

Valuing community group contributions to conservation

SCIENCE FOR CONSERVATION 299



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Ned Hardie-Boys

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Photo: Katrina Edwards

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ABSTRACT

Community groups make an important contribution to the conservation of New Zealand's natural and historic heritage, yet we do not have a clear understanding of the economic significance of this contribution or the conservation achievements it brings. Therefore, 362 community partners of the Department of Conservation were surveyed to find out about the types and benefits of their partnership arrangements, and to estimate the value of the resources they contribute to conservation activities. In total, 201 (56%) of these community partners responded to the survey. Almost half (47.5%) of these had informal partnership arrangements, while 43.5% had a formalised agreement. Groups carried out a wide range of activities, with 58.3% involved in ecological restoration, 57.8% in conservation awareness and publicity, and 55.3% in pest control. The groups had a total annual income of around \$12 million, but this income was unevenly distributed, with five groups (3.6%) accounting for 50.8% of all income. For every \$1 of government funding, groups received, on average, \$1.34 of income from non-government sources. The groups involved 6232 volunteers who gave 174 812 hours of labour over a year. This equates to around 233 full-time equivalent volunteers, or 21 850 workday equivalents. Thus, the total financial value contributed by the groups over 12 months was estimated at \$15.8 million, which represents a return of \$3-\$4 for every \$1 of government funding contributed through grants or contracts. In terms of conservation outcomes, groups were making the greatest contribution to increasing community participation and the least contribution to improving historic/cultural heritage. Groups identified a lack of funding as the main obstacle to their success. While acknowledging that the full implications of the results are not yet known, the report concludes by identifying 29 recommendations to support improvements in policy making and planning, and service delivery in relation to working with the community and voluntary sector.

Keywords: community groups, voluntary groups, non-profit organisations, partnerships, conservation, economic value, outcomes, benefits

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1. Introduction

Community groups make an important contribution to the conservation of New Zealand's natural and historic heritage. In doing so, many of these groups work in some form of partnership with the Department of Conservation (DOC). However, we do not have a clear understanding of the economic significance of the contribution of these community groups. We also do not have a complete understanding of the conservation achievements and other benefits that this work brings, or of the factors that influence these achievements and benefits. This report summarises research that aimed to provide a more detailed understanding of the contribution that community groups make to conservation through working with DOC.

1.1 BACKGROUND

Involving people in conservation is central to DOC's overall vision: 'New Zealand's natural and historic heritage is protected; people enjoy it **and are involved with the Department** in its conservation' (emphasis added).¹

DOC's Statement of Intent 2007–2010 (DOC 2007b: 75) includes an intermediary outcome that 'People are aware of, understand and make valued contributions to conservation'. The following description of the participation output, which contributes to this intermediary outcome, provides an indication of DOC's expectations concerning community involvement:

This work provides people with a range of opportunities to participate in protecting and restoring the country's natural and historic heritage and to build their awareness and understanding of and connections with conservation. In doing so the aim is to support the community so that a shared sense of stewardship for conservation is developed.

This is an area of strategic improvement for the Department. It's a function that is a developing area and is fundamental to the Department achieving its vision. To ultimately achieve this vision, the Department will need to increase effectiveness of community participation in conservation. Consequently it will need to build staff capability and capacity to enable the community to participate effectively and with confidence.

(DOC 2007b: 88)

The Statement of Intent then sets out measures for the participation output covering:

- The number of volunteers participating in DOC volunteer programmes
- The number of workday equivalents contributed by people volunteering
- The number of partnerships and percentage of partners that rate their contribution to conservation as moderate or significant

¹ www.doc.govt.nz/about-doc/role/ (viewed 5 August 2009). Note that from 2010, DOC has a new vision: New Zealand is the greatest living space on earth—Kāore he wāhi i tua atu i a Aotearoa, hei wahi noho i te ao.

- The percentage of partnerships involving tangata whenua
- The number of events and initiatives that build conservation skills and knowledge, and the percentage of participants rating the event/initiative as effective

The Department of Conservation's Annual Report for the year ending 30 June 2007 (DOC 2007a) reported the following against these measures:

- 7935 volunteers participated in volunteer programmes
- 19 393 workday equivalents were contributed by people volunteering
- 436 partnerships, with 90% rating their contribution to conservation as moderate or significant
- 29% of partnerships involved tangata whenua
- 340 events, with 90% of participants rating the event/initiative as effective

However, beyond this, there have been no measures to estimate the contribution that these partnerships make to conservation.²

This situation is common to other sectors ('other' than conservation) in New Zealand and internationally. A lack of information about and measurement of the contribution of the community, voluntary, non-profit or non-government sector is recognised as a barrier to making better policy and planning by both government and community organisations.

1.2 PREVIOUS EFFORTS TO VALUE COMMUNITY CONTRIBUTIONS

Previous efforts to value community contribution range from initiatives that consider the contribution from the entire non-profit sector within a country, to research that attempts to quantify the contribution within a particular non-profit activity group (e.g. social services) or from a specific number of non-profit organisations. A summary of some of the studies most relevant to this research follows.

A wide-ranging study of non-profit and voluntary organisations in Canada (Statistics Canada 2005) revealed a number of significant findings, including:

- Non-profit and voluntary organisations had a substantial economic presence, with revenues totalling C\$112 billion, and were significant employers, with over 2 million paid staff
- Larger organisations received the bulk of resources, with the 1% of organisations with highest revenues receiving 59% of all revenues; the 6% of organisations with over 200 volunteer complements engaging three-quarters of all volunteers; and the 13% of organisations with highest revenues receiving 41% of volunteer hours
- While 49% of all revenues came from government sources, larger organisations were more dependent on government funding
- The bigger organisations were getting bigger

² Rough estimates have been used to value the contribution of voluntary effort. Based on DOC volunteer numbers for 2003/04, which approximated 63 full-time equivalent staff, this has been estimated at \$1.83 million.

Several Australian studies have attempted to measure the value of volunteer activity (Ironmonger 2002, 2006; Soupourmas & Ironmonger 2002). Ironmonger (2006) reported that in Queensland, over one million (1 107 000) people gave more than 230 million hours of unpaid labour through organised volunteering in 2004. This was valued at A\$5.9 billion annually, or A\$5335 per volunteer.

Other studies have focussed on estimating the financial cost of volunteering for individuals (King et al. 2006; Tan 2007) or the economic value contributed by all forms of voluntary activity, such as formal volunteering, unpaid care, and informally helping other people in the community (Bittman & Fisher 2006).

Worldwide, the increased interest in identifying and measuring the contribution that non-profit organisations make to society has led to an international comparative study in over 40 countries. This study³, which is being led by the Centre for Civil Society Studies at Johns Hopkins University (Baltimore, USA), involves the development of a common framework for defining the non-profit sector, and information and data gathering and analysis. New Zealand is participating in this international study as part of its own 'Study of the New Zealand Non-profit Sector', which involves the development, by Statistics New Zealand, of a 'Non-Profit Institutions Satellite Account'. The satellite account applies the international frameworks developed by Johns Hopkins University for defining non-profit institutions, collecting, assembling and analysing financial and non-financial data on non-profit institutions, and then determining their economic value to the New Zealand economy.

The Non-Profit Institutions Satellite Account has been implemented using data from two time periods: financial data for the year ending March 2004; and data relating to the population of non-profit institutions and their paid employees as at October 2005 (Statistics New Zealand 2007). The account will be updated on a regular basis, when more recent or improved source data become available. To date, the results of the Non-Profit Institutions Satellite Account (Statistics New Zealand 2007) have shown that:

- Non-profit institutions contributed 2.6% to New Zealand's gross domestic product (GDP) in 2004
- When volunteer labour is included, the contribution of non-profit institutions to GDP increased from 2.6% to 4.9%
- Over one million (1 011 600) volunteers gave more than 270 million hours of unpaid labour to non-profit institutions in 2004
- There were 97 000 non-profit institutions identified as at October 2005
- Non-profit institutions had 105 340 paid employees as at October 2005; only 10% of all non-profit institutions employed paid staff

The Non-Profit Institutions Satellite Account (Statistics New Zealand 2007) also categorised institutions by sector, which included 'environment'. There were a total of 1310 organisations in this sector (1.4% of all non-profit institutions) contributing \$39 million to GDP. The majority (92%) of institutions relied on volunteer labour alone to function, suggesting that the majority of organisations in this sector operated at a grassroots level. The available information on income and expenditure was heavily influenced by the larger organisations in this group, including the Animal Health Board and farmers' veterinary cooperatives.

³ Information on the study—the Johns Hopkins Comparative Nonprofit Sector Project—can be found at: www.ccss.jhu.edu/index.php?section=content&view=9&sub=3 (viewed 5 August 2009).

Another New Zealand study of ten nationwide voluntary organisations estimated the voluntary and/or in-kind contributions of their labour, donations and capital inputs (PWC & NZFVWO 2004). It found that, for a 12-month period, the total number of volunteers exceeded 4000 full-time equivalents. These volunteers did 7.63 million hours of work and the financial value of this labour was estimated at \$125.8 million. The total value-added—including volunteer labour, donated goods, subsidised resources and monetary donations—was estimated at \$177.5 million.

There is clearly a well-established tradition of community involvement in conservation in New Zealand. Non-government organisations, community groups and individuals are active in a wide range of day-to-day conservation activities (e.g. through the QEII National Trust, Native Forest Restoration Trust, tramping clubs, iwi groups, Royal Forest and Bird Protection Society, ‘friends of’ groups and landcare trusts). However, while there is substantial research literature on this community involvement (e.g. Fitzgerald 1999; Bell 2003; Wilson 2005), there has been little attempt to measure the financial and non-financial contributions of this participation.

A scoping report by James (2005) proposed two overall objectives for a survey into the nature and outcomes of DOC’s community partnerships:

- To estimate the value of conservation activities undertaken by community groups
- To gain a detailed understanding of the nature and extent of conservation activities engaged in through community partnerships

James (2005) recommended surveying groups that were engaged with DOC on projects that sought specific conservation outcomes, thereby avoiding wider strategic partnership arrangements. It was estimated that there were around 60 such partnership arrangements with DOC. The scoping report (James 2005) along with the Study of the New Zealand Non-Profit Sector, in particular the Non-Profit Institutions Satellite Account (Statistics New Zealand 2007), provided the main context for this study.

1.3 OBJECTIVES

The aim of this research was to provide a more detailed understanding of the contribution that community groups make to conservation through working with DOC.

The research addressed the following four objectives:

- Establish a clear definition for community partnerships
- Estimate the value of conservation activities—both of financial and non-financial inputs, and conservation outcomes—contributed by community partnerships
- Gain a detailed understanding of the nature and extent of conservation activities engaged in through community partnerships
- Provide advice on community partnership performance indicators

The first objective is a prerequisite for each of the subsequent objectives, while the final objective attempts to 'complete the circle' by ensuring that future measures of participation capture appropriate information to inform policy, planning and conservation management.

In estimating the value of conservation activities undertaken by community partnerships (the second objective), the research takes a wide perspective of 'value' to include not only economic value but also conservation and other, often social or social capital, benefits. To better understand these values and benefits, and the nature and extent of the work groups do with DOC (the third objective), the research considers the factors that influence (promote and hinder) the success of groups' work, and the nature of their partnerships with DOC.

The Department of Conservation could use the knowledge gained from the research to:

- Improve policy making and strategic planning so that it more effectively supports and enhances the work DOC does with community groups
- Work more effectively with groups on-the-ground, on conservation projects, through having a better understanding of what works and why it works
- Help community groups to improve the way they plan and undertake their conservation work through sharing the knowledge with DOC's partners

2. Methods

The research methods were based on those proposed in the scoping report (James 2005). The principal method used was to survey community groups involved in conservation projects. This was implemented in five stages:

1. Literature review
2. Identifying community partnerships
3. Survey design
4. Data collection
5. Data entry and analysis

2.1 LITERATURE REVIEW

A review of relevant literature was undertaken to gain an understanding of the issues and themes relating to community conservation projects, and the methods used to estimate the value of contributions made by the voluntary and community sector. The scoping study (James 2005) identified a number of key references. Other literature was mainly sourced through Internet searches, reports produced as part of the Study of the New Zealand Non-profit Sector, and the bibliographies of the identified studies.

There is considerable literature on community involvement in conservation (see section 1.2), and this helped in identifying issues for the survey, such as the roles of community groups, the types of activities they undertake, and the facilitators

and barriers to partnership working. Much of the literature from the Study of the New Zealand Non-profit Sector and the international comparative study led by Johns Hopkins University provided a definition of the non-profit sector, which was used as a basis for identifying the groups that would be surveyed as part of this research (see sections 2.2 and 3). Literature on the Non-Profit Institutions Satellite Account (Statistics New Zealand 2007) and several international studies was used to inform survey questions around the financial and non-financial contributions of community groups.

2.2 IDENTIFYING COMMUNITY PARTNERSHIPS

The scoping study (James 2005) estimated that there were up to 60 community groups working in partnership arrangements with DOC and suggested a number of criteria for defining such arrangements. A definition of the non-profit sector in New Zealand has since been developed as part of the Study of the New Zealand Non-profit Sector. This definition was used to help identify the community groups that were involved in working with DOC. This definition, and its implications for this study, is discussed in section 3.

Once a definition of community partnerships had been established, DOC conservancy office and area office staff were asked to identify all partnerships that matched the definition, and provide details about these, including name, contact details and the title or description of the project/initiative. This resulted in the identification of 369 groups⁴. The details of these groups were logged in a spreadsheet to manage the data collection process.

2.3 SURVEY DESIGN

A suggested set of question areas for the survey was provided in the scoping report (James 2005). These suggestions were largely implemented. However, because of the number of groups identified and the apparent diversity of groups within this sample population, some of the suggested areas were considered either too specific (e.g. the group's governance structure) or too complicated (e.g. conservation outputs achieved, such as number of pests killed) for the majority of groups to answer. Additional questions that were included in the survey were informed by the literature review, in particular previous research on partnerships between DOC and community groups (Wilson 2005).

The questions relating to the financial and non-financial contributions of the community groups were informed by technical discussions with Statistics New Zealand. This was so that, as much as possible, results relating to sources of income, number of employees and volunteers, and volunteer hours could be compared with the results from the Non-Profit Institutions Satellite Account.

⁴ All DOC conservancy offices identified community groups that they worked with. Generally, the conservancy offices also collated information provided by their area offices. However, it is possible that not every area office provided this information. Therefore, the initial survey population of 369 may not include every community group that works with DOC.

A long-list of possible questions was developed in the first instance and then, through consultation with DOC staff, a short-list was selected on the basis of relevance to the research objectives and relevance/appropriateness to the survey population, and to ensure a mix of types of questions (i.e. closed and open-ended). It was also necessary to prioritise questions so that the length of the survey would not lead to a low response rate.

The format and layout of the survey was reviewed by DOC staff with experience in designing research surveys. The survey was then pre-tested by four community groups to identify any problems with wording and the order of questions, and to test the adequacy of coverage of the questions.

The final survey instrument included 27 questions covering four areas:

- The work groups do with DOC
- The resources invested by groups in their work with DOC
- Achievements and challenges relating to working with DOC
- Information about groups/organisations

2.4 DATA COLLECTION

The survey was administered as a postal questionnaire (see Appendix 1). This enabled recipients to discuss responses with others in their group, if necessary, and to source information required to answer the resourcing questions.

The survey was distributed over May, June and July 2007 on a DOC conservancy basis—that is, as soon as all the community partnerships in a conservancy had been identified, the survey was sent out to all groups in that conservancy. Where practicable, community groups were sent an email in advance of receiving the survey, out of courtesy and to help promote a high response rate.

A cover letter that was mailed out with the survey set out the purpose of the research and instructions for completing the survey. A copy of this letter is included in Appendix 2. Groups were instructed to answer questions as best they could and, where necessary, to provide best estimates rather than to leave questions blank. These instructions were a result of awareness that some groups would find it difficult to answer the questions on levels of resourcing, in particular.

Non-respondents were sent follow-up reminders either in the form of a postcard or an e-card administered through the DOC website. Email addresses were available for 70% of the community groups, and this proved to be an effective and efficient way of communicating with these groups, and valuable in maximising the response rate.

From the initial survey population of 369 groups, 208 completed surveys were returned. Seven of the returned surveys were withdrawn from the population as it was apparent that the groups did not fit the definition of a community partner. Generally, this was because the partnership arrangements concerned were either mandatory (stipulated in legislation) or the result of contractual relationships. The total survey population was revised, therefore, to 362 while the number of valid responses was revised to 201, giving a response rate of 55.5%. This is considered a very respectable response rate for a postal questionnaire, although it is still important to recognise that almost half of the groups did not respond.

2.5 DATA ENTRY AND ANALYSIS

Completed surveys were returned to DOC. Open-ended questions were coded and the surveys were checked for clarity of responses and missing data. In a small number of instances, respondents were contacted to clarify instructions or unclear responses. Respondents were not followed-up to complete any missing data.

Following data entry, a top-level analysis was undertaken, which included cross-tabulations of key variables. Where appropriate, results were tested for significance using Fisher's exact test. Two significance levels were chosen: $P < 0.05$ and $P < 0.01$.

Detailed data analysis was undertaken principally to explore some of the issues arising from the scoping report and the wider literature. This includes any impact resulting from:

- The nature of the partnership arrangement between DOC and community groups
- The length of time the groups had been working with DOC
- The frequency of contact between DOC and the community groups
- The size of the community groups
- The particular activity the group was engaged in

Some analysis was also undertaken to try and understand the characteristics of the non-respondent population and in particular whether this population varied significantly from the respondent population.

2.6 LIMITATIONS

A number of limitations were identified, although in most cases action was taken to minimise the impact of these limitations (Table 1).

TABLE 1. METHODOLOGICAL LIMITATIONS OF THE RESEARCH AND MITIGATION MEASURES.

