

# GOOD PRACTICE PARTICIPATE

## WORKING WITH SPECIFIC GROUPS

This section will help you reach particular groups when your agency needs to consult with diverse communities and organisations.

When seeking to involve different groups in government decision-making, the possibilities can seem daunting. Who should be included? With whom should you explore the idea of starting an active relationship? And how can central and local government work together to engage the public in decision-making?

### ***Working with different population groups***

When working with different population groups, consider appropriate approaches and their particular needs.

### ***Māori communities***

Any credible engagement with Māori will be based on relationships of trust and reciprocity.

This is a short, practical guide to assist officials in their engagements with Māori. It is not intended to be exhaustive, and it is not a substitute for good advice from experienced people and thorough preparation through wider research.

### **Why engage with Māori**

Many government decisions will affect Māori, sometimes in unpredicted or unintended ways, so Māori participation is important.

People should have the opportunity to participate in government decisions that affect them. Early engagement can help identify pitfalls or gaps in our thinking and raise otherwise unforeseen issues or opportunities.

The Treaty of Waitangi places an additional responsibility on government to facilitate Māori participation in policy development and service delivery.

Māori, as tangata whenua, have a unique relationship with government. The Treaty obliges government to ensure that Māori are involved in making decisions on matters that affect them. It also means that government must take positive steps to ensure that Māori interests are protected. Any compromises necessary to achieve a balance with other government obligations should be explored in good faith by the parties together.

### **Who to engage with**

The question of who to engage can sometimes be difficult for officials. The best place to start is by working through your existing relationships with Māori. Your contacts may help you find the right people.

If you don't already have these relationships, work with people who do. Start by checking what help is available within your own agency. For extra assistance, you can also ask Te Puni Kōkiri.

Take the opportunity to start building active relationships with Māori individuals and organisations before specific issues arise.

#### [Te Puni Kōkiri](#)

The following questions might help you identify key stakeholders:

- Who might be affected by your issue now or in the future?
- Does your issue have implications for a particular sector(s) of activity?

- If so, what organisations, service providers and advocates are interested or involved in this sector?
- Does your issue have implications for a specific geographical area?
  - If so, who are the iwi or Māori groups in this area?
- Will your issue be significant for pan-Māori organisations such as the Māori Women's Welfare League or the Federation of Māori Authorities?

[Māori Women's Welfare League](#)

[Federation of Māori Authorities](#)

### **When to engage**

Early discussions with Māori build better understanding and make subsequent debate better informed.

Māori participation should not be an afterthought. Ideally it will be just one aspect of your ongoing relationships with Māori. As a rule of thumb, seek Māori involvement as early as possible, particularly if the issue has been identified as significant to Māori.

It might be helpful to think about the key decision points in your policy or service-development process. Ask how Māori input could help with:

- defining the problem or issue
- setting objectives
- developing options or solutions
- choosing an option or solution
- implementing the agreed option or solution

- evaluating the effectiveness of this option or solution.

Be prepared to be flexible and try to accommodate requests to vary your process.

## Things to keep in mind when engaging with Māori

### Planning

People are often using their own time to participate, so ensure their time is best used in a way that influences your decision-making.

Think about involving potential participants in your planning. The most successful process can be one developed in partnership with participants.

Also, be clear about your purpose in seeking to engage Māori.

- What information do you need?
- What outcome are you seeking?
- How will input from participants most effectively contribute to this outcome?

Be explicit about your purpose. This way, you will get what you need from the exercise, and participants will feel satisfied when they see how their contribution is reflected in the outcome.

### Being up-front

Don't promise what you can't deliver.

- Be objective – recognise the limitations of your knowledge and understanding.
- Be open and honest – be candid about what will happen with the information gathered, and what is and what isn't possible.
- Be realistic about what you can and cannot achieve.
- Be committed to helping where you can and making good on the promises made by your agency.

### Understanding kawa and tikanga

Be aware and have respect for kawa (protocols) and tikanga (customs) when engaging with Māori. This is a prerequisite for developing relationships of mutual goodwill and co-operation.

If you aren't experienced in working with Māori, seek help from people who are. Your first source of advice will be the staff within your own agency responsible for advising on work with Māori.

[Visit maori.org.nz](http://maori.org.nz) for detailed information on kawa and tikanga.

Because each iwi, hapū or Māori group has its own particular customs, the best way to find out what's expected of you is to ask the group concerned beforehand.

### Considering communication preferences

Many Māori prefer face-to-face communication, so try not to rely on written communication alone.

If you do require written submissions, organise at least one face-to-face meeting as well.

### Preparing for wide discussion

Māori culture is based on a holistic view of life and the world. This holistic worldview can mean that participants may raise issues you perceive to be outside your brief.

Be prepared to listen and consider these issues before moving to your particular area of focus.

Also be ready to follow up these issues, or advise on more appropriate contacts if the matter is outside your brief.

### Representing government

You will be seen as a representative of the government. Your engagement will occur in the context of a group's history and dealings with government.

You may be expected to be aware of past interactions: what was said, what commitments were made,

and what was delivered. If you are not, you may be reminded of what happened, especially if the results were less than satisfactory.

Remember that what is said to you is not personal; it is said to you in your role as an agent of the government.

### Accounting for time and resource issues

Consider the time and resource constraints on the people with whom you're hoping to engage. Iwi and other Māori organisations often have a limited capacity for working with government, and a number of competing priorities.

Think about how you can limit the burden on these groups. For instance, when planning hui, think of costs such as koha, marae/venue hire and catering. Also aim to ensure you give reasonable notice of meetings.

Decision-making by consensus can require a high level of community involvement and debate, and leaders can be reluctant to express views that have not been approved by group members. Allowing sufficient lead-in time for participants to prepare is, therefore, especially important.

### Feedback

Participation will be worthwhile for Māori when they can see that their contribution has affected the overall outcome of your exercise. So it's essential to give feedback to participants on:

- how you used the information you received
- to what extent this information influenced the final decision
- how any unresolved issues will be addressed.

## Crown-Māori Relationships Instruments

Formal relationship agreements, such as memoranda of understanding, with whānau, hapū, iwi and Māori organisations, are now referred to as Crown-Māori Relationship Instruments (CMRI).

Ministry of Justice and Te Puni Kōkiri, with assistance from Crown Law, carried out a stocktake of 150 existing instruments and consulted a selection of Crown and Māori organisations, who were party to those instruments. The stocktake established the need for a policy framework, which was approved by Cabinet in August 2004. The CMRI policy framework is designed to:

- increase consistency between CMRI
- increase awareness of the agreements executed across the state sector
- contribute to the living relationship envisaged by both parties to the Treaty of Waitangi
- assist the development of robust relationships between the Crown and Māori.

The Crown-Māori Relationship Instruments: Guidelines and Advice for Government and State Sector Agencies were published in November 2006 to help agencies to develop CMRI.

Cabinet has directed agencies to seek advice from the CMRI Officials' Group regarding compliance with the policy framework. The Officials' Group is made up of representatives from the Ministry of Justice and Te Puni Kōkiri.

CMRI can be executed when the Officials' Group informs the agency that their proposed CMRI is consistent with the policy framework. Cabinet approval is required for CMRI that are inconsistent with the policy framework.

It is not mandatory for Crown entities to comply with the CMRI policy framework, but they are invited to apply the Guidelines when developing relationship instruments.

[Crown-Maori Relationship Instruments: Guidelines and Advice for Government and State Sector Agencies](#)

[Email CMRI Officials' Group](#)

## **Pacific communities**

Building active relationships with people is the basis of good consultation with Pacific communities. Pacific communities include different ethnic groups.

There were 265,974 people of Pacific ethnicity living in New Zealand at the time of the 2006 Census.

The largest Pacific ethnic groups were:

- Samoan (131,103)
- Cook Islands Maori (58,011)
- Tongan (50,478)
- Niuean (22,476)
- Fijian (9,864)
- Tokelauan (6,822)
- Tuvaluan (2,625).

[Learn more in the NZ Census from Statistics NZ](#)

### **Tips for consultation**

A few basic tips for formal consultation are:

- at the start, it is best to be introduced to a gathering by a Pacific person with credible links to the community
- explain clearly the purpose of the consultation
- explain how the community's input will be used
- be sure to observe cultural and spiritual protocols such as prayers
- recognise church and community leaders
- remember to give koha or mea lofa.

### **Ministry of Pacific Island Affairs**

The Ministry of Pacific Island Affairs has resources to help government

agencies consult with Pacific communities. For example:

[Pacific Analysis Framework – a tool to assist agencies to incorporate Pacific perspectives into policy development](#)

The Ministry's community advisors in Auckland, Wellington and Christchurch can brief you about meeting local Pacific communities.

The Ministry also trains government agencies on best practice for including a Pacific perspective in policy development.

[Ministry of Pacific Island Affairs](#)

[Pacific Analysis Framework](#)

[Pacific Consultation Guidelines](#)

## **Ethnic communities**

The ethnic sector is made up of people whose culture and traditions distinguish them from Māori and Pacific people, and from the majority of people in New Zealand.

