, healthy housing amongst the residents of NEV, while the community rooms continue to be well utilised as a communal congregating point for various community groups and activities.

These tangible outcomes are examples of the direct impact of the CLD funding and approach.

The intangible outcomes of CLD are harder to define, as they are not as readily seen. These relate more to the development of the community's residents than the development of physical space. Intangible outcomes are important in a CLD approach, as these outcomes add to community cohesiveness. By adopting a whole-of-community approach, the CLD communities continue to see larger portions of their communities becoming involved in the CLD projects. This approach has required the residents in the communities to work collaboratively to define issues they hope to address and what the subsequent community outcomes would be. As a result, greater community cohesion and participation has been apparent.

As noted in the Year 2 evaluation and again in Year 3, many community residents believe that the intangible outcomes are actually more important to the sustainability of development in their communities. The intangible outcomes can continue to occur beyond the life of the CLD pilot, as these outcomes can occur with or without funding.

During Year 3 Whirinaki, Mangakino and North East Valley have observed the emergence of intangible outcomes. As such, these three communities report:

- a greater sense of community;
- greater community cohesion;
- more collaboration and participation among residents and groups; and
- further development of leadership within each community.

The participating communities continue to benefit from their collective efforts. Through various initiatives, residents are being provided with opportunities to become more actively involved in their community's development which, in turn, is helping to foster the development of leaders.

The third year of the CLD pilot has echoed the learnings of the Year 2 evaluation in that it has again identified that the CLD approach is hard work. The first year of the CLD pilot focused on the implementation of a CLD approach and the development of community plans. The second year focused on the projects initiated as a result of the community plans and the emergence of community outcomes. The third year has focused on continuing the momentum of the community plans and the further emergence of community outcomes as a result.

The third year has also highlighted the difficulties associated with continuous community consultation, engagement and governance. It has also highlighted the need for ongoing education and appreciation of CLD principles for both the communities and the Department.

In conclusion, the Year 3 evaluation has shown that outcomes are continuing to emerge as a result of the CLD approach in Whirinaki, Mangakino and North East Valley and that these communities continue to make positive progress implementing their community plans. In comparison, Mt Roskill has now completed its community plan and is looking towards project implementation in the upcoming year. It has been observed during Year 3 that all of these communities continue to benefit from the CLD approach, and that the communities continue to appreciate and value the services and advice provided by the Department's community advisors.