Sustainable Communities – Sustainable Catchment (SC²)

Stage Two Evaluation
(July 2005 – June 2006)

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Stage Two Evaluation of the Sustainable Communities – Sustainable Catchment Project

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Executive Summary

This report presents the Stage Two evaluation findings for the project called Sustainable Communities – Sustainable Catchment (SC^2), a partnership between Waitakere City Council's Project Twin Streams (PTS) and the Sustainable Communities project. The key aim of SC^2 is to support and learn from Project Twin Streams' sustainable community development approach to the management of local stream catchments. Contracting local community organisations to involve residents in Project Twin Streams is the main feature of this approach.

SC^2 is driven by a Working Group made up of representatives from the Department of Internal Affairs, Auckland Regional Council and Project Twin Streams. It is allocated a budget of $65,000 to $80,000 annually to June 2007.

Stage Two evaluation covers the period from 1 July 2005 to 30 June 2006. The key evaluation issues relate to:

1. The sustainable community development approach being applied.

2. How SC^2 influences understanding and action towards more sustainable communities.

3. The impact of the project on effective government.

The evaluation methods involve describing progress made against the project plan and interviews with key participants.

Key achievements of the project to 30 June 2006 were as follows.

- The major initiative was the development of an Economic Development Action Plan to identify local economic development opportunities via Project Twin Streams for local iwi and Maori, the wider community and through 'green' technologies.

- Discussions between Te Ukaipo/Sisters of Mercy and SC^2 stakeholders on the spiritual aspects of PTS. Out of this came the idea for a 'Stirring Stories' Project, to identify community based stories emerging through PTS.

- Funding a one day hui between members of local iwi Te Kawerau a Maki and Te Piataata Trust, which resulted in a joint Strategic Plan for working together to promote Maori wellbeing.

- A stakeholder workshop to explore sustainable community development concepts for SC^2 and what these mean in practice.

- Support for a workshop with PTS contracted community organisations on the evaluation of PTS and how to talk about sustainable development in local communities.

The Sustainable Communities funding has allowed Project Twin Streams to develop a range of creative and innovative projects that would not have occurred otherwise; namely its creative approach to working with communities through the arts, exploring the spiritual connections between people and their streams, connecting young people with nature, and

exploring the economic development opportunities that can be catalysed through Project Twin Streams.

Key challenges involved managing expectations as to what could be achieved, describing SC^2 and sustainability simply, engaging with overloaded community organisations and with government agencies outside of the SC^2 partners.

Funding and resource shortfalls prevented planned action on engaging business, linking with Ngati Whatua, cultural advice and protocols, formalising the links between the ARC and PTS, a Ranui Events Plan, a Communications Strategy, a sustainable community development implementation template and active community engagement in evaluation.

The core elements of the sustainable community development approach underpinnng SC^2 remain community empowerment, integrating all aspects of wellbeing, having a long term vision, working at deeper levels with communities through creative means, and a collaborative approach, especially at government level.

SC^2 was perceived to have had a very significant impact on Project Twin Streams to June 2006, through provision of funding and resources, sharpening its sustainable community development approach and enabling the economic, spiritual and cultural aspects of PTS to progress.

The perceived <u>direct</u> local impact of SC^2 was limited; however this phase involved exploratory work in the economic and cultural realms which is being actioned in 2006/2007. Regional and national awareness and impact of SC^2 to June 2006 can be raised in 2007.

The perceived impact of SC^2 on central government outside of the agencies directly involved has been minimal.

Compared with formative evaluation results, SC^2 has made progress in defining what sustainable development means for the project, is more holistic, action focused and more participatory. Overall, the project to June 2006 was considered to have been worthwhile and to have continued to "speed up" and significantly enrich the progress of Project Twin Streams in pursuing a sustainable community development approach.

Key implications for SC^2 moving forward include the following.

⬥ The need to clarify how the work initiated through SC^2 can have an ongoing life past June 2007, where appropriate.

⬥ The desirability of a Communications Plan to ensure that the lessons from SC^2 are disseminated and influence others. This Plan could include capturing what sustainability has meant for SC^2 and its sustainable community development approach, for a range of audiences.

⬥ It would be constructive to undertake the Stirring Stories Project as a community exercise and key communications tool in 2006/2007, and to develop a sustainability template for community organisations and/or government, or other practical tools to support them to pursue local sustainability actions. Such a "toolkit" would be a highly concrete and useful result from SC^2.

1.0 Introduction

This report presents the Stage Two evaluation findings for the project known as Sustainable Communities – Sustainable Catchment, or "SC^2". It covers the second year of funding for this three year project, from 1 July 2005 to 30 June 2006.

2.0 Background

SC^2 is one of two demonstration projects within the Sustainable Communities Workstrand of the Auckland Sustainable Cities Programme. The Sustainable Communities vision is:

> "To achieve strong, liveable and prosperous communities in Auckland through a sustainable development approach"[1].

Sustainable Communities is one of six workstrands that make up the Auckland Sustainable Cities programme, which emerged from the Labour coalition government's Sustainable Development Programme of Action (2003).

SC^2 is a partnership between Sustainable Communities, led jointly by the Department of Internal Affairs and the Auckland Regional Council, and Waitakere City Council's Project Twin Streams.   The SC^2 project began in November 2004 and is allocated $65,000 to $80,000 annual funding to June 2007.

Project Twin Streams (PTS) began in 2003 and is a $45m, ten year project that has two broad aims:

 1. To restore six streams and their surrounding areas in Waitakere City, largely by approaching stormwater management differently.
 2. To creatively engage local communities in this, to support them to become kaitiaki or guardians of the streams long term, strengthen their local communities and live more sustainably.

The key aim of SC^2 is to support and learn from Project Twin Streams' approach to community engagement and local sustainable development. The core of this approach lies in contracting community organisations in six areas to deliver Project Twin Streams in locally appropriate ways. See Appendix A for more on Project Twin Streams. Overall, SC^2 represents an opportunity to explore and enrich the sustainable community development approach that is evolving through Project Twin Streams, and to apply the lessons emerging in ways that support other local sustainable development efforts.