New Zealand's ethnic communities comprise Chinese, Indians, Latin Americans, Greeks, Koreans, Arabs, Somalians, Iranians, South Africans, Russians and many more. The sector includes migrants, refugees and people born in New Zealand who identify with their ethnic heritage.

The Office of Ethnic Affairs works alongside these communities providing advice and community capacity building opportunities to increase their civic participation in New Zealand society.

Working with ethnic communities involves developing and maintaining good working relationships. Participation exercises should be timely, well planned and inclusive.

### **Some basic tips**

- Learn about ethnic communities' worldviews and settlement history.
- Do not make assumptions.
- Take time to find the right contacts and the best way to work.
- Use facilitators skilled in

intercultural communication.

- Use interpreters and translate documents if necessary.
- Explain the purpose of the participation and how ethnic input will be used.
- Observe important customs and spiritual protocols.
- Recognise the importance of community institutions, such as places of worship.
- Remember to thank those who participate.

## Office of Ethnic Affairs

The Office of Ethnic Affairs (OEA):

- provides advice and information on working with ethnic communities
- has resources of interest to people working with ethnic communities.

*Ethnic Perspectives in Policy* is a useful resource that outlines:

- government's policy objectives for the ethnic sector
- guidelines for consultation, policy development and agency responsiveness
- key factors to consider when working with ethnic communities.

OEA runs training courses in *Ethnic Perspectives in Policy* (EPP) and *Intercultural Awareness and Communication* (IAC).

EPP training is designed to give policymakers a deeper understanding of the ethnic sector in New Zealand. It includes tools and best practice models to ensure policy is developed that responds to the needs of all New Zealanders.

IAC programme participants develop and enhance core intercultural competencies, including cultural self-awareness, cultural literacy, and building cross-cultural bridges to engage with other communities. Although primarily aimed at the

Public Service, the programme principles and content are transferable to the private and non-profit sectors.

[The Office of Ethnic Affairs](#)

[Ethnic Perspectives in Policy](#)

[Intercultural Awareness Resources](#)

### **Standards for engagement when working with refugee background communities**

*Standards for Engagement: Guidelines for Central and Local Government, and NGOs Working with Refugee Background Communities* is published by ChangeMakers Refugee Forum in conjunction with government and non-government agencies.

ChangeMakers Refugee Forum is a Wellington-based NGO run by people from refugee backgrounds to represent the views of refugees and build the capacity of refugee-background communities in the greater Wellington region.

*Standards for Engagement* outlines ways government agencies can successfully engage with refugee-background communities. It covers:

- meaningful participation
- partnerships
- planning together
- information sharing
- feedback
- monitoring and evaluating the 'engagement' throughout the process.

[Standards for Engagement Guidelines](#)

[Learn more about Changemakers Refugee Forum](#)

## **Women**

Women are often the main information seekers and play a vital role in informing their families.

### **Reasons to engage with women**

There are many reasons why it's important to make sure women are engaged in your decision-making process.

Women are often the primary information seekers in their households when it comes to government services or programmes (NSW Department for Women, 2000).

Also, policies and programmes can impact on men and women in different and often unintended ways. So it's essential to consider how men and women are likely to be affected by your decision.

Gender analysis is a framework for decision-making that will help you do this. Gender Analysis examines the differences in men's and women's lives, including those that lead to social and economic inequity, and applies this understanding to policy development and service delivery.

[Gender analysis](#)

## **Key things to consider**

Here are some specific things to think about when engaging women:

Be aware of diversity: Women have a diverse range of experiences, perceptions and needs according to their background, living circumstances, age, income, ethnicity, and any number of other factors. Ask yourself how your decision will affect particular groups of women, including Māori women, Pacific women, women with disabilities, refugee or migrant women, rural women, women on low incomes, and young women.

Allow adequate time: Many women's groups have limited resources, so make sure you allow adequate time for group members to consult among themselves when forming a view. To get the most out of your process, invest time in building your active relationships.

Be flexible: Many women will have other commitments you need to be conscious of. They may be involved in unpaid work, or have primary responsibility for looking after family



and whānau. Women with children, for example, might have obligations such as dropping off or picking up children from school. If you're planning a meeting, be flexible about meeting times and consider whether you need to help with childcare.

## Ministry of Women's Affairs

The Ministry of Women's Affairs can provide advice when dealing with gender-specific issues. The Ministry's website has resources including:

- the Women's Directory, containing a list of women's groups and organisations in New Zealand
- information on gender analysis
- publications and reports on the status of women and gender issues in New Zealand.

[Ministry of Women's Affairs](#)

[Women's Directory](#)

[Gender Analysis](#)

[MWA publications and reports](#)

## Working with children and young people

Participation is more than just giving people a say. It's about listening to them, taking them seriously and wherever possible putting their ideas and suggestions into practice.

### Guides and toolkits for participation

The Ministry of Social Development and the Ministry of Youth Development have guides for involving children and young people in decision-making, service delivery and projects:

[Involving Children: A Guide to Engaging Children in Decision-Making](#)

A practical guide for organisations, government agencies, community groups and individuals who want to involve children up to the age of 18 in effective decision-making.

['Keepin' It Real': A Resource for Involving](#)

## Young People

The companion guide, "Keepin' It Real", deals with how to increase youth participation in policy development, programmes, services and organisations.

The Ministry of Social Development has also developed an online toolkit for care and protection workers about how to involve children, young people and their families in decision-making about care and protection services.

This toolkit builds on information in related guides about how to engage children, young people, and the community in decision-making, and draws out information that is particularly relevant for care and protection providers.

### The benefits

Involving children and young people in decision-making:

- gives them new skills and knowledge
- builds their confidence
- gives them some influence over matters that affect them
- increases adults' understanding of their issues
- helps government create appropriate policies.

A few basic tips about involving children and young people:

- involve them as early as possible
- topics need to be real and relevant
- ask children and young people what issues are important to them
- use facilitators experienced with children and young people
- get consent to participate from the children themselves, as well as their parents or guardians
- explain whether individual

contributions will be confidential or whether they will be published and shown to others.

Set the scene for success:

- prepare the children and young people well, and build rapport
- keep meetings to a suitable length
- take responsibility for safety and ethics
- arrange the timing of meetings to fit around school and activities
- meet in child- and youth-friendly places (e.g. schools and sports clubs)
- use an appropriate group size and structure
- think about whether transport is needed
- take regular breaks and provide food and drink
- provide children and young people with certificates or letters of acknowledgement to show them that their contribution is valued
- seek their input when evaluating the participation exercise.

Communicate clearly:

- present printed information in appropriate language and format
- always provide feedback.

## People with disabilities

The disability community is complex, and keen to participate in government decision-making.

### Groups to consider

When planning a participation exercise, consider these groups:

- individuals with disabilities, their families and whānau
- organisations that work for and

with people with disabilities

- providers of services.

To find out what disability groups exist in your area, the following organisations can help:

- consult the Citizens Advice Bureaux
- check the local disability resource centre.

For national lists of disability organisations:

- see Office for Disability Issues for key contacts
- contact CCS: Disability Action, phone 0800 227 200, email: [info@no.ccs.org.nz](mailto:info@no.ccs.org.nz)
- contact Enable New Zealand: phone 0800 171 981, email: [info@enable.co.nz](mailto:info@enable.co.nz)

The Office for Disability Issues provides policy advice on disability issues and leads, monitors and promotes the NZ Disability Strategy, a long-term plan for changing New Zealand from a disabling to an inclusive society.

[Citizens Advice Bureaux](#)

[Office for Disability Issues](#)

[CCS: Disability Action](#)

[Enable New Zealand](#)

## Questions to ask

When consulting people with disabilities, ask what they need:

- a wheelchair-accessible venue
- user-friendly furniture and lighting
- special parking or transport requirements
- a hearing loop
- an interpreter (contact the Deaf Association of New Zealand)
- any special dietary requirements.

Some participants may need to bring

a support person.

Basic courtesies:

- make sure people know where the bathroom is
- go through fire procedures
- introduce everyone, and say your name when speaking
- allow people time to finish what they are saying
- provide breaks
- if you provide food, make sure people are helped if necessary.

[Deaf Association of New Zealand](#)

## Older people

Best-practice guidelines apply regardless of age. In terms of participating in decision-making, the needs of many older people do not differ from the general population.

The large and growing population of over-65s make up about 12 percent of New Zealand's population. At the time of 2006 Census there were:

- 56,667 people aged 85 and over
- 173,451 aged 75-84
- 265,482 aged 65-74.

The 'young old' and the 'older old' may have very different life experiences, aspirations, and perspectives.

As with other age groups, remember:

- larger fonts are easier to read
- not everyone has easy access to the Internet
- at meetings, presenters should speak clearly and audibly, or use microphones.

## Age Concern and Grey Power

Two well-known organisations working for older people are Age Concern and Grey Power.

Age Concern promotes quality of life for older people and positive ageing for all people. It provides a national focus and voice for the nationwide network of Age Concern Councils. These councils provide information, advocacy and other services for older people in their areas.

