

# Embracing Complexity – Public Policy meets Community-led Development

David Hanna and Donna Provoost

Disruptive,  
but Innovative



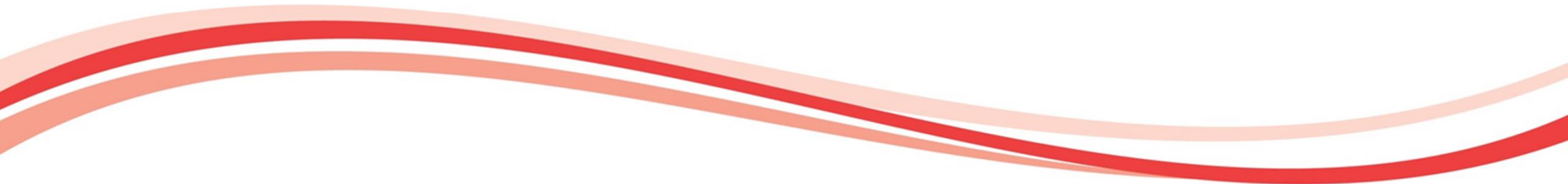
No thanks!

We are  
too busy



# **Inspiring Communities 10 years working with communities, have learnt ...**

- “Tackle diverse issues
- “Impact on positive change
- “Common elements / patterns
- “Govt agencies struggles to work with communities



## Beyond NIMBY .....

- “ High awareness of communities opposing new developments
- “ Goodies verse Badies



Community-led development - extend beyond this frame to inform policy process

# Te Whakawhanake ā-Hapori ki Aotearoa

## Community-led Development in Aotearoa

### What is it?

Community-led development strengthens the vitality of communities by activating and weaving the contribution of everyone connected to a place/whenua.



**Te Whakawhanake ā-Hapori**

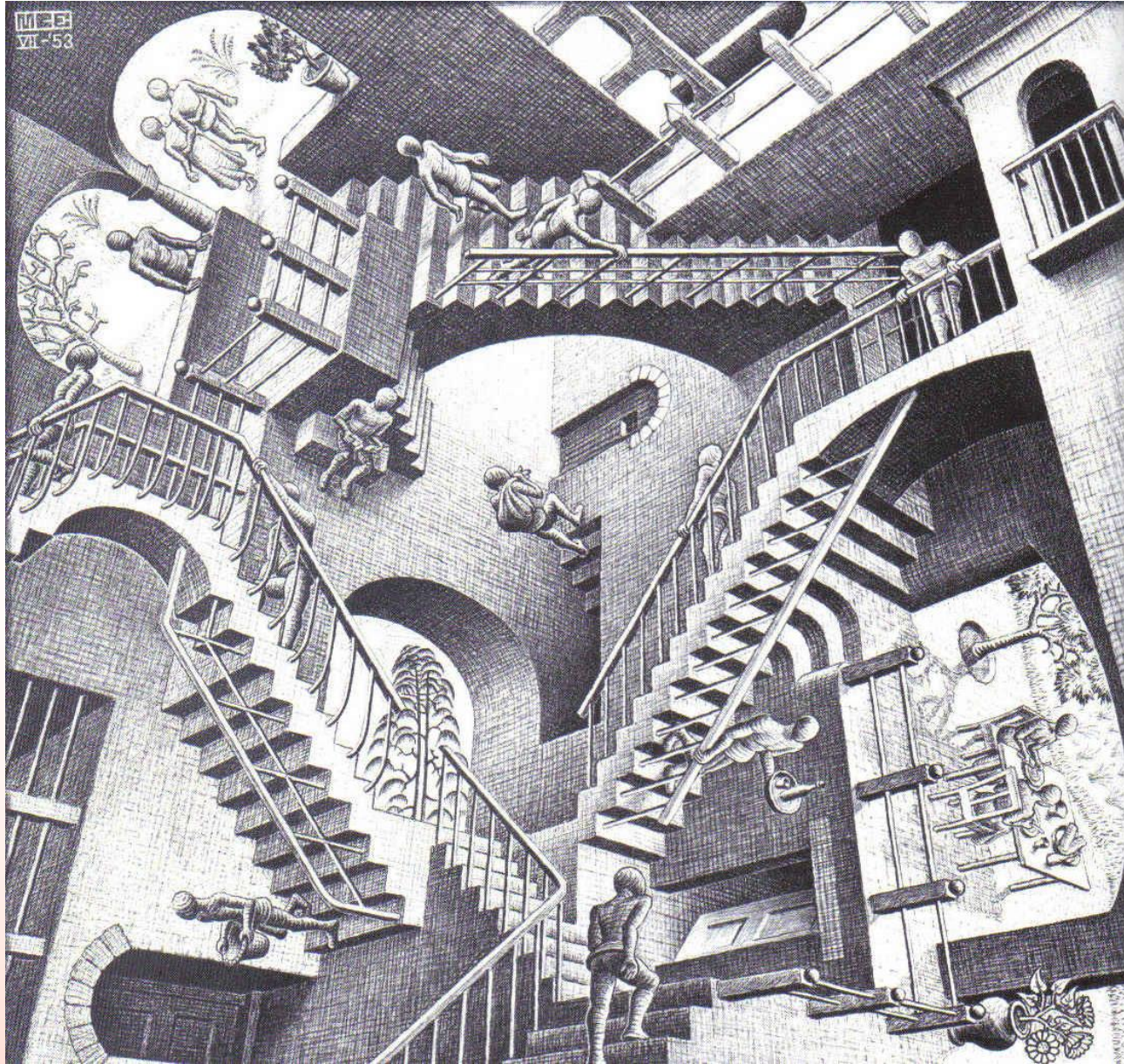
Weaving our connections and contributions