SC^2 is driven by a Working Group, made up of representatives from the Department of Internal Affairs, Auckland Regional Council and Project Twin Streams. The diagram below illustrates the wider SC^2 context.

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[1] *"*Sustainable Communities Project Plan", November 2004.

Sustainable Development Programme of Action (2003)

Auckland Sustainable Cities Programme (2004)

Urban Centres & Economic Performance	Settlement Strategy	Child and Youth	Sustainable Communities	Urban Form	Transport

Progress Papakura/
Sustainable Communities

SC^2 – Sustainable Communities -
Sustainable Catchments

3.0 SC^2 objectives

3.1 SC^2 Joint Project Goals

In July 2005 the original joint project goals were revised, to become the following five goals.

1. There is community understanding, ownership and uptake of the issues facing the Project Twin Streams Catchment.

2. SC^2 is a catalyst for sustainable economic and enterprise development.

3. People and communities are connected to each other and their environment.

4. Local government and central government effectiveness is increased in terms of coordinating strategies, services and resources around Project Twin Streams' goals, through a collaborative approach.

5. The learnings of the collaborative approach are captured through evaluation, in order to influence local and central government processes.

SC^2 is also underpinned by three "cornerstones" or assumptions about how the project operates (developed in July 2005):

♦ SC^2 works in ways that recognise and respect the Treaty of Waitangi.

♦ SC^2 embodies a sustainable community development approach.

♦ SC^2 works in ways that reflect sustainability principles and support local sustainable development.

4.0 Evaluation Methodology

In June 2005 Rachael Trotman was contracted to develop an Evaluation Framework for the Sustainable Communities Workstrand, which included a detailed evaluation plan for both of its demonstration projects. It also included the preparation of a literature review entitled "Evaluating Local Sustainable Development Projects: Insights from Local and International Experience" (September 2005) [2]. This can be accessed at http://www.sustainableauckland.govt.nz/download/EvaluSustDev.pdf.

The Evaluation Framework involved annual evaluation of SC^2 for each of its three years, based on the funding cycle period of 30 June to 1 July. The overall purpose of evaluating SC^2 is to **capture what it achieved, whether its goals were met and what can be learnt from the project**. Specific aims are to:

- Capture what occurred during the project (in terms of process, actions and impact).
- Capture participant perceptions regarding what occurred.
- Establish whether project objectives were met and if not, why not.
- Make clear how the project is reflecting sustainability principles.
- Develop participatory evaluation processes.
- Show how the project is contributing to the Sustainable Communities Workstrand objectives.
- Ensure that the innovative and creative aspects of the project are clearly captured.

The evaluation issues relate to four key areas:

1. Capturing the sustainable community development approach being applied.
2. Tracking how the project influences understanding and action towards sustainable development.
3. How the project contributes to developing more sustainable communities.
4. The project's impact on effective government.

The approach to evaluation for the Sustainable Communities Workstrand and the SC^2 project is based on the Bellagio principles (1996), which were designed by an international panel to assist in assessing local sustainable development initiatives[3]. They are summarised in Appendix C. An assessment of how SC^2 fares against these principles to June 2006 is provided in 5.4.

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[2] The Sustainable Communities Evaluation Framework and evaluation plans for both demonstration projects are available by contacting kim.penitito@dia.govt.nz or david.coltman@arc.govt.nz.

[3] See the literature review referred to at the beginning of Section Four above for a detailed outline of these principles.

Using these principles as a basis, the evaluation for this project is descriptive and qualitative, focusing on participants' perceptions and on tracking what was achieved against project goals for this period.

Key evaluation methods for this phase were as follows.

Evaluation method	Description
Description of achievements against the project plan	A summary of what was achieved and what was not, as measured against the project plan covering this period.
Key stakeholder interviews	A focus group meeting and individual interviews were held with members of the community organisations involved in Project Twin Streams, and with key Council staff involved with the project.
Working Group interviews	Individual interviews with four members of the Working Group, using a structured questionnaire.
Workshop feedback	Relevant feedback from two workshops; one on what sustainable development means for SC^2 and one on evaluation of Project Twin Streams.
Assessment of SC^2 against the Bellagio principles	An assessment of how SC^2 and its evaluation reflects the ten Bellagio principles relating to good practice evaluation of local sustainable development projects.

5.0　Key findings

5.1　Description of progress

For each goal of the project, the table below sets out what was achieved and what was not. This is based on the project plan for 2005/2006, which was amended fairly regularly during that time.

Goal	Achievements	Not completed or achieved
There is community understanding, ownership and uptake of the issues facing the Project Twin Streams Catchment.	A workshop with the SC^2 Working Group and key strategic partners was held in August 2005, to explore sustainable community development concepts for SC^2 and what this means in practice. These concepts were shared more widely via an article on sustainable development in the Sustainable Communities e-newsletter, and were also circulated to the ASCP Steering Group. Meetings were held between PTS and Maori organisations, and between relevant Maori organisations and contracted community organisations to discuss how to work together.	A strategy to engage key businesses in PTS was not considered a priority in this phase. A planned workshop with community organisations on sustainable development was postponed due to the workload of the contracted community organisations[4]. Discussions on how to link Ngati Whatua with the contracted community organisations were postponed given Ngati Whatua's other commitments. The development of protocols for cultural advice and advancing the PTS relationship with local Maori communities, between PTS and the Maori Unit of Waitakere City Council, were postponed given a change in the Manager of this Unit.
SC^2 is a catalyst for sustainable economic and enterprise development.	Meetings to identify iwi and Maori economic development opportunities via PTS were held. In March 2006 Enterprise Waitakere was commissioned to develop an action plan to achieve three objectives: Create opportunities for collaborative ventures with government, business, iwi, urban	

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[4] Note however that there was some discussion of how to talk about sustainable development in local communities, at a workshop with community organisations on evaluation of Project Twin Streams, held in March 2006.

