

# Community-Led Development Programme

Summary of Evaluation  
Findings

May 2022



**Te Tari Taiwhenua**  
**Internal Affairs**



## **Thank You**

The final report (in two volumes) of Dovetail's evaluation of the Community-Led Development Programme (CLDP) was authored by Adrian Field, Aneta Cram, Emily Garden, Michele Hollis, Kate McKegg, Michelle Moss, Bonnie Scarth, Kellie Spee, Nan Wehipeihana, Louise Were, and Adela Wypych.

We extend our grateful thanks to everyone who participated in this evaluation, from communities across Aotearoa, within Hāpai Hapori and other organisations. We especially thank you for participating with such openness and warmth despite the pressures and uncertainty of the Covid-19 pandemic.

Ngā mihi nui ki a koutou.

We would also like to acknowledge the passing of Wiki Mulholland and Anna Frost, who were widely respected and loved community advisors within Hāpai Hapori.

Ehara tāku toa i te toa takitahi, engari he toa takitini.  
My strength is not as an individual, but as a collective.

## **More information**

Full reports available at:  
<https://www.dia.govt.nz/Resource-material-Our-Policy-Advice-Areas-Community-led-Development>

For further enquiries email: [community.matters@dia.govt.nz](mailto:community.matters@dia.govt.nz)

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## In a nutshell

The Community-Led Development Programme (CLDP) is a multi-faceted programme and philosophy that seeks connection and positive change from the starting point of communities' own aspirations.

The CLDP is making a positive contribution to the well-being of participating communities, and supporting them towards a more confident future.

In particular, the CLDP is:

- acting as a catalyst or springboard for change,
- strengthening community capacity,
- building connection with other areas of funding, and
- bridging disconnected communities.

Relationships and whakawhanaungatanga are at the heart of successful projects, along with support tailored for each community.

The communities that have been most successful at delivering positive outcomes are those that have established a common foundation from the outset and been partnered with or led by mana whenua.

Key enablers of change are:

- community plans,
- socialising community-led development within communities,
- local CLDP coordinators/facilitators working alongside Hāpai Hapori community advisors,
- mana whenua partnerships, and
- the five-year funding envelope, which recognises that building trust and self-determination takes time.

CLDP is a constantly evolving initiative and an ongoing learning process. Not all communities develop at the same pace.

Challenges that have occurred in the programme include:

- mismatches between advisors and communities,
- tensions over governance and fundholding,
- community readiness for the programme,
- partnering with mana whenua, and
- other stakeholder relations, notably with local authorities.

The full evaluation report recommends a host of ways to strengthen the operation and long-term impact of the CLDP. Our top four recommendations to Hāpai Hapori are set out below and the full set of recommendations included at the end of this summary.

1. Expand the pool of resources for community partners to use
2. Strengthen Te Tiriti responsiveness in the CLDP
3. Review the fundholding system
4. Strengthen support and resources for community advisors

## About this report

This report summarises a comprehensive evaluation of the Community-Led Development Programme (CLDP).

The evaluation was undertaken by Dovetail, an independent evaluation consultancy, in partnership with the Kinnect Group of evaluators.

The evaluation was commissioned by Hāpai Hapori, the Community Operations business group with the Department of Internal Affairs Te Tari Taiwhenua (DIA). Hāpai Hapori delivers the CLDP on behalf of the Minister of the Community and Voluntary Sector. Funding for this evaluation was made available by the Minister.

The evaluation team examined the contribution of CLDP to all 18 communities that were part of the programme in April 2021. Communities entering CLDP after April 2021 were outside the scope of the evaluation.

In this summary, we pick out the most important overview findings from Part 1 of the full evaluation report. We illustrate the main points with just a few comments from the evaluation interviews. To find out how CLDP is working in each participating community, we encourage readers to consult Part 2 of the full report – each case study provides a rich, nuanced picture of local people striving to effect change.

## Evidence used in the evaluation

The evaluation is informed by wide-ranging interviews with community partners and community advisors in each CLDP project, Hāpai Hapori leadership, and external stakeholders. These were supplemented by document analysis of the CLDP and participating communities.

