

AN EVALUATION OF THE LIVING WAGE MOVEMENT AOTEAROA NEW ZEALAND'S RESIDENTIAL TRAINING PROGRAMME

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1 Executive Summary

- The Living Wage Movement Aotearoa New Zealand has since 2013 held annual residential training programmes;
- This evaluation involved reading evaluations from previous years' training, interviewing participants from each of the four years of training held, reading about training overseas, and attending Living Wage events over an 18-month period to observe how the training was put into practice;
- The feedback from participants on all the programmes was extremely positive, and positive on virtually every aspect of the training. This is demonstrated both in quantitative and qualitative feedback;
- Interviews with participants in the 2016 training were conducted two months after the training was completed. It was readily apparent that participants had already made good use of what they learnt at training and would continue to use the knowledge and skills they acquired in future as well. In particular, participants immediately put into practice what they had learnt at the training in working on Living Wage campaigns in the run-up to the 2016 local government elections;
- At the end of the evaluation, there is a series of recommendations;
- It is recommended that Living Wage training continue to be held annually at Tatum Park and that it be national training, as opposed to separate regional sessions;
- The training should continue to be five days long, although options should be explored for providing more one or two day training prior to people attending the five day training;

- Consideration should be given to creating email groups of participants from each year's training so they can keep in touch and exchange news about how they are implementing what they learnt at the training;
- Consideration should be given to whether further follow-up to the training could be provided – perhaps online or as a one-day refresher course;
- More young people should be encouraged to attend the training. The young people who have attended did not feel their age was a barrier and did not feel unable to participate;
- The training was initially provided by overseas trainers, but New Zealand trainers have gradually played more of a role as expertise has been built up in this country. The development of New Zealand trainers should be continued. Trainers from diverse backgrounds bring diverse skills and talent to the training. The addition of Ibrahim as a trainer has been valuable and in future it would be good to see other trainers from a range of ethnic backgrounds delivering the training, including Māori and Pasifika trainers;
- Consideration should be given to holding a training session to develop more New Zealand trainers.

2 What is the Living Wage?

The Living Wage is defined as –

“The income necessary to provide workers and their families with the basic necessities of life. A living wage will enable workers to live with dignity and to participate as active citizens in society” (www.livingwage.org.nz).

The Living Wage is calculated to enable a working family of two adults and two children to pay basic household bills, provide healthy food and pay for children’s school trips. It is based on expenditure items for a modest weekly budget. Wage movement is reported by Statistics New Zealand quarterly in the New Zealand Income Survey, and the Living Wage rate is set according to the wage movement for the year to the previous June.

Campaigns for payment of a Living Wage have evolved in many countries in recent years, with the first victory in obtaining a Living Wage in a local body being achieved in the American city of Baltimore in 1994. By 2013, more than 140 municipalities in the United States had passed Living Wage ordinances and the campaign had spread to the United Kingdom, Australia and Canada.

In New Zealand, the first Living Wage campaign was launched in May 2012 in Auckland, and followed by Wellington in August that year. More than 200 supporting organisations joined forces in a statement of commitment to a Living Wage. In April 2013, an incorporated society was formed called Living Wage Movement Aotearoa New Zealand. It comprises three streams from civil society: faith-based religious groups, unions and community organisations.

The Family Centre Social Policy Unit in 2013 established the first Living Wage for New Zealand as \$18.40 an hour. That was updated in 2014 to \$18.80 an hour, in 2015 to \$19.25 an hour, and in 2016 to \$19.80 an hour. The current minimum wage in New Zealand is \$15.25 an hour. The minimum wage is reviewed by the Government each year as required under section 5 of the Minimum Wage Act 1983 and, if there is a rise, the new rate takes effect from 1 April. The Living Wage is also reviewed annually to take account of increased living costs.

In February 2014, a trademark brand for a Living Wage Employer was launched, with the inaugural Living Wage Employers for 2014/15 being announced on 1 July. More than 20 employers from non-government

organisations and the private sector met the criteria to become Living Wage Employers, including businesses in the manufacturing, community and hospitality sectors. Further Living Wage Employers for 2015/16 were announced on 1 July 2015, with the total number doubling to 40 employers.

The Living Wage Movement Aotearoa New Zealand upholds four key principles

- It is non-party political;
- It is built locally through local relationships and local issues;
- It is independent of the Government in terms of funding and association; and
- It is comprised of three streams of membership (community, faith and union) and represented proportionately at all levels.

The Living Wage Movement Aotearoa New Zealand has a Governance Committee consisting of ten members.

The movement is not aligned to any political party but seeks to influence those who have the power to change the lives of workers and their families. The focus of attention is where incomes are funded through public money, and on large employers who can afford to pay a Living Wage. Many small and ethical employers choose to pay a Living Wage and have become accredited Living Wage employers.

3 Methodology of Evaluation

This evaluation of the Living Wage training involved –

- Reading *The Power of Relational Action* by Edward T. Chambers, Acta Publications;
- Reading *Going Public – An Organizer’s Guide to Citizen Action*, by Michael Gecan, Anchor Books;
- Reading the *Teaching Notes for IAF – Northwest Institutes*
- Reading the *Industrial Areas Foundation – Intensive Training Guide*, by Michael Gecan, October 1, 1999;
- Reading the chapter about Industrial Areas Foundation organising in *The Citizen’s Handbook*;
- Reading the summary evaluation of the 2013 training;
- Attending Living Wage events in Auckland: action at Puketapapa Board meeting in 2015, Living Wage People’s Election Assemblies on 18 August and 1 September 2016, Living Wage 2016 Annual General Meeting; announcement of Living Wage amount for 2015 in Hamilton;
- Reading and collating the 14 post-training written questionnaires completed by participants in the Auckland 2015 training;
- Conducting telephone interviews with seven participants of the 2013-2015 training programmes, with those spoken to being from the three streams of the LWMANZ;
- Attending Day One and Day Two of the 2016 training at Tatum Park on 22 and 23 August 2016;
- Interviewing National Convenor LWMANZ, Annie Newman in person;
- Interviewing LWMANZ Wellington Co-ordinator Lyndy McIntyre by telephone;
- Interviewing Trainer Ibrahim Omer by telephone;
- Interviewing participants in the 2016 training programme, primarily by telephone but a smaller number in person and by email.

4 History and Aims of the Living Wage Training

The Living Wage Movement Aotearoa New Zealand has each year since 2013 run an intensive residential training programme bringing together people from different organisations and areas.

The training is modelled on the training conducted in the United States by the Industrial Areas Foundation, which is regarded as doing the best grassroots organising in the United States.¹ This training also takes place in Australia.

Former Industrial Areas Foundation Executive Director, the late Edward T. Chambers, in *The Power of Relational Action*², outlines the importance of developing relationships in the public arena and discusses the use of “relational meetings” as a tool for doing this. Michael Gecan in *Going Public – An Organizer’s Guide to Citizen Action* and *Industrial Areas Foundation – Intensive Training Guide*³ also emphasises the importance of building public relationships –

“Power in our society does not just come from the concentration of wealth on Wall Street, the dictates of great governmental agencies, the barrel of a gun, or the fanaticism of a terrorist in the cockpit of a plane. Power can come from the habit of building new public relationships... The best and most effective organizing – in schools, in corporations, in unions, in congregations, in politics, anywhere – still starts when people rediscover the habit of doing individual meetings well and then consistently do them. The right public relationship...*is everything.*”⁴

*The Citizen’s Handbook*⁵ notes that the Industrial Areas Foundation emphasises the training of organisers and states that the organisation uses highly successful methods differing from those usually found in community organising. The book says that the Industrial Areas Foundation is famous for its “iron rule”: Never do for people what they can do for themselves.

