



# Counting on Capacity



Community Solutions



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## A Review of Community Waikato

2009



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# 1. Executive Summary

This Review has been funded by *Trust Waikato* and *Ministry of Social Development*, and undertaken by independent evaluators working in conjunction with *Community Waikato* to report on: effectiveness and 'value for money' of *Community Waikato*; responsiveness to the sector served, to iwi and Māori organisations, and other specific groups; and the development of an ongoing evaluative tool.

The *EvaluLead* framework is used, drawing on an open systems approach to map complex, inter-related results and activities – covering episodic changes, developmental changes and transformative changes on individuals, organisations and across the sector or wider community. (This is also mapped against a Results-Based Accountability framework.) (Section 2)

*Community Waikato* is very active, and achieves much with the resources available to it, in the provision of a flexible range of services to strengthen the capacities of 350-400 tangata whenua, community and voluntary organisations across Waikato during 2008-09, including:

- *advisory services and peer networks;*  
 assisting 230 organisations with 614 'work streams' of advisory assistance; and providing 8 ongoing peer networks for 323 people, with average attendance of 92
- *training, information and resources; and*  
 420 people engaged in 24 training workshops; 260 people involved in 9 information and advocacy forums; 'Kumara Vine' and information distributed to 500-600 people; \$76,100 in grants distributed to 26 organisations, and in training scholarships and conference sponsorships to 49 individuals.
- *10 national and regional sector development projects.* (Section 3)

As a result, *Community Waikato* demonstrates a very wide reach across the tangata whenua, community and voluntary organisations in Waikato, and while it faces barriers within that, it is reasonably effective in reaching organisations outside Hamilton, in reaching Māori organisations, in reaching Pasifika, migrant, refugee and other ethnic organisations, and in reaching smaller organisations. (Section 4)

Their services are well regarded and of high quality, with strong alignment with its nine espoused values and principles, and satisfying the 'good practice' criteria of: implementing an empowerment approach; ensuring they are accessible and approachable to their target groups; using methods that multiply, are multi-level, and mutually reinforcing; role modeling good practice and demonstrating a learning culture. They also score well in assessing their performance against a checklist of

‘promising practices’ identified for capacity building practices in general, as well as for specific methods they use (such as consulting, training, peer exchanges, referrals and research). (Section 5)

**Recommendation 1: *Community Waikato* should consider:**

- **adopting and adapting an overall model of organisational effectiveness and capacity to undergird its work, and support a consistent and integrated approach;**
- **further strengthening its links with researchers and tertiary institutions to deepen their own reflective practice and more deliberately contribute knowledge of the field; and**
- **explicitly using a ‘good practice’ checklist approach.**

In particular, *Community Waikato* has established an effective track record in responsiveness to kaupapa Māori organisations, to Māori in ‘mainstream’ organisations, and to mainstream organisations that wish to implement a Treaty-based approach. (Section 6)

**Recommendation 2: *Community Waikato* should continue to invest in its responsiveness to Māori, including:**

- **greater collaboration at a strategic level with Te Puni Kōkiri supporting kaupapa Māori organisations,**
- **increased awareness of iwi level developments, and**
- **further development and promotion of ‘valuing kaumatua’ project, Te Tiriti ō Waitangi policy resource, tikanga practices handbook, cultural audit tool, kaupapa Māori governance training, and more specific Māori reporting.**

There is evidence of significant impact from *Community Waikato’s* cumulative efforts across programmes and over time – for individuals, for organisations and for the wider community and sector. During 2008-09, overall, at least 200-250 organisations (two-thirds ) and an estimated 375 individuals (two-thirds) report *Community Waikato* assistance as useful to them ‘to a large extent’ or ‘very much’. A range of positive impacts are reported at all three levels (individually, organizationally and for the sector) – for example: new knowledge, skills and resources are acquired; new knowledge and skills put in place; improved structures, policies, plans and systems put in place; new confidence developed; significant shifts in ways of working; stronger and more respectful relationships in the sector, etc. (Section 7)

*Community Waikato* offers good value for the money invested by Trust Waikato, Ministry of Social Development, and other supporters (Section 8). Although its income has grown steadily since its inception, and its income sources have become increasingly diversified, *Community Waikato* has a continuing financial vulnerability, and requires on-going support for its core operating costs. (Section 9)

**Recommendation 3: *Trust Waikato* and *Ministry of Social Development* should maintain funding for core operating costs of *Community Waikato* as far as possible, and preferably make a three year forward commitment.**

**Recommendation 4:** *Community Waikato* should explore cost-effective opportunities for increased charges and donations across a range of its services, to encourage greater accountability to non-profit users, to expand services and reduce wait times, and further diversify revenue sources, without creating additional barriers to access.

A proposal for an integrated monitoring and reporting framework is outlined, to replace the current multiple accountability requirements. (Section 1)

**Recommendation 5:** *Community Waikato* should negotiate with *Trust Waikato*, and *Ministry of Social Development* (as its major funders), and other key external stakeholders, a suitable overall monitoring and reporting framework. It could be along the lines of the Results Map included in this report. This would then provide a unified report framework that met all stakeholders requirements as much as possible.

**Recommendation 6:** Following adoption of the integrated reporting framework, *Community Waikato* should adjust some current collections for consistency, and fill some gaps in current collections, and (over time) add in necessary additional qualitative collections, for example using the Most Significant Change technique, and documentation of an annual organisational reflection or retreat, and a biennial 'state of the sector' conference or stakeholder meeting. .

## 2. Background

*This section briefly outlines the evaluation framework used in the Review (EvaluLead), and the methods used for the collection of data. It also provides an overview of the origins and development of Community Waikato, its kaupapa, size and staffing.*

### The Review

This Review has been funded by *Trust Waikato* and *Ministry of Social Development*, the two major funders of *Community Waikato*, and undertaken by independent evaluators<sup>1</sup> with *Community Waikato*, to “consider:

- the effectiveness of the organisation and the value provided for Trust Waikato (as the major funder of *Community Waikato*) and stakeholders of *Community Waikato*;
- the responsiveness of [*Community Waikato*] to the broad sector supported, to iwi and Māori organisations, and to organisations arising out of other cultural identities (including Pasifika, refugee and migrant communities); and
- the development of an ongoing evaluative tool by which Community Waikato may assess its effectiveness as a sector-based organisation in strengthening the capacity of community organisations” (extract from *Review Contract*, 6 June 2009).

An earlier Review (Nowland-Foreman, 2006) examined the rationale for funders to invest in capacity building in general, and especially through supporting the core operating costs of capacity building organisations located in the community served. It found this particular model of capacity building, initiated and supported by *Trust Waikato* with *Sportsforce*, (now) *Community Waikato* and *Arts Waikato*, was especially effective, and deserved to be promoted more widely. That same report identified from an analysis of the international literature and from local experience, the key factors associated with good practice in capacity building.

This Report does not revisit the rationale for investing in capacity building, but does build on those identified ‘good practice’ factors to analyse the current operation of *Community Waikato* and also to develop a framework for ongoing monitoring and reporting that fits the kind of work that it needs to describe and account for.

To achieve this we found the *EvaluLead* framework (Grove, Kibble & Haas, 2005) (originally designed to evaluate ‘leadership development’ programmes funded by a philanthropic foundation in the United States) particularly relevant and useful. The *EvaluLead* framework uses an open systems perspective which enables the mapping of a landscape of complex inter-related results and assumes a multi-dimensional interplay of impacts, relationships and activities – rather than just a logical but simplistic, linear model of inputs, outputs and outcomes. The model recognises the three levels of impact of capacity building activity that were identified in the earlier Review (Nowland-Foreman,

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<sup>1</sup> The independent evaluators who undertook this Review were *Community Solution's* Garth Nowland-Foreman [nowland.foreman@xtra.co.nz](mailto:nowland.foreman@xtra.co.nz) and Kataraina Pipi [kpipi@xtra.co.nz](mailto:kpipi@xtra.co.nz).

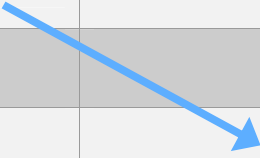


2006: 6) – namely, impacts at the *individual participant* level, at the *organisation-wide* level, and at the *sector or community wide* level. A novel and particularly useful perspective which the *EvaluLead* framework brings is that it also distinguishes three types of changes that can occur at each of these levels – episodic, developmental and transformative changes. *Episodic* changes are concrete and lend themselves to clearer cause/effect linkages (for example, acquisition of a new skill as a result of participating in a training workshop). *Developmental* changes occur over time, for example changes in behavior or new organisational strategies. *Transformative* changes represent fundamental shifts in values and perspectives. The model assumes that all of these changes are concurrent and build on each other.

When we add these two dimensions together (3x3) the result is a set of nine ‘lenses’ for exploring a programme’s multiple influences, which can assist an organization to develop a ‘results map’ and to create a framework for ongoing monitoring and evaluation:

**Table 1: *EvaluLead* Results Framework**

	<b>Episodic Changes</b>	<b>Developmental Changes</b>	<b>Transformative Changes</b>
<b>Individual Impacts</b>	Easy to monitor; less significant		
<b>Organisation-wide Impacts</b>			
<b>Sector or Community-wide Impacts</b>			Hardest to monitor; most significant



(Based on Grove, Kibble & Haas, 2005: 8-10)

Users of this framework have reported (Grove, Kibble & Haas, 2005: 2) that it provides a good tool for focusing the collective attention of internal and external stakeholders on the desired results of a programme. In particular it does not limit results to just what can be immediately attributed to the programme. By expanding the ‘results map’ to include the organisation’s most lofty aspirations (which is usually the organisation’s *raison d’être*), it can help an organisation reach towards its fullest potential while recognising that many other factors also contribute to the more important developmental and transformative changes. While the results in the top left hand corner are easier to monitor and report on, there is a temptation to just focus on them; however the outcomes in the bottom right hand corner are usually much more significant. The beauty of the results map is that it captures results in multiple dimensions simultaneously, thus providing a holistic view, which recognises the inter-related nature and cumulative impact of these different aspects.

A variety of different methods of data collection are used in this Review to design and populate this ‘results map’:

- three workshops were conducted with staff of *Community Waikato* (one focusing especially on responsiveness to Māori);
- four staff members and a contractor of *Community Waikato* were individually interviewed;

- a focus group was conducted with 12 representatives of 10 organisations in contact with *Community Waikato*;
- individual interviews were conducted with representatives of five Māori organisations in contact with *Community Waikato*;
- three key informants were interviewed to obtain mini-case studies of assistance provided by *Community Waikato*;
- 62 people (out of a sample of 150 organisations from the *Community Waikato* mailing list) completed an on-line survey; and
- a document review was undertaken of 38 data collection, monitoring, evaluation and accountability reports prepared by *Community Waikato* in 2008-09.

The methodology used is described in more detail at *Appendix 1: Methodology*. The relationship of the approach used with the *Results Based Accountability (RBA)* framework (Friedman, 2005) is outlined at *Appendix 11: Concordance with RBA Framework*.

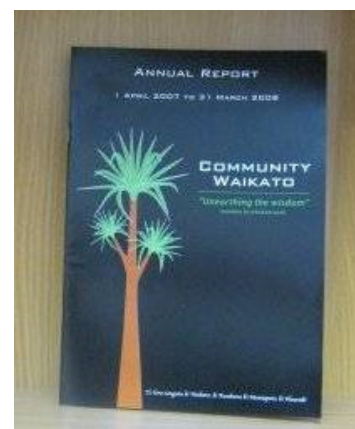
### Community Waikato's origin and development

The idea for an organisation like *Community Waikato* first emerged in 1998 following the funding of the 'SportsForce' programme in conjunction with *Sport Waikato*. Then Chief Executive of *Trust Waikato*, Ken Gordon, first raised the idea of investigating the feasibility of funding a similar programme focusing on social issues. A number of *Trust Waikato* trustees were conscious of the increasing number of requests for funding from social service organisations, and they wanted to ensure that funding granted to these groups was used effectively and to provide a means to strengthen these groups.

After lengthy discussions this led to *Trust Waikato's* decision in June 2000 to set up an independent trust designed specifically to support and strengthen the social services sector across the greater Waikato region, with three core functions:

- be a friend of community groups in their sector
- work to strengthen the operations of these community groups, and
- advocate for and on behalf of those groups.

*Social Services Waikato*, as it was then called, was set up as an independent legal entity with the original seven trustees selected by *Trust Waikato* for their range of skills and community networks. They had their first meeting in March 2001 and the trust deed was finalised and agreed between the trustees and *Trust Waikato* in May 2001.



The Trust was incorporated in September 2001, and three months later *Social Services Waikato* appointed its first employee, Bev Gatenby as Chief Executive. Shortly after her appointment, a part-time staff member joined her to help with providing information and resources and with administration. In August 2002, the organisation's first full-time Community Advisor, Jane Stevens, was appointed; followed three months later by a second, Hope Simonsen.<sup>2</sup>

Prior to *Social Service Waikato's* 2003 annual general meeting, *Trust Waikato* expressed a desire to 'cut the umbilical cord' that bound *Social Services Waikato* to it, and at *Trust Waikato's* request *Social Services Waikato* began changing its trust deed to reflect that. *Social Services Waikato's* (then) chair described this as "an arduous and, at times, frustrating journey" (*Social Services Waikato Annual Report 2003/04*, p4), which was not finalized until 2005.

Originally, staff of *Social Services Waikato* and *Arts Waikato* (also established by *Trust Waikato* at the same time) were housed in an office in the *Trust Waikato* building. As the two Trusts employed additional staff, they soon outgrew this accommodation and both moved in 2003 to nearby McGregor House (also owned by *Trust Waikato*). With continued expansion especially of *Social Services Waikato*, this soon became crowded, with communal and meeting space reduced to make room for office accommodation. In 2008, after a long search for suitable and affordable accommodation, *Social Services Waikato* moved to its own premises in Victoria Street, close to a number of other social service organisations, in a more visible location and with space once again to offer training on site. The Trust also has an advisor based in Thames (now in the Wintec offices).

At the same as it moved location, the Social Services Waikato Trust rebranded itself from *Social Services Waikato* to *Community Waikato* to better reflect the work it does with a wider range of community base social services, hapu, iwi, health, education, environment and general non-profit organisations. (For convenience, in the remainder of this report the organisation is referred to as *Community Waikato*, regardless of whether it is before or after the time of its name change.)



### Community Waikato today

The organisation has a strong kaupapa or philosophy of working alongside community organisations to provide: "support and mentoring, training and education, help to strengthen organisational capacity, and a voice to be heard by people who make decisions that affect them." Their kaupapa of "unearthing the wisdom" is based on a commitment to a clear set of values: the strengths-based approach, collaboration, whanaungatanga, social justice and Te Tiriti. When *Community Waikato's* kaumatua since its early days, Buddy Te Whare, came into the organisation, he built on these values and guided the organisation in development of its protocol and kawa, in its increasing comfort

<sup>2</sup> Much of this introduction is based on "Our Story", *Social Services Waikato Annual Report 2002/03* as summarized in Nowland-Foreman, 2006:29.

with te reo, and on its bi-cultural journey.

A new Chief Executive, Andrea Goble, joined the organisation in May 2006, after Bev Gatenby moved to head up *Trust Waikato*. At the end of 2008 a community advisor and IT advisor had left and *Community Waikato* decided not to replace them at this stage – with the likelihood of an environment of reduced funding. (Though a planned collaborative Technology Centre is expected to address the gap left by the IT advisor.) The Administration Manager's role was also expanded last year to take on financial advisory work, as well as funding workshops.

March 2009 marked the passing after a long illness of Buddy Te Whare, who was greatly respected and valued in the organisation and across the region. By mid 2009, Koroneihana Cooper agreed to take up the position of *Community Waikato's* kaumatua.

By 2009, *Community Waikato* has an annual expenditure of just under \$800,000 and employs eight staff. Current staff include: Chief Executive; Manager Advisory Services, Administration Manager, Training & Communications Manager, two Community Advisors, Kaiwhakarite (Māori community advisor), and Administration Support. There is also a kaumatua to advise the organisation on Māori protocol and relations, as well as eight trustees who guide the organisation's overall direction. It is estimated in this Review that *Community Waikato* served 350-400 different organisations (and many more individuals) during 2008/09. This compares with capacity building organisations in the United States, where one in five has an operating budget of US\$250-500,000, one in five has between US\$500,000 and US\$1 million, and one in four has US\$1-2 million. On average (the 'mean') staffing in the United States is 6.7 full-time staff and 13.3 part-time staff, serving 880 'clients', but the typical US capacity building organisation (the 'median') has 4 full-time staff and 2 part-time staff, serving 250 'clients' (Connolly & York, 2003: Appendix F-10).

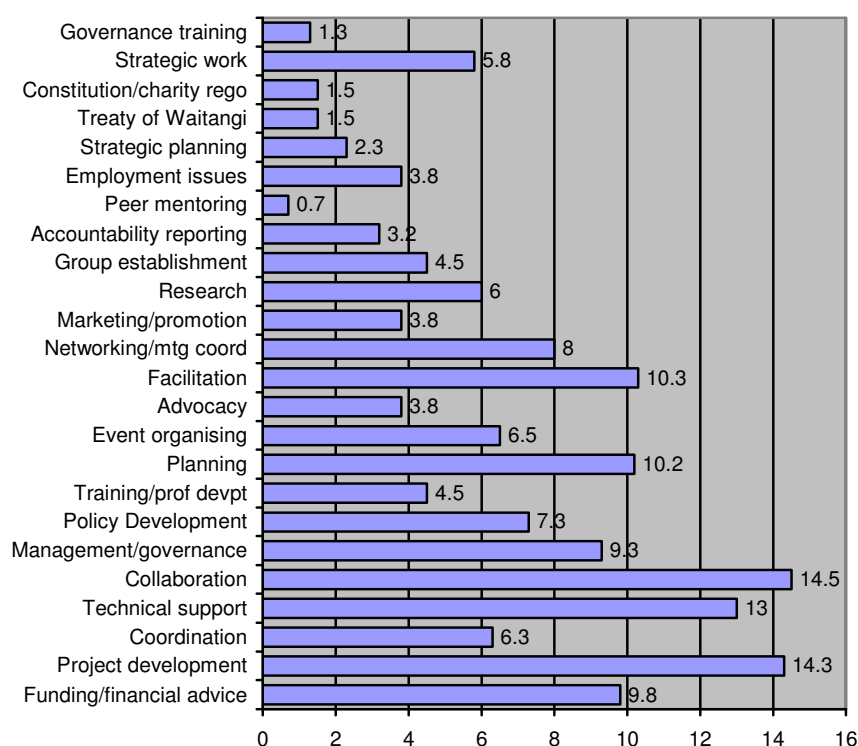
Further information on financing is also provided in *Section 9: Financing and Sustainability*.

Just under two-thirds of the organisation's resources (including a share of overheads) are directed to providing community advisory services and supporting peer networks – heavily weighted towards the more time-intensive community advisory services. This includes the one-to-one community advisory service (coaching, facilitating and mentoring individual organisations), which could be described as the core activity of *Community Waikato*. In particular, through the employment of a kaiwhakarite, *Community Waikato* provides culturally specific and targeted services to Māori

communities. This work is considered in more detail in Section 6: *Responsiveness to Māori*. Advisors also work with local networks in a community development or inter-organisational development role, to implement community projects through local clusters or collaborations.

During 2008-09, 230 different organisations were assisted with 614 'work streams' (or episodes) of community advisor assistance. A list of the 230 organisations assisted is at Appendix 2. On average in each bi-monthly (2 month) reporting period during the year, "networking and relationship building" was undertaken with 43 organisations, 30 organisations received information from advisors and 153 received other specific organisational support, as detailed in the following table:

**Table 2: No. of Organisations By Type of Specific Organisational Support Received  
(Average for bi-monthly reporting periods during 2008-09)**



(Source: Community Advisory Service Bi-Monthly Reports)

It is important to keep in mind that not all forms of assistance are equal. 'Work streams' vary considerably in terms of intensity and time taken. For example, *information provision* can sometimes involve a single contact with an organisation, while other organisational support typically involves multiple contacts (email, phone, face to face visit, workshop session, etc) and can occur at intervals over several weeks or more:

For example, a strategic planning 'work stream' can typically involve an initial contact from the organisation asking for help; then an advisor will make time to visit with key people in the organisation, and find out what they think is needed, make a preliminary assessment and discuss a format for the planning workshop (also providing information about *Community Waikato*, the values they work to and their expectations in working with organisations). Then there will be preparatory



work that needs to be done by the organisation and the advisor, arranging a suitable time and venue, calling each potential participant to ensure they are aware of the planning, how it will be done and what input is expected from participants. Facilitating the strategic planning itself may take between 3 and 6 hours, and this is followed by completing the process with feedback and providing written notes to the organization, diarising and planning any additional follow-up work that comes out of the strategic planning, eg business plans, organisational policy development, etc. (Based on *Community Waikato* "Proposal to Pathways to Partnership", March 2008: p6).

There are no charges for advisory services. A case study of one of the organisations assisted, *MS Waikato*, is included at Appendix 3.

Peer Networks are regular meetings of groups of workers with similar roles (often otherwise working in isolated conditions), in order to provide peer support, share information, promote ideas, problem-solving or best practice. At times it also leads to collaborative projects and tackling joint issues within the region. During 2008-09, there were 323 members of 8 on-going networks. The attendance at these 8 networks combined, averaged 92 per meeting. There are no charges for participation, but it does involve a regular commitment of time, and (for some networks) the costs involved in sharing the hosting of meetings. A case study of one of the peer networks, *Te Roopu Tiaki Hunga Hauā Māori Disability Network*, is included at Appendix 4.

#### Training, information and resourcing

A little over a quarter of the organisation's resources (including a share of overheads) are directed to providing information services, organising training workshops, and managing scholarships & funding. The main active (or 'push') information source is the quarterly newsletter, *Kumara Vine*, with its insert 'Tips for Your Toolkit'. This is also supported by frequent but irregular email alerts, news & notices, and the provision of some passive (or 'pull') information and resources on the organisation's website, [www.communitywaikato.org.nz](http://www.communitywaikato.org.nz), and the capacity to phone-in for information and resources. There are 500-600 contacts on the mailing list for 'Kumara Vine' and other communications; and there were 6,294 visitors to the website in 2008-09.

There is an active programme of training workshops (and short courses) throughout the year, and *Community Waikato* has engaged Unitec NZ to teach its Graduate Programme in Not for Profit Management in the region. The workshop programme is based on training needs surveys, participant feedback and expressed needs. During 2008-09 there were 420 participants in 24 training workshops. Generally only nominal charges apply.

One-off information and advocacy forums are organised on an occasional basis, at times in conjunction with government agencies, to inform the sector and/or facilitate sector feedback or experiences. These, along with ongoing peer network meetings, often give input into *Community Waikato* to better inform itself on sector needs and issues, and to inform policy submissions and help 'provide a voice' for the sector. In 2008-09 there were 260 participants in 9 such forums.

*Community Waikato* operates as a 'fund-holder' for the Tindall Foundation in the region. Applications are called for and prioritised, based on Tindall criteria, decisions made and in 2008-09 grants of \$48,600 were allocated to 26 organisations and \$16,000 to regional projects administered

by *Community Waikato*. Individual scholarships are also available to support a variety of tertiary study that would promote leadership in the sector, and from time to time sponsorship funds are available to enable people from the region to attend key national conferences, etc. Two mental health training scholarships of \$1,000 were also allocated in 2008-09, along with 18 conference sponsorships worth \$6,500 (from *Trust Waikato*).

With limited funding available and facing increasing demand for assistance, *Community Waikato* took the strategic decision last year to reduce to total funds available for scholarships to \$20,000 per annum for a two-year period<sup>3</sup>. (This provided 29 scholarships in 2008-09.) This is consistent with international experience that the capacity building business models which put most emphasis on “consulting combined with peer exchange processes result in more ‘bang for the buck’ ” (Connolly & York, 2003:9). The balance of resources in the organisation is considered further in Section 8: *Use of Resources and Value for Money*.

### Sector development projects

About 10 per cent of the organisation’s resources (including a share of overheads) are directed to implementing regional and national projects to strengthen the sector – though these activities also draw heavily on the experience and expertise developed in other aspects of *Community Waikato’s* operation. Projects may take the form of research, piloting a new approach, developing a new or more appropriate resource, promoting good practice, submissions, delegations and other work to improve public policy that impacts on the sector.

A case study of one of the sector development projects, *Workplace Wellbeing Project*, is included at Appendix 5, and the ten major projects undertaken in 2008-09 are described in more detail in Appendix 12.

**Table 3: Services Provided by Community Waikato (2008-09)**

Service	Examples of Activities	Scope in 2008-09
One-to-one Community Advisory Service	<p>Assistance with fundraising, governance, employment relations, legal compliance, strategic planning, accountability &amp; reporting, policy development, Treaty practice, facilitation of meetings, conflict resolution, IT, etc.</p> <p>Local collaborative projects, for example: contribute to Thames/Hauraki Transport Strategy, support Celebration of Older Person project in Thames, Educating and Resourcing Students (EARS) project, support initiation of Morrinsville Family Violence Intervention Group &amp; Hauraki Intervention Network, support expansion of Kaumatua Services model, support Rural Transport Strategy for Waitomo District, work with Hamilton City Council community development staff on methods &amp; skills in supporting community organisations, develop Thames Social Services Directory.</p>	<p>230 organisations assisted with 614 ‘work streams’ (compared with 72 organisations assisted in 2004-5)</p> <p>Facilitate or contribute to 21 local collaborative projects</p>

<sup>3</sup> Funding for scholarships had been \$40,000 per annum since established in 2001-02, with an ear-marked grant from *Trust Waikato*. Since 2003-04 *Community Waikato* has had discretion over the allocation as it was no longer separately ear-marked, but had the retained the \$40,000 allocation until 2008-09.