POTENTIAL LIMITATION	MITIGATION MEASURE
Inconsistency in applying definition of community partners/partnerships	<ul style="list-style-type: none"> • Guidance was developed on definition, which included a set of frequently asked questions (FAQs) and associated answers • Department of Conservation (DOC) staff were encouraged to contact the research leader if they were unsure whether a partnership met the definition. If there was still doubt, DOC staff were asked to include the partnership, as it could always be omitted at a later stage
Low response rate to postal survey	<ul style="list-style-type: none"> • Some survey recipients were sent advanced notification of the survey • Anonymity of responses was assured • Respondents were given up to 2 months to return the survey • Follow-up reminders were sent to non-respondents
Respondent population over-represented larger groups with paid staff	<ul style="list-style-type: none"> • An assessment of the non-respondent population was undertaken to check whether characteristics differed from the respondent population
Missing data in returned surveys*	<ul style="list-style-type: none"> • Survey design limited the need for detailed responses on more complicated questions (as far as possible) • Survey population was instructed to provide a reasonable estimate on more complicated questions • Analysis included the total survey respondent population and the population that responded to individual questions • It was assumed that larger groups would be able to complete questions on resources and these groups would account for the vast majority of total resources (as evident in the research literature)
Unclear responses in surveys†	<ul style="list-style-type: none"> • Data cleaning and checking were undertaken • Multiple responses to single-response questions were averaged • Analysis included the total survey respondent population and the population that responded to individual questions
DOC involvement in research compromises independence	<ul style="list-style-type: none"> • Research was based on a scoping study (James 2005) undertaken by an independent expert • Independent and expert advice was sought on survey questions, design and layout, and data limitations • Definition of community groups and a number of research questions were based on an internationally agreed framework (the Johns Hopkins University study) • Research report was peer-reviewed by an independent expert

* This was particularly identified as a limitation in relation to data on resources (staff and volunteer numbers, income, and in-kind contributions), which some groups would not routinely collect and would have difficulty in estimating.

† As with above note, this was particularly identified as a limitation in relation to data on resources, where it was often unclear whether a blank response meant 'no response' or 'nil/zero'.

3. Working with communities

Before administering the survey, it was critical to obtain a clear definition of ‘community groups’ that worked with DOC and, equally, a clear understanding of how these groups worked ‘in partnership’ with DOC. While these are discussed separately below, the interface between the two is quite apparent: the definition used in the research to define ‘community groups’ had to fit with the way that different types of groups worked ‘in partnership’ with DOC.

3.1 DEFINING COMMUNITY GROUPS THAT WORK WITH DOC

James (2005) suggested the following criteria for identifying community groups that work with DOC:

- The group is locally based
- The group is engaged in a locally-based conservation project on DOC-managed or private land
- DOC has an ongoing role with the group, which may include, but is not limited to, technical advisor, facilitator, funder or initiator

In further work to define the community groups that DOC worked with, the definition developed as part of the Study of the New Zealand Non-profit Sector was considered (Tennant et al. 2006). Tennant et al. (2006) used the structural-operational definition developed by the Johns Hopkins University to define non-profit institutions in New Zealand. This internationally agreed definition defines non-profit institutions as:

- **Organised**—Have some degree of internal organisational structure, meaningful boundaries, or legal charter of incorporation
- **Not-for-profit**—Do not return profits to their owners or directors and are not primarily guided by commercial goals
- **Institutionally separate from government**—While government funds may be received, the organisations do not exercise governmental authority
- **Self-governing**—The organisations control their management and operations to a major extent
- **Not compulsory**—Membership and contributions of time and money are not required by law or otherwise made a condition of citizenship

This is considered to be a wide definition that would generally include even very informal groups. After consultation, it was concluded that Māori organisations, such as runanga and marae committees, fitted within the parameters of the definition (Tennant et al. 2006). Groups that would fall outside this definition, however, included individuals, such as people who might help a neighbour or family member, public schools and universities, and government-owned museums, galleries and zoos.

The above definition provided the starting point for identifying the community groups that worked in partnership with DOC. There were benefits in applying this definition robustly—the results could be related to the broader picture of the non-profit sector in New Zealand being investigated in the Study of the New Zealand Non-profit Sector. However, in reviewing whether the definition was appropriate for the particular needs of DOC, it became apparent that other operational issues would need to be considered—specifically, the ways that organisations worked with DOC.

3.2 WORKING WITH THE DEPARTMENT OF CONSERVATION

Wilson (2005) provided a detailed discussion of ‘communities’ and ‘partnerships’ both from an international perspective and from a DOC perspective. From this study, it was apparent that community groups and the partnerships they formed with DOC could have a range of characteristics, which could be mixed (e.g. include formal and informal features) and were often dynamic (i.e. could change over time). Figures 1 and 2 demonstrate this range of characteristics.

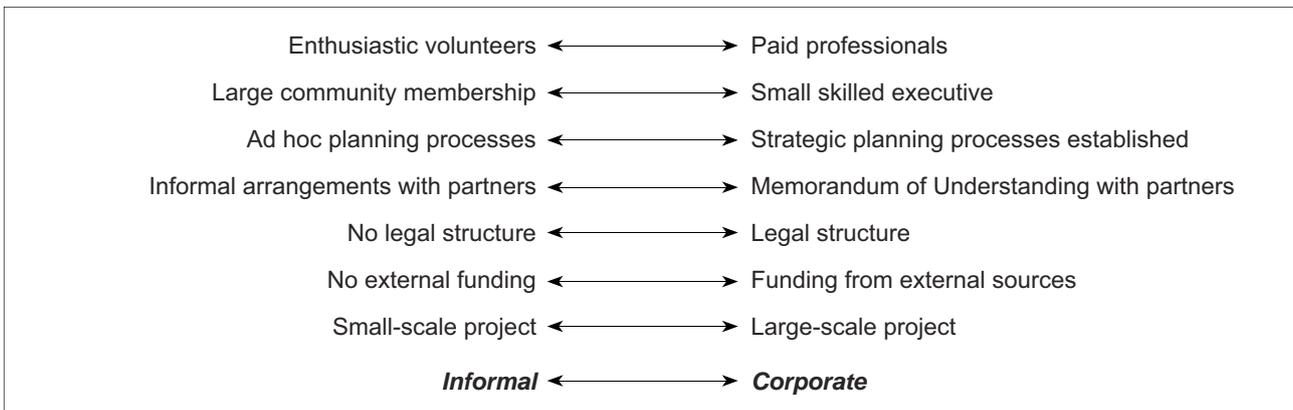


Figure 1. Continuum of community group characteristics (taken from Wilson 2005).

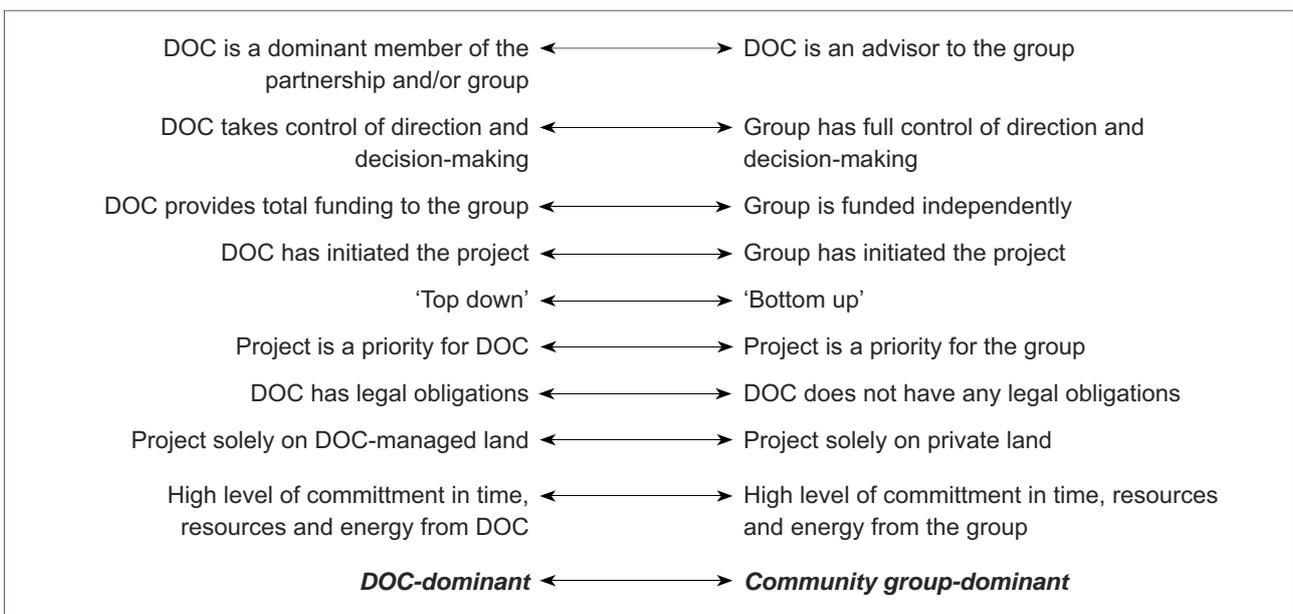


Figure 2. Continuum of partnerships between the Department of Conservation (DOC) and community groups (taken from Wilson 2005).

As a result of the complex features of community groups and partnerships, additional guidance was developed to help in identifying community partnerships. The guidance again covered both aspects of the way in which groups worked with DOC and features of the group itself. In some cases, this guidance resulted in the inclusion of groups/partnerships that may not have fitted into the definition of non-profit institutions discussed in section 3.1. However, this was necessary to ensure that particular projects that were clearly undertaken through partnership between DOC and a community-based organisation were captured. An example of this is a pest control project that was undertaken by members of a local (for-profit) business, but that was clearly separate from the business activity itself.

The additional guidance that was developed to define community partnerships with DOC included:

- The partnership could be based on a formal agreement, charter or Memorandum of Understanding (MoU), or an informal agreement
- The partnership had to be based on shared aims or goals
- The partnership had to seek specific conservation outcomes, such as projects to protect or restore natural and historic heritage, projects that built awareness or appreciation of conservation, and projects that built community conservation skills (as opposed to strategic relationship outcomes/agreements)
- The partnership could operate at a local, regional or national level (so long as it sought specific conservation outcomes)
- The partnership could operate over any period/term
- DOC and the partner(s) had to have an ongoing role in the partnership (for its duration)
- DOC and the partner(s) could be involved in a range of roles, recognising that these roles may change as the partnership developed, providing there was active involvement in these roles
- The partnership could concern initiatives on DOC-managed lands or other lands or resources
- Individuals within the partner organisation(s) could contribute their time on a paid or voluntary basis, providing participation was not directly paid for under a contractual relationship with DOC
- The partnership had to be a non-compulsory/non-obligatory arrangement (therefore excluding arrangements established by statute, such as Treaty of Waitangi settlement legislation or the Resource Management Act)

In terms of specific types of groups, further guidance was provided on:

- **Māori organisations**—Partnerships with Māori groups that had developed or currently operated as a result of specific provisions within Treaty of Waitangi settlements were excluded, as were strategic relationship or Treaty partnership processes, such as consultation and information sharing, which are required under Section 4 of the Conservation Act.
- **Individual volunteers**—All individuals were excluded, including participants on DOC's conservation volunteer programmes.
- **Public schools**—Public schools were included (providing they met other criteria), on the basis that, while they are not fully independent from government control, they are not primarily guided by commercial goals and can play an important community role in small towns.

- **Local councils, universities and wānanga**—These were included if they were a joint lead-partner with another group that fitted the criteria (and providing they met the other criteria). Otherwise they were excluded on the basis that they are not fully independent from Government.
- **Museums and zoos**—These were included (providing they met other criteria) on the basis that it was recognised that it may be difficult for DOC to determine the extent of government control on individual institutions.
- **Businesses in the private sector**—These were included if not-for-profit or if the partnership was with a separate not-for-profit entity (e.g. a trust), providing they met the other criteria. However, it was necessary that the group had more than a funding, sponsorship or resourcing role. Concessionaires, who operate under a contractual arrangement with DOC, were only included if the partnership work was separate from the concession agreement (and providing they met the other criteria).

While the additional guidance was quite detailed, it was expected that decisions on whether to include the vast majority of groups/partnerships would be straightforward and that, in practice, there would be very few partnerships with, for example, zoos, museums, universities or wananga.

In recognition that many partnerships would involve more than one group, the research targeted the lead partner group(s) only.

The resultant definition adopted for this research was more inclusive than that for non-profit institutions within the Study of the New Zealand Non-profit Sector. This research was also expected to identify and capture data from a (potentially quite large) number of very small and very informal groups, which would fall within the definition of the Study of the New Zealand Non-profit Sector but, in practice, might be ‘missing’, as the study identified institutions from registers of businesses, incorporated societies and charitable trusts (and many small groups would not be registered).⁵

Several issues arose when implementing the definition of community groups/partners. The main issues were as follows:

- **Work with DOC**—The research started off as a survey of DOC’s community partnerships. Advice received during the pre-test of the survey suggested that the use of the word ‘partnership’ would exclude many groups that were involved in work with DOC but did not see this as part of a partnership. Consequently, in most cases, the survey referred to ‘work [your group does] with DOC’. When the word ‘partnership’ was used in the survey, it was always used as one option among others (e.g. ‘partnership or relationship’). Even so, there are a number of groups that not only feel they do not have a partnership with DOC, but also do not consider that they work with DOC. Some of this is clearly a matter of definition, but in other instances DOC may have such a minor role in the work a group does that the group does not recognise a role.
- **Specific conservation outcomes**—Some groups, typically advisory committees or other forums, operate with conservation outcomes that would be better described as ‘strategic’ than ‘specific’. Generally, their activities are

⁵ A case study of non-profit institutions in Masterton found that 92% were on the primary registers used to identify non-profit institutions in the Study of the New Zealand Non-profit Sector (source: www.ocvs.govt.nz/publications/newsletter/issue-16-11-march-2008.html; viewed 5 August 2009).

not project-based and cover extended periods, although they may concern a specific (local) resource. These groups may make valuable contributions to conservation and definitely work with DOC. However, the nature of the work they do may have excluded them from this research.

- **Work with Māori groups**—While the definition is clear on whether to include work with Māori groups (e.g. iwi or hapu), much of the valuable work that is now ‘sealed’ in Treaty of Waitangi settlements began earlier as part of ‘voluntary’ arrangements between DOC and these groups. These contributions were not included in this research.
- **DOC-granted concessions and covenants**—Some concessionaires and covenant holders clearly do conservation work that goes beyond the bounds of their contract with DOC. In many cases, this will be identified as a separate ‘project’ with particular aims or goals. But in other instances, the distinction is less clear and the contribution of this work will have been ‘missing’ from this research.
- **Partnerships involving local or regional councils**—Staff within local government councils often lead groups that work with DOC (typically committees and other forums such as coast-care networks or pest liaison groups). The work that many of these groups do with DOC would fit the definition adopted in this research. However, the Government lead person may not see this work as institutionally separate from Government and DOC is often not a central partner in the work (with the primary relationship existing between the council and the group’s community representatives).

The implications of the adopted definition are discussed in section 5.

4. Survey results

The survey results are discussed in four parts, each of which ends with a summary of the key results:

1. Profile of the groups
2. Nature of the work with DOC
3. Resources
4. Achievements and challenges

4.1 PROFILE OF THE GROUPS

4.1.1 Primary activity

The primary activity of the community groups surveyed, independent of their association with DOC, is shown in Fig. 3. They were most commonly (45.3%), and perhaps not surprisingly, involved in doing (on-the-ground) conservation or restoration work. However, this was not the primary activity for more than half of the groups, with 17.2% reporting being primarily involved in recreation; 10.9% in conservation or environmental advocacy/awareness/promotion; 10.4% in education or research; 10.4% in governance, planning or project management.

For the 87 groups categorised as doing conservation/restoration work, it seems that many groups worked on a single, specific project (e.g. 'restoring 60 hectares of salt marsh as a safe bird habitat'), while others described their work more generally (e.g. 'protection of indigenous species and landscapes') and seemed to have a broader mandate. Of the 33 groups involved in recreation, 19 were associated with walking, tramping or mountaineering.

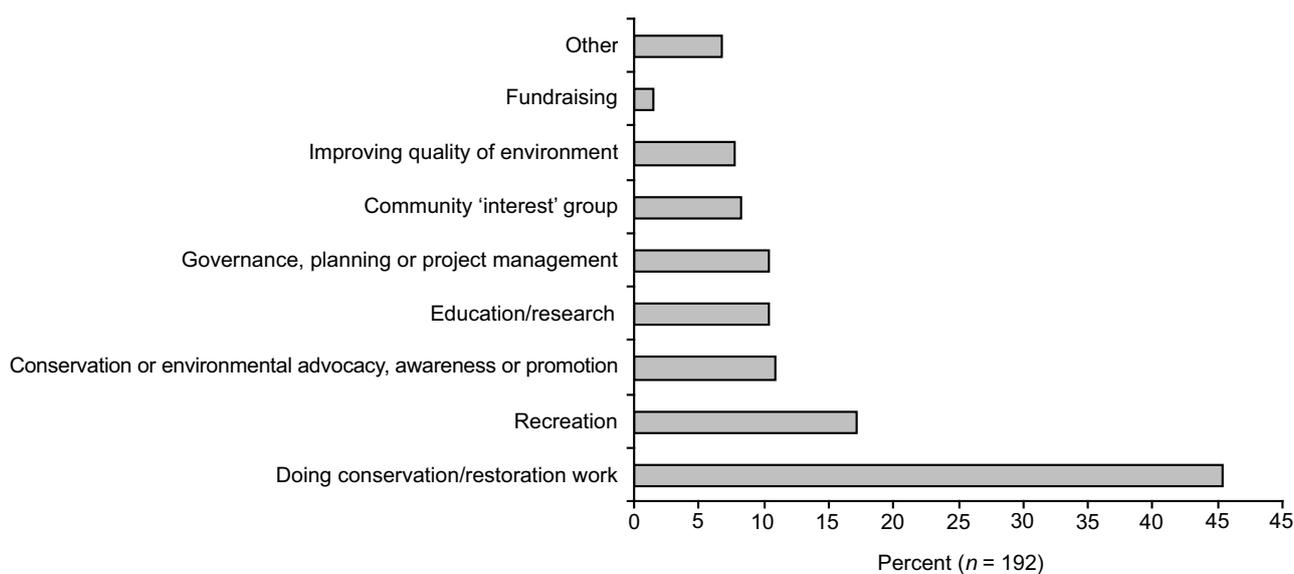


Figure 3. Primary activity of community groups surveyed (multiple responses were allowed).