“Applied to organizing it means that professional organizers should train leaders on how to run an action campaign, not do it themselves. In practice organizers often assist leaders. This way they help the leaders to grow, and avoid the risk of mistakes.

“The staff of most community organizations conduct campaigns themselves, and give little time to developing new leaders. As a result their member base gets smaller and smaller. By making the focus of staff the recruitment and training of leaders the IAF continually expands its member base.”

¹ The Citizen’s Handbook – www.citizenshandbook.org/iaf.pdf

² Chambers, Edward T, *The Power of Relational Action*, Acta Publications, pp 11 -32.

³ Gecan, M *Going Public – An Organizer’s Guide to Citizen Action*, Anchor Books; Gecan, M *Industrial Areas Foundation – Intensive Training Guide*, October 1, 1999

⁴ Ibid, pp 21, 29.

⁵ Ibid

The Citizen's Handbook says the Industrial Areas Foundation's approach is often called "relational organising" because organisers spend a lot of time teaching leaders how to build relationships within and between organisations. In order to build relationships between organisations, the Industrial Areas Foundation tries to develop strong personal ties between people from different organisations, as well as from different ethnic groups and different income levels. The Industrial Areas Foundation maintains a strictly non-partisan position so that it can work with people on the left or the right, or anywhere in between.

For this evaluation, two in-depth interviews were conducted with Annie Newman, National Convenor LWMANZ, about the aims of the training. She said the goal of the training was to build the capacity and imagination of the movement's leaders from the faith, union and community sectors to enable them to join together in the public arena around common causes and influence the people who can make a difference in relation to those issues. The Living Wage is one of those issues.

Ms Newman said the aim was to put in place the methodology the movement considered was necessary to succeed. That methodology should serve both the organisation and the LWMANZ. It served the organisation by increasing its capability, making its leaders more confident and developing the organisation's ability to participate in public and political life. It served the movement by uniting diverse organisations around a Living Wage through the kinds of practices that built a sustainable, broad-based organisation.

Those practices were –

- The primacy of relationships;
- Capacity to lead;
- Effective action; and
- A learning organisation.

Ms Newman said that, as the LWMANZ sought to learn from overseas Living Wage campaigns, it became apparent that they shared a number of factors which contributed to their success. These were that –

- They were broad-based organisations independent of any single organisational group;
- The education of leaders and their capacity to relate to and influence powerful people were fundamental to success;

- Practices relating to actions were a discipline that made it possible to change the way organisations did public business.

The Movement called politicians to account for their actions and, with citizens' backing, gave them mandates to make good political decisions. Ms Newman said the Industrial Areas Foundation had captured the secrets of building sustained organisations across civil society. For that reason, the LWMANZ began to build a relationship with the foundation. The LWMANZ made contact with Deborah Littman, the lead organiser for the Metro Vancouver Alliance.

The Movement also examined events in London, where People's Assemblies were used to influence politicians. The large number of movement members attending events in London - such as council meetings - helped to achieve the goals the participants were aiming at.

The Industrial Areas Foundation emphasises the importance of training and developing leaders, and has regular, intensive training programmes. Shorter, two-day programmes are led by local leaders. People who have attended the short training then later attend a six-day residential training programme.

Ms Littman travelled to New Zealand to speak at a symposium, at which New Zealand's first Living Wage rate was announced. Ms Littman was then invited back to run the first LWMANZ training programme. She and Sister Maribeth Larkin from LA One each ran half of the initial five-day, residential Living Wage trainings in Auckland and Wellington in 2013.

The 2014 training was reduced to four days, as participants at the 2013 course said it was too hard to get five days away from work and family. The 2014 training was run by Sister Maribeth and Industrial Areas Foundation Regional Organizer Northwest, Joe Chrastil.

The programme was subsequently returned to a five-day duration in 2015 and 2016. In 2015, the training was led by Sister Maribeth and Ms Newman, and in 2016 it was led by Sister Maribeth, Wellington-based Lyndy McIntyre of the LWMANZ, Ms Newman, and Ibrahim Omer from the Wellington LWMANZ. 2016 was the first year in which the Auckland and Wellington training sessions were combined into one, national training course.

Thus, the LWMANZ initially made use of the skills and expertise in community organisation and leadership training developed overseas. However, as these

skills have grown in New Zealand and the experience of the LWMANZ has expanded, New Zealanders have progressively begun to play a bigger role in leading the training.

Ms Newman said the training had started to incorporate more discussion about actions participants were involved with in their local areas, as well as consideration of who in their organisations needed to be involved in actions. Participants were encouraged to do a power analysis of their own organisations and the training was being tailored to specific New Zealand issues. LWMANZ community organisers had ongoing supervision from Sister Maribeth.

The title of the training is “Building Power in Our Communities: A 5-day residential leadership course.” The programme for the 2016 training is annexed to this report as Appendix One.

5 Outline of the Living Wage Training Programme 2016

The 2016 Living Wage Training was the first time a national training programme was held. It took place over five days at Tatum Park from 22 to 26 August 2016. The training programme was as follows –

- DAY ONE: Blessing, welcome and introduction; pre-reading Melian Dialogue; Melian Dialogue 1; Melian Dialogue 2; Melian Dialogue Review; World as it is – World as it should be; Power; After dinner – Living Wage story;
- DAY TWO – First day review; Pressures on our families – economic, political and social; Self-interest – why it matters for building power; Stick diagrams; Stick diagrams in pairs; Public/ private relationships; Relational meetings; Relational meetings in groups; After dinner – relational meetings between participants;
- DAY THREE – Review of previous day; The organising cycle; House meetings – small group conversations, core teams, group work; Examining our own institutions and culture; Quality of leaders; Broad-based organising;
- DAY FOUR – Review of previous day; Power analysis and issue development; Elements of an action; Stories of actions; Preparations for action – the problems city councils can influence, sub-groups, group discussion about roles/outstanding tasks, complete set up for the action, run-through; Action;
- DAY FIVE – Review of previous day; Reflection and scheduling; Reflection on the course; Applying our learning to the network; Farewell.

6 Summary of findings from Living Wage training questionnaires and interviews 2013-2016

Parts 7 to 10 of this evaluation report in detail on the responses to questionnaires and interviews with participants who attended the Living Wage training in 2013, 2014, 2015 and 2016. Below is a summary of those findings –

2013 training

- 95 per cent of those who completed a questionnaire about the 2013 training agreed or strongly agreed that they had a better understanding of power analysis, broad-based alliances and relational organising as a result of the training;
- 86 per cent agreed or strongly agreed that they had a clearer idea of how they could build their organisation's commitment to the LWMANZ;
- 95 per cent said they had more understanding about how to become active in the movement; and 100 per cent agreed or strongly agreed they would recommend the course to others;

2013-2015 training

- Telephone interviews were conducted with seven people who attended the LWMANZ training between 2013 and 2015;
- Respondents said the trainers were extremely high quality and the international perspective brought by the overseas trainers was valuable;
- Learning about relationship building, communicating the ethos of the Living Wage Movement and how to succeed at winning people over were reported to be very valuable parts of the course;
- The mock People's Assembly and planning and practising prior to actions were identified as aspects of the course that people would use in future.