[Age Concern](#)

[Contact Age Concern](#)

Grey Power is made up of 78 federated branches nationwide, grouped into seven zones. Grey Power's focus is on lobbying for the interests of older people at national and local levels, and informing its members on matters of local and national interest.

[Grey Power](#)

[Contact Grey Power](#)

## Office for Senior Citizens

The Office for Senior Citizens is part of the Ministry of Social Development. Its role is to advise the Minister for Senior Citizens on policy and issues relevant to older people, and to advocate for the rights and interests of older people.

The Office has strong networks with older people's organisations, and with older people in communities throughout New Zealand through its contact with NGOs and its Volunteer Community Coordinators Programme.

[Office for Senior Citizens](#)

[Volunteer Community Coordinators Programme](#)

## Rural communities

You need to be proactive if you want rural communities to participate in government decision-making.

## Identify key people

Suggestions for identifying key people to start the process:

- regional staff from your agency
- regional staff from Te Puni Kōkiri

- field staff
- school boards of trustees
- Rural Education Activities Programme (REAP) branches
- Rural Women New Zealand
- Federated Farmers
- Rotary Clubs and Lions Clubs.

Other key sources might be regional and district councils, local iwi and rural media.

[Rural Women New Zealand](#)

[Federated Farmers](#)

[Rotary Clubs](#)

## Publicise your participation exercise

Publicise your participation exercise well ahead of time:

- put notices in local newspapers or newsletters
- post pamphlets and leave them at local clubs, community centres, community noticeboards
- put consultation documents on the Internet
- publish an item in the Aotearoa Bulletin, a monthly publication produced by Rural Women New Zealand.

Face-to-face meetings may be better than email or the telephone, as rural communities often struggle to secure satisfactory Internet access.

If arranging a meeting, bear in mind how far rural people may have to travel to attend it. Make sure you communicate clearly the significance of the issue for the community. Consider providing tea and coffee, light food, and childcare.

Be sensitive to daily routines and seasonal pressures. For example, don't plan a meeting that coincides with school drop-off and collection, calving, lambing or harvesting. Evenings may be more convenient

than daytime.

Farming is not the only occupation in rural communities. Therefore, contacting farming people alone is unlikely to give a representative community view. Meeting times that are suitable for farming people may not be suitable for non-farming members of the community, and vice versa.

[Aotearoa Bulletin](#)

For further advice, contact the Rural Affairs Co-ordinator at the Ministry of Agriculture and Forestry, (04) 474 4100.

## Local government

### About local government

New Zealand has 67 local authorities consisting of 11 regional councils and 73 territorial authorities (district councils and city councils).

Local Government New Zealand is a national organisation representing the interests of all councils. It champions best practice in the local government sector and provides policy advice and training to local authorities.

[Find out more about these councils](#)

[Find out more about Local Government New Zealand](#)

### Building active relationships with local government

Here are five suggestions that may help you and your agency build active relationships with local authorities.

1. Increase your level of contact with local authorities. Identify specific people in your agency for local authorities to work with, and publicise their names. It can be helpful if these people know the area well.
2. If involved in a planning process or joint project with a local authority, consider developing a memorandum of understanding between your agency and the

authority. This should specify:

- who within your agency will lead, or be involved in, the planning process or project, and the limits of that person's authority
- protocols for exchange of information, with a 'no-surprises' policy
- what will be monitored, what indicators will be used, and who will be responsible for collecting information.

3. Establish regional networks of related government agencies. Nominate a lead agency as first point of contact for local authorities on specific issues. In some areas, networks may already exist, so simply ensure that your agency regularly participates in meetings.
4. Measure your success against jointly agreed indicators of progress.
5. Develop a human resources strategy that increases your agency's capacity to collaborate with local government.

### Planning a collaborative process

Keep in mind the following things when planning a collaborative process with local government:

#### Local and national strategies

Local government develops local strategies that meet local needs. Central government agencies have a strong focus on national strategies. Look for the common ground between local and national interests. Indicators

Because central government, local government and communities may have different expectations of the collaboration, their measures of success may vary. It's best if all parties can agree on indicators at the beginning of any collaborative exercise.

#### Planning timeframes

Central government agencies' timeframes and objectives can be

affected by changes of government, Ministers or budgets. Local authorities too will be at different stages in their process of identifying and prioritising community goals. When working with local authorities, try to identify any limitations that this may have on your ability to make commitments.

### **Delegated authority**

Government agencies can vary in the amount of autonomy given to their local or regional offices.

Collaboration with a local authority can be easier if it involves someone from your agency who is able to make commitments on the agency's behalf.

If this isn't possible it may be helpful, at least initially, if the local authority and your agency's senior managers meet to discuss their interface.

### **Regional boundaries**

Central government agencies' administrative boundaries may differ from local authority boundaries. For instance, a local authority in Taranaki may deal with central government agencies' offices in New Plymouth, Palmerston North and Wellington.

Be conscious that this can add to local authority staff workloads. It can also create special challenges for information gathering and sharing between central and local government.

### **Duplicate consultation processes**

Sometimes communities have been consulted twice on similar topics at virtually the same time. Try to co-ordinate your consultation exercises with those of local authorities and other government agencies.

That's just one more reason for fostering active relationships: you need to know what's going on.

## **Working with community and voluntary sector organisations**

Non-government organisations in the community and voluntary sector can offer outside knowledge about issues

and expertise about what works best. They can also help you communicate with those communities you wish to reach.

## **What is the community and voluntary sector?**

The community and voluntary sector sits alongside the state sector and the private sector. As such, it is sometimes referred to as the 'third sector'. It plays an important and active role in society.

The sector includes organisations differing in size, structure, legal status and in the nature of their activities. These activities may range from sport and recreation, to emergency services, conservation, social services, and arts and heritage.

A key feature of community and voluntary sector organisations is that they are not run for profit. Any profit made is typically reinvested in the organisation. Their work may be carried out by a mix of paid staff and volunteers. Many small groups are entirely reliant on volunteers.

Community and voluntary organisations might focus on:

- providing services to strengthen communities
- mutual aid and self-help for members of organisations
- policy advocacy or campaigning
- advocacy on behalf of individuals
- expressing and fostering culture and identity.

## **Kia Tūahi Relationship Accord**

Relationships between communities and government agencies can be affected by wider government policies, decision-making processes and historical issues.

In August 2011, the Kia Tūahi Standing Together Relationship Accord was signed at Parliament. The Accord is an important symbol of commitment between

government and communities to engage effectively to achieve social, economic and environmental outcomes. It sets expectations about how government agencies and communities will work together.

[Kia Tūahi Relationship Accord](#)

## **Umbrella groups in the community and voluntary sector**

How do you find the right people to consult when the topic is highly specific?

If your agency seeks participation from a particular section of the community and voluntary sector, the right umbrella groups may be able to help you.

Umbrella groups are councils, federations, collectives or associations of organisations in the community and voluntary sector, usually covering a subset of the whole sector. They are formed by member organisations that wish to co-operate for shared purposes. They perform roles for their members such as training, information sharing, research and lobbying. They are sometimes known as 'peak bodies'.

Remember that community and voluntary organisations, including umbrella groups, have limited staff and funding, and may need to be resourced in order to participate effectively.

Some examples of umbrella groups:

[Age Concern](#)

[ANGOA \(Association of Non-Governmental Organisations of Aotearoa\)](#)

[Association of Supported Employment in New Zealand](#)

[Council for International Development](#)

[Citizens Advice Bureaux](#)

[Disabled Persons Assembly](#)

[Environment and Conservation Organisations of Aotearoa New Zealand \(ECO\)](#)

[Musical Theatre New Zealand](#)

[National Council of Women of New Zealand](#)



[Adult and Community Education Sector Aotearoa](#)

[New Zealand Council of Social Services](#)

[New Zealand Council of Christian Social Services](#)

[New Zealand Federation of Multicultural Councils](#)

[New Zealand Federation of Vocational and Support Services](#)

[New Zealand Federation of Voluntary Welfare Organisations](#)

[Philanthropy New Zealand](#)

## Government agencies

Participation with the community and voluntary sector may often involve more than one government agency, so your first step may be establishing how best to work with others in government.

### Factors for successful coordination

The State Services Commission framework, *Factors for Successful Coordination - A Framework to Help State Agencies Co-ordinate Effectively*, groups nine success factors according to three dimensions.

#### Mandate

- Leadership commitment
- Ministers' and stakeholder' buy-in
- Defined and agreed joint outcomes

#### Systems

- Appropriate and documented governance and accountability framework
- Sufficient and appropriate resources
- Process to measure performance from established baselines

#### Behaviours

- Right representation, skills and

competencies

- Organisational cultures that support co-ordination
- Shared culture, language and values

Ensuring these factors are in place will help agencies co-ordinate more effectively and achieve success together. Many of the principles are applicable to any co-ordinated or collaborative activity, including those with the community and voluntary sector.

[SSC's Factors for Successful Coordination Framework](#)

### Mosaics resource to improve delivery of public services

*Mosaics: Key Findings and Good Practice Guide for Regional Coordination and Integrated Service Delivery* is a resource to help improve the delivery of public services to people in New Zealand by offering practical advice on how multiple government and community agencies can better work together. It is essentially a toolkit for central government, local authorities, businesses and communities on the best ways of working together to achieve common goals.