### Stakeholder interviews

78 wide-ranging interviews with key stakeholders, comprising:

2 external stakeholders

6 Hāpai Hapori leaders  
17 community advisors/staff

53 community partners  
from 18 CLDP communities

### Document analysis

15 national-level documents reviewed dated 2016-21, comprising:

meeting minutes  
operational framework manual  
internal guides  
advisor survey results  
assessment guides  
monitoring, learning and evaluation frameworks  
programme operational policy  
RFP assessment guide  
internal memos



## Te Puāwai evaluation framework

In this report, you'll see diagrams showing our rating of aspects of the CLDP.

Using 'Te Puāwai' (flower) framework developed by Kataraina Pipi, we set out a four-level scale where:

- Te Puāwai (the flower) signals excellent delivery across success criteria.
- Te Puanga (the bud) signals relatively strong delivery across success criteria, or on the pathway to excellence.
- Te Pihanga (the shoot) signals that the foundations are in place but there are some areas for improvements; this rating signals at least adequate performance against criteria.
- Te Kākano (the seed) signals that performance in this area is still emerging and requires further work to create the foundations.



The success criteria for each stage were developed in consultation with Hāpai Hapori.

When interpreting these diagrams, please bear in mind:

1. This was an evaluation of how CLDP is currently operating through Hāpai Hapori. We are not assessing or judging participating communities in any way.
2. It is natural to find a spread of results, not least because communities joined the CLDP with different histories and resources, and at different times. We use green ridge plots to depict the spread. A white outline in one box indicates the average result. We encourage readers to pay particular attention to the 'enablers of change' – common factors that we find in most or all of the more successful examples.
3. This evaluation presents a snapshot in time, in a dynamic environment where people involved in the CLDP are constantly learning and adapting. The patterns we see in different communities at the time of interviewing and writing could well shift and change as new opportunities and challenges emerge.



## About the CLDP

The purpose of the CLDP is to support communities of place, interest or attribute, hapū and iwi, to achieve their collective vision using a community-led approach.

### Principles

The CLDP supports communities to identify and achieve their goals and aspirations, drawing on the principles of community-led development. These principles shift the focus from small grants for individual projects and/or organisations to an approach where communities have access to flexible funding that contributes to overall community wellbeing.

The model of community-led development used by Hāpai Hapori is based on work by the Tamarack Institute for Community Engagement, Canada, and Inspiring Communities, Aotearoa. The CLDP principles, as defined by Inspiring Communities, are:

- **Grow from shared local visions:** A recognition that communities understand how to support positive change in their communities.
- **Build from strengths**
- **Work with diverse people and sectors:** Great change comes through collaboration and working across multiple stakeholders.
- **Grow collaborative local leadership**
- **Learn by doing:** Adaptable thinking, beginning with a clear shared plan/goals, working with the resources on-hand, and regularly reflecting and adapting as needed.

### Advisory services

The cornerstone of Hāpai Hapori's role in the CLDP is the provision of intensive advisory services. Community advisors employed by Hāpai Hapori are assigned one or more communities in their region to look after, along with their other work. Community advisors' activities in CLDP include:

- Advising on bids for CLDP funds
- Connecting the community with other funders
- Attending local CLDP governance/leadership meetings
- Acting as a sounding board and mentor for CLDP coordinators
- Assisting with community engagement, especially around the preparation and review of community plans

- Maintaining communication across a community, alerting the CLDP to opportunities for working together
- Trouble-shooting difficult relationships
- Reporting on CLDP activity

### Who is who?

**Community advisor:** employed by the Department of Internal Affairs, they are part of Hāpai Hapori – the department’s community development branch. Advisors often look after more than one CLDP community as part of their workload. Usually more than one advisor is assigned to a community but one takes the lead.

**Relationship manager:** a senior Hāpai Hapori staffer whose role includes keeping in touch with CLDP communities. Will usually visit every three to six months. They mentor and support community advisors in Hāpai Hapori.