Peer networks	<i>Managers Forum</i> (monthly in Hamilton); <i>Coordinators &amp; Fieldworkers Network</i> (bi-monthly in Hamilton); <i>Waikato Regional Community Houses</i> (bi-monthly around region & regional conference); <i>Child Health and Disability Forum</i> (bi-monthly in Hamilton); <i>Māori Community Nurses Network</i> (quarterly, around the rohe); and <i>Māori Disability Workers Network</i> (monthly, around the rohe); <i>Waikato Capacity Hub</i> (bi-monthly in Hamilton). Other local inter-agency networks (not initiated by <i>Community Waikato</i> ) are also supported, and other regional networks become active again from time to time, eg <i>Māori Funders Network</i> , <i>Māori Governance Network</i> , <i>Youthworkers Collective</i> , etc as demand arises.	323 members of 8 on-going networks with average combined attendance of 92 per meeting (compared with approx 250 participants in 9 on-going networks in 2004-05)
Training workshops and courses	Topics include Dealing with Conflict, Effective Meetings, Funding, Governance, IT, Minute-taking, Project Management, Publisher & Outlook, Report Writing, Staff Performance, Word & Excel, Understanding Finances, Workplace Wellbeing. Partnership with Unitec NZ to increase participation in Not-for-Profit Management Programme in Waikato.	420 participants in 24 training programmes – including 51 participants in 3 Unitec course modules (compared with 560 participants in 20 training programmes in 2004-05)
Information & advocacy forums	Organise 'Building Better Government Engagement' Forum (with Office for the Community & Voluntary Sector); 'Pathways to Partnership' Forum (with Ministry for Social Development); contribute to 3 Funding Workshops (with Department of Internal Affairs & Trust Waikato); charities registration workshop (with Charities Commission). Preparation of submissions to WEL Energy Trust (community grants), Hamilton City Council (complement HCC community workers), Waitomo District Council (community plan); presentation to Hauraki District Council; meetings with Mayor & Deputy Mayor Waikato District Council, community advisors at Waitomo and Ruapehu District Councils; meetings with and sector briefing papers to incoming Minister for Community & Voluntary Sector, and Minister for Social Development and Employment, and copy of briefings to 7 MPs in the Waikato region.	260 participants in 6 forums (compared with 800 participants in 9 policy forums in 2004-5 – most in a one-off Prime Minister's Social Development Forum)
Newsletter	Publish <i>Kumara Vine</i> providing information on coming events & resources, stories from communities, updates on government policy initiatives, issues and developments in the sector, reports on projects, and 'tips for your toolkit' inserts. Also regular email alerts, news and notices to distribution list.	8-page quarterly (with 2 page 'toolkit' insert) to distribution list of 500-600 (compared to 8-page quarterly with 2-page insert distributed to 500 in 2004-05)
Website	Maintain and refresh <a href="http://www.communitywaikato.org.nz">www.communitywaikato.org.nz</a> includes information on Community Waikato, its resources & activities, networks, funding sources, how-to guides, templates & information sheets, etc	6,294 visits to website (5,345 new and 949 returning) (data not available in 2004-05)
Fund Manager	Distribution of grants on behalf of Tindall Foundation to family & community services, and for regional training projects administered by Community Waikato. Organisations funded in 2008-09 work in the areas of: community development (9), youth development (8), budgeting (3), Māori, migrant, refugee, cross-cultural (3), early intervention (2), adult literacy and numeracy (1).	Distributed \$48,600 to 26 organisations & \$16,000 for regional projects (compared to \$45,000 to 13 organisations, & \$15,000 for regional projects in 2004-05)
Scholarships	Distribution of scholarships for tertiary study to develop leaders in the field of community services and non-profit management; and administering	Distributed \$20,000 for 29 scholarships; \$1,000 for 2 Mental Health

	<p>Mental Health Training Fund.</p> <p>Also distribute and administer one off sponsorships to enable regional participation in key national conferences, etc (NZCOSS 'Our Voice in Social Change' Conference, and Australia &amp; New Zealand Third Sector Research 'Demonstrate' Conference).</p>	<p>Training scholarships; \$6,500 for 18 conference sponsorships from Trust Waikato (compared to 40 scholarships worth \$40,000 &amp; 2 Mental Health training Grants of \$1,000 in 2004-05)</p>
Child & Family Awards	<p>Coordination of Awards on fee for service basis for Trust Waikato to recognize, celebrate &amp; promote contributions of individuals, teams &amp; organisations to child &amp; family care. Awards made in six areas.</p>	<p>Not currently funded to operate (compared to approx 400 participants attending in 2004-5)</p>
National & Regional Sector Projects	<p>National projects to strengthen the sector include: convene National Capacity Strengtheners network; lead partner in Workplace Wellbeing Project; represent sector in review of Unitec Not for Profit Management Programme. (Also participate in other national projects, such as Tangata Whenua, Community &amp; Voluntary Sector Research Centre, CommunityCentral, etc.)</p> <p>Regional collaborative projects facilitated or supported include: establish Technology Centre; pilot Multi Employer Collective Agreement with Community Houses; initiate bulk purchasing scheme; co-sponsor e-Engage Conference; support Marae accessibility project; initiate Waikato Supervision Project; contribute to Hamilton City Council Social Well being Strategy; contribute to Hamilton Jobs Summit.</p>	<p>Lead role in 3 national projects; and lead or major contribution to 7 regional projects</p>

(Source: Various Community Waikato Staff Interviews and Accountability Reports)

## 4. Quantity of Effort - Who is reached?

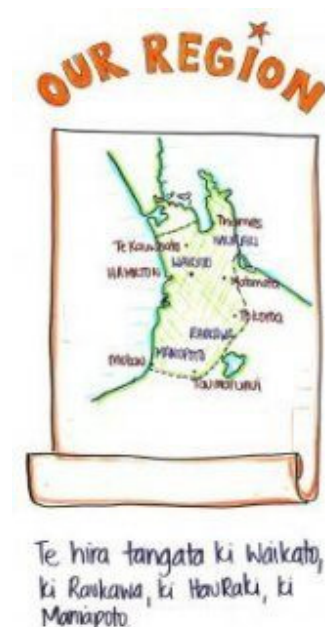
*This section considers how extensive is Community Waikato's reach across the tangata whenua, community and voluntary sector in the region, and in particular access to its services for organisations outside Hamilton, for Māori organisations, for Pasifika, refugee, migrant and other ethnic organisations, and for smaller organisations.*

*Community Waikato* aims to strengthen community organisations across the greater Waikato region from the top of Coromandel to Putaruru, Tokoroa, Taumarunui, to the west coast, Kawhia and Raglan and up to Te Kauwhata in the north.

### How extensive is *Community Waikato's* reach?

The Charities Commission (2009) identifies 1,916 or 8.7 per cent of the 22,000 charities it has registered are based in the Waikato Region. Nationally there are 97,000 non-profits of which 23.1% (or 22,400) are engaged in health, social services, environment, development and housing – the main areas of interest to *Community Waikato* (Statistics NZ, 2007:14). If the Waikato region's share of registered charities was proportional to its share of the wider group of non-profit organisations, we might expect there to be just under 2,000 health, social service, environment, development and housing non-profits in the region. Again, based on national employment ratios, less than 200 of these would be expected to employ any paid staff. Generally it is expected that capacity and development needs become more significant when an organisation grows to the point that it begins to employ even part-time staff, but many capacity programmes would also be relevant and useful for wholly-volunteer organisations. It might be expected then, if these assumptions apply, that the potential audience for capacity building work in Waikato would be around 200-400 organisations. As a comparison *Trust Waikato* funded 920 organisations in the region in 2008 (around 550 organisations if we exclude arts, culture, sports and recreation organisations).

*Community Waikato* has an impressive reach into this 'population' of organisations, with over 500 contacts on its data base – all of whom receive 'Kumara Vine' and 'Tips for Your Toolkit' and email alerts, news and notices. (This includes some government agencies working with community organisations and some out-of-region organisations interested in the work of *Community Waikato*.) Information on numbers of participants in particular programmes are detailed below, but they cannot just be added together as organisations can and frequently do receive more than one service in a year. If the ratio of organisations answering the survey for this review is typical of organisations assisted by *Community Waikato*, then a further 60-80% of organisations could be expected to take part in a training course or network meeting during the year in addition to those organisations benefiting from community advisor service. As these are the three main *Community Waikato* services, and it is known that 230 different organisations received community advisor assistance



during 2008-09, it is likely that *Community Waikato* has provided a substantial service to around 350 - 400 different organisations during the year.

### **Is *Community Waikato* reaching the right people?**

This suggests a very high reach across its target group, but is it reaching the 'right' people and organisations within the wider sector? *Community Waikato* has ambitions of reaching people and organisations across the whole region, not just Hamilton-based organisations; of reaching Māori organisations and Pacific Islander, refugee, migrant or other ethnic organisations as well as 'mainstream' or Pakeha-run organisations; and while being widely available, of focusing its limited resources especially on smaller organisations with few other resources available to them.

*Across the region:* Of those organisations which responded to the survey conducted for this review, 58 per cent are based in Hamilton City, with the rest spread relatively evenly across the remaining nine districts of the greater Waikato region. This is consistent with an earlier survey (Laird, 2004:8-9), where 56 per cent of respondents were based in Hamilton. Data on usage of specific services indicates that:

- 103 (or 45 per cent) of the organisations assisted by the Advisory Service during the year, were based outside of Hamilton.
- Three of the 8 peer networks rotate their meeting place around the region to enable participation from across the region. (*Community Waikato* staff also participate in and support a further five local inter-agency networks outside of Hamilton.)
- Only two of the 24 training programmes were held outside Hamilton in 2008-09, however, the location of participants is monitored, and overall a third of workshop participants during the year came from outside Hamilton (some via the new video-conferencing facility).
- 73 per cent of Tindall grant recipients and one-third of (10 out of 29) scholarship recipients were based outside Hamilton in 2008-09 (and both the two Mental Health Training Fund grants went to non-Hamilton recipients).

Even rough estimates of the regional distribution of non-profit organisations are not readily available; however, we do know that 34 per cent of the Waikato population live in Hamilton City (2006 Census, Statistics NZ), and is likely to include a higher concentration of organisations. Given the wide area covered and the dispersion of the population, *Community Waikato* appears overall to have made strong efforts to serve organisations across the region.

What is most valuable or impressive? "...the focus across the whole region rather than just concentrating on Hamilton – very refreshing and reassuring" (Survey respondent)

*Reaching Māori organisations:* Just under 10 per cent of respondents to the survey conducted for this review identify as kaupapa Māori organisations. (Māori organisations were not identified in the 2004 survey.) As this is a small number it may not necessarily be representative of organisations using *Community Waikato*. Of the organisations assisted by the Advisory Service during the year, 85

(37 percent) were kaupapa Māori organisations. Two of the 8 peer networks are specifically for Māori workers – though Māori workers may also participate in other general networks. Ethnicity data are not kept for training programmes or general information services. One of 29 scholarship recipients (4 per cent) identifies as Māori (though this was 20 per cent in the previous year) and 1 of the 26 Tindall grant recipients was a Māori organisation, and another a mainstream organisation largely serving Māori.

Unfortunately the Charities Commission (2009) does not provide information on Māori charities as a share of overall registered charities, so even rough estimates of the share of non-profit organisations are not readily available for comparison, but we do know that Māori make up 21 percent of the Waikato population (2006 Census, Statistics NZ). Overall, *Community Waikato* appears to have made very strong efforts to serve Māori organisations, Māori staff in other organisations and support mainstream organisations in the provision of their services to the Māori community.

*Reaching Pasifika, refugee, migrant and other ethnic organisations:* In the survey conducted for this review just over 11 per cent of respondents primarily serve Pacific Islanders, refugees, migrants or a specific ethnic community. (Ethnicity data were not collected in the 2004 survey.) As this is a small number it may not necessarily be representative of organisations using *Community Waikato*. Of the organisations assisted by the Advisory Service during the year, seven (3 percent) were Pasifika organisations; and 19 (8 percent) were migrant, refugee or other ethnic organisations. Ethnicity data are not kept by *Community Waikato* for training programmes or general information services. Twenty-four percent of scholarships recipients were overseas born, but only one was not of British or European heritage, and there were no Pasifika applicants. Two of the 26 Tindall grant recipients were migrant or refugee organisations.

Unfortunately the Charities Commission (2009) does not provide information on Pasifika organisations, but records 2 percent of registered charities nationally as serving ‘migrants/refugees’ and ‘people of a certain ethnic/racial origin’. Not all non-profits are eligible to register as a charity, and it may be that Pasifika, migrant, refugee and other ethnic organisations are under-represented among registered charities. Pacific Islanders make up 3 percent of the Waikato population and 16 percent of the region was born overseas – mostly commonly born in England. Six percent of the regional population identify as Asian, Middle Eastern, Latin American or African background (2006 Census, Statistics NZ). This suggests that *Community Waikato’s* Advisory Service is achieving a reasonable reach into these organisations in the Waikato.

*Focusing on smaller organisations:* Administrative data are not routinely collected on organisation size for users of *Community Waikato* services. However, staff report that most participants in training programmes and peer networks, and most users of the advisory service are small organisations. Most of the respondents to the survey conducted for this review are small organisations, but with some paid staff (47 per cent have 1-5 staff in the current survey compared to 52 per cent in 2004). In the 2004 survey, a further 20 percent were all-volunteer organisation. That only one all-volunteer organisations (2 percent) responded to the current survey may be an artifact

of its delivery as an email survey requiring on-line completion. If this is the case, it may understate the proportion of smaller organisations assisted by *Community Waikato*.

Ninety percent of non-profit organisations in this country are totally reliant on volunteers - not employing any paid staff. Of those which do employ paid staff, two-thirds employ 1-5 full- or part-time people. Of 'social service' non-profits employing staff (the group of non-profits with the most paid staff), around half employ 1-5 people, and on average they employ between two and three full- or part-time people (Statistics NZ, 2007: 14-16). There is also some evidence that it is actually when small non-profits begin to employ staff and secure government funding, that they are most in need of 'management support' or capacity building (Lyons & Nyland quoted in Nowland-Foreman, 2006:55-56). Overall, this suggests that *Community Waikato* is generally targeting its services towards those smaller non-profits who may be most in need of assistance.

What is most valuable or impressive? "*Their willingness and ability to capacity build all of these small and very important community organisations*" (Survey respondent)

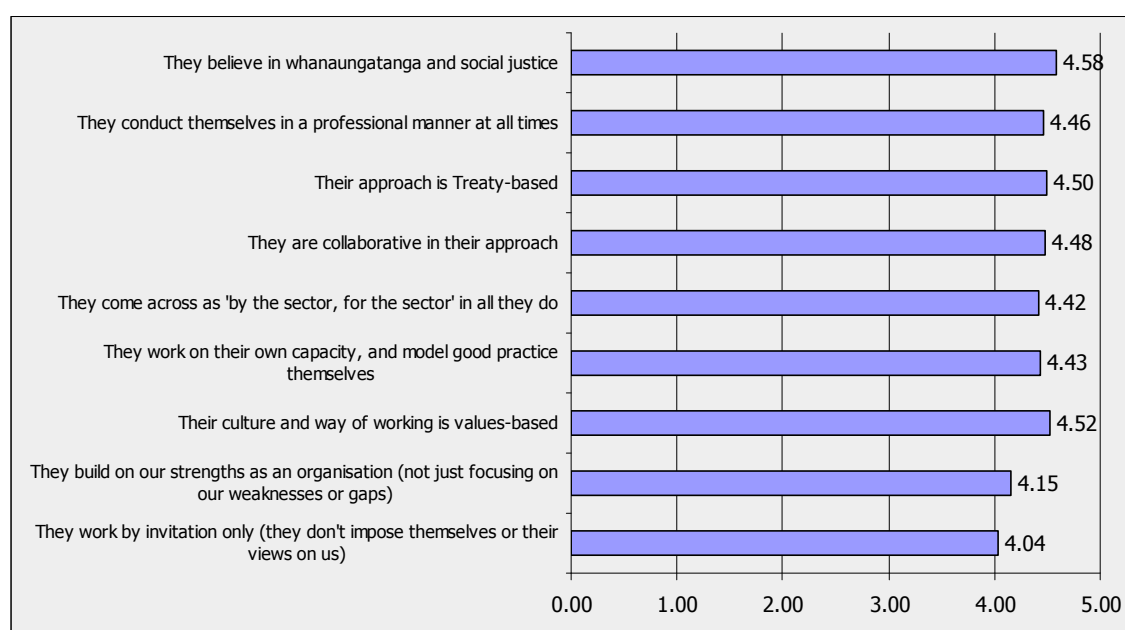
## 5. Quality of Effort – How well does Community Waikato operate?

*This section considers the quality of Community Waikato's work. It is measured first against the standards that Community Waikato has set itself in its 'principles and values'; then against the most promising and effective practices identified for capacity building in the international literature; and finally in terms of the value of the assistance to the people and organisations assisted.*

### The Right Approach

*Community Waikato* has articulated nine Values and Principles that describe the 'way of working' which they aspire to follow. In essence these are the 'quality standards' against which they wish to hold themselves accountable. Survey respondents were asked, from their experience, to what extent *Community Waikato* worked in these ways.

**Table 4: Extent to which Community Waikato implements its values & principles**



(Source: Community Waikato Survey, 2009)

The average scores of 4.0 to 4.6 on a five-point scale (from 'not at all' to 'very much so') are very high, indicating that most respondents saw strong alignment of how *Community Waikato* operates in practice with the values and principles it aspires to. Only 1 to 3 people (less than 5 per cent) rated *Community Waikato* as working in any of the ways 'only a little' or 'not at all' combined. When those 'not aware' are excluded, between 77 and 91 per cent rated *Community Waikato* as working either 'to a large extent' or 'very much so' in all of these ways.

One survey respondent commented they had seen a staff member barefoot when attending to the public and did not consider this professional. However, several offered unprompted comments that

the organisation 'walks the talk'. This view, too, was strongly reflected in the focus group discussion, where it was also raised unprompted:

*"There are no mixed messages. They are very consistent, very professional and live their principles."*  
(Focus group participant)

### The Right Practices

In the previous review (Nowland-Foreman, 2006:26-28), a wide review of the international literature identified good practice for capacity building in what have now been collapsed into four key areas: an empowerment approach; ensuring accessible & approachable; using methods that multiply, are multi-level & mutually reinforcing; and, role modeling good practice & demonstrating a learning culture. In the Aotearoa New Zealand context, it is also crucial to ensure effective capacity building is responsive to Māori, and this aspect is considered separately in the following section 6: *Responsiveness to Māori*.

#### \* *An empowerment approach*

This is the central feature identified in the literature as the basis of more effective and sustained organisational development and capacity building. A core principle is that every organisation is capable of building its own capacity, and ought to be in charge of it – with its particular history, culture and assets to draw upon. The literature suggests that capacity builders who respect this, and work with a organisation's uniqueness rather than applying generic solutions, get better results. It no coincidence that *Community Waikato* has as a central tenant: "unearthing the wisdom". They do not impose a 'boiler plate' approach

*"They bring an appreciation of who you are - really validate you as a person."* (Focus group participant)

When those 'not aware' are excluded, 77 per cent of survey respondents agreed either 'to a large extent' or 'very much so' that *Community Waikato* "work by invitation only (they don't impose themselves or their views on us)." This rating increased to 88 per cent when considering only on those respondents who had received advice or assistance from a community advisor.

Similarly 78 percent agreed either 'to a large extent' or 'very much so' that *Community Waikato* "build on our strengths as an organisation (not just focusing on our weaknesses or gaps)." This rating increased to 92 percent when considering only on those respondents who had received advice or assistance from a community advisor.

Another important and related element in the literature is a holistic and integrated approach. While involvement may start with some practical and immediately useful assistance (much like the principle of initial success), the effective capacity builder is able to see the connections, dig beneath the presenting request and take a systems approach. The overall approach will be highly participatory and developmental – handing over power, knowledge, confidence and skills (not promoting dependency).



*"Whatever she does, she has now trained others, continues to hand responsibilities to others"*  
(Organisation interview)

It involves a personal capacity for patient work over time, the ability to work with complexity and ambiguity, and is both comprehensive and customised. The capacity builder who can offer and nurture a trusting relationship sets the conditions for open communication and meaningful learning,

*"They have good process, not top heavy; they are consultative and inclusive."* (Focus group participant)

*"Better than professionals because they are one of us"* (Focus group participant)

*"Hands on, sleeves rolled up, working alongside you - building capacity with you, not to you."* (Focus group participant)

*"That's it - just empowering!"* (Focus group participant)

#### **\* Ensuring accessible and approachable**

Effective capacity builders are accessible, easy to approach, culturally appropriate, inclusive, independent and confidential.

What is most valuable or impressive? *"They are so easily accessible and helpful"* (Survey respondent)

Of the 45 survey respondents who provided comments on what they found most valuable or impressive about *Community Waikato*, 'awareness of the community or the sector' and 'responsive to its needs' was mentioned unprompted by six. People reported feeling put at ease very quickly:

*"Communication is easy; you are treated with respect and not made to feel stupid"* (Focus group participant)

*"Very flexible, what you want, where you want, when you want, how you want"* (Focus group participant)

*"User friendly – please pass this on"* (Focus group participant)

*"They are great facilitators - easy and relaxed to deal with"* (Focus group participant)

*We are able to access all this at no charge – that's such a huge thing!* (Focus group participant)

*The make it easy for people to participate. accessible, use lay language."* (Focus group participant)

Staff readily work out of hours and on weekends, and will travel to the group if required. Geographic accessibility is a significant issue in such a dispersed region. This is facilitated by one of the four advisory staff being based fulltime in Thames, and all advisors being relatively mobile – able to come to the organisation and meet at a time convenient for the organisation (including evenings and weekends).

What is most valuable or impressive? *"Having a local advisor"* (Survey respondent)

*"Great organisation especially for agencies that are in isolated regions"* (Survey respondent)

However, this has not prevented respondents to the survey also suggesting that further advisors be based in rural areas of the region, or at least offer visiting services.

*"Training sessions are 3/4hr drive away making it difficult for us to attend with our workload at present"* (Survey respondent)

*"Sadly, mileage and time is a big factor for us to attend any of your training activities organized"* (Survey respondent)

Most training workshops are held in Hamilton, after it was found that workshops struggled to attract sufficient numbers even when held in rural areas. In the spirit of learning and adapting, a new approach was tried. Video conferencing facilities, established in conjunction with another local organization, allow remote participation from two Thames/Coromandel locations into the *Community Waikato* Hamilton training room, and will soon be extended into some other areas.

Responsiveness to Māori, especially by the Advisory Service, is greatly aided by the appointment of a kaiwhakarite, as a specialist advisor, but this is part of a much more comprehensive strategy which is outlined in detail in the following section 6: *Responsiveness to Māori*.

*Community Waikato* has been acutely aware of any areas of under-representation (see, for example, Community Advisory Service bi-monthly reports), and has undertaken pro-active strategies to monitor, identify, address barriers to access (by location, because of ethnicity, or type of organization).

***\* Methods that multiply, are multi-level and mutually reinforcing***

Effective capacity builders multiply impacts by obtaining greater leverage for their activities. This usually involves an active brokerage role mobilising other resources – not just referrals. Another way of exercising leverage is if we don't feel the need to be the centre of attention and all learning. Instead peer learning and networks will be encouraged. There will also be innovative uses of technology to maximise reach and impact.

Peer connections are an important and deliberate part of *Community Waikato's* work. Of the 45 survey respondents who provided comments on what they found most valuable or impressive about *Community Waikato*, two (unprompted) specifically highlighted the role of *Community Waikato* in 'connecting the community together' (Survey respondent). Over 300 people are members of one of the eight on-going peer networks initiated by *Community Waikato*, with a combined total of 92 attending each meeting on average.

Effective capacity building will also operate on multiple levels, and be mutually reinforcing. Each involvement is not a series of one-off activities, but part of a larger, cumulative process of change.

*Community Waikato* uses the term 'work stream' to refer to a piece of work or an 'intervention' with an organization by the advisory service. On average, each of the 230 organisations assisted by the advisory service are involved an average of 2.7 'work streams' during 2008-09. *Community Waikato* has also invested in video-conferencing and other technology to multiply impact.

*\* Role modeling good practice and demonstrating a learning culture*

The literature indicates that the more effective 'empowerment approach' is based on an open and reflective learning culture. Often effective capacity builders will have developed 'logic models' for their interventions, so they can test, monitor and refine lessons on how they work. They will demonstrate a genuine eagerness to hear and learn from stakeholder feedback. They continuously ask questions, and pro-actively seek to learn from their peers and colleagues, and thus can demonstrate change in their personal and professional practice. They are also equally eager to document and disseminate lessons from their own practice (and research) in order to contribute to the knowledge of the field.

*"The most critical dimension of capacity for a non-profit organisation is adaptive capacity – the ability of a non-profit organisation to monitor, assess, and respond to internal and external changes. Adaptive capacity entails explicating goals and activities and the underlying assumptions that link them, evaluating organisational and programmatic effectiveness and progress, and flexibly planning for the future. Adaptive capacity also encompasses improving the level and quality of creating strategic alliances, collaborating and networking with others in the community, and increasing knowledge sharing with colleague organisations..."*

*"[Capacity builders] need to 'walk the talk', that is engage in the same capacity building practices they recommend to their clients... The best [capacity builders] are highly reflective and flexible. It is essential that [capacity builders] maintain a high level of adaptive capacity through such practices as formally evaluating the quality and impact of their services regularly, as well as conducting community needs assessments and customer satisfaction surveys. Effective [capacity builders] use these data to serve as community convenors and local network coordinators. Strong [capacity builders] also tend to engage regularly in strategic planning and business planning."*

*"...With respect to management capacity, hiring and retaining the 'best and the brightest' staff appear to be critical characteristics of effective [capacity builders]. The on-going professional development and assessment of staff – whether permanent, contracted or volunteer – is also a priority among high performing [capacity builders]." (Connolly & York 2013:4-5)*

The experience of the independent evaluators engaged in this review is that *Community Waikato* has a strong learning culture, is non-defensive and open to new models, frameworks and approaches – where they can add value to their work.

*"They definitely walk their own talk! I've seen all these statements depicted on their wall chart and they demonstrate them credibly"* (Survey respondent)

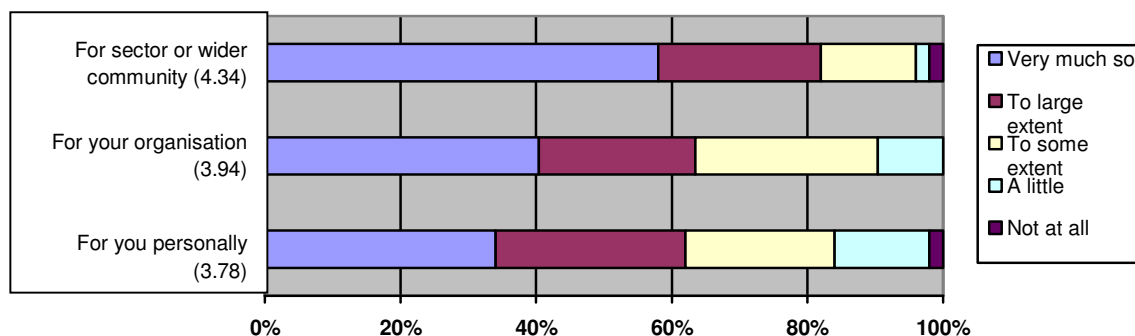
When those 'not aware' are excluded, 86 per cent of survey respondents agreed either 'to a large extent' or 'very much so' that *Community Waikato* "work on their own capacity and model good practice themselves."

- *Community Waikato* has a 3-year strategic plan and has developed annual 'business plans'; it has also formally reviewed progress against the plan. As a result of the current planning, it became apparent that the organisation had to move to premises while allowed space for training and hosting in order to fully achieve its goals. The business planning led to decisions not to replace two staff who left, given the risk of reduced funding.

- *Community Waikato* has an active programme of strategic alliances, collaborations and networking –which are described elsewhere in this report.
- A sector training needs assessment survey was undertaken by *Community Waikato* in 2007 to identify priorities for training programmes. A formal review of the extent to which the identified needs had been addressed by its training programme was undertaken in July 2008. In addition participant feedback is obtained for a ‘post mortem’ of most training programmes. This is used to adjust future planning, ensure a high quality of presenters is maintained, and reflect on ways of operating. For example, when it became apparent that holding training workshops in small rural centres was still not achieving better access to training, different approaches have been trialed – providing transport subsidies or reduced course fees for out-of-Hamilton participants, and investing in video-conferencing facilities to allow remote participation in the Hamilton training room from Thames/Coromandel.
- Formal needs surveys with the sector have also been undertaken of Technology Requirements (to assess viability of Technology Centre proposal), and of Youth Organisations (to identify organisational capacity needs)
- Network meetings are also (indirectly) used to gather intelligence, issues and concerns of the sector. This enables *Community Waikato* to better stay in touch with the sector, and better represent its interest and concerns in other forums.
- Management and governance resources and templates have been developed by individual staff over the years. A project is currently underway to consolidate them, test to ensure they reflect current best practice and share them around existing and new staff through an Advisors’ Resource Guide. Future plans are to make many of these resources also directly available to community groups, and to other capacity-builders.
- *Community Waikato* has facilitated a local capacity builders hub, and a national capacity strengtheners network to share ideas and resources, promote good practice, and exchange critical support with peer organisations.
- A team review, a new ‘appreciative’ staff performance system, and considerable training and development opportunities for staff have been implemented during 2008-09.

### Value to participants

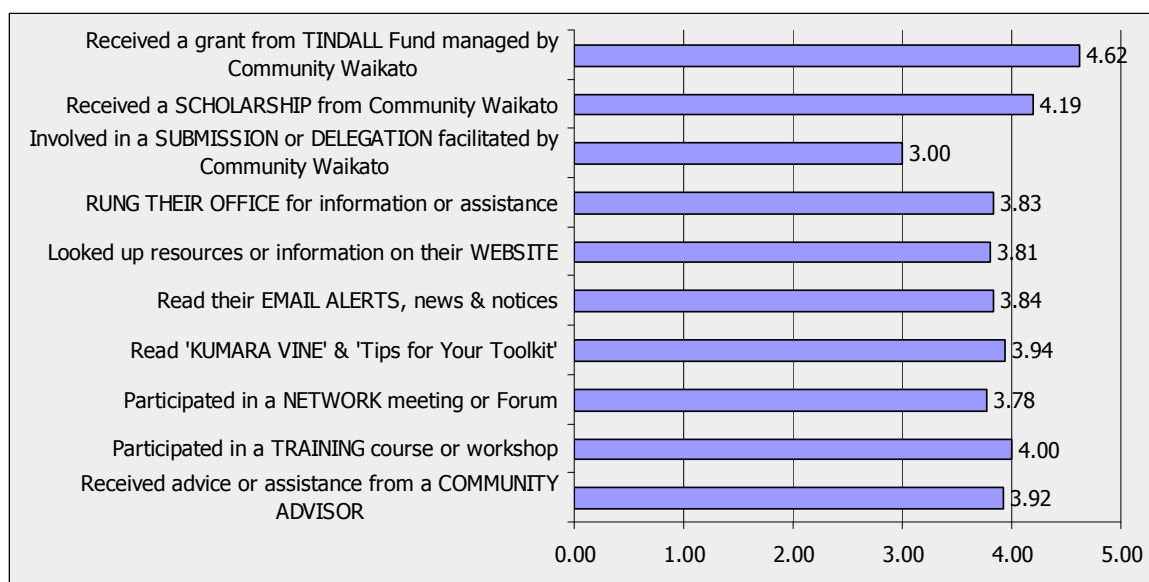
Overall, respondents to the survey rated *Community Waikato* as useful ‘to a large extent’ or ‘very much so’. On a five point scale, the average score was rated at 3.78 on usefulness for them personally, 3.94 on usefulness for their organisation, and 4.34 on usefulness for the sector and wider community. Focus group participants and interviewees also clearly valued the assistance provided by *Community Waikato*:

**Table 6: Usefulness of Community Waikato overall**

(Source: Community Waikato Survey, 2009)

It is of note that people clearly see a value of *Community Waikato* beyond that for themselves personally or even for their organisation. While 62-63 percent rate the value for themselves or their organisation 'to a large extent' or 'very much so', 82 percent rate the value for the wider community or sector 'to a large extent' or 'very much so'.

