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A SOCIAL APPROACH TO RURAL DEVELOPMENT

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Until quite recently rural development was regarded as synonymous with agricultural development, but it is much more than this. This paper discusses rural development in New Zealand and what can be learned from the international rural sociology approach to rural development. The paper also discusses the process of rural development - the swing away from programmes and policies dreamed up by central and local government bureaucrats to the facilitation of projects developed by rural people interested in the development of their area. It also emphasises the need for officials to work in partnership with rural people.

Introduction

When the concept 'rural development' is discussed in New Zealand the term 'development' is usually regarded as referring to not just the growth of an area's economy, but to using the resources of an area in a way which will improve the well-being of the people of that area. It is assumed that the improvement will be sustainable. Improvements in well-being are often seen in terms of increased financial prosperity. However, such prosperity is often only experienced by a section of the community. Ideally the positive impacts of development activities should be experienced by all members of the community. Also an ideal of development is that it is community driven, that the process of development will introduce new skills to the community, and that development will bring to the people in the area a new sense of purpose, self advancement, and the view that they are in control of their own destinies - as well as financial reward.

In this respect rural development fits well within the Agenda 21 approach to sustainable development. This involves "the integration of economic, social, and environmental factors into the mainstream of decision making in all sectors and at all levels". The social aspects of development were firmly endorsed at the United Nations Conference on Environment and Development (UNCED) which produced the Agenda 21 document. Nizar Mohamed who was part of the New Zealand delegation to UNCED suggests that while there was a tension between the economic and social phases of development (with many developed countries more interested in the economic than the social aspects), "the social threads were strongly interwoven into every chapter of Agenda 21" (Mohamed, 1992). This holistic approach to development, with its emphasis on the relationship between humans and nature, requires the commitment and full participation of all stakeholders, i.e. all sectors of society, in decision making.

The call for empowerment of all groups, and particularly those such as women, youth and indigenous people, who have been marginalised in the past, is one of the major outcomes of UNCED and clearly shows that sustainable development will require a "bottom up" approach rather than a "top down" one

(Mohamed, 1992)

In considering rural development, the term 'rural' positions the location of development within rural areas. Officially these are defined as areas outside centres of 1,000 or more people. However, in this context rural includes not only open countryside, but also villages and small service towns. That is, rural development activities occur, in practice, in places which include everything from the countryside through to minor urban areas (these are centres with between 1,000 and 10,000 people).

In considering the prosperity and well-being of the whole rural community, rural development goes beyond the narrow perimeter of the agricultural industries. Not only do those living in rural areas and working in agriculture now make up less than half of the paid rural

workforce¹, but many people who live on farms have a financial stake, or work in, other industries (such as the service industries, tourism, or manufacturing) (Taylor and Little, in process). Rural development, therefore, should not be seen as the same as sustainable agriculture (as some would argue), although it does include activities aimed at identifying sustainable land uses and activities which could be introduced as alternatives to non-sustainable agricultural practices, as well as activities which promote the improved profitability of the agricultural sector.

Rural development encompasses a whole range of activities from those which improve the return from traditional rural industries (while managing those industries to ensure the resources they are based on are used sustainably), to developing new business ventures based on local resources, to projects for enhancing street frontages, the holding of cultural events and other opportunities for social interaction, entertainment and personal growth.

New Zealand's approach to rural development

For some years there has been growing official recognition that people living in the more geographically remote and isolated areas have greater difficulty retaining and maintaining services, or participating in cultural or social activity, compared to people living close to large centres of population. This concern, when aired by both government and the farming sector, was initially linked to concern about the ability of rural centres to service the agricultural sector. The viability of rural communities was seen as dependent on their ability to provide commercial services to the agricultural sector, and the community's fortunes were seen as linked with fluctuations in the performance and prospects of farmers.

While the concern about access to services by rural communities remains, community viability it is no longer regarded as dependent on either the community's ability to service agriculture or on holding a full range of services within the community itself (although it is, of course, in the agriculture industries' interests to have easy access to strong servicing bases). On the other hand, there is growing awareness that a community can be drawn out of economic decline by judicious investment in enterprises based on local resources. It is this view which is steering the current approach to rural development in New Zealand.

The New Zealand Government no longer supplies the kind of assistance which subsidised the farming sector in the past², and has centralised many government services in the larger urban centres. Rural communities whose economy was previously backed by the artificial supports of subsidies, or by providing government services which have now been shifted to urban centres, are now widening their vision and are looking at ways of using local resources to

¹ 1991 Census of Population and Dwellings data on the paid work force shows that: 50% of males living in rural areas and 10% of males in minor urban areas were engaged in agriculture, forestry or fishing; while 35% of females living in rural areas and 6% of females in minor urban areas worked in this industry group. Altogether 33% of the people in the paid workforce living in rural and minor urban areas were involved in agriculture, forestry and fishing (with most of these people working in the agricultural industry).

² Not only were such programmes found to be fiscally unsustainable they are inequitable in terms of the benefits they provide to different communities and different sections within communities (Sandrey and Reynolds, 1990).

maintain their viability. Communities have generally not tended to undertake this process in the past because they lacked information, did not have knowledge of workable options and alternatives and often did not have the management skills to undertake such action. Emphasis in New Zealand is on enabling communities to obtain this information and skill base so that they are in a position to resolve their problems themselves through collective action, sometimes in partnership with the Government.

An international perspective on rural development

One of the most important progressions in rural development thinking, whether at FAO, SCARM or Rapid Rural Appraisal³ meetings sponsored by the Wellington branch of the Association for Social Assessment, is the recognition that rural development does not work if managed from the top down.