**CLDP coordinator:** someone who is either employed or contracted by a community partner to drive activity locally. Typically, they focus on building relationships and supporting volunteers. Sometimes their official job title is ‘facilitator’ or ‘partnership manager’, but we’re calling them all ‘coordinator’ to distinguish them from similarly-named positions within Hāpai Hapori.

### **Funding**

The programme has funding available to support community partners. To date, participating communities have received an average funding amount of \$206,317 per year. This occurs in response to requests for funding, rather than as a direct allocation, so the precise amount and timing of funding varies from community to community.

Community advisors encourage their CLDP communities to seek additional funding elsewhere and routinely connect them with external funders.

To date, most communities have not come to the CLDP as a pre-existing legal entity (e.g., incorporated society or charitable trust). Instead, Hāpai Hapori has required those communities to contract a fundholder, which will manage the money and be the legal employer of any staff. In some cases, the fundholder is a formal member of a broader governance group or leadership team that runs the CLDP locally. In other cases, the fundholder is a neutral third party. Fundholders are paid a fee for their services.

### **Governance**

At the national level within Hāpai Hapori, a funding committee makes allocative decisions on community programme funding, and a governance group makes recommendations on policy and processes.

Local governance/leadership arrangements vary, but typically comprise a diverse group of local residents who are broadly representative of the community. Sometimes community organisations and local marae are represented as a matter of course; other times governance group members are acting in a personal capacity. Members might be voted on, self-nominated, or co-opted. Hāpai Hapori community advisors generally attend local governance meetings in an advisory capacity. Local coordinators paid for by the CLDP are often, but not always, full members of the local governance group.

## CLDP communities

The focus of the CLDP is not to support community groups or agencies with ongoing programmes, service delivery or service development, but rather, new and emerging communities. Nonetheless, communities have been at different levels of readiness when they have entered the programme. There were 18 participating communities as at April 2021. Four more joined in late 2021 but are not shown here because they were not part of the evaluation.



## What value is the CLDP offering participating communities?

I guess the biggest learning is that from this initiative... I guess it created hope, that's the biggest thing. Hope creates opportunities but it just gave us a little hope, just enough to capture and have a little bit of self-belief. (community partner)

### A catalyst or springboard for change

The path to fulfilling a community plan, let alone a shared vision, is rarely straightforward. Yet CLDP presents opportunities that would otherwise only be available in a disparate and unconnected way, especially because it provides multi-year funding for both projects and local coordinators.

The opportunity that CLDP gives communities to build on their strengths, while providing the means for communities to own and address the challenges facing them, was an overriding theme of many interviews.

I think the biggest impact is actually on the community themselves. Not so much infrastructure we've put in, it's the fact that the community now know that they've been listened to and that things have actually happened and they feel empowered. (community partner)

### Strengthening community capacity to advocate for themselves and to be self-determining

When working successfully, the CLDP builds capacity in communities to identify, articulate, and advocate for their needs. Community advisors have a vital role here: to be a critical friend and ally in the decisions and work of communities, while acknowledging the expertise and knowledge that communities have within themselves.

I think the biggest impact has been kind of giving people a sense of enthusiasm and excitement for their community. This has happened through holding events right where people can gather and people can enjoy time together ... it's like that snowball effect ... people have been saying it's great what you guys are doing. (community advisor)

### Building links with other funding and learning opportunities

Community advisors are routinely alerting CLDP communities to funding opportunities, and most are actively introducing them to funders. These activities are central to developing community capacity and potential to be self-sustaining, or at least self-determining, when CLDP funding ends. Some communities are building up a body of experience and confidence in successful fund-raising.

If you had said at the beginning it's gonna cost a million dollars [for a community hub], we would have thought give up, don't even bother. But we're like no, no, we know how this works. You get ones on board and then you go the next one and then you spread widely and [say to] others, hey, we've got this much and just to finish we'll need a contribution from you and you and you, kind of thing. I think we'll be able to do it. (community partner)

Communities highly value opportunities to link with and learn from other CLDP projects. At the same time, community advisors raise the need for greater support and capacity-building in their own roles. Both would benefit from developing communities of practice to extend their capability in working in complex, and at times challenging (yet rewarding), settings.

