

# COMMUNITY DEVELOPMENT MODELS – THEORY AND PRACTICE IN NEW ZEALAND




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## RESEARCH FROM...

### *Community Development, Insights for Practice in Aotearoa New Zealand*

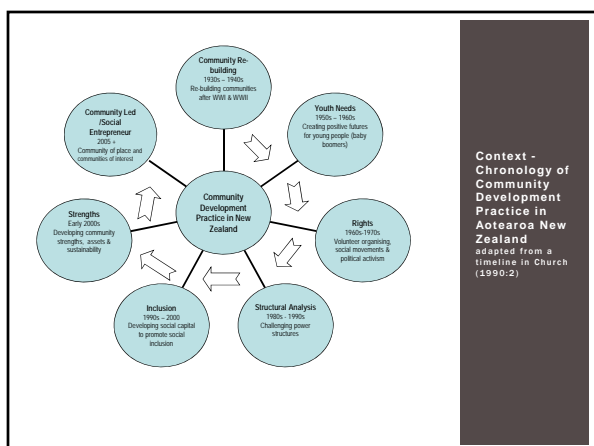
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## RESEARCH METHODOLOGY

- Narrative interview, bounded
- 15 respondents, 1 pulled out
- Interview transcripts edited and checked by respondents
- Themes drawn out to create a toolbox

## THIS PRESENTATION WILL FOCUS ON

- a brief overview of the history of CD practice in ANZ
- Influences on the respondents including visionaries and philosophical standpoints
- a brief outline of some of the key points of the community development tool box



## INSPIRATIONS AND VISIONARIES

**Political Movements/Issues:**

- **Structural Analysis** Alan Curnow
- **Anti-racism** Treaty of Waitangi, Anti-racism , Springbok tour, Black Women's movement
- **Feminism** Inspirational women e.g. Marilyn Waring, Sonja Davies, Irihapeti Ramsden, Lydia Bradey
- **Marxism/Anti-capitalist** Mushroom magazine, neo-peasantry
- **Critical Theorists** David Harvey (Anti-capitalist Geographer), John Seddon (Vanguard Method)

- **Community practice models** Neighborhood Development (Wendy Craig), Asset Based Community Development (Peter Kenyon), Holistic Global Managment approach (Agnes Gannon) Victory Village, Transition Towns, Inspiring Communities Community Led Development (Mary-Jane Rivers), ReGeneration/Social Entrepreneurship (Billy Matheson)
- **Social Work Academics** Wendy Craig, Munford and Walsh-Tapiata; Pat Shannon

## PRAXIS

- Theory derived from practice
  - Developed a 'community development toolbox' from the description of practice given by respondents
  - Tools proven in the context of Aotearoa New Zealand

## COMMUNITY DEVELOPMENT TOOLBOX 1

### Engaging your community: cultivating a shared vision and building trust

- CD is a collective practice, if there is no shared vision it is not CD
- Tuckman's (1965) stages of group dynamics, i.e. forming, storming, norming and performing still relevant
- This process is about a re-distribution of power
- Different levels of trust dependent on how embedded the CD worker is
- Be prepared for disappointments when communities don't work together

**Suzanne Ellison from Huirapa Marae explains the importance of articulating that shared vision.**

*"...slight differences in motivation don't hold back many good ideas. When things get a bit difficult that's when it becomes important to have articulated some fundamentals...This is part of gaining a shared vision. Sometimes it feels a bit like stating the obvious but actually it's good to just set things out so everyone can be clear about what is happening and most importantly why it is happening."*

**Our youngest respondent Lani Evan's from Re:generation talks about the need to experience failure:**

*If you want to get involved in community work the key things to bring are determination and passion, and a willingness to be wrong. For me it's important to model positivity and it's really important to model failure because without that combination where would we be? I want to try things out, try new and innovative ways of being and working, new projects and ideas and if those ideas don't work, I want to be able to look upon those failures as opportunities to improve my practice."*

## COMMUNITY DEVELOPMENT TOOLBOX 2

### Keeping things going: Communication and facilitation

- Need a mix of task and process
- To foster engagement communicate a balance of encouragement and challenge, make sure everyone has their say
- Understand the group formation process as natural and allow people to conceive and re-conceive ideas at a pace that suits them
- Develop a feel for the delicate balance between communication, consultation and action
- Meetings are one method of building relationships but the actual doing of activities may be a better way to achieve the same ends.

**Scott Willis gives an example of going to a community public meeting to discuss their Wind Project, "...there'll be someone who goes, "I think you should be investing in insulation instead of building a wind cluster because we just need to reduce demand," and I was about to step up and give the reasons why we were going to continue with the story. But before I could do that three other people from the community intervened and said, "Hang on, this project can give both our own energy and insulation, so why should we have just insulation? "And somebody else said, "I want to see this story go to the end. I want to see this story finished before we start on something different." So there were three different responses before I could respond and all I needed to say at that point was, "I think everybody here has covered those points really well and what we need to do is make sure that we're bringing on board the interest in insulation as well." So it's enabling what people see as challenges, to become solutions, and it's really taking any argy-bargy - and it does happen sometimes, it happens everywhere - and transforming it into a positive outcome."**

*Some of them say, "Scott, it's way too long, you're too longwinded." And some people say, "Scott, you don't tell us enough. You've got to give us more information." And some people say, "Oh, I love it. It's really personal." And I think, well I'll just keep on doing it then."*

## COMMUNITY DEVELOPMENT TOOLBOX 3

### Ways of getting stuff done: Activities and strategies to try

- **Community Action**
  - Lobbying and workshops e.g. as run by Te Whanau Matariki, CORSO & Transition Towns, Treaty of Waitangi training, FACE
- **Community Planning**
  - Establish alternatives e.g. SCEP, Kohanga reo, Waitati Energy Project, Papatipu rūnaka
  - Lakes Waihoia, Waipori Wetlands Association
  - Community Plans e.g. Central Otago
- **Identity Development**
  - Workshops & Training e.g. Women in Agriculture Field Days, Women's leadership training weekends (rural women), women's self-defence courses, Family Camps, parenting courses, sport.
  - Support groups e.g. Brockville Anger Mgt group.
  - Collectives e.g. Super 8, VOLCO, Freedom Roadworks
  - Developing networks with a task e.g. 'Barbed wire' network, 'Not just scones & gumbots'.
  - Shared community spaces - gardens, neighbourhood centres, arts venues
  - Umbrella groups to provide infrastructure for community activities e.g. Blueskin Community Trust, Vauxhall Support Trust

**Liz McColl talks about taking an organic approach to working with family camps,**

*...it's about creating the environment for people to get together, giving them basic information, building their relationships through having fun of some sort – physical activity or doing something that's pleasurable – and then allowing or supporting whatever happens*

## COMMUNITY DEVELOPMENT TOOLBOX 4

**Leaving the project:** succession planning

- a key part of power sharing, bringing new people up front and providing them with both the space and skills to lead

*"...communities don't develop in a straight line, they don't tidily complete step one and then move on to step two and three. Before you know it some key person has left, or there's a bust up in relationships between some key individuals or groups, and then the community is making another start, hopefully not from step one but a bit further down the line. They'll start a re-build, or their time as a group may have passed."*

*Suzanne Ellison*

## CONCLUSIONS

- Practitioners illustrated a range of approaches
- Influenced by methods promoted at the time
- Despite coming from different places – general principles were shared
- You need to begin by doing
- The mix of task and process comes from developing a 'feel' for the work
- Education most useful after experience
- Funding reporting requirements can control and hinder