# Ngā Mātāpono / Principles

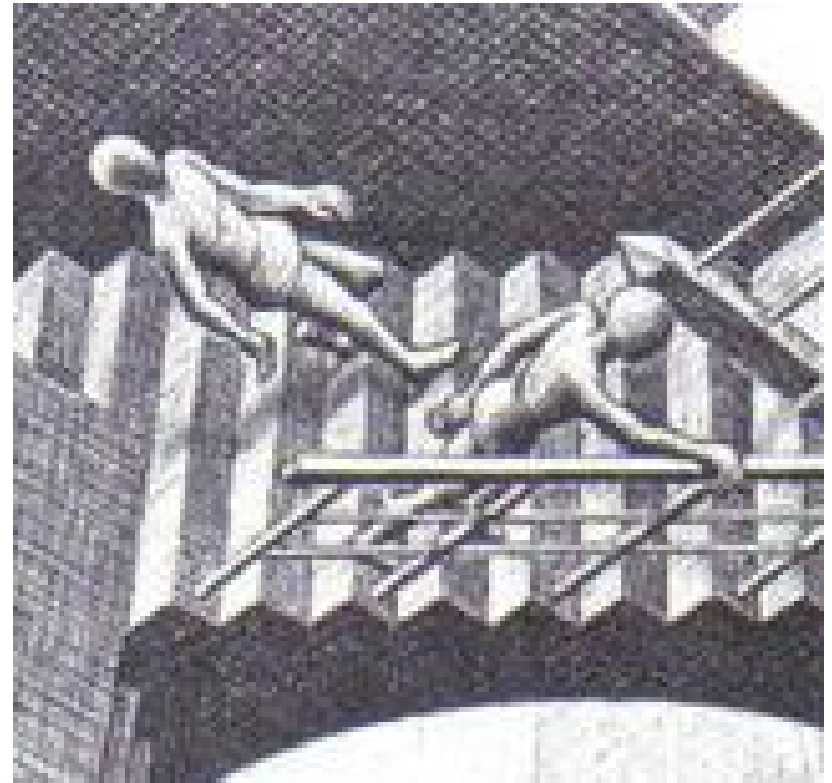
- “ Grow from shared local visions
- “ Build from strengths
- “ Work with diverse people and sectors
- “ Grow collaborative local leadership
- “ Learn by doing







**Ever been in situations like this ...?**







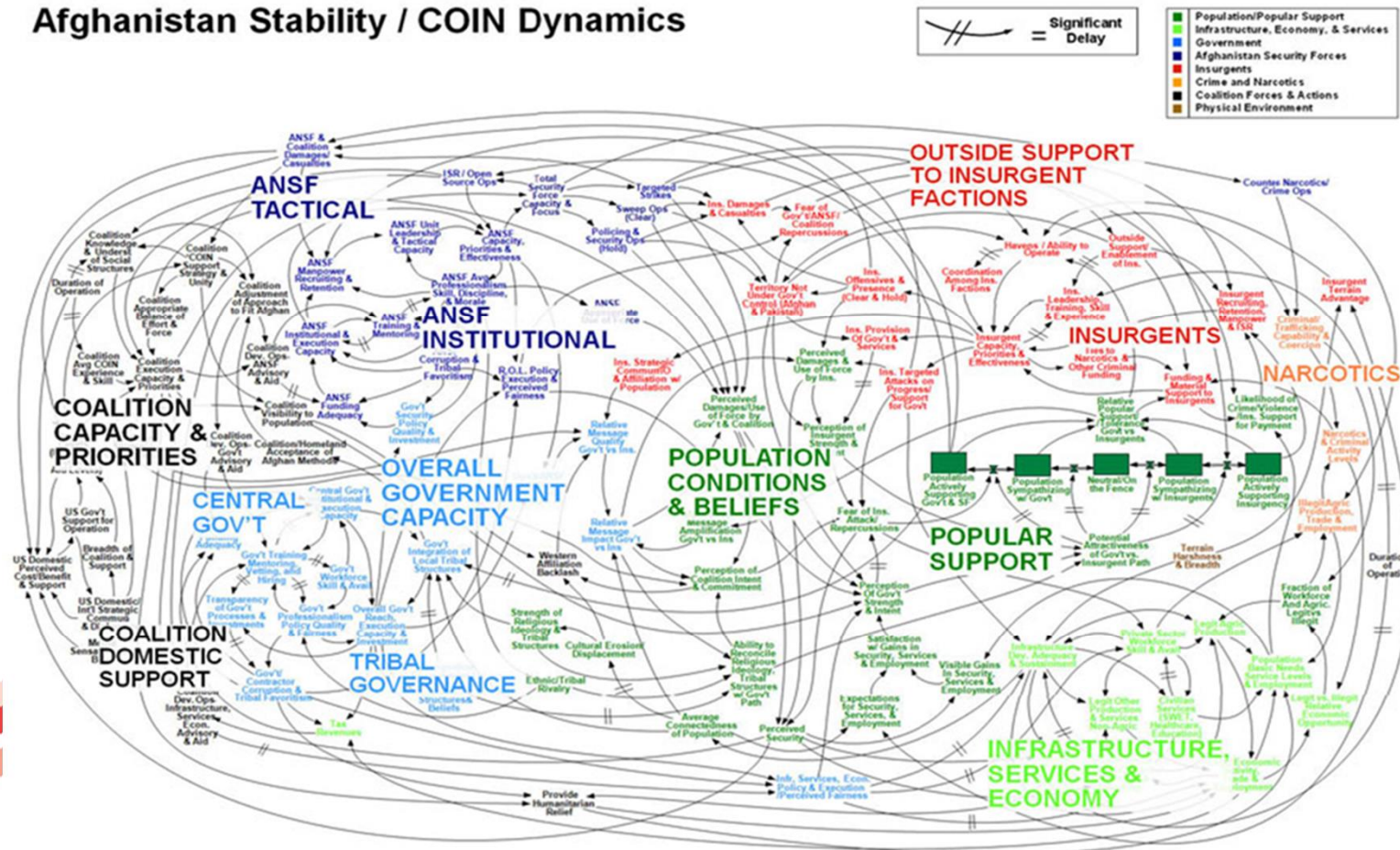
## Locating ourselves in community ....