Policy makers who fail to allow communities to shape their own future all too frequently have a set of ideas or an agenda of their own. The situation is aptly described by Manuka Henare:

Development can mean quite different things to different people. If you belong to the dominant group, you will see development in a certain light. If you belong to the so-called receiving group you will have a quite different view of development. ...Bitter experience has taught them [the receiving group] that development means the dominant group has some idea of what they want you to do. The process of transferring funds, resources, or whatever, is to get you to do what it is that they believe is good for you...development on someone else's terms...is in fact an extremely sophisticated way of continuing dependency.

(Henare, 1990)

In a paper presented to the 8th world congress of rural sociology Vance (1992) made similar comments about including local people in development projects. While well-being is an end goal of rural development, too often the people whose well-being is 'supposedly being improved are excluded from the equation. Thus, while the purpose of rural development might be to improve the health status of the community or alleviate poverty, often the development programme proposed does not help solve these problems. Too frequently the programme is planned from the top and does not address cultural and structural barriers to accessing resources, constraints of time and location, and so on.

In an analysis of USA aid projects to establish success factors, Vance found that if the local people were given technology, but not the control of it, there was no way that the development project would work. Similarly if the local people were not involved in deciding what technology they need, they would not receive the appropriate technology. Vance suggests that who controls the development and the research effort behind it, is crucial.

³FAO Food and Agriculture Organisation of the United Nations; SCARM: Standing Committee on Agriculture and Resource Management (Australian and New Zealand Ministers and Officials alignment meetings). Rapid Rural Appraisal: a consultative technique based on 'focus' group meetings (i.e. brainstorming) developed in the third world to ensure people not usually consulted in development programmes have a say in the project.

Consideration should be given to the community, its organisations and its institutions, and the problem approached from many different perspectives, with different choices being identified.

Who are the Stakeholders?

One of the barriers to the success of rural development projects is the failure to recognise all the stakeholders in a project. Many decisions which affect the viability of farm, other rural businesses and communities are made by people sitting on the boards and sub-committees of industry organisations, local, regional and central government. These often contain people of the same socio-economic, ethnic and gender grouping, so that decisions may not fully reflect the requirements of all sectors of the population or take into account impacts on the well-being of those groups who are not represented. Because the use of economic resources, employment and education opportunities are structured to meet the needs of the dominant (European male) culture, the interests of some groups within rural communities, such as Maori and women, may not be met even though there is no apparent conflict or opposition to these interests.

Both Newby *et al's* (1978) study of rural England and Gray's (1990) work in rural Australia show that economically and politically dominant groups may (often inadvertently) repress or prevent the emergence of opposing viewpoints. By strongly articulating their own values and perceptions, or ignoring awkward political demands (defining them away so that for all practical purposes they were never made) the dominant group may effectively prevent secondary groups from expressing their ideas. In this way an impression of consensus is achieved, but issues of importance to the subordinate group are not addressed.

A further problem is that secondary groups may fail to recognise that their interests are not being met. This means potential issues may never become apparent. Newby *et al* (1978: 263) found that in the long term, when groups of people are routinely excluded from any effective form of political activity or power, they can become apathetic. Thus when opportunities arise for structured public participation, the groups usually excluded from the centres of power generally fail to respond. On the other hand, the more influential groups do respond and, in the absence of an articulate opposition, confirm the prevailing image of political consensus as presented by the dominant group. Policy makers need to ensure that if they are concerned with the whole rural community, they should canvass for opinion outside the usual leadership group.

Consultation as part of development

The value of incorporating local stakeholders in the policy process is now well accepted. Under the sponsorship of the Kellogg Foundation, successful rural development programmes have been established in 30 communities in North and South Dakota of the USA. These programmes (documented in a paper by Moen, 1992) are based on coalition building and empowerment of the local residents. According to community members who have participated in the projects, stated programme goals were achieved by following a consultation and empowerment process. In these projects, community participation was required from six areas representing the economic base of the community: financial, retailing, political, medical, educational and religious. In New Zealand we would also add sport and recreation. Experience showed that someone from each of these areas needed to be included in the team.

with the main objective being to create a microcosm of the community's social structure in the team composition.

Leadership was also found to be important, as those who took up the leadership role had to be capable of approaching local concerns from a generalised orientation. The leadership was responsible for ensuring that sectoral or 'minority' interests, such as women, racial/ethnic minorities and the poor, were not overlooked. Leaders also had to take into account the likelihood that community conflict would create deadlocks and hostility and might sabotage potential solutions to problems. It was found that conflict resolution strategies needed to be built into the project development and research agendas. Moen (1992) suggests that wide community membership in the project is useful as team members cannot resort to confrontational bargaining. When a team is intentionally working towards mutual goals, they have the opportunity to develop personal ties and this provides the chance to discuss issues in depth. This allows interest bargaining where as many underlying interests as possible are understood and met. This is the approach taken in MAF's Ka Awatea project (see below).

Evaluation as part of the communication and development process

Learning from a project cannot be achieved without an evaluation of its success. Evaluation requires checking on the outcome of the project: did any changes occur? (did the project meet the original goal for which the project was set up or did this goal change during implementation, and why?), unintended results, and problems which arose. Evaluation also requires consultation with the target group. Questions such as who is the most appropriate person/group to do the evaluation, what information should be collected (and why) and how the information should be collected, need to be agreed to.