Survey respondents were also asked about the usefulness of specific services of *Community Waikato*. Overall, ratings are reasonably high. For all but one service ('submissions or delegations'), around 60 percent of respondents or more rated each service as useful either 'to a large extent' or 'very much so'. Financial assistance ('Tindall funding' and 'scholarships') were valued most highly (with 70-80 percent rating them as useful either 'to a large extent' or 'very much so').

**Table 7: Usefulness of specific services of Community Waikato**

(Source: Community Waikato Survey, 2009)

When asked to identify any possible areas for improvement of *Community Waikato*, just over half the survey respondents either did not answer this question (25) or replied that they could not identify any areas for improvement (12). The most common proposal was more funding for more staff (especially advisors) – suggested by 9 respondents. Three suggested better awareness or publicity about what they have to offer, one requested a less crowded venue for workshops, one suggested more communication with organisations to see what they want, one suggested more involvement with local agencies in planning workload, one suggested better follow up, one suggested a rural outpost or regular clinic, and one thought more accessible and expert help was available elsewhere.

Even this may understate users' regard for *Community Waikato's* services, as the averages include some people who had not used each service. For example, if non-users are excluded, more than 80 percent of respondents rate the usefulness of the 'community advisor' service 'to a large extent' or 'very much so' (up from just over 60 percent), and the average score for the 'community advisor' service increases from 3.9 to 4.5 on the five point scale.

Of the 45 survey respondents who provided comments (unprompted) on what they found most valuable or impressive about *Community Waikato*:

- Nine mentioned excellent articles in *Kumara Vine*, 'Tips for Your Toolkit' or valuable, timely information/emails/communication
- Six mentioned useful training courses (one especially noting the 'reasonable cost')
- Four mentioned the peer networking forums
- Three mentioned the strategic projects, advocacy and/or communication with policy makers and government
- Two mentioned the scholarships or financial assistance
- One mentioned the overall range of services available

Participant 'satisfaction' feedback is also routinely collected for most training programmes. The overall 'value and usefulness' of training courses on a five point scale is generally rated highly – for example the Leading Effective Meetings workshop was rated at 4.4, Dealing with Conflict (4.6), Using Publisher & Outlook (4.0), Using Word & Excel (4.3), Developing and Managing Staff Performance (4.8), IT Training (4.4), Project Management (4.7), and Legal Issues (4.7). More detailed feedback is included in the reports on each training programme.

Of the 45 survey respondents who provided comments (unprompted) on what they found most valuable or impressive about *Community Waikato*, the staff team their experience, knowledge or longevity was mentioned by thirteen (the biggest single category) :

*"Their team are well educated, passionate about community, friendly, welcoming and always go out of their way to be of assistance"* (Survey respondent)

*"Prompt friendly and professional, exceptional knowledge of the community needs"* (Survey respondent)

*"The expertise is there; they really think about who they are employing, and they develop themselves as well"* (Focus group participant)

### Emerging lessons for improvements

Community Waikato can readily identify what it has learned over the years of its operation since 2001:

- *"Taking the time to build relationships is vital so that people know who you are, what you do and feel comfortable about approaching you. It also builds credibility and trust."*
- *"The credibility of the organisation is based on trust, practice of values, skills and expertise. Credability is vital and grows from knowledge of the capacity builder as being discreet, non-judgemental and effective."*
- *"Strengths-based assessment – sitting down with key members of the organization and taking the time to assess the operations, culture and values of the organization so that we can work to awhi or support the organization to build on its strengths is far more effective than working to their weaknesses."*
- *"Government contracting over the last 15 years has encouraged and demanded a professionalism of community based social service sector but minimal resources to support professional and organisational development have been made available."*
- *"Resources and processes for capacity work are more sustainable and effective if done by the sector, for the sector."*
- *"The knowledge is within the sector – we work to unearth it and support its development... There is vast practical knowledge and a broad skill base in the sector. The skills learned working in the sector can be and are applied in many different ways."*
- *"There is a growing awareness of the value and contribution of our sector... Community based social service work is the glue that holds our society together."*

These learnings have clearly shaped Community Waikato's overall approach. Also at an operational level, the organisation regularly monitors how it operates, received feedback from its 'clients' and as a result adjusts how it provides its services and programmes.

Without imposing an artificial straight-jacket, it could be possible for the organisation to consider making explicit what model (or models) of organisational capacity or effectiveness undergird its work. By making this more explicit, it can be subject to more critical scrutiny, refined and developed and a more consistent approach confidently promoted across the organisation. One model worth exploring, which is consistent with the values and philosophy of Community Waikato, is TCC Group's Core Capacity Model (adaptive capacity, leadership capacity, management capacity and technical capacity) (Sherman, 2009).

Stronger two-way links could be built with researchers and tertiary institutions, to further build on staffs' own reflective practice and more explicitly draw upon a wider body of knowledge. Staff have already made two Conference presentations on their work, at Australia and New Zealand Third Sector Research Conference, Community Waikato is represented on the governance group of the

Tangata Whenua, Community & Voluntary Sector Research Centre, and a staff member is currently undertaking research on supervision practice and attitudes. Research was also undertaken for the Workplace Wellbeing project and in 2007 a feasibility study was undertaken for the Technology Centre.

In particular, Connolly & York (2003) have identified promising practices overall for capacity building organisations, as well as for specific methods used to deliver capacity building services (for consulting, training, peer exchanges, referrals and conducting research). Overall, Connolly & York (2003: 78) suggest that capacity builders will improve their engagements with organisations by:

- Taking a 'holistic' approach to all capacity building engagements;
- Beginning any engagement by assessing organisational readiness;
- Determining not only if the organisation is ready, but also the most appropriate *level of service* that best addresses the organisation's underlying challenges
- Engaging with real 'change agents' within an organisation;
- Beginning with an understanding of the leadership and capacity building challenges of sector organisations;
- Assessing and accommodating the unique organisational culture; and
- Creating incentives for following through on capacity building activities once the capacity builder leaves.

A summary checklist of the 'promising practices' for specific methods is included below:

**Table 5: Promising Practices for Specific Capacity Building Methods**

<b>Consulting</b>
<ul style="list-style-type: none"> <li>• Engage all key organisational stakeholders in defining issues to be addressed through the intervention</li> <li>• Implement a clear contracting process</li> <li>• Establish clear criteria for assessing the success of the engagement and mechanisms for soliciting client feedback during the engagement</li> <li>• Reach consensus on confidentiality issues</li> <li>• Provide staff with skills that will help them sustain the capacity building efforts when the engagement ends</li> <li>• Engage in ambitious, yet realistic, projects that have a high probability of success</li> <li>• Use high quality consultants (and maintain quality control of them)</li> <li>• Ensure that consultant reflect the community and organisations they serve</li> </ul>
<b>Training</b>
<ul style="list-style-type: none"> <li>• Ensure that change agents attend the training (such as by requiring a board chair and CEO to attend together)</li> <li>• Hire leaders and facilitators with extensive capacity building experience</li> <li>• Develop a formal curriculum and associated handouts, resources and tools to help participants apply the principles being taught</li> <li>• Provide training on more than a 'one time' basis</li> <li>• Incorporate adult learning principles into the training</li> <li>• Customize training to meet the needs of the audience</li> <li>• Allow time for general peer sharing and networking</li> </ul>



<ul style="list-style-type: none"> <li>• Provide team-based and organization-wide training where possible</li> <li>• Offer follow-up engagements and opportunities for participants</li> </ul>
<b>Peer exchange</b>
<ul style="list-style-type: none"> <li>• Plan and facilitate 'round table' discussions, 'case study groups', and or 'learning circles'</li> <li>• Ensure that experienced facilitators do the planning and implementation</li> <li>• Engage the same group of similarly motivated individuals, with the same facilitator, on an ongoing basis and asking participants to assess the process</li> <li>• Provide time for informal sharing and networking</li> </ul>
<b>Referrals</b>
<ul style="list-style-type: none"> <li>• Make referrals to workshops, seminars or trainings that the [capacity builder] does not provide</li> <li>• Direct clients to relevant websites, research publications, and consultants</li> <li>• Follow up with non-profits that have received a referral to determine if they received the assistance they needed</li> </ul>
<b>Research</b>
<ul style="list-style-type: none"> <li>• Focus specifically on understanding the relationship between different capacity building engagements and outcomes at various levels</li> <li>• Engage and collaborate with highly experienced and respected researchers in the field</li> <li>• Take steps to avoid duplication of research agendas</li> <li>• Develop practical applications that can improve capacity building interventions</li> <li>• Disseminate findings field-wide</li> </ul>

(Source: Connolly & York, 2003:78-79)

Generally these are consistent with the approaches employed by *Community Waikato*, as demonstrated by the preliminary *Checklist of Performance against Promising Practices* at Appendix 11. However, it could be useful for the staff to explicitly use this checklist, first to check if there is consensus that these are indeed all 'good practices' in *Community Waikato's* specific context (including if there are any key practices missing), and, once adapted, to monitor their implementation, as a self review and development exercise – asking of each practice 'how often and how well do we usually do this?', 'what do we currently have in place to help make this practice happen?', 'what more could we do to enable or promote this practice?' Such a discipline a couple of times a year would help embed the learning culture that the organisation is clearly committed to. These practices, as well as any model of organisational capacity or effectiveness could be incorporated into the planned Advisors' Resource Guide, which is currently being developed.

**Recommendation 1: *Community Waikato* should consider:**

- **adopting and adapting an overall model of organisational effectiveness and capacity to undergird its work, and support a consistent and integrated approach;**
- **further strengthening its links with researchers and tertiary institutions to deepen their own reflective practice and more deliberately contribute knowledge of the field; and**
- **explicitly using a 'good practice' checklist approach in programme design and review.**

## 6. Qualitative Effort - Responsiveness to Māori

*This section provides an outline of what Community Waikato currently does in being responsive to Māori, followed by feedback on the nature of the support and its impact, acknowledgement of successes to date, and emerging lessons for improvement or future development in its responsiveness to Māori.*

### How is Community Waikato responsive to Māori?

- Guided by the legacy of others

As noted above, the *Community Waikato* kaupapa of “unearthing the wisdom” is based on a commitment to a clear set of values: the strengths-based approach, collaboration, whanaungatanga, social justice and Te Tiriti. The guidance, and leadership of *Community Waikato*’s kaumatua, Buddy Te Whare who passed away in March 2009, has largely influenced the organisation’s responsiveness to Māori. Buddy made a significant contribution to inspiring the organisation to service the Iwi and Māori community with a high degree of integrity.

- Tainuitanga

The term ‘Tainuitanga’ literally encompasses all that it means to be of Tainui descent and includes Tainui tikanga, tupuna, history, stories and waiata. *Community Waikato* staff and board acknowledge the privilege of being located in such a strong and vibrant tribal community and has mana whenua involvement in the organisation. Participation in local Iwi events such as the poukai, the Coronation, sporting and cultural events enables an ongoing connection with tribal developments. Staff consciousness and awareness of the strength of Tainui Iwi is evident.

*"We are very conscious and aware of the strength of the Tainui Iwi."* (Staff interview)

- Staffing

There are three Māori staff. In addition, a Kaiwhakarite position (Māori community advisor), was established in May 2005, and works with kaupapa Māori organisations across the region and also with mainstream organisations. The objectives of this position include relationship building and collaboration, capacity strengthening, advocacy and Treaty-based support for mainstream organisations.

All *Community Waikato* staff demonstrates a commitment to learning and use of te reo Māori and implementing tikanga based practices on a daily basis such as karakia, whanaungatanga, manaakitanga and tautoko.

- Board representation

There are nine trustees of whom three are Māori, and the kaumatua attends each meeting. The kaumatua provide advice on Māori protocol and Māori specific issues that are considered at a Board level.

### Support and assistance to Māori community

Interviewees described the support and assistance that *Community Waikato* provides the Māori community as being in the areas of providing information, particularly about funding and programmes, coordination and facilitation of regional networks, strengthening capacity of community organisations, linking to other services and valuing the role of kaumatua.

Community survey respondents strongly agreed that *Community Waikato's* approach is Treaty-based – with 89 percent agreeing 'to a large extent' or 'very much so'.

Feedback from Māori interviewees indicates that *Community Waikato* services are particularly valuable for smaller Māori organizations and for those mainstream organisations that have a kaupapa Māori component to them. *Community Waikato* acknowledges they tend to work with smaller organizations and those that need help to develop and progress.

*"We only go in by invitation to Māori organisations. We know there are larger Māori organisations who are thriving and who seek the services of consultants for their advice, but smaller organisations can't afford to do that. It is important for all Iwi and Māori organisations to know what we do, as we could fill some gaps, working alongside them with some of the smaller groups in their region."* (Staff interview)

*"I appreciated their cultural safeguarding of our organisation, and the Māori workers in it."* (Focus group participant)

### Impact and changes as a result of support

The difference that *Community Waikato* services have made in the Māori community as indicated by Māori community organisations include the following :

- Increased awareness of and access to different sources of funding

*We have been able to broaden our avenues for gaining funding. Community Waikato helped us do this by introducing us to other funding bodies and helping us with funding applications.* (Māori community organisation interview)

*Community Waikato sends all sorts of funding information through – 2-3 times a week. We're always getting information about funding courses too.* (Māori community organisation interview)

- Expansion of services and support, particularly in isolated rural areas

*[The kaiwhakarite] has opened up a number of networks for us and not just in the disability sector. We are isolated otherwise from all these other groups and information. For example, we now have more knowledge and are able to utilise that knowledge to help our whānau. We can support whānau more effectively now as we have more information and wider networks to call upon.* (Māori community organisation interview)

*[The kaiwhakarite] attends our regional monthly hui. She is present to give information and support. It is important that we see her.* (Māori community organisation interview)

*Through [the kaiwhakarite] we have been able to strengthen our relationships with other Māori organisations. We need to work together more to see what happens. We mostly deliver to youth networks and we definitely want to do more networking to broaden our base.* (Māori community organisation interview)

- Increased and wider networks

*Our regional network has grown, I can now pick up the phone and call someone in Coromandel or in Hamilton that I did not know before. We are now sharing skills, knowledge and resources with one another across the region – it is quite far-reaching. I can now link to them whereas I couldn't before. (Māori community organisation interview)*

*The difference for me personally is that I have confidence in knowing I can go further than the local sources I have been using. (Māori community organisation interview)*

*[The kaiwhakarite] helped us set up a community network hui where now we have 40 different organisations, government agencies and kaumatua who meet monthly. (Māori community organisation interview)*

- New skills as a result of training and mentoring support

*Our organisation is a bit more professional in our approach now. We understand more about the politics. We know more in the areas of policy and planning, how the powers that be work and where we fit and how we need to align. This has made us more tolerant of some of the things imposed upon us. [The kaiwhakarite] has got a lot of skills she has imparted to our roopu – for each of us, when we go back to our roopu after a session with her we go back knowing more. (Māori community organisation respondent)*

*[The kaiwhakarite] has always encouraged the concept of succession planning so that whatever she does she has now trained others and continues to hand responsibilities to others. (Māori community organisation respondent)*

*[The kaiwhakarite] was marvellous – she has tons of energy. You've got to run with her, she has a beautiful personality and is a quick thinker. She saw us as an organisation that needed help and was there for us at a time when we really needed her. She's fun too and lovely to be with. She made funding look fun. She is still helping us when we need her. (Māori community organisation respondent)*

- Strengthened relationships

*[The kaiwhakarite] was instrumental in setting up a meeting with the Māori liaison person that we needed to make contact with in relation to a project we were initiating. [The kaiwhakarite] initiated a meeting with us. We took our kaumatua to Hamilton. She brought funders in – she had 3-4 people there who talked about their services and how we might be able to link in there. (Māori community organisation respondent)*

*You're always looking out there for who are some key people – we have better networks and better access to more information and services. (Māori community organisation respondent)*

- The valuing of the role of kaumatua by organisations – a number of respondents made mention of the positive way in which Community Waikato acknowledges the role of kaumatua particularly for the value that they add to staff, the organisation and the community. Trustees are congratulated for their commitment to acknowledging this by ensuring the position is a paid one.

*I know the kaumatua that stand with [the kaiwhakarite] are her backbone. She has brought them along to meetings. She consults them, they advise her. They are her source of sustenance and she is always guided by them just as our organisation is guided by our kaumatua. (Māori community organisation respondent)*

*We respond very well to like-minded people. Our organisation has a very strong kaumatua base. When we have someone who comes to see us our kaumatua are more likely to respond and take note when they bring their kaumatua – that's a big deal!* (Māori community organisation respondent)

### Ngā Hua Pai Reflecting on Successes

As part of this review, staff undertook an exercise to reflect on their successes in relation to serving the needs of Māori community. The exercise involved a brainstorm of what they considered were the successes in the past year, then the evidence of these successes were discussed and the strategies used to gain these successes were reflected upon. This was done as a group and also involved the Chair and kaumatua of the Board.

Successes identified included:

- *Te Reo Māori* – normalization of the use of te reo Māori
- *Maintenance of tikanga Māori* – manaakitanga, the tikanga handbook, wānanga, acknowledging the wisdom of kāumatua
- *Treaty approach* – Treaty within, Treaty without, - the development of Te Tiriti ō Waitangi policy, modeling a Treaty based way of working, requests from Pakeha organisations, determining the readiness of others, putting the 'Treaty issue' on the table
- *Mana Whenua* – giving respect and acknowledgement to Māori community, (mana whenua involvement in the organisation) acknowledging significant Māori events and kaupapa Māori
- *Valuing the role and contribution of kaumatua* – acknowledgement of the positive influence of *Community Waikato* kaumatua on staff and the community
- *Continued support of the Kaiwhakarite position* – the position has been funded for four years. There has been positive feedback and requests for services. Workload, recognition of knowledge and expertise, bridge building and commitment is evident, approaches are developmental and three sustainable networks have been established
- *Engagement and participation by Māori* – the extent of Māori participation in training events, network meetings and the increase in the numbers of Māori accessing *Community Waikato* services
- *Resource development* – the development of the Mana Mahi resource
- *Acknowledging privilege* – collaboration with other organisations in challenging privilege – the soup kitchen, supporting the anti-smacking bill
- *Strengthening capacity* – determining and responding to community identified training needs, provision of training and workshops, coaching and mentoring, building a strong relationship with Te Puni Kōkiri and collaborative projects (workshopping, buddying), exploration of synergies, growing our collective capacities
- *Supporting the establishment of Māori specific networks* – for example, the Māori Facilitators Network, the Māori Disabilities network, the Māori nurses/Social workers and Māori governance networks

### Formula for Success in being responsive to Māori

*"Kōtahi te kohao o te ngira e kuhuna ai te miro mā, te miro pango, te miro whero, i muri nei – kia mau ki te aroha, ki te ture me te whakapono."*

Just as Potatau used the principles of whakapono, ture and aroha as three strands to strive toward collaboration, it is apparent from the staff workshop on this issue that the three key factors critical to *Community Waikato's* success in Māori responsiveness have been its attention to the kaupapa of 'unearthing the wisdom', the value of relationships (whanaungatanga), and the valuing of people and the skills, knowledge, experience and commitment they bring (he kura tangata). These success factors are not just limited to the organisation's efforts to ensure responsiveness to Māori, but do perhaps represent 'hallmarks' of *Community Waikato's* achievements across the board.

### Emerging lessons for improvements

Overall, respondents suggested improvements that sought to build on the current scope of services including aspects of organisational development. These included:

- *Kaiwhakarite position* – move the focus of the position beyond building relationships and networks to greater collaboration with Te Puni Kōkiri in supporting Iwi and Māori organisations across the region
- *Iwi strategy and Māori work stream* - developing a much more strategic awareness of what is happening at an iwi level and taking account of further opportunities for harnessing Iwi and Māori potential. This may include the identification of particular issues for the region such as rurality, the fact that *Community Waikato* operates in a large rural area with lots of remote places, the need for more sustainable employment options, poverty, youth development, warm and healthy homes etc.

*"Some kaupapa Māori organisations are way ahead of where Community Waikato is at. The problem is they are getting left behind. As a capacity builder, they will find that the role doesn't have much to offer Iwi who have a clear direction for themselves or kaupapa Māori organisations who have grown a lot in the last ten years."* (Māori community organisation interview)

- *Valuing kaumatua* - further development of the 'valuing the role of kaumatua' project by specifically working in collaboration with iwi to identify kaumatua throughout the region who might, through iwi, get the support to become kaumatua for organisations. *Community Waikato* is encouraged to look at other ways that their kaumatua position could have influence on the ability of the organisation to be responsive to Māori
- *Increased visibility of Te Tiriti o Waitangi policy* –improved promotion of and access to Te Tiriti o Waitangi policy resource, 2008 including increased visibility on the website
- *Tikanga practices handbook* – document current tikanga practices within *Community Waikato* that would enable clear identification of cultural practices
- *Reporting* – there is a need to report more specifically on Māori issues, challenges and successes in order to streamline how interventions within the Iwi and Māori community are

better reported to capture the impact of engagement. This would enable more detail about where and how specifically Māori organisations are doing something more ‘crunchy’ and therefore a more critical reflection of the developmental and transformative changes that are occurring as a result of support and assistance

- Cultural audit tool - the development of a cultural audit tool that defines success in Māori terms and identifies specific indicators and measures of success
- Kaupapa Māori governance - further development of kaupapa Māori governance training and workshops – respondents indicated a number of benefits from the support they have received in this area

**Recommendation 2: Community Waikato should continue to invest in its responsiveness to Māori, including:**

- **greater collaboration at a strategic level with Te Puni Kōkiri supporting kaupapa Māori organisations,**
- **increased awareness of iwi level developments, and**
- **further development and promotion of ‘valuing kaumatua’ project, Te Tiriti o Waitangi policy resource, tikanga practices handbook, cultural audit tool, kaupapa Māori governance training, and more specific Māori reporting.**

## 7. Quantitative and Qualitative Effect – What difference does Community Waikato make?

*This section assesses the impact or changes resulting from Community Waikato's work. In the first instance the overall scale of the impact is estimated. Then we consider indicators of episodic, developmental and transformative changes across each of the three domains of individuals, organisations, and the wider sector and community.*

*Community Waikato* aims to have impacts and achieve change for good in three different domains - for individuals, for organisations, and for the sector and wider community. Although it might be expected that some activities would especially have particular impacts in different domains, as indicated in Table 8 below, it is important to keep in mind that these different domains are fluid and interact, and especially have a cumulative impact.

**Table 8: Three Levels of Impact of Capacity Building**

Impact domains	Examples of capacity building activities	Examples of impacts
Individual participant (est 4,500 -5,000 staff & volunteers in organisations receiving substantial assistance in year)	Training; scholarships; one-to-one information & advice; coaching or supervision; provision of resource material	Improved individual skills or knowledge
Organisation-wide (est 350-400 organisations receiving substantial assistance in year)	All of the above activities (if they are applied at an organisation level by the individual concerned), <u>plus</u> facilitation or workshop with board, staff team or combination; coaching for organisational change; provision of resource material or templates	Developed systems or structures, changed culture, more effective planning or operation
Sector or community-wide (total Waikato population of 380,000)	All of the above activities (if they are brought into inter-organisational relationships) <u>plus</u> sector or community-wide events; convening or facilitating peer-to-peer links or collaborative action; media publicity; lobbying on policy or funding issues	Greater awareness of sector; increased collaboration; improved public policy or funding

(Based on Nowland-Foreman, 2006:6)

How many are likely to be better off as a result of the work of *Community Waikato*? Respondents to the survey who indicated that overall *Community Waikato* is 'to a large extent' or 'very much' useful to them personally (62 percent) would be reasonably expected to have received significant individual benefit from the organisation. If this ratio was conservatively applied to the estimated 600 people assisted during the year (based on a further third of survey respondents receiving some benefit from *Community Waikato* above those participating in a training workshop), around 375 individuals would be benefiting each year. In addition, a further 38 percent indicated they personally received 'some' or 'a little' benefit from *Community Waikato*. (Only one survey respondent reported no personal benefit.)

Respondents to the survey who indicated that overall *Community Waikato* is 'to a large extent' or 'very much' useful to their organisation (63 percent) would have received significant organisational benefit from *Community Waikato*. Similarly, if this ratio is applied to the estimated 350-400 different organisations assisted during the year, 200-250 organisation would be benefiting each



year. In addition, all remaining respondents reported receiving 'some' or 'a little' benefit from *Community Waikato*; with no-one indicating no organisational value.

However, one survey respondent, thought "there is far more accessible and stronger expertise available elsewhere" to support community groups. "I think it may have reached its use by date." And one organisation interviewee thought that while *Community Waikato* "is a much needed organisation to support capacity building of community organisations, however, the sad thing is that I think they are getting left behind as far as what's happening at an iwi level... As a capacity builder, they will find that the role doesn't have much to offer iwi who have a clear direction for themselves or kaupapa Māori organisations who have grown a lot on the last 10 years."

It is not possible to calculate a single simple indicator for the extent of sector or community-wide benefit, however, it is worth noting that that even more respondents to the survey (82 percent) believed that *Community Waikato* is 'to a large extent' or 'very much' useful to the sector or wider community.

Following the *EvaluLead* model (Grove, Kibble & Haas, 2005:7), capacity building can be seen as having impacts not only across these three domains (of the individual, the organisations, and the sector or wider community), but also involving three different types of change:

- *episodic* changes are more immediate, of the cause-and-effect variety, generally well defined, time-bound and predictable (often measurable) results (for example, knowledge gained, proposal written, etc),
- *developmental* changes occurs across time, include forward progress, but also stalls and setbacks, are less predictable, with varied rhythms (depending on the participants), more open-ended and less predictable, due to external influences (for example, changes in behaviour, new organisational strategy, etc)
- *transformative* changes represent fundamental shifts in values and perspectives that seed fundamental shifts in behaviour or performance; they represent regenerative moments, a crossroad, or an unanticipated new road (for example, substantial shifts in viewpoint, vision or paradigm, profound new directions, etc).

Each of these types of change can occur at an individual level, at an organisational level or at a sector or community wide level, and "because learning is occurring at all times, and there are feedback loops between individuals, their organisations, and their communities, change can also be concurrent at multiple levels. For instance, a change at the organisational level might trigger new behaviours back at the individual level" (Grove, Kibble & Haas, 2005:9). Thus it is possible to construct a 3x3 matrix, which is called a 'results map' in the *EvaluLead* model. A possible organisational results map for *Community Waikato* is set out at Table 13. This is the same framework for reporting followed below.

### Individual Outcomes

*These may result from any activities but may be especially expected to be linked to activities of training, scholarships & sponsorships, information and resource provision.*

#### *Indicators of Episodic Change for Individuals:*

- Potential participants are aware of and take up opportunities
- Training, information & resources are seen as relevant and useful
- New knowledge, skills & resources are acquired

There is generally a good take up rate of most *Community Waikato* services. The only exception of note has been some training programmes in small rural area. Overall 420 people participated in 24 training programmes in 2008-09. Scholarships and sponsorships were fully subscribed (\$27,500 was distributed to 49 recipients). Participant response sheets indicate generally high levels of satisfaction with training courses; with high ratings on usefulness, and a range of useful skills and knowledge identified as learnt at the workshop.

For example, the average score for 'overall value and usefulness' for the *Leading Effective Meetings* course was 4.4 (on a 5 point scale), and for the 11 participants who completed feedback sheets, they were able to identify 4 skills and 7 pieces of knowledge learned at the workshop.

Although only 17 per cent of survey respondents received a scholarships in the past year, they were rated as very useful ( 4.2 on a 5 point scale, and 81 percent rating then as 'very much' or to a 'large extent' useful).

'Kumara Vine' (and Tips for Your Toolkit) are widely read (83 percent of survey respondents), and rated as highly useful (3.9, and 65 per cent rating them as 'very much' or to a 'large extent' useful). Email alerts and notices were equally well read (85 per cent of respondents) and also rated highly useful (3.8, and 64 per cent 'very much' or 'to a large extent: useful. Ringing the office for information (45 percent of respondents) or looking up information on the website (42 percent of respondents) while still common were less popular, but they still rated as highly useful (both at 3.8, with 63 percent and 56 percent respectively rating them as 'very much' or to a 'large extent' useful).