Reflecting on your past few weeks -  
share situations / experiences where you felt  
connected to your local community

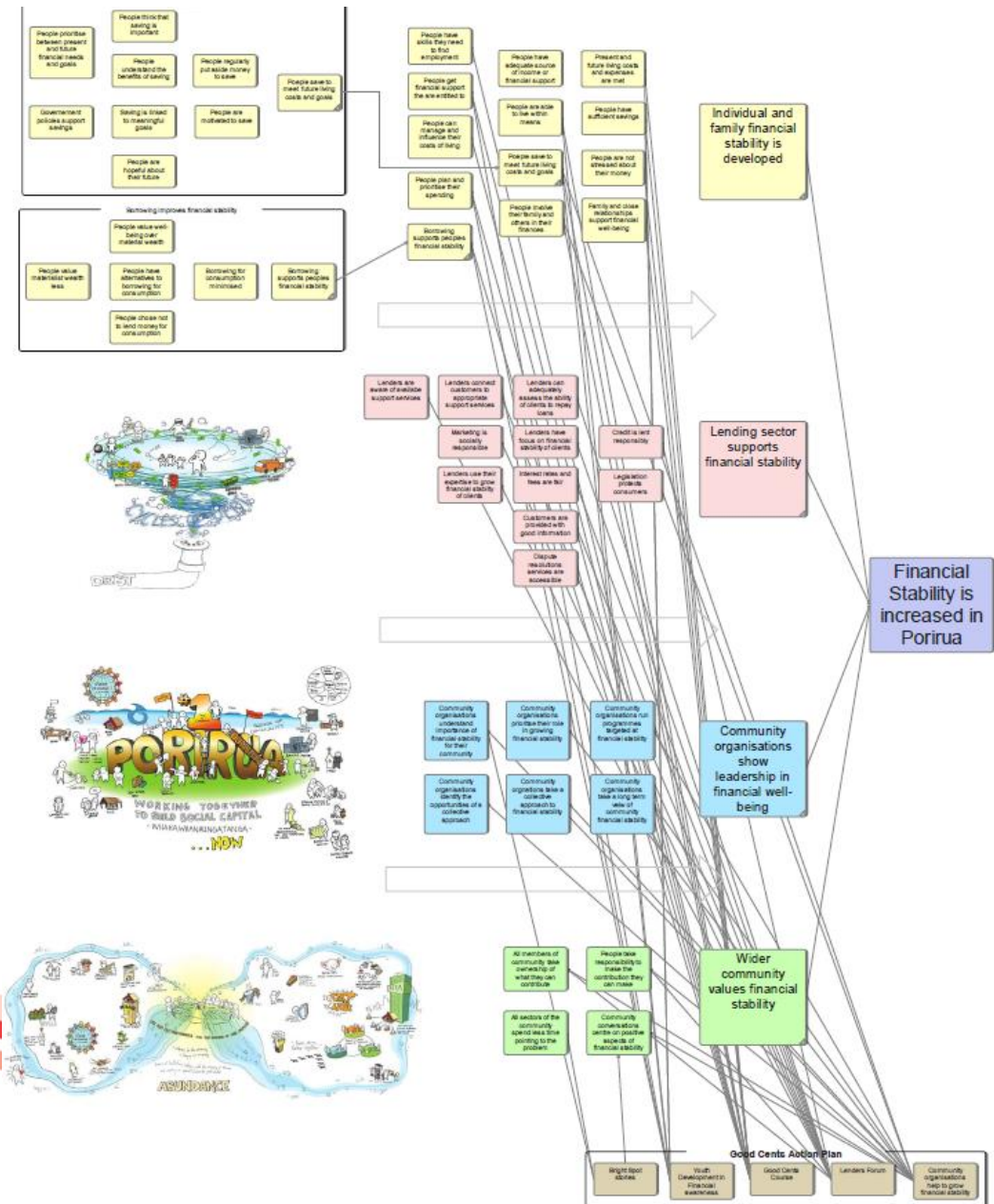
## Enter Complexity .....

## Afghanistan Stability / COIN Dynamics



**WORKING DRAFT – V3**

# Good Cents – financial stability in low income households



**How we handle complexity - we filter ...**

We pay attention to what we expect to see

We hear what we can place in our understanding

We act according to our world views

*Wenger (1998)*

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What we mean  
by 'traditional  
policy  
approaches'

Professionalising Policy:  
Cost·Opportunity·Benefit·  
Risk°Analysis·

The COBRA·  
policy·guide



Version 2  
May 2011



Environmental stewardship  
for a prosperous New Zealand  
Council of Ministers and Ministers of the Environment



A Practical Guide  
for Policy Analysis  
The Eightfold Path to More Effective  
Problem Solving  
Fourth Edition

Eugene Bardach  
Richard and Rhoda Goldman School of Public Policy,  
University of California, Berkeley