2015 training

- 14 people who attended the Auckland training in 2015 completed post-training written questionnaires;
- 100 per cent of respondents said they would recommend the training to others;
- 12 of the 14 strongly agreed the training was "very useful" and "very interesting";

- 12 respondents strongly agreed they had a better understanding of a broad-based campaign and two agreed;
- 11 participants strongly agreed they had more understanding of how to build their organisation's role in broad-based organising and three agreed.

2016 training

- Interviews were conducted with 14 people who attended the 2016 LWMANZ training;
- Participants said the training was extremely valuable – one described it as “life changing” – and reported that they had immediately put into practice what they had learned at the training in campaigns about the Living Wage in the run-up to the 2016 local government elections;
- The trainers were praised as extremely high-quality and very good teachers;
- The relational approach taught in the training was described as extremely useful, as were the teachings about understanding power and how to identify and approach people in powerful positions;
- Learning about community organising and the importance of involving the community in the Living Wage movement were said to be important;
- The action on the fourth day of the training – including planning and rehearsing – taught participants a lot and many either have or intend to put those learnings into practice in their future work in the LWMANZ.

7 Living Wage Training 2013 Evaluations

A comprehensive training programme for the LWMANZ was first held in New Zealand in 2013. It was conducted by Sister Maribeth Larkin from LA One and Deborah Littman from Metro Vancouver Alliance and was held in Wellington and Auckland in November 2013. The course was a five-day residential programme.

Both pre- and post-training evaluations were carried out. 73 per cent of the Auckland/Waikato participants considered themselves well prepared for the training, while 50 per cent of Wellington participants believed they were well prepared. 78 per cent of Auckland Waikato participants said they were fully engaged with the LWMANZ, and 80 per cent considered their organisations were fully engaged. 74 per cent of Wellington participants reported they were fully engaged with the movement, while 72 per cent said their organisations were fully engaged.

21 participants completed the post-training evaluation. This was less than half of those who attended. More than 95 per cent of respondents agreed or strongly agreed that they had a better understanding of power analysis, broad-based alliances, and relational organising as a result of the training.

86 per cent of respondents agreed or strongly agreed that they had a clearer idea about how they could build their organisation's commitment to the LWMANZ. 95 per cent of respondents said they had more understanding about how to become active in the LWMANZ, and 100 per cent agreed or strongly agreed that they would recommend the training to others. All participants rated the programme highly overall.⁶

⁶ The full 2013 training evaluation is annexed to this report as Appendix Two.

8 Living Wage Training 2015 Written Evaluations

14 people who attended the 2015 Auckland training completed post-training written questionnaires. The questionnaires were broken down into two sections – Demographic Data and Training Evaluation – and consisted of 15 questions.

Eight people who completed questionnaires recorded themselves as being from non-government organisations; two said they were from unions; and two said they were faith leaders. One person did not complete that section of the survey and another responded “potential volunteer.”

All of the responses to the questions about the training (questions 2 to 15) were positive. Respondents were asked to rank their responses from 1 to 5, with 1 being “Strongly Disagree” and 5 representing “Strongly Agree.” All of the responses were either “Agree” or “Strongly Agree.” 100 per cent of respondents said they would recommend the training to others. 12 of the 14 respondents “Strongly Agreed” that the training was “Very Useful” and “Very Interesting.” The remaining two respondents agreed that it was “Very Useful” and “Very Interesting.”

Other responses from the questionnaire were as follows –

- 12 participants Strongly Agreed they had a better understanding of power analysis as a result of the training programme; two participants Agreed;
- 12 participants Strongly Agreed they had a better understanding of a broad-based campaign; two Agreed;
- 12 participants Strongly Agreed they had a better understanding of relational organising; two Agreed;
- 10 participants Strongly Agreed they had a better understanding of how to build their organisation’s commitment to the Living Wage; four Agreed;
- 11 participants Strongly Agreed they had more understanding of how to build their organisation’s role in broad-based organising; three Agreed;
- Nine participants Strongly Agreed they had more understanding of how to be active as leaders in the Living Wage Movement; five Agreed;
- 13 participants Strongly Agreed they would recommend others with similar needs to their own attend the programme; one Agreed;

- Seven participants Strongly Agreed the training had helped to enhance their appreciation and understanding of their roles in the Living Wage Movement; five Agreed; and one person did not respond to that question.

Respondents were also asked questions about what they liked most about the course, what should be changed and what additional training would be helpful, and were given an opportunity to provide further comments at the end of the survey. Responses included the following –

What did you like most about the course?

- The setting, food, informal togetherness and the action session;
- The aroha and spirit shared by everyone, the optimism and next steps we now all have;
- I can't pick any only because the overall programme was wonderful;
- Not only getting head knowledge but also practical action for it to be made clear e.g. Melians and Athenians;
- Relational meetings, learning how to pin an issue was amazing;
- The simulations, the opportunity to practise what we learnt, additionally I loved the connections I made;
- Enabled me to apply what I learnt, also see the effect;
- Seeing the concepts being taught being applied in the culminating activity;
- Building relationships;
- Sister Maribeth Larkin;
- Where do I begin: EVERYTHING;
- The action and the personal insights, the rest and the reading;
- Power analysis, private and public life, relationships and how important negotiations are;
- Connecting.

What would you recommend changing about the course?

- Less being “talked at” on Day One and more opportunities to learn the skills around relational meetings which came late in the course;
- Everything is perfect; ideally more time to prepare the simulated action;
- Nothing;
- More stories of people from the Living Wage Movement;
- Nil;
- Wouldn't change a thing; it was perfect;

- Absolutely nothing; perhaps extend the duration;
- Nothing – good balance of free time;
- It was great;
- Perhaps a bit more moving around.

What additional training (if any) would be helpful?

- Access to videos and YouTube clips about action sessions;
- Online material to cement learning;
- Work experience and mentor training;
- Regular meetings with the participants to follow up and build relations;
- Training in other areas with other organisations;
- Nil.

Other comments, observations, suggestions

- Another, short course for people who are already trained facilitators doing relational meetings but who are not yet aware of the Living Wage Movement or who are ready for a campaign planning session;
- A list of books and websites would be useful to assist self-study;
- Build the connections – need to meet again;
- Thank you trainers;
- Thank you for all you do for our community, our people and just society in general. You are HOPE;
- Great stuff!!;
- Keep the programme as it is;
- Ensuring all participants are here for the entire course. It became a little disruptive to the group dynamic to have someone here for only part of the course. Thank you for providing the course.

9 Telephone interviews with 2013-2015 training participants

Telephone interviews were conducted with seven people who attended the training between 2013 and 2015.

All seven respondents said it was essential that the training be residential, as this was imperative to building relationships.

The key drawback raised by attendees was the difficulty in being away from work and other commitments for five days to attend the training. One participant said it was hard to encourage others to attend the training when it required a five-day commitment. She suggested there should be a re-evaluation and a shortening of the training to make it easier for more people to attend.

Participant One

- Most valuable parts of the training – relationships; understanding power dynamics; building influence and power in the community; applying that practically; understanding the kaupapa of the Living Wage Movement and the three streams comprising it and creating different collective ways of working together;
- Quality trainers brought an international perspective and different styles of learning;
- Need to look ahead and look at Aotearoa context; good having a combination of international trainers and trainers from New Zealand, but more focus on Aotearoa context would be good;
- Not confident with reading sent out beforehand or with simulations at training and did not enjoy them and struggled with their relevance;
- Make sure to fully tap into the potential of those who attend and ensure participants continue to stay active in their networks;
- “Big ups and great relationships.”