#### *Indicators of Developmental Change for Individuals:*

- New knowledge and skills are put into practice and maintained
- Personal 'learning edges' and opportunities for development are identified

Training course participants could generally identify knowledge and skills they could put into practice. For example, 6 of the 11 participants who completed feedback sheets for the *Leading Effective Change* course were able to identify how they might apply some of the things they had learned in the workshop. In terms of personal learning edge, a focus group participant identified:

*"Personally I was encouraged into more education. It had been a long time since I was at school, and now thanks to Community Waikato, I am doing a diploma!" (Focus group participant)*

#### *Indicators of Transformative Change for Individuals*

- New confidence and improved capacity for personal analysis, review & adaption
- Breakthrough shift in values or perspective enables 'smarter' or more sustainable way of working personally

Breakthrough changes are often harder to pin down – especially at a personal level. However several people in focus group and interviews identified the value of help and encouragement from *Community Waikato* to link in with other organisations and networks for support in often isolated positions – and as a result their personal practice was now much more sustainable.

*"Its hugely built my confidence. I can now speak to Environment Waikato. I'm doing things I thought I'd never be good enough to do." (Focus Group participant)*

*"The difference for me personally is that I have confidence in knowing I can go further than I have been" (Māori organisation interview).*

#### **Organisational Outcomes**

*These may be linked to any activities, but may be especially expected to be linked to activities of advisory service, peer networks, Tindall funding, plus any of the above.*

#### *Indicators of Episodic Change for Organisations*

- Potential participants are aware of and take up opportunities
- Advisory service & peer networks are seen as relevant and useful
- New knowledge, skills & resources are acquired for the organisation

230 organisations were assisted with 614 advisory work streams in 2008-09. 47 percent of survey respondents had received advisor assistance during the year, and they rated their usefulness at 3.9 on a 5 point scale (with 62 percent rating them as 'very much' or to a 'large extent' useful).

More than people are members of eight on-going peer networks during the year, with an average attendance of 92. 55 percent of survey respondents had participated in a network meeting over the past year, and they rated them at 3.8 (with 61 percent rating them as 'very much' or to a 'large extent' useful).

26 organisations received \$48,600 in Tindall grants. These represented 37 per cent of the survey respondents, and they rated the grants at 4.6 (with 90 percent rating them as 'very much' or to a 'large extent' useful) - though the Tindall grants were hardly raised by participants in interviews or focus groups.

*"We now have more knowledge, and are able to utilize that knowledge to help our whanau" (Organisation interview)*

#### *Indicators of Developmental Change for Organisations*

- Improved structures, policies, plans, systems, culture or relationships are put into place within the organisation & maintained
- Organisational 'learning edges' and opportunities for development are identified

Time and time again in focus group, interviews and discussions, people told stories of how their organisations had "always got something out of contact with [Community Waikato]" (Focus group participant):

*"We got a strategic plan, a proper governance system and our policies documented"* (Focus group participant)

*"We were really able to build our profile and PR as a result"* (Focus group participant)

*"They put us in touch with people we needed to further our service"* (Focus group participant)

*"We sent the application off and we got funding, I had no previous experience with funding applications."* (Organisation interview)

*"We feel a stronger, more confident organisation now"* (Focus group participant)

*"We have got better productivity from staff, better staff morale, better understanding – which all means a better deal for clients"* (Focus group participant)

*"She helped initiate the group that started with 4-5 people and now has 20"* (Organisation interview)

*"Our organisation is more professional in our approach now"* (organisation interview)

*"Their help resulted in over \$50,000 of additional funding coming to our organisation – with their help all our applications were successful. And of course with that funding we are able to do a lot more."* (Organisation interview)

#### *Indicators of Transformative Change for Organisations*

- New confidence and improved capacity for organisational analysis, review & adaption
- Breakthrough shift in values or perspective enables 'smarter' or more sustainable way of working organisationally

*"We learnt to seek larger and more realistic amounts of funding, as opposed to spending lots of energy for \$2-3,000 grants."* (Organisation interview)

*"They demystified change – we can now embrace it. I see we are always changing, and I can see we need to – change now is positive, not something to be clobbered with."* (Focus group participant)

*"They empowered us to actually achieve our vision; that's given us strength."* (Focus Group participant)

*"We understand more about the politics. We know more in the area of policy and planning, how the powers that be work and where we fit in, and how we need to align. This has made us more tolerant of things imposed on us."* (Organisation interview)

#### **Sector and Community Wide Outcomes**

*These may be linked to any activities, but may be especially expected to be linked to information & advocacy forums, local collaborations, sector projects, plus any of the above.*

### *Indicators of Episodic Change for the Sector and Community*

- Potential participants are aware of and take up opportunities
- Info/advocacy forums, local collaborations & sector projects are seen as relevant and useful
- New knowledge, skills & resources are acquired for the sector

145 people participated in two information & advocacy forums, a number of policy submissions were prepared, *Community Waikato* facilitate or support 21 local collaborative projects, and have taken a lead role in three national sector projects and , and lead or make a major contribution to seven regional sector projects (see Appendix 12). Only 5 respondents to the survey (8 percent) had contributed to a submission or delegation with *Community Waikato*.

The sector projects are achieving tangible outcomes that are valued by individual organisations – for example focus group discussion mentioned the working group for bulk purchasing insurance, and the pilot Multi Employer Collective Agreement (which was identified as having potential for wider spin-off for the sector).

### *Indicators of Developmental Change for the Sector and Community*

- Stronger and more respectful relationships among key sector stakeholders, and with other sectors
- Increased awareness of sector and its role in society (sector involvement is sought in key debates & issues)
- ‘Learning edges’ and opportunities for development in the sector are identified
- New people are involved, and there is an increasing spread of sector leadership roles

While involvement in sector-wide issues might be relatively small and irregular, several people have remarked on its impact.

*"They have created real solidarity in the sector – a place for coming together, to talk about issues for the common good, not just our own individual needs."* (Focus group participant)

*"We have more robust organisations, and a more robust sector"* (Focus group participant)

*"It's widened our networks."* (Organisation interview)

*"We have been able to strengthen our relationships with other Māori organisations"* (Organisation interview)

### *Indicators of Transformative Change for the Sector and Community*

- New confidence and improved capacity for sector analysis, review & adaption
- Improved public policy and funding for the sector
- Breakthrough shift in values or perspective enables ‘smarter’ or more sustainable way of working as a sector

While major results are still to be seen here, there are already hopeful signs of new approaches.

*"They pick us up from our own limited perspective to see the bigger picture"* (Focus group participant)

*"We are now sharing skills, knowledge and resources with one another across the region – its quite far-reaching."* (Organisation interview)

*"They ensure there is 'a voice for the sector". Its important in advocacy that you speak appropriately, and we trust them to do that."* (Focus group participant)

*"Actually they are change agents as well as capacity builders"* (Focus group participants)

## 8. Use of Resources and Value for Money

*This section considers the allocation of resources within Community Waikato, and then assesses the 'value for money' received for the investment in Community Waikato – using three possible techniques (substitution value, SROI scenario value, and the loss of value if not available).*

### Allocation of resources

Using a rough allocation of staff time and a proportionate allocation of overhead costs, it is likely that *Community Waikato* directs just under two-thirds of its budget (say \$500,000) to the provision of its community advisory services and support for peer networks. Even if we do not take into account the more than 300 members of the eight current peer network (and the more than 90 attending each meeting on average), this expenditure represents less than \$2,500 per advisory client assisted, or approximately \$800 per 'work stream' or incidence of assistance during 2008-09.

Similarly it is estimated that *Community Waikato* directs a little over a quarter of its budget (say \$200,000) to the provision of training, information, and administering scholarships and sponsorships. Even if we don't take into account the more than 500 organisations receiving *Kumera Vine*, and other communication and scholarship benefits, this expenditure represents less than \$500 for each of the 420 participants in training workshops during 2008-09.

Finally, it is estimated that *Community Waikato* directs just under ten per cent of its budget (say \$100,000) to the provision of sector development projects. Even if we don't take into account the smaller or one-off projects (such as participation in governance of the Tangata Whenua, Community and Voluntary Sector Research Centre, liaison with Hamilton City Council community development staff, etc) or the advocacy work undertaken on behalf of the sector, this expenditure represents around \$10,000 per project.

All of these appear very reasonable costings, especially as we note below when we compare with the commercial 'substitution value' of consulting and training services. Given the potential far-reaching impact of some of the sector development projects, these costs also appear very reasonable.

It also appears to be a well-balanced allocation of resources *among* the different types of assistance. In a major review of non-profit capacity builders in the United States, it was found that the capacity building business models which put most emphasis on "consulting combined with peer exchange processes result in more 'bang for the buck' " (Connolly & York, 2003:9). Thus *Community Waikato* is well-justified in allocating the majority (around two-thirds) of its resources into this area, especially as the one-to-one advisory assistance is one of the more resource-intensive types of assistance. The training, information and resourcing provides a useful back up and support role, and is relatively cost efficient per beneficiary, justifying its share of resources. Porter and Kramer (1999:124) argue that these type of capacity building activities combined, work to help an organisation increase its overall effectiveness and thus improve the return on all the funds spent by the organisation – suggesting a multiplier effect over the life of the organisation assisted for this

type of capacity building work of between 50-100 times the amount of funding invested in the capacity builder.

Finally, the small but powerful allocation to sector projects and advocacy can effect considerable leverage across a whole field of organisations – with Porter and Kramer (1999:124) suggesting a multiplier effect in excess of 1,000 times the amount invested in these activities, as advancing the state of knowledge or practice across a field of organisations makes every dollar spent in the field (by philanthropy, government and others) more productive.

Connolly & York (2003: 84) also provide support for *Community Waikato's* approach of primarily operating these services through employed staff, with use of contractors only for time-limited and 'add-on' services:

*"The strongest business model utilises highly knowledgeable and experienced capacity builders who are on staff full- or part-time. The weaker the affiliation between the [capacity building organisation] and its staff, the more difficult it is to maintain quality control. As a result, when [capacity building organisations] rely heavily on independent referral-based consultants... or volunteers, they find it more difficult to build their own leadership, adaptive, management and technical capacities. It is not always possible to, or even preferable for [capacity building organisations] to, build a business model that relies solely on full- or part-time staff. However, these [capacity building organisations] should develop formal strategies for assessing the independent or volunteer capacity builders on an on-going basis, as well as make hiring and firing decisions based on what they learn."* (Connolly & York, 2003: 84).

### Assessing 'Value for Money'

It is always difficult to assess 'value for money' or 'return on investment' in community initiatives, with few agreed or objective indicators of financial benefits or outcomes. However, this is important, as \$800,000 of community resources (plus voluntary and in-kind support) are invested in this organisation annually – currently \$500,000 of that from *Trust Waikato*, and \$139,250 from *Family & Community Services* (Ministry of Social Development). The *Trust Waikato* investment, for example, represents more than 50 'average' donations that could otherwise be made by that funder. However, if *Community Waikato* is successful in leveraging more effective results across even a small proportion of the \$8.375 million spent by *Trust Waikato*, plus the many million more spent by *Family & Community Services* and other various funders, donors and supporters in the region, then it will be a very effective investment.

While precise financial values cannot be allocated, it is possible to make broad estimates of what the value of *Community Waikato* might reasonably be expected to exceed from a number of different perspectives. First, we can use a substitution method to compare costs with those for commercial providers (this might be considered a crude benchmark for programme delivery efficiency). Then, we can also use scenario methods to assess the extent of improvement required in order to achieve a social return on the financial investments (SROI). This methodology is used in a simplified version for this review - for a more comprehensive and rigorous approach see, for example, Lawlor, Neitzert & Nicholls (2008). Finally, we can consider the impact of *Trust Waikato* and *Family & Community Services* not supporting such activity through *Community Waikato*.



### Substitution value

Generally leadership and professional development training costs around \$1,000 for a one day workshop. Even if discounted by 50 percent for non-profit rates, this would suggest a value of around \$210-420,000 a year for the 420 participants in *Community Waikato* training programmes in 2008-09. One-to-one leadership (management and governance) coaching services are available in the marketplace for \$250 for 1-1½ hour sessions – though usually this would require the pre-purchase of several sessions. If the 614 ‘work streams’ of assistance provided in 2008-09 by *Community Waikato* only involved 2 to 3 sessions, this would suggest a value of around \$307-460,500 a year.

This suggests that these two programmes, which would represent no more than 60-70 percent of the overall operation of *Community Waikato*, represent a combined commercial value of \$500-900,000. On top of this one would need to consider the value of the eight on-going peer networks; the one off information and advocacy forums; information and resources from ‘Kumara Vine’, ‘Tips for your Toolkit’, email alerts and notices, & the website; the scholarships, conference sponsorships, & Tindall fund management; and various national and regional projects strengthening the sector. This indicates a reasonably efficient programme delivery.

### SROI scenario value

If the estimated 350-400 different organisations receiving substantial benefit from *Community Waikato* in 2008-09 received a benefit of just \$1-2,000, this would represent an overall value of \$350-800,000 from *Community Waikato*. If that benefit lasted for two or three years<sup>4</sup>, then we could double or triple the overall value of *Community Waikato*’s contribution.

These, however, are still very modest estimates. If say we assumed that half the organisations assisted had an annual budget of \$25,000 (representing volunteer and part-time staffed community organisations), and half had an annual budget of \$100,000 (representing the average 2-3 person social service organisation), this would represent just a 1.5-3.5 percent improvement in efficiency, productivity or effectiveness. If a 5 percent improvement was achieved as a result of the assistance provided, this would represent a total value in excess of \$1 million, and if this improvement was sustained for three years, a value of almost \$3.5 million.

These are just notional estimates and possible values, but generally based on very modest assumptions. For comparison with an international benchmark, inexpensive capacity building interventions have been costed at US\$10-15,000 per organisation assisted (Blumenthal, 2003:200). Even if the value added by *Community Waikato* was in NZ rather than US dollars, and even if this was only applied to the 230 organisations receiving the more substantial advisory service, this would represent a value of around \$3 million, even before any value was ascribed to the training, peer

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<sup>4</sup> This is likely to be an under-estimate of the length of impact. For example, in one study (Fletcher, 1999), organisations that received capacity building assistance on fund raising experienced a notable increase in the number of funding sources available, the amount of funds they received, and the variety of methods they used for fund-raising. Staff became more knowledgeable about fund raising, and the successful organisations continued or increased their fund raising capacity over the following *three to five years*.

networks, forums, information and resources, scholarships, sponsorships and funding, and sector wide projects.

Thus *Trust Waikato* could be achieving at least a 6:1 social return on its investment, and *Family & Community Services* a 20:1 social return on its investment for the region. Funders achieve this leverage, by securing improvements across the large number of organisations helped by *Community Waikato* (and ultimately the better community outcomes that result for the clients and communities these organisations in turn serve).

#### Loss of value, if not available

*Trust Waikato* is effectively contributing around \$1,300 for each of the organisations *Community Waikato* provides substantial assistance to in a year, and *Family & Community Services* \$370 per organisation. Separately these sums are likely to have limited impact, but the combined impact is much more significant, as outlined in this review. One of the reasons for this added value is that it is now generally recognised in the literature (Nowland-Foreman, 2006:44) that one-off pieces of ‘technical’ assistance do not achieve as much sustained change and improvement, as the cumulative impact of patient and holistic support that uses an empowerment or ‘strengths-based’ approach, and draws on multiple methods (coaching, training, peer networking, providing resources, etc) as required.

In addition, if there was no central focus for this community capacity building work in the region, there would also be a loss of accumulated knowledge, resources and expertise, a loss of the ‘sector building’ focal point, and a loss of the capacity to attract other resources. It is also not clear that there would be sufficient supply of commercial or fee-for-service capacity builders, even if organisations were subsidised and able to afford the rates. In the previous review it was noted that the lack of core funding for capacity building organisations was the reason for the dearth of similar organisations in other regions (Nowland-Foreman, 2006:31). This is still the case.

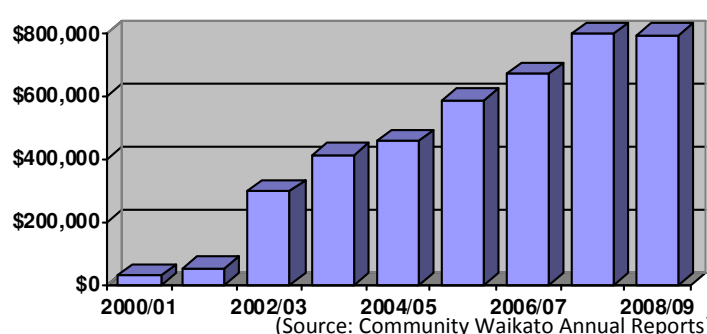
Originally, there was concern in *Community Waikato* that the community organisations they work with might see *Community Waikato* (and *Arts Waikato* and *Sportsforce*) as competing with them for the same funding sources (Nowland-Foreman, 2006:31). It is of note that this was not raised in any of the interviews, the focus group discussions or the survey responses. It is perhaps testament to the value that other organisations see for themselves and the sector in funders’ substantial investments in *Community Waikato*. In fact, one of the major (unprompted) concerns in the focus group discussions was the need for *more* resources and funding for *Community Waikato* so that it can better meet more of the demand for its assistance.

## 9. Financing and Sustainability

*This section describes the overall growth in budget of Community Waikato and its increasing diversification of funding sources – especially reducing its reliance on Trust Waikato. It goes on to consider opportunities to increase self-generated income.*

Overall, Community Waikato has grown relatively rapidly since its establishment by *Trust Waikato* in 2001. It now has an annual expenditure of just under \$800,000. This growth has leveled out in recent years. Real growth is even less than it appears, as in 2008 *Community Waikato* moved from premises that were highly subsidised by *Trust Waikato* – with additional annual rental costs of \$50,000 now appearing in their financial accounts.

**Table 9: Community Waikato Expenditure (2001-09)**



Furthermore, this growth in finances has struggled to keep up with increased demand for assistance, as awareness of *Community Waikato* and the value of what it has to offer has continued to expand. One survey respondent complained: “No response as yet from request for assistance from a community advisor (nearly 3 weeks ago).” In fact, focus group participants referred to *Community Waikato* being a ‘victim of its own success’. They described the biggest barrier for them was ‘availability’:

*“Originally we had no problem, but now we are having to book two months out to get an advisor. When you are dealing with community groups and volunteers, by then you could have lost your momentum. Its just got harder to get timely help in the last 6 to 12 months.”* (Focus Group Participant)

As a result, a number of survey respondents and focus group participants strongly advocated for the need for increased funding for *Community Waikato* – especially for increased advisor time.

### Grant Funding

In 2006, separately staff and trustees of *Community Waikato* both reported difficulty in attracting other funders, especially for core operating costs (Nowland-Foreman, 2006: 31). At the time, they reported that other philanthropic funders in particular saw *Community Waikato* as having been initiated by *Trust Waikato* – and hence suspicious of picking up *Trust Waikato*’s responsibility. At the time there was also no central government programme available to fund core operating costs of capacity building organisations.

While the sense of *Community Waikato* being seen by other funders as *Trust Waikato's* 'responsibility' may have diminished a little over time, it is unlikely to have disappeared. Fortunately, central government has made some funding available for capacity building since 2008-09, under the new *Pathways to Partnership* programme. Unfortunately, the investments of *Trust Waikato* (like most other philanthropic funders) have been adversely affected by the current global financial crisis and as a result it has less funds to disburse. In addition, with a change of central government last year, the future of the *Pathways to Partnership* programme is also uncertain. Furthermore, while the literature suggests it is short-sighted, it is still likely in a crisis that both philanthropic and government funders may cut back on infrastructure and capacity building support – in order to focus more on 'front line' assistance.

**Table 10: TrustWaikato & MSD Share of Funding (2001-09)**

Year	Community Waikato Expenditure. (a)	Trust Waikato (TW) Funding (b)	Ministry of Social Development (MSD) Funding (c)	TW % Share (b)/(a) x 100	MSD % Share (c)/(a) x 100
2000-01	\$27,593	\$15,000 (start up costs)		54%	
2001-02	\$53,852	\$100,000 (operating costs) \$40,000 (scholarships)		260%	
2002-03	\$297,138	\$210,000 (operating costs) \$40,000 (scholarships)		84%	
2003-04	\$412,587	\$390,000 (operating costs & scholarships)		94%	
2004-05	\$455,743	\$390,000 (operating costs & scholarships) \$18,000 (C&F Awards)		89%	
2005-06	\$587,155	\$350,000 (operating costs & scholarships) \$18,000 (C&F Awards)		63%	
2006-07	\$670,161	\$390,000 (operating costs & scholarships) \$28,000 (C&F Awards)	\$27,719 (IT service)	58%	4%
2007-08	\$799,303	\$430,000 (operating costs & scholarships)	\$29,333 (IT service)	54%	4%
2008-09	\$795,350	\$500,000 (operating costs & scholarships)	\$139,250 (operating costs)	63%	18%

(Source: Community Waikato Annual Reports)

Connolly & York (2003: 77) suggest that funders still need to be *more* supportive of capacity building, and in particular 'shift the paradigm of capacity building from being an expense toward being an investment' (they suggest this would mean they would then be less inclined to cut capacity building in tough times); to support more capacity building research and tool development and dissemination; to have more realistic expectations (especially that capacity building 'takes time, and is always needed because of ongoing internal and external environmental changes. As such, a one-time engagement could have a limited effect'); and support the local and regional capacity building infrastructure, including 'providing grants to capacity builders to build their own capacity (in part through supporting... general operating costs)'.

The impact of *Community Waikato's* continuing financial vulnerability and uncertainty on the organisation's ability to plan and act with confidence should not be under-estimated. It would be significantly addressed by funders able to make three-year forward funding commitments, at a reasonable on-going level.

Despite its origins as a project initiated by *Trust Waikato*, *Community Waikato* has been remarkably successful in diversifying its funding sources. Initially fully funded by *Trust Waikato*, in the next three years of its existence it relied on *Trust Waikato* for around 85-90 per cent of its expenditure. However in the last four years, *Trust Waikato* support has averaged 55-65 per cent – and this shift pre-dated funding from the *Pathways to Partnership* programme, and also covers the increased donation from *Trust Waikato* because of the extra \$50,000 in rent costs previously subsidised as in-kind assistance by *Trust Waikato*.

In particular, *Community Waikato* has for some time been successful in attracting funding for specific projects. For example, in the last three years, it has received project funding from: Community Assistance Programme (CAPS), Community Organisation Grants Scheme (COGS), Community Sector Taskforce, D V Bryant Trust, Hamilton City Council, Hauraki District Council, Environment Waikato, J R McKenzie Trust, Lottery Grants Board, MSD Community Employment Group (*IT service*), Norah Howell Charitable Trust, Page Trust, Thames Coromandel District Council, Tindall Foundation, Todd Foundation, Trust Waikato (*Child & Family Awards*), and WEL Energy Trust. As this is project related, it necessarily fluctuates from year to year. In addition *Community Waikato* has also been successful in mobilising resources and support in-kind, for example from Department of Labour Mediation Service, Unitec NZ Not-for-Profit Management Programme, etc.

### Earned Income

Connolly & York (2003:9) suggest:

*"...to become more sustainable, [capacity builders] in many cases need to charge more for their services and increase their earned revenues. All [capacity builders] can and should generate some percentage of their revenue by charging a fee for service... While most already generate fees for services, some charge fees that are artificially low. This practice is due in large part to adherence to a 'charity-based model' (ie the belief that services should be accessible and available to all non-profits) that relies on most resources coming from grant-makers, rather than a more formalised 'business model' that generates a significant amount of earned revenues from customers. While the two models are not necessarily mutually exclusive, it is likely that the former encourages the [capacity builder] to be accountable to the funder, whereas the latter encourages accountability to the non-profit client."*

It is likely that there is not the same culture nor necessarily a sufficient market to rely on fees-for-service in Aotearoa New Zealand, as there may be in the US experience that Connolly & York describe. This might be especially the case in rural areas. Ninety percent of non-profit organisations in this country are totally reliant on volunteers - not employing any paid staff. Of those which do employ paid staff, two-thirds employ 1 - 5 full- or part-time people. On average 'social service' non-profits (the group on non-profits with the most paid staff) employ between two and three full- or part-time people (Statistics NZ, 2007: 14-16).

*Community Waikato* overwhelmingly serves that group of non-profit organisations employing 1-5 full- or part-time staff (52 percent of service users surveyed in 2004 (Laird, 2004:9), and 48 per cent in the current survey). It would certainly be important that charges for services did not shift *Community Waikato's* focus primarily to those larger organisations already able to purchase commercial human resources, legal, accounting, governance and other services. Lyons & Nyland (quoted in Nowland-Foreman, 2006:55) found in a survey of over a thousand Australian non-profits, that while 60 per cent could identify a need for 'management support assistance', in a little more than half these cases, the organisations also reported they could neither afford the time nor the money to access this support even when it was available.

Despite these differences in context with the United States, *Community Waikato's* reliance on *Trust Waikato* (as its main philanthropic funder) and *Ministry of Social Development* (as its main government funder) is not that out of step with revenue sources for US capacity building organisations. Though it does earn significantly less in fees for service:

**Table 11: Revenue Sources of US Capacity Building Organisations**

	Mean	Median
Private Foundation	37%	30%
Community Foundation	10%	5%
Government	20%	10%
Fees for Service	32%	26%
Corporations	11%	8%
Individuals	11%	8%
Other	17%	9%

(Source: Connolly & York, 2003:9)

In 2004/05, *Community Waikato* estimated that little more than \$3,000 was raised from fees. When the IT service was fully operational, this has generated fee income of \$20-30,000 a year (and the business model for the new IT Centre similarly relies on significant fee income), but otherwise in 2008/09, it is estimated to still be around \$3-5,000 (much less than 1 per cent of total income) raised from fees. This has always been a deliberate strategy of the organisation to reduce barriers to access to support especially for smaller organisations. In fact, an important service of the organisation involves providing scholarships to enable people to participate in further training outside *Community Waikato*. Very modest fees are currently charged for training workshops, and it is proposed that the new IT Centre will charge fees on a sliding scale to be financially self-supporting within a few years. Minor renovations have just been completed to enable meeting facilities to be securely hired outside of office hours. The advisory and information services have no charges. This is greatly appreciated:

*"Being able to access the help at no cost, that is such a huge thing when you need help."* (Focus Group participant)

Nevertheless, with grant funding constrained and demand increasing, a number of focus group participants indicated that they would personally be willing to pay something for advisory services,

as long as it was not at commercial rates which they could not afford, and *if* it meant additional services or especially shorter waiting times for services.

It is also worth noting that these are people who have used *Community Waikato* services (especially the advisory service), and can see the value it has provided to their organisation. This might not be so apparent to organisations that have not yet used these services. One option then may be to ask for an ‘informed’ donation or koha *after* the service is provided. This involves explaining beforehand that the service is free, but the actual costs for *Community Waikato* in providing the service are so much, and if they wished to contribute a share of those costs, it will be used to enable other groups to benefit from such services. In the past a donation has been requested a few times for facilitating a planning day or team day for a larger organisation. However, it is suggested that this could become the norm, though still ensuring that the service is provided, whether a donation is subsequently offered or not.

The fees for training courses are also very low – especially considering that lunch is often also provided. These could also be reviewed to determine if they could generate increased revenue, with out compromising accessibility.

As *Community Waikato* now has a strong track record and good reputation, it may be possible to market its services to ‘third party’ payers. For example, Government agencies or other funders which are not already funders could be offered the opportunity to buy places on a training programme or buy consulting services for non-profits they work with, on a fee-for-service basis. It is important that this does not replace core operating support (as it can have relatively high transaction costs), but it could be a useful way of extending *Community Waikato* services. There was a recent example of this with the Environment Centre part-funding a training course to enable increased participation by environment groups that it works with.

It may also be worth exploring a small annual membership fee – not to exclude non-members from any services, but to provide a means by which people who wanted to could routinely support the work of *Community Waikato*. It could be set at the level of the costs of distributing “Kumura Vine” and other information mail-outs etc, or people could be advised of the cost of providing that service, and asked for a donation.

Extra charges (even in the form of a donation) may back-fire if they do not lead to expanded services or shorter waits, and are just seen to substitute for other income. It would also be important to carefully monitor the administrative costs (including staff time) of collecting any fees or donations to ensure they remain an efficient form of income generation.

**Recommendation 3: *Trust Waikato* and *Ministry of Social Development* should maintain funding for core operating costs of *Community Waikato* as far as possible, and preferably make a three year forward commitment.**

**Recommendation 4: *Community Waikato* should explore cost-effective opportunities for increased charges and donations across a range of its services, to encourage greater accountability to non-**

**profit users, to expand services and reduce wait times, and further diversify revenue sources, without creating additional barriers to access.**



## 10. Ongoing Monitoring and Reporting

*This section outlines a proposed integrated framework for ongoing monitoring and reporting on the complexity of activities that Community Waikato is involved in.*

The proposed ongoing monitoring and reporting framework draws on the *EvaluLead* model (Grove, Kibble & Haas, 2005). The proposed *Community Waikato* Results Map which follows at Table 13 outlines the information required for monitoring and reporting according to this approach – and also relates easily to the Results Based Accountability framework (Friedman, 2005) (discussed further in Appendix 12). Table 14 indicates that most of these data (especially the quantitative data) are already being collected by *Community Waikato*. In some cases there are some gaps to fill in, for example feedback from ‘Kumara Vine’ readers, data on telephone enquiries, participant feedback after community advisor ‘work streams’, etc. In others, it would benefit from some adjustment or standardisation of questions asked, etc across different collections to enable collation and comparability.