I think some of the greatest outcomes are just those relationships and just the change of approach from more of that competitiveness [to] more of a 'how can we work together.' (community advisor)

### A bridge between disconnected groups within a community

Relationships and whakawhanaungatanga are at the heart of a successful project, with tailoring of support essential.

In some communities, Pākehā going to the local marae for CLDP meetings represents a break-through. In other examples, we see Pākehā following the lead of mana whenua, learning to respect tikanga, and improving their understanding of Te Tiriti.

There were many that didn't even give a thought for that [Te Tiriti] at all, but I feel it's gone from strength to strength. I've still got a long ways to go but in practice we're starting to see a shift around that. (community partner)

Te Tiriti sits in an uneasy space in CLDP, with expectations of communities to uphold Te Tiriti and engage with mana whenua but widely variable support to achieve this. A review of how Te Tiriti fits in CLDP may be warranted. It is essential, however, to ensure Māori, iwi and hapū participants in CLDP remain well-supported by Hāpai Hapori.

Communities frequently need the buy-in, and sometimes resources, from local councils to get things done on projects, ranging from street beautification to barbecues in a local park, pump tracks to entire spatial plans. Relationships with councils can accelerate or stall momentum in a CLDP. The evaluation recommends Hāpai Hapori pays more attention to supporting communities in their dealings with local government.

## Enabler of change

### Flexible multi-year funding

The five-year funding envelope allows communities to move at their own pace, recognising that building trust and self-determination takes time.

Monthly funding meetings and prompt processing of requests enable responsiveness and allow communities to action projects quickly, without the administrative burden and 'fight for funding' characterised by contestable funds.

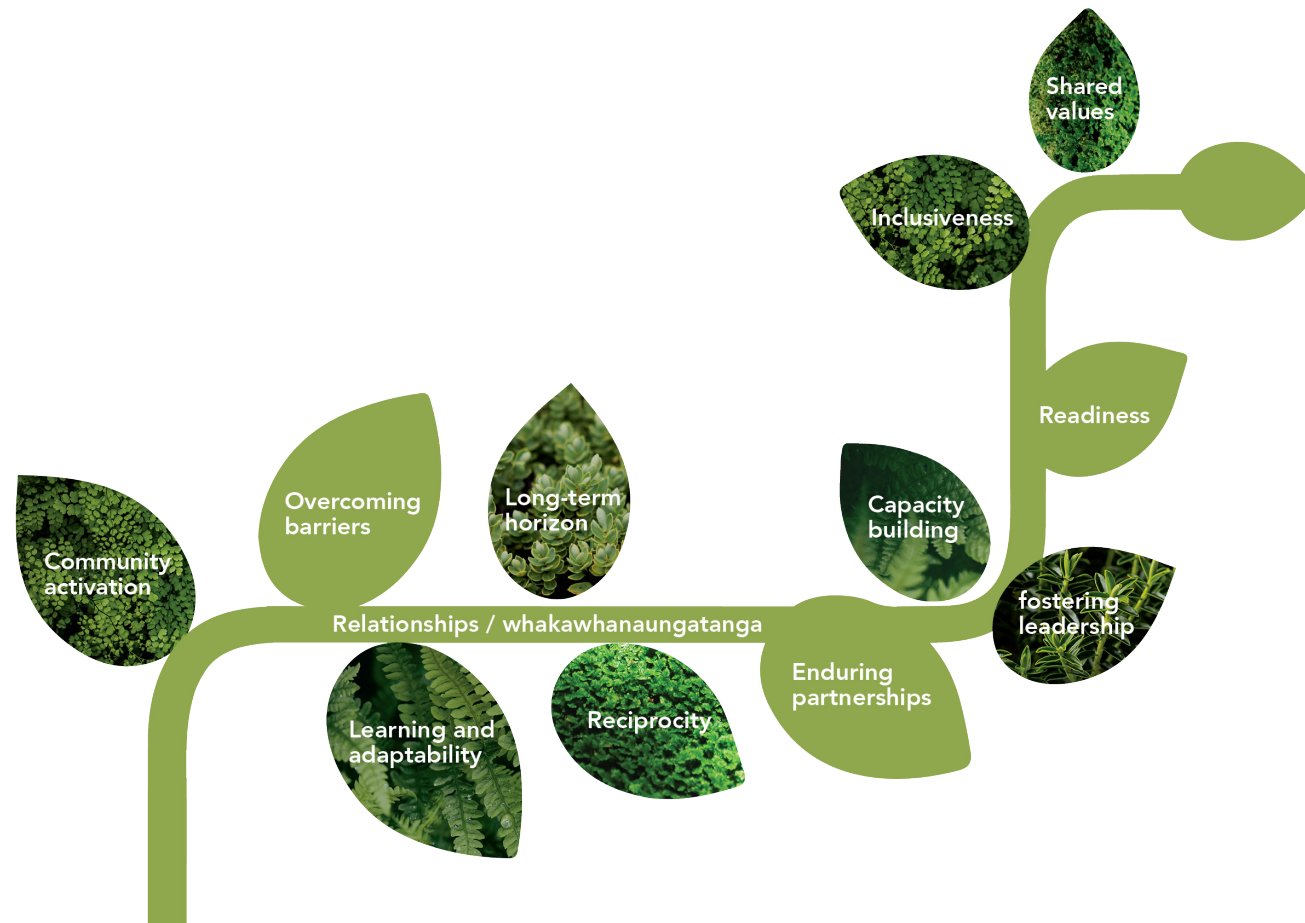
I feel so privileged to be able to work with decent funding where they're not checking every two minutes or constraining what you do or constraining who you do it with, just amazing, I've never come across anything like it, it's very freeing. (community partner)