Participant Two

- Most valuable part of the training – learning the importance of pinning, including the importance of being very specific and asking for something from people one seeks to influence;
- From a faith background and had not mixed with union people before. Staying together for five days resulted in bonding and understanding each other;

- Five day length of the course is a “brick wall” barrier to getting more people to attend. There are many young people who would be great to have at the training, but it is impossible to get them away for five days. The most they could be away for is three days. On the other hand, if the course was shorter, it is hard to work out what could be left out. A couple of people came and went from the course but it was noticeable that, when the presentations were done on the final day, those who had not been there for the whole course were not at the same level as others;
- At the time, quite a few people felt the Monday afternoon session on power was a waste of time. However, it was needed to make sense of the rest of the training. It seemed to take a long time, but in hindsight we learnt from it;
- Some scheduled time for people from each of the three streams to meet with each other would be helpful and could have allowed us to find ways of working together;
- Maybe there could have been more sessions in the evenings to allow the programme to be compressed – not heavy material but possibly sessions such as specific networking or strategy; relationship building; games; or role plays;
- Have used the skills about relationship building; finding what you have in common; building a campaign; delivering a presentation; and pinning. Have not used the power play;
- The training takes leaders to the next level, rather than creating leaders. People need core leadership skills before attending;
- Really useful framework that can be used in areas other than the Living Wage Movement;
- Sister Maribeth was amazing;
- Doing the presentation at the end was incredible – would not have believed before attending that I could do that.

Participant Three

- Most valuable aspect of the training – relationship building, communicating the ethos of the Living Wage Movement, getting to know others who want to lead the movement;
- Residential aspect of the course is vital – spending time talking with people at meals etc. helps develop relationships;
- Very difficult to get people to attend for five days;
- Valuable learning how to be successful at winning people over – this meant having my attitudes and assumptions challenged;

- Getting to know the union movement as I am from a faith background;
- Venue is important – Wellesley was not a good venue. People found it cold and the food was very average;
- A bit too much information about what is done overseas. New Zealand is different and New Zealanders need to run the training. New Zealanders now have the expertise to be the trainers. The issues that affect Māori and Pasifika peoples are different;
- The level of trust and communication built at training enabled us to keep working together and almost everyone is still involved;
- Importance of being present – for example, group of people turning up at council meeting and taking up a lot of space but being constructive rather than taking the meeting over;
- Could a long weekend training session make the training more accessible to more people who cannot be away for five days?

Participant Four

- Attended the four-day training programme so some aspects were truncated;
- Most valuable part of the training – community building, getting to know each other, relationship building, focusing on discussing power;
- Needs to be attention to the cultural grounding of our multicultural society. I've done training here and in Australia and in both cases there was a lack of acknowledgement of culture;
- Important that the training is residential, although it is hard to take that much time away from work;
- We were sent away enthused and keen to do more;
- Really good way for us to build relationships with each other;
- I've used aspects of the training with other groups;
- Could be more adult education techniques used.

Participant Five

- Most valuable aspect of the training – building relationships with people, presenting specific requests to people, power analysis and how to identify who to approach, long term approach;
- Attended first training. Overseas trainers were excellent. Really good buzz and team spirit;
- Whole method made good sense. Great on how to get your message across;
- Good to take time to reflect afterwards – often social justice activists are busy going from one thing to another;

- Anyone serious about social justice should acquire these skills;
- We've seen the fruits of a number of people from our organisation attending the training;
- I met people I will always keep in touch with;
- Pretty good – can't think of anything I would change. Good course. Highly recommend it. Very valuable;
- Possibly not essential that the training be residential. We've talked about running something similar in the evenings or afternoons as a series.

Participant Six

- Most valuable aspect of the training – the mock People's Assembly, and the Melian/Athenian dialogue;
- One of the better of the many training courses I've attended;
- Opened up new ideas about working with people and communities; Much more interesting approaches to community development than I had previously encountered;
- Important that LWMANZ and Industrial Area Foundation are separate from government and do not rely on government funding;
- Concept of People's Assemblies is fascinating and is now being developed, which came directly out of the training;
- Five days is a good length of time as otherwise courses skate over the surface. Residential is essential;
- Nothing lacking in the training and nothing that could be improved. Each session had good stuff in it;
- It would be good if there was follow-up from the training as a group so we could support each other and take the next steps and check in because it would be good to see what other people are doing;
- The whole thing was so inspiring, it would be good to keep that going.

Participant Seven

- Five days were not long enough. We were starting from zero and getting all this knowledge was quite overwhelming. For me it was a complete change. I didn't previously know anything about community organising and building power. It's hard to be away for five days, but on the other hand it's absolutely brilliant. Less than five days would not be good for people attending for the first time;
- I've taken everything I learnt and tried to implement it;
- It's worth it. Every investment, every cent spent on this training is really well spent;

- We talked about Sister Maribeth and people said they connected to her and enjoyed how she teaches. I couldn't think of a better trainer; Lyndy is a driving force. Her contribution to the training I really, really liked. She puts a lot of things together so people can be inspired. She has the ability and power to bring different people together and make them one. She is just brilliant. Lyndy being there is really fundamental to the success of the training; Annie's combination of academic knowledge and experience and her way of applying things are quite fascinating and very powerful. I wish she could spend more time at the training;
- For me the whole training from A to Z was really positive;
- The Melian-Athenian Dialogue – I couldn't at first get my head around what it had to do with the Living Wage and with the training but it's all about power and using the power you have to be successful. It's a really good way of teaching people with limited power that they can be powerful;
- If we negotiate well and if we utilise our limited resources very well, we can go all the way;
- What I learnt about relationship building I use a lot – using relational power, using bridges to build trust. It works very well. Relational power is one of the most powerful parts of the training. There is no better way of doing things at this stage than building relational power;
- It is important to build up expertise in New Zealand so we have enough New Zealand trainers. What would happen if Maribeth couldn't come one year – would that mean there was no training? It's very important we develop our own trainers.

10 Interviews with Living Wage Training 2016 Participants

Post-training interviews were conducted with a majority of the people who attended the 2016 training. There were 19 attendees: 10 from the Wellington region, six from Auckland, two from the South Island and one from Australia. The majority of the interviews were conducted by phone, but one was conducted by way of a face-to-face meeting and one by email.

