An aerial photograph of a fenced ecosanctuary in a lush, hilly landscape. The sanctuary is a large, irregularly shaped area enclosed by a dark fence, situated on a hillside. The surrounding area is covered in dense green vegetation, including trees and ferns. In the background, more hills and a body of water are visible under a clear sky.

Social Entrepreneurship

The case of fenced ecosanctuaries in New Zealand

a study by Diane Campbell-Hunt

Sanctuaries of New Zealand Workshop
24-27 August 2010
Colin Campbell-Hunt

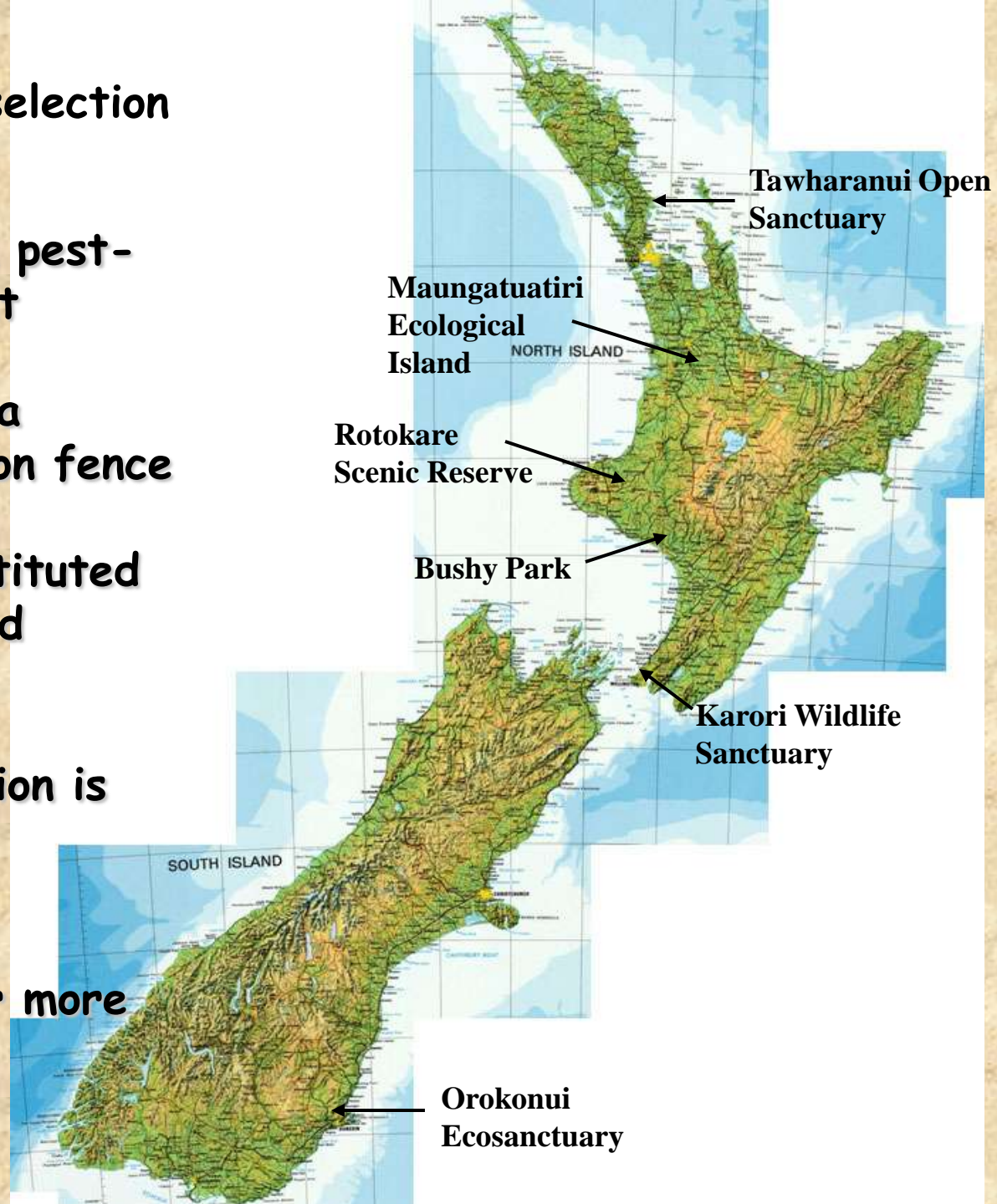
Case Study selection

Aim to create a pest-free environment through the construction of a mammal-exclusion fence

A formally constituted community-based organisation

Fence construction is complete

Full ecosystem
100 hectares or more



Diane at Rotokare



Methodology

- Qualitative social science research
- Interviews with key people from sanctuary groups, local iwi and government agencies
- Study of sanctuary documents: strategic plans, management plans
- Diane's role as a trustee for Orokonui Ecosanctuary meant this case study was omitted from formal analysis. The Orokonui experience is being added as a comparator.