Evaluation of the success of a development project is not complicated. For example, in assessing the success of a project to develop new farming systems Voth (1992) used a simple matrix. On the left hand side were a series of questions which were posed before the project began. In this instance, the questions were on the use of the various systems for community development, the success of the farming systems research and whether introduction of the new systems brought about institutional change. Across the top margin were six checks: "did it work?"; "did it work once? (i.e. can it be done again?)"; "does it normally work?"; "is it cost effective?"; "will somebody buy it?"; and special to this project "did it bring about institutional change?".

The Department of Internal Affairs (Coup *et al*, 1990) has published a document for community groups who are planning development projects ('We are doing well - aren't we? Guide to Planning, Monitoring, and Evaluating Community Projects'). The questions asked in evaluating a project include finding out *what difference undertaking the project has made*, particularly to participants (skills learned; self esteem of helpers, participants, researchers; attitudes of those involved; understanding of issues; etc), as well as checking to see whether the objectives of the project have been met. This means alongside drawing up the development proposal, there also needs to be an evaluation proposal. The evaluation component includes providing feedback to the community which is to experience the development, either verbally at public meetings or through reports (most of which would be written especially for a lay public).

The report's writers suggest that feedback to an agency which has provided funding or other sponsorship for the project will be of most value if information is included which will help the agency make decisions about future policies (including future funding of such projects and facilitation programmes).

An agreed partnership between the project leader and the stakeholders requires some kind of two-way communication strategy. This can be narrowed down to a check-list. For example:

1. What is the problem?
2. What could be done to solve it? (i.e. What is the purpose of the project, what is it aiming to achieve (this aspect should be frequently revisited) - and by when?)
3. Who are the stakeholders? (i.e. Who's problem is it?)
4. How are stakeholders being involved? (eg Have they been consulted? If so, what is the view of each stakeholder group of the research problem? and How have these views been integrated into the design of the project? i.e. what empowering strategies have been developed to include stakeholders?)
5. Has an evaluation loop been included? (Who is doing the evaluation? What is being evaluated? How are stakeholders involved in the evaluation?)
6. Has a feedback loop been included (Who is feeding back, what is being fed back and to whom?)

Coup *et al* (1990) have prepared a useful five part guide for communities putting together a development strategy (see appendix 1), while 'Points to Consider when Starting a New Enterprise' (Pomeroy, 1979) is a useful guide to starting a business (see also appendix 1).

Facilitation

In working on a development project it often becomes clear that an outside agent is needed to assist the community access information, skills or resources. This is the most helpful role the government can take, when working in partnership with a rural community. The Community Employment Group (CEG) of the Department of Labour have established enterprise agencies (see appendix two) which are funded jointly by government and the community to develop ideas into practical businesses. The agencies include business facilitators who provide support and encouragement to people wanting to start a business or business people wanting to expand. CEG have published a document called *Dreams to Reality* which explains the philosophy of Italian facilitator Ernesto Sirolli. A practical observer of unworkable aid projects, Sirolli's model is based on two simple concepts: *never initiate* and *never motivate* (Baylis, 1991: 7). Sirolli argues that you cannot motivate people unless you are prepared to take responsibility for them. If people aren't ready to run with their idea, the facilitator needs to respect this and walk away from it. The government/bureaucracy is not there to tell people what to do, but to help individuals do what they want.

We don't chase clients. After the first meeting if they don't come back we wait.. Maybe they are not ready for it as yet. Maybe they will come back after a month or a year. We respect their choices.. Regarding their business proposal, we don't belittle it, no matter how basic it is. We work a simple business plan with them

and let them see for themselves that there isn't really any money in what they propose.

(Sirolli, quoted in Baylis, 1991:7).

Dreams to Reality records numerous success stories from the Sirolli type of approach to development, all of which are based on a grassroots approach (see appendix three for examples), rather than on development schemes imposed by government policy.

Mind sets

Even after a cross-section of the community has been drawn into planning the development project, one main barrier to rural development remains. This is resistance to change. All too often people involved in guiding development projects are not value free in their approach to identifying the problem or strategies for solving them. For example, when a development project is based on expanding some aspect of the farm business, the organisation and socio-economic structure of the farm enterprise needs to be considered, together with the various motivations of the farm owners and other stakeholders.

The importance of stakeholder involvement can be seen from an example of plantation agriculture from Sri Lanka (Jones, 1992). Close social connections between the researchers, agricultural advisers and management of the state owned plantations ensured that at this top level, information flowed freely and there was significant understanding of the techniques and problems of tea growing. However, the information had little impact on production as it did not penetrate below to the people who were actually responsible for the work of cultivation. Information had to trickle down a hierarchy which began with the management strata, followed by senior then junior field staff, then headmen and supervisors, and finally ill-educated and poorly paid people who actually did the work. Because the workers were not included in discussions, or in the research programme, they did not receive the information first hand, and had difficulty understanding what was required of them. Even more critical, by not participating in the research, they were not able to explain the problems they faced in cultivating tea, and they were not given the opportunity to suggest solutions from their own experience with the crop.

When change is desired, it needs to be recognised that more than one individual may have a key role in setting business direction. Pomeroy (1986, 1990) the goals of female partners (in addition to those of male business partners) need to be given more serious attention by development delivery agents and facilitators, than they have been given in the past. This requires a reappraisal of attitudes towards, and assumptions about, the roles of rural business people and particularly about farm resident women. Two assumptions are often made about women living on farms which may inhibit the provision of information to farm business owners and operators.