The following is a summary of observations made by those interviewed –

Participant One

- The training changed my life. It had a massive impact on me, not only for my organisation but in my personal life as well. I wish I could go to it every year but I know others need to attend;
- The most valuable part was hearing the stories of people from other organisations because it opened my eyes to how we are all going through the same things but on different levels. It made me appreciate community more;
- I came away with so much information that I am now using both in my work and my personal life. In both my work and my personal life I now plan and timetable. The training removed everything I had known and I've since restructured the way I live my life;
- I drew a stick diagram of my current self and labelled everything I am now and what I need to work on. Then I drew a stick figure of my ideal self. It was far from my ideal self and I saw there was a long way to go;
- Relational – I learnt a lot about how to talk to people and how to build relationships;
- The Melian/Athenian Dialogue was the most effective part of the course – it was one of my favourite aspects because you literally put yourself in their shoes. I felt that was a really, really, really good strategy;
- Trainers – Sister Maribeth was perfect – more than perfect, genuine and filled with passion which inspired me so much because what she said came from something real; Lyndy was fabulous, welcoming and I feel she was one of the best people running the programme, she always made sure everyone was involved and everyone was having a good time; Annie was just amazing, how can I find the words? She is one of the strongest backbones of the programme; Ibrahim was one of us, he got along with everyone, he was really good;

- Preparation for action and action on Day Four – helpful because it solidified everything we had learnt and allowed us really to put the paint on the canvas and see where the gaps were for us in our learning. Really, really useful for us to do that. The preparation for the action was really awesome. Our group was a mix of people and we got to see our hidden talents come out. I got to see a side of myself I didn't know. It pushed me beyond my boundaries;
- Five days were necessary to cover the content. It's a long time away from work but it made me stronger coming back. I was refreshed and rejuvenated. It's necessary to have a residential programme and it was good that it was not in the city as it meant there were no distractions and we stayed focused on the training;
- Subsequent use of training – we use a lot of what we learnt at the training; we prepare plans to help us break down what we want to achieve; we have an action coming up and we are using what we learnt at the training; I'm able to be more assertive and communicate what we want; we have evaluation meetings as well;
- Nothing needs to be added to the training. More people should attend. It would be good for more young people to attend;
- The mix of overseas and New Zealand trainers and content is good – the situation overseas is very different and hearing about it gives us a different perspective.

Participant Two

- The training was very, very good. It was wonderful and is the best thing to do. Everything they told us was useful;
- We learnt a lot. We've talked about it since and applied it in the community. I didn't know how to plan before I attended;
- Ibrahim was good;
- Five days for me was wonderful. The training could be even longer;
- The emphasis on private time and family was important. I've been telling people they need to make time for themselves, as well as doing their work and causes;
- I'm keeping in touch with some of the people I met;
- We need the training every year. I've been talking to young people about it.

Participant Three

- The training was great. Everything was excellent;

- The most useful aspect was learning to understand power;
- We can't do anything as individuals but by communicating with other people from different cultures, communities, sports groups, churches and other communities, we can spread the message;
- Five days was a good length of time. Beforehand, I thought it would be too long but once I was there I saw how much there was to learn. When you see it from the inside, it is worth it. It was more than we expected and we learnt a lot. It was good being away from the city so we could focus on the training;
- Meeting people and making relationships is important;
- Melian/Athenian Dialogue – you have to negotiate. If you stick with one position, you won't achieve goals;
- The action session at the end was very well organised – you practise and learn what you need to do. By practising as a group, we learnt what we will need to do next time;
- I want to tell people in my community about it; I started to talk about the Living Wage as soon as I got back from the training;
- Sister Maribeth is a very wonderful teacher. Everyone talked about how wonderful she is. She is very talented; Lyndy is very friendly and also very wonderful. She is a great organiser and looked after us; Annie is very friendly and communicative and interacts well with us. She looked after us and was wonderful;
- We need to plan for ourselves and make time for our private lives and prioritise so we have time to spend with family;
- The training gave me a lot to think about. Sometimes I don't think ahead. I learnt to plan ahead and to communicate with people.

Participant Four

- The most useful aspect of the training was the relational aspect. It was definitely worth doing the training. I loved it and hope it continues;
- I thought five days was a bit long – three days might be better. I struggled with the intensity of the material over five days. It is essential that the training be residential so we live together and build relationships with each other. It's all about building relationships with complete strangers;
- Sister Maribeth was lovely. I wanted to wrap her up and bring her home with me; Lyndy was lovely and very good; Annie was great; Ibrahim was fantastic;

- The Melian/Athenian Dialogue was a great opener. It was a great lead-in to understanding people's positions. Not being given any information about whether we were to get a deal meant we winged it and went in blind;
- I will definitely use what I learnt at the training in future. We have already used it in the campaign around the local body elections;
- There is nothing I would like to see added to the training and nothing that I think should be omitted. I found it all very helpful.

Participant Five

- Five days was just the right length of time. I knew a couple of people there but no-one else and by the end we knew each other really well. If the training was shorter I don't think that would have happened. It needs to be residential;
- The Melian/Athenian Dialogue was really interesting once you got people sitting down and talking about it. People need to read it ahead of time;
- I've got a better understanding of power – I know how to approach people. You talk to someone completely differently. You build up connections so you build up power between all of you;
- Sister Maribeth is absolutely awesome. Beforehand, when I heard the word "Sister" I was thinking 'I don't do religion' but as soon as you start talking to her and she tells stories of what she's done, she's amazing; Lyndy was very good, very approachable and easy to listen to. All the trainers were good and made it all so easy;
- Action on Day Four – really good;
- I can't say anything bad about the whole week;
- I've already said to a couple of other people that if they can get on the course they should do it;
- Nothing could be improved and none of the content should be omitted.

Participant Six

- I was privileged to be selected to attend. I thought it was fantastic;
- Most useful aspect – community organising and the importance of involving the community in the Living Wage movement and in my role working in a union;
- I have been heavily involved in Living Wage campaigns around the local body elections and have used what I learnt at the training in one-to-one conversations; in group conversations; and on sites;
- The Melian/Athenian Dialogue – very good. Excellent;

- Sister Maribeth – fantastic. Awesome; Lyndy – awesome. Very passionate and grounded. Excellent; Annie – great. Approachable and understands everything; Ibrahim – very good. Excellent;
- Five days was a fantastic length of time. Exactly what was required as the training was very in-depth. You need that period of time to grasp the concepts, think about them and then apply them. It would be very hard if you reduced it. Important the training is residential to build camaraderie with others. You only get that outside the classroom when you get to hear stories and people’s backgrounds. You understand the wider concept of community;
- Power analysis – excellent. It really opened my eyes again;
- Nothing could be added. I’m completely satisfied with what was provided and what I learnt. Nothing should be left out. It was all helpful.

Participant Seven

- Five days were needed to cover everything. It was important the course was residential as the evenings and in between the formal sessions were when people had conversations and made connections;
- The Melian/Athenian Dialogue was really good. It got us thinking about how to advocate for other people and about what the other side is thinking;
- I absolutely understand power better. A lot of what was talked about was being a lot more strategic. In the Living Wage Movement we pursue lots of different avenues. It’s not about embarrassing candidates who don’t support the Living Wage. It’s about getting them to shift their positions. Shaming them and getting them not to attend meetings is not the aim;
- The relational aspects were really good – the Golden Rule and the Iron Rule and figuring out stuff about yourself as well;
- Action on Day Four – really powerful the group all working out what we wanted to do and practising it;
- Sister Maribeth is amazing. Spending time with her in the evenings and talking to her over dinner was really valuable as we got additional learning we wouldn’t otherwise have obtained; Lyndy is a force of nature;
- I plan to type up my notes and share them with colleagues. I’ve gone back to my notes already and I’ve talked to colleagues who’ve already done the training;
- I want to get our Living Wage network up and functioning again;

- There is nothing that should be left out of the training. Everything seemed to flow on and nothing stuck out as a waste of time. There is nothing I remember not being engaged with.