Key questions

- **Role** in the NZ conservation scene
- Long term **vision**
- Personal motivations
- Relationship between sanctuaries
- Reasons for **success** to date
- Ingredients for long-term **sustainability** of the venture
- **Risks** and uncertainties
- Tensions and back up

Interviews and coding

	contributors	Role and motivations	Factors in success	Long term sustainability	Risks and uncertainties
Tawharanui	9	28	99	104	68
Maungatautiri	15	71	218	209	68
Rotokare	10	47	181	163	46
Bushy park	12	54	89	128	114
Karori	9	66	138	142	47
Totals	55	266	725	746	343

Interviews coded into 2419 extracts
filling 450 pages, single spaced
227,259 words

A case of social entrepreneurship?

- Short, Moss and Lumpkin, Research on Social Entrepreneurship, Strategic Entrepreneurship Journal, 2009
- Social entrepreneurship – “individuals or organisations engaged in **entrepreneurial activities** with a **social goal**”
- Most studies done in UK where 6.6% of population [work force?] work in such ventures

Social entrepreneurship for social benefit


Not private
wildlife parks
for profit

Community-
based enterprises

... **for what
purpose?**

Not public
sanctuaries
for conservation

Community-based enterprises



It is not [us who have made this sanctuary] it is the thousands of people who have volunteered their time and donated their money. They own it, we are only trustees. They own it

Defining the social benefit

Conservation (the direct impact may be small) – 43 extracts

"I think in themselves in the conservation of New Zealand they are almost totally insignificant. Which is why I don't like the fences in some ways because we are not going to fence the whole country and there is a lot more spaces that need help than some little fenced spot "

An indirect contribution through advocacy - 62 extracts

"But in the bigger scheme of things their real value I think is only as an example of what we can restore the environment to, if we bother to spend a little bit of money

"They certainly have a role with getting the public to get in touch with a lot of species that are otherwise confined offshore, and I think if we want public support for conservation... people need to be able to go and see some of these things because otherwise it will become kind of an abstract thing that sits on an island offshore somewhere and why should anybody care."

Discovering a role

Role in NZ conservation scene	extracts	words
caring for species	33	2654
advocacy, changing people's thinking	33	1774
learning lessons, research	22	1775
halo effect	10	1131



Creating a role - sanctuary goals

Creating an ecology

"I would be looking for all the birds in there being completely balanced with enough food so that they can exist without anyone feeding them.

"So you wouldn't have to actively manage it. It got to the stage where it could just sustain itself. That would be very awesome.

Creating a role - sanctuary goals

Halo effect

"I would like to think that these mainland sanctuaries would provide the breeding ground to go out around the surrounding districts. So long term I see them as the pockets, the core and these are the sustainable areas, so the birds [can] go out and nest outside"

"And they need to be located so that they have natural corridors emanating from them too. We've got that - very good corridors throughout the city"