[Mosaics](#)

### Other government agencies

To find other agencies and their contact details, these lists on government websites will be useful.

[An A to Z list of government agencies](#)

[Online directory of agency contacts around New Zealand](#)

[Public Sector Directory](#)

### Related resources for working with specific groups

This section lists a large number of related resources on working with specific groups - they include community engagement case-studies, useful links and further reading.

## Related resources for working with Māori

This section lists a large number of related resources on working with Māori - they include community engagement case-studies, useful links and further reading.

[Building relationships for effective engagement with Māori](#)

This fact sheet from Te Puni Kokiri explains how and why to engage with Māori as part of a policy process. Te Puni Kokiri, New Zealand, 2006.

[Capability to Recognise and Respond to Issues for Māori](#)

This investigation reports on how well the Treasury is able to recognise and respond to issues for Māori within the context of its role to improve living standards for New Zealanders. Treasury was audited against expectations of the processes that public service departments should follow to be effective for Māori.

[Communicating with stakeholders](#)

This booklet outlines techniques boards can use to maintain good communication with stakeholders and looks at crisis communications management. Te Puni Kōkiri, New Zealand, 2007.

[Co-Management: Case Studies Involving Local Authorities and Māori](#)

These case studies give clear guidelines on how to use co-management strategies when more than one party is involved in maintaining resources. The five case studies chosen reflect the different forms co-management can take and give examples of practical solutions to complex problems. Local Government New Zealand. (2007) Wellington, New Zealand: Local Government New Zealand

[Co-Production in a Māori Context in Social Policy Journal of New Zealand \(Issue 33: 32-46\)](#)

This paper was presented at the Social Policy, Research and Evaluation Conference held in Wellington. It documents an initiative to encourage participation from past

recipients of social assistance in the development of current policy. It reflects the principles of the Māori Potential Approach and is a trial between TPK and six iwi/māori authorities (2007).

#### [A Collaborative Research Model for Working with Iwi: Discussion Paper](#)

This discussion paper uses the Foundation for Research Science and Technology-funded Ngati Porou programme 'Māori community goals for enhancing ecosystem health' as a case study, but draws on Landcare Research's experience working with a number of Māori organisations on a range of projects. The paper outlines some of the key ingredients of successful collaborative research with iwi and describes some of the barriers to, and difficulties in, setting up collaborative research projects with Māori. The paper is intended to promote ideas and some recommendations for discussion, rather than being an exhaustive and definitive report. Garth Harmsworth, Landcare Research, New Zealand, 2001.

#### [Council-Maori Engagement - Local Government New Zealand resources](#)

Local Government New Zealand is working on a long-term project to help build stronger relationships between councils and Iwi, Hapu and Maori groups to support community wellbeing.

#### [Council-Māori Engagement](#)

This fact sheet discusses the statutory responsibilities Local Authorities are charged with and discusses the benefits of building good relationships with Māori. It suggests practical ways of undertaking this along with a discussion on building capacity and capability to further engagement. Local Government New Zealand (2007)

#### [Crown-Māori Relationship Instruments: Guidelines and Advice for Government and State Sector agencies](#)

Formal relationship agreements, such as memorandums of

understanding, with whānau, hapū, iwi and Māori organisations, are now referred to as Crown-Maori Relationship Instruments (CMRI). These guidelines assist government agencies to comply with the CMRI policy framework.

#### [Directory of Māori Women's Organisations](#)

The Ministry of Women's Affairs holds a regularly updated directory of Māori women's organisations.

#### [The Ethical Dimensions of Research with Māori](#)

Research with Māori must take into consideration tikanga and kawa in addition to institutional ethical standards, and your own personal beliefs. Māori ethics are inherent in Kaupapa Māori methodology, as it is based on culturally appropriate engagement and research specifically targeted at Māori. The Rangahau website assists researchers through a process that does not have a clear beginning or end, is not linear or straightforward.

#### [Evaluation for Māori: Guidelines for Government Agencies](#)

These guidelines from Te Puni Kōkiri are designed to assist agencies undertaking evaluations to collect quality information about Māori. They set out the critical factors agencies need to consider when evaluating their programmes.

#### [Federation of Māori Authorities](#)

The Federation of Māori Authorities is a large Māori business network. Its objective is to foster and promote the development, sound management and economic advancement of Māori authorities, and in that process to protect, to foster, and to advance the interests of the Federation.

#### [A Guide for Consultation with Māori](#)

This Ministry of Justice guide answers the why, when and how of consultation with Māori. The guidelines are designed to assist staff implementing processes that will enhance the Ministry's capability to obtain a Māori perspective for policy advice or when undertaking other initiatives. They may not necessarily

be appropriate for use by other organisations. New Zealand, Dec 1997.

#### [He Hinatore ki te Ao Māori: A Glimpse into the Māori World: Māori Perspectives on Justice](#)

This paper discusses Te Ao Māori tawhito or the Māori world view, and looks in particular at traditional Māori perspectives on justice.

#### [He Tirohanga o Kawa ki te Tiriti o Waitangi](#)

This is a guide to the principles of the Treaty of Waitangi as expressed by the Courts and the Waitangi Tribunal.

#### [Indigenous Knowledge and Values – A selection of publications](#)

A key element underpinning the science undertaken by Landcare Research is an acknowledgment of iwi and hapu as participants in its work and as stakeholders. This recognises their interlinked involvement in the company's science outcome areas as a Treaty partner, in the role they play as tangata whenua and as members of key stakeholder groups. Landcare Research has compiled several papers to illustrate some of the work carried out in this area and provides some useful linkages to other New Zealand and international sites that provide information on indigenous networks, values, knowledge, development, and participatory and environmental projects.

#### [Kaitiakitanga and Local Government: Tangata Whenua Participation in Environmental Management](#)

This study revisited an earlier investigation on guidelines for local authority consultation with tangata whenua. The report reviews progress made on tangata whenua involvement in Resource Management Act (RMA) processes and identifies a number of areas for improvement, particularly in the areas of processes followed and relationships between iwi and councils.

#### [Kia Maia Bicultural Communications](#)

This comprehensive bicultural training and reference software package, developed by Alexandra Tidswell and Janine Kapa of Kia

Maia Bicultural Communications, is available for license to public sector organisations. See the link for more information about the software and how to license it.

#### [Local Authority Engagement with Māori: Survey of Current Council Practices](#)

This report examines the practices followed by local authorities when engaging with Māori. It compares 1997 data with data from 2004, and finds that clear increases in council's activities with Māori were noted in all categories where comparisons could be made.

#### [Local Government Relationships with Māori](#)

This is a series of five case studies looking at building effective relationships with Iwi/Māori. It looks at Manukau City, Council, Waipa District Council, Gisborne District Council (a Unitary Authority), Marlborough District Council (a Unitary Authority) and Wellington Regional Council. It discusses the mechanisms and processes used in developing engagement with tangata whneua along with the key areas of concern. Local Government New Zealand.

#### [Maori.org.nz](#)

This is a site for all sorts of information on matters Māori. It includes information on tikanga (customs and practices), as well as online Māori language resources.

#### [Māori participation in decision-making and other government processes](#)

Research New Zealand was engaged by the Electoral Commission in 2006 to conduct a literature review and compile an annotated bibliography of work related to Māori participation and to social marketing to Māori that has been created within the public sector, and which may have relevance to electoral participation.

#### [Māori Participation in Decision-making and Other Government Processes - Research NZ](#)

The Electoral Commission engaged Research NZ to conduct this literature review and compile an annotated bibliography of work related to Māori participation

and to social marketing to Māori that has been created within the public sector and which may have relevance to electoral participation. The reports were commissioned as part of a research suite examining different aspects of Māori electoral participation. The work consists of a 187-page report and an annotated bibliography of nearly 160 entries. New Zealand, 2006.

#### [Network Waitangi](#)

Network Waitangi is a non-governmental organisation (NGO) that evolved from Project Waitangi. Project Waitangi was launched in 1986 to raise awareness of the Treaty among non-Maori. The Network now links regional groups of independent, mainly non-Maori educators. Through educational workshops, study groups, resource material, public seminars, and submissions Network Waitangi assists Pakeha and other Tauwiwi as tangata Tiriti (people of the Treaty) to honour Treaty responsibilities.

#### [Te Puni Kōkiri factsheets and publications](#)

A range of guidance, research and information is available on the Te Puni Kōkiri website.

#### [Treaty of Waitangi Questions & Answers](#)

Treaty of Waitangi Questions & Answers This 56 page publication from Network Waitangi covers many historical and contemporary issues. It is for people who want to gain a basic knowledge about the Treaty of Waitangi and its implications, as well as for those who want to refresh and update their understanding. It includes a summary of legislation and events since 1840 that have breached the Treaty, and a comprehensive reading list for further information. New Zealand, 2008.

#### [NZHistory.net.nz](#)

This site contains a selection of web pages relating to the Treaty of Waitangi, including links to information on historical accounts of the Treaty, and modern Treaty claims.