The community ‘interest’ groups included iwi authorities or runanga, residents associations, and other landowner groups. The groups described as ‘other’ included private companies, local government and groups that had primarily a social development focus.

4.1.2 Region

The regions where groups carried out most of their conservation activities are shown in Table 2. Given the large variations between regions in things such as population size, conservation resources and geographical size, it is difficult to interpret the significance of this on its own. A comparison of these data with the lead contact details for each group showed that most groups were based in the regions where they work. The main exception to this (as might be expected) was Wellington: 31 of the groups had the lead contact based in the Wellington region, while only 25 groups did work there.

To gain an understanding of the non-respondent population, the survey response rate in each region (based on lead contact details) was assessed. No region had a response rate below 41% and those with the highest response rates—Marlborough, Nelson and Tasman—represented a very small number of actual respondents. Therefore, the location of the non-respondent population is unlikely to have had a significant effect on the results.

TABLE 2. REGION WHERE COMMUNITY GROUPS CARRIED OUT MOST OF THEIR CONSERVATION ACTIVITIES.

Regional descriptions match regional councils, with Auckland including Great Barrier Island (Aotea Island), Waikato including the central North Island (Taupo and Tongariro), and Southland including Stewart Island/Rakiura. Marlborough, Nelson and Tasman have been combined, as have Hawke’s Bay and Gisborne, to reflect DOC’s conservancy structure at the time of the survey. Note: multiple responses were allowed.

	NUMBER OF GROUPS	% (<i>n</i> = 200)
Canterbury	42	21.0
Wellington	25	12.5
Waikato	23	11.5
Otago	21	10.5
Bay of Plenty	18	9.0
Southland	16	8.0
Auckland	13	6.5
Marlborough, Nelson and Tasman	13	6.5
Northland	11	5.5
Manawatu-Wanganui	10	5.0
West Coast	10	5.0
Hawke’s Bay and Gisborne	10	5.0
Chatham Islands	1	0.5
National level	5	2.5

TABLE 3. LENGTH OF TIME GROUPS HAD BEEN ESTABLISHED.

TIME ESTABLISHED	NUMBER OF GROUPS	%
<1 year	4	2.0
1-4 years	38	19.2
5-9 years	52	26.3
10-24 years	57	28.8
25-49 years	20	10.1
50+ years	22	11.1
Don't know	5	2.5
Total	198	100.0

TABLE 4. NUMBER OF PAID STAFF POSITIONS IN GROUPS.

NUMBER OF PAID STAFF	NUMBER OF GROUPS	%
0	126	63.3
1-4	51	25.6
5-9	7	3.5
10-24	3	1.5
25+	12	6.1
Total	199	100.0

TABLE 5. NUMBER OF PEOPLE INVOLVED IN GROUPS.

NUMBER OF PEOPLE	NUMBER OF GROUPS	%
< 10	17	9.6
10-24	45	25.6
25-49	23	13.1
50-99	24	13.6
100-499	47	26.7
500-999	10	5.7
1000-4999	9	5.1
> 5000	1	0.6
Total	176	100.0

4.1.3 Age

Table 3 shows the number of years that the groups had been established (irrespective of the duration of their association with DOC). On average, groups had been established for 19.2 years, while the median was 10 years. This suggests that some groups had been established for a considerable amount of time. Forty-two groups had been established for less than 5 years, while 22 groups had been established for 50 years or more. The period of time that the groups had been working with DOC is discussed later (see section 4.2).

4.1.4 People

In general, the groups had few paid staff but lots of people involved as members, participants or affiliates, etc. More than 63% of groups reported having no paid staff at all, while another 25.6% had only 1-4 paid staff (see Table 4). Of the 12 groups with 25 or more paid staff, seven were public sector organisations (local and regional councils, and a zoo), two were private companies, and three were community or voluntary sector organisations (two of which were local branches of the Royal Forest and Bird Protection Society).

Once the public sector organisations and private companies were removed from the data, 31% of the groups still had paid employees. This compares with only 10% of the 97 000 organisations included in the Non-Profit Institutions Satellite Account or 8% of the 1310 organisations classified as belonging to the activity group 'environment' (Statistics New Zealand 2007). This result is surprising given the research was expected to capture smaller, more informal groups that would not be registered (and therefore 'missing' from the Satellite Account) and perhaps

less likely to employ staff than formally registered organisations. However, it is possible that the smaller, more informal groups were over-represented in the non-respondent population (e.g. groups with paid staff may be more likely to complete a survey).

The 176 groups that provided data on the number of people involved in their group had, on average, 260 members, participants, affiliates, etc.⁶ The median number of people involved was 55, and 61.9% had fewer than 100 people involved. The high average is the result of a number of very large conservation or recreation groups, including ten groups that had more than 1000 members (Table 5).

⁶ These results need to be treated with caution, as the nature of 'membership' will vary widely depending on the group (e.g. if the group is a school, then all students at the school could be described as being 'involved in the organisation or group', which is how the question was asked).

4.1.5 Legal structure

Figure 4 indicates the types of groups or their legal structure. More than two-thirds of the groups (69.6%) identified as being either incorporated societies, or charitable societies or trusts. A further 31 of the groups (15.4%) were informal groups or collectives with no legal structure. The public sector organisations included local and regional councils, a university and a zoo. The six companies were a mix of commercial enterprises (e.g. a recreation concessionaire, a tourism operator, a construction company) that, generally, were involved in locally based conservation projects. The structure of the groups listed as 'other' was unclear. Overall, it is expected that around 181 (90.0%) of the groups would fit the definition of non-profit institution developed as part of the Study of the New Zealand Non-profit Sector.

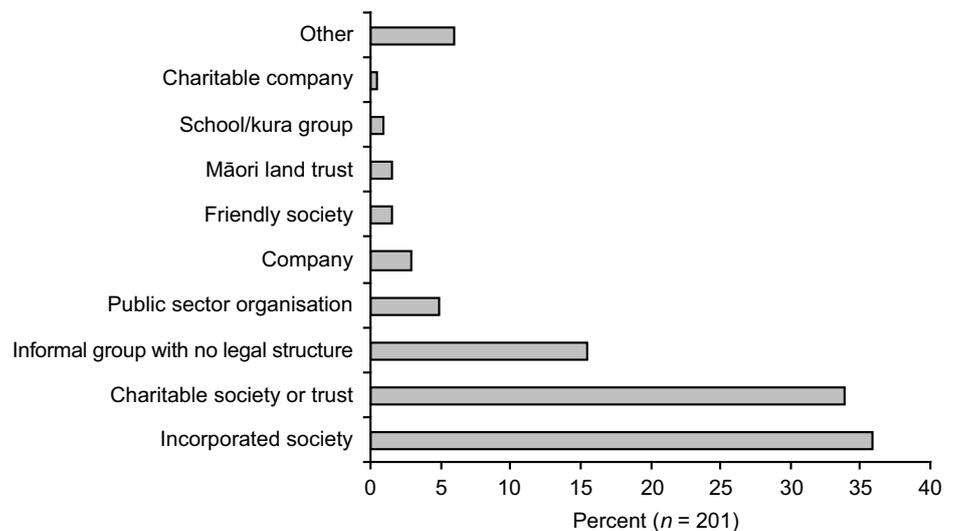


Figure 4. Types of groups or legal structure (multiple responses were allowed).

Key results for section 4.1

- Almost half (45.3%) of the groups were involved in doing (on-the-ground) conservation or restoration work.
- Half of the groups had been established for 10 years or less, while 42 groups (21.2%) had been established for 25 years or more.
- Groups, in general, had few paid staff but lots of people involved as members, participants or affiliates.
- More than two-thirds of the groups (69.6%) were incorporated societies or charitable societies/trusts, while 15.4% were informal groups with no legal structure.
- It is expected that around 90% of the groups would fit the definition of non-profit institutions developed as part of the Study of the New Zealand Non-Profit Sector (Tennant et al. 2006).

4.2 NATURE OF THE WORK WITH THE DEPARTMENT OF CONSERVATION

In contrast to section 4.1, the results presented in this section (and indeed for the remainder of section 4) are specific to the work the groups carried out with DOC.

4.2.1 Partnership arrangement

Almost half (47.5%) of the groups identified their partnership arrangement or relationship with DOC as an unwritten understanding (Fig. 5). On the other hand, 43.5% reported having some kind of formalised arrangement. Most commonly this was in the form of a Memorandum of Understanding (MoU), but 21 groups (10.5%) had an arrangement that had been simply agreed to in an exchange of letters. The arrangements reported as 'other' included DOC representation on the group (e.g. as a trustee), and arrangements connected to conservation covenants, concessions and species recovery plans.

It was found that newer working relationships between DOC and community groups were more likely to have been formalised: there was a significant association ($P < 0.05$) between groups that had some form of written agreement with DOC and those that had been working with DOC for less than 10 years. Groups that had some form of written agreement had been working with DOC for an average of 8.6 years, compared to 10.7 years for groups that had an unwritten understanding.

There was also a significant ($P < 0.05$) positive association between groups that had some form of written agreement with DOC and:

- Groups that had contact with DOC every month or more
- Large groups (on the basis of having an income of \$40,000 or more)
- Groups that reported making more than a moderate contribution to conservation

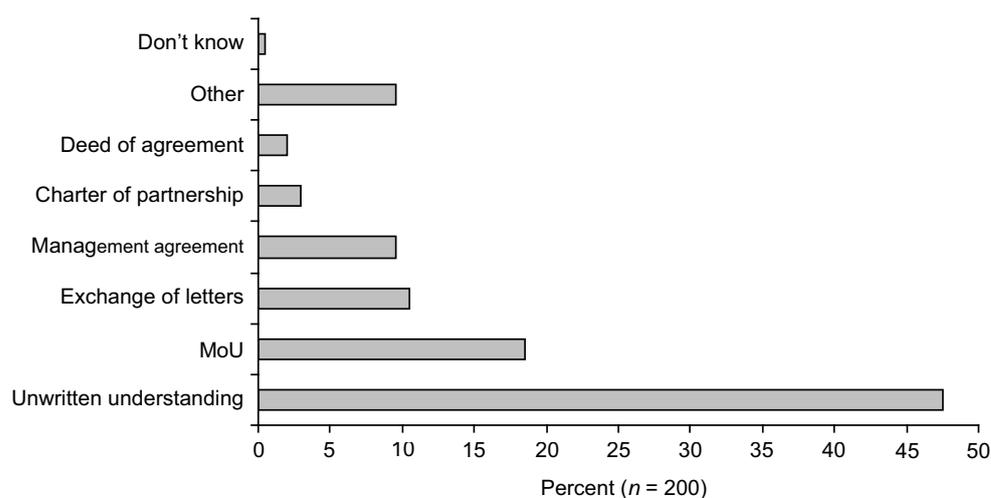


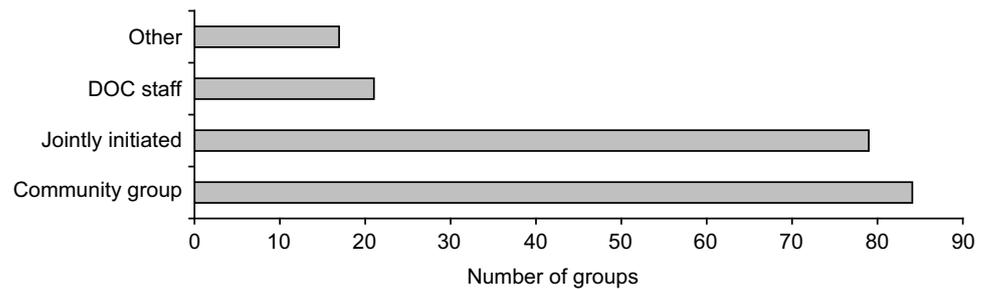
Figure 5. Types of partnership arrangements or relationships (multiple responses were allowed).

4.2.2 Initiation of partnership

Nearly an equal percentage of groups said that they had initiated the work they did with DOC (41.8%) as said it had been jointly initiated (39.3%) (Fig. 6). Twenty-one groups (10.4%) said the work had been initiated by DOC. Within the 'other' category, a number of groups reported that the work with DOC had been initiated by a key individual or by a third party (e.g. iwi or a government agency).

One conclusion that can be drawn from Figs 5 and 6 is that the majority of the working arrangements would appear to be bottom-up (community driven) and relatively informal.

Figure 6. Initiator of the work groups do with the Department of Conservation (DOC)



4.2.3 Length of partnership

Almost 60% of the groups had been working with DOC for less than 10 years, while 4% had been working with DOC for 25 or more years (Table 6).

TABLE 6. LENGTH OF TIME GROUPS HAD BEEN WORKING WITH DOC

NUMBER OF YEARS	NUMBER OF GROUPS	%
< 1	10	5.0
1-4	53	26.8
5-9	55	27.8
10-24	61	30.8
25+	8	4.0
Don't know	11	5.6
Total	198	100.0

On average, the groups had been working with DOC for 9.7 years (this compares with the average of 19.2 years reported earlier for the length of time groups had been established), while the median was 7 years. Given that DOC was only established in 1987 (20 years prior to the survey), it is evident that a number of groups worked with one of the agencies responsible for conservation prior to 1987 (such as the Forest Service or Wildlife Service). It is possible that other groups that had worked with these organisations only reported on their work with DOC as dating back 20 years.

TABLE 7. FREQUENCY OF CONTACT BETWEEN COMMUNITY GROUPS AND DOC.

FREQUENCY	NUMBER OF GROUPS	%
Weekly	35	17.4
Every 2 weeks	22	11.0
Every month	79	39.3
Every 3 months	34	16.9
Less than every 3 months	31	15.4
Total	201	100.0

4.2.4 Frequency of contact

The frequency of contact that groups reported as having with DOC over the previous 12 months was fairly evenly distributed around 'every month', with 28.4% of groups having more frequent contact and 32.3% having less frequent contact (Table 7). The data show that there was considerable contact between community groups and DOC, with over two-thirds (67.7%) of groups having contact at least once a month.

There was a significant association ($P < 0.05$) between groups that reported more frequent contact with DOC (every month or more) and those that had been working with DOC for 10 years or more. Groups with this more frequent contact had, on average, been working with DOC for 10.2 years, compared with 8.6 years for groups with less frequent contact. This suggests that groups that had been working with DOC for a longer period of time were receiving a disproportionate share of input from DOC.

4.2.5 Aim of partnership

Groups were asked to describe the overall thing that they were trying to achieve in working together with DOC. The coded responses to this question are shown in Fig. 7. Around one in five groups (22.8%) were working at restoring a habitat or ecosystem, and a similar number (19.6%) were focussed on developing or maintaining visitor or recreational facilities. Twenty-eight groups (14.8%) indicated that their work was focussed on particular species (e.g. kereru *Hemiphagus novaeseelandiae*, kiwi *Apteryx* spp., dryland lizards, kokako *Callaeas cinerea*, whio *Hymenolaimus malacorhynchus* or *Dactylanthus taylorii*), and 25 groups (13.2%) said they aimed to reduce pest/predator numbers (e.g. rats *Rattus* spp., feral cats *Felis catus*, wilding pines *Pinus radiata*, stoats *Mustela erminea* or *Asparagus scandens*). Only seven groups (3.7%) had an overall aim relating to preserving or restoring historic resources.

The responses that were coded as ‘community involvement and understanding’ described their aim in terms of such things as sharing information and expertise within the community, having a cooperative relationship with DOC, encouraging volunteer involvement, or ensuring hapu input into DOC’s management. Many of the responses coded as ‘other’ describe high-level aims, which, while difficult to classify, probably relate to what most groups were trying to achieve (e.g. ‘good conservation outcomes’, ‘improved conservation’, ‘higher conservation values’, or ‘better overall management’).

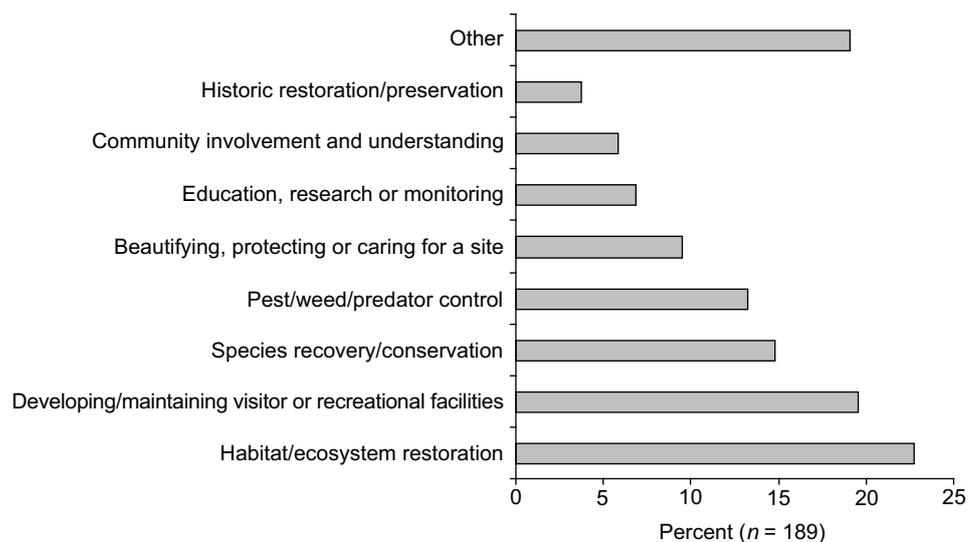


Figure 7. Overall thing that groups were trying to achieve (multiple responses were allowed).