Los Angeles | London | New Delhi  
Singapore | Hong Kong | GRC

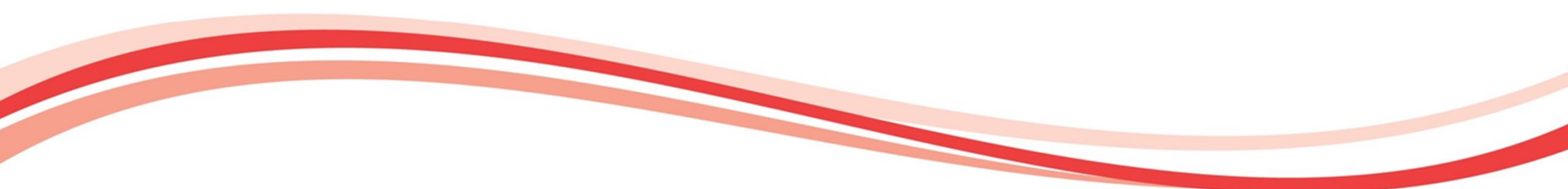
## Policy methods toolbox

Methods  
toolbox



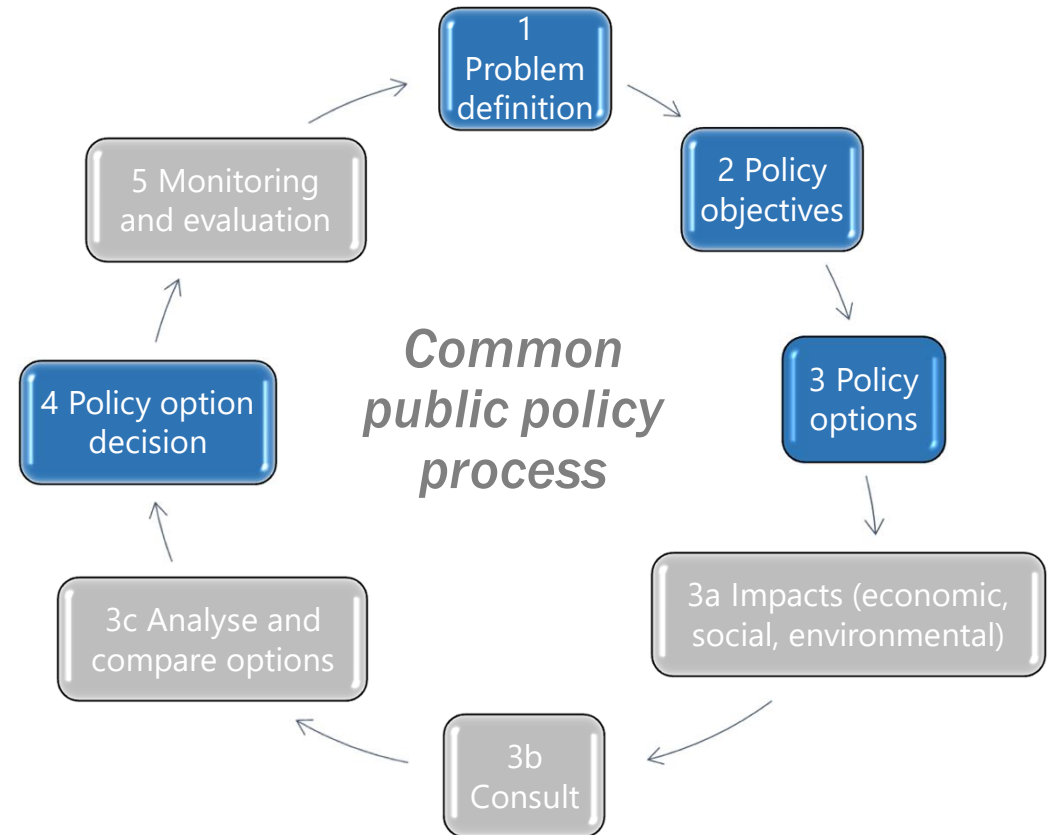


**What are the strengths of the current policy approach?...**

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# How we do policy now...


- “ Spend quite a bit of time on the problem definition and precise objectives
- “ Often narrow our set of options early in the process, based on what government levers rather than on a theory of change
- “ Often consult to confirm the direction of travel, not to generate new information
- “ Decisions anchored on cost and risk rather than impact
- “ Skip steps if inconvenient



For some problems, our current approach will yield  
marginal gains, at best...

If we seek 'transformative change' we need to do  
something different

**ceteris paribus**

/ˌkɛtərɪs ˈpærɪbʊs/ 

*adverb formal*

with other conditions remaining the same; other things being equal.

"shorter hours of labour will, ceteris paribus, reduce the volume of output"

Embrace complexity





**Wellingtoncentric?**

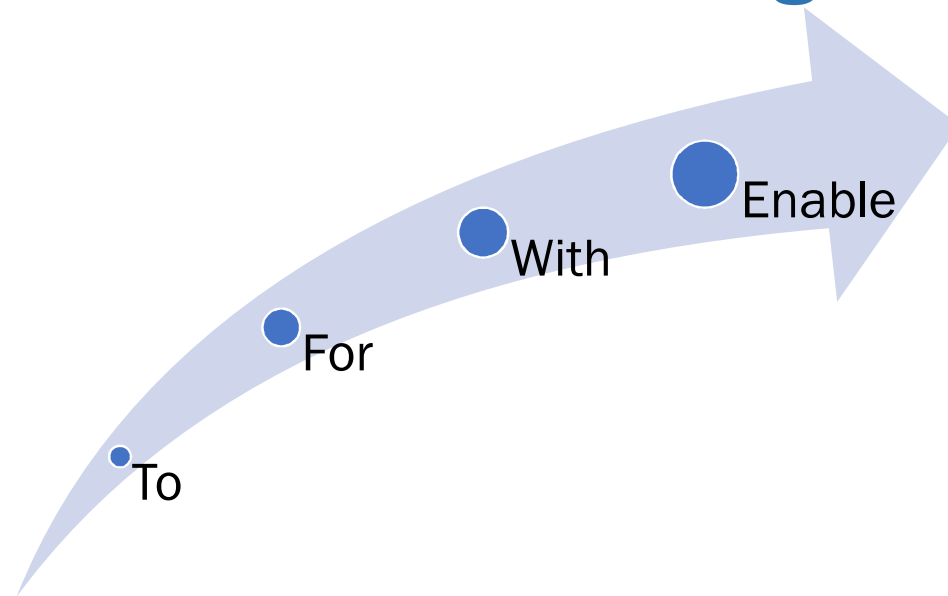
Can Welly fix it ....?

Yes Wellington can ...