Grove, Kibble & Haas, (2005:10) suggest that a number of general data collection strategies are available, which relate to quantitative and qualitative measures for the different types of changes:

**Table 12: Types of data collection strategies**

	Quantitative	Qualitative
Episodic change	<b>Gather facts</b>	<b>Collect opinions</b>
Developmental change	<b>Track markers</b>	<b>Compile stories</b>
Transformative change	<b>Measure Indicators</b>	<b>Encourage reflection</b>

(Based on Grove, Kibble & Haas, 2005:10)

As is usual with the *EvaluLead* model, evidence is more readily available in the top left-hand corner (the more immediate, concrete and attributable episodic results at an individual level) and more difficult to define and collect for the bottom right-hand corner (the more long term, evocative, and loosely linked transformative results at a sector or community-wide level). However, as a workshop

with *Community Waikato* staff identified, it is these wider transformative changes with individuals, organisations and especially the wider community and sector which are the *raison d’être* for the organization. It is also where biggest benefits and greatest leverage are achieved, though these are also only achieved over the longer-term, less concrete and harder to capture and attribute to specific efforts of *Community Waikato*.



As noted above, much of the required data are already collected, but some additional qualitative data are required, and there are proposals for how this might be collected. Even if all the gaps cannot be filled in immediately, the proposal gives an road map for building up the organisational data base within a reasonable logical and consistent overall framework.

Given the importance of the *cumulative* impact of capacity building initiatives with a single organisation, there would be value in making greater use of CRM (customer relationship management) software or other similar relational data base to fully manage and integrate the administrative data sets around individual organisations. The current ACT database was meant to provide some of this functionality, but cannot be easily interrogated to provide answers to a number of important questions – especially regarding cumulative impact.

Three particular additional tools are suggested as likely to add value to *Community Waikato's* data collection, monitoring and reporting:

- The 'Most Significant Change' (MSC) technique is a structured method for collection *and analysis* of stories that enables 'lesson learning' for the organisation as well as reporting to external stakeholders (see for example Davis & Dart, 2005). Recently some stories have started to be collected, but the advantage of the MSC tool is that it provides a more systematic method of collection, and one that is as useful for 'lesson learning' as it is for external reporting.
- Documentation of an annual reflection or retreat for the organisation, to reflect on transformational change opportunities and barriers, review its implementation, and revise strategic and business plans. Planning and review takes place and these activities are documented . but not always in a systematic way that can generate data for such a monitoring and reporting framework.
- Documentation of a biennial 'state of the sector' conference or at least a major stakeholder meeting, to gather intelligence and feed in external perspectives on the work of *Community Waikato* and its context. (If the more ambitious 'state of the sector' conference was implemented, this would also have major sector-building spin-offs.) Indirectly collated through specific purpose forums and some peer networks, but again this is largely ad hoc in nature.

**Recommendation 5:** *Community Waikato* should negotiate with *Trust Waikato*, and *Ministry of Social Development* (as its major funders), and other key external stakeholders, a suitable overall monitoring and reporting framework. It could be along the lines of the Results Map included in this report. This would then provide a unified report framework that met all stakeholders requirements as much as possible.

**Recommendation 6:** Following adoption of the integrated reporting framework, *Community Waikato* should adjust some current collections for consistency, and fill some gaps in current collections, and (over time) add in necessary additional qualitative collections, for example using the Most Significant Change technique, and documentation of an annual organisational reflection or retreat, and a biennial 'state of the sector' conference or stakeholder meeting. .

Table 13: Community Waikato Programme Results Map (Draft):

Individual outcomes Training; scholarships; one-to-one information & resource material	Episodic		Developmental		Transformative	
	<ul style="list-style-type: none"> <li>Potential participants are aware of and take up opportunities</li> <li>Training, information &amp; resources are seen as relevant and useful</li> <li>New knowledge, skills &amp; resources are acquired</li> </ul>		<ul style="list-style-type: none"> <li>New knowledge and skills are put into practice and maintained</li> <li>Personal 'learning edges' and opportunities for development are identified</li> </ul>		<ul style="list-style-type: none"> <li>New confidence and improved capacity for personal analysis, review &amp; adaption</li> <li>Breakthrough shift in values or perspective enables 'smarter' or more sustainable way of working personally</li> </ul>	
	<i>Gather facts:</i> (Quantitative) No. & range of training courses No. & \$ of scholarships, sponsorships No. & characteristics of participants No. & characteristics of Kumara Vine readers, phone requests, web searches	<i>Gather opinions:</i> (Qualitative) Participant feedback on training courses, scholarships/sponsorships, Kumara Vine, phone requests, web searches	<i>Track markers:</i> (Quantitative) Bi-annual survey of sample of training course participants, scholarship/sponsorship recipients, Kumara Vine readers	<i>Compile stories:</i> (Qualitative) Most Significant Change stories collected by front-line staff (Home Days) Unsolicited informal feedback (including from Peer Networks)	<i>Collect indicators:</i> (Quantitative) Bi-annual survey of sample of training course participants, scholarship/sponsorship recipients, Kumara Vine readers	<i>Encourage reflection:</i> (Qualitative) Most Significant Change stories collected by front-line staff (Home Days) Annual reflection/retreat day Unsolicited informal feedback (including from Peer Networks)

Organisational outcomes All the above <u>plus</u> Advisory Service, Peer Networks, Tindall Funding	Episodic		Developmental		Transformative	
	<ul style="list-style-type: none"> <li>Potential participants are aware of and take up opportunities</li> <li>Advisory service &amp; peer networks are seen as relevant and useful</li> <li>New knowledge, skills &amp; resources are acquired for the organisation</li> </ul>		<ul style="list-style-type: none"> <li>Improved structures, policies, plans, systems, culture or relationships are put into place within the organisation &amp; maintained</li> <li>Organisational 'learning edges' and opportunities for development are identified</li> </ul>		<ul style="list-style-type: none"> <li>New confidence and improved capacity for organisational analysis, review &amp; adaption</li> <li>Breakthrough shift in values or perspective enables 'smarter' or more sustainable way of achieving organizational mission</li> </ul>	
	<p><i>Gather facts:</i> (Quantitative)</p> <p>No. &amp; range of advisory 'work streams'</p> <p>No. &amp; range of peer networks</p> <p>No. &amp; \$ funding</p> <p>No. &amp; characteristics of participant organisations</p>	<p><i>Gather opinions:</i> (Qualitative)</p> <p>Participant feedback on advisory services, peer networks, &amp; Tindall funding</p>	<p><i>Track markers:</i> (Quantitative)</p> <p>Bi-annual survey of sample of advice service &amp; peer network participants, &amp; funding recipients</p> <p>Tracking of multi-service users over time</p>	<p><i>Compile stories:</i> (Qualitative)</p> <p>Most Significant Change stories collected by front-line staff (Home Days)</p> <p>Unsolicited informal feedback (including from Peer Networks)</p>	<p><i>Collect indicators:</i> (Quantitative)</p> <p>Bi-annual survey of sample of advice service &amp; peer network participants, &amp; funding recipients</p>	<p><i>Encourage reflection:</i> (Qualitative)</p> <p>Most Significant Change stories collected by front-line staff (Home Days)</p> <p>Annual reflection/retreat day</p> <p>Unsolicited informal feedback (including from Peer Networks)</p>

Sector or community outcomes  All the above <u>plus</u> Info & Advocacy Forums, local collaborations, Sector projects	Episodic		Developmental		Transformative	
	<ul style="list-style-type: none"> <li>Potential participants are aware of and take up opportunities</li> <li>Info/advocacy forums, local collaborations &amp; sector projects are seen as relevant and useful</li> <li>New knowledge, skills &amp; resources are acquired for the sector</li> </ul>		<ul style="list-style-type: none"> <li>Stronger and more respectful relationships among key sector stakeholders, and with other sectors</li> <li>Increased awareness of sector and its role in society (sector involvement is sought in key debates &amp; issues)</li> <li>'Learning edges' and opportunities for development in the sector are identified</li> <li>New people are involved, and there is an increasing spread of sector leadership roles</li> </ul>		<ul style="list-style-type: none"> <li>New confidence and improved capacity for sector analysis, review &amp; adaption</li> <li>Improved public policy and funding for the sector</li> <li>Breakthrough shift in values or perspective enables 'smarter' or more sustainable way of working as a sector</li> </ul>	
	<p><i>Gather facts:</i> (Quantitative)</p> <p>No. &amp; range of info/advocacy forums</p> <p>No. &amp; range of local collaborations</p> <p>No. &amp; range of sector projects</p> <p>No. &amp; characteristics of participant organisations</p>	<p><i>Gather opinions:</i> (Qualitative)</p> <p>Participant feedback on info/advocacy forums, local collaborations, &amp; sector projects</p>	<p><i>Track markers:</i> (Quantitative)</p> <p>Bi-annual survey of sample of info/advocacy forum, local collaboration &amp; sector project participants</p> <p>Tracking of sector engagement over time</p>	<p><i>Compile stories:</i> (Qualitative)</p> <p>Most Significant Change stories collected by staff (Home Days)</p> <p>Unsolicited informal feedback (including from Peer Networks)</p> <p>Reportage in sector and other media</p> <p>Sector invitations and involvement</p>	<p><i>Collect indicators:</i> (Quantitative)</p> <p>Bi-annual survey of sample of info/advocacy forum, local collaboration &amp; sector project participants</p>	<p><i>Encourage reflection:</i> (Qualitative)</p> <p>Most Significant Change stories collected by staff (Home Days)</p> <p>Annual reflection/retreat day</p> <p>Unsolicited informal feedback (including from Peer Networks)</p> <p>Bi-annual sector conference or stakeholder meeting</p>

**Table 14: Summary of information sources**

Administrative data routinely collected:	Already collected	Some adaption	New collection
Number & range of training courses	✓		
Number & characteristics of training course participants		✓	
Number & financial value of scholarships/sponsorships	✓		
Number & characteristics of scholarship/sponsorship recipients	✓		
Number & characteristics of Kumara Vine readers,			✓
Number & characteristics of phone requests,			✓
Number & characteristics of web searches		✓	
Number & range of advisory 'work streams'	✓		
Number & characteristics of advisory work organisations		✓	
Number & range of peer networks	✓		
Number & characteristics of peer network organisations		✓	
Number & financial value of Tindall funding	✓		
Number & characteristics of Tindall funded organisations	✓		
Number & range of info/advocacy forums	✓		
Number & characteristics of info/advocacy forum organisations		✓	
Number & range of local collaborations	✓		
Number & characteristics of local collaboration organisations		✓	
Number & range of sector projects	✓		
Number & characteristics of sector project organisations		✓	

One-off or special collections:	Already collected	Some adaption	New collection
Participant feedback on training courses (at end of course)	✓		
Participant feedback on scholarships/sponsorships (after study/conf)		✓	
Participant feedback on advisory 'work streams' (on completion)			✓
Participant feedback on peer networks (annually)		✓	
Participant feedback on Tindall funding (after funding)		✓	

Participant feedback on info/advocacy forums (at end of forum)			✓
Participant feedback on local collaborations & sector projects (on completion)			✓
Bi-annual phone survey of <u>sample</u> of training course participants, scholarship/sponsorship recipients, advice service users, peer network participants, funding recipients, info/advocacy forum participants, local collaboration & sector project participants (also include questions on Kumara Vine, phone requests, web searches)			✓
Tracking of multi-service users over time (CRM or survey)			✓
Tracking of sector engagement over time (CRM or survey)			✓
Most Significant Change (MSC) stories collected by front-line staff (analysed & collated on Home days)			✓
Unsolicited informal feedback (including from Peer Networks)		✓	
Monitor reportage in sector and other media		✓	
Monitor sector invitations and involvement			✓
Annual staff and board reflection/retreat day		✓	
Bi-annual sector conference or stakeholder meeting			✓

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## Appendices

- 1: Methodology
- 2: Organisations the Advisory Service has worked with in 2008-09
- 3: Case Study on Assistance to MS Waikato
- 4: Case Study on Te Roopu Tiaki Hunga Hauā Māori Disability Network
- 5: Case Study on Workplace Wellbeing Project
- 6: Feedback from Advisory Service Clients
- 7: Record of Focus Group of Community Organisations
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- 11: Checklist of Performance against Promising Practices
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## Appendix 1: Methodology

*This appendix outlines the objectives and overall framework for the Review and then details the seven main data collection methods used.*

Independent evaluators, Garth Nowland-Foreman and Kataraina Pipi, worked with *Community Waikato*, to “consider:

- the effectiveness of the organisation and the value provided for Trust Waikato (as the major funder of *Community Waikato*) and stakeholders of *Community Waikato*;
- the responsiveness of [*Community Waikato*] to the broad sector supported, to iwi and Māori organisations, and to organisations arising out of other cultural identities (including Pasifika, refugee and migrant communities); and
- the development of an ongoing evaluative tool by which *Community Waikato* may assess its effectiveness as a sector-based organisation in strengthening the capacity of community organisations ” (extract from *Review Contract*, 6 June 2009).

This Review builds on the ‘good practice’ factors for capacity building identified from the international literature and local experience in a previous review (Nowland-Foreman, 2006) to analyse the current operation of *Community Waikato* and also to develop a framework for ongoing monitoring and reporting that fits the kind of work that it needs to describe and account for. To achieve this, the *EvaluLead* framework (Grove, Kibble & Haas, 2005) (originally designed to evaluate ‘leadership development’ programmes funded by a philanthropic foundation in the United States) was used.

The *EvaluLead* framework uses an open systems perspective which enables the mapping of a landscape of complex inter-related and assumes a multi-dimensional interplay of impacts, relationships and activities – rather than just a logical but simplistic, linear model of inputs, outputs and outcomes. The model recognises the three levels of impact of capacity building activity that were identified in the earlier Review (Nowland-Foreman, 2006: 6) – namely, at the *individual participant* level, at the *organisation-wide* level, and at the *sector or community wide* level. A novel and particularly useful perspective which the *EvaluLead* framework brings is that it also distinguishes three types of changes that can occur at each of these levels – episodic, developmental and transformative changes. *Episodic* changes are concrete and lend themselves to clearer cause/effect linkages (for example, acquisition of a new skill as a result of participating in a training workshop). *Developmental* changes occur over time, for example changes in behavior or new organizational strategies. *Transformative* changes represent fundamental shifts in values and perspectives. The model assumes that all of these changes are concurrent and build on each other.

When these two dimensions are combined the result is a set of nine ‘lenses’ for exploring a programme’s multiple influences, which can assist an organisation to develop a ‘results map’ and to create a framework for ongoing monitoring and evaluation:

**Table 15: Evalulead Results Framework**

	<b>Episodic Changes</b>	<b>Developmental Changes</b>	<b>Transformative Changes</b>
<b>Individual Impacts</b>	Easy to monitor; less significant		
<b>Organisation-wide Impacts</b>			
<b>Sector or Community-wide Impacts</b>			Hardest to monitor; most significant

(Based on Grove, Kibble &amp; Haas, 2005)

This framework, then, does not limit results to just what can be immediately attributed to the programme. By expanding the ‘results map’ to include the organisation’s most lofty aspirations (which is usually the organisation’s *raison d’être*), it can help an organisation reach towards its fullest potential, while recognising that many other factors also contribute to the more important developmental and transformative changes. While the results in the top left hand corner are easier to monitor and report on, there is a temptation to just focus on them; however the outcomes in the bottom right hand corner are usually much more significant.

A variety of different methods of data collection were used in this Review to design and populate this ‘results map’:

### Staff Workshops

Three workshops were conducted with staff of *Community Waikato*. All staff were invited to attend and there was close to full attendance at the three workshops – between 1 and 3 staff were absent from a workshop for reasons of illness or unavoidable pre-existing commitments.

The first workshop introduced the *Evalulead* framework. The second session focused on



implementing the framework, particularly collectively clarifying *Community Waikato*’s vision, defining the context, first draft of the desired ‘result types’, and defining the domains of impact, in order to create an initial ‘results map.’ The third workshop focused on *Community Waikato*’s responsiveness to Māori, using a process of identifying successes, evidence and strategies for responsiveness to Māori (outcomes are reported at Appendix 9).

### Staff Interviews

Four staff members and a contractor of *Community Waikato* were also individually interviewed. Staff were selected by the evaluators for additional individual interviews (usually across several occasions) because of their overview of particular areas of *Community Waikato* operation. The focus of the interviews were generally on *Community Waikato* data collection methods and sources.

Those interviewed were: Chief Executive (management, external relations and organisation-wide issues), Manager, Community Advisory Services (advisory services and projects), Manager, Training and Communications (training, communications, research), Te Kaiwhakarite (services to Māori), and Contractor (Resource development and Results Based Accountability reporting).

### Organisation Focus Group

A focus group was conducted in an independent venue (*Methodist Action* premises) with 12 representatives of 10 organisations in contact with *Community Waikato*. Participants were selected by the independent evaluators on the basis of availability and a spread of different types of organisations from a panel of twenty-four organisation names provided by *Community Waikato* on the basis that they had received substantial assistance from *Community Waikato* including a number of different types of assistance. The structured focus group discussion took place over a two-hour period following introductions and informal discussions over a provided morning tea. Travel costs were reimbursed for out of Hamilton participants.

The focus group sought information on *Community Waikato* services used, what was helpful about that assistance, changes or impacts of that assistance, any barriers to that assistance, and areas for improvement or development for *Community Waikato*. Participant organisations, questions and outcomes are reported at Appendix 7.

### Interviews with Māori Organisations

Telephone interviews were conducted with representatives of five Māori organisations in contact with *Community Waikato*. Organisations were selected by negotiation between the independent evaluators and *Community Waikato* Kaiwhakarite to ensure a spread of different types of organisations, with a range of different levels of involvement with *Community Waikato*.

The interviews sought information on assistance provided by *Community Waikato*, perspectives on the role of *Community Waikato*, and impacts or changes as a result of that assistance. Respondent organisations, questions and outcomes are reported at Appendix 8.

### Case Studies

Three key informants were interviewed to obtain mini-case studies of assistance provided by *Community Waikato*. The case studies were selected on the basis of demonstrating three different aspects of *Community Waikato's* work – advisory assistance to individual organisations (MS Waikato), support for peer networks (Te Roopu Tiaki Hunga Hauā Māori Disability Network), and sector development projects (Workplace Wellbeing Project). The particular cases were nominated by *Community Waikato*, and interviews conducted by the independent evaluators.

Each of the case studies provides a brief background, describes the involvement of *Community Waikato*, and impacts or results achieved. The three cases are reported at Appendices 3, 4 and 5.

## Organisation Survey

Sixty-two people (out of a sample of 150 organisations on the *Community Waikato* mailing list) completed an anonymous on-line survey (on *Survey Monkey* platform). This represents a response rate in excess of 40 per cent. [This understates the effective response rate, as there was probably a small number of duplicate emails (an organisation having more than one email address) and eight 'bad' email addresses (out of date or failed to deliver). This could increase the effective response rate to over 45 per cent.] The sample was chosen by removing out-of-region organisations from the *Community Waikato* data base of over 500 contacts, removing as many duplicate emails as possible visually, and then selecting each third email address. Respondents were offered the chance to be in a draw for a \$50 petrol voucher for their organisation; this was taken by 42 respondents.



The survey requested information on *Community Waikato* services used, usefulness of those services for them, what was most valuable, what could be improved, and consistency with *Community Waikato's* espoused values and principles. Information was also collected on the 'demographics' of the respondent organisations. In part, this indicated that the survey respondents under-represented a little organisations outside of Hamilton and kaupapa Māori organisations, compared with the proportion of these organisations assisted by *Community Waikato*. However, there does not appear to be significant differences in the views of non-Hamilton nor kaupapa Māori organisations compared with overall average views. The survey questions and results are reported at Appendix 10.

## Document Review

A document review was undertaken of 38 data collection, monitoring, evaluation and accountability reports prepared by Community Waikato in 2008-09. These included:

- five bi-monthly Chief Executive reports to Board (April 08, June 08, Oct 08, Dec 08, April 09)
- Chief Executive's annual report (2007-08) and draft 2008-09 annual report
- six bi-monthly Community Advisory Service reports (May 08, July 08, September 08, November 08, February 09, April 09)
- six bi-monthly Training, Communications & Research reports (May 08, July 08, September 08, November 08, February 09, April 09)
- two six-monthly reports to *Trust Waikato* (August 08, February 09)

- Results Based Accountability report (February 09)
- Plotting the SSW Training Needs Survey against training offered (July 08)
- Workplace Wellbeing evaluation report (June 09)
- eleven Training Workshop evaluation reports (Leading Effective Meetings, Using Publisher & Outlook, Using Word & Excel, Developing & Managing Staff Performance, Governance, Information Technology (Environment Sector), Information Technology, Project Management, Legal Issues, Report Writing, Dealing with Conflict).
- three feedback interviews with Advisory Service clients (summarised at Appendix 6)

The relationship of the Review findings and the approach used with the *Results Based Accountability (RBA)* framework (Friedman, 2005) is outlined at *Appendix 12: Concordance with RBA Framework*.

## Appendix 2: Organisations the Advisory Service has worked with in 2008-09

*This appendix provides a listing of the 230 organisations assisted by Community Waikato's advisory service in 2008-09. Organisations may have received more than one form of assistance during the year. The listing does not include organisations receiving only one-off telephone advice and referral, nor participants in peer networks supported by Community Waikato.*

Agewise Network	K'aute Pasifika	Office for the Community & Voluntary Sector
Ariki Tibble	Kihikihi Police House Trust & Temple Cottage	Otorohanga Support House
Arts Waikato	Labour Department Mediation Service	Pacific Peoples Addiction Service
Bishops Action Foundation	Lifeline Waikato	Partnership Resource Centre
Blind Foundation	Lifestyle trust	Philanthropy New Zealand
Coromandal Independent Living Trust	Male Survivors of Sexual Abuse	Pohatui Marae
EARS Programme	Maniapoto Marae	Pohlen Medical Centre
Endometriosis Waikato	Māori Disability Project	Raglan Community House
Golden Age Society	Māori Funders Hui	Rakaumangamanaga School
Growing Through Grief Taumarunui	Māori Nurses Network	Refugee Orientation Centre
Hamilton Citizens Advice Bureau	Matamata Service Network	Royal Plunket Society of New Zealand
Hamilton Roller Skating Club	Math Association	Ruapehu District Council
Glenview Community Centre	McKenzie Centre	Rukumoana Marae
HCC Community Development Unit	Melville Action Group	Rural Network Database Project
HCC Social Wellbeing Strategy Group	New Zealand Council of Social Services	Ryder Chesire
ICT Gateway- Keystone Taranaki	Ngaruawahia Community House	Seasons
	Ngaruawahia Enviro project	Shama Women's Centre

South Hamilton Cambodian Community	Te Kuiti Health and Welfare Forum	Turangawaewae Kaumatua Roopu
South Waikato Pacific Island Health Committee	Te Ngaru O Maniapoto	Union Hill Waihi
St Pauls Church Mananui Taumarunui	Te Papa O Rotu Marae	Unitec NZ
Starfish Trust	Te Pumaomao	Venture Group Whangarei
Stepping out Hauraki	Te Puni Kokiri	VOCO
Stroke Foundation	Te Roopu O Nga Hau E Wha Taumarunui	Waihi Resource Centre
Stroke Foundation Te Kuiti	Te Taura A Maui	Waihi Walkways
Tainui/Tuwharetoa Opera on the River	Te Waka Puwhenua	Waikato Asthma Society
Tamariki Ora Network	Te Whare O Te Ata	Waikato Bulk Purchase Project
Taumarunui Community Network	Thames Baptist Community Centre	Waikato Head Injury Society
Taumarunui Counseling Services	Thames Community Education Committee	Waikato Khymer Association
Taumarunui Kaumatua Forum	Thames Community Facility Collaboration Project	Waikato Migrant Resource Centre
Te Ahi Kaa	Thames Community Network	Waikato Raupatu Lands Trust
Te Ataarangi Education Trust	Thames Health and Disability Support Group	Waikato River group
Te Ataarangi Ki Roto O Tainui	Thames Sexual Violence Hui	Waikato Youth Workers Collective
Te Awamutu Health and Welfare Forum	Thames Women's Centre	Waingaro Marae
Te Kauwhata District Information Centre	Thames Youth Forum	Waipa District Council
Te Kuiti Community House	Tokaroa Community Network	Waitomo Transport Project Group
	Tokoroa Council of Social Services	Web Health
		Western Community Centre



Whai Marama Youth  
Connects

Whitianga Social Services  
Trust

WINTEC

WINTEC Students  
Association

WISE Workers Institute for  
Socialist Education

Workplace Wellbeing  
Project

Youth Transition  
Programme

YWCA

## Appendix 3: Case Study on Assistance to MS Waikato

*This appendix provides a brief case study of assistance to MS Waikato, one of the organisations assisted by Community Waikato.*

*Respondent: Liz Hogan (Client Service Leader, MS Waikato)*

### Background

*MS Waikato* was started in 1963 and is one of 18 autonomous regional societies affiliated to the *Multiple Sclerosis Society New Zealand*. Its mission is: to empower people with neurological conditions, through the provision of support services. Based in Hamilton, it supports 225 people with Multiple Sclerosis, 31 people with Huntington's disease, 115 people with ME/Chronic Fatigue Syndrome, and 15 people with other neurological disorders and numerous family members across the Waikato region.

*MS Waikato* employs an administrator and three field staff (including the client service leader) and a volunteer. It is governed by a board of 6 honorary trustees. It receives funding or assistance in kind from almost 20 different funders or corporate supporters.

*MS Waikato* organises forums and information sessions for members and health professionals; provides specialist knowledge of resources and referrals to health & disability services; provides information specific to the needs of people with neurological conditions; makes submissions and attends forums on behalf of members; coordinates eight local support groups throughout the region; arranges exercise classes, where the individual needs of each client is catered for by professional staff; works to increase awareness in the community of neurological conditions; publishes and distributes *MS Waikato* newsletter; provides support to carers through workshops and service co-ordination; maintains a specialist library of books specific to MS HD and ME for loan at no charge; distributes mobility taxi vouchers for Hamilton City residents; and organises social events for members.

### Role of Community Waikato

A *Community Waikato* advisor has assisted *MS Waikato* with development of its strategic plan and an operations plan, with conduct of a governance workshop for staff and trustees, and supported individual staff on development of annual work plans. Staff and trustees have also participated in several training workshops over the years, including on managing staff, on governance, on funding and on client record keeping, etc. The Client Service Leader has regularly participated in the peer network for Co-ordinators & Fieldworkers for some time.

*MS Waikato* reports that the quality of the *Community Waikato* advisor service has always been 'outstanding'. They found the training of consistently high quality. The organisation has particularly appreciated the contribution of the community advisor as an experienced and skilled facilitator:

*"We do all the work, but she helps the process happen in such an easy way – using all sorts of clever and interesting techniques to help us work together. She makes suggestions about how we could do things, like bringing the board and the staff together to develop the strategic plan, and then we do the work. She guides us without directing us. So it's all our own work, but we couldn't have done it without her. And the result is really fabulous."*

Community Waikato is also appreciated for being very responsive to the organisation's needs and ways of doing things, without pushing a particular approach:

*"Early on [the community advisor] gave us a template to help us. We tried it and to be honest it was difficult to work with – it just wasn't useful for us. When we mentioned this to [the community advisor], she was so flexible, she understood immediately and said that's ok lets try something else and see if that helps. It worked brilliantly, but even more important was that they respected us, adapted to us and were very flexible to meet our needs."*

### What has been the impact?

MS Waikato has no difficulty identifying a number of specific enhanced skills, changed attitudes and behaviours that can be directly attributed to the involvement and support of Community Waikato:

*"Not only has it been good in building the team, but we have also learnt lots about how to work better as a team for the long term. Its not just about dealing with conflict, but also skills in working with, and making the best use of differences in a group. We have now really clarified the differences between governance and operations, and this has really empowered us as staff, and probably the board also. We have the confidence to call each other if anyone is 'stepping over the line'. We can feel more confident and professional in what each of us are doing, and really appreciate each others contribution. I'd say there have been some big changes in attitudes, that have all led to us working better together as a single team in achieving our goals."*

*"Overall, we are just more organised and professional as an organisation now. Our work plans are more thorough; our strategic plan is more robust and actually useful. Its hard to quantify, but [Community Waikato] has really made a difference. We were ready to step up, but didn't know where to start. We are now a more professional and respected organisation because we are working more efficiently and with more confidence in what we do. This is very empowering. It gives you great confidence – even when you may have been doing the right thing, but to have an outside group reinforce what we kind of already knew; that gives you encouragement."*

*"[Community Waikato] helped make a good organisation even better in all that we do."*

As a result, this is also having longer term impacts on the organisation and the community served:

*"Now we have a path forward and a clear vision of where we want to be. Its really 'future-proofing' us. We now have robust guidelines and structures. They have put us on a good path. We are more organised and efficient. The field we work in always has many demands, we never have enough time – but now we can feel confident to focus on what's most important to achieve our mission, with some clear boundaries. This has a big impact on the people we are here to serve if we can be more efficient with our limited time and resources; it also makes the help we provide more effective for them."*

*"Working with [Community Waikato] is such a positive experience and has really helped us – it makes you wonder how we could get on without them!"*

## Appendix 4: Case Study on Te Roopu Tiaki Hunga Hauaa Māori Disability Network

This appendix provides a brief case study of Te Roopu Tiaki Hunga Hauā Māori Disability Network, one of Community Waikato's *peer networks*.