#### [Once Were Iwi? A Brief Institutional Analysis of Māori Tribal Organisations Through Time](#)

This third paper in the Te Oranga o te Iwi Māori series explores the role and institutional limitations of a tribal collective and the evolution of Māori institutional arrangements during the 19th century. It draws broad conclusions regarding the opportunities contemporary iwi pose, the challenges they face, and the alternatives available. Sautet, F. NZ Business Roundtable. Wellington, New Zealand (2008).

#### [The Potential of Partnership: Key Learning's and Ways Forward. Local Partnerships and Governance Research Group, University of Auckland, New Zealand](#)

This report has specific sections on dealing with Māori in areas of partnering agreements including the role of the Treaty and strengthening governance systems and processes within Māori (2004).

#### [The Public Service and the Treaty of Waitangi](#)

This State Services Commission paper discusses the nature of obligations placed on the Public Service arising from the Treaty of Waitangi.

#### [Rewa Rewa Agreement - Building good relationships: A presentation to IPANZ](#)

The Rewa Rewa Agreement is an innovative 21st century solution to complex issues for Maori and local government arising from 19th century decisions. A formal partnership was established between the New Plymouth District Council and the Ngati Tawhirikura A Hapu Trust to manage the 'Te Rewa Rewa Reserve'.

#### [Te Hanga Whanaungatanga mo te Hononga Hangai ki te Māori: A Guide to Building Relationships for Effective Engagement with Maori](#)

Te Puni Kokiri published this fact sheet in 2006. More detailed guidelines were in development during 2007/2008 to extend the advice provided in TPK's 1993 publication, A Guide for Departments on Consultation with Iwi, which focused on consultation. The new guide will go further and take into



account that public entities engage with Māori for a variety of reasons outside of formal consultation, and as a result they build different types of relationships with Māori. Contact Te Puni Kokiri for more information.

#### [Tikanga Māori: Living by Māori Values](#)

This book is an accessible introduction to tikanga Māori. It is useful for understanding the correct Māori ways of doing things as they were in the past, as they are in the present – and as they may be in the future. H. Mead (2003), Wellington: Huia.

### **Related resources for working with Pacific people**

#### [Engaging effectively with Pacific communities](#)

This Good Engagement seminar featured the Ministry of Pacific Island Affairs explaining their community engagement framework, which guides the Ministry's engagement with Pacific communities, enabling relevant and timely advice to Government on matters of importance to Pacific peoples. New Zealand, 2010.

#### [Increasing the Participation of Children, young People and Young Adults in Decision Making: A Literature Review](#)

This literature review was undertaken as part of the Ministries of Social Development and Youth Affairs' Action for Child and Youth Development work programme. It focuses in particular on increasing the participation of Maori, Pacific Island Peoples and other ethnic children/young people as well as those with disabilities. The paper reviews national and international literature and resources. A Gray, Ministry of Social Development/ Ministry of Youth Development, Wellington, New Zealand, 2002.

#### [Ministry of Social Development Pacific Strategy](#)

This document sets out the goal, principles and key directions for the Pacific Strategy and related action plans that are to apply, with a timeframe of up to 2004, to two areas: policy and purchase advice, and service development and service delivery.

#### [Pacific Analysis Framework with Pacific Consultation Guidelines: Analysing Public Policy Through Pacific Lenses](#)

The Pacific Analysis Framework is a tool to add value to the public policy development process. It is intended for use by all policy advisers to assist them in structuring policy issues. This document contains guidelines on when and how to consult Pacific peoples. Contact the Ministry of Pacific Island Affairs for a copy.

#### [Pacific Consultation Guidelines](#)

These guidelines, published by the Ministry of Pacific Island Affairs, provide practical help in consulting Pacific communities.

### **Related resources for working with ethnic communities**

#### [Building Bridges: A partnership between the Office of Ethnic Affairs and the Federation of Islamic Associations New Zealand](#)

In 2005, the Office of Ethnic Affairs took a proactive step towards dealing with some of the core concerns about and within Muslim communities in relation to Islamophobia. The Building Bridges booklet provides an overview of this project and outlines its principles, objectives and initial outcomes. The key focus was to establish a strategy for constructive engagement with the Muslim community and conduct a dialogue on critical issues.

#### [Diverse Communities – Exploring the Refugee and Migrant Experience in NZ](#)

This report brings together, for the first time, existing data and research findings on migrant and refugee outcomes in New Zealand, and highlights areas where those outcomes have potential impact on social cohesion. The report contains the most up-to-date data available, including data not previously published from the 2006 Census. Ministry of Social Development's Strategic Social Policy Group, New Zealand, 2008.

#### [Ethnic Perspectives in Policy: Helping Ethnic People to be Seen, Heard, Included and Accepted](#)

This Office of Ethnic Affairs resource provides information on the ethnic composition of New Zealand, why policy needs ethnic perspectives, desired outcomes for this sector of the community, and guidelines on policy, consultation and responsiveness.

#### [Ethnicity, Identity and Public Policy: Critical Perspectives in Multiculturalism](#)

This book evaluates theory developed in other national contexts (Canada, Australia, North America and the UK) against challenges for public policy in New Zealand. It summarises NZ's history of migration and settlement, and includes analysis of demographic change from the 2006 Census, the history of debate about biculturalism and multiculturalism here, and challenges to public policy that arise from the increasing ethno-cultural diversity of our population. The author concludes that it is time to refine and complicate our thinking - urging the cultivation of citizen participation in deliberative democracy to inform and stimulate debate. Written by David Bromell, published by the Institute of Policy Studies, School of Government, Victoria University of Wellington, New Zealand, 2008.

#### [Intercultural awareness resources](#)

The Office of Ethnic Affairs' website contains a list of resources around awareness of intercultural issues.

#### [Let's Talk, Guidelines for Government Agencies Hiring Interpreters](#)

This document, from the Office of Ethnic Affairs, includes information on why interpreters should be used, where to find them, how to work with them and how to pay them.

#### [Meaningful and authentic engagement with ethnic communities](#)

This Good Engagement seminar presented by the Office of Ethnic Affairs emphasised that as New Zealand's population becomes increasingly diverse, government agencies and community



organisations need to strengthen their connections with a range of ethnic communities. Ethnicity is not fixed. People may change the ways they identify themselves over time or they may identify themselves differently in different environments. Many aspects of an individual's circumstances affect how they identify their ethnicities and this may differ markedly from how a third party might identify them. New Zealand, 2010.

#### [Routes and Barriers to Citizen Governance](#)

This study explored the experiences of citizen governance through the testimonies of 50 women. The participants were drawn from Black and Minority Ethnic (BME) backgrounds in the Wolverhampton and Birmingham areas who were actively engaged in civic involvement. S Rai, Joseph Rowntree Foundation, United Kingdom, 2008.

#### [Standards for engagement when working with refugee background communities](#)

This document, published by ChangeMakers Refugee Forum in conjunction with government and non-government agencies, outlines ways government agencies can successfully engage with refugee-background communities. It sets out guidelines for effective participation, covers meaningful participation, partnerships, planning together, information sharing, feedback, and monitoring and evaluating the 'engagement' throughout the process. Change Makers Refugee Forum, Wellington, New Zealand, 2008.

### **Related resources for working with women**

[The Full Picture: Guidelines for Gender Analysis: Te Tirohanga Whanui: Nga aratohu mo nga rereketanga ira tangata](#)

These Ministry of Women's Affairs guidelines explain what gender analysis is, identifies its benefits, sets out a framework for undertaking gender analysis and includes useful resources and case studies.

[The Women's Directory: Te Rarangi Take Wāhine](#)

The Women's Directory lists women's groups and organisations in New Zealand in four sections – government organisations, national organisations, Maori women's organisations: Ngā Rōpū Wāhine Māori, and regional organisations or branches.

### **Related resources for working with children and young people**

#### [Aotearoa Youth Voices](#)

This is a Ministry of Youth Development initiative that is creating ways for young people to have their say and to be heard. It includes PROVOKE youth voice advocates (aged between 14 and 18) and the Activate Youth Advisory Group.

[Case study: Matakana Island – New Zealand Dotterel Recovery Programme](#)

This case study describes how an endangered bird restoration programme on Matakana Island was enhanced by involving the local community, particularly its school children.

[E Tipu E Rea: A Framework for Taiohi Māori Youth Development](#)

This activity kit aims to help you involve taiohi Māori (12 to 24-year-olds) in your work.

[Future Focus: A guide to developing youth-friendly funding models in Aotearoa](#)

This resource was developed by the JR McKenzie Trust after people expressed the need for more information on youth-friendly funding models.

[Growing Active Citizens: A Guide to Running a Youth Citizens' Jury](#)

Youth Citizens Juries may be set up because a decision-making body wishes to consult young people in their community on a specific issue. The appropriateness of this method will depend on the issue being discussed, the motivations of the organisers and/or the decision-making body, the time frame and budget available, and the number

of participants involved. This guide includes a dvd and a booklet featuring sample invitation letters, agenda and evaluation forms, and New Zealand and overseas case studies. Produced by Local Government NZ, the Christchurch City Council and the University of Canterbury. New Zealand, 2009.