Participant Eight

- The most valuable part of the course was the language we use in building power to push for action;
- I would prefer that the course was daytime-only and ran perhaps from 9am until 2pm or 10am until 3pm so we could go home to our families at night;
- I have already used what I learnt at the training. I have started working collectively with other community groups to push for action on the Living Wage and to focus on the general election in 2017;
- Sister Maribeth is very gifted and knows what she is talking about; Lyndy was very helpful and contributed her experience. We didn't have much time with Annie due to her other commitments. I needed to hear more from Ibrahim;
- The Melian/Athenian Dialogue – very helpful to apply to the language we use in negotiating;
- The course is relevant to my social justice work;
- I would like to see more facilitators like Sister Maribeth and Lyndy teaching building power and authority;
- Follow-up to the training could include more fresh ideas, debate and study;
- I am very grateful for the opportunity to be involved in building networks with other alliances.

Participant Nine

- The five day length of the course was good;
- The most useful part was having workers on the course who are paid less than the Living Wage and talked about their experiences. I have done other courses that are academic. This was very powerful;
- The practical conversations about power and building power were really useful and so were the ideas about relationship building;
- I have used what I learnt on the course in helping to run a Living Wage campaign;
- The Melian/Athenian Dialogue was probably my favourite part. I loved it. It's a good way of teaching about power and thinking through strategies in relation to power;

- I was touched by the cultural inclusivity of the action on Day Four. Even though it was a small action, it was really powerful for the people involved and gave people a really good insight into planning and doing an action;
- Follow-up would be valuable for people living in areas where Living Wage organising is going on;
- Sister Maribeth was a delight. It was really interesting watching her navigate New Zealand culture. She did it very deftly. She's very generous, inclusive, thoughtful and inspiring; Lyndy is just the best. She is hilariously anxious about her presenting skills and she's an awesome presenter. She has a good grounding in theory and in experience; Annie is a delight. Her macro, nationwide perspective is important. I wish she could have stayed longer than two days; Ibrahim was amazing. He had an enormous amount of knowledge and understanding about campaigns and strategy. His presentation was really important in showing workers in the room the role they could take in campaigns – not just in executing tasks but also being involved at all levels of the campaign and planning;
- The venue was wonderful.

Participant Ten

- The most useful aspects of the training were nailing down in black and white the concrete steps to organising an action. I had always thought this was a fluid process, but actually it's a relatively regimented way of doing things;
- The training needs to be five days long and needs to be residential as participants meet so many people from so many different backgrounds that we need to spend that length of time together. It took me a while to get used to the long days. I faded a bit in the afternoons on the first couple of days. Maybe there needs to be more participation by us at those points;
- The Melian/Athenian Dialogue – great. One of my favourite parts of the training. Something that stuck was Sister Maribeth revealing at the end that we had been doing what we were told without realising we didn't have to;
- I would have liked more details about power analysis;
- Planning, rehearsing and doing the action was very valuable;
- Sister Maribeth was fantastic. Really engaging; Lyndy was amazing and kept everything together; Annie was really good; Ibrahim's main strength is his personal stories;
- I kept all my notes from the training and I still use them;

- Relational approach – I was a bit sceptical about it at first, but having come out the other side, I now think it's fantastic. It's one of the strongest parts and is what sets the Living Wage Movement apart from other groups;
- I have used the training – I brought a lot of the principles back to one of my groups. We haven't done enough this year and now we're looking at how to be more effective. Someone approached me for help with a charity event and the way I approach things now is down to what I learnt at the training;
- All round it was a great experience. If social justice is your thing, it will be relatively life-changing doing the training;
- It would be beneficial for more young people to attend the training.

Participant Eleven

- Five days are needed to cover everything. There are lots of benefits from the residential course;
- The most useful part of the training was learning to be more intentional and organised about things, to plan activities. Everything was useful;
- The Melian/Athenian Dialogue was challenging but good. It puts you out of your comfort zone;
- It was beneficial learning about a relational approach and how to build power in relationships;
- Sister Maribeth was really good;
- There could have been more interactive stuff during the first couple of days;
- I've used the training in our campaign before the local body elections for a Living Wage;
- At first I thought the action on Day Four was over the top but it came together really well in the end and I was surprised that it worked;
- I would say overall it was really beneficial. I'm glad I did it.

Participant Twelve

- Five days were needed to learn everything. I found the training a good length of time. At a lot of things, you don't get to meet people properly or spend time with them, so it was good to do that at the training;
- I want to say thank you. I really appreciated the training;
- The food was great – I would love to take my family there;
- What came out of it for me was about relationships and one-on-one connections, and also the practical learnings from doing the action on

Day Four. It was important to do detailed planning – even down to getting flowers for the vase. Role playing and having the groups was good;

- I got the sense of the Melian/Athenian Dialogue a bit later on – when you first read it, you don't know what it relates to;
- If you weren't comfortable with reading, you might find it a bit full on;
- Now when I go to actions or events, I understand how they have been put together and I look at things in a different way;
- I have used the training at work since completing the course;
- Sister Maribeth was bloody good. I liked her style. She came across well and was very good; Annie is very good. She is genuine and tries to make you feel included;
- I was confused before I attended about how it related to the Living Wage. We were sent an email called Residential Training. I thought I was coming to learn about the Living Wage. Maybe it could be explained a bit more in advance.

Participant Thirteen

- The length of the course was good and it was important that it was residential. To me the structure and the way things happened worked really well;
- I can't pick out one thing as being the most useful – it is important as a whole;
- Sister Maribeth was great – I would love to sit again and listen to her. I would love to have her as my mentor. She is a total package and has great depth of experience;
- The training is a base for building the power of people – by listening to their stories and picking out the good in them which will turn them into something else;
- I have used the training in my work. When I have conversations I try to listen well and pick up on possibilities and things that will help that person and encourage them. It's about intentionally looking to find possibilities and string them together;
- I hope to use what I learnt about building the power of people;
- I'm really happy I had the opportunity to attend. It really helped my work and me.

Participant Fourteen

- The five day length was really valuable and it was important the training was residential and good it was held outside the city;

- The Melian/Athenian Dialogue was interesting and very educational. When we did the role play it put it into context for me;
- Sister Maribeth was absolutely fantastic. I really enjoy Lyndy and Annie. Lyndy is very good at making people get outside their comfort zones. They are forthright and I like that. Ibrahim's input was absolutely valuable, especially coming from a refugee perspective. His story is a great story for people to hear. People need to hear those stories;
- I have used what I learnt about the relational approach at work. I find the skills we were taught really great because I can get people I interact with to open up to me more than previously;
- I have used what I learnt about power – I make sure I approach the person in the organisation who has the power to make the decision, rather than approaching 15 people;
- I will use what I learnt about planning a strategy;
- I said after a couple of days my head was exploding and we'd only got to lunch time. It felt like information overload but then we would do something that helped to embrace and embed the information;
- Young people would love this training. It would be good to have more young people there, but it is good to have older people as well – everyone brings a different perspective;
- I think the combination of overseas and New Zealand trainers was good.

11 Evaluation of the Living Wage Training

1 Observations from attending LWMANZ events between May 2015 and September 2016

I attended a number of LWMANZ events between May 2015 and September 2016. These included the Hamilton announcement of the Living Wage for 2015; an action at the Puketapapa Local Board on the evening it was debating whether to endorse a Living Wage; People's Election Assemblies in Auckland on 18 August and 1 September 2016 prior to the 2016 local government elections; and the LWMANZ Annual General Meeting 2016.