*Informant: Sandy Pokaia (Kaiwhakarite, Community Waikato)*

### Background

The Network was initiated by *Community Waikato* in June 2005 following consultation with Māori providers which identified isolation of workers as an issue of concern. Seventeen people attended the first hui, hosted by *Life Unlimited*. Today there are 43 people in the network, representing 23 kaupapa Māori and mainstream organisations across the rohe. Generally 15-20 people attend any particular meeting, with further apologies being provided. All or most of the 43 on the contact list would attend hui sometime during the year.

The kaupapa is: *To strengthen service providers in the Maori disability sector within Tainui, through whanaungatanga, sharing of information, and working collaboratively together to achieve the best for whānau.*

The hosting of hui are shared among members, and rotated around the rohe. A standard format for hui is followed. Tikanga is integral to how this group operates. Hui begin with powhiri whakatau when the network is hosted by an organisation for the first time, or mihi mihi if this has previously taken place. Time is spent on whakawhanungatanga, and panui and local housekeeping is shared. Following kapu ti, there is either a guest speaker, presentation by the host organisation or a combination of both. Following lunch (provided by the host organisation) there is a round robin of information sharing, especially sharing new ways of working, new resources etc, before concluding with a karakia.

### Role of Community Waikato

As well as initiating the network, *Community Waikato* has an on-going role in facilitating it and operating as a central contact point for the network. It maintains the documentation and contact list, distributes information to all on the contact list, and actively follows up people who have lost contact. As noted above, hosting is shared among participant organisations, but individual members generally have heavy case-loads to manage, and the *Community Waikato* role has been described as “the glue that holds [the network] together.”

The network is well documented, with ngā whainga/terms of reference regularly reviewed (most recently amended in March 2009), and minutes, panui and contact list maintained.

### What has been the impact?

The network is well supported and has operated uninterrupted since its formation in 2005; the continuing interest evidence of the need and support for the network (especially given the personal

heavy case-loads of participants with strict contract outputs to be achieved under their funding contracts). With pressure on people's time, it was decided at the end of 2008 to move to meeting bi-monthly, instead of monthly. However, by June 2009 it was decided by the group to go back to meeting monthly, as people were missing the important whanungatanga.

The level of support for each other is demonstrated in the decision to hold a hui in the Coromandel. Usually this would be too far to travel (4 hours each way for many), but it was considered important to meet there at least once to show solidarity, and people put in the extra travel time to make it happen. Not only was this appreciated by the local network members, but feedback was received from others in the wider local community that they appreciated not being left out (as they felt they often were).

The main benefits for individuals are the strong sense of connecting with others in the same field, facing the same pressures and dilemmas – especially valuable for sole or isolated workers. Participants also value the information shared – with direct benefits in better assessments, and smoother and more effective referrals. They also value support from their peers on particular challenges they face, for example in getting needed support for their whānau.

The peer networking also serves to promote good practice standards. Participants report that when several member did not get adequate training, the group wrote to the appropriate organisation to emphasise its importance, and within two weeks the training happened.

As many of the participants are Māori workers in mainstream organizations, the tikanga and cultural support is appreciated, as well as the opportunity to experience te ao Māori in practice.

The organisations encourage and support staff participation (even in the face of contracts that require 'heads down' focus on achieving volumes), because of a recognition that whānau get better results, a higher quality service, because of the information shared at the hui, and the networks and support provided (for example, participants are contacting each other more *outside* of meetings for support, information and advice). It also appears, as a result of the support provided, that staff retention rates are higher – providing better continuity of service and cost-savings for the employers. Organisations report that this network appears to be the first in the country, and the envy of people in other regions.

Other specific outcomes include:

- A Māori Disability Network Directory has been produced and is kept current, and it is reported that this significantly helps appropriate referrals.
- The network has identified the need and developed a project to promote Marae accessibility.

What makes the network successful?

- *Community Waikato* having a role in initiating the network, and providing the ongoing 'glue' to hold the group together

- Being clear and consistent about the purpose and function of the network
- Meeting together regularly on a face to face basis, and following up those who don't attend
- As a result of the above, participants' managers actively supporting their attendance
- Sharing the hosting and moving around the rohe
- Making sure processes are well-documented
- Being patient and letting initiatives take their own time (so they can be owned by the network)

## Appendix 5: Case Study on Workplace Wellbeing Project

*This appendix provides a brief case study of Workplace Wellbeing, one of Community Waikato's sector development projects.*

*Informants: Jane Stevens (Manager Advisory Service, Community Waikato) and Conor Twyford (Resource Officer, Workplace Wellbeing Project)*

### Background:

The Workplace Wellbeing project is a collaboration between the NZ Council of Social Services, the NZ Federation of Voluntary Welfare Organisations, Community Waikato and the Service and Food Workers Union Nga Ringa Tota. The organisations came together to explore ways in which they can *support the development and maintenance of good employment practice and relationships in the tangata whenua, community and voluntary sector.*

Although the project's roots go back to 2003, it has significantly expanded its impact since funding was received in late 2007 from the Department of Labour's Employment Relations Education Contestable Fund. This enabled the employment initially of a part-time, and now full-time, Resource Officer with administrative support; and the three sector partner organisations contribute the further equivalent of more than 0.6fte of staff time to the project.

The project operates nationally to deliver employment relations education training to sector organizations, develops sector-specific resources, and engages in other relevant research and relationship-building to support its kaupapa.

### Role of Community Waikato

*Community Waikato* had identified from its work alongside many organisations, that there were common and recurring employment problems. In large part these are related to the nature of the sector: the voluntary governance boards with a constant turnover of membership as the legal employers, combined with low levels of institutional knowledge of employment law and best employment practice, high turnover of staff, relatively high level of personal grievances, and low rates of union membership. Employment problems have increased rapidly alongside trends for increasing employment and 'professionalisation' in the sector, along with an increasingly complex regulatory environment.

In 2003 *Community Waikato* collaborated with the Department of Labour to hold a series of 'Workplace Wellbeing' workshops for sector organisations around the Waikato region. This resulted in a powerful outpouring of concerns for an issue previously not much talked about in the sector. This was documented in a survey of members of the Community Houses network, convened by *Community Waikato*.

Subsequently the NZ Federation of Voluntary Welfare Organisations and NZ Council of Social Services engaged, as *Community Waikato* saw the need for it to be developed into a national project for the sector. Later the Service and Food Workers Union were also brought on board as a project partner. *Community Waikato* remains engaged as an active partner in supporting the national project, and frequently has piloted developments in Waikato, that are taken up more broadly.

### What has been the impact?

Since 2007 the project has delivered 28 full-day “Working for Effective Employment Relationships” workshops to around 450 sector managers and committee members, plus numerous other presentations (for example, to Unitec NZ students, Literacy Aotearoa Hui a Tau, NZCOSS Annual Conference, He Oranga Pounamu annual hui, etc).

For example, in the most recent quarter (April – June 2009) the project delivered seven workshops in Invercargill, Christchurch, Hawera, New Plymouth, Masterton, Tauranga and Palmerston North, with 92 participants. Of those who provided ethnicity, one-third of participants (26) were Māori, 64 per cent (50) were NZ European, one Pasifika, and one other ethnicity. This includes a higher proportion than usual of Māori participants as two workshops were held in partnership with He Oranga Pounamu, the Ngai Tahu affiliated network of Māori health and social service providers. The workshops are highly rated by participants, achieving 4.0 to 4.3 on a five-point scale for achievement of learning outcomes (increased understanding and better equipped to deal with various employment issues), and 4.2 to 4.6 for workshop delivery, relevance and usefulness of materials (Workplace Wellbeing Evaluation Report, July 2009). Discussions are now being held with Unitec NZ regarding a partnership to integrate this workshop material into their short course programme around the country and their national Graduate Diploma in Not for Profit Management. A stage II workshop is also being investigated to offer similar information and training to sector employees.

The project also ran a major stream at the bi-annual Australia New Zealand Third Sector Research conference in Auckland (November 2008), involving six different researchers and an international key note speaker (Glyn Hawker, Bargaining Officer, UNISON, the UK public and community sector union). After the conference, a forum was held in Hamilton, and speaking tour around the country with Glyn Hawker, in collaboration with the Department of Labour’s Pay & Employment Equity Unit and the Public Service Association.

The forum also made use of the second international speaker from the conference, Dr Anne Junor (University of NSW Industrial Relations Centre). Anne Junor developed the *Spotlight Job Skills Identification Tool*, which is particularly useful for the sector as it identifies skills that are traditionally discounted as ‘life skills’ and relates them to directly to job descriptions. The project has since commenced research to investigate development of a ‘community of practice’ for the *Spotlight Skills Identification Tool* for the sector.

In November 2008, the project also launched *Mana Mahi*, a series of guides and resources on employment relations issues for sector organisations (containing 17 best practice guides and 6



resource booklets relating to a wide range of employment relations issues, and CD-ROM of ready-to-use templates of policies, job descriptions, employment agreements etc.). 800 copies have been distributed to date and the resource has recently been made available for public download in a web-based version.

Up-dated information and news from the project and sector is provided in a quarterly *ManaMahi* newsletter. For example, the Autumn 2009 newsletter included information on: the new 90 Day 'trial period' law and implications for our sector; new rules on Rest and Meal Breaks and Breastfeeding at Work; and *Strategic Pay's* Not for Profit Sector Remuneration Survey.

- commenced (with He Oranga Pounamu) research and piloting the development of a workshop programme tailored for delivery within kaupapa Māori framework;

(See also *Pilot Multi Employer Collective Agreement with Community Houses*)

**Purpose:** Pilot a Multi Employer Collective Agreement (MECA) to assist in developing common pay and conditions across the four pilot organisations, and develop a practical model to support sector employers more widely to work together with unions to develop common standards and conditions, which in turn can help deliver uniformly high quality services.

**Partners:** Four Community Houses, Service and Food Workers Union Nga Ringa Tota, Workplace Wellbeing Project.

**Performance:** Parties engaged, first workshop held and drafting of MECA commenced.

The project has collaborated with Strategic Pay HR Consultants to ensure its remuneration survey is relevant and useful to the sector, negotiated significant discount rates for sector subscribers to the research, and as a result substantially increased the number of sector respondents from around 100 to 700 – greatly increasing its reliability.

## **He Oranga Pounamu to conduct research into Maori/Iwi employment relations needs**

Workplace Wellbeing is proud to announce that it has contracted He Oranga Pounamu, the Ngai Tahu affiliated South Island network of Maori health and social service providers to conduct a research project exploring Maori/Iwi employment relations education needs.

## Appendix 6: Feedback from Advisory Service Clients

*This appendix provides the collated feedback from four organisations (Ngaruawahia Community House, Endometriosis Waikato, Raglan Māori Wardens, and Male Survivors of Sexual Assault Trust) individually interviewed by Community Waikato. All of these organisations have used the community advisory service of Community Waikato.*

### Why did you ask for *Community Waikato* involvement?

- To assist in strengthening our organisation
- To assist with developing organisational processes
- For professional development for board and staff
- We originally contacted *Community Waikato* when we were considering becoming an Incorporated Body. Contact with *Community Waikato* assisted us to see that registering as a Charitable Trust was the better option for us. Once we made contact we realised how many things *Community Waikato* offered and take full advantage (training, advisory support, Unitec diploma etc).
- We were told about *Community Waikato* by [another community organisation]
- Our initial contact with *Community Waikato* was at the suggestion of [board member] who was on the Board of [funder]. He suggested we go to *Community Waikato* for assistance because of the difficulties we were having acquiring sufficient funding from funders.
- We are a very new Trust. When establishing we were unsure of the requirements and needed help. I also lack experience and needed support re governance and management, job description, employment contract, trust deed, networking, promoting the trust and peer support. If all this support had not been available and at no cost we would not have succeeded in successfully establishing the trust.

### What did *Community Waikato* do?

- Provided facilitation for meeting/planning for Community Houses in area
- Making us aware of training etc available outside of the offerings of *Community Waikato* - i.e. Unitec Diploma
- *Community Waikato* provided advice relating to Charitable Trusts and Incorporated Societies and the relative benefits/challenges of each of these to [our organisation] along with the provision of sample deeds etc to go with this advice. In the context of delivering that information to the committee other aspects of governance were discussed and clarification gained around the potential impact of the changes we were considering.
- [Staff member] and I continued a working relationship. Our focus was gaining funding although our relationship has created much wider benefits. Any issues, questions or concerns we have I know I can contact [staff member] and with her knowledge and resources and the backing of *Community Waikato*, we get our answers. This level of support has strengthened our organisation and gives us a strong sense of reassurance, knowing we can carry on doing our work.
- Provided professional and friendly support with all the above mentioned. They are also providing ongoing support with our strategic plan. They have provided material to assist with running a trust, empowering me to become more independent. They have provided a new and

accomplishable education path through Unitec for me. They have made me feel supported and welcomed into the not for profit sector. They have positively promoted our trust through the Kumara Vine which in turn has provided community awareness into the impacts and effects of [our cause].

#### What changed as a result of this?

- Better trained staff and Board
- Knowledge of initiatives such as the Bulk Purchase, MECA, Community Houses Conference
- This improves our processes and allows us to be involved in things we would not otherwise have heard of or be given the opportunity to be part of
- We became a charitable trust. The consequence of this and our overall involvement with *Community Waikato* has been the very successful growth we have experienced as an organisation.
- The support provided by *Community Waikato* has given me as a manager confidence; this ultimately makes our trust stronger and more sustainable. It has opened numerous new networks and peers which support both me and the trust.

#### Do you think this will (has) help(ed) your organisation develop?

- YES!
- Yes, definitely. [our organization] would not be the strong and confident organisation we are today without the partnership we have experienced with *Community Waikato* who have walked alongside us providing much needed information, support and inspiration. Demonstrating strong values, every day they achieve their mission of making a difference in the community, and in doing so inspire others towards success. They have facilitated networking across a range of organisations, nurturing and strengthening the whole community sector and in turn the wider community. Thank you *Community Waikato*!
- The assistance, advice and support given by *Community Waikato* is continually helping our trust to develop. It is ongoing and has created a feeling of a family in the community.

#### In what way?

- Ongoing Staff and Board development and thus organisational development
- Having a forum specific to us- Community House Hui- creation of peer involvement with people facing the same issues
- Peer support created for the Manager as a result of relationship with *Community Waikato* and flow on affects has been hugely important.
- Community Waikato acts as the supportive back stop- the place to go for advice, support, information etc
- All of it helps- strengthens us, strengthens community- trickle on affect to everything we do and deliver
- Becoming a charitable trust has had wide ranging benefits for us. The governance board gained a better idea of their roles as a consequence of involvement with *Community Waikato*, which in turn enhances our organisation as a whole.
- [Our organisation] has for many years operated on a very tight budget, with the work we do often unnoticed. This means we often are not successful with funding applications... [Staff member] has been available to take us through the process of application, interpreting the forms and filling them in. We have had a number of other successful applications also.

Involvement with *Community Waikato* has strengthened our applications in the eyes of other funders.

- This means we are now able to operate sufficiently with our work without worrying where the next dollar is coming from. This has helped our organisation tremendously to fulfill our kaupapa.
- The trust would not have progressed as far as it has without the support it has been given. All the advice given has always been professional, friendly and supportive. You know that at any stage they are available which gives the confidence to move forward and not become stagnant. They provide warmth to the sector that is totally needed particularly with the type of work being done by most organisations. They have strengthened the Waikato with its community work and is now a leader in this area. Whether a small organisation like ours or much bigger makes no difference which is what I have found very special.

#### How could we have improved our work with you?

- You need more staff, so you are not so busy that we have to wait. When we want assistance we need it Now.
- Clone [community advisor] - we need more [community advisor] time.
- We are fully satisfied with your service and cannot comment any further except we are most satisfied. Thank you very much.
- I could not find any areas presently lacking. The only thing would be that they appeared understaffed because of the demand for their service and sometimes the delay created by this demand.

#### Do you think you'll invite *Community Waikato* to work with you again?

- Yes, of course. We recommend *Community Waikato* as well to others.
- Yes, of course.
- We intend to carry on our relationship with *Community Waikato*. We are in regular contact with [staff member].
- Definitely. The work is presently ongoing. Although they are building us to become more independent I cannot see their service ever not being needed because of the changing nature of this sector and its need to be entrepreneurial.

#### Would you recommend us to others?

- Absolutely. We have and will continue to do so.
- We certainly recommend *Community Waikato* to others. Amongst others we've made reference to [another organization] and [another organization]. She could see the difference our involvement with *Community Waikato* has made to [our organization] and would like to have that support also.
- Already have and will continue to do so.

## Appendix 7: Record of Focus Group of Community Organisations

*This appendix provides a record of a focus group discussion of 12 participants representing ten organisations assisted by Community Waikato (Alternatives to Violence, Anglican Action, Endometriosis Waikato, Hamilton Multicultural Services, Male Survivors of Sexual Abuse, MS Waikato, Pukete Neighbourhood House, Te Kuiti Community House, Thames Womens Centre, and Waikato Head Injury Society). The focus group was run by an independent evaluator for this Review. Organisations were selected on the basis of availability and that they had made use of multiple services of Community Waikato.*

### What *Community Waikato* services has your organisation made use of?

- Community advisor assistance (including help form a trust, applying for funding, governance support, strategic plan, workplans and policies, Treaty of Waitangi) (10)
- Training course or workshop (10)
- Peer network meeting (7)
- Kumera Vine (including “Tips for the Toolkit”) (6)
- Rang office for information (6)
- Email alerts and notices (5)
- Scholarship (3)
- Tindall funding (2)
- Website resources (2)
- Participate in submission or delegation (2)

### What is most helpful about *Community Waikato* and the assistance they provide?

- Communicating with them is always easy
- You are not made to feel stupid, even when you don’t know something; they always treat you with respect
- You always get something useful out of contact with them
- We got help with a strategic plan, with our governance, and with policy documentation. We would never have been able to do all that without that their help
- They are happy to give as much help as is needed to get the job done – no artificial limits
- They gave us fantastic guidance
- Being able access them at no cost is such a huge thing!
- What is so great is the expertise of their people; they really think about who they are employing, and they ‘walk the talk’ by developing themselves
- They are very flexible – able to help after hours, weekends, etc. In fact, they help with what you want, where you want, when you want, and how you want!
- We now have a simple and effective strategic plan; much better than we had before, and we can actually put it to use
- And it was a relaxed process, easy to do – with a practical and effective result
- Better than any professionals you could hire at any price
- Very user-friendly (please pass this on to them)
- They take the time to really get to know us
- The support always there; not just disappear

- They use a good process, not top heavy, very consultative and inclusive, using all the people in our organisation
- The relationship building is also valuable – putting us in touch with people we need to further our cause. It helps us build our profile and public relations (especially important for rural organisation)
- They brought good awareness of other stakeholders, to our organisations, for example what funders are looking for
- It also creates solidarity across the sector. They provide a place for coming together to talk about issues for common good (not just our individual organisation needs)
- We were surprised to find they don't have this in other regions (for example other community houses were blown away by how strong our network was in this region)
- The network meetings also often have practical outcomes as well, for example setting up a working group for bulk purchasing insurance, negotiating a MECA (which also has potential for wider spin off to other community organisations and the whole sector)
- They offer a 'fierce honesty' – honest warm relationship
- They helped highlight the role of the Treaty of Waitangi in a mainstream organisation, including in its governance structure; and then helped us put it in practice in a way relevant for us
- They really helped to safe guard the organisation and the Maori workers in it
- They offer great facilitation; that's their great strength
- They support us, they don't tell us what to do – its like a 'coaching' role
- They know what they are doing; with expertise in governance, strategic planning, etc
- But they are always easy to use, very accessible, use lay language, and make it easy for people to participate
- They have also helped us with mediation; when we needed an independent (but friendly) outside who understood us. They have helped with governance and management roles, job descriptions, contracts, etc.
- Even when you don't need them for something all the time, its just so reassuring knowing they're available when you need them
- They are a great resource – we can use!
- We need to acknowledge that Trust Waikato had the vision for this originally and put their money in to back the vision

#### What changes or impacts have you seen as a result?

- They have really and truly built capability in Waikato social services
- They have brought all that knowledge and made it available
- They take a hands on, sleeves rolled up, approach - working alongside you, building capacity with you (not doing stuff to you)
- We are as a result a much more robust organisation, better connected and networking in a more robust sector
- We feel stronger and more confident as an organisation (we are an expert in our field, but they are the experts in running organisations – when you bring that together that's powerful in making a difference in our community)
- Personally they encouraged me to get into more education. I never thought that would be possible; its been such a long time since I was at school and now I am doing a university diploma! (They provided the emotional support, encouragement, funding and practical help, which together made that possible.)

- They have demystified change and helped us feel more in control. We are always changing, and having to face changes. Now instead of being afraid of it we can embrace “change”; and see it as a positive thing. (instead of feeling clobbered with clumsy documents that get in the way).
- They bring an appreciation of who you are, and really validate you as a person and an organisation
- All they do is so empowering – giving us strength in our work for a better community
- We had vision of what was needed, but it was only with the catalyst of the community advisor, that empowered us to actually achieve it
- If you took them away, we’d be bereft
- We would just not be as effective without them
- They help not just managers, but all staff, volunteers and board members
- They also have a great sense of humour; they don’t take themselves too seriously – which is great
- The people are key (who they have on staff); that’s what makes the difference
- If Community Waikato stopped supporting our network, it just wouldn’t happen – we are all busy people – and that would be a great loss
- And they work across the region – not just stuck in Hamilton
- They also help at bridging between rural areas and the city; this is especially important for people who feel isolated
- You can see now there is less competition in the sector in our region
- I can actually see better productivity from our staff. They make better use of their time; there is better staff morale; and better overall understanding. All this means a better deal for clients
- They help provide a voice for the sector
- Its so important in advocacy to speak appropriately; and we trust them to do that
- As sole employee, their involvement and support hugely builds my confidence. Now I can speak up to Environment Waikato, and do things I thought I’d ever be good enough to do! This has such a huge flow on to my organisation and what we can do.
- They provide a service we couldn’t afford to pay for
- They also promote self awareness and awareness of others – including the other people you are working with (picking us up from own individual limited perspective, and connecting us to a bigger perspective)
- There are no mixed messages. Whoever you talk to [on their staff] gives a very consistent message. They are always very professional (and can effectively deal with a wide range of people at all levels).
- In short, they ‘walk the talk’. They really live the principals they espouse – what a great example.

**Are there any barriers to getting their assistance? How could Community Waikato and its work be improved or further developed?**

- Sometimes I’m getting too much information from a network meeting, and cant follow up on it all. It can sub-consciously put extra pressure on you when you have own work to do as well – but I keep going and don’t know what information I wouldn’t want to get!
- The loss of [their kaumatua] was a huge loss for them, but also through them for all of us. I hope he is replaced soon.
- It would be handy to have some legal expertise on tap
- Perhaps there could be a new network meeting for support for governance people

- Some training, especially those useful for governance people could be available on the weekends as well
- What has happened about the IT Centre? – I hope that goes ahead
- The location, parking and availability are all very good! There are no barriers really. And the price is fantastic. (We don't have a budget for any of this.)
- Sometimes they are just too busy; they could really do with more resources
- Yes, the biggest issue is their availability. Originally it was no problem; now we are having to book 2 months out, and you can lose your momentum for change
- In fact, in some ways, they are a "victim of their own success". Especially over the last 6-12 months as waiting times now for help. They basically need more staff to meet the demand.
- Perhaps they could consider some small charges, if that really extended the services they could offer; but we really couldn't afford anything like commercial rates
- Perhaps they could charge, say \$5-\$10 an hour, and see if that works or not (ie doesn't stop organisations getting the service)
- Perhaps, a donation? But keep them user friendly.
- Maybe they could investigate greater use of 'peer leaders' to extend their services (for example identifying people in the sector that are especially good at particular things, like governance or planning or employment or finances, and give them extra support ("train the trainers")
- Maybe there could be greater use of 'self help' approaches and 'tools' we can use ourselves - they offer that now if they can't help immediately, for example a template to use or a resource to read. But to be honest it's the personal, human assistance that is most helpful
- Are all the guides and templates they have listed on the website and regularly listed in Kumera Vine? Maybe they could also be available for download on the website?
- It would be good to have more articles about our organisations in Kumera Vine, and material we could easily extract for our newsletters on Community Waikato
- It would be good if they had more satellite services or branches in rural areas – but realise this all costs money
- They could also further develop their advocacy and influence of policy, perhaps with strategic links with University of Waikato
- Maybe a stronger building of research in and for the sector – could have greater use of uni students. I realise they do have links with national organisations like NZCOSS etc
- There is a great value in building contacts across the sector in the region. They could do even more of that – perhaps a general sector meeting with guest speakers (two or three times a year)
  
- There is great awareness of them in our sector, but unfortunately they are still not seen yet outside our sector as the regional "treasure" they are. Somehow we need to bring them more to the attention of our city and regional leaders.
- They are a great resource and are indispensable
- They are really are change agents, as well as capacity builders



## Appendix 8: Record of Interviews with Māori Organisations

*This appendix provides a record of telephone interviews with five Māori organisations in contact with Community Waikato. The interviews were conducted by an independent evaluator for this Review. Organisations were selected on the basis of availability and to ensure a range of different types of organisations that Community Waikato has assisted or worked with.*

### Raglan Māori wardens (Respondent: John Bishop)

*Assistance or support from Community Waikato:*

- We had to broaden our avenues for gaining funding. *Community Waikato* helped us do this by introducing us to other funding bodies and helping us with funding applications. This has resulted in over \$50,000 of additional funding coming to the organisation. All applications we did were successful.
- [The kaiwhakarite] was marvellous – she has tons of energy. You’ve got to run with her, she has a beautiful personality and is a quick thinker. She saw us as an organisation that needed help and was there for us at a time when we really needed her. She’s fun too and lovely to be with. She made it look fun. She is still helping us when we need her.

*What changes have occurred as a result of the assistance?*

- The funding now enabled us to do a lot more – it has boosted our operational costs. We can smile now. Before we didn't know where our next funding was coming from. She opened our minds to what's out there.
- We are now more inclined to seek larger and more realistic amounts of funding as opposed to spending lots of energy for \$2,000 - \$3,000 grants.

### Tainui Raupatu Lands Trust Interview with (Respondent: Johnine Davis)

*Awareness of Community Waikato contributions locally:*

- Was involved with them setting up a regional approach to the tangata whenua, community and voluntary sector – *Community Waikato* were the hub, they were the base for activities. I continued to meet with them at various meetings such as the planning for the Child and Family Awards.
- More recently, [the kaiwhakarite] called a Māori funders hui and we went along to that. We came away quite disappointed as DIA and *Trust Waikato* were already co-funding the areas they were exploring. DIA and *Trust Waikato* have been talking with us at an iwi level for years. There's an element of trust there. We are active at a marae development level.

*Perception of the role of Community Waikato:*

- [The kaiwhakarite] has played a coordination, facilitation and brokerage role.
- *Community Waikato* is a much-needed organisation to support capacity building of community organisations. However, the sad thing is that I think they are getting left behind as far as what's happening at an iwi level.
- Kaupapa Māori organisations are way ahead of where *Community Waikato* is at too. The problem is they are getting left behind. As a capacity builder, they will find that the role doesn't have much to offer iwi who have a clear direction for themselves or kaupapa Māori organisations who have grown a lot in the last ten years.
- In addition there are volunteers and Māori graduates coming out of Waikato University with Bachelors of Applied Social Sciences and working with community organisations.
- The calibre of Trustees in kaupapa Māori organisations is different as well. You've got a whole range of consultants who are Māori out there in the market place that kaupapa Māori organisations will call upon first to meet their needs.
- I think [Kaiwhakarite] has been most effective in mainstream organisations with a kaupapa Māori arm, for example IHC.
- *Community Waikato* wouldn't have a show in supporting organisations like Raukura Hauora or Tainui. I have a personal bias but; I don't see a match between *Community Waikato* and [commercial Māori -run consulting business] operating locally and providing support to those bigger organisations.
- I know they helped the Tainui Rangatahi Summit 2007 and have helped other small community groups on specific events.
- Through communication with [the kaiwhakarite], I am able to keep up with what she is doing. The work she has done in the area of the role of kaumatua as cultural advisors is good. Our CEO gets the *Kumara Vine*, so we are kept informed.