4.2.6 Main conservation activities

The groups were asked to indicate the main types of conservation activities they carried out as part of their work with DOC, to provide a better indication of the range of work done and the main areas of activity (Table 8). The top three activities, each reported by over half of all groups, were ecological restoration (58.3%, combining the mainland and island categories in Table 8), awareness and publicity (57.8%) and pest control (55.3%). The second 'grouping' of activities, which more than a third of groups reported as significant areas of work, included recreational/visitor services (42.7%), education (37.7%) and species recovery (36.7%). Perhaps what is most interesting when considering these top six activities is the strong involvement of community groups not just in getting conservation work done, but in activities concerning awareness and publicity, and education.

TABLE 8. TYPES OF CONSERVATION ACTIVITIES UNDERTAKEN BY GROUPS (MULTIPLE RESPONSES WERE ALLOWED).

ACTIVITY	NUMBER OF GROUPS	% (<i>n</i> = 199)
Awareness and publicity	115	57.8
Pest control	110	55.3
Mainland ecological restoration	91	45.7
Recreation/visitor services	85	42.7
Education	75	37.7
Species recovery	73	36.7
Freshwater/wetland protection or restoration	51	25.6
Cultural heritage protection	42	21.1
Historic restoration	37	18.6
Coastal/marine protection	36	18.1
Sustainable land management activities	36	18.1
Biosecurity	33	16.6
Island ecological restoration	25	12.6
Skills training	22	11.1
Other	22	11.1

4.2.7 Partnership roles

Figure 8 shows the main roles that groups reported for both themselves and DOC. It is clear that, overall:

- Groups played the principal role in providing volunteers/staff, raising awareness/publicity and fundraising (although less than half (44.3%) saw fundraising as a main role of their group)
- DOC played the principal role in providing specialist/technical advice, equipment/resources and training/instruction (although only around a quarter (25.9%) saw DOC as having a significant role in training)
- Groups and DOC played similar roles in managing the project or partnership, and undertaking monitoring/research work

This mix of roles is likely to be fairly typical of community/government partnerships: blending the technical expertise and resources of Government with the local commitment, understanding and awareness, and on-the-ground enthusiasm of local groups.

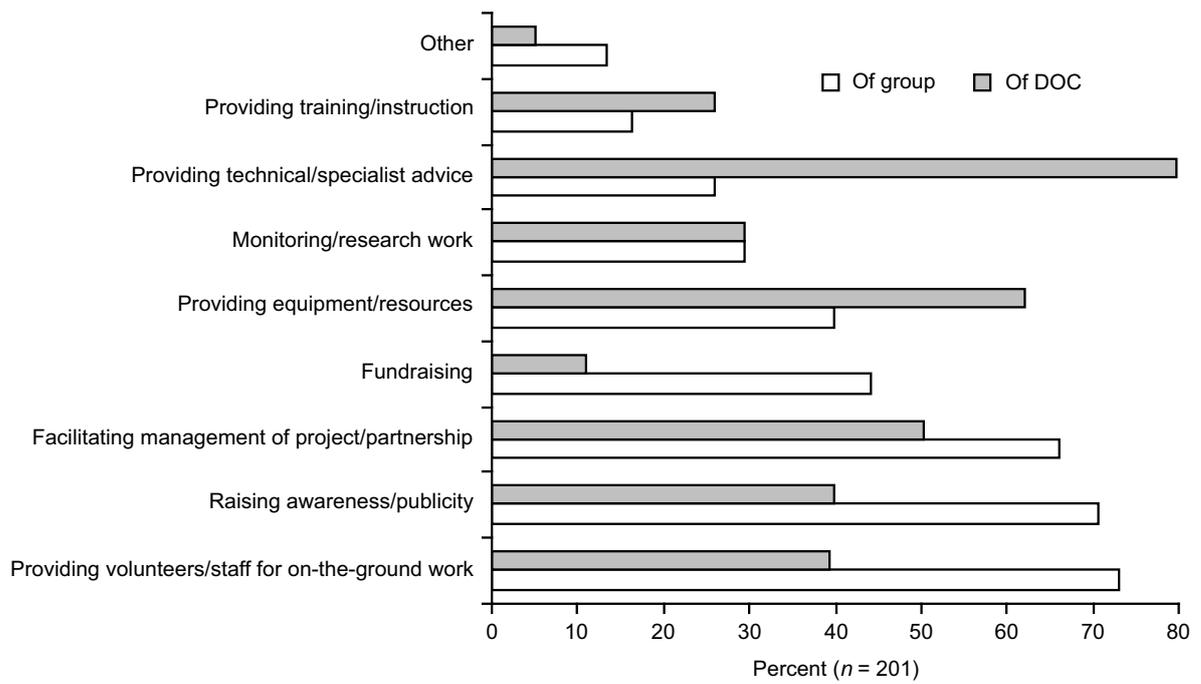


Figure 8. Main roles in the partnership arrangement or relationship (multiple responses were allowed).

4.2.8 Location of activities

Of the 197 groups that answered, 158 (80.2%) said that their conservation activities concerned initiatives on public land administered by DOC (Fig. 9). However, 68 of these groups (43.0%) were also concerned in initiatives on areas not administered by DOC, with 19 working on private land, 16 on other public land and 8 on Māori land (the remaining 26 groups did activities on land administered or owned by more than two parties). Thirty-three groups (16.8%) did not undertake conservation activities on public land administered by DOC.

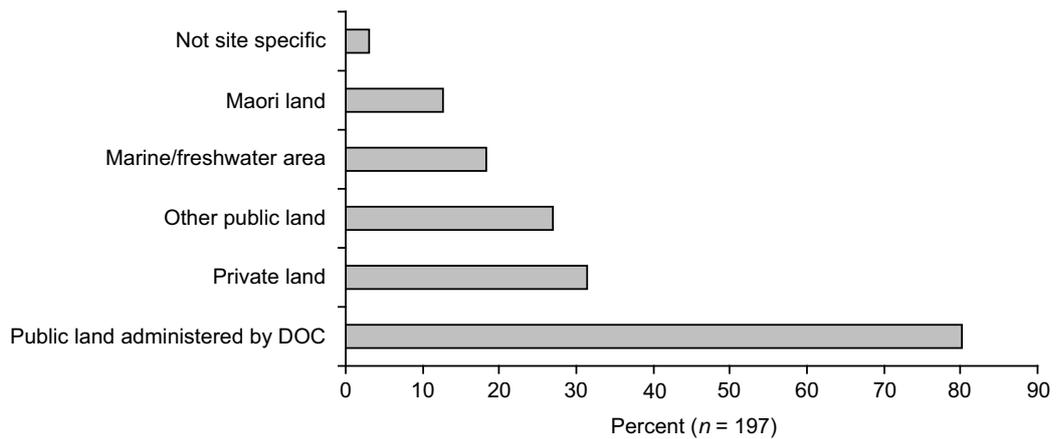


Figure 9. Site of groups' conservation activities (multiple responses were allowed).

Key results for section 4.2

- Almost half (47.5%) of the groups surveyed had an unwritten understanding with DOC, while 43.5% had some kind of formalised arrangement. Newer working relationships between DOC and community groups were more likely to be formalised.
- Close to half (41.8%) of the groups said they initiated the work with DOC, while 10.4% said it was initiated by DOC and 39.3% said it was jointly initiated.
- Half of the groups had been working with DOC for 7 years or less, while 4% (eight groups) had been working with DOC for 25 years or more.
- Over two-thirds (67.7%) of groups had contact with DOC at least once a month. Groups that had more frequent contact with DOC were more likely to have been working with DOC for 10 years or more than groups with less frequent contact.
- Groups were working towards achieving similar goals to DOC: 22.8% were working at restoring a habitat or ecosystem, 19.6% on developing or maintaining visitor/recreational facilities, 14.8% on species recovery, and 13.2% on pest control; only 3.7% of groups were working towards restoring or preserving historic resources.
- Groups were involved in a wide range of conservation activities: more than half were involved in ecological restoration (58.3%), awareness and publicity (57.8%) and pest control (55.3%); while more than a third were involved in activities relating to recreation/visitor services (42.7%), education (37.7%) and species recovery (36.7%).
- Within the partnership arrangements or relationships, community groups had the principal role in providing volunteers/staff for on-the-ground work, raising awareness/publicity and fundraising, whereas DOC had the principal role in providing technical/specialist advice and providing equipment/resources.
- Over three-quarters of groups (80.2%) undertook activities that concerned some initiatives on public land administered by DOC. The activities of 33 groups (16.8%) concerned initiatives solely on areas not administered by DOC.

4.3 RESOURCES

The survey asked about three different types of resources that groups had invested in their work with DOC: income, paid staff and volunteers, and services and materials provided in-kind.

4.3.1 Income

In total, 140 groups (69.7%) provided information on their income. It is unknown whether groups that did not provide information had no income or were unable to provide a reasonable estimate of their income. Much of the analysis, therefore, is concerned solely with those groups that reported on their income.

The information on income was for a 12-month period, being either the most recently completed financial reporting period prior to the survey being administered (May-July 2007) or the 12 months to May, June or July 2007 (depending on when the group completed their survey). The figures were exclusive of goods and services tax (GST), which was 12.5% at the time of writing.

Total income

The total income reported by the 140 groups was \$12,076,377. The average income was \$86,260. However, income was not normally distributed. The distribution was skewed in the direction of the maximum income (\$2.4 million), while the median income was \$12,250, and half of all groups had an income of between \$5118 and \$60,750 (the lower and upper quartiles) (Fig. 10).

Figure 10. Distribution of total income for groups ($n = 140$). Note y-axis is on a logarithmic scale.

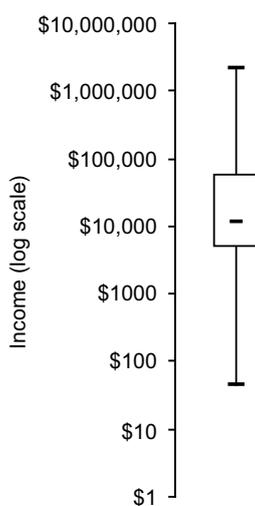


Table 9 shows total income for the 140 groups by range of income. Immediately, the skew in income is apparent, with 41.4% of the groups accounting for just 1.9% of total income, while 2.2% of the groups (or three groups) accounted for 38.1% of the income.

To simplify this even more, groups were classified as either 'large' or 'small' based on their income. Initially the \$30,000 annual GST expenses or sales was used as the threshold level for this classification, as this is the financial threshold used in the Annual Enterprise Survey and has been used to define large and small non-profit institutions in the Satellite Account (Statistics

New Zealand 2007). Using this threshold, ten groups (or 7.1% of the 140 groups) were classified as large and accounted for 48.8% of total income, while the 130 (92.9%) small groups accounted for 51.2% of income. However, given that only 14.0% of total income was actually derived from sales of goods and services (using the definition in the Satellite Account), this threshold missed many groups with large incomes from other sources and it was considered more appropriate to set a threshold based on total income.

TABLE 9. INCOME RANGE OF GROUPS AND CONTRIBUTION TOWARDS TOTAL INCOME.

INCOME RANGE	NUMBER OF GROUPS	%	TOTAL INCOME	%
< \$10,000	58	41.4	\$224,888	1.9
\$10,000-\$39,999	36	25.7	\$689,571	5.7
\$40,000-\$99,999	25	17.9	\$1,609,777	13.3
\$100,000-\$499,999	16	11.4	\$3,420,021	28.3
\$500,000-\$999,999	2	1.4	\$1,530,000	12.7
\$1,000,000 or more	3	2.2	\$4,602,120	38.1
Total	140	100.0	\$12,076,377	100.0

A threshold of \$40,000 of total income was selected as a basis for defining 'large' and 'small' groups in all subsequent analyses. Although somewhat arbitrary, \$40,000 was the approximate mid-point between the 50% and 75% quartiles, with just over two-thirds of the groups being classified as small and just under one-third as large (Table 10). Using this threshold, the 67.1% of small groups accounted for just 7.6% of total income, while the 32.9% of large groups accounted for 92.4% of total income.

This trend in the distribution of income to the non-profit sector has been noted by Statistics Canada (2005), who reported that the 1% of largest organisations received 59% of all income. In the present study, the five (3.6%) largest organisations (based on income) received 50.8% of all income.

TABLE 10. INCOME OF 'LARGE' VERSUS 'SMALL' GROUPS, USING A THRESHOLD OF \$40,000.

GROUP SIZE	NUMBER OF GROUPS	%	TOTAL INCOME	%
Small (< \$40,000)	94	67.1	\$914,459	7.6
Large (≥ \$40,000)	46	32.9	\$11,161,918	92.4

Source of income

Table 11 shows the total income by source for the groups that reported having received any income for the purposes of the conservation work done with DOC.⁷ The primary sources of income (by value) were sponsorship, donations and non-government grants (35.4%), and grants and subsidies from central and local government (excluding DOC) (32.6%). These were also the most common sources of income, with 55.8% of the 138 groups receiving income from sponsorship, donations and non-government grants, and 42.8% receiving income from central and local government grants and subsidies. Income from DOC (grants, subsidies or contracts) represented just 6.7% of the groups' income, but was received by 45% of the 138 groups.

TABLE 11. TOTAL INCOME OF GROUPS BY SOURCE (MULTIPLE RESPONSES WERE ALLOWED).

SOURCE	INCOME	%	NUMBER OF GROUPS	% (n = 138)
Sponsorship, donations and non-government grants	\$4,156,599	35.4	77	55.8
Other central and local government grants and subsidies	\$3,836,214	32.6	59	42.8
Sales of goods and services	\$1,025,865	8.7	34	24.6
Membership subscriptions	\$586,615	5.0	47	34.1
DOC grants and subsidies	\$529,585	4.5	47	34.1
Other central and local government contracts	\$410,099	3.5	15	10.9
Related or affiliated groups	\$342,109	2.9	16	11.6
DOC contracts	\$258,350	2.2	15	10.9
Other	\$614,370	5.2	37	26.8
Total	\$11,759,806	100.0		

⁷ As two groups did not identify their source of income, the total income is less than the \$12,076,377 reported for the 140 groups.

These sources of income contrast to those reported in the Non-profit Institutions Satellite Account (Statistics New Zealand 2007), which found that 78.4% of income for the non-profit institutions classified in the 'environment' category came from the sales of goods and services (compared with just 14.4% for groups working with DOC⁸), and only 3.6% came from government grants (compared with 37.1% for groups working with DOC⁹). Income from membership, donations and grants for the 'environment' group was 16.2%, compared with 43.3% for the groups working with DOC¹⁰. Some of this difference may be explained by the 'environment' group being financially dominated by the Animal Health Board and farmers' veterinary cooperatives, which would generate a significant proportion of income from sales of goods and services. However, even compared with the total non-profit institutions sector included in the Satellite Account, the groups that worked with DOC still received a greater proportion of their income from government grants (37.1% compared with 9.4%), and membership, donations and grants (43.3% compared with 23.7%), and a lesser proportion from the sales of goods and services (14.4% compared with 60.6%).

Figure 11 shows a skew in income by each source. Median income ranged from \$1440 (for membership subscriptions) to \$12,000 (other central and local government contracts), while maximum incomes were considerably higher, ranging from \$70,000 (for DOC contracts) to \$1 million (other central and local government grants and subsidies).

A comparison of government and non-government sources of income for the 138 groups that identified income sources shows that government sources contributed \$5.0 million or 42.8% of total income, whereas non-government sources contributed \$6.7 million or 57.2% of total income. One way to look at this is that every \$1 of government expenditure was being matched by \$1.34 of non-government income. Another conclusion that can be drawn is that these groups depended, to a significant extent, on government funding: 71.0% of the 138 groups received income from Government. This would support the shift towards professionalism in many community and voluntary sector groups, noted by Wilson (2005), and the greater use of this sector by the public service in contracting services.

Statistics Canada (2005) also reported that organisations with larger incomes were more likely to depend on government funding and those with smaller incomes were more likely to depend on incomes from gifts and donations. However, this was not found for the groups in this study: 41.7% of the income of large groups came from government sources compared with 41.5% of the income of small groups; while 42.0% of the income of large groups came from related or affiliated groups, membership subscriptions and sponsorship, donations and non-government grants, compared with 43.9% of the income of small groups.

⁸ In the Satellite Account (Statistics New Zealand 2007), the sale of goods and services included contract payments from the Government (where these have been classified as a sale). Therefore, the 14.4% includes income from the sale of goods and services and income from DOC and other government contracts.

⁹ The Satellite Account (Statistics New Zealand 2007) acknowledged that it was sometimes difficult to assign transfer payments from Government to non-profit institutions as either government grants or government contracts. This may account for some of this difference.

¹⁰ Once again, to make the data comparable with the Satellite Account (Statistics New Zealand 2007), this includes income from related or affiliated groups, as well as membership subscriptions and sponsorship, donations and non-government grants.