The first is that all women married to farmers are involved in their husbands' work. The phenomenon by which women are assumed by society to immerse themselves in their husband's occupation is described by Finch (1983) in her book "Married to the Job". In this scenario, women are assumed to have the same values, goals, and aspirations as their husbands. They are seen as an extension of their husbands, when in fact, they may have nothing to do with the farm business, and if they do, do not necessarily have the same visions

or approach to management. This assumption that women can be treated as one with their husbands can colour perception about the farm business. For example, from this perspective, if a woman works off-farm, her work is seen as a contribution to *the farm's* viability, rather than in terms of goals the woman herself might have. Non-farm related goals need to be considered when discussing technology transfer, marketing issues, and so on, because partners who are not involved in the business still need to participate in decisions which affect the viability of the operation and hence household income, or which will require an input of their (outside) funds.

The second assumption is that the farm work undertaken by women is less important than their husbands' work (Davidoff *et al*, 1976, outline the traditional thinking which has developed into a stereotyping of roles of farm people). By regarding a woman's work as subordinate to a man's there is often a failure to see the woman or the work. Pomeroy's (1993) comparison of farm and rural manufacturing businesses showed that 64% of the case study farms had 50/50 wife/husband shareholding, 54% of women farmers had an active role in the business, and that 46% of women farmers were actively in power sharing with other business partners. Without a full appreciation of the significance of work undertaken by women who run their own business on the farm or who run part of the farm operation, the transfer of technology to that part of the business is likely to fail. Similarly decisions made which fail to consider the impact of the decision on all parts of the business may jeopardise business viability.

Much time and money can be wasted by talking to the wrong person, by assuming too great or too little an involvement by those living on the farm and by failing to take non-farm related goals, or divergent goals between farm partners, into account.

What is New Zealand doing to encourage rural development

While New Zealand does not have an official rural development programme as such, under the wide definition of development accepted in New Zealand, many of the facilitation and partnership activities undertaken by government departments in conjunction with the community in rural areas could, when considered together, be loosely labelled as 'rural development'.

The Ministry of Agriculture and Fisheries (MAF), in particular, has been tasked with a range of activities which relate to the desired outcomes of Ministers of Agriculture to promote the growth, prosperity and well being of New Zealand's agricultural industries and rural communities. This means that since 1991 MAF's traditional work with the agriculture sector has widened to include a greater focus on the non-farm part of rural New Zealand and a greater emphasis on the structural and people side of the farming industry.

Rural people require access to policy proposals if they are to participate effectively in planning for their own needs in making a living and a satisfactory lifestyle, and their area's future development. This means they need to be in contact with the people deciding on policies at central and local government levels. In New Zealand government agencies are working at putting mechanisms in place to ensure rural people are adequately consulted and that the special conditions of rural location are taken into account in the process of policy development.

To assist in the process of ensuring rural people are aware of new legislation or changes to existing legislation, MAF Policy publishes (on a monthly basis) a document called the *Rural Bulletin*. This is distributed free to about 1500 individuals and networks across rural New Zealand. The *Bulletin* provides information on government programmes and policies, changes in the structure of government departments, information on matters such as funding sources and ideas for, and examples of, community self help. In addition, *Community Help*, a directory of the services provided by government and non-government agencies (which includes a description of each service) is published on an annual basis.

The Rural Resources Group is also charged with facilitating community, organisational and individual achievement of opportunities. As part of this activity the Minister of Agriculture has held a series of seminars throughout rural New Zealand on rural opportunities and initiatives which the community may take to develop their areas. Speakers at the seminars pointed to many excellent ideas already in place. For example, special packaging of graded, quality, washed Oamaru potatoes ensures a premium return for this product; while in partnership with government (through Taskforce Green - see appendix 2) activities such as developing walking tracks, sand dune fencing, tree planting and amenity improvements contribute to a pleasant environment which is expected to encourage tourism.

MAF has a responsibility within the Policy Advice output to monitor and assess the impact of issues and events on rural communities, and ensure these communities participate in policy development. Under this contract there is a requirement to work with other government departments, to ensure rural communities have a clear explanation of Government policies and community views are heard in the process of developing and modifying these policies. MAF holds meetings with other departments and ministries on a regular basis to exchange details on the servicing and information concerns and needs of rural people. Alignment also occurs with local government (regional and district councils), and consultation with rural organisations (such as Womens Division Federated Farmers, Federated Farmers, Young Farmers Club) and community groups (eg South Canterbury Integrated Rural Development Board, Southern Forum) to try to ensure a representative view of policy implications on rural people are considered at central government level.

MAF is also developing systems so that Maori will have more opportunity to influence the decisions and services that affect their land and water resources. One approach has been the development of the Ka Awatea⁴ project. This started as a two part project. The first part was a report on government policies and programmes for rural Maori (undertaken for MAF by a research consultant). The second part was to be a pilot study undertaken by two rural Maori communities within the Hokianga. The communities represented by their runanga (council) and takiwa (tribal area) executives, were to undertake the research themselves - assessing their needs and, using the first report as a basis, judging the usefulness of the policies and programmes in meeting these needs. A final report was then to be prepared to provide feedback on the value of the government's policies to the officials who participated in the first part of the project.

⁴ Ka Awatea: Awakening

By leaving it to the communities to decide what their needs were, the project underwent a subtle change. Te Runanga O Te Rarawa (in the Kaitaia area) undertook an analysis of the Resource Management Act. They decided their greatest need was to find out how the Act applied to them, and thought through how they might research this.