	Maori and academic institutions arising from Project Twin Streams. Be a catalyst for iwi, Maori and community-based economic and enterprise development. Develop opportunities for research and new water, waste & energy efficient technologies. Note that this plan was successfully completed post June 2006, but the fieldwork was undertaken in this evaluation phase. Over half of the SC^2 funding for 2005/2006 went into this significant piece of work. See section 5.2.1 for more detail.	
People and communities are connected to each other and their environment.	A meeting was held between PTS and Auckland Regional Council staff to identify opportunities between the two organisations. SC^2 contributed to the development of the Ranui Festival Project Plan. Relationships were brokered between PTS community contract workers and the Ranui events planning group. Two hui/workshops between SC^2 and Te Ukaipo/Sisters of Mercy were held to discuss the spiritual elements of PTS, and out of this the idea for a 'Stirring Stories' project emerges. See section 5.2.3 for more detail. A 'Stirring Stories' project brief is completed.	A partnership agreement between the ARC and PTS to July 2006 was delayed due to changes in ARC staff. A resourcing plan for PTS related events in Ranui did not occur, as an Events Coordinator appointment was not in place and a strategic plan for the Ranui Action Project was not confirmed by July 2006. The 'Stirring Stories' project is delayed to 2007 due to funding shortfalls.
To increase local government – central government effectiveness in coordinating strategies, services and resources around Project Twin Stream's goals through a collaborative approach.	Sustainable Communities presentation made to the March 2006 ASCP Steering Group. SC^2 supports investment by the Department of Internal Affairs in the Turiki Turiki Paneke Paneke project with Te Piataata and Te Kawerau a Maki, to support Maori economic development. Funding from the Department of	A Communication Strategy relating to SC^2 for government and key stakeholders is delayed. Work on sustainably resourcing key community projects, the contracted community organisations and iwi to build their capacity and further their visions is delayed. A sustainable community

	Internal Affairs was leveraged via SC^2 for WADCOSS (now called Community Waitakere) to develop its strategic plan and explore the possibility of becoming a Community Development Foundation.	development/quadruple bottom line template is delayed. This template is designed to support community organisations to develop and implement a sustainable community development approach.
To capture the learnings of the collaborative approach through evaluation in order to influence local and central government processes.	There is some community input to evaluation of Project Twin Streams and Stage Two of SC^2 via a workshop in March 2006, which is part resourced by SC^2. See section 5.3.8 for more detail. Formative evaluation of SC^2 occurred.	Work with community organisations to evaluate their achievements is delayed due to the workload of the community organisations. An agreed strategy with contracted organisations to actively implement evaluation is not achieved, due to resourcing shortfalls for PTS, SC^2 and the community organisations.

Funding and staff resource shortfalls delayed action on engaging business, linking with Ngati Whatua, cultural advice and protocols, formalising the links with the ARC and PTS, a Ranui Events Plan, a Communication Strategy, sustainable resourcing, a sustainable community development implementation template and active community engagement in evaluation.

Key progress was made in the areas of identifying local economic development opportunities through PTS and beyond, the link between the ARC and PTS, exploring the spiritual elements of PTS, the idea for a Stirring Stories project, some community input into PTS evaluation and exploring sustainable development concepts for SC^2. One respondent commented that ARC input to SC^2 had increased significantly, which is underrepresented in the project plan and activities above. More detail is provided on key activities and achievements in sections 5.2 and 5.3.

5.2   Stakeholder interviews

In October/November 2006, interviews on aspects of SC^2 were conducted with members of Enterprise Waitakere, Te Piataata Trust, Waitakere City Council staff and the community organisations contracted to deliver Project Twin Streams in local areas: Corban Estate Arts Centre, WADCOSS (now called Community Waitakere) and Te Ukaipo/Sisters of Mercy. Appendix D lists those involved in these discussions.

Three people were interviewed over the phone, four face to face and the remainder were involved in a focus group meeting of community organisations. The feedback is presented under the following headings:

⬧   Economic Development Action Plan

⬧   Turiki Turiki Paneke Paneke

⬧   Spiritual conversations

⬧   Work with rangatahi/young people

⬧   Community organisations' perspectives

5.2.1   Economic Development Action Plan

A key three year outcome for SC^2 is to be a catalyst for sustainable economic and enterprise development. In March 2006 Enterprise Waitakere was commissioned by SC^2 to develop an action plan to achieve three economic objectives:

1.   Create opportunities for collaborative ventures with government, business, iwi, urban Maori & academic institutions through Project Twin Streams.

2.   Support iwi, Maori and community-based economic and enterprise development.

3.   Develop opportunities for research and new water, waste & energy efficient technologies.

Note that over half of SC^2 funding in this 2005/06 year went towards this piece of work ($40,000).

To complete a comprehensive action plan, Enterprise Waitakere established three workstreams: community economic development, green technology and Maori economic development. In each of the workstreams, Enterprise Waitakere engaged a specialist consultant who undertook the following approach to the work.

Community Economic Development

In-depth interviews were conducted with a range of stakeholders, and ideas captured in a comprehensive document available separately as `Background Papers'.

Green Technology

A facilitated Green Technology Workshop/ Breakfast was held at the Ranui Action Project premises on June 9th 2006. This was attended by approximately 25 participants, who were a mixture of `targeted' and `self-selected'. The workshop was advertised via the Sustainable Business Network, and most of the self-selected participants came through this organisation.

Maori Economic Development

Research methodology here was based on identifying risks and opportunities related to four key issues: skills enhancement, cultural enterprise, strategic alliances, traditional knowledge and re-education. Potential projects were scoped, with an emphasis on building key relationships with the Maori community by focusing on 'traditional knowledge and re-education'. Advice was then provided on revising the objectives in the PTS Strategic Plan that promote Maori engagement.

A major stakeholder meeting was held in July 2006 to present the Action Plan arising to participants and interested parties.

The broader context around this work involves increasing activity in Waitakere City around community economic development via the Waitakere Community Economic Development Network (WCED), work being undertaken via UNITEC (by Ken Simpson) on social enterprise and community economic development, strengthening ties between Enterprise Waitakere and the local community sector, and a supportive Council. The Economic Development Action Plan was seen as a tangible way to input to this activity and provide a way for Enterprise Waitakere to develop its relationships with the community sector locally for mutual benefit.

Key achievements through this work were perceived as follows.