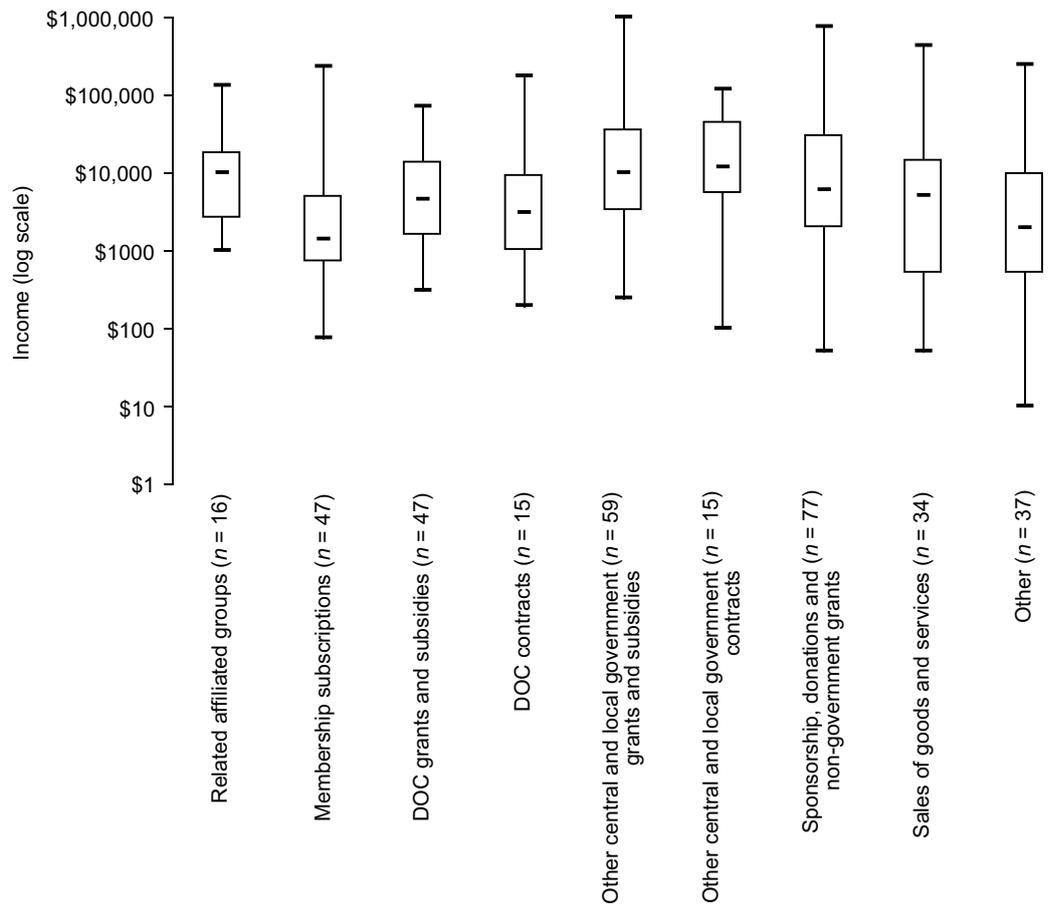


Figure 11. Distribution of income by source.

Securing income

Figure 12 shows the difficulty the groups reported in being able to secure income. Over half (54.9%) of the 151 groups that responded found it quite or very difficult to secure income. Large groups were significantly more likely ($P < 0.05$) to find it very difficult to secure income than small groups (28.9% of large groups compared with 11.4% of small groups).

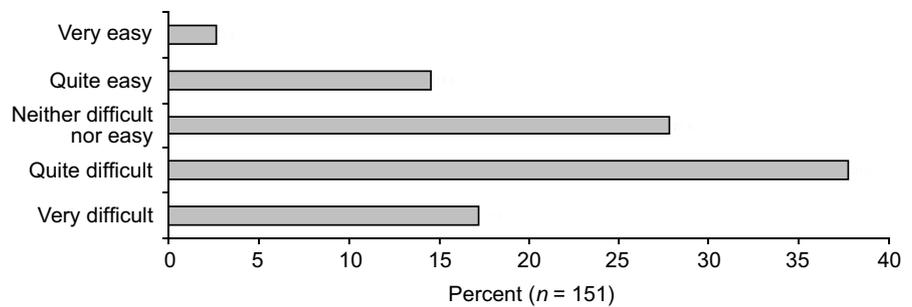


Figure 12. Difficulty encountered by groups in securing income.

4.3.2 Paid staff and volunteers

The following information reported on number of paid staff, number of volunteers and volunteer hours also covered a 12-month period.

Paid staff

Almost one-third (66 groups or 32.8%) of all groups had paid staff, which is considerable higher than the 8.4% of 'environment' groups with paid staff reported in the Satellite Account (Statistics New Zealand 2007) or the 10.0% for all non-profit institutes in the same study.¹¹ Of the 66 groups with paid staff, 54 (81.8%) had between 1 and 4, five (7.6%) had between 5 and 9, and seven (10.6%) had 10 or more. The total number of paid staff was 221, or an average of 3.3 for the 66 groups. This compares with an average of 9.3 for the 'environment' groups within the Satellite Account or 10.9 for all non-profit institutes who employed paid staff.

Although the groups were asked to state how many full-time equivalent paid staff they had, insufficient groups provided a response to make these data useful.

Volunteers

In total, 162 groups reported involving 6232 volunteers (or an average of 38.5 people per group over the 12-month period). However, the median number of volunteers was 15, while 65.4% of groups had less than 25 volunteers (Table 12).

TABLE 12. VOLUNTEER INVOLVEMENT IN COMMUNITY GROUPS.

NUMBER OF VOLUNTEERS	NUMBER OF GROUPS	% (n = 162)
1-4	23	14.2
5-9	23	14.2
10-24	60	37.0
25-99	42	25.9
100 +	14	8.7
Total	162	100.0

TABLE 13. VOLUNTEER INVOLVEMENT BY NUMBER OF HOURS.

NUMBER OF HOURS	NUMBER OF GROUPS	%
1-9	2	1.3
10-24	6	3.9
25-99	23	14.8
100-199	20	12.9
200-499	40	25.8
500-999	19	12.3
1000-9999	42	27.1
10 000 +	3	1.9
Total	155	100.0

In total, 155 groups reporting 174 812 hours of volunteer work (or an average of 1127.8 volunteer hours per group over the 12-month period). However, the median number of volunteer hours was 380, while 71.0% of groups reported less than 1000 hours of volunteer work (Table 13). The high average (1127.8 hours) is largely because of eight groups that had more than 5000 volunteer hours (the maximum was 15 000 hours).

On average, each group received 29.3 hours of voluntary work per volunteer. This equates to around 1.5 full-time equivalent (FTE) volunteers per group or 233 FTE volunteers in total over the 12 months. This in turn equates to around 21 850 workday equivalents of volunteer effort, which exceeds DOC's target of 15 270 workday equivalents for people volunteering in the year to 30 June 2007 (DOC 2007a).

The financial value of this unpaid work can be measured by estimating the 'replacement cost'. This technique was used in the Satellite Account (Statistics New Zealand 2007) and it assumes that an activity in unpaid work is worth the same amount as it is in market employment. The Satellite Account assigned different voluntary activities to similar paid occupations, and then assigned the

¹¹ As discussed in section 4.1.4, it is possible that groups with paid staff were more likely to complete the survey used in this study of groups that worked with DOC.

'wage rate' of the corresponding paid occupation. Each 'wage rate' was then weighted by the number of unpaid hours worked on that activity (using Time Use Survey data), and then aggregated to give an overall average 'volunteer wage rate'. As at 31 March 2004, this was estimated at \$12.15 an hour (Statistics New Zealand 2007), which equated to 1.43 times the minimum wage rate at that time. By assigning the same rate (\$12.15/hour) to the hours of unpaid work undertaken by groups working with DOC, this gives a replacement cost of \$2,123,966; or \$13,703 per group; or \$356 per volunteer.

At the time the survey was undertaken the minimum wage was \$11.25 an hour. Applying the ration of 1.43 to this rate gives a new average 'volunteer wage rate' of \$16.09 an hour. Using this rate, the replacement cost of the unpaid work is \$2,812,725; or \$18,147 per group; or \$471 per volunteer.

Statistics Canada (2005) reported that, in addition to receiving a disproportionate share of the community and voluntary sector income, large organisations also receive the bulk of volunteer resources. In this study, over half (52.0%) of all volunteers were engaged by just 8.6% of groups, and large groups (on the basis of income) had an average of 67.9 volunteers, compared with 31.6 for small groups. Similarly, 39.9% of all volunteer hours were engaged through just 5.2% of groups, and large groups (on the basis of income) received an average of 2561 volunteer hours, compared with 701 hours for small groups.

4.3.3 In-kind contributions

Groups found it more difficult to estimate the value of their in-kind contributions to the work they did with DOC. In total, 140 groups (69.7%) indicated that they had made in-kind contributions and 128 of these provided an estimation of

TABLE 14. TYPES OF IN-KIND CONTRIBUTIONS (MULTIPLE RESPONSES WERE ALLOWED).

CONTRIBUTION TYPE	NUMBER OF GROUPS	% (n = 140)
Travel	91	65.0
Donated or discounted goods, equipment or supplies	83	59.3
Free or subsidised use of premises and access to utilities	71	50.7
Services	50	35.7
Other	18	12.9

the value of these contributions. Table 14 shows that travel was the most commonly reported contribution, followed by donated or discounted goods, equipment or supplies.

Table 15 shows the estimated value of these contributions and the average value by type of contribution for the groups that provided estimates. It shows that the primary contribution, by value, was for donated or discounted goods, equipment or supplies, followed closely by services. On average, each group contributed over \$7000 in in-kind contributions over 12 months.

TABLE 15. ESTIMATED VALUE AND AVERAGE VALUE OF IN-KIND CONTRIBUTIONS (MULTIPLE RESPONSES WERE ALLOWED).

IN-KIND CONTRIBUTION	ESTIMATED VALUE	% OF VALUE	NUMBER OF GROUPS	AVERAGE
Travel	\$132,009	14.6	81	\$1630
Donated or discounted goods, equipment or supplies	\$267,618	29.6	74	\$3616
Free or subsidised use of premises and access to utilities	\$93,945	10.4	63	\$1491
Services	\$253,167	28.1	40	\$6329
Other	\$156,500	17.3	16	\$9781
Total	\$903,239	100.0	128	\$7057

Once again, large groups (on the basis of income) reported greater resources from in-kind contributions than small groups, with an average of \$13,997 compared with \$4613.

Because of the difficulty in estimating the value of in-kind contributions, it is likely that these resources have been under-reported in this study, as has also been reported in other studies (e.g. PWC & NZFVWO 2004).

4.3.4 Total financial contributions and costs

The total value of the financial contributions estimated in this study are summarised in Table 16. These data are for the 201 groups that responded to the survey, which represents around 55% of the groups that worked with DOC at the time of this study. It is likely that it under-reports the total financial contribution made by these 201 groups, given that many groups did not provide estimates of income, labour and in-kind resources. Nevertheless, it is a substantial sum. In terms of return on investment (with investment being defined as income provided by the Government), it represents a return of 3.14 times the funding initially invested.

Put another way, for every dollar provided to the groups, between three and four dollars of work was delivered. This compares with between three and five dollars worth of services for the ten national voluntary agencies reported in the Value Added by Voluntary Agencies project (PWC & NZFVWO 2004).

The groups' main financial costs associated with the work they did with DOC were purchasing equipment or assets (this included herbicides, poisons, plants, animal food, etc.) and travel (Fig. 13). Twenty-three groups (12.0%) reported having no financial costs over the 12-month period.

TABLE 16. TOTAL FINANCIAL VALUE OF RESOURCES GROUPS HAD INVESTED IN WORK WITH DOC.

SOURCE	TOTAL VALUE
Total income	\$12,076,377
Value of unpaid work	\$2,812,725
Value of in-kind contributions	\$903,239
Total	\$15,792,341

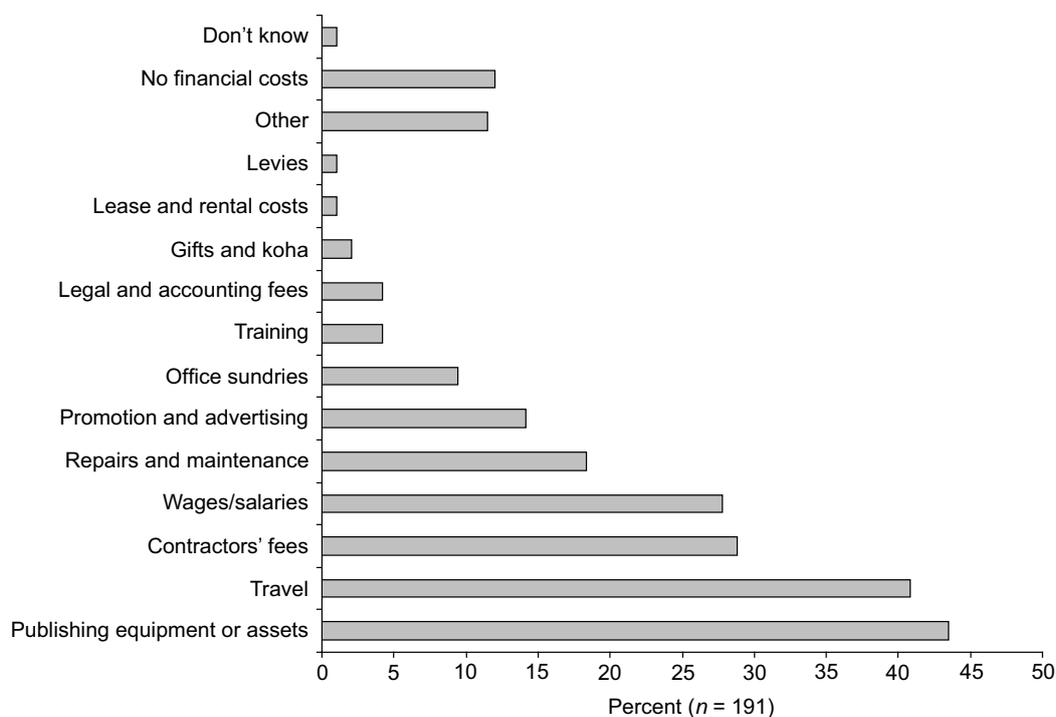


Figure 13. Main financial costs (multiple responses were allowed)

Key results for section 4.3

- The 140 groups that provided data had a total income of \$12,076,377 over a 12-month period. The majority of income, by value, came from sponsorship, donations and non-government grants (35.4%), and central and local government (excluding DOC) grants and subsidies (32.6%).
- Although 45% of the groups received income from DOC, this only accounted for 6.7% of the groups' total income.
- On the whole, there was quite a high dependency on government funding. However, the even higher contribution of non-government funding means that every \$1 of government expenditure was matched by \$1.34 of non-government income.
- Income was not normally distributed amongst the groups. Five groups (or 3.6%) received 50.8% of all income, while 41.4% of the groups received just 1.9% of total income.
- Over half (54.9%) of the groups found it difficult to secure income, with larger groups finding it more difficult to secure income than smaller groups.
- Almost one-third (32.9%) of the groups had paid staff, and the average number of staff for these groups was 3.3.
- The contribution from volunteers was significant: groups involved 6232 volunteers who gave 174 812 hours of volunteer labour. This equates to around 233 full-time equivalent volunteers, or 21 850 workday equivalents of volunteer effort. The financial value of this unpaid work is estimated at almost \$3 million.
- Once again, a small number of groups (5.2%) accounted for a large percentage of the total volunteer contribution (39.9% of all volunteer hours).
- In total, groups contributed over \$900,000 in in-kind contributions over 12 months, or slightly over \$7000 per group.
- The total financial value (income, value of unpaid work and in-kind contributions) for the 201 groups was estimated at \$15.8 million for a 12-month period. This represents a return of 3.14 times the initial government investment over a 12-month period—so for every \$1 of government funding provided to the groups, between \$3 and \$4 of work was delivered.

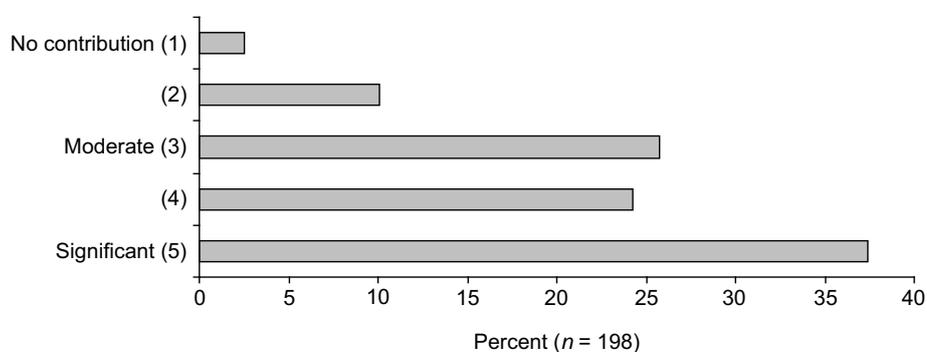
4.4 ACHIEVEMENTS AND CHALLENGES

The survey asked groups about their conservation achievements and other benefits they received from working with DOC, and about the factors that contributed to and inhibited the success of their work with DOC. The aim of this was to take the survey a step further than reporting solely on resource contributions, by firstly trying to get a picture of the outcomes that groups were contributing to, and secondly gaining an understanding of what was and was not working in the community partnerships.

4.4.1 Contribution to conservation

Figure 14 shows how groups rated their contribution to conservation over the previous 12 months on a scale of 1 (no contribution) to 5 (significant contribution). More than half of the groups (61.6%) rated their contribution as greater than 'moderate', while around one in eight (12.6%) rated it less than 'moderate'. The average score was 3.8.

Figure 14. Groups' perceived contribution to conservation.



As discussed in section 1.1, 90% of groups rated their contribution to conservation as moderate or greater (against a target of 80%) for the year ending 30 June 2007 (DOC 2007a). This is comparable to the 87.4% who did so in this survey.