In the first instance they called meetings with, and sought information from, government officials from a range of departments on the application of the Act. They also undertook a series of developmental activities to enable them to extend the teamwork and management skills of the runanga so that it would be better able to develop a Resource Management Plan for the rohe (local geographic area). This has included getting their accountant to explain their community trust budget to them so that instead of just endorsing the decisions the accountant makes on their behalf, they can now give informed opinions on how they want their money to be spent. Time spent in runanga planning has revealed a need to involve the rangatahi (youth) more in all areas of activity. There is also a need to identify potential leaders from amongst the rangatahi and to develop them. Hui (meeting) are being planned to both interest rangatahi in runanga involvement and help in identification of possible youth leadership.

Te Wahapu O Hokianga Takiwa in the Kaikohe area decided to assess their resources and analyze the structure of their community (with particular emphasis placed on matters of importance to the takiwa). From that basis they will develop a management plan setting out the future direction for the takiwa.

MAF has provided a draft report of government programmes and policies for rural Maori (as the final is not yet complete) and a statistical report describing the takiwa area. These, combined with the takiwa's own needs assessment will provide the information necessary for Te Wahapu O Hokianga Takiwa to assess how well government policies and programmes can assist them in achieving their desired goals.

The projects, though not yet fully complete, have already proved so successful that the two communities intend undertaking the research project the other community worked on.

A fourth part - on land use - has been added to the overall project, again undertaken by a member of the community. In this project a member of Ngapuhi Ki Te Marangai Takiwa in the Kerikeri area is identifying the land resource for the takiwa. In a small sample of land blocks, the current management structure, state and use of the land is being identified, the land area and its ownership is being catalogued and the researcher is talking with the owners to see what they would like to do with their land resource. This work has attracted positive interest from the Far North District Council who have plans to facilitate some development in a range of farms systems on Maori land. This idea has also been received well by Maori owners.

The takiwa see this work which was initiated by MAF, but developed by the community, as both useful and timely. While MAF has provided seeding finance and some research guidance, the communities regard this work as of sufficient worth to them that they have sought additional funding outside MAF. The projects have enabled community members to learn a range of new skills as well as more about themselves and their strengths, and how to use these to implement development strategies and activities.

Conclusion

A broad definition of rural development is now almost universally recognised. Less well accepted is the need to involve all sections of the community in planning developments fundamental to the survival of the community, and particularly in projects which will impact on them.

The ideological baggage that many government administrators and community leaders bring with them in their decision making can cloud their judgement and prevent a clear assessment of the situation resulting in poor decision making, frustration and inadequate use of human resources.

Attention must also be paid to what subordinate groups have to say themselves. That is, as long as the dominant group sets the agenda, it is likely that the needs of Maori communities, of women, or of assetless workers and the unemployed, will not be adequately met. This has repercussions in the kinds of problems addressed, the kind of solutions found and the ways in which solutions are applied.

An agreed partnership between project leader and the people who are to be involved in the development programme, or who are the beneficiaries of the project or end users of the technology or product, is essential for the project to be of value to end users. This means that people participating in or leading the project need to step back and take a new perspective on the project. What is being done should focus on enabling locals to participate since they are the experts - they know the resources they have and if they are making the decisions, they have ownership. The programme will be relevant to them and will be used by them. Information cannot be forced onto people. It is only useful when it is perceived to be relevant or necessary. All stakeholders need to be involved in the development process whether adopting a new technology or management style on farm, or facilitating the realisation of new community development opportunities.

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APPENDIX 1

An additional checklist has been derived from management literature for use when establishing development projects. This checklist challenges traditional thinking by asking "unaskable questions". It is relevant not only as a feedback and evaluation tool, but may also provide ideas for further action:

1. Why are we doing this project?
2. How will we use the data we are gathering?
3. What approach or methodology should we use to get the answer to the question asked in 1. above?
4. Why have we obtained the information we did? (Was it the correct methodology, did sampling work as expected?)
5. What are the consequences (short- and long-term) of asking the questions we've asked?
6. What are the consequences (short- and long-term) of finding out whatever was found out?
7. Who is 'impacted', and are they part of the decision-making process?
8. Do we recognise ourselves as part of the project or research process, do we recognise that how we ask the questions, the order we ask them in, and the nuances we apply, may affect the answers we receive?
9. Do we recognise that by going to different sections in the community (gender, ethnicity, class, age or family/ business life cycle) we will get different answers?
10. Do our funders influence how we do the project, and is there a conflict of interest?
11. Do we disclose both favourable and unfavourable data, and does our organisational culture encourage this? What about the funding organisation? And in the case of funding from central government, do Ministers' encourage disclosure of both favourable and unfavourable data? (If no, what do we do about it?)

(adapted from Harnish, 1993: 24)

PLANNING, MONITORING AND EVALUATING COMMUNITY PROJECTS

(Coup et al, 1990)

STAGE ONE: Developing the idea

1. you have the idea
2. ask around
3. get a group together
4. check the need
5. sort out the best ideas

STAGE TWO: Plan the project and evaluation

6. set out the purpose and objectives
7. plan programmes/activities
8. plan the organisation
9. sort out why and how to monitor and evaluate your project
10. decide who does the monitoring and evaluation

11. plan the evaluation
12. assess what resources the project needs
assess what resources the monitoring and evaluation needs
13. draft the project proposal
14. draft the monitoring and evaluation proposal

STAGE THREE: Set up the project and evaluation

15. get the project resources
get the monitoring and evaluation resources
16. set up the monitoring and evaluation
17. set up the proposal

STAGE FOUR: The project and the evaluation in action

18. begin project activities
19. start collecting information (for evaluation)
20. continue with the project
21. carry on gathering information
22. analyse the information
23. make preliminary conclusions
24. give feedback
25. review/change the project
26. check the information gathering