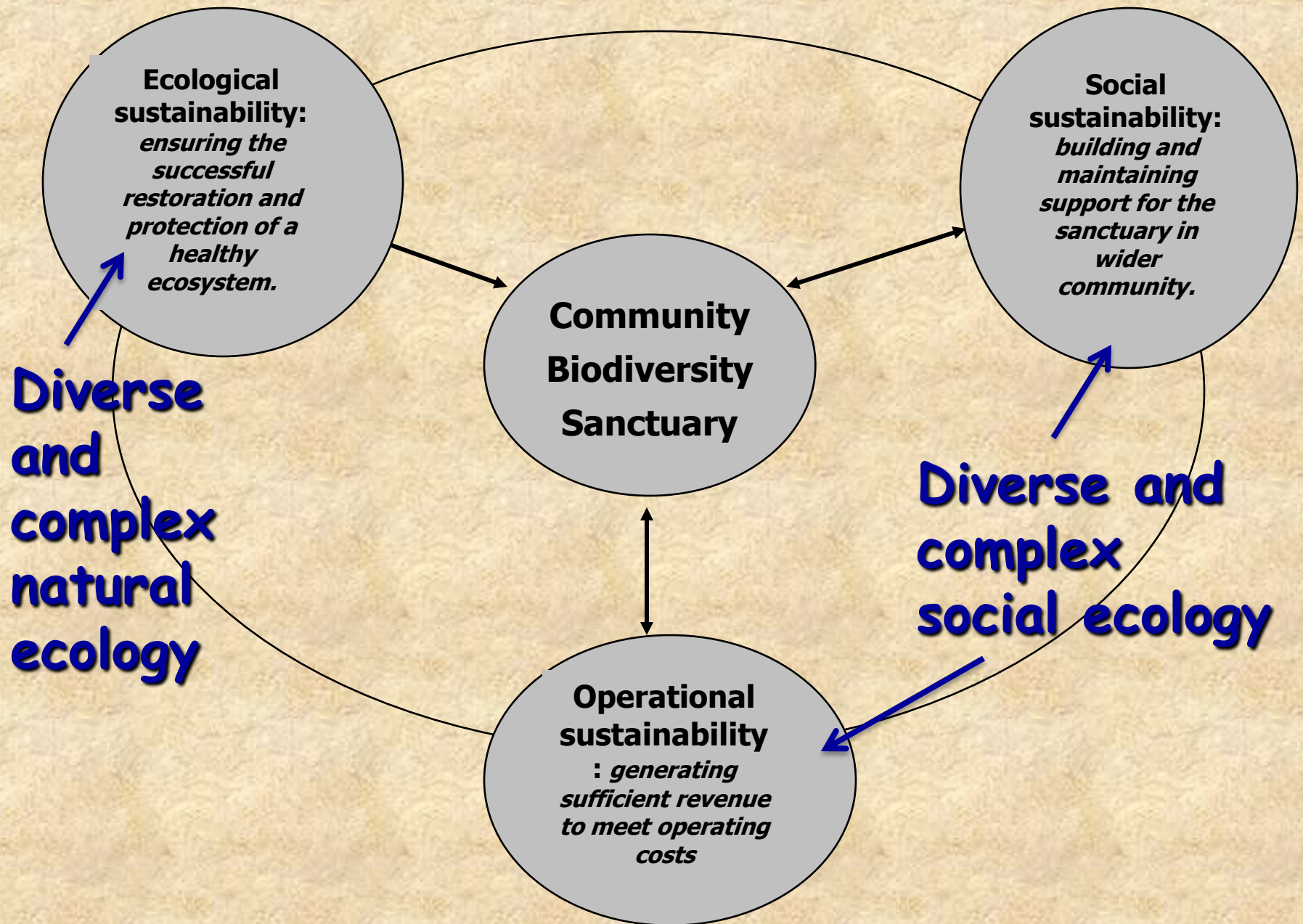
Functions of entrepreneurship (Short et al)

Part 1 - what entrepreneurs do

- To 'hold the place between'
- To bring together (new) combinations of **resources** and people - new organisations
- In (new) combinations of (new) **activities** - new strategies
- That meet (in new ways) the needs of a (new) set of **stakeholders** whose engagement with the venture is needed for its success.

Marshalling resources, people, \$, stakeholders

Reasons for success [to date]	extracts	words
relationship with government	123	11,821
community ownership (funding and volunteers)	84	6,707
fundraising and credibility (fence & visitor centre)	70	4,865
Relationship with iwi (species and land)	53	5,028
political and social climate	14	1,339
relationship with government		
DOC support (and limits to it) (species)	63	5,814
local authority support (funding, land use)	53	5,028



Tensions and balances

Ingredients for sustainability	extracts	words
financial viability	250	26,012
governance, management & leadership	163	17,782
sustaining community/volunteer support	145	14,234
relationships with government agencies	126	16,723
managing tension: human use/ecology	79	9,880
iwi-trust relations	46	7,903

Sustaining financial viability

issues in financial viability

tourism	112	11,944
keeping costs down	13	1,023
Many sources: investment/endowment funds + corporate sponsors + grants		

Funding a fence is the easy part

"Fund raising for a big capital project like a fence, you have got something that is really concrete to sell. [But] managing the depreciation on those fences can be a real challenge."

"If it is going to survive you have got to retain the predator free status of it, which means retaining an employed person to be constantly checking the fence, checking for predator work, for invasions, and so you need ongoing funding for that... if you have got a sanctuary you need to maintain that predator free status."