Attending these events enabled me to observe how those who had attended LWMANZ training applied that training in practice. The value of the training and the way it is applied in all Living Wage work were readily apparent, as follows –

- There is a high degree of trust and co-operation between people working in the LWMANZ even though they are from the three different streams of faith, community and union, and despite the fact that they are diverse in many other ways as well;
- People who join the Living Wage Movement almost all remained involved. There is a joking statement that Living Wage Movement people are “there for life.” People who attended the 2013 training are almost all still part of the Living Wage Movement. This retention rate is far higher than in other organisations or causes, and is testament to the effectiveness of the movement and the power of the training;
- Respect is displayed at all times by those in the LWMANZ – both to each other and to others they deal with, even when they may strongly disagree with other people's views;
- There is an emphasis on relationships, as is taught at the training;
- Those in the movement see themselves and others both as leaders and as able to do any other tasks needed – there is no hierarchy of some people being leaders and highly valued, while others are regarded as less valuable. The people in the LWMANZ have high levels of skills across a range of areas. They co-operatively use those skills to achieve the goals of the movement. This means that a person might at one event be the MC and take on a very public role, while at a future event that person might be in charge of turnout, or providing food. People co-operatively discuss whose skills are the most appropriate to a particular task at a particular event;

- Rehearsals are held prior to major events – this is done at the training and is followed through with in the movement. These are extremely valuable – they enable people to role play and get feedback prior to an event, and also to find out ahead of time what matters might not have been thought of, or what parts of a plan will not work well in practice. These shortcomings can then be remedied before the event actually takes place;
- Debriefings are held after events so that people can learn from things that might not have gone as well as planned, and avoid those mistakes in future;
- Quiet, non-violent and non-aggressive ways of operating;
- Non-partisan – the LWMANZ is non-partisan. It does not support any particular political party and is independent of the Government. This independence is readily apparent at events. There is no partisan support displayed for any person based on that person’s political party or allegiance. All who attend LWMANZ events are listened to and treated with respect.

2 Conclusions from interviews and written post-training surveys

The feedback provided by participants at every training held since 2013 was extraordinarily and universally positive. Two people said that the training changed their lives. All participants found it exceptionally valuable and most said it was the best training they had ever done.

The five day length of the training is a problem: many people cannot take that amount of time away from work and family responsibilities. However, I have concluded that five days are needed to cover all the material and that, if this means fewer people attend each training and the number of people who have attended training builds up more slowly, is probably the compromise that has to be made.

The trainers were universally praised and regarded as extremely high-quality and competent. The training was initially provided by overseas trainers, but is gradually becoming “New Zealandised” as expertise builds up in this country. This New Zealand dimension to the training is important. It would be good to see it continue to grow. The addition of Māori and Pasifika trainers in future years would add a valuable dimension.

The training cements the commitment of participants to the Living Wage Movement and deepens it by creating and expanding the connections people have with others involved in the movement. As noted above, the long-term commitment of those involved in the Living Wage Movement is a notable characteristic. People who start working in the movement have a high likelihood of remaining involved over a very long period.

12 Recommendations

Following my evaluation as outlined above, I make the following recommendations in relation to the Living Wage training -

- The training should continue to be held annually and should remain five days long and be as a residential programme held at Tatum Park. The 2016 initiative of holding one national training programme rather than separate programmes in Auckland and Wellington was successful and should be repeated in future years;
- Efforts should be made to identify more young people who could be encouraged to attend the training. The young people who have attended did not feel their age was a barrier and did not feel unable to participate;
- Options should be explored for providing more one or two day training prior to people attending the five day training;
- Consideration should be given to creating email groups of participants from each year's training so they can keep in touch and exchange news about how they are implementing what they learnt at training;
- Consideration should be given to whether further follow-up to the training could be provided – perhaps online. Reinforcement of the information provided in the training about the relational approach and power would be helpful. The Living Wage Movement in New Zealand is still new and has limited resources, but in future consideration could be given to a one-day follow-up workshop;
- The training was initially provided by overseas trainers, but New Zealand trainers have gradually played more of a role as expertise has been built up in this country. The development of New Zealand trainers should be continued. Trainers from diverse backgrounds bring diverse skills and talent to the training. The addition of Ibrahim as a trainer has been valuable and in future it would be good to see other trainers from a range of ethnic backgrounds delivering the training. The Living Wage Movement is very diverse and it is important the training reflects that. In particular, it would be good to add Māori and Pasifika trainers. Their diverse experiences and skills add an additional and valuable aspect to the training;

- Developing more New Zealand trainers would perhaps require training for the trainers;
- Dates for the training should be scheduled well in advance so people can arrange for time of work and make arrangement to cover their family responsibilities in their absence. Dates for the 2017 training should be set as soon as possible. The next general election will be held in 2017. It could be worth considering holding the training slightly earlier in 2017 so that participants can make full use of what they learn in pre-election campaigning about the Living Wage, but also in case the election is held early and because the pre-election period will be extremely busy.

APPENDIX ONE

Trainers' programme

Building Power in Our Communities, 2016

A 5-day residential leadership course
• Wellington

Day 1

10.00 - 10.30	Gather - MORNING TEA
10.30 - 10.40	Blessing - Motekia Housekeeping - Lyndy Introductions - Lyndy Welcome and purpose - Annie
10.40 - 11.20	Rounds - Maribeth
11.20 - 11.50	Pre-reading - Melian Dialogue (read and discuss in pairs focusing on the story of power in the Dialogue)
11.50 - 12.30	Melian Dialogue x1 (Maribeth)
12.30 - 1.30	(Identify two troubleshooter leaders - Lyndy) LUNCH
1.30 - 2.30	Melian Dialogue (CONTINUED)
2.30 - 3.00	Melian Dialogue Review (Maribeth)
3.00 - 3.30	AFTERNOON TEA
3.30 - 4.00	Melian Dialogue Review CONTINUED (Maribeth)
4.00 - 5.00	World as it is - world as it should be (Maribeth)
5.00 - 6.00	Power (Maribeth)
	DINNER
7.00 - 7.30	Living Wage story (Ibrahim and Lyndy with PPT)

Day 2

8.00 - 9.00	Breakfast
9.00 - 9.15	First Day review
9.15 - 10.00	Pressures on our families (economic, political, social) (Annie)
10.00 - 10.30	MORNING TEA
10.30 - 12.00	Self-interest: why it matters for building power, Stick diagrams (Maribeth)
12.00 - 12.30	Stick diagrams in pairs
12.30 - 1.30	LUNCH
1.30 - 3.00	Public/private relationships (Maribeth) (including reflection on going public in our own institutions: opportunities and risks)
3.00 - 3.30	AFTERNOON TEA
3.30 - 5.00	Relational Meetings (Maribeth) Groups: Ibrahim/Maribeth/Lyndy/Annie

	(providing opportunities for pairs in fishbowl and reflection and intervention)
6.00 - 7:00 pm	DINNER
7.00 - 8.00	Relational meetings between participants

Day 3

8.00 - 9.00	BREAKFAST
9.00 - 9.15	Review of previous day
9.15 - 10.45	The organising cycle (Maribeth)
10.45 - 11.00	MORNING TEA
11.00 - 12.00	House meetings - small group conversations - core teams (Maribeth) Group work (Maribeth/Lyndy/Ibrahim)
12.30 - 1.30	LUNCH
1.30 - 2.30	Examining our own institutions and culture (Maribeth)
3.00 - 3.30	AFTERNOON TEA
3.30 - 4.30	Quality of leaders (Lyndy)
4.30 - 5.30	Broad-based organising (Maribeth)
	DINNER (dinner at 6pm)
	FREE TIME