⬧ Equal funding was received in 2006/2007 from Waitakere City Council, SC² and Enterprise Waitakere for a Community Economic Development Facilitator based in Enterprise Waitakere to implement the Action Plan. While funding currently exists for this position to June 2007, it is seen as a long term role that will facilitate community economic development projects locally and move forward the ideas and opportunities outlined in the Action Plan.

⬧ The project is felt to have had a fundamental impact on Enterprise Waitakere, in terms of making stronger connections between business and community development, the new staff role above and highlighting how strong communities and strong local economies are interdependent.

⬧ Many projects are beginning to emerge, for example a joint Community and Business Awards in 2007.

⬧ The project has resulted in free support available for a range of community groups, and it has given a welcome push to developing green technology and Maori economic development initiatives.

⬧ Overall this project was seen as a 'happy fusion' between business focused groups and community groups. The support of the Council has also played a key role, helping to facilitate the work undertaken. Strong ongoing links between the main parties involved

will occur through the WCED network, the work of Community Waitakere, the Council and the Community Economic Development Facilitator role.

Challenges in relation to this project were seen as:

⬩ The tight timeframe to complete the work (March to June 2006).

⬩ A concern that Sustainable Communities funding will end just as this project and other work catalysed through Sustainable Communities gets traction. Sustainable funding and resourcing mechanisms are needed to capitalise on the good work undertaken. The uncertainty around funding can result in a temptation to rush to prove short term gains in order to justify ongoing funding.

Deeper engagement and more communication on progress and the process would have been preferred by several respondents. Note that greater business involvement in resourcing the Community Economic Development Facilitator role past June 2007 will be sought.

5.2.2 Turiki Turiki Paneke Paneke

SC^2 invested $5,000 in 2005/2006 for a project called Turiki Turiki Paneke Paneke, which aimed to support the sustainable economic development of iwi and Māori communities within Waitakere City and the wider tribal domains of Te Kawerau a Maki Iwi. The funding was used to hold a planning hui with members of Te Piataata Trust, who have been running programmes with rangatahi/young people as part of Project Twin Streams, and members of Te Kawerau a Maki, plus a researcher for the iwi. This hui resulted in a strategic plan outlining a range of actions to be taken to support the aims above and the tinorangatira role of Te Kawerau a Maki. A DVD of the hui is being produced.

This project was seen as valuable in terms of bringing iwi and taurahere together to discuss and plan actions around mutual goals. The hui also highlighted how the general community awareness of local Maori history is low, and the potential via Project Twin Streams to raise awareness of this history. The hui helped to clear blockages in moving forward together and set a clear path to walk down. The success of the hui was considered to be partly due to two years of relationship building between manawhenua and taurahere prior. It was felt that the tupuna or ancestors of local iwi need to be honoured via the strategic plan created through the hui, by focusing on uncovering history and local knowledge, for example through reclaiming the manawhenua names for local places.

The short process used through the five hour hui was seen as quite pressured; "with Maori and manawhenua you can't have a quick or short process". Further resources to deepen the strategic plan and set clear priorities and timeframes is needed. The general approach undertaken in this project of central government resourcing local communities to plan for themselves was supported.

5.2.3 Spiritual Conversations

In March 2006 Te Ukaipo was contracted by the Department of Internal Affairs to work with SC^2 to consider how a holistic perspective, with spirituality as the glue that brings this together, can:

⬩ Deepen the sharing and understanding of SC^2, PTS, and community partners around sustainable development.

- Be incorporated into a decision-making tool.
- Inform the development of the PTS and SC^2 evaluation framework.
- Be given greater visibility within government processes.

Te Ukaipo hosted two half day hui (in March and April 2006), involving senior Sisters of Mercy representatives, the Te Ukaipo Manager, the Co-Manager of the Ranui Action Project and members of SC^2. An external consultant facilitated and recorded the discussion. The investment in the process was $6,000.

The focus of the first hui was to generate ideas about Te Ukaipo/Mercy understandings of spirituality as well as Mercy organisational practices that foster a holistic approach. There was an opportunity for SC^2 participants to contribute their reflections on Te Ukaipo story-telling.

During the second hui, the korero focused on an emerging idea for a new initiative in the form of the Stirring Stories Project, which could respond to both community and government interests. There was shared agreement that such a project could generate and document some 'stirring' community stories around residents' relationship with their streams.

There was agreement on the need to continue to create and use alternative ways of talking (in the form of 'language that stirs the heart'), to promote a commitment to more holistic decision-making and sustainability practices - both within government and local communities.

The main result of these hui was the realisation of the key role of sharing local stories in uncovering spiritual and emotional connections to streams and local places. A 'Stirring Stories' project brief was developed to capture these local community stories – this project is planned to occur in 2007.

Participants in these hui appreciated the opportunity to discuss the spiritual elements of Project Twin Streams in a safe and well facilitated way. The spiritual conversations project was seen as a way to share at a deeper level, offer opportunities for new concepts and ideas to emerge and new ways of talking about spiritual concerns in local communities. The process helped to build relationships between the agencies and individuals involved, and was seen as a very creative way to explore the 'unseen elements' of Project Twin Streams and how to uncover residents' emotional connections with their streams and neighbourhoods.

5.2.4   Work with rangatahi/young people

Sustainable Communities funding in 2005 catalysed work with 'at risk' rangatahi or young people by Te Ukaipo/Sisters of Mercy and Te Piataata Trust. This involves rangatahi planting along the streams, coming to community planting days and adopting a site along a stream. This work has helped to reconnect these young people to nature, and they have been presented with certificates during a ceremony which names the skills they have learnt. Investigations are occurring on setting up New Zealand Qualifications Authority standards and training to develop horticultural qualifications for the rangatahi, and possibly employment opportunities.

5.2.5   Community organisations' perspectives

This section summarises the feedback from a meeting with community organisations involved with Project Twin Streams on the Sustainable Communities aspects of the project. Note that from the perspectives of the community organisations, little practical distinction is made between Project Twin Streams funding and Sustainable Communities funding.