The large groups, as defined by income, appear to have rated their contribution to conservation slightly higher than the small groups (average score for large groups was 4.2, compared with 3.9 for small groups)¹². However, this difference was not statistically significant ($P = 0.42$). The length of time that groups had been working with DOC made very little difference to their rated contribution to conservation. There was a highly significant ($P < 0.01$) positive association between groups that reported more frequent contact with DOC (every month or more) and groups that rated their contribution to conservation as significant (the average score for groups with more frequent contact was 4.1 out of 5, compared with 3.4 out of 5 for groups with less frequent contact). This appears consistent with research amongst Landcare groups in Australia, which found a positive relationship between frequency of contact with government agency staff and overall group performance (Curtis 1998).

¹² Both these ratings are higher than the overall mean of 3.8. The overall mean is based on the population of 198 groups that rated their contribution to conservation, whereas the mean for large and small groups is based on the population of 140 groups that gave income data.

4.4.2 Specific conservation outcomes

Groups were asked to rate the work they did with DOC against specific conservation outcomes. Figure 15 shows the average scores across each outcome on a scale of 1 (no contribution) to 5 (significant contribution). Interestingly, groups rated their contribution by each of the different outcomes lower than their overall contribution: the highest average for an outcome was 3.6 for increased community participation in conservation, compared with the overall average of 3.8.

Overall, groups felt that they were making significant contributions in community involvement and public awareness, improving the natural environment, and species recovery. This is matched by the main types of conservation activities groups reported undertaking (see Table 8). It is perhaps surprising that the outcome 'improved visitor facilities' did not score higher given that recreation/visitor services was one of the most common activities undertaken by groups. Improved historic/cultural heritage had the lowest average score, which may reflect the relatively small number of groups that reported activity in this area (see Table 8).

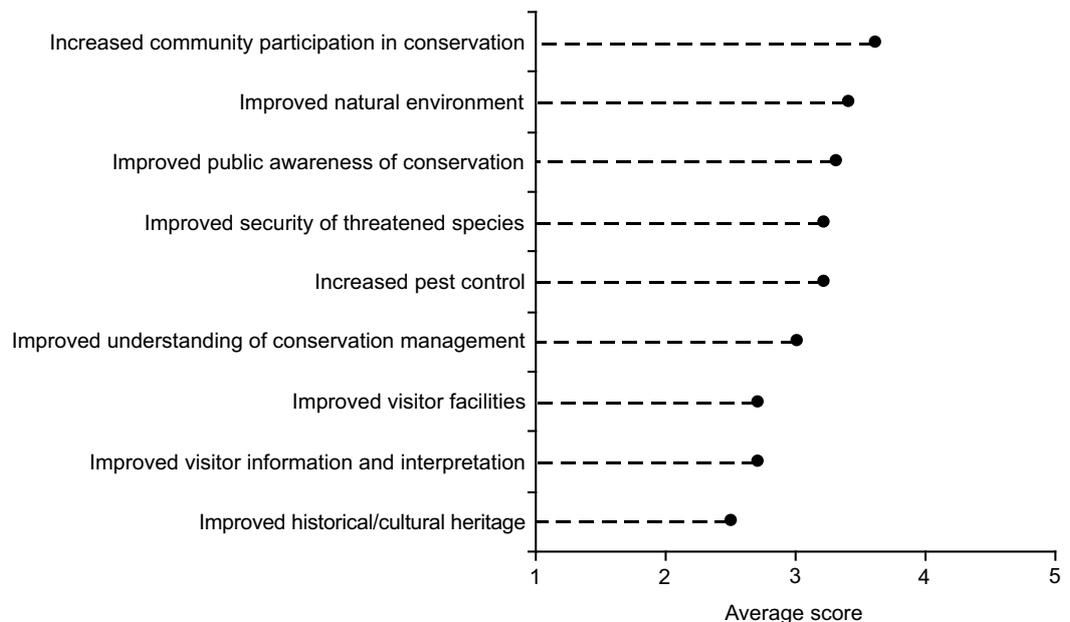


Figure 15. Dot plot of groups' perceived average contribution to conservation outcomes. Scores: 1 = no contribution; 3 = moderate contribution; 5 = significant contribution.

4.4.3 Additional benefits

Figure 16 shows the main benefits beyond conservation achievements that groups reported from working with DOC. At least 33.2% of groups reported benefits in all of the listed areas, except for improved health and well-being of participants. These wider benefits suggest that working relationships with DOC have the potential to contribute to outcomes shared by other government agencies, particularly those that have responsibility for developing communities and building knowledge and skills.

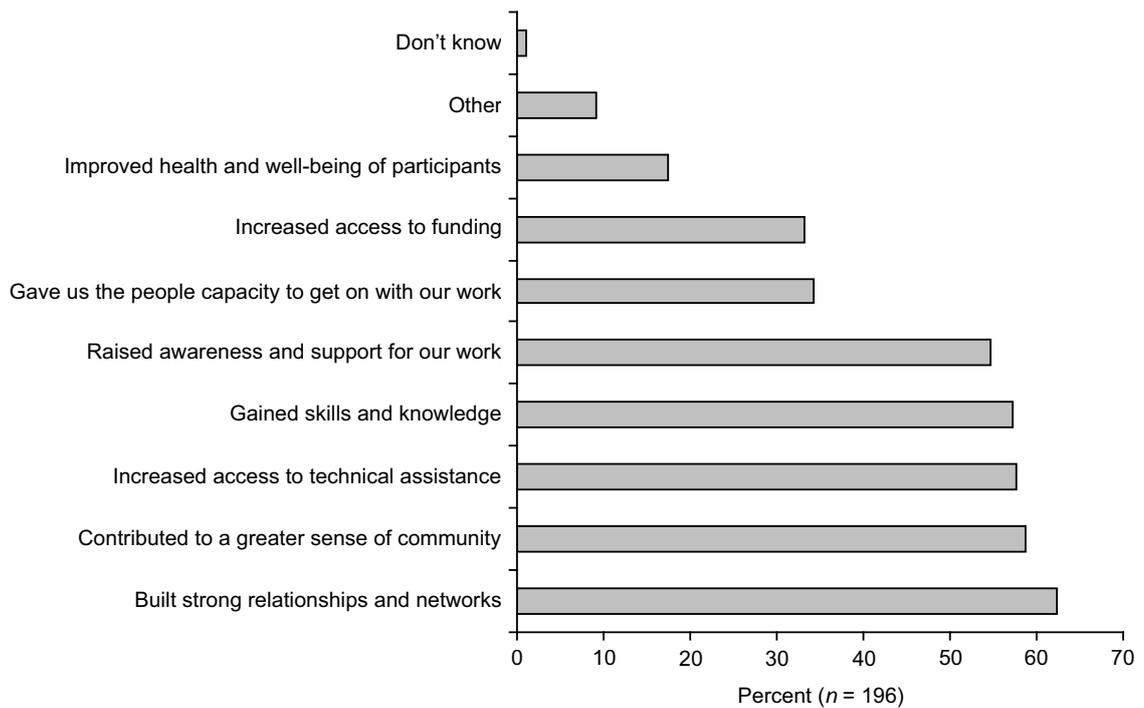


Figure 16. Main benefits for groups from working with the Department of Conservation (multiple responses were allowed).

4.4.4 Factors contributing to and inhibiting success

Groups rated the contribution of a series of factors to the success of their work with DOC. Figure 17 shows the average scores across each of the factors on a scale of 1 (not significant) to 5 (very significant). On average, groups ranked all the factors as at least moderately significant (score 3), while stability of key personnel in group, a clear vision or project plan, and effective communication all scored 4 or higher. While the average score for secure funding sees it as eleventh in the rank of factors, it is fourth on the rank of factors scored as very significant (score 5), with 56 groups (27.9%) reporting this.

The scores for large and small groups (on the basis of their income) were very similar for each of the factors in Fig. 17 with the exception of two: secure funding and appropriate legal structure. There is a highly significant ($P < 0.01$) positive association between groups that rated secure funding as higher than moderately significant (score of 4 or 5) and larger groups (average scores for large and small groups were 4.2 and 3.6, respectively). There was a significant ($P < 0.05$) positive association between groups that rated appropriate legal structure as very significant (score of 5) and larger groups (average scores for large and small groups were 3.7 and 3.0, respectively).

The same series of factors were then rated according to how they contributed to inhibiting the success of the work groups did with DOC (Fig. 18). More than two-thirds of groups that provided a response rated each of the factors as not significant (score 1). Lack of funding was reported as the most common factor inhibiting the success of groups' work, with 35.3% of all groups scoring this as at least moderately significant. Although over half (50.7%) of all groups said that poor leadership within DOC was not a significant factor, ten groups (5.0%) scored it as a very significant factor. This was the second most common factor rated as very significant, after lack of funding.

Figure 17. Dot plot of average significance of factors to success of groups' work with the Department of Conservation. Scores: 1 = not significant; 3 = moderately significant; 5 = very significant.

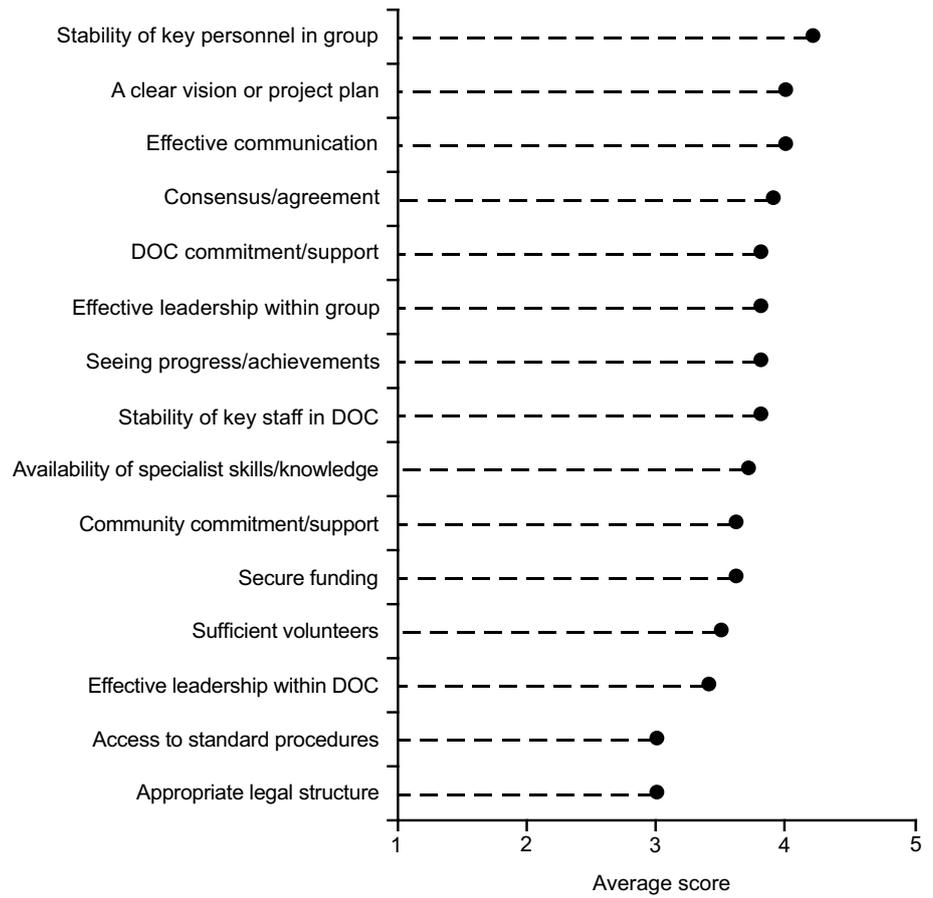
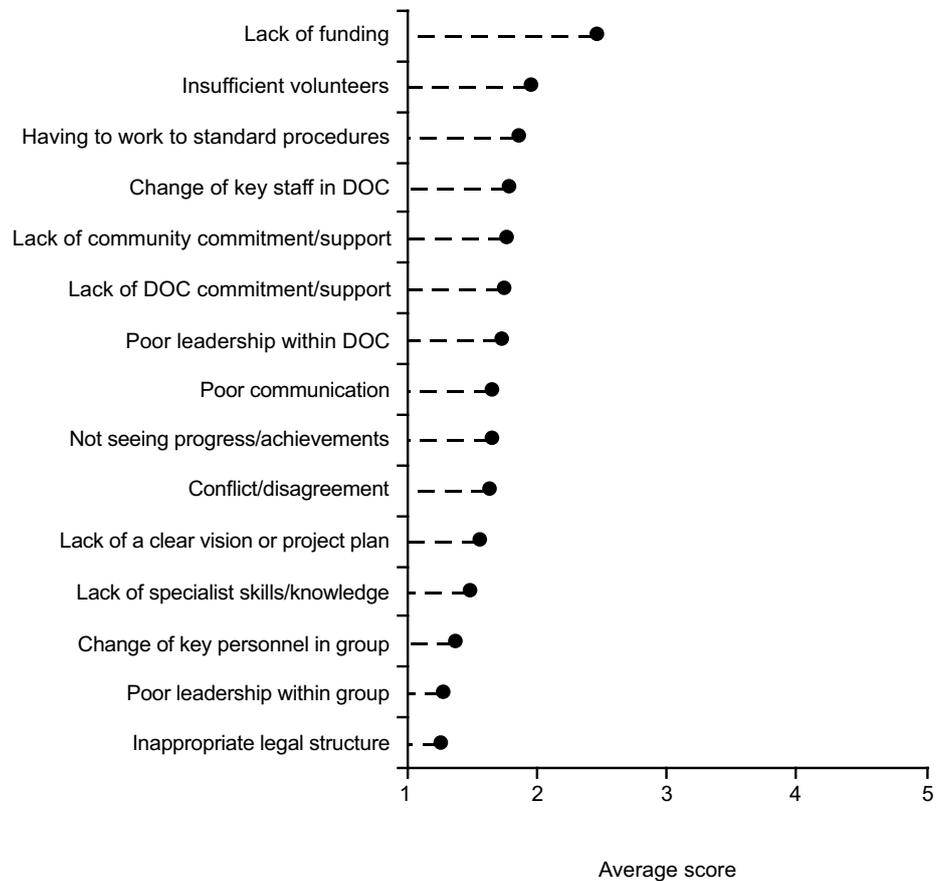


Figure 18. Dot plot of average significance of factors inhibiting the success of groups' work with the Department of Conservation. Scores: 1 = not significant; 3 = moderately significant; 5 = very significant.



4.4.5 Benefits/challenges of working with DOC

In addition to scoring the above factors, groups were also asked to comment on the benefits or challenges of working with DOC. Almost two-thirds (62.7%) of the groups provided comments. Almost half (48.4%) of these groups commented that their relationship with DOC was generally very positive or that DOC was very supportive. Some typical comments made were:

Great when things are getting done—practical people are very good—great relationships with time.

Realistic, helpful, practical.

Strong and healthy liaison with DOC facilitates and motivates progress jointly.

DOC has been a major contributor to the operation of our group, it would not continue without the support of DOC.

Many of the positive comments referred to particular local offices or individual staff, with some adding that this support was not always reflected at a conservancy office or National Office level. Other positive comments were prefaced by noting that this had not always been the case. Two examples follow:

It was extremely difficult getting a working relationship established (a two to three year battle). However we now have a very good working relationship, mainly the result of having a helpful contact person at the local DOC office.

Over the past 12 months our relationship with DOC has been excellent. The first couple of years were a challenge to work through the issues with DOC.

A number of positive comments particularly referred to the technical and specialist support provided by DOC:

Great to have easy access to technical advice and experience.

The most common challenge that groups commented on related to bureaucracy, with 13.5% of the groups that provided comments noting these challenges. Three examples follow:

While we understand the need, we have been frustrated by the red tape and bureaucracy involved in working with DOC which has significantly slowed our progress and alienated local contractors who were prepared to donate services freely. Some volunteers became very irritated.

Bureaucracy (DOC policies and procedures, e.g. O.S.H) can fetter a voluntary group.

Bureaucracy and an excessive emphasis on conformity with standards which have been known to change.

Insufficient input from DOC was mentioned by 11.9% of groups that responded, while 11.1% made general comments about DOC being unsupportive. Examples include:

Not enough feedback.

Happy to work with DOC; however, they appear to be short staffed and short funded in the [name of area].

Perhaps the hardest part is to find someone in DOC who is willing to make a decision or commitment particularly if money is involved.

Lack of commitment to supporting a group such as ours in our aims and objectives.

Can be slow to make things happen; don't have a 'can do' approach.

Slow in decision making. Conservative—reluctant to push boundaries.

Bias in perfection rather than pragmatism.

Other comments on challenges of working with DOC related to financial challenges and changes in staff (both DOC staff and the group's staff).

Key results for section 4.4

- More than half of groups (61.6%) rated their contribution to conservation as greater than moderate, while 12.6% rated it as less than moderate.
- Large groups (on the basis of income) and groups that had more frequent contact with DOC rated their contribution to conservation higher than small groups and groups that had less frequent contact with DOC.
- Overall, groups felt they were making the greatest contribution to increasing community participation in conservation and the least contribution to improving historic/cultural heritage.
- The factors that contributed most to the success of the groups' work with DOC were having stability of key personnel in the groups, a clear vision or project plan, and effective communication. Having secure funding and an appropriate legal structure were more important for larger groups (on the basis of income) than they were for smaller groups.
- The main obstacle to the success of the groups' work with DOC was a lack of funding.

5. Discussion

The survey results raise a number of issues that have potential implications for DOC's policy making and planning, and for the way in which DOC could work with groups at a local level. In addition to the results themselves, the validity of the research process, the usefulness of the information collected, and the potential implication of this for the future are discussed below. In considering these issues, this section is structured according to the four research objectives: establish a clear **definition for community partnerships**; estimate the **value of conservation activities** undertaken by community partnerships; gain a detailed understanding of the **nature and extent of conservation activities** engaged in through community partnerships; and provide advice on **community partnership performance indicators**.