With some more  
tools and support



# It will require involving people and communities to much greater extents



Three additions to the tool kit that help with this:

1. Wellbeing Economics
2. Complexity
3. Community led development

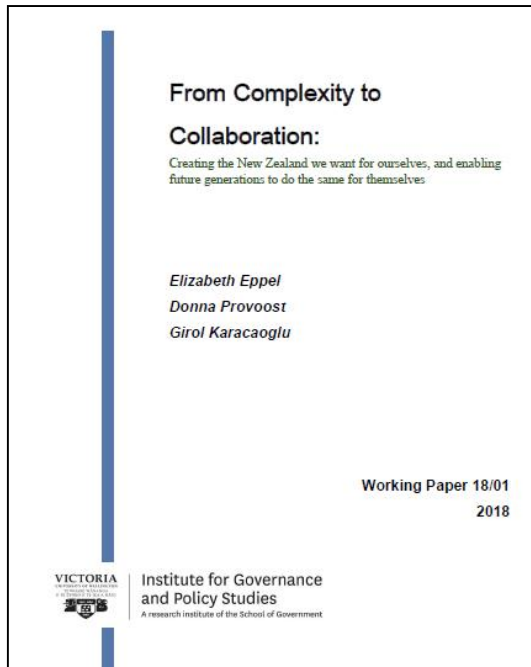
# Wellbeing economics

Professor Amartya Sen

*‘the expansion of the  
“capabilities” of people to  
lead the kinds of lives  
they value and have  
reason to value’.*



# Elements of an alternative policy approach



*The ultimate objective of public policy is to improve people's lives and wellbeing, now and into the future*

+

*'More of the same' is not working*

+

*Embrace the complexity we face*

=

***Principle-based approach to incorporate complexity into policy***




# Embracing complexity in a policy process

## Feature

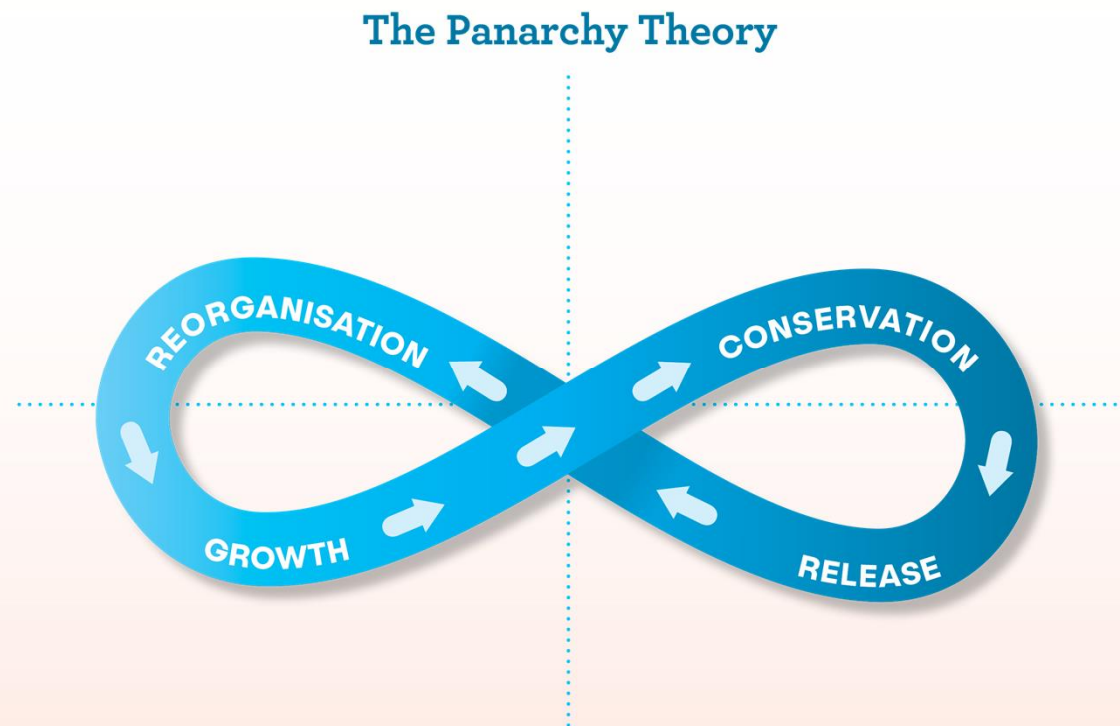
- " Difficult to frame
- " Multiple root causes
- " Multiple stakeholders
- " Emergent
- " Unique
- " Paradoxes, Dilemmas

## Response

- " Good enough framing
  - " Cross boundary work
  - " Collaborative & Flat
  - " Adaptive Learning
  - " Customized Responses
  - " Transparent coping
- 
- A decorative graphic at the bottom of the slide consisting of several overlapping, wavy lines in shades of red and orange, creating a sense of movement and flow.

# Community Led Development– theory of change, the DNA

- “ Dynamic organic process
- “ Different skills needed at different points
- “ Similar dynamic occurs at different levels of a system