Sustainable Communities funding in 2005 catalysed a Community Arts Coordinator role for Project Twin Streams, which is now funded by Waitakere City Council. This role has focused on working with local schools and has supported the development of a book, rap music video, community public art projects and several schools adopting stream areas and building Project Twin Streams into their curriculum. It has also enhanced community involvement in planting days, groups adopting stream areas, sustained relationship building and supported community buy-in to the project. It has also brought different community groups together, for example to create an eight metre long fabric eel for the Henderson Christmas Parade, which bought people from a wide range of cultures together. Other funding has also been accessed through the Community Arts Coordinator role (for example Creative Communities funding).

The arts are seen as a valuable platform to engage people at a deeper level; public art works that are developed by local people provide something tangible that people can take pride in. The arts component of Project Twin Streams was seen as a key public relations tool for the project, for example the DVD produced, the book and CD, art works and presence at the Henderson Christmas parade. These projects lift the profile of the project, bring people together and leave visible reminders of the project, a resource that can be used in multiple ways. Art works also connect people to their neighbourhood. There is some concern that the arts resource is being stretched too thin now that more community contracts have come on board to Project Twin Streams (four are now in place with the fifth and final contract being negotiated). A more sustainable resource for the arts aspects of the project is sought, and the time to nurture the ideas and seeds planted in local communities through the arts.

From the community organisations point of view at the Community Coordinator level there has been limited contact with the government agencies involved in SC^2, and the community organisations would like to show these agencies and government in Wellington what Project Twin Streams is about; for funders to come and visit them and see what has been achieved through the project and Sustainable Communities funding.

The community organisations would like access to the information that went into developing the Economic Development Action Plan and to be kept involved in this project as it progresses. There is a need to acknowledge where the ideas in this project came from (ie through the consultation that occurred), and for the actions arising to be collaborative. The community organisations would like to be part of implementing the plan and to be clearer as to how it fits with their work and how they can support it.

> "Planting is a spiritual act".

The idea for the Stirring Stories project arising from the spiritual conversations above was strongly supported, as sharing stories was seen as a key way to bring out people's links to the streams. They allow people to remember their connection to their local stream and neighbourhood, through discussing local history and experiences. Stories also highlight cultural connections and values and help restore positive relationships between people and their local environment. It was suggested that the community organisations meet with Te Kawerau a Maki and Te Piataata Trust to look at possibilities for sharing stories, pre settler history and connecting people with nature.

> "When people plant a transformation takes place, they get involved in their relationship with the earth, they get calmer and happier".

5.3 Interviews with Working Group members

During August and September 2006 four current SC^2 Working Group members were interviewed. See Appendix D for a list of those interviewed. The responses are grouped around key themes.

Note that stage one or formative evaluation for SC^2 involved asking key participants a number of questions involving a scale of 1-5. These scales have been removed given the small number of people involved.

5.3.1 Purpose of SC^2

During this phase there was broad acceptance that the purpose of SC^2 was to support and learn from Project Twin Streams' sustainable community development approach. The joint project goals were revised in July 2005 to reflect this.

5.3.2 Core elements of the sustainable community development approach being applied

The core elements of what sustainable development means for SC^2 during this phase were captured in a workshop held in August 2005 with key stakeholders, including community representatives, the SC^2 Working Group and Te Kawerau a Maki representatives. Three key vision statements for SC^2 were identified.

1. Living harmoniously and protecting mauri or life force.
2. Healing the people healing the streams (this is the Te Ukaipo/Sisters of Mercy's vision statement for PTS).
3. Working together for healthy streams and strong communities (this is the PTS vision statement).

Participants at the workshop felt that clarifying how sustainable development relates to SC^2 and PTS can occur by explaining to people what these statements mean. They were felt to reflect a set of values and assumptions involving:

- The unity of all things.
- The connection between the people of Waitakere/Te Wao Nui a Tiriwa and the land.
- The need for harmony and balance.
- Including the unseen elements.
- Planning and acting for present and future generations.
- Developing local solutions.
- Learning from the past.
- Working in a life-giving way.
- Learning to live more lightly on the earth.
- Measuring what we value.

5.3.3   Impact of SC^2 on Project Twin Streams

Respondents were asked how they felt that SC^2 had contributed to Project Twin Streams to June 2006. Key contributions were perceived to be provision of resources and a "sharpening of the thinking" of Project Twin Streams around its sustainable community development approach. The resources provided in this phase had the following perceived impacts on Project Twin Streams.

Economic development opportunities identified

A significant project to identify the local economic development opportunities arising from PTS was generated through project planning for SC^2 and resourced by SC^2. This work produced an Economic Development Action Plan and had three parallel foci: economic opportunities arising out of PTS, Maori economic and community enterprise development, and research and sustainable technologies opportunities. This work was considered to be of significant importance, of high quality and to have impacted far wider than PTS, particularly on Waitakere City Council and Enterprise Waitakere. Since July 2006 this work has prompted the funding of a new full time role to further the actions identified, a position funded equally by Enterprise Waitakere, Waitakere City Council and SC^2 to June 2007. This role is based within Enterprise Waitakere.

Spiritual conversations

SC^2 funded several sessions with Te Ukaipo/Sisters of Mercy on the spiritual elements of PTS, which resulted in the idea for a 'Stirring Stories' project – capturing and sharing the stories emerging through PTS. Participants found these sessions to be valuable, especially in highlighting the role of stories in making clear peoples emotional connections to places, sharing cultural beliefs, uncovering local history and bringing people together.

Progression of key elements of PTS

Overall, in this phase SC^2 was perceived to have bought 'grunt' to the Quadruple Bottom Line approach of PTS through moral support, expertise and funding. Without SC^2, it was felt that the social, economic and cultural aspects of PTS would have struggled to get off the ground, outside of the work of the community contracted organisations.

SC^2 was also perceived to have showed up some lack of communication within Council around Project Twin Streams.

SC^{2}s impact on Project Twin Streams during this time was rated as <u>very significant</u> by respondents.

5.3.4   Contribution of SC^2 to sustainable development vision and values

A workshop on evaluation and sustainable development was held with SC^2 and local community organisations in March 2006. One question asked was "How can we talk about sustainable development in local communities"? The following responses were made to this question.