[A Guide for Local Government: An Introduction to Youth Participation](#)

The Ministry of Youth Development developed this guide to build on youth participation good practice already being undertaken by councils and young people. It offers simple advice and tips on why youth participation is important, how to do it and what works, as well as examples of successful youth involvement in local decision-making from around the country. This resource complements Local Government NZ's cross-agency project Growing Active Citizens, which supports active citizenship and the participation of children and young people in decision-making processes.

#### [Hear by Right](#)

Hear by Right is a standards framework for organisations across the statutory and voluntary sectors to assess and improve practice and policy on the active involvement of children and young people.

[Hear our voices we entreat: NZ's child participation report](#)

This report from Save the Children was created for the United Nations Committee on the Rights of the Child. It will be relevant to policy-makers and anyone interested in the rights of children and young people in Aotearoa/New Zealand. The report uses plain language so children and young people can read and get an idea about the research, what happened and what their peers wanted to share. This report gives the opinions of children and young people and sits alongside the previously-released report from non-governmental organisations interested in the rights of children, and the report from the Children's Commissioner. New Zealand, 2010.

### [Increasing the Participation of Children, Young People and Young Adults in Decision Making: A Literature Review](#)

This literature review was undertaken as part of the Ministries of Social Development and Youth Affairs' Action for Child and Youth Development work programme. It focuses in particular on increasing the participation of Maori, Pacific Island Peoples and other ethnic children/young people as well as those with disabilities. The paper reviews national and international literature and resources.

### [Involving Children: A guide to engaging children in decision-making](#)

This is a practical guide for organisations, government agencies, community groups and individuals who want to involve children up to the age of 18 in effective decision-making. It is a companion guide to *Keepin' it Real: A resource for involving young people*.

### [The Kids' Tool Box](#)

This toolbox was developed for internal use by council staff undertaking consultation on behalf of the Christchurch City Council. It may also prove useful to other organisations who wish to involve children's perspectives in decision-making.

### [Local Government Child and Youth Participation Exercises](#)

Many New Zealand local authorities have involved children and young people in local government planning and decision-making. These examples may provide ideas when you are planning a new participation exercise.

### [New Zealand Aotearoa Adolescent Health and Development \(NZAAMD\) Taumata Manaaki Rangatahi](#)

The NZAAMD website has a searchable information centre with youth sector news and resources. The Events page has professional development opportunities such as speakers or training workshops around New Zealand. If you are a researcher you can send NZAAMD your work to distribute. There is also

a forum for discussions, posting news, events and notices.

### [Online Local Government Toolkit for Child and Youth Participation](#)

This toolkit is a practical guide for New Zealand local authorities, from Local Government New Zealand, on how to involve children and young people up to 25 years of age in council planning and decision-making.

### [Participation Spice It Up: Practical Tools For Engaging Children and Young People in Planning and Consultations](#)

This is a practical guide to organising and running participatory events with children and young people. It contains details of over 40 activities that can be used to engage children and young people in decision-making. Available on interloan from the Ministry of Social Development Information Centre. Dynamix Ltd and Save the Children Fund Wales, 2002.

### [Participation Works](#)

This website is a portal to online youth participation. Participation Works is a consortium made up of six national children and young people's organisations. It enables organisations to effectively involve children and young people in the development, delivery and evaluation of services that affect their lives. It has resourced grouped thematically as well as a Resources Hub that can be searched. Participation Works. United Kingdom

### [Planning for Participation – A Toolkit for Care and Protection Workers](#)

This toolkit for care and protection providers is about how to successfully incorporate the views of children, young people and their families in decision-making about care and protection services.

### [Say and Play: A Toolkit for Improving Local Government Consultation](#)

The report describes and analyses an informal consultative format trialled by the London Borough of Lambeth. It was used to encourage

involvement of children and young people in the consultative process. It uses case studies to illustrate the various techniques used and analyses their effectiveness. S Creasy, A Casey and L Waller, Involve, London, United Kingdom, 2008.

### [Youth Development Strategy Aotearoa](#)

Effective youth development is triggered when young people fully participate. This strategy principle calls for government agencies and non-government organisations to give young people opportunities to have greater control over what happens to them, through seeking their advice, participation and engagement. New Zealand, 2002.

## **Related resources for working with people with disabilities**

### [Be.Accessible](#)

This business toolkit includes ideas for ensuring your organisation's customer service, buildings, marketing, website and communications are inclusive of people with disabilities. The tips and checklists will also be useful if you are planning meetings, consultations or other community engagement activities. New Zealand, 2011.

### [CCS Disability Action](#)

CCS Disability Action provides services and support for all people with disabilities. It works to ensure the rights of disabled people are acknowledged and that disabled people are included in all aspects of life.

### [Commonwealth Disability Strategy](#)

This is a strategic framework for inclusion and participation by people with disabilities in Commonwealth Government policies, programmes and services. Find a helpful list of publications, fact sheets and training resources on working with people with disabilities from the Australian Federal Department of Families, Housing, Community Services and Indigenous Affairs, Australia.

## [Disability Perspective Toolkit](#)

This Office for Disability Issues toolkit helps government policymakers to incorporate a disability perspective into their work. It includes a section on consulting and communication with the disability sector.

## [Disabled Persons Assembly](#)

This organisation acts as the collective voice of people with disabilities in New Zealand.

## [Engaging Queenslanders: A Guide to Engaging People With a Disability](#)

This guide assists public sector employees to identify strengths in current engagement practices that can be built upon, and identify opportunities to engage more effectively with people with a disability. The guide acknowledges that successful engagement programmes are likely to also involve: the families and carers of people with a disability; people who work for disability organisations in a paid or voluntary capacity; public advocates; academics and others with an active interest in disability issues. State of Queensland (Department of Communities), Australia, 2007.

## [Foundation principles for community participation](#)

Produced by the NZ Federation of Vocational and Support Services Inc (VASS) and Standards & Monitoring Services, this document provides a touchstone and common frame of reference for people with disabilities, their families and service providers. It includes 13 principles accompanied by personal outcomes for service users and service implications for service providers. Copies of this resource are available from VASS for the cost of postage. New Zealand, March 2009.

## [Office for Disability Issues](#)

The Office for Disability Issues (ODI) is a focal point within government on disability issues. ODI promotes and monitors implementation of the New Zealand Disability Strategy, leads cross-sector policy development, and

supports the Minister for Disability Issues. It offers a range of useful publications, guides and toolkits covering topics such as effective communication with Deaf people - a guide to using NZ Sign language interpreters.

## [Report on the UN Convention on the Rights of Persons with Disabilities](#)

This first report includes the voice of disabled people and shows that New Zealand is relatively advanced in its implementation of the Convention. While considerable work has been achieved across all articles, there is work still to be done. New Zealand, March 2011.

## [Tools for inclusive engagement](#)

This Good Engagement seminar provided an opportunity to hear about and discuss ways of creating inclusive engagement through digital story telling, accessible meetings and "easy read" information. Presenters were Karen Gillum and Lynda Millington of Interactionz, a community agency looking to bring about long term, positive and sustainable change in the lives of people and communities; and Janet Doughty and Robert Martin from People First NZ, which assists people to have their say within organisations, local communities, and government. New Zealand, 2011.

## [Weka](#)

Weka is New Zealand's disability information website, for people with disabilities, their families, whānau and caregivers, health professionals and disability information providers. The Ministry of Health-funded site is maintained by Enable New Zealand and the New Zealand Federation of Disability Information Centres.

## **Related resources for working with people with older people**

### [Age Concern](#)

Age Concern promotes quality of life for older people and positive ageing for all people. It provides a national focus and voice for the nationwide network of Age Concern Councils.

These councils provide information, advocacy and other services for older people in their areas.

## [Grey Power](#)

Grey Power is made up of 78 federated branches nationwide, grouped into seven zones. Grey Power's focus is on lobbying for the interests of older people at national and local levels, and informing its members on matters of local and national interest.

## [NZ Positive Ageing Strategy](#)

Online Positive Ageing reporting updates progress on actions to achieve 10 goals and the government's vision of "a society where people can age positively, where older people are highly valued and where they are recognised as an integral part of families and communities". Material on the site is useful for policy and planning staff in local and central government, and in the community and voluntary sector – it can be filtered and searched by indicator or region. The Office for Senior Citizens is keen to add initiatives from community and voluntary sector agencies that work with older people. New Zealand, 2011.

## [Office for Senior Citizens](#)

Established in 1990, the Office for Senior Citizen's role is to: promote the rights and interests of older people; lead, monitor and promote the NZ Positive Ageing Strategy; provide policy advice on issues that affect older people, and lead strategic and cross-sectoral policy.

## **Related resources for working with people with rural communities**

### [Fencepost](#)

This is an online farming information service.

### [MAF information on rural New Zealand](#)

Information on what is happening in rural New Zealand from the Ministry of Agriculture and Forestry.



## Not Just Gumboots and Scones

An information network for rural women.

### Rural Bulletin

Rural Bulletin is published by Rural Women New Zealand with support from New Zealand Lottery Board, Telecom New Zealand Ltd, FarmSafe, Rabobank, Landcorp and Meat & Wool New Zealand.