**Maniapoto Marae Pact Trust (Respondent: Shirley Turner)**

*Support received from Community Waikato:*

- It is evident to me that *Community Waikato* provides support in a wide range of areas from strategic management to service delivery. I can't speak highly enough of [the kaiwhakarite]. She has a wonderful personality. She has been behind the initiation of the Disability network in this area. She has also provided capacity building support for workers in the region. She is always there in the background. She helped initiate the group that started with 4-5 people and now has 20.

- She has also been instrumental in hooking us up with other regional support networks throughout the North Island. Although the network initially started for disabilities it is now a holistic regional roopu because we have people involved who work in social services and mental health. The common point is that we are all supporting Māori.
- [The kaiwhakarite] is our link to *Community Waikato*. She passes on information, she utilises her skills (both formal and informal), and she is a driver. A lovely person, she means what she says and follows through. She is one of those background people; she just gets on with it. She's a mover and a groover. She is in the right place for building others' capacity and maintaining and strengthening capacity.

*Impact/Change:*

- Increased networks and strengthened existing networks – she has opened up a number of networks for us and not just in the disability sector. We are isolated otherwise from all these other groups and information. For example, we now have more knowledge, are able to utilise that knowledge to help our whānau. We can support whānau more effectively now as we have more information and wider networks to call upon.
- Skill development – Our organisation is a bit more professional in our approach now. We understand more about the politics. We know more in the areas of policy and planning, how the powers that be work and where we fit and how we need to align. This has made us more tolerant of some of the things imposed upon us. [The kaiwhakarite] has got a lot of skills; she has imparted to our roopu – for each of us, when we go back to our roopu after a session with her we go back knowing more. For example, in the area of strategic planning – we can get caught up in our own little box. She opens it and reminds us about the bigger picture and she does it with integrity. If she wasn't part of *Community Waikato*, things wouldn't be the same. [The kaiwhakarite] has always encouraged the concept of succession planning so that whatever she does she has now trained others and continues to hand responsibilities to others.
- Growth and development – our regional network has grown, I can now pick up the phone and call someone in Coromandel or in Hamilton that I did not know before. We are now sharing skills, knowledge and resources with one another across the region – it is quite far-reaching. I can now link to them whereas I couldn't before. [The kaiwhakarite] has been a good role model.
- Increased knowledge of funding sources – *Community Waikato* sends all sorts of funding information through – 2-3 times a week. We're always getting information about courses too.
- Increased confidence – The difference for me personally is that I have confidence in knowing I can go further than the local sources I have been using.

*Māori Responsiveness:*

- Kanohi kitea (Being present) – She attends our regional monthly hui. She is present to give information and support. It is important that we see her
- Kaumatua influence – I know the kaumatua that stand with [the kaiwhakarite] are her backbone. She has brought them along to meetings. She consults them, they advise her. They are her source of sustenance; she is always guided by them just as our organisation is guided by our kaumatua. The kaumatua add credibility to their service
- [The kaiwhakarite] has been the face of *Community Waikato*. She has done her job well. [The kaiwhakarite] talks about her wider team.

**Te Waka Puwhenua, Taumarunui (Respondent: Ngarau Tarawa)**

*Community Waikato support:*

- Information on who is out there and who is giving out funding for whatever purpose. [The kaiwhakarite] steered us toward *Trust Waikato*.
- Linking to other services – [The kaiwhakarite] was instrumental in setting up a meeting with the Māori liaison person that we needed to make contact in relation to a project we were initiating. [The kaiwhakarite] initiated a meeting with us. We took our kaumatua to Hamilton. She brought funders in – she had 3-4 people there who talked about their services and how we might be able to link in there.
- Funding application support – [The kaiwhakarite] was so helpful. She sat and workshopped with us. We sent the application off and we got the funding. I had no previous experience with funding applications.
- [The kaiwhakarite] helped us set up a community network hui where now we have 40 different organisations, government agencies and kaumatua who meet monthly. [The kaiwhakarite] comes and gives helpful information. She came down with a group of people who were able to give our people lots of new information.

*Results/Differences*

- It's widened our networks – you're always looking out there for who are some key people – we have better networks and better access to more information and services. When you are on a first name basis, it helps. What she did was she helped us put a face to a name. She either brought people to us or we were able to go to her.
- We respond very well to like-minded people. We have a very strong kaumatua base. When we have someone who comes to see us our kaumatua are more likely to respond and take note when she brings her kaumatua – that's a big deal!

**Te Ahurei a Rangatahi (Respondent: Eugene Davis)***Community Waikato services:*

- We have had strong relationships with *Community Waikato*. They have been very supportive of our development as a youth-based organisation. They have given us information about funding, about things that we are on about, about other committees we should be aware of and deadlines for funding etc. We have been happy to support [the kaiwhakarite] in her role.

*Impact on service:*

- Through [the kaiwhakarite] we have been able to strengthen our relationships with other Māori organisations. We need to work together more to see what happens. We mostly deliver to youth networks and we definitely want to do more networking to broaden our base.
- We now have increased funding – the information is always helpful.

## Appendix 9: Record of Workshop on Māori Responsiveness

*This appendix provides a record of a workshop of Community Waikato staff, kaumatua and board chair to reflect on the organisation's success in serving the needs of the Māori community. The exercise involved a brainstorm of what the group considered were the successes in the past year, the evidence of these successes, and the strategies behind the achievement of these successes.*

Successes	Evidence	Strategies
Translations on our material	<ul style="list-style-type: none"> <li>Materials, posters, pamphlets, documents</li> <li>An increase in requests for materials</li> <li>An increased confidence in our approach</li> <li># data</li> </ul>	<ul style="list-style-type: none"> <li>Use of Buddy &amp; Tama Pokaia – trusted expertise and their networks</li> <li>Kōrero</li> <li>Exploration of why</li> <li>Training</li> <li>Checking with our values</li> </ul>
The Kaiwhakarite position	<ul style="list-style-type: none"> <li>The position has been funded for 4 years</li> <li>Positive feedback and requests for services</li> <li>Workload, recognition of knowledge and expertise, bridge building, commitment is evident, approaches are developmental, 3 x sustainable networks</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment process, clarity about the position, strategic work re the need for the position, Funding negotiation, Treaty based intent, intent integral to the organisation, respond to need, flexibility 'to fit', allow time to build relationships, by Māori for Māori approach, 'tilling' the ground</li> </ul>
Māori Chair of the Board	<ul style="list-style-type: none"> <li>The Chair has been in place for one year</li> </ul>	<ul style="list-style-type: none"> <li>Succession planning, strategy – Māori/Pakeha board</li> <li>Patipati – making her feel welcome</li> <li>Robust governance recruitment process</li> <li>Different perspectives – safety</li> <li>Good environment</li> <li>High performing board and staff</li> <li>Manaaki tangata</li> </ul>
We have maintained tikanga	<ul style="list-style-type: none"> <li>Manaakitanga</li> <li>'Home days' every fortnight</li> </ul>	<ul style="list-style-type: none"> <li>Kaumatua participation in staff meetings</li> <li>Use of Te Kaiwhakarite position</li> </ul>

Successes	Evidence	Strategies
Normalisation of the use of te reo	<ul style="list-style-type: none"> <li>• Agenda item</li> <li>• House rules for training and meeting room</li> <li>• Tikanga practices/waiata</li> <li>• Te reo valued and used</li> <li>• Development plans</li> <li>• Individual commitment</li> <li>• Documentation – emails, letters using mihi and te reo</li> <li>• Behaviours and actions</li> <li>• Joint/Duo moves</li> </ul>	<ul style="list-style-type: none"> <li>• Development plans</li> <li>• Wānanga – what, why and how</li> <li>• Personal responsibility</li> <li>• Handbook (Tikanga)</li> <li>• Learning</li> <li>• Clear on position</li> <li>• Support each other</li> <li>• Seek advice where needed</li> </ul>
Support anti-smacking bill – acknowledging privilege	<ul style="list-style-type: none"> <li>• Submissions</li> <li>• Growling select committee poverty forum</li> </ul>	<ul style="list-style-type: none"> <li>• Our culture</li> <li>• Collaboration with other organisations</li> <li>• Challenging privilege</li> <li>• Soup kitchen – lunch</li> </ul>
New beginnings – Matariki – acknowledgement of kaupapa Māori	<ul style="list-style-type: none"> <li>• Participation at Koroneihana and in Matariki events</li> </ul>	<ul style="list-style-type: none"> <li>• Opening our hearts and minds to Matariki</li> </ul>
Acceptance of discussion/focus on Māori aspiration	<ul style="list-style-type: none"> <li>• Informed knowledge base of Māori organisations</li> <li>• Quality relationships are evident</li> </ul>	<ul style="list-style-type: none"> <li>• Not making assumptions</li> </ul>
Building capacity – Kaumatua role	<ul style="list-style-type: none"> <li>• Staff Training</li> </ul>	<ul style="list-style-type: none"> <li>• Sharing kaumatua</li> <li>• Good practice – modelling for others</li> </ul>
Our Treaty approach – continued development Treaty policy guidelines – requests from Pakeha organisations – JR McKenzie request – mainstream interest in Treaty	<ul style="list-style-type: none"> <li>• We push the Māori approach</li> <li>• The numbers of times we have put this ‘take’ on the table</li> <li>• On ‘the’ list</li> <li>• Policy and guidelines documents</li> <li>• Treaty resources</li> </ul>	<ul style="list-style-type: none"> <li>• Determining readiness of others</li> <li>• Having clear strategies in place</li> <li>• Treaty within, Treaty without</li> <li>• Treaty workshop</li> <li>• Established networks</li> <li>• Promotion of self and cultural awareness</li> </ul>






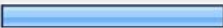


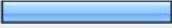

Successes	Evidence	Strategies
	<ul style="list-style-type: none"> <li>• Job descriptions and recruitment</li> <li>• Level of analysis</li> <li>• Participation in te ao Māori events</li> </ul>	
Increased participation by Māori in training events Delivery style – He Oranga Poutama	<ul style="list-style-type: none"> <li>• # Training events</li> <li>• #Maori participation at these events</li> <li>• # Māori provider participation</li> </ul>	<ul style="list-style-type: none"> <li>• Kanohi kitea (Being seen)</li> <li>• Determining needs</li> </ul>
Recognition of the context we are in – Tainui strength	<ul style="list-style-type: none"> <li>• Mana whenua involvement in the organisation</li> <li>• Our consciousness and awareness of the strength of Tainui iwi</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in local iwi events</li> <li>• Wānanga</li> <li>• Knowledge building – Kotahitanga, Waikato</li> </ul>
Kumara vine – interesting, appealing information	<ul style="list-style-type: none"> <li>• # Kumara vine published and distributed and increased distribution to Māori organisations</li> </ul>	<ul style="list-style-type: none"> <li>• Kaumatua column</li> </ul>
Careful recruitment of staff	<ul style="list-style-type: none"> <li>• Māori applying for mahi</li> </ul>	<ul style="list-style-type: none"> <li>• ‘Good fit’</li> </ul>
Our contributions – making a difference – someone takes ownership	<ul style="list-style-type: none"> <li>• Staff feedback</li> <li>• Evaluation and reporting</li> </ul>	<ul style="list-style-type: none"> <li>• Talk to Jane</li> <li>• Self and peer monitoring</li> <li>• Advisors hui</li> </ul>
Child and Family Awards – Naming, venue, trophies	<ul style="list-style-type: none"> <li>• Books, Trophies, Child and Family Awards</li> </ul>	<ul style="list-style-type: none"> <li>• Kumara and organisational vine</li> <li>• Promotion</li> <li>• Marae based</li> <li>• Getting the contract</li> <li>• Working with Trust Waikato</li> <li>• Research – gather information</li> </ul>
Our relationships with TPK and collaborative projects (workshopping, buddying) exploration of synergies, growing both our capacities	<ul style="list-style-type: none"> <li>• Gayle and Koroneihana’s involvement</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic alliance- tribal connections</li> <li>• Shoulder tapped</li> </ul>



Successes	Evidence	Strategies
<p>Māori Facilitators Network – participation and proactive approach</p> <p>Māori Disabilities network</p> <p>Māori nurses/Social workers and Māori governance networks – making space for workers to think about their needs</p> <p>Manaaki tangata – leadership – benefit</p>	<ul style="list-style-type: none"> <li>• # of networks</li> <li>• Sustainability (they are still here after four years)</li> </ul>	<ul style="list-style-type: none"> <li>• Terms of reference</li> </ul>
<p>NZCOSS Review of Treaty journey/NZ Federation of Voluntary Welfare organisations</p>	<ul style="list-style-type: none"> <li>• NZCOSS – taken on board CW contribution and using our resources. Asked for support/input</li> </ul>	<ul style="list-style-type: none"> <li>• Engaged with organisations. Review</li> <li>• Sharing our work (Sandy, tikanga)</li> <li>• Challenging re Review process</li> <li>• Encouraged bringing others in</li> <li>• Got agreement to have support for Māori to work together</li> <li>• Kaumatua on board</li> <li>• Kanohi ki te kanohi meetings</li> <li>• Sandy's guidelines</li> <li>• Ask</li> <li>• Demystify the process</li> <li>• Tough love</li> <li>• Training others</li> <li>• Build on existing membership of these organisations</li> </ul>
<p>Mana Mahi resource</p>	<ul style="list-style-type: none"> <li>• # of requests from training organisations and libraries</li> <li>• Use by Māori</li> <li>• #30 workshops</li> </ul>	<ul style="list-style-type: none"> <li>• HOP and kaumatua involvement in development</li> <li>• Pilot workshops/consultation</li> <li>• Kōrero with a range of sectors</li> <li>• Got the funding</li> </ul>
<p>Workplace Wellbeing Project – L/T relationship (research, education, resource)</p>	<ul style="list-style-type: none"> <li>• # relationships established</li> </ul>	<ul style="list-style-type: none"> <li>• Kai</li> </ul>

## Appendix 10: Organisation Survey Results

*This appendix provides the questions and results of the survey of a sample of community organisations using Community Waikato.*

1. Please check as many of the following Community Waikato activities or services your organisation has used or participated in, over past 12 months or so:			
		Response Percent	Response Count
Read 'KUMARA VINE' & 'Tips for Your Toolkit'		83.9%	52
Read their EMAIL ALERTS, news & notices		83.9%	52
Looked up resources or information on their WEBSITE		40.3%	25
Received advice or assistance from a COMMUNITY ADVISOR		48.4%	30
Participated in a TRAINING course or workshop		62.9%	39
Participated in a NETWORK meeting (eg Managers Forum, Maori Disabilities Network, Community Houses Network, Te Kuiti or Taumarunui Health & Welfare Forum, Coordinators & Fieldworkers Network, Child & Disability Network, Thames Community Network, Maori Community Nurses Network)		54.8%	34
RUNG THEIR OFFICE for information or assistance		46.8%	29
Contributed to, or used, a SUBMISSION prepared by Community Waikato, or participated in a DELEGATION organised by Community Waikato		8.1%	5
Received a SCHOLARSHIP from Community Waikato		16.1%	10
Received a grant from TINDALL Fund managed by Community Waikato		35.5%	22
Other (please specify)		6.5%	4
answered question			62
skipped question			0

Other (please specify)		
1	In all areas of establishing a new trust	Jul 12, 2009 10:41 PM
2	appreciate the professional and informative contribution this organisation and the advisors make to the waikato services	Jul 12, 2009 10:59 PM
3	Regular contact with Field Worker, xx	Jul 13, 2009 12:16 AM
4	Did an article for 'Kumara Vine' on my arrival at xx	Jul 13, 2009 2:02 AM

2. Please rate the usefulness to you and your organisation of the following Community Waikato activities or services (click N/A if you are not aware or or have not used):								
	No use for us at all	A little use for us	Useful to some extent for us	Useful to a large extent for us	Very much useful for us	N/A	Rating Average	Response Count
Received advice or assistance from a COMMUNITY ADVISOR	1.9% (1)	5.8% (3)	21.2% (11)	15.4% (8)	<b>34.6%</b> <b>(18)</b>	21.2% (11)	3.95	52
Participated in a TRAINING course or workshop	3.8% (2)	1.9% (1)	20.8% (11)	18.9% (10)	<b>35.8%</b> <b>(19)</b>	18.9% (10)	4.00	53
Participated in a NETWORK meeting or Forum	2.0% (1)	8.2% (4)	18.4% (9)	20.4% (10)	<b>26.5%</b> <b>(13)</b>	24.5% (12)	3.81	49
Read 'KUMARA VINE' & 'Tips for Your Toolkit'	0.0% (0)	7.0% (4)	26.3% (15)	26.3% (15)	<b>35.1%</b> <b>(20)</b>	5.3% (3)	3.94	57
Read their EMAIL ALERTS, news & notices	0.0% (0)	9.1% (5)	25.5% (14)	<b>34.5%</b> <b>(19)</b>	25.5% (14)	5.5% (3)	3.81	55
Looked up resources or information on their WEBSITE	2.0% (1)	5.9% (3)	23.5% (12)	11.8% (6)	23.5% (12)	<b>33.3%</b> <b>(17)</b>	3.74	51
RUNG THEIR OFFICE for information or assistance	2.1% (1)	10.4% (5)	14.6% (7)	16.7% (8)	<b>31.3%</b> <b>(15)</b>	25.0% (12)	3.86	48
Involved in a SUBMISSION or DELEGATION facilitated by Community Waikato	4.7% (2)	2.3% (1)	2.3% (1)	4.7% (2)	4.7% (2)	<b>81.4%</b> <b>(35)</b>	3.13	43
Received a SCHOLARSHIP from Community Waikato	4.3% (2)	2.2% (1)	0.0% (0)	4.3% (2)	23.0% (11)	<b>65.2%</b> <b>(30)</b>	4.19	46
Received a grant from TINDALL Fund managed by Community Waikato	2.2% (1)	0.0% (0)	2.2% (1)	4.3% (2)	39.1% (18)	<b>52.2%</b> <b>(24)</b>	4.64	46
Any comments?								10
<b>answered question</b>								<b>57</b>
<b>skipped question</b>								<b>5</b>

Any comments?		
1	No response as yet from request for assistance from a community advisor (nearly 3 weeks ago)	Jul 12, 2009 10:53 PM

Any comments?		
2	I'm going to check whether we are eligible for a Tindall grant now that I know about it	Jul 12, 2009 11:08 PM
3	Grateful to all the assistance provided	Jul 13, 2009 12:18 AM
4	Manager on Annual Leave - answering these questions to the best of my knowledge only	Jul 13, 2009 12:56 AM
5	The Tindall Fund money is for xx which I chair. CW also arranged a very useful meeting between members of the Tindall Family Trust and xx	Jul 13, 2009 2:02 AM
6	Most training workshops offered have already been provided to us by MSD or CYF	Jul 13, 2009 3:22 AM
7	This particular course (Publisher & Outlook) was hopeless but almost all courses have been great.	Jul 13, 2009 3:45 AM
8	training sessions are 3/4hr drive away making it difficult for us to attend with our workload at present	Jul 13, 2009 10:06 PM
9	Great organisation especially for agencies that are in isolated regions.	Jul 15, 2009 11:59 PM
10	CW continues to offer services at a level that is vital for our organization.	Jul 23, 2009 2:27 AM

3. Overall, how useful would you rate Community Waikato (click N/A if you are not aware):								
	Not at all	A little	To some extent	To a large extent	Very much so	N/A	Rating Average	Response Count
For you personally?	1.8% (1)	12.3% (7)	21.1% (12)	26.3% (15)	29.8% (17)	8.8% (5)	3.77	57
For your organisation?	0.0% (0)	8.8% (5)	24.6% (14)	22.8% (13)	38.6% (22)	5.3% (3)	3.96	57
For the sector or the wider community?	1.8% (1)	1.8% (1)	12.3% (7)	22.8% (13)	52.6% (30)	8.8% (5)	4.35	57
Any comments?								7
answered question								57
skipped question								5

Any comments?		
1	A brilliant resource	Jul 12, 2009 10:43 PM
2	I think they do a great job advocating for and resourcing the community & voluntary sector	Jul 13, 2009 2:02 AM
3	this is based on the fact that we have other sources of the same resources/information etc	Jul 13, 2009 3:22 AM
4	They do a fantastic job	Jul 13, 2009 3:45 AM
5	sadly, mileage and time is a big factor for us to attend any of your training activities organised	Jul 13, 2009 10:06 PM
6	Thanks.	Jul 15, 2009 11:59 PM
7	So important we have included them in our annual plan	Jul 17, 2009 12:55 AM

4. What would you say is most valuable or impressive about Community Waikato?		
		Response Count
		47
	<i>answered question</i>	47
	<i>skipped question</i>	15

Response Text		
1	Strategic projects and innovation. CCommunication with Policy makers and government.	Jul 12, 2009 10:30 PM
2	The most valuable aspect of Community Waikato is that they are aware and supportive of NGO community organisations.	Jul 12, 2009 10:37 PM
3	The staff and their wide range of experience	Jul 12, 2009 10:38 PM
4	Their staff	Jul 12, 2009 10:38 PM
5	Senior staff expertise.	Jul 12, 2009 10:39 PM
6	They are easily accessible and helpful	Jul 12, 2009 10:43 PM
7	Welcoming, friendly, supportive	Jul 12, 2009 10:44 PM
8	Good communication and resources	Jul 12, 2009 10:53 PM
9	Excellent team of staff	Jul 12, 2009 10:53 PM
10	Their team are well educated, passionate about community, friendly, welcoming and always go out of their way to be of assistance	Jul 12, 2009 10:57 PM
11	support services for community organisations	Jul 12, 2009 11:02 PM
12	Scholarships Training	Jul 12, 2009 11:05 PM
13	Theire willingness and ability to capacity build all of these small and very important community organisations	Jul 12, 2009 11:08 PM
14	the information courses, at a very reasonable cost kumera vine has excellent articles	Jul 12, 2009 11:09 PM
15	really couldnt say as we have not had too much to do with the workings of this organisation. You do offer some very useful seminars.	Jul 12, 2009 11:10 PM
16	Nothing really that stands out. For us there is no point of difference	Jul 12, 2009 11:25 PM
17	They are the lead organisation for community social services in the Waikato where advice and guidance can be sort.	Jul 12, 2009 11:46 PM
18	Clear timely communication	Jul 12, 2009 11:49 PM
19	Prompt service, Friendly and professional, exceptional knowledge of the community needs	Jul 13, 2009 12:18 AM
20	The information, knowledge base and skills. Also the community advisors role.	Jul 13, 2009 12:21 AM
21	Tips for toolkit, training, forums	Jul 13, 2009 1:10 AM
22	The networking and sharing of valuable information	Jul 13, 2009 1:20 AM
23	The range of resources they have, the networks, their readiness to share information and facilitate the sharing of information and their warm encouragement and support for those of us doing the work on the front-line!	Jul 13, 2009 2:02 AM
24	They are very up to date with relevant information which is shared in helpful ways. Innovative in the way they support and network	Jul 13, 2009 2:23 AM
25	Connects the Waikato community, community focused, specific to the Waikato community, etc...	Jul 13, 2009 3:19 AM



Response Text		
26	nice friendly staff who come to our meetings and do a good job of networking	Jul 13, 2009 3:22 AM
27	Very knowledgeable and great communication skills and facilitation skills to work in partnership with community organisations. Very professional. Great ambassadors, role models and advocates for the sector locally	Jul 13, 2009 3:45 AM
28	Strong community networks which are utilised effectively	Jul 13, 2009 9:13 PM
29	Range of services available to the community and the focus across the whole region rather than just concentrating on Hamilton - very refreshing d reassuring.	Jul 13, 2009 9:58 PM
30	the ongoing support with training available to organisations that are Not for Profit	Jul 13, 2009 10:06 PM
31	The assistance, advice and information available on governance	Jul 13, 2009 10:52 PM
32	Community focused	Jul 13, 2009 11:13 PM
33	training and information	Jul 13, 2009 11:34 PM
34	longevity of team and good working links locally and nationally	Jul 14, 2009 12:50 AM
35	listening to the needs of the community. Advocacy, support and financial assistance	Jul 14, 2009 4:03 AM
36	Well aware of community needs. Rebranding effective.	Jul 14, 2009 10:06 PM
37	That they keep innovating to meet the needs of our sector.	Jul 15, 2009 12:01 AM
38	Keeping updated via emails	Jul 15, 2009 11:08 PM
39	Having a local advisor.	Jul 15, 2009 11:59 PM
40	They are a very valuable service for the community of Waikato	Jul 16, 2009 9:19 PM
41	The way they help to connect the community together	Jul 16, 2009 9:19 PM
42	understands the non-government community sector	Jul 16, 2009 9:26 PM
43	Lots of communication	Jul 16, 2009 11:10 PM
44	The knowledge of staff.	Jul 17, 2009 12:30 AM
45	The depth of knowledge and support	Jul 17, 2009 12:55 AM
46	CW continues to model best practice. Guidance provided by Community advisors and through the Kumara Vine publication, has been utilized when considering and reviewing the policies and procedures of our organization. The evaluative report about remuneration that they undertook was useful; and the establishment of the ICT group across the region was a successful and worthwhile initiative.	Jul 23, 2009 2:27 AM
47	Being able to contact the orgnaisation for help and assistance has been really useful. The options for connection, information and training is great. It is just good to know where we can go for assistance when needed. We asked for help with facilitating an event and got fantastic support. Unfortunately it had to be cancelled at the last minute due to a tangi, but the support offered was really appreciated.	Jul 23, 2009 3:14 AM










5. What could be done differently or improved to make Community Waikato even better?		
		Response Count
		37
	<i>answered question</i>	37
	<i>skipped question</i>	25

Response Text		
1	More communication with services to see what they want.	Jul 12, 2009 10:30 PM
2	A better venue for workshops. I attended one last year that had too many participants for the venue. It became very uncomfortable and I left half way through.	Jul 12, 2009 10:37 PM
3	More funding	Jul 12, 2009 10:38 PM
4	They need to have independant funding	Jul 12, 2009 10:38 PM
5	Unsure	Jul 12, 2009 10:39 PM
6	More public awareness of what they offer - get their presence out there.	Jul 12, 2009 10:43 PM
7	More staff and funding for them.	Jul 12, 2009 10:44 PM
8	Better followup	Jul 12, 2009 10:53 PM
9	Sorry, I don't have anything to suggest here	Jul 12, 2009 10:57 PM
10	staff always available and able to offer support when needed	Jul 12, 2009 11:02 PM
11	Not be so Hamilton focussed	Jul 12, 2009 11:05 PM
12	Difficult to answer as I do not have a clear idea of its mission/purpose. I used to think it was to help and support community groups but there is far more eaccessible and stronger expertise available elsewhere. I think it may have reached its use by date.	Jul 12, 2009 11:25 PM
13	For us it would be good to have similar in the greater Wellington area	Jul 12, 2009 11:49 PM
14	N/A	Jul 13, 2009 12:18 AM
15	Maybe provide more funding, to enable them to expand their services, employ more staff and reach out to more community organisations.	Jul 13, 2009 12:21 AM
16	Free parking Another advisor to ease workload	Jul 13, 2009 1:10 AM
17	More fieldworkers	Jul 13, 2009 1:20 AM
18	Can't think of anything specific at this point. Just to keep up the great work!	Jul 13, 2009 2:02 AM
19	Better publicity? Community Waikato has some very useful services and/or resources to provide to the community. Getting your name out there a little better so that people are aware of this resource is key.	Jul 13, 2009 3:19 AM
20	one gap seems to be a voice on behalf of clients - CW could perhaps collect info to present to government re client concerns - at the moment the whole machine seems designed for the benfit of the machine!?	Jul 13, 2009 3:22 AM
21	More community advisors! It is getting difficult now to make an appointment to see them. I'd like to see a new network for Governance. More "fact sheet" style info on their website might save some phone calls to them.	Jul 13, 2009 3:45 AM
22	Nothing that comes to mind	Jul 13, 2009 9:13 PM
23	Don't know	Jul 13, 2009 9:58 PM
24	Give me more hours in the day to be able to fit in some of your training sessions	Jul 13, 2009 10:06 PM
25	A local outpost or regular clinic in rural areas	Jul 13, 2009 10:52 PM