STAGE FIVE: Look at the projects impact and review its future

27. collect extra information
28. make final summary and analysis
29. make final conclusions/recommendations
30. give feedback
31. report more widely
32. decide about major project changes
33. decide to wind up project
34. wind up the project

POINTS TO CONSIDER WHEN STARTING A NEW ENTERPRISE (Pomeroy, 1979)

1. What Are Our Objectives?

- Employment (how many, where)
- Income (how much)
- Other (consider carefully)

2. What Enterprise Should We Start?

Get ideas by:

- talking to friends, shopkeepers, tradespeople, businesspeople

- watching newspapers and magazines
- watching television
- listening to radio
- looking at your resource
 - people and their skills
 - land
 - buildings
 - equipment
- looking for people's needs
- "brainstorming" ideas

3. Is The Enterprise Practical?

- Do people want the product?
 - ask them
 - show them samples
- Can we make it?
 - when it's needed
 - proper quality
 - regularly
- Are the resources readily available?
- What help do we need?
 - development
 - finance
 - equipment
 - management
- Will it be profitable?
- Will it achieve our objectives?

4. What Is The Market?

- What sorts of people want it?
- Are they buying now?
- How much do they want?
 - how much can we supply
 - how much of the existing market can we expect to get
- Is it a steady market, or seasonal, or a "oncer"?
- Can we cope if the market grows?

5. Packing, Transport and Storage

- Where is the market?
 - nearby
 - Auckland
 - New Zealand wide
 - overseas
- What's the best way of getting our product there?
 - at what cost
- Does it need special packaging?
 - to prevent damage
 - for display purposes
 - what do competitors do
- Who is going to transport the product?
 - unload
 - store
 - deliver locally
- Do we insure the goods?

6. Price Setting

Get Professional Help

- What price can we get for it?
 - what does the competition charge
- Can we make and sell it profitably?
 - keep prices up to date
- What will be our terms of sale?
 - cash
 - payment month following
 - other

7. What's Our Competition?

- Is the product being sold now?
 - by whom
 - where
 - at what price
 - is their service good
- Does the competition have any weak points?
 - fluctuating quality
 - unreliable deliveries
 - too expensive
 - badly packaged
 - damaged in transit
- Is someone else liable to start up after us?
 - what could happen to our sales

8. What's So Special About Our Product?

- Why should people change from their present supplier?
- What special benefits have we got?
- What special benefits can we build on?
 - quicker delivery
 - better quality
 - better service
 - help with selling
 - what others
- Write down all our products' special advantages

9. How Should We Advertise?

- Do we need to advertise at all?
 - what does the competition do
- Establish
 - who will buy it?
 - how can we reach them best?
 - : radio
 - : hoardings
 - : mail advertising
 - : TV (expensive)
 - : picture theatres
 - : what other
- How do we get across the special points from 8?
- How much can we afford to spend (see "budget")?
- Do we need professional help?

10. What's The Best Way To Sell It?

- Existing shops and retailers
- Wholesale network
- Commission salesmen
- Our own salesmen
- Roadside stalls
- Should we produce for orders only, or produce the goods and then try to sell them?
- Who's to be in charge of marketing?
- What do we do if customers don't pay?

11. Prepare a Budget

- Get professional help
- Decide
 - how much to make
 - how much profit you want
 - raw material costs
 - cost of wages
 - cost of power, stationery
 - cost of packing, transport and storage
 - cost of advertising
 - cost of running the business
- Then prepare a cash flow forecast
 - this will show how much you need to borrow and when
- Get "Financial Management for the Smaller Company" from the library.

12. What Help Do We Need To Manage Our Enterprise?

- Get "Getting Off The Ground? Establishing Yourself in Business" from the library
 - this contains checklists so you can identify the help you need
- Consider how to
 - produce the right quality
 - at the right time
 - at the right place
 - on the right condition
 - at the quoted price
- What future plans need to be made?
- What can go wrong?
 - how can we prevent this.

13. How can we raise money to get started

- Sources are
 - your people's contribution
 - trading banks
 - Internal Affairs' Guide to Community Funding

APPENDIX TWO: GOVERNMENT PROGRAMMES FOR RURAL PEOPLE IN NEW ZEALAND (Feb 1994)

DEPARTMENT OF INTERNAL AFFAIRS - LOCAL GOVERNMENT AND COMMUNITY SERVICES

The Local Government and Community Information Service (LGCIS) is a newly developed business area within Internal Affairs.

LGCIS develops and coordinates information exchange both indirectly via regionally-based Internal Affairs Link Centres, and directly to local authorities, national community agencies and members of the public.

Publications include a guide to evaluating the success of community projects; and a guide to establishing and running an organisation or business. It includes the various legal structures and how to set them up, how to manage the organisation (running a meeting conflict resolution, planning, mission statement, client services), the workforce (hiring, interviewing, Employment Contracts Act, supervision) and financial management.

Link Centres Located in 16 centres across New Zealand, these offices provide the public with first point of contact information on the policies, programmes and service delivery of central government agencies, as well as the services provided by Internal Affairs (eg the fire service, information on daylight saving and public holidays, passports, etc.

Services

- Community Development Services: Link Centre staff provide an advisory service for community organisations, assisting in particular with project planning, managing a community group; setting up legal structures; project evaluation and monitoring; funding advice; financial management for community organisations; meeting training needs; contract negotiation; group facilitation and networking. The service also administers two community funding schemes: the Youth Worker Training Scheme (\$200,000 per annum) and the Community Project Worker Scheme (\$1,040,000 per annum).
- Community Organisation Grants Scheme (COGS): COGS provides funding for essential social services with an emphasis on smaller local projects which have no other form of assistance. Funding is distributed by 40 Local Distribution Committees who are elected in a process designed to achieve a representative cross section of the scheme's targeted community client groups. Committees covering rural areas are required to ensure appropriate rural membership.
- Internal Affairs is also the key government sponsor of the Funding Information Service (FIS), a database which offers comprehensive information about national and regional funding opportunities (government, private and philanthropic).