Before discussing these issues, it is worth remembering two points:

- The survey only focused on groups that work with DOC, so the results do not account for the many community groups that undertake conservation or environmental projects completely independently of DOC
- The survey did not include work contributed by individuals through DOC's volunteer programmes, so the value of conservation work reported is only part of the total value contributed by groups and individual volunteers who work with DOC

5.1 DEFINITION FOR COMMUNITY PARTNERSHIPS

The range of groups that work with DOC and the varied relationships they have means it will always be difficult to establish and apply a clear definition of 'community partnerships'. This research developed comprehensive guidelines around which groups or partnerships should and should not be considered community partnerships. The guidelines were based on the definition of the non-profit sector developed by Johns Hopkins University, and utilised in the Study of the New Zealand Non-profit Sector (Tennant et al. 2006), but included modifications to ensure that the definition captured very informal groups and the particular way that some groups work with DOC.

On the whole, the definition worked well. It is expected that around 90% of the groups included in this study would fit the definition developed by Johns Hopkins University. However, the modified definition also captured additional important conservation work, such as that done by private or public sector organisations but in a voluntary capacity. Therefore, there would seem to be value in applying the definition to identify the partnerships DOC reports against in its performance measures on participation in the future. This may result in a reduction in the number of partnerships reported (as noted in section 1.1, DOC's Annual Report for the year ending 30 June 2007 reported 436 partnerships in existence, whereas 362 groups were identified as part of this research), but this is to be expected—a tighter definition about what is and is not deemed to be a community partnership is likely to lead to a smaller number of partnerships being identified. It would also lead, however, to more consistency in the identification of the types of groups and partners that are deemed to be community partnerships.

One area that may require further clarification is around groups that work with DOC as part of a statutory arrangement. These were excluded from the definition for this research, primarily because the relationships are not 'voluntary'. There does not appear to be a register of these statutory arrangements, yet these should be clearly distinguished from other types of partnership. DOC may wish to consider developing performance measures around these sometimes unpaid, involuntary aspects of participation.

Consideration of issues around statutory arrangements is particularly relevant to partnerships with iwi/hapu. New arrangements with iwi/hapu groups are being developed, or existing arrangements cemented, on a regular basis within Treaty of Waitangi settlement legislation. It is quite likely that many of these partnerships are included against DOC's performance measure for the number of partnerships that involve tangata whenua. As with other statutory arrangements, whether or not they are included in reporting against the established performance measures is not vitally important. However, it is desirable that there is consistency in defining and reporting on arrangements with iwi/hapu, and DOC could consider this in its performance monitoring.

In taking the definition of community partnership forward, it would seem sensible to take an inclusive approach. That is, where there is any doubt about whether a partnership fits the definition or not, it should be included as a community partnership.

5.2 VALUE OF CONSERVATION ACTIVITIES

This research has estimated the economic value that groups bring to their work with DOC, and the result is significant. But what does this mean for DOC? In working with groups and people, DOC aims to support the development of a shared sense of stewardship for conservation. DOC recognises that people and groups will participate in different ways, many by giving their time and/or expertise, and others by contributing goods and services. In terms of these inputs, DOC reports on and measures the number of volunteers who participate in its volunteer programmes, the number of workday equivalents contributed by people volunteering, and the number of groups it works with. Clearly, DOC is aware of the significant labour benefits provided by these volunteers and groups, in addition to the benefit brought by promoting the shared sense of stewardship. However, there has not been a strong awareness of the value of the other inputs that accompany participation and volunteerism, and the implications of their value are not yet fully apparent.

As with volunteer labour, it may be safe to assume that the other resource inputs measured in this study (income and in-kind contributions) provide some level of cost savings for DOC or, more accurately, allow DOC to invest its resources in alternative areas or for its resources to 'go further'. At the simplest level, the total investment of \$16 million found in this study would add around 5% to the 2007/08 DOC budget of \$281 million. Or, put another way, this level of investment could fund all the work of DOC's third largest conservancy—West Coast *Tai Poutini*¹³. While this is an over-simplification of the economic value

¹³ Based on actual expenditure for the year ending 30 June 2007 (DOC 2007b).

of the resources contributed by community groups, it does give an indication of the level of resourcing this study has found.

Assuming the economic value contributed by community groups is good for conservation, should DOC be encouraging a greater contribution? Ultimately, DOC is trying to achieve conservation outcomes. It does this through a standard intervention logic: managing (or processing) inputs (such as government funding, its assets, staff and volunteers) to produce outputs (such as pest control or species management services), which lead on to intermediate and long-term outcomes. While the focus is very much on achieving outcomes, these are, essentially, the cumulative effects of the inputs, processes and outputs. Just as DOC sets targets for its voluntary labour inputs (workday equivalents), it might consider a potential role in attempting to maintain or increase the other inputs provided by community groups (income and in-kind contributions). This is, however, likely to raise political risks, so any such approach would need to be managed.

What DOC can perhaps more usefully achieve, is to continue to seek to improve the way that it uses its own inputs (resources) and processes (policies and procedures, or ways of working) to complement those contributed by community groups, and by working towards shared outputs and outcomes. This study has identified a number of areas where the resources of DOC and community groups could potentially be brought together with more complementarity (discussed in section 5.3 below).

If the focus is on sharing resources/inputs and processes to meet shared outputs and outcomes then this study may be the first step in measuring the inputs of community groups (income, volunteers and in-kind contributions). Further steps might usefully estimate the outputs and outcomes that groups that work with DOC contribute to (discussed in section 5.4 below). This reflects the two-phase approach of the Value Added by Voluntary Agencies (PWC & NZFVVO 2004; NZFVVO 2007) project: phase one examines the voluntary inputs of agencies, and phase two examines the processes used to achieve outcomes and the outcomes themselves.

As might be expected, this study showed that a small number of groups contributed most of the resources or inputs: just five groups accounted for 50.8% of the total financial resources measured, while 13 groups accounted for 50.7% of the total voluntary hours contributed. Clearly, this means that there are some groups that DOC may be particularly keen to sustain a relationship with into the future. However, there might be a risk in prioritising these partnerships over the many where financial and voluntary labour inputs are very modest, but the public awareness and community relations benefits are vital.

This study has provided an estimation of the economic value that groups contribute to their work with DOC. As highlighted above, the future implications of this knowledge are uncertain. However, in addition to informing debate, the initial implications are that it gives greater recognition to the significance, size and impact of community groups, and of community participation. This recognition and profile should contribute to improved policy making in community participation and improved practice in on-the-ground work with community groups.

5.3 NATURE AND EXTENT OF CONSERVATION ACTIVITIES

This study has increased understanding around the groups DOC works with and the work undertaken through these arrangements.

Almost half of the groups identified as working with DOC had an informal, unwritten arrangement, but does this matter? The groups that had formal relationships with DOC rated the achievement of their conservation outcomes higher than those with informal relationships. However, the groups with formal relationships were also bigger (had a higher income), which was also found to be associated with a higher rating of the conservation outcomes they achieved. There was no significant difference in how groups with formal or informal relationships rated the different factors that inhibited the success of their work with DOC. It is also seen as beneficial for partnerships between DOC and community groups to be ongoing, but groups that had worked with DOC for longer were less likely to have a formal relationship. Therefore, it is not clear from this study whether having a formal or informal relationship matters.

Although DOC had frequent contact with the groups overall, it had more frequent contact with groups it had been working with for longer. More frequent contact was also associated with groups that rated their contribution to conservation as greater. One inference from this is that DOC should perhaps aim to have more frequent contact with groups it has not worked with for so long, which might in turn improve conservation outcomes for these newer groups.

This research shows the huge variety of conservation activities undertaken by groups that work with DOC (although these activities were not evenly distributed). Furthermore, with the odd exception, the focus of the groups' activities mirrored DOC's. For example, while more than half of the groups were doing pest control or ecological restoration, less than one in five were involved in historical restoration. Working with community groups, therefore, has the potential to exacerbate any disproportionate allocation of conservation resources that may already exist. To encourage community groups to contribute their resources into the areas of greatest need, it may be necessary to work with new groups that have an interest in a particular priority area, or to encourage existing partners to extend the breadth of their work into other activities. This latter model is something encouraged by other government agencies in their work with the community sector, particularly within the social services sector with the promotion of one stop shops or 'wrap-around' services.

Awareness and publicity was the most commonly reported activity undertaken by the groups. With more than 6000 volunteers involved in their activities and more than 45 000 members in these groups, the 201 groups (let alone the total survey population of 362 groups) have considerable potential for reaching the public. DOC should capitalise on this by supporting these groups in their public awareness activities, and possibly prioritising this work with those groups that have links into populations that DOC finds hardest to reach (e.g. new immigrant communities).

Many of the additional outcomes (other than conservation outcomes) that groups reported are shared with other government agencies (e.g. gaining skills and knowledge, contributing to a greater sense of community, and building strong

relationships and networks). This suggests that there may be potential benefit in DOC and the groups it works with forming inter-agency collaborations with other agencies that share responsibility for the particular outcome(s). However, further work is needed to identify whether such collaboration is likely to support more effective achievement of the outcome(s), before any decisions are taken to extend the number of agencies or groups involved in particular partnerships or projects.

Groups identified lack of funding as the key obstacle to the success of their work with DOC. They also identified their main financial costs. While DOC has limited ability to directly support the financial costs of groups, it may be able to provide other assistance that would offset these costs. For example, the top two costs reported by groups were purchasing equipment or assets, and travel. While DOC already plays a key role in providing groups with equipment, there could be further opportunity in this area, in addition to such things as providing meeting facilities for groups and helping with transporting volunteers.

Having insufficient volunteers was rated as the second key obstacle for groups. Again this is an area where DOC already provides support to groups, for example by directing potential volunteers to them. DOC could look at how it could improve on its support in this area, perhaps by setting up systems for regular communication with each group so that DOC is aware of which groups have a demand for volunteers and when.

The findings from this study suggest that there is a lot that works well about the way DOC and groups undertake conservation activities in some form of partnership arrangement. Although it was not assessed as part of this study, it might be useful to consider what potential there is for groups to learn from each other in sharing best practice about what they do and how they do it. Some conservation groups already have well-established networks (e.g. kiwi care groups), but many groups do not have the opportunity to share ideas and practices with other groups doing similar activities.

5.4 COMMUNITY PARTNERSHIP PERFORMANCE INDICATORS

DOC has not previously collected comprehensive information on the resources (financial and non-financial) that community groups contribute to conservation activities. This is a new area of investigation across the Government and community/voluntary sector more generally. Other than the recent work on the Satellite Account and the Value Added by Voluntary Agencies project, there was very little practice to inform the research method. It is therefore important to learn from the research approach and, in particular, how it might inform the measurement of the community/voluntary sector contribution into the future.

As expected (see Table 1), the complexity of the survey resulted in missing data. Out of the 201 respondents, 140 provided information on their income, 162 on volunteers and 91 on in-kind contributions. It is safe to assume that many of those that did not provide information either did not understand the information that was requested or were unable to provide a reasonable estimate of their inputs.

Nevertheless, many groups were able to provide data and it is quite likely that these were larger groups that had systems in place to capture this sort of information. The finding that a small percentage of groups accounted for the majority of resources (e.g. 25.0% of the groups contributed 87.8% of the total income) further suggests that although not all groups provided data on their resources, those that did probably accounted for a large proportion of the total resources invested by the total respondent population. So while recognising the limitations of the research approach, it is considered to be adequate for the purpose of this research study.

As discussed in section 5.2 above, it is too early to fully understand the value of the information collected. It is probably, therefore, also too early to judge what value there would be in collecting the data again at some point(s) in the future. Nevertheless, various options for collecting information on the contribution of community groups have been identified and are shown in Table 17, together with the purpose and possible content of the information, and issues for consideration.

Of the two research options outlined in Table 17 (options 1 and 2), there would appear to be little value in replicating this research (option 1), other than for obtaining comparative data at some point in the future. However, there might be better ways to collect the same data again, on resource inputs at least, including through developing a performance measure (option 3). Undertaking some pilot research on measuring outputs and outcomes (option 2) would better advance our understanding and, if done in close collaboration with a small number of community groups as part of a participatory research approach, would lead to consistent and robust data collection and a shared understanding of the benefits and limitations of the data.

Of the two options for measuring performance (options 3 and 4), the second option (option 4) should only be considered on the back of the pilot research option (option 2). The first option (option 3) could be implemented in two phases: the new definition and new targets could be implemented immediately with relative ease; the collection of new data for a measure based on income could be piloted over 2 years, to test the ease of data collection, whether the data serve a useful function, and what the implications of the data are for DOC. If the data do not provide a useful performance measurement function, then they will need to fulfil some other clear and ongoing purpose in order to justify ongoing collection.

In addition to DOC's interest, the Government and the non-profit sector itself have an interest in measuring the contributions of the community and voluntary sector. The research described in this report adds to the picture that is emerging from some of this wider work on how the sector is resourced and what value it adds in terms of inputs, processes, outputs and outcomes. Specifically, the research adds a level of detail to the information analysed in the Satellite Account (Statistics New Zealand 2007), and in doing so shows some key areas of difference (e.g. groups that work with DOC source, on average, far less of their income from the sales of goods and services, and far more of their income from grants than the 97 000 non-profit institutions in the Satellite Account). By collecting data from 201 groups, the research also provides a greater breadth of evidence than was collected from the ten voluntary agencies included in the Value Added by Voluntary Agencies project (NZFVVO & PWC 2004), and in doing so, shows the magnitude and diversity of community and voluntary sector inputs.

TABLE 17. OPTIONS FOR FUTURE COLLECTION OF INFORMATION ON THE CONTRIBUTION OF COMMUNITY GROUPS.

OPTION	PURPOSE	CONTENT	CONSIDERATIONS
1. Replicate this research	Measure contribution against this baseline at point(s) in the future, to further understand issues	Survey comparable to that used in this research, administered to all groups in 2–4 years' time, and potentially at regular intervals over the longer term.	<ul style="list-style-type: none"> • Would be able to identify any trend in resources contributed • Many groups will be unable to provide information and some will object to further surveys • Have gained an adequate understanding of many issues for community partnerships • Future surveys could focus on resource contributions • Could consider adding questions on outputs but, again, this will limit ability of all groups to respond
2. Pilot research on outputs and outcomes	Gain understanding of the outputs and outcomes that groups contribute to, and develop a method for wider use	A small pilot study (e.g. with the five largest groups) to develop and test a method for measuring outputs and outcomes. Likely to involve a participatory research approach that would learn from method used in phase two of the Value Added by Voluntary Agencies project (NZFVVO 2007).	<ul style="list-style-type: none"> • Ultimately, outputs and outcomes are of most interest, but are also most complex to measure—large groups are likely to have the least problem in measuring these • It is likely to be difficult to replicate the method across a large number of groups (and smaller groups) • Alternative would be to focus, initially at least, on outputs • Need to be mindful of expectations on groups, particularly given the difficulty large government agencies like DOC face in measuring their own outputs and outcomes • Has potential to provide groups with robust evidence for their own benefit
3. Develop new reports and measures on inputs	Establish performance measure(s) within DOC's participation output	Two options: <ul style="list-style-type: none"> • Adjust targets for current measures on number of workday equivalents and number of groups to better reflect current situation (including new definition) and aspirations. • Develop new measures based on income contributed by community partnerships and collect information from, for example, the two largest groups in each conservancy. 	<ul style="list-style-type: none"> • Current targets should be revised, and using definition developed for this research would improve consistency in identifying community partnerships • New income measure would recognise income as an important input and it is likely that the small number of groups would have little difficulty in reporting this information • As with the current measure of number of groups, it is not clear how important the amount of income contributed is, particularly within the 'participation' output—although the definition of this output includes 'goods and services' • Would allow the contribution of income to be tracked over time • This research suggests that by collecting income data from a small number of large groups, the total contribution from all groups could be estimated with reasonable accuracy.
4. Develop new reports and measures on outputs and/or outcomes	Establish performance measure(s) within DOC's participation output	The content of these measures would be determined by the pilot research option listed above. DOC has existing reports and measures that may be applicable for community groups (e.g. hectares of land under treatment, or number of possum control operations).	<ul style="list-style-type: none"> • Ultimately, this information enables groups and DOC to measure progress against their shared goals • Due to complexities of measuring, it is unlikely to be a realistic consideration in the short term • Likely to also target a small number of large groups, which would require support in collecting and reporting on such information • Likely to provide groups with powerful information that, for example, could be used in support of funding applications • Evidence could also be used to inform good conservation practices

6. Conclusions and recommendations

This research provides a more detailed understanding of the contribution that community groups make to conservation through working with DOC. In doing so, it has addressed the four research objectives, as discussed in the previous section. In conclusion, this section draws out a number of recommendations that could support improvements in the way that DOC works with community groups.

6.1 POLICY MAKING AND STRATEGIC PLANNING

The following set of recommendations could improve DOC's policy making and strategic planning, so that it more effectively supports and enhances the work DOC does with community groups:

- Implement the definition of 'community partnerships' developed as part of this research within DOC's performance measures for the participation output.
- Adopt an inclusive approach in applying the definition of 'community partnership', to ensure that only groups that clearly do not fit the definition are excluded.
- Revise the target for the performance measure on the number of established partnerships (downwards) to reflect the new definition of 'community partnerships'.
- Revise the target for the performance measure on number of volunteer workday equivalents (upwards) to better reflect the number being achieved.
- Develop a registry of statutory partnerships.
- Consider developing new performance measures that capture information on the way DOC works with its statutory partners, including specific measures for iwi/hapu groups.
- Consider piloting the regular collection of data on income contributed by community groups from a small selection of large groups that work with DOC.
- Undertake a small pilot study to develop and test a method for collecting information on outputs and outcomes from community groups that work with DOC.
- Ensure policy making and strategic planning is responsive to the diversity in the types of community groups and the types of working relationships that exist.
- Ensure that relevant areas of policy and strategic planning give appropriate recognition to the size and potential impact of the voluntary and community sector contribution to conservation.
- Support recognition of the contribution the voluntary and community sector make to conservation, by strategic dissemination and communication of these research results.
- Investigate the value in sharing best practice and lessons amongst community groups by supporting learning networks of groups that work with DOC.