Funding decisions tend to focus on alignment with community-led development principles, and less on the detail of the application itself, beyond usual due diligence. But the evaluation found inconsistencies and a need for greater transparency. Some community leaders expressed confusion or frustration with funding decisions and their rationale, and did not know how much funding was available or "where our boundaries are."

## CLDP making a difference

The positive outcomes for participating CLDP communities are clear, however progress towards community aspirations varies. Some communities are steadily growing their capacity and are looking confidently beyond the end of the CLDP funding period; others, however, have less certain futures.

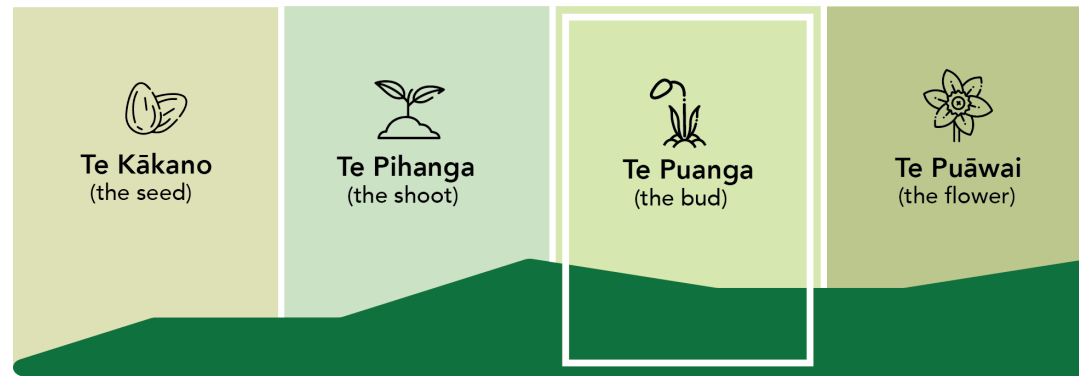
The graphic below indicates the key outcomes identified in the evaluation.





## How and to what extent is the CLDP contributing to community aspirations?

CLDP is an important catalyst for mobilising and connecting communities. All projects have forged community connections and created change to the social, cultural, and physical environments of communities. Throughout the CLDP, we see people weaving connections for change. From small successes, hope and confidence grow.