NZ TOURISM BOARD - Visitor Information Network Offices

These offices are located throughout the country to provide information on anything and everything you need to know about travelling in New Zealand, including brochures such as "Finding a Toilet in New Zealand".

DEPARTMENT OF LABOUR - COMMUNITY EMPLOYMENT GROUP (CEG)

CEG was established in March 1992. It has 25 regional offices. The group aims to help communities identify resources to encourage local economic development, overcome barriers to employment and create job opportunities. It helps people to help themselves. Grants which will help create or maintain jobs are provided to part fund local community-based projects or groups. The groups contribute to up to 50% of the project costs themselves and must have a formal legal structure.

Funding schemes include:

- Community Employment Assistance Fund: grants are provided to help groups identify and develop projects and strategies using existing resources which will create jobs. The projects should benefit the unemployed.
- Local Employment and Development Fund: the Community Employment Group buys specific employment and enterprise related services from proven local agencies for up to twelve months. Services

focus on job generation, community self sufficiency and promotion of local economic growth. One such service is the "Be Your Own Boss" package.

- Group Development Assistance Fund: this aims at helping people who face barriers to employment such as lack of skills, disability, a criminal or substance abuse history. Examples include a project targeting women who have been out of the workforce for many years and have little formal education. The "Women in Self Employment" pilot project operates in rural areas, helping those unable to travel to government agencies and providing information in an informal way to people reluctant to use government services.

Mobile Service

CEG also operates a nationwide network of field staff who work from five mobile service teams. These fieldworkers operate specifically to bring employment and business development to remote areas in rural New Zealand. They offer time, expertise, information and assistance in project planning, development and management.

Lessons and experiences from nationwide community employment creation projects are shared through a monthly newsletter "Employment Matters".

Projects run by CEG:

- Heritage Development and Tourism Strategies: advice, planning and some funding assistance is provided for restoring, developing and marketing community heritage features as a way of stimulating the local economy and create jobs.
- Economic Renewal Strategies: advice, planning and some funding is provided for investigating employment training and economic opportunities in rural towns under the "Small Town Self Help Programme" and under the "Integrated Rural Development Programme" local economic development plans are co-ordinated regionally but are driven locally.
- Be Your Own Boss: of the more than 50 agencies operating these programmes under contract to the Community Employment Group, about half are located in small towns or rural centres. People are provided with the opportunity to research and develop viable business ideas and get access to the necessary skills, resources and support to start their business. The courses provide: initial self-employment assessment; business skills training; assistance in developing a business plan; assessment of the plan by a panel of key local people with experience in different aspects of business; ongoing support by a business mentor.
- Employment and Enterprise Agencies: About 75 of these community-based organisations are working across New Zealand on local employment and economic development initiatives. They provide business advice, training and support for new and existing businesses and are funded partly from central and local government and partly from community input and trading activities.
- Assistance for Small Business: CEG also provides funding to cover the administration and travel expenses of a network of retired business people called "Company Rebuilders" who donate their time and skills voluntarily to assist small to medium-sized businesses experiencing problems, and to save jobs.

DEPARTMENT OF LABOUR - NEW ZEALAND EMPLOYMENT SERVICE (NZES)

NZES has 70 offices, of which about half are in small towns or rural centres. The service offered is to match job vacancies with job seekers.

The service is responsible for the following programmes:

- Job Plus: this is a negotiable wage subsidy available for a negotiated period up to a maximum of one year to encourage employers to take on disadvantaged job seekers for permanent full-time jobs.
- Taskforce Green: this is a subsidy to employers to take on long-term unemployed people to undertake projects which will benefit the community or environment, be additional to normal work, last 3 12

months, and not displace existing staff. Shorter duration projects in rural areas involve activities such as cleaning up after a flood.

- **Community Taskforce:** this programme offers three days a week work experience for jobseekers. Participants receive the unemployment benefit plus a \$15 top-up. Only employers with tasks additional to their normal work may participate in this project, and projects must benefit the community, last three to six months, not displace existing workers nor involve regular or on-going maintenance.
- **Workbridge:** Workbridge (an independent agency) and the Labour Department work closely together to provide training and job placement for people of different abilities.

MINISTRY OF COMMERCE

The Business Development Programme is an integrated package of assistance measures to help existing businesses and those wanting to start out in business. Business advice and referral is offered through a New Zealand wide network of 21 Business Development Boards. These are made up of regional business people and small permanent staffs. In addition to business development activities, information is provided on government initiatives such as the Enterprise Assistance Package which includes programmes funded and administered by other agencies such as Community Employment Group.

Three types of business development grant are available:

- **Business Development Investigation Grants:** helps firms and individuals investigate the viability and feasibility of projects involving activities new to their region (50% of costs up to \$20,000).
- **Expert Assistance Grant Schemes:** helps firms make use of consultants in specific specialised management areas where such expertise is not available in-house (50% of costs to \$8,000).
- **Enterprise Growth Development Scheme:** helps firms with market research, new market exploration, trade fair participation, new market promotion, quality assurance audits etc (50% of costs to \$20,000).