- Be inclusive, optimistic, positive and proactive, develop a vision, support people to take responsibility, adopt a "can do" attitude.
- Be realistic, provide solutions, small points of intervention and small actions to take.
- Focus on simple and positive examples, eg good stream environments, and what is working and doing well locally.
- Provide things to work towards, model good examples.
- Start in small ways, don't overwhelm people with information.
- Welcome all contributions, don't tell people what is right and wrong or tell them what to do.
- Go to where people are, engage in their place.
- Give greater recognition to different ethnic groups and their different views, ask them how the stream and water relates to their histories, their stories.
- Transmit hope, speak to the mindsets of different groups, combat the 'it's a waste of time' thinking.
- Open up the questions people have.
- Find the triggers that change thinking and behaviour – the connections people have.
- Appeal to what is in it for different groups, listen to their needs.
- Use meaningful examples, show tangible results and the likely impacts of new ways of acting.
- Provide feedback on evaluation results coming through.

At the same time, some interviewees reported some difficulties in describing SC^2 simply and clearly to various audiences, and especially Council. This is part of wider difficulties in describing sustainable development and a Quadruple Bottom Line approach in ways that are easy to grasp across a range of audiences.

5.3.5 SC^2 impact on community understanding and involvement in local sustainable development

The workshop above enabled SC^2 and PTS to have a discussion with community organisations about sustainable development.

SC^2 was reported to have influenced the thinking of Enterprise Waitakere, the City's local economic development agency, through prompting it to focus on community economic development.

While sustainable development was felt to be difficult to define locally, indirect conversations around economic development, creativity, spirituality and evaluation have opened up ways to explore this.

5.3.6   Sustainable economic development

The perceived impact of SC^2 on increasing local sustainable economic development to June 2006 was significant, through the Economic Development Action Plan.   The focus on

economic development by SC^2 was seen to have come at the right time, given the other activity occurring in Waitakere City in this area and the expanded focus of Enterprise Waitakere on community economic development.

5.3.7 Local iwi/Maori

SC^2 and PTS are continuing to build connections with local Maori. The workshop in August 2005 had a strong focus on the links between SC^2, PTS and Maori. This workshop identified these avenues to explore:

- SC^2 and PTS need to maximise opportunities for Maori at all levels, through planting days, kaumatua involvement, educational resources and working with schools, for example.
- A key focus is on what is indigenous to local PTS areas, from people, to plants and stories.
- The role of the Treaty in sustainable development, tino rangatiratanga and self-governance needs examination. Can PTS and SC^2 help catalyse Maori conversations on this?
- What gets engagement is 'What's in it for me?' Not just individual self-interest but for an individual's children, local school and local community. Hook people in through what matters to them.
- Can also engage around whanau, bringing people together, creating spaces for this.
- Support the contracted community organisations to work with local Maori. Provide training and mentoring to community organisations on this (or use them to lead where appropriate).

5.3.8 Developing community involvement in evaluation

A workshop held in March 2006 between SC^2 and PTS contracted community organisations, was the key SC^2 contribution to increasing community involvement in the evaluation of PTS.

This workshop asked how evaluation can be made relevant to local people, and how to ensure that the things important to communities are measured. Key themes were as follows.

- Make evaluation useful not an imposition; it should enhance the work of community organisations and not be onerous.
- Information generated should show change and engage the community at all levels and according to different needs.
- Resource story telling and the documenting of stories; capture the stories being told.
- Resource community organisation involvement in evaluation.
- Evaluation needs to reflect the different communities and areas, not all measures will be appropriate for all areas.
- Identify what works, what doesn't and why, best practice and transferable knowledge.
- Match indicators and measures to what the community organisations are doing.
- Measure positive and negative behaviour (eg picking up/dropping litter).
- Ask groups what would be meaningful for them, eg before and after photos, facts, visual changes.

- Reflect the two different time scales – human and ecological. Acknowledge that changes may take many years to make a real difference.

5.3.9   Perceived local, regional and national impacts

Perceived local impacts to June 2006

The community link with SC^2 was considered to be indirect, and mainly through the March evaluation workshop in 2006. Also, the local community was not considered to distinguish between SC^2 and PTS. One respondent wished to acknowledge with respect and gratitude how the key agencies involved in SC^2 (the DIA and ARC) got behind PTS and didn't seek kudos for themselves. The strength of community networks is perceived to be increasing as PTS and SC^2 progress.

Perceived regional impact to June 2006

Regional awareness of the project was considered to be reasonably low. The project has been presented at various Regional Learning Forums and at the ASCP Combined Steering Group level. SC^2 was however perceived to be having a growing regional impact as it seeps into the organisations involved. During this phase the SC^2 profile was felt to have been raised considerably within the Auckland Regional Council, via the new ARC staff member on the Working Group. The ARC has strengthened as an ongoing partner.

It was felt that the project could have a bigger impact regionally, and that there is a need to sharpen up how SC^2 is communicated. Communication of SC2 can be "…too waffly and broad", with a need to generate greater awareness and understanding with stakeholders regarding both SC^2 and PTS.

Perceived national impact to June 2006

The perceived national profile and impact of SC^2 was fairly low, although the project has been profiled nationally in the Department of Internal Affairs.

A good impact from SC^2 was perceived to have occurred for some Department of Internal Affairs staff, who are reportedly using the language of sustainable development and deepening their understanding of its principles.

There has been some profiling of PTS and SC^2 internationally through presentations at overseas forums, and PTS is strengthening its intention to influence others. Higher profile across the board is still perceived to be needed.

5.3.10   Has it been worth the effort?

Respondents felt that the achievements and work to date had been worth the effort during this phase, especially in terms of progressing the work on economic development.

5.3.11 Impact on government

Three of the respondents were asked whether SC^2 to June resulted in the following in terms of impact on government. Note that one other person did not feel close enough to the project to comment.

Did SC^2 to June 2006 result in:	Yes	No	Unsure
Increased ability to leverage resources	3		
Greater alignment of resources	3		
Better targeted use of resources	2		1
An increased number of joint projects	3		
Greater clarity as to the strengths and weaknesses of collaboration	3		
Increased trust among partners	3		
Improved knowledge and expertise via wider access to information	2		1
Greater awareness and understanding of the benefits of working together	3		
Reduced duplication of effort	3		
Greater alignment of strategies and plans	3		
Greater alignment of services	3		

Those commenting here felt that SC^2 had positive impacts in all categories, except for lack of clarity from one person each as to whether it had resulted in better targeted use of resources, or an improved knowledge and expertise via wider access to information.