The green ridge plot in the diagram indicates the distribution of rankings across all projects. In terms of how well the CLDP is contributing to community aspirations, we found a spread between Te Kākano (the seed) and Te Puāwai (the flower).

- Some communities have established comprehensive relationships with local iwi, or are on the pathway to doing so. Others need more support to engage with mana whenua. CLDP contributes to mana whenua aspirations when they are genuine partners.
- Communities are receiving value from the partnership with Hāpai Hapori, and valuable connections between individuals and groups are being fostered. At times, relations with Hāpai Hapori and communities have not been easy, but Hāpai Hapori has sought to address challenges where they have arisen.

- CLDP is fostering many local people to become leaders, and is also tapping into and building from existing leadership. Adaptability is an important leadership attribute in CLDP. Internal dynamics can be a challenge to cohesive leadership, and governance disputes can inhibit the growth of CLD activities and networks. Local leaders are often constrained by other commitments, e.g., family/whānau, work, and hapū/iwi.
- In some communities, governance and/or fundholding challenges have reduced the scale of activity, connection, and change.
- Funding has been a strong enabler of success, but fundholding is a point of tension in many communities and the flexibility of funding is inconsistent. Many communities need more clarity about funding.
- Some communities have forged a range of successes through the programme, and are facing a confident, self-sustaining future. Others are less confident and some projects have a very uncertain future.

## Community Plans

Community Plans varied in form. Not all of them were even named as such. Common features were:

- Express a community's values and aspirations.
- Agree specific projects to be tackled during the term of the CLDP.
- Include some timeframes. For example, it was often helpful to identify some 'quick wins' – relatively straightforward, discrete projects that could be started as soon as possible.
- Regular review to keep the plan relevant and guide the direction of the CLDP. Community Plans must be living documents.

That plan is not fixed in concrete but it's enough to, it's like the map. We can take different ways around on that map but we're clear about the direction we're heading and that's what that's enabled us to do and when we've had a few challenges we've said, "Okay let's go back and have a look at our path plan." And there's like, "Oh yep that's on the path plan."  
(community partner)

Given the five-year funding time limit, communities that had developed a plan before they joined the CLDP generally had a head start in taking full advantage of the programme, but therein lies a bind: many communities need funds to support plan development.

Extensive community engagement to develop a plan is as important as the document itself. In some communities, a paid facilitator and/or the community advisor helped drive this process; others relied entirely on volunteers. Engagement can help socialise the CLD approach, encouraging communities to move beyond a 'project funding' orientation towards a holistic vision for the future. Again, methods varied. They included: hui/public meetings, workshops, online surveys, proactive discussion with existing community groups, and information dissemination at community events.

Working with the principles of CLD, it took some time before many people realised they could become change makers in their home town. It has been important for us to get the message out that we work from ideas/dreams/needs to creation, rather than working from the 'big pot of money' backwards. (community partner)

## How and to what extent does the CLDP reflect partnerships built on trust & guided by the community-led development approach?

Overall, the CLDP has been an effective vehicle for strong relationships to develop and partnerships to evolve. Partnership is a complex term, however, and there are many different ways to interpret it and many factors affect the extent to which it might be enacted, including the balance of power in CLDP. Trust in the CLDP partnership takes time to develop. In the most successful cases, Hāpai Hapori staff demonstrate an understanding of the community contexts and histories, and there is a strong fit between community advisor and the community itself.

The extent to which equity and Te Tiriti feature in community projects varies, and this affects how mana whenua are engaged in community projects. As with other areas of CLDP, the community advisor plays a key role in how this unfolds.

The CLD approach clearly guides the CLDP partnership, but not consistently and could do so to a greater degree. The extent to which the programme is flexible, simple, transparent and based on a shared understanding is variable.



The green ridge plot indicates the distribution of rankings across the 18 projects in terms of whether partnerships are built on trust and guided by the CLD approach.