6.2 ON-THE-GROUND WORK

The following recommendations could improve the way DOC works with community groups 'on-the-ground' on conservation projects.

- Consider ways for better pooling of resources (inputs) and collaborative working (processes) with community groups, to work towards achieving shared outputs and outcomes.
- Recognise that formalising a partnership may not in itself contribute to a more effective way of working and better outcomes.
- Aim to have frequent contact with newer groups, as well as those that have been working with DOC for longer.
- Ensure the communication lines between DOC and community groups are open and effective, so that each partner is aware of the other partner's needs and expectations.
- Prioritise work on projects that address the greatest conservation needs, and look to partners to contribute complementary skills and expertise, rather than, necessarily, more of the same skills and expertise. This may involve establishing new relationships with groups that are able to contribute a different set of skills.
- Support and encourage existing partners to extend the breadth of their conservation work, by undertaking a range of activities.
- Utilise and support community groups in undertaking public awareness activities, particularly those that have connections into populations that DOC may find harder to reach.
- Assess the feasibility of joint work with other agencies, outside the conservation and environmental management sector, to support the delivery of shared outcomes.
- Discuss ways in which DOC might be able to provide practical assistance to community partners in addressing obstacles associated with lack of funding and insufficient volunteers.
- Investigate ways of establishing and promoting mechanisms to share best practice amongst community groups and DOC at a local level.

6.3 THE COMMUNITY AND VOLUNTARY SECTOR

This final set of recommendations focuses on more general initiatives that could support the community and voluntary sector.

- Continue to test the validity and value of methods to measure the value added by the community and voluntary sector in terms of outputs and outcomes.
- Consider the feasibility of joint work with other organisations (including those in other sectors) that might support more effective (including cost effective) ways of achieving shared outcomes.
- Target contributions or activities in areas of greatest need, which may be areas that are not well supported by other organisations or sectors (i.e. in addition to adding extra capacity, aim to add new capabilities).

- Consider the feasibility of broadening capabilities (i.e. diversifying into new areas).
- Promote the potential value the sector can add in terms of reaching communities (getting people aware and involved), especially those that other sectors may find it hard to reach.
- Work with partners in other organisations and sectors to develop innovative ways to overcome obstacles presented by a lack of resources (e.g. sharing volunteers).
- Continue to promote community and voluntary sector networks to share best practice and lessons.

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Appendix 1

SURVEY FORM FOR COMMUNITY GROUPS

PART ONE: THE WORK YOUR GROUP DOES WITH DOC

1. Which of the following best describes the type of partnership arrangement or relationship your group has with DOC? (Tick only one)

- An unwritten understanding
- An exchange of letters
- A Memorandum of Understanding
- A Charter of Partnership
- A Management Agreement
- A Deed of Agreement
- Other (please specify) _____

OR

- Don't know

2. What is the **one overall** thing that your group/organisation is trying to achieve through working together with DOC? (e.g. this may be a specific project aim or it may be a wider strategic achievement)

3. Who initiated the work you do with DOC? (Tick only one)

- DOC staff
- Our organisation/group
- It was jointly initiated
- Other (please specify) _____

OR

- Don't know

4. How long has your group been working with DOC?

- Less than one year

OR number of years

OR

- Don't know

5. Over the last 12 months, how often (on average) has there been contact between your group/organisation and DOC staff? (Tick only one)

- Weekly
- Every two weeks
- Every month
- Every three months
- Less than every three months

OR

- Don't know

6. What are the **main roles of your group** in the partnership arrangement or relationship? (Tick as many as apply)

- Providing technical or specialist advice
- Providing volunteers or staff for on-the-ground work
- Providing equipment or other resources
- Facilitating management of project / partnership
- Raising awareness / publicity
- Fundraising
- Monitoring or research work
- Providing training / instruction
- Other (please specify) _____

7. What are the **main roles of DOC staff** in the partnership or relationship? (Tick as many as apply)

- Providing technical or specialist advice
- Providing volunteers or staff for on-the-ground work
- Providing equipment or other resources
- Facilitating management of project / partnership
- Raising awareness / publicity
- Fundraising
- Monitoring or research work
- Providing training / instruction
- Other (please specify) _____

OR

- Don't know

8. What are the **main types of conservation activities** undertaken by your group/organisation as part of your work with DOC? (Tick as many as apply)

- Ecological restoration (on mainland)
- Ecological restoration (on an island)
- Coastal or marine protection
- Freshwater/wetland protection or restoration
- Pest control
- Species recovery
- Biosecurity
- Historic restoration
- Cultural heritage protection
- Recreation/visitor services (e.g. track or hut maintenance, interpretation)
- Education
- Skills training
- Awareness and publicity
- Sustainable land management activities
- Other (please specify) _____

9. Do these activities **mainly** concern initiatives on (Tick as many as apply):

- Public land administered by DOC
 - Other public land
 - Private land
 - Maori land
 - A marine or freshwater area
- OR**
- The activity is not concerned with a specific site
- OR**
- Don't know

PART TWO: RESOURCES

This section asks about three different kinds of resources that your group has invested in its work with DOC. The first kind is **income** or the monetary inputs like grants or levies. The second kind is human resources which includes **paid staff** and **volunteers**. And the third kind is services and materials provided **in-kind** either by your group or others. In-kind means that the services or materials have been donated or provided free of charge, and would otherwise have had to be bought to carry out the work.

Where questions in this section refer to a **12 month period**, use figures for either **your most recently completed financial accounting year** or **for the last 12 months**, whichever is easier. Where relevant, please provide **GST exclusive** figures.

10. For the purpose of conservation activities undertaken as part of your work with DOC, what **income** did your group receive from the following sources in the 12 month period? (Please provide figures for as many sources as possible; if you received no income from a source please indicate by a '0' or 'nil')

Related or affiliated organisations (e.g. grants and membership levies)	\$
Member subscriptions	\$
The Department of Conservation	
• Grants and subsidies	\$
• Contracts	\$
Other central government and local government	
• Grants and subsidies (including lotteries grants)	\$
• Contracts	\$
Sponsorship, donations and non-government grants	\$
Sales of goods and services	\$
All other income	\$
TOTAL INCOME	\$

11. How difficult or easy has it been to secure income? (Tick only one)

- Very difficult
 Quite difficult
 Neither difficult nor easy
 Quite easy
 Very easy
OR
 Not relevant
OR
 Don't know

12. How many **paid staff** from your group were involved in the work with DOC over the 12 month period? (If you are unsure please estimate)

Number

FTE (Full-time equivalent – defined as the number of full-time employees plus half the number of part-time employees, where full-time is defined as more than 30 hours per week)

13. How many **volunteers** and **volunteer hours** were involved in work with DOC over the 12 month period? (If you are unsure please estimate)

Total number of volunteers

Total number of volunteer hours

14. For the purpose of conservation activities undertaken as part of your partnership or relationship with DOC, did your group make any **in-kind contributions** in the areas below over the 12 month period? (Tick 'yes' or 'no') Where there was an in-kind contribution, please **estimate the value** of how much these services and materials would have cost your group or DOC if they had not been donated. We are trying to get a reasonable idea of the level of in-kind contributions. You do not need to include every minor detail, just the main services and materials that are donated. Please provide figures for as many categories as possible.

	In-kind contribution?		Estimated value
	NO	YES	
Donated or discounted goods, equipment or supplies	<input type="checkbox"/>	<input type="checkbox"/> ►	\$
Services (e.g. legal, training, research, marketing)	<input type="checkbox"/>	<input type="checkbox"/> ►	\$
Travel (e.g. petrol costs)	<input type="checkbox"/>	<input type="checkbox"/> ►	\$
Free or subsidised use of premises and access to utilities (e.g. postage, telephone, computer, electricity)	<input type="checkbox"/>	<input type="checkbox"/> ►	\$
Other (please specify)	<input type="checkbox"/>	<input type="checkbox"/> ►	\$

TOTAL			\$

15. What were the **three main** financial costs associated with the work your group did with DOC over the 12 month period? (Tick up to three)

- Wages/salaries
- Contractors' fees
- Purchasing equipment or assets
- Repairs and maintenance
- Travel
- Levies
- Promotion and advertising
- Legal & accounting fees
- Office sundries
- Gifts & koha
- Lease & rental costs
- Training
- Other (please specify) _____

OR

There were no financial costs associated with the partnership over the 12 months.

OR

Don't know

PART THREE: ACHIEVEMENTS AND CHALLENGES

16. Overall, how would you rate the contribution to conservation of your group/organisation's work with DOC over the last 12 months? (Please circle **OR** tick only one)

1 _____ 2 _____ 3 _____ 4 _____ 5 _____
No Contribution Moderate Contribution Significant Contribution

OR

Don't know

17. How would you rate the contribution of the work your group has done with DOC to the following **conservation outcomes** in the last 12 months? (Circle or tick only one for each outcome)

1 = No contribution
3 = Moderate contribution
5 = Significant contribution

Don't know

Improved natural environment	1	2	3	4	5	<input type="radio"/>
Improved security of threatened species	1	2	3	4	5	<input type="radio"/>
Increased pest control	1	2	3	4	5	<input type="radio"/>
Improved historic/cultural heritage	1	2	3	4	5	<input type="radio"/>
Improved visitor facilities	1	2	3	4	5	<input type="radio"/>
Improved visitor information and interpretation	1	2	3	4	5	<input type="radio"/>
Improved understanding of conservation management	1	2	3	4	5	<input type="radio"/>
Improved public awareness of conservation	1	2	3	4	5	<input type="radio"/>
Increased community participation in conservation	1	2	3	4	5	<input type="radio"/>
Other (please specify) _____	1	2	3	4	5	<input type="radio"/>

18. Thinking beyond conservation achievements, what are the **main benefits for your group** from working with DOC? (Tick as many as apply)

- Gained skills and knowledge
- Increased access to technical assistance
- Increased access to funding (e.g. acted as a leverage)
- Gave us the people capacity to get on with the work
- Raised awareness and support for our work
- Built strong relationships and networks
- Contributed to a greater sense of community (e.g. trust)
- Improved health and well-being of participants
- Other (please specify) _____

OR

- Don't know

19. How significant were the following factors in **contributing to** the success of your work with DOC over the last 12 months? (Circle or tick only one for each factor)

1 = Not significant
 3 = Moderately significant
 5 = Very significant

Don't know or not applic.

Effective leadership within group	1	2	3	4	5	<input type="radio"/>
Effective leadership within DOC	1	2	3	4	5	<input type="radio"/>
Community commitment / support	1	2	3	4	5	<input type="radio"/>
DOC commitment / support	1	2	3	4	5	<input type="radio"/>
Stability of key personnel in your group	1	2	3	4	5	<input type="radio"/>
Stability of key staff in DOC	1	2	3	4	5	<input type="radio"/>
Availability of specialist skills/knowledge	1	2	3	4	5	<input type="radio"/>
A clear vision or project plan	1	2	3	4	5	<input type="radio"/>
Secure funding	1	2	3	4	5	<input type="radio"/>
Appropriate legal structure	1	2	3	4	5	<input type="radio"/>
Seeing progress and achievements	1	2	3	4	5	<input type="radio"/>
Effective communication	1	2	3	4	5	<input type="radio"/>
Having sufficient volunteers	1	2	3	4	5	<input type="radio"/>
Having access to standard procedures	1	2	3	4	5	<input type="radio"/>
Consensus and agreement	1	2	3	4	5	<input type="radio"/>
Other (please specify) _____	1	2	3	4	5	<input type="radio"/>

20. How significant were the following factors in **inhibiting** the success of your work with DOC over the past 12 months? (Circle or tick only one for each factor)

1 = Not significant
 3 = Moderately significant
 5 = Very significant

Don't know or not applic.

Poor leadership within group	1	2	3	4	5	<input type="radio"/>
Poor leadership within DOC	1	2	3	4	5	<input type="radio"/>
Lack of community support/commitment	1	2	3	4	5	<input type="radio"/>
Lack of DOC support/commitment	1	2	3	4	5	<input type="radio"/>
Change in key personnel in your group	1	2	3	4	5	<input type="radio"/>
Change in key staff in DOC	1	2	3	4	5	<input type="radio"/>
Lack of specialist skills/ knowledge	1	2	3	4	5	<input type="radio"/>
Lack of a clear vision or project plan	1	2	3	4	5	<input type="radio"/>
Lack of funding	1	2	3	4	5	<input type="radio"/>
Inappropriate legal structure	1	2	3	4	5	<input type="radio"/>
Not seeing progress and achievements	1	2	3	4	5	<input type="radio"/>
Poor communication	1	2	3	4	5	<input type="radio"/>
Insufficient volunteers	1	2	3	4	5	<input type="radio"/>
Having to work to standard procedures	1	2	3	4	5	<input type="radio"/>
Conflict and disagreement	1	2	3	4	5	<input type="radio"/>
Other (please specify) _____	1	2	3	4	5	<input type="radio"/>

21. Do you have any other comments about the benefits or challenges of working with DOC?

PART FOUR: ABOUT YOUR GROUP / ORGANISATION

22. In which region(s) does your organisation/group do **most** of its conservation activities? (Tick as many as apply)

- Northland
- Auckland
- Waikato
- Bay of Plenty
- Gisborne
- Hawke's Bay
- Taranaki
- Manawatu-Wanganui
- Wellington
- Marlborough
- Nelson
- Tasman
- West Coast
- Canterbury
- Otago
- Southland
- We do national level activities
- Other area (please specify) _____

23. How long has your group or organisation been established?

- Less than one year
- OR** number of years
- OR**
- Don't know

24. What is the legal structure of your group / organisation? (Tick only one)

- Incorporated society
- Charitable society or trust
- Charitable company
- Friendly society
- Industrial and provident society (or mutual or cooperative)
- Maori land trust (e.g. Putea trust or Whanau trust)
- Company
- Other (please specify) _____

OR

- We are a school/kura group
- We are a public sector organisation
- We are an informal group or collective with no legal structure
- We are an informal whanau/hapu group with no legal structure
- Other (please specify) _____

25. What is the **primary activity** of your group or organisation?

26. How many paid staff positions are there in your group or organisation? (Tick only one)

- 0
- 1-4
- 5-9
- 10-24
- 25 or more (please specify) _____

OR

- Don't know

27. What is the total number of people in your organisation or group? (Include members, participants and people who are affiliated with your group. If you are unsure of the number, please estimate)

OTHER DETAILS

We really appreciate your help in completing this survey. Please indicate whether you would like to receive a summary of the results of this research:

- Yes, please send a summary of results to the same address where you sent this survey.
- Yes, please send a summary of results to:

Name:

Address:

Email (if you would prefer an electronic copy):

- No thank you

If you have any **further comments** you would like to add then please write below:

Thank you for your time and effort

Appendix 2

SURVEY COVER LETTER

[DATE]



Department of Conservation
Te Papa Atawhai

**WORKING TOGETHER FOR
CONSERVATION**

SURVEY OF COMMUNITY GROUPS

Involving people in conservation is central to the Department of Conservation's overall vision and one of the ways we hope to achieve this is through **working with communities**. Please help us to improve the way we work with community groups and organisations by completing this survey about the work your group does with us.

Purpose of survey

We know that **groups such as yours make a significant contribution to the conservation of New Zealand's natural and historic heritage**. But we do not know the overall value of this contribution, both in terms of the **resources you contribute** and the **conservation achievements and other benefits** that this work brings. We also do not have a complete understanding of the factors that influence these achievements and benefits.

This survey aims to provide a more detailed understanding of the contribution that groups like yours make to conservation, through the work you do with the Department of Conservation (DOC). We can use the knowledge we gain from this to:

- **Improve our policy making and strategic planning** so that it more effectively supports and enhances our work with you
- **Work more effectively with you on-the-ground**, on real conservation projects, through having a better understanding of what works, and why it works
- **Help you to improve the way you plan and undertake your conservation work**, through sharing this knowledge with you, our partners

Your input through this survey is really important to us and we appreciate your support.

Instructions

The survey is in **four parts**. Parts one to three ask about the work you do as part of a specific partnership or relationship with DOC. The final part asks about your group or organisation more generally.

We appreciate that some of the questions may be difficult for some groups to answer and we would be grateful if you could answer these **as best as you can**. Where necessary, we would prefer you to **provide best estimates** rather than leave questions blank. If you are unable to provide a reasonable estimate then please do leave a question blank.

Your name has been provided as the lead contact for your group/organisation. Most of the questions in this survey ask about the **contributions and experiences of your group**, rather than personal contributions and experiences. If you feel there is a more appropriate person within your group to answer all or some of these questions then please pass the survey on to them to complete. We would encourage you to consult other people in your group or answer the survey collectively only if time allows.

The information you provide will remain **anonymous** and will be used in aggregate form only.

Please return the survey in the free-post envelope provided by [INSERT DATE].

If you have **any questions** about the survey then please contact [NAME AND CONTACT DETAILS].

Thank you very much for your support.

Ned Hardie-Boys
Social Science Researcher
(for General Manager, RDI)

How much do community groups contribute to conservation in New Zealand?

Community groups make an important contribution to the conservation of New Zealand's natural and historic heritage. However, we do not have a clear understanding of the economic significance of this contribution. This study surveyed 362 community partners of the Department of Conservation (DOC) to find out about the types and benefits of their partnership arrangements with DOC, and to estimate the value of the resources they contribute to conservation activities.

Hardie-Boys, N. 2010: Valuing community group contributions to conservation. *Science for Conservation* 299. 68p.