5.3.12 Perceived strengths of SC^2 to June 2005

> "PTS has become a project of huge significance in Waitakere, this was really assisted by SC^2. Opportunities are flying now".

> "Stories are where it's at; capture the stories coming through Project Twin Streams and spread them".

The major strengths of SC^2 in this phase were perceived to be as follows.

♦ The external validation given to PTS by SC^2, especially within Waitakere City Council.

♦ The challenging and enrichment of PTS ideas and practices, through the involvement of people from the Working Group.

♦ Presentation of SC^2 to conferences as a partnership project, by having central, regional and local government sharing the same space and message and presenting together.

♦ The small size of the Working Group has worked well, making it easier to act than with a larger group. While a small group involves risks with key people moving on, there has been a high level of trust and the early focus on planning and reporting has lessened, with more of a project and action focus in this phase.

♦ There have been committed people at the right level driving the project, people who can bring in resources. The new Auckland Regional Council representative on the Working Group was felt to have had a major positive impact.

♦ The Working Group now has a community link with the PTS Community Broker coming in and out of the group.

♦ The economic development work has forged links between PTS and Enterprise Waitakere, and the economic development staff within Council. As mentioned it has also resulted in a new staff position based within Enterprise Waitakere.

♦ Workshops with Te Ukaipo gave a voice to the spiritual aspects of PTS, and a community based Stirring Stories project idea was the result. The importance of story telling has been highlighted via SC^2 funding of the work with Te Ukaipo.

♦ SC^2 has influenced DIA strategies in terms of thinking across the four wellbeings, and challenging DIA to think more about the environment and economic development.

♦ SC^2 has reportedly influenced the employment of a part-time communications role in the ARC, to improve communication around sustainable development issues.

Overall, SC^2 was felt to have bought a richness and depth to PTS, and that without SC^2 there would have been little chance of sustaining Project Twin Streams as a genuine Quadruple Bottom Line project.

5.3.13 What could have been improved to June 2006

♦ Better implementation of partnering principles through consistent communication and flexibility.

♦ A big perceived difficulty was trying to engage other government departments, which may limit the ability of SC^2 to influence central government agencies to do things differently.

♦ Expectations as to the pace of activity and what can be achieved through SC^2 need to be managed, including the 'readiness' of local communities to take ownership of Project Twin Streams in a practical sense.

♦ The sustainability of activity generated through SC^2 is a big issue going forward, as is the ongoing resourcing generally of the social, cultural and economic aspects of PTS.

5.4   Assessment against the Bellagio principles

The table below summarises the extent to which SC^2 has reflected sustainability principles during this evaluation period, based on progress made and participant views.

Bellagio principle	Extent to which this is reflected in evaluation for the project	Explanation	Suggestions for improvement
Define or capture what sustainable development means for the project	Medium	A workshop on what sustainable development means for SC^2 was held in August 2005 for key stakeholders. A further workshop was held with the community organisations on evaluation in March 2006, which included discussion on how to engage with communities on local sustainable development.	• Continue to clarify and document the evolving perspectives on what sustainable community development involves within the project. • Support community conversations about local sustainable development. • Make this area of work a core focus in any Communication Strategy developed.
Be holistic (make explicit links and connections)	High	This has occurred through stronger links with the ARC, the work on spiritual aspects, the arts role, and the Economic Development Action Plan.	• Ensure that project documentation addresses key links and connections in the work of SC^2.
Consider all key elements (eg equity, future generations, ecology)	Medium	Project documentation reflects the desire to consider essential elements such as ecological health, equity and other factors that impact on human and environmental wellbeing.	• As above.
Have an adequate scope	Medium	Project Twin Streams is a medium term project (to 2012) and SC^2 is currently funded to June 2007.	• Plan ahead to ensure that the work undertaken via SC^2 can have an ongoing life after its funding stops.
Be practical	High	This phase of SC^2 involved a stronger focus on practical projects and making progress across the social, cultural, economic and spiritual aspects of the project.	• Continue the focus on practical projects.

Be open	Medium	The project documentation, including evaluation methods and assumptions are widely and publicly available.	• Continue to document and make assumptions explicit.
Communicate effectively	Medium	While considerable effort was put into communicating to a range of audiences what SC^2 is and progress made, there is scope for improvement.	• Raise SC^2s profile productively and share lessons in ways that influence the thinking and actions of others. Key audiences are Waitakere City Council, the ARC and regional and national offices of key government agencies.
Be participatory	Medium	Community representation on the Working Group has occurred sporadically through the Community Broker. The involvement of community organisations at this level is possibly a low priority for the community organisations themselves.	• Court the input of external 'experts' in relevant fields.
Undertake ongoing, reflexive assessment	High	The Evaluation Plan for SC^2 sets out the approach for its evaluation. Project Twin Streams has also developed a Formative Evaluation Framework that incorporates the work and evaluation of SC^2.	• Support action research and participatory learning processes via SC^2.
Ensure the capacity to evaluate effectively	High	SC^2 evaluation is resourced to June 2007 and beyond through PTS.	• Continue to resource and support evaluation adequately.

Compared with formative evaluation results, SC^2 has made progress in defining what sustainable development means for the project, working creatively with communities, is more holistic, action focused and more participatory. The scope of SC^2 was always limited as a three year project. This provokes questions as to what happens after June 2007 and how long term an influence SC^2 will be on Project Twin Streams.

6.0   Implications

Based on these evaluation findings, implications for SC^2 moving forward are as follows.

Funding for SC^2 is due to end in June 2007. A key issue is clarifying how the work initiated through SC^2 can have an ongoing life, where appropriate. For example, the Economic Development Action Plan is now being sustained through an Enterprise Waitakere based role that is expected to continue past 2007, even without the $20,000 contribution made to it in 2006/2007 by SC^2.

Similarly, the PTS Arts Coordinator role seeded through SC^2 funding in 2005/2006 is now funded by Waitakere City Council.