The clustering of projects around both Te Kākano and Te Puanga/Te Puāwai reflects the following factors:

- In most communities, there are strong partnerships and good working relationships between Hāpai Hapori and communities. Community advisors have developed in-depth understanding of the communities and are working well with communities to leverage the opportunities of CLDP. In these communities, there is strong alignment with the community-led development approach, and they have been able to access and use CLDP funds effectively.
- In some cases, the CLDP is grounded in te ao Māori principles and/or communities have forged constructive mana whenua relationships from the outset. While there is no clear or consistent model of how to give effect to Te Tiriti across the programme, some localised examples signal how this could occur.
- However, some communities and their advisors have not been able to forge durable and trusting relationships, and community feedback indicates greater support/guidance from Hāpai Hapori is needed.
- For one community, Te Kākano reflects their much earlier stage of the CLDP journey compared to others.

### Local coordinators and Hāpai Hapori advisors

The skills, qualities, and networks of local coordinators and Hāpai Hapori advisors have proven to be vital resources for many communities.

CLDP coordinators mobilise and pollinate activity. They are most effective when there is a trusted relationship with the community advisor who provides support and guidance.

Skilled community advisors strike a balance between offering advice and guidance, but not dictating to communities; they know when to step back but still be available when needed. Where an advisor has not been a good fit for a community, the CLDP has struggled.

Those in paid roles (both CLDP coordinators and community advisors) must be present and accessible. Being a known face in the community builds trust, particularly when engaging and developing relationships with diverse communities. This takes time, and communities that hired one or more coordinators early on have generally been the most successful.

In most cases, coordinators see their role not as leading initiatives, but as connectors or supporters who bring people and organisations together and enable relationships and momentum to develop. Community members variously described their coordinators as “an outsourced brain for the community” or “joining the dots” – gaining insight, bringing groups together, and building up relationships to “make things stronger.”

We saw the role [of CLDP coordinator] as being working with the community to help the community achieve things, not doing it for the community or doing it to the community, so really following the principles of community-led development very strongly and quite adamantly, too. (community partner)

It doesn't feel like a partnership, it feels more like a whānau ... I think if I had someone from Wellington coming up every fortnight, I would feel differently but no, ... and I like that cos [the Hāpai Hapori advisor] is non-Māori but I feel like ... she is Māori when she's here or has a connection to being accepted as a whāngai I guess to us. (community partner)

## How and to what extent are communities in the CLDP able to be self-determining?

All communities are on the pathway to identifying values and aspirations, and taking steps to support their realisation. They are engaging in dialogue and relationship-building, making choices, taking risks, testing ideas, and learning from the results. As communities grows in terms of vision, and capacity and priorities develop and shift, so does their activity.

That said, there is significant variation in terms of where communities are in their CLDP journey. The unique context of each community, including the extent to which groups were established before joining the CLDP, affects their progress towards self-determination. Some partners are still in the earlier visioning stage, while others are producing significant, tangible outcomes that represent clear steps towards their collective community goals. Larger or urban communities pose particular challenges in CLDP implementation, and deserve further consideration.



The green plot in the diagram indicates the extent to which communities have been able to be self-determining. Communities are spread between Te Kākano (the seed) and Te Puanga (the bud), with a cluster of more successful communities around Te Puāwai (the flower).

This distribution reflects the following factors:

- In many communities, activities are clearly based on community values and aspirations, with well-functioning leadership groups. Community plans are guiding community-led activity across most projects. Hāpai Hapori provides advice and support to give effect to their aspirations. Some projects are delivering both social and economic benefit to communities. Under such conditions, communities are on the pathway towards self-determination, and some have developed transition plans in anticipation of CLDP coming to an end in their community.
- In many of these communities, CLDP has provided a platform for previously disparate parts of the community to come together, particularly for Māori and Pākehā, and mana whenua are actively engaged in leadership and the direction of the kaupapa. Communities with strong mana whenua representation have built solid partnerships and momentum.
- Some communities, however, feel less empowered by Hāpai Hapori to direct their own work in the community, or are working in a situation where longstanding distrust and dysfunction within community governance have hampered the project.
- Others have been slow to start and are only now starting to make headway towards self-determination, mana whenua partnership, and community-based values and aspirations.