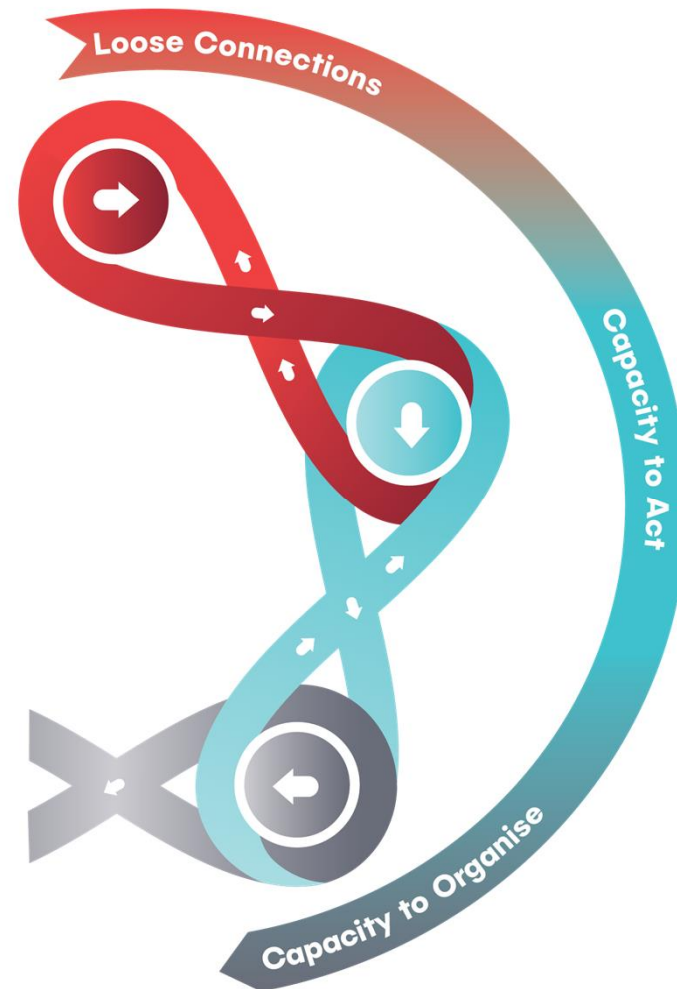
# Theory of Change

Movement around eco-cycle represents growing capacity (link to Wellbeing Economics) - development

Development requires – stability, leadership, space to learn and reflect – core principles

Never a straight-line (peaks and troughs, forwards and backwards)

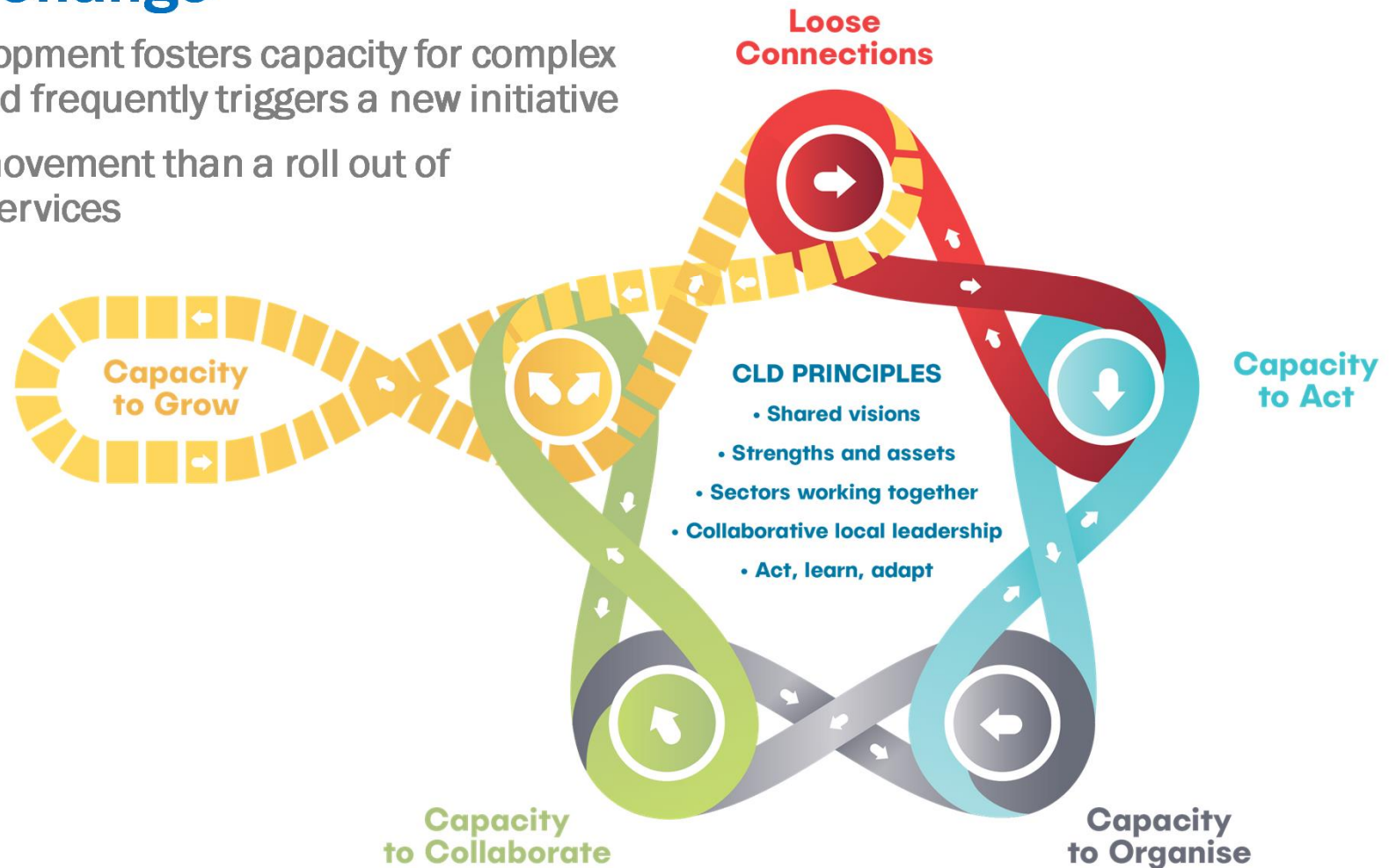
Communities if supported, develop their capacity to have an impact on problem, exploit an opportunity and be more resilient to shocks ...