## Related resources for working with people with community and voluntary sector organisations

This section lists a large number of related resources about working with community and voluntary sector organisations (also known as NGOs, non-profits, not-for-profits or community groups) - they include community engagement case-studies, useful links and further reading.

### New Zealand resources

[ANGOA report: Good Intentions - An Assessment of the Statement of Government Intentions for an Improved Community-Government Relationship](#)

The Association of Non-Government Organisations of Aotearoa (ANGOA) completed a review of the Statement of Government Intentions for an Improved Community-Government Relationship in 2008, and presented a report on its finding to the Minister for the Community and Voluntary Sector, the Hon. Tariana Turia in 2009. The report includes 15 recommendations for the Minister to consider, including formalising the way the Statement is implemented by individual government agencies, developing an evaluation process to measure progress, and reviewing the resources, effectiveness and location of the OCVS. An associated literature review was also published. New Zealand, 2009.

[Building Better Contexts for Partnership and Sustainable Local Collaboration: A Review of Core Issues, with Lessons from the 'Waitakere Way'](#)

In Waitakere City, collaborative activity in social sectors is based on a tradition of community activism, interagency collaboration and city council facilitation. Through these processes, a number of lessons have been learned, and a language and new processes of collaboration have been developed. This article outlines the lessons learned.

### [Cabinet paper: Government Commitment to Building Strong Community Relationships](#)

This paper proposes a programme of actions to strengthen government engagement with citizens and communities. The programme of action is in response to a report by the Association of Non-Governmental Organisations of Aotearoa (ANGOA) and a report by the Building Better Government Engagement reference group. The paper notes that a relationship agreement could include a joint vision for working together, respective roles and responsibilities, and commitments from both sides. New Zealand, 2009.

### [Community Involvement Policy](#)

This policy outlines how Nelson-Marlborough District Health Board keeps the community informed, promotes interest in its activities and facilitates participation in planning and funding decisions.

### [Developing Effective Partnerships between the Department of Conservation and Community Groups](#)

This report identifies the types of partnerships the Department of Conservation has with community groups. This includes the key features of effective partnerships with community groups and the key factors that must be considered when partnerships between DOC and community groups are developed. The research is based on seven case studies.

### [From Talk to Action: Engagement with Citizens and Communities](#)

In mid-2009, the Building Better Government Engagement (BBGE) reference group produced its report From Talk to Action: Engagement with Citizens and Communities for the OCVS and the Minister for the

Community and Voluntary Sector. The report is the follow-up to the BBGE group's discussion document It's More than Talk, which explored options for building engagement skills, knowledge and values in the public service. From Talk to Action lays out challenges for the community and government to achieve effective engagement and trusting, respectful relationships. The report states that active engaged citizens are core to addressing societal issues, and the benefits of effective engagement will include strengthened public trust in government, greater government transparency, enhanced civic capacity to contribute to decision-making, and policies based on better information and wider consensus.

### [Government Community Engagement: Key learning and emerging principles](#)

This paper from the Community Economic Development Action Research Project covers processes for engaging with communities, key challenges in building a meaningful relationship with communities/ community groups and emergent principles of engagement that can be considered in future work.

### [Models of Community-Government Partnerships and their Effectiveness in Achieving Welfare Goals: A Review of the Literature](#)

This document covers models of community-government partnership; factors affecting government-community partnerships; and examples of partnerships.

### [The New Zealand Non-Profit Sector and Government Policy](#)

This final paper from the Study of the NZ Non-Profit Sector examines the relationship between the non-profit sector and government, and the public policy environment in which the sector operates in Aotearoa. In particular, it explores the impact of government policy on the sector and how current issues facing the sector are linked to interactions with government. Non-profit organisations are affected by laws and regulations that determine their legal forms, tax treatment, and the ways in which they can act. Government agencies'



operational policies, particularly in relation to the manner and extent of funding for non-profits, also have a major impact. This report represents one of the first attempts to analyse recent developments across the whole sector. It notes that the state's relationship with the non-profit sector is constantly changing, nuanced and complex. Historically, some government agencies have had more comfortable relationships with the sector than others. The report observes that "the state is a conflicting ensemble of institutions rather than a monolith" – resulting in a multitude of relationships between different organisations. August 2009.

#### [Statement of Government Intentions for an Improved Community-Government Relationship](#)

This 2001 document outlined the government's commitment to building strong and respectful relationships with the community and voluntary sector. It includes a vision, principles and commitments for implementation. Work is underway in 2010 to develop a joint Relationship Agreement to replace this Statement. New Zealand, 2001

#### [Strengthening Communities through Local Partnerships](#)

This site contains information on the Strengthening Communities through Local Partnerships Project, funded by the Foundation for Research Science and Technology and undertaken by the University of Auckland, Waitakere City Council and Christchurch City Council/Sustainable Cities Trust. The site also contains papers from an April 2002 Symposium on partnerships hosted by the University of Auckland.

#### [Tangata Whenua Community & Voluntary Sector Research Centre Clearing House](#)

The Research Centre was established to "contribute to the strengthening of the capacity of the tangata whenua, community and voluntary sector through research". The first major project of the Centre has been the development of a web-based research Clearing House for the sector. The clearing house offers free access to research, promotes a code of practice for researchers,

connects people to research, allows groups to find researchers, and has the potential for email lists, virtual conferences, and a 'how-to' section, etc. Some special features of the site include Māori metadata standards, which make it possible to use Māori terms to help search for bilingual or te reo resources online; creative commons, which gives the authors copyright but allows the protected use of resources by others; and a 'Wiki' approach, which allows collaborative work. Anyone can register in the Clearing House, and then "frolic in the clearing" - to Flag, Rate, Link or Comment on any resource that the Clearing House holds. This process helps verify the validity and quality of resources.

#### **International resources**

##### [Active Governance: The Value Added by Community Involvement in Governance through Local Strategic Partnerships](#)

This study explores participants' views of the value added by community involvement in governance through Local Strategic Partnerships. The benefits, costs and difficulties identified hold lessons for community engagement in other governance structures, particularly those also including professionals and multi-agency groups. Kath Maguire and Frances Truscott, England, 2006.

##### [Capacitybuilders](#)

The UK agency aiming to create a more effective third sector by improving the support services available to third sector organisations. United Kingdom.

##### [For Communities to Work](#)

This book is adapted from an earlier work entitled 'Community Politics'. It is intended as a background guide for civic organisations who want to look at ways of creating a more "engaged" citizenry. It presents a broad framework with descriptions of practices rather than techniques. Mathews, D. Ohio, United States of America. Kettering Foundation Press, 2002.

#### [Futurebuilders](#)

Futurebuilders is a programme set up to assist front-line third sector organisations to build their capacity to increase the scale and scope of their public service delivery. The Government-backed fund provides loans, repaid through contracts with public bodies, to build organisational capacity and capability to increase the scale and scope of an organisation's public service delivery. United Kingdom.

#### [Nonprofit Umbrella Organisations in a Contracting Regime: A Comparative Review of Australian, British and American Literature and Experiences](#)

This Australian paper cites anecdotal evidence suggesting that umbrella groups are multiplying on the one hand, and rapidly merging with similar bodies on the other, as a way of dealing with the increased competition that accompanies a contracting and tendering culture. It states that a change in the policy role of peak body/umbrella groups has serious implications for the political participation of marginalised groups traditionally denied basic citizenship rights. The International Journal of Not-for-Profit Law, Vol 1, Issue 4, June 1999.

#### [Participation: Sharing our Resources](#)

This website was established in 1999 by the Informal Working Group on Participatory Approaches and Methods to Support Sustainable Livelihoods and Food Security (IWG-PA). It brings together under one virtual roof, a broad cross-section of stakeholders interested in participatory approaches and methods in support of sustainable rural livelihoods and food security. Informal Working Group on Participatory Approaches and Methods to Support Sustainable Livelihoods and Food Security (IWG-PA)

## Related resources for working with local government

### New Zealand resources

#### Case studies: Central-local government collaboration

Examples of central and local government collaboration are given here, including the Auckland sustainable cities programme, Porirua City Council's Information-Sharing Forums, and the memorandum of understanding between Christchurch City Council, Housing New Zealand and Aranui Community Trust.

#### Central Government Engagement in Community Outcomes Processes

A summary of Cabinet Policy Committee Papers.

#### Central and Local Services Directory

This directory is a comprehensive guide to contact information and services provided by central government, local government, and non-government agencies in New Zealand. It helps communities to understand the services provided by agencies in their area, and assists groups working in the community to easily get in touch with other groups and agencies in their area, to work together to achieve community outcomes.

#### Deliberative Democracy: Developing Best Practice in Territorial Local Authorities

Explores current practices used by territorial local authorities in New Zealand to involve citizens in deliberation. Available on interloan from Massey University Library. B. MacLennan (2000). Unpublished Master of Arts (Social Policy) paper. Massey University.