Response Text		
26	Can't think of anything	Jul 13, 2009 11:13 PM
27	more involvement of local agencies in planning workload	Jul 14, 2009 12:50 AM
28	Keep up the good work	Jul 14, 2009 4:03 AM
29	I can't think of anything	Jul 15, 2009 12:01 AM
30	N/A	Jul 15, 2009 11:59 PM
31	None	Jul 16, 2009 9:19 PM
32	not sure	Jul 16, 2009 9:19 PM
33	some forums i.e. Managers and Maori Disability do not seem to run very regularly	Jul 16, 2009 9:26 PM
34	Better communication about range of services available. Also for them to become more of a hub for all community services - encourage greater levels of community involvement.	Jul 17, 2009 12:30 AM
35	perhaps more staff to go round	Jul 17, 2009 12:55 AM
36	Continuation of the youth network is desirable. More stuff around Treaty of Waitangi responsibilities for mainstream organizations.	Jul 23, 2009 2:27 AM
37	Having someone meet with organisations to explain what help can be offered or how connection with local orgs could be made - (in a perfect world with lots of resource to allow CW time to do this of course!!)	Jul 23, 2009 3:14 AM



Any comments?		
3	Questions ar so loaded as to be meaningless. I simply do not know what they believe, or what their values or beliefs are. They tell me whatthey are but I do not know if there is a gulf between what they say and what they do. What does 'by the sector for the sector mean' in this context, I do not know if they are collaborative as I know little about how they work, and how can I possibly know if they conduct themselves professionally at all times, and I would like to see a definition of a treaty based approach.	Jul 13, 2009 1:33 AM
4	The whole CW team really do seem to "walk the talk"	Jul 13, 2009 2:04 AM
5	They definitely walk their own talk! I've seen all these statements depicted on their wall chart and they demonstrate them credibly	Jul 13, 2009 3:46 AM
6	Its all good	Jul 13, 2009 9:59 PM
7	need to be directly involved to answer some of these questions sorry	Jul 13, 2009 10:09 PM
8	good local support	Jul 14, 2009 12:51 AM
9	Great again!	Jul 16, 2009 12:00 AM
10	I have only just started to connect with Community Waikato, so only have a short time of experience with them	Jul 16, 2009 9:22 PM
11	they are just so good	Jul 17, 2009 12:56 AM
12	We haven't had heaps of contact to be able to answer this properly	Jul 23, 2009 3:15 AM

7. Where is your organisation based?			
		Response Percent	Response Count
Hamilton City		58.2%	32
Hauraki		0.0%	0
Matamata/Piako		7.3%	4
Otorohanga		0.0%	0
Ruapehu		3.6%	2
Thames/Coromandel		12.7%	7
South Waikato		5.5%	3
Waikato District		3.6%	2
Waipa District		1.8%	1
Waitomo District		1.8%	1
Other (please specify)		5.5%	3
		<b>answered question</b>	<b>55</b>
		<b>skipped question</b>	<b>7</b>

Other (please specify)		
1	also Hauraki based	Jul 12, 2009 10:39 PM
2	Lower Hutt with district advisor in Hamilton	Jul 12, 2009 11:51 PM
3	Hamilton but ideally we should operate throughout the Waikato (lack of resource)	Jul 13, 2009 3:48 AM

11. Does your organisation PRIMARILY serve Pacific Islanders, refugees, migrants or a specific ethnic community?			Response Percent	Response Count
Yes			12.7%	7
No			87.3%	48
Any comments?				7
<i>answered question</i>				55
<i>skipped question</i>				7

Any comments?		
1	We serve anyone who seeks our assistance	Jul 12, 2009 10:40 PM
2	Disability	Jul 12, 2009 10:46 PM
3	we serve all members of our community	Jul 12, 2009 11:04 PM
4	We serve to whole community	Jul 13, 2009 12:22 AM
5	Not primarily, but xx serves a large number of Maori and tangata whaiora	Jul 13, 2009 2:07 AM
6	We focus mainly on those social groups in most need	Jul 13, 2009 3:21 AM
7	We serve a multicultural community.	Jul 13, 2009 9:59 PM

## Appendix 11: Checklist of Performance against ‘promising practices’

*This appendix provides a preliminary assessment by the independent evaluators of Community Waikato’s current performance against the ‘promising practices’ identified in a major review of capacity building organisations in the United States (Connolly & York, 2003:78-79).*

Overall Promising Practices	Community Waikato’s Performance
Taking a ‘holistic’ approach to all capacity building engagements	<ul style="list-style-type: none"> <li>This approach is emphasised in <i>Community Waikato’s</i> philosophy; strong evidence from surveys and focus group that <i>Community Waikato</i> ‘walks its talk’</li> </ul>
Beginning any engagement by assessing organisational readiness	<ul style="list-style-type: none"> <li>This appears to be the approach usually taken, though more so for advisory service than other less intensive engagements</li> </ul>
Determining not only if the organisation is ready, but also the most appropriate <i>level of service</i> that best addresses the organisation’s underlying challenges	<ul style="list-style-type: none"> <li>This appears to be the approach usually taken, though more so for advisory service than other less intensive engagements – where there is attention especially to underlying challenges (as well as presenting requests)</li> </ul>
Engaging with real ‘change agents’ within an organisation	<ul style="list-style-type: none"> <li>There is good attention to engaging leadership of the organisation where-ever possible, especially for advisory service; one interviewee, for example, remarked this was the first time board members &amp; staff were engaged together in a strategic planning</li> </ul>
Beginning with an understanding of the leadership and capacity building challenges of sector organisations	<ul style="list-style-type: none"> <li><i>Community Waikato</i> demonstrates an excellent understanding of the particular challenges and strengths of the sector, and it has drawn well on its years of operation to learn its own lessons on how sector organisations and capacity building most effectively works</li> </ul>
Assessing and accommodating the unique organisational culture	<ul style="list-style-type: none"> <li>There appears to be very good attention to organizational culture, and evidence of a flexible and responsive approach</li> </ul>
Creating incentives for following through on capacity building activities once the capacity builder leaves	<ul style="list-style-type: none"> <li>Support is provided for following through on activities, and retrospective feedback obtained in this review indicated a high level of application and continuing benefit; in addition organisations readily come back for further assistance (an average of just under 3 ‘work streams’ of assistance per organization in a year)</li> </ul>
Promising Practices for Consulting (advisory service)	Community Waikato’s Performance
Engage all key organisational stakeholders in defining issues to be addressed through the intervention	<ul style="list-style-type: none"> <li>There is good attention to engaging people across the organisation where-ever possible; one interviewee, for example, remarked this was the first time board members &amp; staff were engaged together in a strategic planning</li> </ul>

Implement a clear contracting process	<ul style="list-style-type: none"> <li>Expectations are explicitly discussed and agreed. <i>Community Waikato</i> is not reluctant to explain its values and approach</li> </ul>
Establish clear criteria for assessing the success of the engagement and mechanisms for soliciting client feedback during the engagement	<ul style="list-style-type: none"> <li>A number of different methods for reporting and obtaining feedback have been trialed; this is still being explored. Most recent efforts include a non-advisor calling back after some time has elapsed to solicit structured feedback</li> </ul>
Reach consensus on confidentiality issues	<ul style="list-style-type: none"> <li>There were no concerns expressed about confidentiality issues in any of the feedback obtained for this review</li> </ul>
Provide staff with skills that will help them sustain the capacity building efforts when the engagement ends	<ul style="list-style-type: none"> <li>Attention is paid to transferring skills to organisations – and feedback from interviews and the focus group suggests this occurs successfully; there is a high level of ownership of new initiatives reported by the organisations</li> </ul>
Engage in ambitious, yet realistic, projects that have a high probability of success	<ul style="list-style-type: none"> <li>Feedback from survey, interviews and focus groups suggest a high level of success with assistance provided; but these are also highly significant gains reported by the organisations involved (so not just ‘easy pickings’)</li> </ul>
Use high quality consultants (and maintain quality control of them)	<ul style="list-style-type: none"> <li>Extremely positive feedback about the quality of advisors (and all staff); new comprehensive staff appraisal system introduced, and detailed accountability reporting on ‘work streams’ (bi-monthly)</li> </ul>
Ensure that consultants reflect the community and organisations they serve	<ul style="list-style-type: none"> <li>Reasonably diverse workforce, with Māori staff well represented</li> </ul>
<b>Promising Practices for Training</b>	<b><i>Community Waikato’s Performance</i></b>
Ensure that change agents attend the training (such as by requiring a board chair and CEO to attend together)	<ul style="list-style-type: none"> <li>Suggestions are provided as to participants who will most benefit from a particular training workshop, but strict criteria not enforced</li> </ul>
Hire leaders and facilitators with extensive capacity building experience	<ul style="list-style-type: none"> <li>Attention is paid to using good quality trainers, usually with adult education experience and good knowledge of the sector. Participant feedback regularly collected and assessed for re-engaging trainers, and suggests trainers are generally of a high quality</li> </ul>
Develop a formal curriculum and associated handouts, resources and tools to help participants apply principles being taught	<ul style="list-style-type: none"> <li>Most workshops have a structured learning curriculum; and handouts and resources are encouraged</li> </ul>
Provide training on more than a ‘one time’ basis	<ul style="list-style-type: none"> <li>Some ‘stair-casing’ of training considered (ie more advanced levels to follow introductory workshop); for example, training on specific IT subjects (identified by participants) followed a general IT training. An overall training plan and calendar is developed - but otherwise each workshop is usually developed and marketed as a one-off event</li> </ul>

Incorporate adult learning principles into the training	<ul style="list-style-type: none"> <li>Attention is paid to using good quality trainers, usually with adult education experience and good knowledge of the sector. Value is placed on participatory methods and approaches that recognise 'the wisdom in the room'</li> </ul>
Customise training to meet the needs of the audience	<ul style="list-style-type: none"> <li>Some attention to customising workshops for particular audiences; some customized 'in house' training provided for organisations – for example, governance training</li> </ul>
Allow time for general peer sharing and networking	<ul style="list-style-type: none"> <li>Interaction and horizontal learning is encouraged. In addition <i>Community Waikato</i> deliberately offers lunches as a part of workshops to maximize informal networking opportunities during breaks</li> </ul>
Provide team-based and organization-wide training where possible	<ul style="list-style-type: none"> <li>Some customized 'in house' training provided for organisations – for example, governance training</li> </ul>
Offer follow-up engagements and opportunities for participants	<ul style="list-style-type: none"> <li>Limited follow-up engagements offered following training</li> </ul>
<b>Promising Practices for Peer Exchanges (peer networks)</b>	<b><i>Community Waikato's Performance</i></b>
Plan and facilitate 'round table' discussions, 'case study groups', and or 'learning circles'	<ul style="list-style-type: none"> <li>While there is an emphasis on mutual support and information sharing (and some collaborative project work), there are some round table discussions on issues of concern; however there is room for more emphasis on more structured peer learning (eg learning circles, case studies etc)</li> </ul>
Ensure that experienced facilitators do the planning and implementation	<ul style="list-style-type: none"> <li>Generally peer networks are facilitated by <i>Community Waikato</i> staff; feedback for this review indicates high quality facilitation skills</li> </ul>
Engage the same group of similarly motivated individuals, with the same facilitator, on an ongoing basis and asking participants to assess the process	<ul style="list-style-type: none"> <li>Most groups are on-going (unless demand indicates need for the network no longer exists); only limited informal evaluation has occurred to date</li> </ul>
Provide time for informal sharing and networking	<ul style="list-style-type: none"> <li>Time for informal sharing and networking is an essential part of most networks</li> </ul>
<b>Promising Practices for Referral (information)</b>	<b><i>Community Waikato's Performance</i></b>
Make referrals to workshops, seminars or trainings that the [capacity builder] does not itself provide	<ul style="list-style-type: none"> <li>Referrals are made to other people and organisations, especially when help is not available from <i>Community Waikato</i> or there may be a wait for assistance; efforts have been made to collaborate with other capacity builders in the region (convening a capacity builders' hub), and coordinate resources such as a training calendar</li> </ul>
Direct clients to relevant websites, research	<ul style="list-style-type: none"> <li>Referral is also made to various resources available from a range of organisations (some of the most popular of which</li> </ul>

publications, and consultants	are held in stock by <i>Community Waikato</i> . <i>Community Waikato</i> is also currently involved in a resource development project that will ultimately make shared resources available to the public
Follow up with non-profits that have received a referral to determine if they received the assistance they needed	<ul style="list-style-type: none"> <li>It is not clear if much formal follow up occurs at present</li> </ul>
<b>Promising Practices for Research</b>	<b><i>Community Waikato's Performance</i></b>
Focus specifically on understanding the relationship between different capacity building engagements and outcomes at various levels	<ul style="list-style-type: none"> <li><i>Community Waikato</i> is very interested in monitoring and reviewing the effectiveness of its work. At the macro-level, it can identify 'lessons learnt' over the life of the organisation and is curious to learn more. It is also constantly adjusting the way it delivers programmes at the meso- and micro-level as a result of feedback and reflection (eg best ways to reach rural organisations)</li> </ul>
Engage and collaborate with highly experienced and respected researchers in the field	<ul style="list-style-type: none"> <li>It is interested in further exploring its links with some researchers and tertiary institutions</li> </ul>
Take steps to avoid duplication of research agendas	<ul style="list-style-type: none"> <li>Not an issue, but collaborates closely with other capacity builders nationally, and has convened a group to promote collaboration and learning among these organisations</li> </ul>
Develop practical applications that can improve capacity building interventions	<ul style="list-style-type: none"> <li>It regularly seeks feedback and promotes a learning culture in how it works. It also undertakes its own needs assessment and evaluative research to answer questions of concern in how it operates (eg training needs survey, IT needs survey, etc)</li> </ul>
Disseminate findings field-wide	<ul style="list-style-type: none"> <li>It generally feeds back well to the sector through its regular communications</li> </ul>

## Appendix 12: Concordance with RBA framework

*This appendix outlines how the data collected, and the EvaluLead model used as a framework, for this Review relates to the Results Based Accountability (RBA) framework. As the two frameworks share many assumptions and concepts in common, it is a relatively straightforward process to translate findings from one framework to the other.*

The *EvaluLead* model (Grove, Kibble & Has, 2005) used as the basis for this Review was designed especially for evaluating leadership development or capacity building programmes. It shares a lot in common with the *Results Based Accountability* (RBA) framework (Friedman, 2005), only applies that in the specific context of leadership development or capacity building programmes.

In the first instance the *EvaluLead* model acknowledges three results or outcome levels from such programmes – individual outcomes, organisational outcomes and sector or community-wide outcomes. RBA can be applied to both ‘population’ accountability and ‘performance’ accountability. Population accountability refers to responsibility for ‘community-wide’ outcomes for a whole population, while performance accountability refers to responsibility for the outcomes of a particular programme or organisation (and would include both ‘individual’ and ‘organisational’ outcomes, in *EvaluLead*’s terms):

*"This means that all programme and agency managers have two kinds of responsibility. They have a programme management responsibility to produce the best possible performance for the services they administer. And they have a community leadership responsibility to bring together the necessary partners to make progress at the population level.*

*If success at the population level depends on partnerships, then it is unfair to hold any single agency responsible for community conditions. Managers put in this position will be rightly fearful of criticism about conditions that they cannot possibly remedy by themselves. This kind of unfair responsibility causes managers to be defensive, closed and narrowly protective of their agencies, precisely the kind of behavior that works against any chance for real progress."* (Friedman, 2005:23)

The focus of this Review is on a single organisation, *Community Waikato*, rather than the total impacts of various agencies on a particular issue or goal. Thus, it mainly focuses on accountability for *programme performance*. However, *Community Waikato* has an important and explicit ‘community leadership’ role to which it contributes. This is reflected in the ‘sector development’ projects referred to elsewhere in this report. They are listed below at the end of this section.

### Programme performance accountability

For programmes and organisations, Friedman (2005:12) suggests a process of self reflection for any leader concerned about the quality of their service, within which he locates the accountability framework:

Step 1: Who are our customers?

Step 2: How do we measure if our customers are better off?

Step 3: How can we measure if we’re delivering services well?



Step 4: How are we doing on the most important measures?

Step 5: Who are the partners that have a role to play in doing better?

Step 6: What works to do better, including no-cost or low cost ideas?

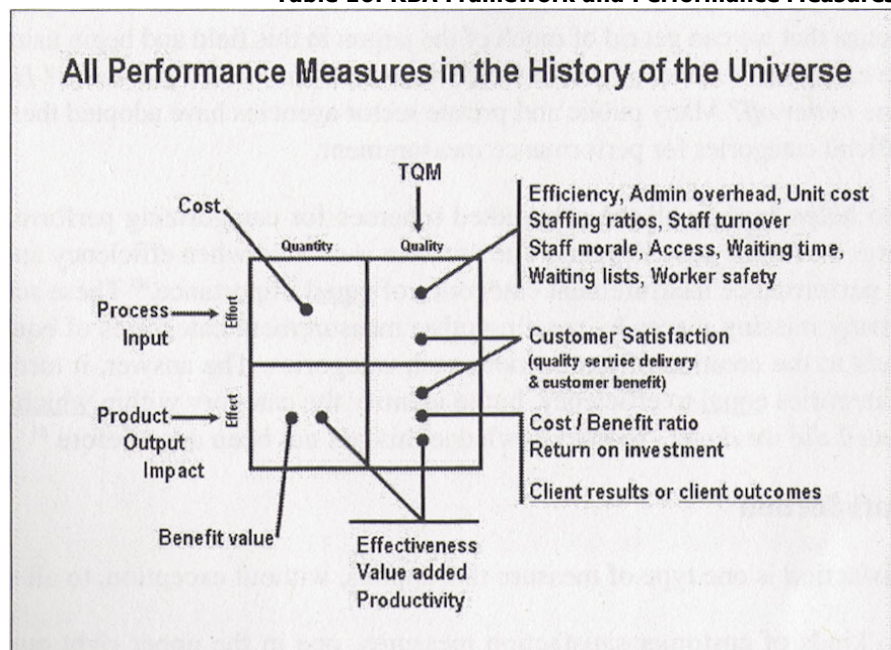
Step 7: What do we propose to do?

*"By using common sense measures, we can be honest with ourselves about whether or not we're making progress. If we work hard and the numbers don't change, then something more or different is needed. We rarely have all the data we need at the beginning, but we can start with the best data we have, and get better data."* (Friedman, 2005:12)

Friedman (2005) argues for a *change agent* model of measuring and reporting on performance accountability rather than a conventional 'industrial model':

*"[W]hen industrial model thinking is applied to change agent services... the number of clients served is treated [as] an output or product of the service, 'We have assembled workers (input); and we are in the business of processing un-served clients (another input) into served clients (output).' This odd application of industrial performance concepts captures much of what is wrong with the way we think about service performance today. In the change agent model, the 'number of clients served' is not an end product. Serving clients is a means to a change in customer or social conditions, the true end or purpose of the work."* (Friedman (2005:66)

**Table 16: RBA Framework and Performance Measures**



(Friedman, 2005:73)

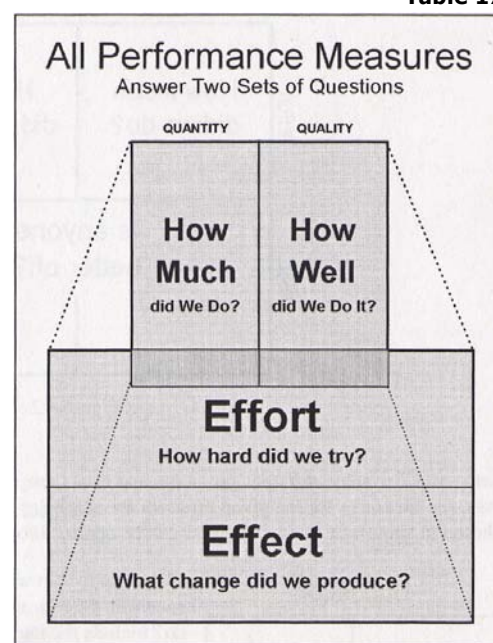
As illustrated in the above diagram, Friedman (2005:67) suggests that "all performance measures that have ever existed for any program in the history of the universe can be derived from thinking about quantity and quality of effort and effect. The distinction between quantity and quality is familiar: how much we did versus how well we did it... The distinction between effort and effect is



simply the difference between how hard we tried and whether we made a difference in the lives of our customers.” Readers will note that a range of these different performance measures have been reported in this Review.

When these two different dimensions (quantity/quality and effort/effect) are combined, a two-by-two grid results (Table 18 at right), which Friedman suggests leads to three universal performance questions:

- How much did we do? (*Quantity of effort*),
- How well did we do? (*Quality of effort*), and
- What change did we produce? Is anyone better off? (*Quantity and quality of effect*).



(Friedman, 2005:67)

In this Review and in the proposed ongoing monitoring and reporting system:

- How much did we do? (*Quantity of effort*) is outlined in *Section 3: Effort – What does Community Waikato do?*

This describes the types of different services (or programmes) operated by *Community Waikato* and provides measures of effort for each of the main activities, as summarised in Table 3. Generally this level of activity would be monitored in the quantitative ‘gathering facts’ for Episodic Results (in *EvaluLead* terminology) – that is the first column in the Results Map in *Section 10: Ongoing Monitoring and Reporting*.

- How well did we do? (*Quality of effort*) is outlined in *Section 4: Effort – Who is reached?*, *Section 5: How well does Community Waikato operate?*, and *Section 6: Responsiveness to Māori*.

These sections describe how well *Community Waikato* is able to reach and engage its target group (including particular priority organizations within the wider target group, and with special reference to responsiveness to Māori), and how well *Community Waikato* operates in practice in line with the nine principles and values it has set for its own way of working (‘walking the talk’), and in line with ‘good practice’ principles identified for effective capacity building from the international literature. Generally these quality indicators would be monitored in the qualitative ‘gathering opinions’ for Episodic Results, and aspects of the

‘tracking markers’ and compiling stories’ (in *EvaluLead* terminology) – that is, the second and aspects of the third and fourth columns in the Results Map in *Section 10: Ongoing Monitoring and Reporting*.

- Is anyone better off? (*Quantity and quality of effect*) is outlined in *Section 7: Effect – What difference does Community Waikato make?*

This describes estimates of how many organisations served by *Community Waikato* report as better off, and provides some quantitative and qualitative examples of impacts on individuals, organizations and the sector or wider community. It considers these impacts across episodic changes, developmental changes and transformative changes, where possible. Generally these results or impacts would be monitored in aspects of the ‘tracking markers’ and compiling stories’, and especially in the ‘collecting indicators’ and ‘encouraging reflection’(in *EvaluLead* terminology) – that is, aspects of the third and fourth columns, and especially the fifth and sixth columns in the Results Map in *Section 10: Ongoing Monitoring and Reporting*.

#### Community leadership accountability

*Community Waikato* also made significant contributions to three identifiable national sector development projects during the year (two of which it took a leadership role), and to seven identifiable regional sector development projects. It has also made numerous contributions to other sector development activities, in which it did not have a lead role.

##### \* *Convene National Capacity Strengtheners Network*

*Purpose:* Sharing of ideas, good practice, information, resource development, peer support and collective advocacy to strengthen capacity practice.

*Partners:* Community Waitakere, Federation of Voluntary Welfare Organisations, Keystone Taranaki, North Shore Community and Social Services. Unitec NZ

*Performance:* All potential participants have expressed strong interest in the network, initial and second meetings convened, agreement to work on development of shared resources, and meeting with Charities Commission to discuss information sharing and their education role.

##### \* *Co-sponsor Workplace Wellbeing Project*

*Purpose:* Promote and support good-faith based, productive employment relations in the tangata whenua, community and voluntary sector.

*Partners:* NZ Council of Social Services, NZ Federation of Voluntary Welfare Organisations, Service and Food Workers Union Nga Ringa Tota, with Australia & New Zealand Third Sector Research, Department of Labour Mediation Service, Department of Labour Pay & Employment Equity Unit, He Oranga Pounamu, Public Service Association Te Pūkenga Here

Tikanga Mahi, Strategic Pay HR Consultants, UNISON (UK), Unitec NZ, University of NSW Industrial Relations Centre.

*Performance:* Since 2007, the Project has

- compiled *ManaMahi* a series of guides and resources on employment relations issues for sector organisations (containing 17 best practice guides and 6 resource booklets relating to a wide range of employment relations issues), 800 distributed to date and web-based version available;
- delivered 28 full-day “Working for Effective Employment Relationships” workshops to around 450 sector managers and committee members, plus other presentations (eg Unitec NZ students, Literacy Aotearoa Hui a Tau, ANZTSR Conference, etc);
- commenced a research project to investigate development of a ‘community of practice’ for the *Spotlight Skills Identification Tool* for the sector;
- commenced (with He Oranga Pounamu) research and piloting the development of a workshop programme tailored for delivery within kaupapa Māori framework;

(See also *Pilot Multi Employer Collective Agreement with Community Houses*)

*\* Contribute to Graduate Diploma in Not for Profit Management Programme Review*

*Purpose:* Ensure accountability and continuing relevance of the Graduate Diploma in Not for Profit Management (currently 292 students enrolled – mostly managers and leaders in non-profit organisations).

*Partners:* Unitec NZ.

*Performance:* The Review reported to the Academic Board of Unitec NZ and the Tertiary Education Commission on the programme, to enable its development and continued funding. The *Community Waikato* representative served as the sole ‘industry’ (sector) viewpoint into the Review process, ensuring responsiveness and a voice for the sector into future programme development.

*\* Sponsor Community Technology Centre*

*Purpose:* Enable tangata whenua, community and voluntary organisations (including arts, sport and environmental organisations) across the region to be adequately supported in their IT development, training and advocacy

*Partners:* Waikato 2020 Communications Trust, Anglican Action, Methodist City Action

*Performance:* Feasibility study and business plan for centre completed and funders approached. Follow-up survey completed in May 2009 to ascertain levels of interest in using the services. New charitable company established. Manager about to be recruited.

*\* Pilot Multi Employer Collective Agreement with Community Houses*

*Purpose:* Pilot a Multi Employer Collective Agreement (MECA) to assist in developing common pay and conditions across four pilot organisations, and develop a practical model to support sector employers more widely to work together with unions to develop common standards and conditions, which in turn can help deliver uniformly high quality services.

*Partners:* Four Community Houses, Service and Food Workers Union Nga Ringa Tota, Workplace Wellbeing Project.

*Performance:* Parties engaged, first workshop held and drafting of MECA commenced.

*\* Collaborate in 'E-Engage Your Community' Conference*

*Purpose:* Increase awareness of tangata whenua, community and voluntary organisations of the possibilities of on-line technologies, and to experience it first-hand.

*Partners:* Waikato 2020 Communications Trust, University of Waikato (Lead agencies)

*Performance:* Successful conference attended by 145 participants and 10 presenters, generating great enthusiasm and demand for follow up training. Other regions requesting the model of this conference to go to their areas.

*\* Support Marae Accessibility Project*

*Purpose:* Increase awareness of health and disability issues that whānau face when participating at marae, and provide marae with capacity development support to ensure accessibility for people with disabilities.

*Partners:* Members of Te Roopu Tiaki Hunga Hauā Maori Disability Network, Tainui Raupatu Lands Trust.

*Performance:* Project plan completed – awaiting partners with energy to drive the project implementation.

*\* Lead Waikato Supervision Project*

*Purpose:* Raise awareness of the value of supervision for staff working in social services in tangata whenua, community and voluntary organisations.

*Partners:* Department of Internal Affairs, Unitec NZ, Wintec.

*Performance:* Commenced research on current use and views on the provision of external supervision in the sector.

*\* Contribute to Social Well-being Strategy*

*Purpose:* Lead the collaborative development of social wellbeing in Hamilton.

*Partners:* Child Youth and Family, Family and Community Services, Hamilton City Council, Housing NZ, Ministry of Social Development, Ministry of Youth Development, Te Puni Kōkiri, Te Runanga o Kirikiriroa, Waikato Police

*Performance:* Represented tangata whenua, community and voluntary sector perspectives in the development of the Social Well-being Strategy, to help increase recognition of the role of the sector by Hamilton City Council and the Social Well-being Strategy Leadership Group, and provide a voice for the community in the development of the Strategy.

*\* Contribute to Hamilton Jobs Summit*

*Purpose:* Explore local responses to employment creation and protection, and collaboration between business, government and community.

*Partners:* Hamilton Business Development Centre.

*Performance:* Contributed tangata whenua, community and voluntary sector perspective, and experience of collaborative ways of working and lateral thinking of sector through written and oral submissions. Participants' awareness raised of our sector's economic and social contribution, and the importance of all sectors working together for economic and social wellbeing.

The overall impact of this wider sector development and leadership role is described under "Sector and Community Wide Outcomes" (in *Section 7: Effect – What Difference does Community Waikato Make?* and in *Section 10: Ongoing Monitoring and Reporting*). In addition to the national and regional sector development projects listed above, these outcomes are also linked to activities of: information and advocacy forums, policy submissions and lobbying, local collaborations, and the cumulative impact of all *Community Waikato's* capacity building work at an individual and organisational level.