# Theory of Change

Advanced development fosters capacity for complex collaboration and frequently triggers a new initiative

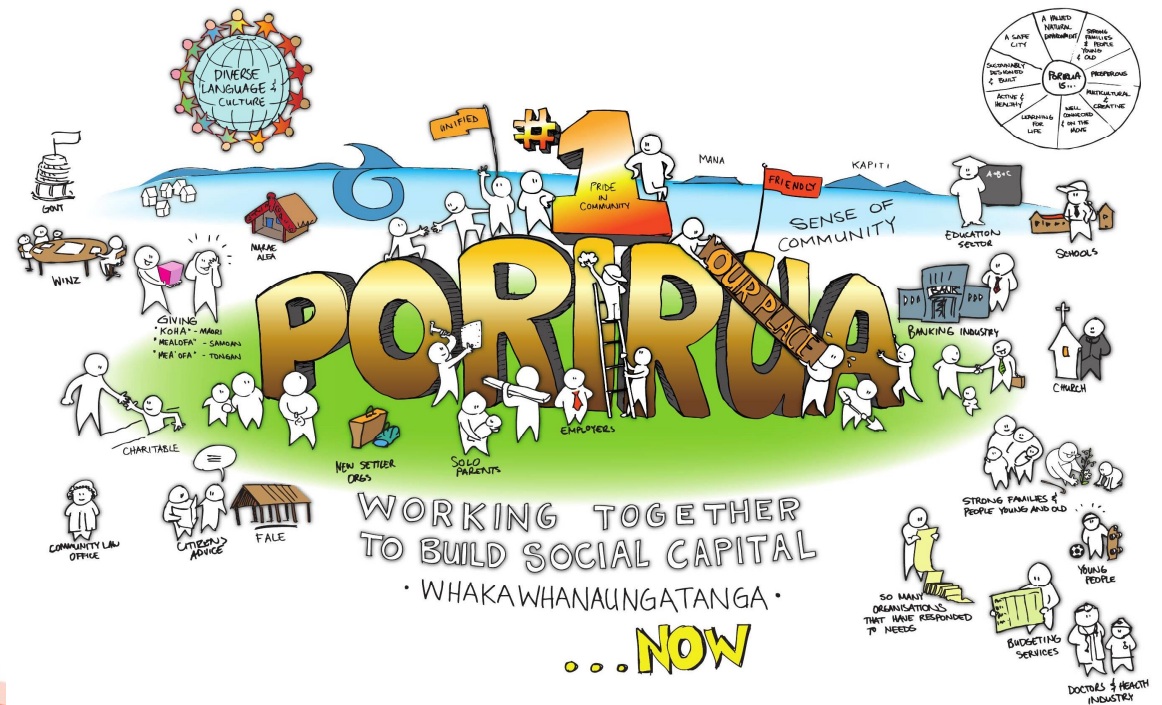
This is more a movement than a roll out of programmes / services