Sustaining financial viability - tourism

A challenge for smaller, isolated sanctuaries

"The growing number of fenced sanctuaries puts those that are further away from the ecotourist paths in greater jeopardy because I think they will actually gradually cream off those particular people and then I think the ones that are left will be run by conservationists who are conservationist first perhaps and financial operators second or commercial operators second. I think the ones like Karori are going to go ahead but once if you were in Wellington and you do Karori you wouldn't come out and do Bushy Park."

And controlling costs

"I think for us it is to keep our costs down and it is how we will survive. That is keeping your labour costs down. We will have to have a mix of volunteers and paid staff. That is the reality of it. I don't think you would reach a point where it could fund all the volunteers as well."

Sustaining community support - Profile and momentum

issues in sustaining community support

profile, interest and momentum

95

9,157

sustaining volunteer input

50

5,077

"People have taken on board the need for conservation in these sanctuaries. I think it is a whole community awareness that is growing. I think the whole sanctuary movement will grow along with it"

"A lot of our species are right on the edge of extinction. ... so there is a social climate for change and I guess New Zealanders realising that this is our country and this is what is special and no one else is going to save it if we don't

Sustaining community support – “vollies”

issues in sustaining community support

profile, interest and momentum	95	9,157
sustaining volunteer input	50	5,077

Not employees

“You should recognise your volunteers. And that’s not about paying them, ‘cause as soon as you start paying people they then basically become employees and they can’t please themselves to the same extent. And for many, that detracts on what they want to do. They want to feel... they’re giving.”

Need to contribute, enjoy, grow

“There’s no room for big egos in this outfit. You have got humble people who just allow other people to flower and do things. That’s the key. And keep telling them what a great part they are playing too because so many are.”

“Things have got to be enjoyable if people are just doing it voluntarily; they have got to enjoy what they are doing and like being with the people they are with

Sustaining government support

issues in relationships with government

local authority	53	6,659
relationship with DOC	43	5,654

General support

"It's being supportive, helping with marketing, it's just keeping on working together. Things like pest control, the boundary arrangements, publicity and promotion. It's just the same as anything else, it's saying this is a great part of what our city has to offer."

Financial support

"I think initially the city council were more one-granters and quite small and then four years ago when I came on deck, then I convinced them that they need to have an ongoing grant that is more substantial" (Karori)

But retain independent status

"I think there is a very real strength in it being a community-based organisation as opposed to a council-based one. ...I think people are more inclined as volunteers - and also to give money - to something that isn't a council organisation."

Sustaining government support

issues in relationships with government

local authority	53	6,659
relationship with DOC	43	5,654

Learning to deal with bureaucracy

"Sometimes the bureaucracy can be a little bit over the top... I am sure that they could be easier in some situations than they currently are, particularly when you are looking at moving something where the risks are low.

A developing relationship

"If we went back to when we were helping with the translocation of Robins we had quite a hands-on approach as a department ... [But now] they are kind of able to do it themselves. ... Our role has been more around what is required to get the translocations through and facilitating that kind of discussion rather than needing to be part of that direct operations.

"[The relationship] has moved on in terms of that operational relationship, it doesn't need to be as intense as it was in the beginning.

Tensions: balancing human use/ecology

"Actually if you reach a point where you have got say 2000 visitors coming through a day then you have actually spoiled Bushy Park anyway. It's getting that balance between the two."

"I don't think we want to be that popular, we just want to be a nice little place where people can come for a visit. ... I would hate to see big features and stuff like that because I don't think the park is big enough to handle too much"

"It should be developed to an icon site but not [a] trashy, touristy type thing."

"I can understand why X wants the ecotours to become a major fundraiser and in lots of ways I have no objection, but in the end when you look at it from trying to encourage environmental conservation messages, then you end up with almost like a philosophical quandary - is it the thing to do?"

Functions of entrepreneurship (Short et al)

Part 2 - how entrepreneurs work

- Build and maintain social networks
- through these engage resources 'social capital'
- Marshall resources, people, activity, stakeholders into new organisations and strategies (prior plan or emergent?)
- **Creativity** and innovation (opportunities discovered or created?)
- Differentiation and sources of **advantage**
- **Governance** and stakeholder engagement
- **Leadership**

Key activities and strategies

Reasons for success [to date] key strategies	extracts	words
governance	78	6,750
leadership and decision style	76	5,710
vision	30	2,108
community consultation	20	1,419

Effective governance

Reasons for success [to date]	extracts	words
relationship with government	123	11,821
governance	78	6,750
leadership and decision style	76	5,710

Ingredients for sustainability	extracts	words
financial viability	250	26,012
governance, management & leadership	163	17,782
sustaining community support	145	14,234

issues in governance

succession

separating commercial from community

Separating commercial from community interests

"So I think it's important that the trust developed a separate commercial arm that's not too restricted by the governance. The governance must remain separate although it will have its rules and regulation in place for the commercial venture, and what it can and can't do.