An analysis needs to occur as to what can be continued and how, to ensure some sustainability of effort and impact through the contribution of SC^2. This should include clarifying how the ARC and Project Twin Streams in particular can continue to work together for mutual benefit.

A Communication Plan to ensure that the lessons from SC^2 are disseminated and influence others would be beneficial. This Plan could include capturing what sustainability has meant for SC^2 and its sustainable community development approach, for a range of audiences.

It would be desirable to undertake the Stirring Stories Project as a community exercise and key communications tool. Any further next steps for progressing the spiritual aspects of PTS can also be identified.

SC^2 can also consider developing a sustainability template for community organisations and/or government, or other practical tools to support them to pursue local sustainability actions. Such a 'toolkit' would be a highly concrete and useful result from SC^2.

Overall, to date SC^2 has reflected the experiences of the three levels of government working collaboratively to support a Council based community engagement and environmental restoration project. While the set up phase of SC^2 involved much planning and clarifying of processes and purpose, this second phase has resulted in significant progress across the social, economic and cultural aspects of PTS. PTS participants are clear that this progress would have been much slower or not occurred at all without SC^2.

The task now is to clarify what can be sustained past June 2007, and how.

Appendix A: Project Twin Streams – Working Together for Healthy Streams and Strong Communities

In 1997/98, Waitakere City Council initiated studies to address stormwater effects in the Oratia and Opanuku Streams. This led to the creation of Project Twin Streams, with a successful application made to Infrastructure Auckland for funding to implement solutions, over a ten year period, to avoid, remedy and mitigate these stormwater effects in ways that also achieve social, cultural and economic outcomes.

Project Twin Streams is now a large scale, multi-faceted Council project which aims to achieve long-term sustainable management of the Henderson Creek and Huruhuru Creek catchments. The project weaves together integrated stormwater management and the restoration of 110km of stream banks, within a sustainable community development model that seeks to connect local people with each other and their local environment. Most of the funding for the project stems from Infrastructure Auckland (which is administered by the Auckland Regional Council).

Project Twin Streams' philosophy recognises the interdependence between people and their environment. Its sustainable community development approach means acting to develop strong, healthy, engaged local communities who understand the challenges facing their local catchment and take responsibility for them. It recognises that learning creatively and respecting alternative views are essential in community processes. It believes that strong local economies require new skills and approaches which will lead to new opportunities, jobs and ways of thinking about economic development. It understands that all of this depends on a healthy natural base, the recreation of biodiversity, the wise management of our natural resources and urban design that achieves a lighter footprint on the earth.

The core of Project Twin Streams' sustainable community development approach lies in resourcing local communities to lead their own local sustainable development. This is being pursued through contracting local community organisations to deliver Project Twin Streams in ways that suit the local communities involved. As of October 2006, four of six community contracts have been established, with the rest in development. Project Twin Streams is ultimately working towards a community governance model for a sustainable catchment, by seeking to develop a community led governance body to deliver key aspects of Project Twin Streams (such as a Community Trust, Incorporated Society or Association).

For more on Project Twin Streams, see:

http://www.waitakere.govt.nz/Abtcit/ne/**twinstreams**.asp.

Appendix B: ASCP and Sustainable Communities objectives

Auckland Sustainable Cities Programme high level objectives (Evaluation Framework)

1. Make sustainable development happen by translating theory into practice.

2. Increased community capacity and buy-in to sustainable practice.

3. Strengthen central and local government collaboration and partnerships.

4. Demonstrate contribution to sustainable outcomes.

Sustainable Communities Workstrand objectives

1. A shared perspective across each community about basic concepts of sustainable development and sustainable communities.

2. Informed and connected communities leading their own sustainable development in partnership with central government agencies and other stakeholders.

3. Implementation of practical sustainable development initiatives in each demonstration project that contribute to community wellbeing outcomes.

4. Increased central and local government effectiveness in coordinating strategies, services, resources around community outcomes through a collaborative, learning approach.

Appendix C: The Bellagio Principles

The Bellagio principles were developed in 1996 in Italy's Bellagio, by an international panel of measurement practitioners and researchers. They contain the synthesis of insights from practical ongoing evaluation efforts and were developed in response to the need for improved ways of assessing sustainable development.

There are ten Bellagio principles, as follows.

1. "Define" or capture what sustainable development means for the project.
2. Be holistic (make explicit links and connections).
3. Consider all the key elements (for example ecological, future generations, equity).
4. Have an adequate scope (human and ecosystem timeframes, local to global, past and present).
5. Be practical – keep things manageable.
6. Be open (make methods and data accessible, be explicit about assumptions and values).
7. Communicate effectively.
8. Be participatory (include representation from all key groups involved or affected).
9. Undertake ongoing, reflexive assessment.
10. Ensure the capacity to evaluate adequately.

Appendix D: Stakeholder Interviewees

Working Group members:

Kim Penetito (Department of Internal Affairs - SC^2 Working Group member to February 2006)

Viv Sherwood (Department of Internal Affairs - SC^2 Working Group member and Sustainable Communities Workstrand Project Manager)

Jenny Chilcott (Project Twin Streams - SC^2 Working Group member)

Helen Haslam (Project Twin Streams - SC^2 Working Group member)

Waitakere City Council staff interviewed:

Wayne Knox (Maori Issues Manager)

Janet Holt (Project Twin Streams Community Arts Coordinator)

Representatives of community organisations interviewed:

Lisa Howard-Smith (Manager of Community Waitakere – formerly WADCOSS)

Gilbert Brakey (Project Twin Streams Coordinator, based in Community Waitakere)

April Nicholson (formerly with Te Piataata Trust, now Te Ukaipo Manager)

Wiremu Hetaraka (CEO Te Piataata Trust)

Emma Frost (Ranui Action Project)

Annie Cochrane (Project Twin Streams Coordinator, based in Corban Estate Arts Centre)

Mary Foy (CEO Sisters of Mercy/Te Ukaipo)

Fenella Thomas (Project Twin Streams Coordinator based in Te Ukaipo/Sisters of Mercy)

John Wadsworth (CEO Enterprise Waitakere)

Barbara Joy (Community Economic Development Facilitator, Enterprise Waitakere)