#### Engaging the Citizens: Motivating Democracy

This document considers how local governments can increase citizen engagement in their operations. It includes a useful list of references. Cities Project (2002). Issue 12, March QTR 2002. Email: tom.journal@global-m.co.nz

#### Effective Relationships & Collaborative Arrangements between Central and Local Government

A report prepared by Brookfields Consultants Limited for the Waitakere City Council, to support the Council's submission to the Royal Commission on Auckland Governance.

#### Guide to Local Government

A guide to how councils work, local government law, and council–citizen interaction.

#### Local Government New Zealand

This is the national site for local government.

#### Local Government profiles

For information on the role of local government, profiles of local authorities, and other useful links.

#### New Ways of Working with our Communities: Six Case Studies in Community Governance

This paper describes different models of community governance and co-operation developed by councils around New Zealand, the structures adopted, the key processes that made them work, and the outcomes and lessons learned. Available from Local Government New Zealand, PO Box 1214 Wellington. Phone (04) 924 1200. Fax (04) 924 1230. Email: info@lgnz.co.nz

#### Policy development guidelines for regulatory functions involving local government

These guidelines have been prepared by the Department of Internal Affairs to prompt and assist central government agencies to identify and consider key issues that may arise where local authorities are, or are proposed to be, involved in the implementation of regulatory functions. (Dec 2006)

#### Public Consultation and Decision-making in Local Government

The starting point for this document is the Local Government Act 1974, but it also documents a wide range of other statutory provisions and case law that create a specific duty to consult.

#### The Spirit of Partnership: Consult. Fund. Collaborate - Improving community well-being in partnership with local government

Local Government New Zealand (LGNZ) advocates on behalf of New Zealand's local authorities about local government policy. This manifesto discusses how LGNZ wants to work with central government, and the specific policy issues that it would like to see addressed. The manifesto identifies early robust consultation, adequate funding, and collaboration on the implementation of legislation as the key requirements for successful local and central government partnership.

#### Statement of Intent Regarding the Council's Relationship with the Community and Voluntary Sectors

This policy document expresses the Christchurch City Council's commitment to work with the voluntary sector for the betterment of the community, to champion and support voluntary activity, and to jointly influence national policy where appropriate.

#### Stratford TET Home Safety Project

Stratford District Council received a Highly Commended certificate in the 2009 SOLGM/New Zealand Post Excellence Awards in the category 'Joined-Up Local Government' for the Stratford TET Home Safety Project. This project installed 12,000 smoke alarms in over 2,600 central Taranaki homes, raised home safety awareness and created employment for seven people.

#### Systems thinking presentation - Professor Kambiz Maani

This workshop introduced 'systems thinking' as a tool for helping central and local government work better together and address complex problems. The workshop was led by Professor Kambiz Maani, an internationally renowned expert in systems thinking and sustainable strategies. His presentation covers the theory, tools and language of systems thinking.

## [Turning Principles Into Action: A Guide for Local Authorities on decision-making and consultation](#)

This is an updated version of the 1998 guide. Examples of participatory democracy used by councils in New Zealand as well as the UK and Australia are included. Issues encountered by local authorities when considering the principles of decision making and consultation are also explored. The guide is designed to be used by both local government and the general public. Office of the Controller and Auditor General (2007). Wellington, New Zealand: Office of the Auditor General

### **International resources**

#### [Champions of Participation: Engaging Citizens in Local Governance](#)

This report stems from an event held in 2007 to discuss and analyze problems faced by local governments responding to requirements for citizen engagement and increased participatory forms of government. It documents the outcomes of discussion covering topics ranging from participatory approaches to budgeting and planning to new forms of participation and opportunities for citizen participation in service delivery. Attendees came from the United Kingdom, America, Europe, Africa and Asia. Institute of Development Studies (2007). United Kingdom: Institute of Development Studies.

#### [Community Engagement Handbook: A Model Framework for Leading Practice in Local Government in South Australia](#)

This publication is part of a wider 'Local Government Community Engagement Project' a joint initiative of the Local Government association of South Australia (LGA) and the SA Government through the Office for State/Local Government Relations. It follows on from the earlier Community Engagement Showcase publication and is a process orientated "how to" guide. Local Government Association of South Australia (2008).

## [Community Engagement Showcase: Leading Practice Examples in Local Government in South Australia](#)

This publication is part of a wider 'Community Engagement Project' a joint initiative of the Local Government association of South Australia (LGA) and the SA Government through the Office for State/Local Government Relations. It contains examples of community engagement initiatives and highlights the translation of policy initiatives into actual processes. Local Government Association of South Australia (2007) Local Government Association of South Australia.

### [Designing Citizen-Centred Governance](#)

This research looks at governance initiatives in Birmingham that utilize citizens as well as service users and the voluntary and community sectors. It offers valuable insight into the problems disadvantaged communities can experience when involved in this type of governance. It suggests using the two design principles of local knowledge and local representation when designing citizen-centred governance and illustrates these through the use of case studies. Barnes M, C Skelcher, H Beirens, R Dalziel, S Jeffares and L Wilson (2008). United Kingdom: Joseph Rowntree Foundation.

### [Ingredients for Community Engagement: The Civic Pioneer Experience](#)

This research project looks at how local councils have developed approaches to encourage engagement of local people in the shaping of public policies and services. It sets out the key ingredients for enabling successful community engagement, but is not a list of techniques. Ipsos Mori Social Research Institute (2008) United Kingdom: Ipsos Mori Social Research Institute

### [Institute of Local Government Studies](#)

The Institute of Local Government Studies (Inlogov) is the UK's leading centre for local government management research, consultancy and teaching. United Kingdom.

## [Keys to Success in Federal-Provincial-Territorial Collaboration](#)

Two challenges facing governments are to integrate programming across departments and work collaboratively with other government agencies. Two small, low-profile programmes in Canada supporting the health and development of children at risk have been quietly doing the job for more than 10 years. This report discusses some of the lessons learned. Canada.

### [Listen up!: Effective Community Consultation](#)

This report focuses on analysis of what consultation is, how to plan consultation, overcoming common obstacles, the principles of good practice and evaluating effectiveness. It is directed at local bodies and is intended to assist them in developing community consultation in the policy making process. Audit Commission (1999). United Kingdom: Audit Commission

### [Toolkit Citizens Participation in Local Government](#)

This website offers various types of information on citizen participation in local governance. A major part of the website is a database of case studies. Each case study describes a real-life practice on participatory governance, including tools used and lessons learnt. Contact details of persons and organizations involved are provided whenever possible. The site also presents articles and links to organizations active in the field of participatory local governance.

### [Transformational Services: Citizen Engagement and Empowerment. A Guide to the theme and the Beacon Authorities](#)

This website has case studies of three local bodies in the United Kingdom who have been recognised as 'leading the way' in transforming services and engaging and empowering citizens and (non) users. Improvement and Development Agency. Transformational Beacons. United Kingdom: Improvement and Development Agency.

### [UK: Getting Citizens Involved: Community Participation in Neighbourhood Renewal](#)

A UK project focused on getting service recipients and voluntary sector organisations involved in wider decision-making about local public services. An aim of this strategy is to bring communities and service providers together to develop local solutions to local problems. This is part of the Office of the Deputy Prime Minister's Neighbourhood Renewal Strategy. United Kingdom.

### [UK: IDeA Knowledge](#)

This website is a resource for local government in the United Kingdom. It contains a number of resources on community participation, partnerships, e-government and consultation. Access is free to registered users. United Kingdom.

## **Related resources for working with other government agencies**

### [Collaboration Among Government Agencies with Special Reference to New Zealand: A Literature Review](#)

This paper critically evaluates the literature, from both New Zealand and overseas, on collaboration across government agencies. Collaboration does not simply mean putting people together and expecting a better result. Collaboration is about structuring an arrangement for the joint provision of outputs and outcomes, and has substantial policy implications. The aim here is to provide a comprehensive overview that builds knowledge about the issues associated with collaboration as a service delivery strategy. Social Policy Journal of NZ, Ministry of Social Development, 2006.

### [Factors for Successful Coordination - A Framework to Help State Agencies Coordinate Effectively](#)

This State Services Commission framework groups nine success factors according to three dimensions: Mandate, Systems and Behaviours. Ensuring these factors are in place over time will help agencies co-ordinate more effectively

and achieve success together. Many of the principles are applicable to any co-ordinated or collaborative activity, including those with the community and voluntary sector.

### [Mosaics – Whakaahua Papaniki: Key Findings and Good Practice Guide for Regional Co-ordination and Integrated Service Delivery](#)

Mosaics is a resource to help improve the delivery of public services to people in New Zealand by offering practical advice on how multiple government and community agencies can better work together. Produced by the Ministry of Social Development in 2003, it is essentially a toolkit for central government, local authorities, businesses and communities on the best ways of working together to achieve common goals.

## **Related resources for working with the private sector**

### [Achieving public sector outcomes with private sector partners](#)

Partnering in its various forms is gaining in popularity in other countries as a means of building new infrastructure and delivering public services. There are also signs of increasing interest in this approach in New Zealand, particularly in local government. The experience of other countries suggests there is a need for clear government policy and direction if partnering is to be used to any great extent. Office of the Auditor-General, New Zealand, 2006.