"Probably the trust will have to develop a commercial arm and that brings with it problems. Who sits on the commercial arm? How many trustees do you put into the commercial business? How much influence, bring outside management in? What level of management do you bring in? There is always the risk of being hijacked, not intentionally, but bringing people in who aren't on the same kaupapa because they haven't been there from the start.

Governance – Succession issues

Evolving needs

“That’s where the tension is in terms of change management. Obviously the founder has a very strong view and passion; however the organisation just needs to grow and just needs to have a new breed come in to make it work and that can generate quite a bit of tension”

Self-electing trustees?

“the public elected the trustees and from there it has just grown. By the people that were interested enough to turn up to the public meeting in the first place putting us there, you have got people that are there for the right reasons that will re-elect people for the right reasons and the fact that the six of us are working together so well to date, means that really it shouldn’t be a problem.

“We have got to actively be bringing new people ... I’ve had enough of the stress, my family wants me back. We’ve got to do some succession planning

Leadership & decision style

Reasons for success [to date]	extracts	words
relationship with government	123	11,821
governance	78	6,750
leadership and decision style	76	5,710

Risks and uncertainties	extracts	words
economic	108	10,470
leadership	56	5,345
weak governance	38	3,821
pest re-invasion/ecology failure	36	2,784

Specific risks in leadership

reluctance to share power

succession issues

Leadership – the heroic model

"He has been the driving force behind the whole thing and from what I have seen of the sanctuaries movement, this is common to a number of them, that you have got one person there who is a key figure and driving the whole thing.

Vision

"He had the vision to proceed with this fence ... He was the only one who could see that this project was a goer, and he just said, "I will undertake to raise this money" ... I think once he got into the project and people could see that it was a goer, the money came, it came in quite quickly in the end.

Networks

"A great deal of the money that we have got has been the result of personal relationships and my standing within the community. ... [my friends say] "I know when you ring me that you are going to ask me for some money and before you ask I know I am going to give it to you."

Creativity and the long term vision

Long term vision	extracts	words
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Ecology

thriving ecosystem	46	2,461
halo effect	37	2,238

Community

strong community support/actively used	49	2,606
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Economic

successful tourism	10	737
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Vision and creativity - planned? ...

For the natural ecology

"I would always be encouraging trusts and sanctuaries to look at having a long term plan of where they want to get to with species translocations and be sure of why they want to do it. ... they need to be clear what they want to achieve and be able to articulate it to all the other parties involved. And certainly with Iwi and also with DOC the longer the lead-in, the better.

For the social ecology

"It actually should do ... a development plan, which all the parties have brought into. ... There should be an overriding [plan] that everyone can agree on. We haven't actually got that.

"there has got to be a greater element of planning than what there has been to date. Everything has been pretty ad hoc from our point of view anyway. It's not able to be discussed and developed with everybody involved.

... or emergent?

"So everything unfolded, and as we did one thing it opened up a whole new opportunity.

"Just because it's ad hoc, doesn't mean it's haphazard and that's terribly important. Some of these people are very scathing, "Oh you haven't got a plan". ... but everything that we did equipped us for the next step. So when we started getting kiwis that equipped us for LEOTC; having LEOTC equipped us for the next bird, which equipped us to hang on to LEOTC.

"Each step we took opened up a new opportunity, which we recognised and capitalised on.

Differentiation and advantage

Relationship between sanctuaries	extracts	words
<i>Pressures for competition</i>		
competition for tourists	19	1,496
point of difference	17	1,145
competition for funds, staff, species	15	892
<i>Pressures for cooperation</i>		
network for national coordination	10	1,165
learning from each other	20	1,556

Competition ...

A challenge for smaller, isolated sanctuaries

"The growing number of fenced sanctuaries puts those that are further away from the ecotourist paths in greater jeopardy because I think they will actually gradually cream off those particular people and then I think the ones that are left will be run by conservationists who are conservationist first perhaps and financial operators second or commercial operators second. I think the ones like Karori are going to go ahead but once if you were in Wellington and you do Karori you wouldn't come out and do Bushy Park."