# Case study – Applying CLD to low income households – Good Cents

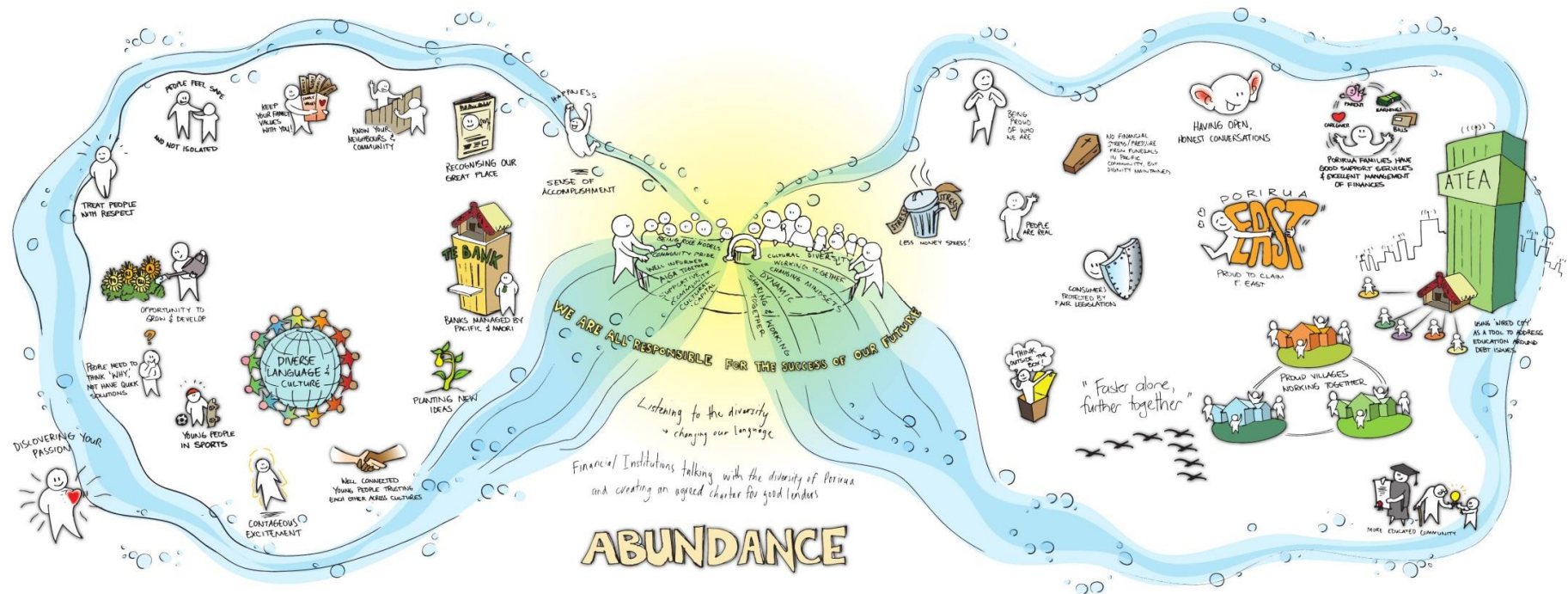
## Shared Vision



# Shared analysis



# Theory of Change to inform solutions ...

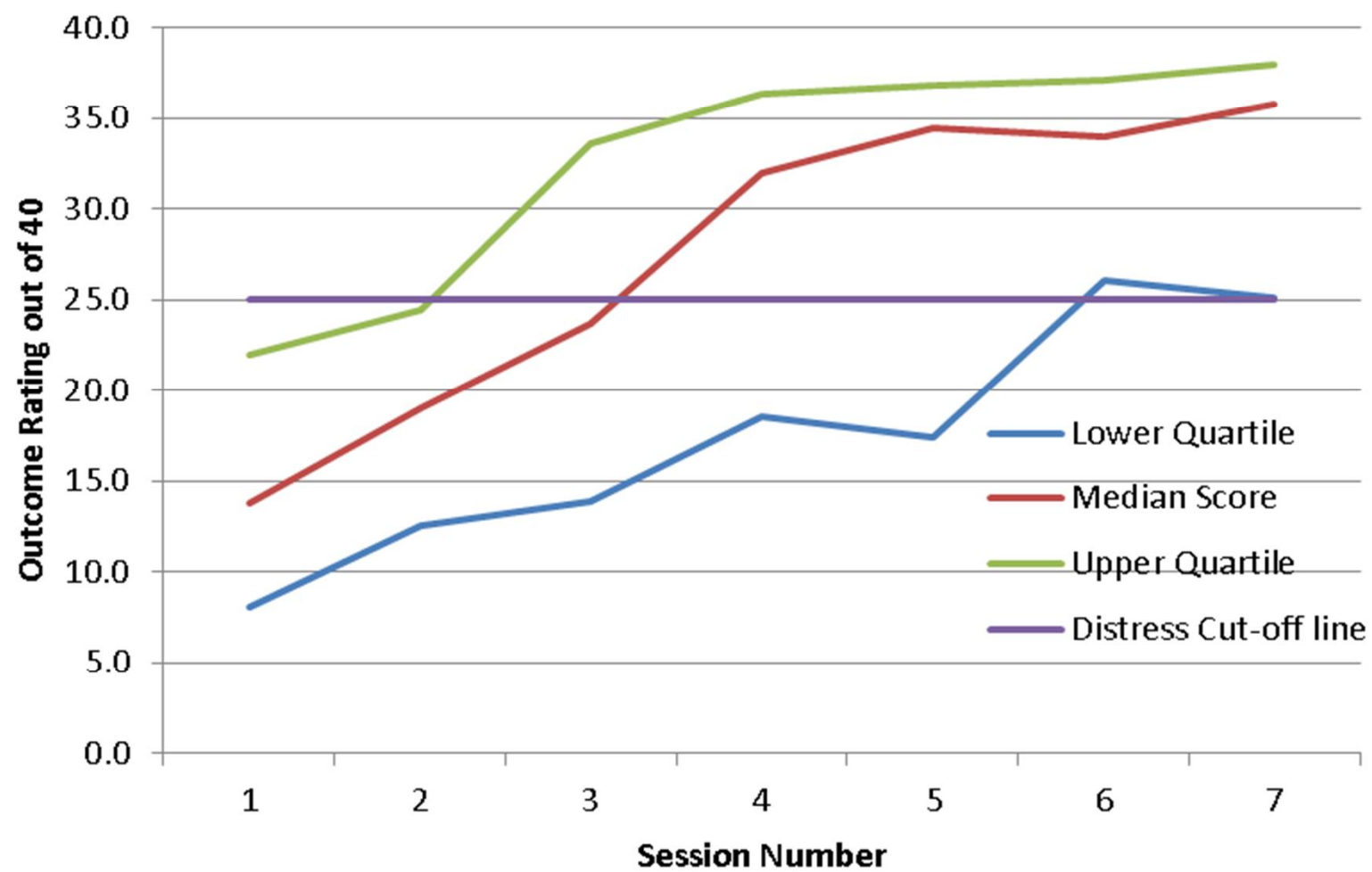








**Aggregate outcomes improvements as measured by Good Cents  
Course Graduates**



# Applying a community-led approach can enhance the policy process

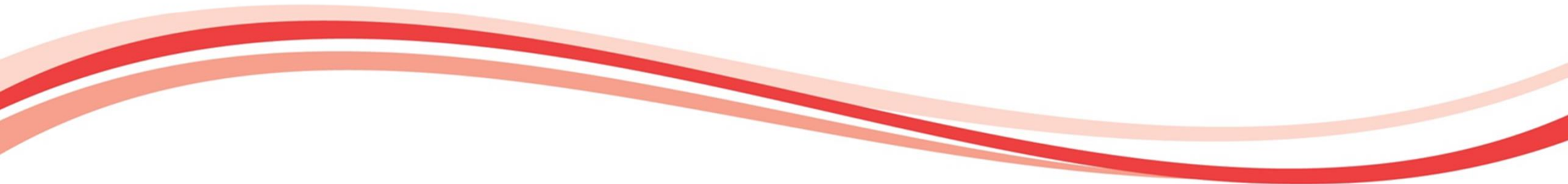
Applying a community-led approach in the policy process can lead to:

- ✓ more effective
- ✓ more efficient
- ✓ more enduring
- ✓ generating a wider range of benefits

## Panel and Discussion

Girol Karacaoglu | Head of School | School of Government  
Victoria University

Catherine Williams | Deputy Commissioner | State Services  
Commission





# Thank you

**Contact us: [rachel@inspiringcommunities.org.nz](mailto:rachel@inspiringcommunities.org.nz)**

Inspiring Communities is a team of specialists in community-led development. We use our experience and expertise to mentor, broker, train and connect communities to become even better places to live, work and invest in.

The Inspiring Communities team is available to support you and your communities to build your CLD capacity - contact us to find out more.

We invite you to visit our website: [www.inspiringcommunities.org.nz](http://www.inspiringcommunities.org.nz)