### Mana whenua partnerships

In almost all the most successful communities, mana whenua either lead or have been involved from the beginning of the CLDP.

Typically, when the CLDP is engaging with and contributing to the aspirations of mana whenua, we see at least one of the following features:

- A co-governance model is adopted with resources allocated to support mana whenua engagement and their role in the project.
- Te Tiriti training workshops are provided for all community project teams, including governance, employees, and volunteers.
- Local hapū and marae are involved in decision-making with strong representation on steering and project committees.
- Integration of tikanga such as karakia to open meetings, manaakitanga through kai and koha, and ensuring that Te Tiriti is an explicit part of project discussions.
- Relationships with local marae and kaumatua develop, and the community projects seek advice or defer to them.
- CLDP projects reflect the needs and aspirations of mana whenua and support them to tell their stories.

On the other hand, many communities clearly lacked the knowledge and/or connections to initiate mana whenua involvement. The evaluation recommends that Hāpai Hapori has a dedicated expert on mana whenua engagement.

These two communities [Māori and Pākehā] were very separate and never kind of connected regularly but through this process they've now kind of built relationships and connections there. (community advisor)

There's been a lot of bridge building within the town I think through the Community-Led Development Programme, ... they often have the meetings at the marae now. (community partner)

## Recommendations

The full evaluation report makes recommendations to strengthen the operation and long-term impact of the CLDP. In summary, we encourage Hāpai Hapori to:

- 1 Expand the pool of resources for community partners to use**

Tailoring to local needs can co-exist with providing guidance on common issues that present challenges to communities and adaptable templates for broad-based use. Building a shared library of user-friendly resources should be an easy win that will strengthen the programme and reduce the burden on community volunteers.
- 2 Strengthen Te Tiriti responsiveness in the CLDP**

There is a clear commitment to Te Tiriti within Hāpai Hapori, but enacting this in CLDP is complex and challenging. The CLDP could benefit from reviewing how Te Tiriti fits in the programme, distinguishing between the levels of relationships that exist between iwi, rūnanga, hapū, Department of Internal Affairs, and whole of communities. There are also a range of ways in which Hāpai Hapori could better support communities to engage with mana whenua and incorporate Te Tiriti.
- 3 Review the fundholding system**

Fundholding was the single largest source of tension in many communities. Options include assessing the feasibility of projects setting up legal entities from the start, using neutral fundholders outside a small community, and investigating the concept of a national level fundholder for communities who do not have access to an appropriate third-party fundholder.
- 4 Strengthen support and resources for community advisors**

We understand from interviews that there are modules that can be taken as part of the community advisor induction process, but community advisors need ongoing capability development, guidance and resources and it is less clear what support is available and how to access it consistently. Recommendations include building a formal community of practice for community advisors.
- 5 Make funding decisions and processes more transparent and equitable**

There are a range of areas where communities need greater clarity on funding decisions, including how the funds nationally are allocated between communities.

## **6 Find effective ways to support the development of community-led social enterprise**

As some communities transition out of CLDP, they are looking to establish local social enterprises. It is unclear to what extent expertise or funding is available within Hāpai Hapori to support such a transition. Options include a national mentoring programme, linking communities directly with support and development organisations such as Ākina, and coordinating subject-specific advice on common enterprise types (cafes, native plant nurseries).

## **7 Improve programme-wide capacity-building for communities**

Communities identified unmet needs for capacity-building at key points in the CLDP journey, including pre-application, induction, and the transition out. During the course of the CLDP, common needs included conflict resolution, community governance, and how to work effectively with local councils.

## **8 Support more connection between community partners so they can learn from each other**

Communities almost universally found opportunities to connect and learn from other CLDP communities highly valuable. There is scope to develop this further.

## **9 Explore use of wider networks to assist community partners**

Some community members and advisors felt that Hāpai Hapori should be able to seek advice from other parts of DIA (for example, on HR and finance matters). Obtaining such advice would require the wider DIA to change how it sees itself. It would need to view helping local communities as a core function, even in corporate services. The full report sets out some options and alternatives.