... and Co-operation

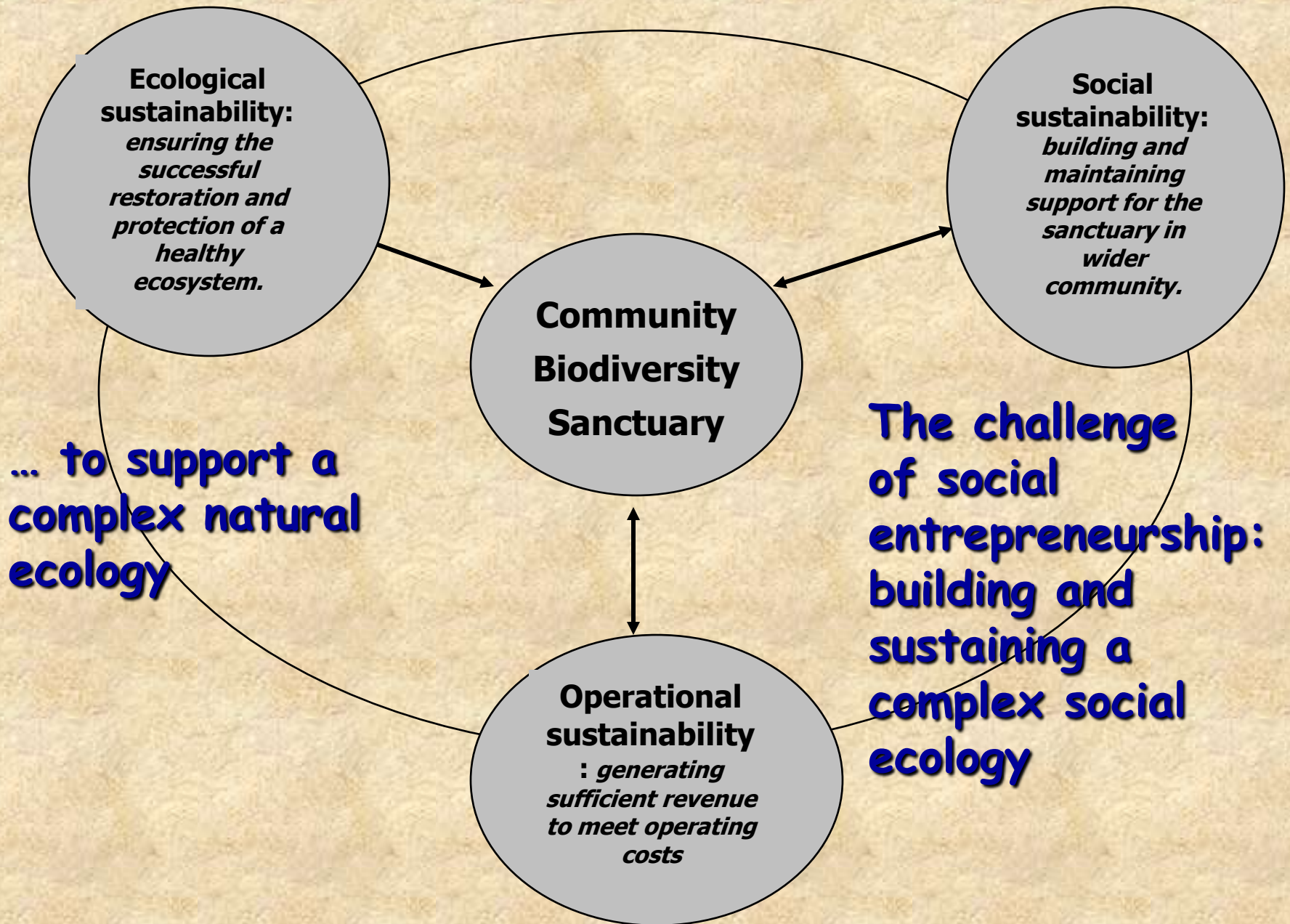
"I hope something like the sanctuary network is there to assist that kind of thing. ... some of the sanctuaries, especially the smaller ones, the Bushy Parks, Karori's and Rotokare in Taranaki - [are] beginning to work together "

For species

"The more they can collaborate with each other the better, and sometimes, when it comes to some species like the kokako, and every body wants 10 pairs of kokako, the ability for the Department [DOC] to sit down with a range of groups and kind of chart a way forward is probably quite important for the future."

For tourists

"I suggested that we seriously look at setting up a tour where we all work out where we fit in ... our niche., If we all try and do every thing, then we will all lose. There will always be some mavericks who won't take that message, but I think the potential is there."



A work to be finished

A book-length report on Diane's work
will be completed
And published in 2011