Day 4

8.00 - 9.00	BREAKFAST
9.00 - 9.30	Review of previous day
9.30 - 10.30	Power analysis and issue development (Maribeth)
10.30 - 10.45	MORNING TEA
10.45 - 12.00	Elements of an action (Maribeth) Stories of actions (Lyndy/Maribeth)
12.00 - 12.30	LUNCH
12.30 - 6.00	Preparations for action 12.30-1.00 the problems city councils can influence 1.00-2.00 sub groups (programme management - Maribeth; the asks of our councillor - Lyndy; the stories - Ibrahim) 2.00-2.30 group discussion about roles/outstanding tasks 2.30-3.30 complete set up for the action 4.00-5.00 run through 5.00-5.30 - free time
5.30 - 6.30	Action

7 . 0 0 -	DINNER AND SOCIAL with guests
DAY 5	
8 . 0 0 - 9 . 0 0	BREAKFAST
9 . 0 0 - 9 . 3 0	Review of previous day (Maribeth)
9 . 3 0 - 1 0 . 3 0	Reflection and scheduling (Maribeth)
1 0 . 3 0 - 1 0 . 4 5	MORNING TEA
1 0 . 4 5 - 1 2 . 0 0	Reflection on the four-day course (Maribeth)
1 2 . 0 0 - 1 2 . 3 0	LUNCH (lunch at 12.30)
1 2 . 3 0 - 1 . 0 0	Applying our learning to the Network (Lyndy)
1 . 0 0 - 1 . 3 0	Farewell

APPENDIX TWO

2013 Leadership training for the Living Wage Movement

This programme was conducted by the Industrial Areas Foundation, which provides a model of broad-based community organising for alliances around the globe. Its success in London where the Living Wage is delivering real benefits through mobilising civil society is testimony to its effectiveness. The core driver of community organising is the education of leaders who mobilise, build and sustain the movement.

Sister Maribeth Larkin from LA One and Deborah Littman from Metro Vancouver Alliance delivered the 5-day residential training course in Wellington and Auckland in November 2013. This was made possible through a grant received from the JR McKenzie Trust for \$30,000.

The participants highly rated the course and all survey respondents said they would recommend it to others.

Pre training evaluation

73% of Auckland/Waikato participants considered themselves well prepared for the training. A lesser 50% of the Wellington participants felt prepared. 78% of Auckland/Waikato participants consider they are fully engaged with the Movement and 89% consider their organisations to be fully engaged. In Wellington 74% of participants are fully engaged while the participants considered 72% of their organisations to be fully engaged.

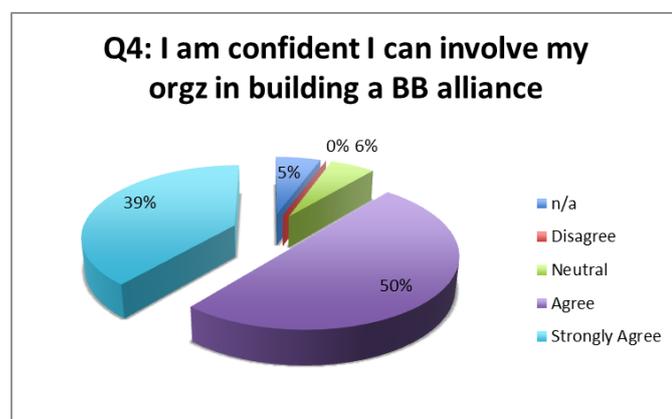
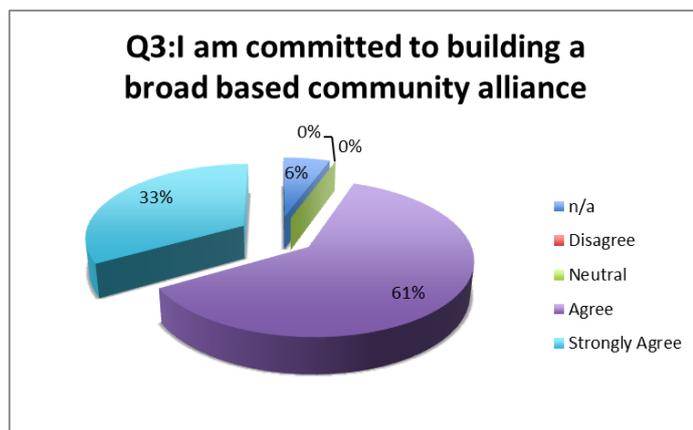
94% of Auckland Waikato organisations are committed to building a broad based alliance and 89% are confident they can involve their organisations (although 6% are neutral). In Wellington 89% are committed to building a broad based alliance and 78% are confident they can involve their organisation.

Overwhelmingly the obstacle in Wellington to people engaging in the Movement is time (at 56%) although this is considered less of a factor for Auckland Waikato, at 23% - In Auckland it is notable that 15% considered resources a factor but for 38% the question was not relevant at all.

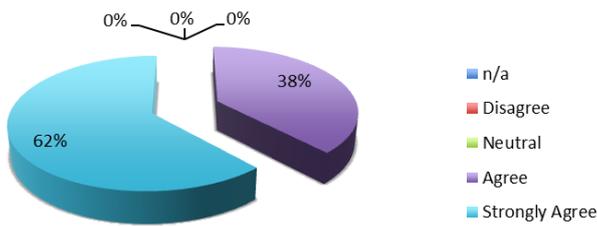
Post training evaluation

21 participants responded to the post training evaluation. This is under half those who attended.

More than 95% of participants said they agreed or strongly agreed they had a better understanding of power analysis, broad-based alliances, and relational organising as a result of the training.



Q1: I have a better understanding of power analysis as a result of the training programme.



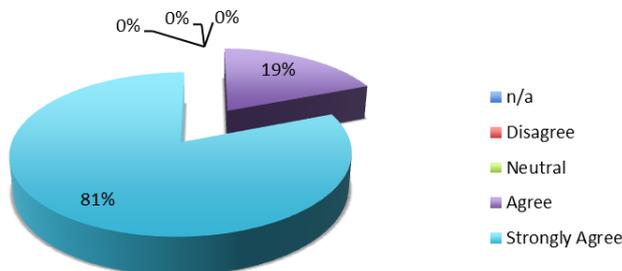
86% of respondents either strongly agreed or agreed that they had a clearer idea about how they could build their organisation’s commitment to the Living Wage Movement. 95% of respondents said they had more understanding about how to become active in the Movement and 100% strongly agreed or agreed they would recommend the course to others. All participants highly rated the programme overall.

Comments about the

training

“The training was engaging, challenging and with a good mix of analytical/academic tasks and practical exercises that can adapted and taken into our own organisational and activism.”
“Useful and relevant in my current work and community building.”
“The trainers were excellent and this content and method were exactly what we needed to build our local movement and progress”
“I have done much of this training in disconnected ways over the years, but it was very helpful to have a coherent approach.”

Q9: How do you rate the training programme overall?



“I am able to practice everything we learnt at this training.”
“Excellent material based on real life experience. Not just academic.”
“The Living Wage training programme was based on a theoretical and practical model, had direct relevance and the training leaders were inspiring and the week long programme was well-structured with an opportunity to practice techniques that we had learnt in sessions and apply them in my work.”
“Programme was well developed.

Interesting and interactive and used a mixture of educational techniques.”