The Business Development Programmes are reviewed annually through an independent survey of regional/business development grant recipients. No distinction is made between rural and urban recipients. A newsletter, "Business Development", provides information on the scheme.

TE PUNI KOKIRI (TPK) (MINISTRY OF MAORI DEVELOPMENT)

The purpose of TPK is to assist in developing an environment of opportunity and choice for tangata whenua, consistent with the Treaty of Waitangi. There are fourteen regional offices which manage the implementation of 'lead projects', facilitate access for Maori people to resources in the public, private or voluntary sectors, monitor local services for Maori provided by public or private agencies, and facilitate Maori community input into Policy advice. Areas monitored include Maori education, health, assets management, and labour resource; relationship between Maori people and the Crown; Maori potential; facilitation of local services; and services to the Maori Trustee, etc.

TPK also administers the Wahine Pakari Programme, a training programme which aims to increase the entrepreneurial skills and commercial activity of Maori women. Women trained in this scheme then train others. The programme is monitored by Women's Affairs' Te Ohu Whakatupu Maori Policy Unit.

EDUCATION AND TRAINING SUPPORT AGENCY (ETSA)

ETSA facilitates a range of training options in response to the needs of clients (employers, apprentices and trainees) and the economy. Programmes such as the Training Opportunities Programme, which helps school leavers or long term unemployed people with low qualifications to employment skills, are fully funded by Government. These programmes operate across New Zealand.

RURAL EDUCATION ACTIVITIES PROGRAMME

This programme provides educational support and assistance, both supplementary and complementary, to that provided by traditional educational agencies to all sectors of the rural community from pre-school to post-school and continuing

life-long education. REAP enhances, promotes and provides life long learning opportunities, community development and personal development. REAP is based on the belief that the local community is best able to identify its own special needs. There are thirteen REAP authorities in rural New Zealand. Each is an incorporated society with a local management committee which receives direct funding through the Ministry of Education.

THE CAREERS SERVICE (formerly Quest Rapuara)

The Careers Service maintains a database which describes 500 jobs and 3,500 courses, and produces publications on transition education, career planning and choice, self employment, and cultural and equity awareness. It also provides career counselling and other services to help people make informed choices about education, training and work choices, career planning and retraining.

Maori Information Resources

'He Waka Eke Noa' is a new publication from Quest Rapuara. It has been published to help put trainers and educators in touch with useful Maori information resources. It contains sections on: Te Reo Maori, the Oral Arts, the Written Arts, Te Mahi Taonga, Maoritanga, Maori Women, the Way Ahead, Information, Management and Bibliographies.

MINISTRY OF EDUCATION - CORRESPONDENCE SCHOOL

The school caters for people doing work from primary to 7th form year curricula (usually about 5 to 17 years). National radio broadcasts cover 25% of the rural population (about 5,500 students) usually in very remote areas of New Zealand.

MINISTRY OF EDUCATION - SCHOOL TRANSPORT ASSISTANCE

The Ministry of Education currently funds transport to eligible rural students to (the equivalent of) their nearest state (or integrated) school by providing a school bus service, private and public conveyance allowances.

NATIONAL LIBRARY OF NEW ZEALAND Te Puna Matauranga o Aotearoa

The National Library does not lend directly to the public, but assists other libraries, particularly those in rural districts, by encouraging the sharing of limited library resources. It is currently assisting rural libraries to set up electronic databases. It has a special responsibility for collecting and providing access to New Zealand materials and information, and will also supply rare/expensive books through the library system. Information available from the National Library includes printed information; pictorial information relating to New Zealand, such as drawings, prints, maps, cartoons and photographs; unpublished manuscripts and archival material; sheet music and sound recordings; videos, microfilm and microfiche; information in electronic form.

DEPARTMENT OF SOCIAL WELFARE (DSW) - INCOME SUPPORT SERVICE

Training Benefits, Training Incentive Allowances, Rehabilitation Allowances and Job Search Allowances are available from the Department of Social Welfare's Income Support Service to certain categories of unemployed people seeking approved employment related training. Allowances are for items such as travel costs. The Income Support Service also administers the Accommodation Supplement (up to \$55 per week outside Auckland and Wellington) for those eligible.

DEPARTMENT OF SOCIAL WELFARE (DSW) - COMMUNITY FUNDING AGENCY

This agency is responsible for the allocation and delivery of funding and support to community based social and welfare service providers throughout New Zealand. It aims to ensure all New Zealanders have access to a range of quality services according to their needs.

Services provided are:

- Family Under Stress: includes women's refuges, and parenting programmes;

- **Community Welfare:** includes budgeting programmes, rape crisis and sexual abuse programmes, marriage guidance and victims support groups; and
- **People with Disabilities:** includes residential and support services, vocational opportunities and employment placement.

HOUSING NEW ZEALAND LIMITED

Housing New Zealand has 54 Neighbourhood Units which are community-based 'shop front outlets', responsible for between 500 and 2,500 properties (according to location). To ensure accessibility, Neighbourhood Units are set up in locations close to the community they serve, such as at junctions or on main roads in rural areas.

Housing New Zealand manages and maintains a stock of houses for community housing purposes, let on terms and conditions agreed in contracts with the Minister of Social Welfare or approved agencies. The number and location of these rental units for use by the community/voluntary groups are agreed each year with the Community Funding Agency of the Department of Social Welfare. Housing New Zealand also administers, under contract, the Housing Corporation's mortgage lending business.

MINISTRY OF AGRICULTURE AND FISHERIES - RURAL RESOURCES UNIT

The Rural Resources Unit (RRU) was established in July 1991. It monitors changes in rural New Zealand and advises the Government on trends within the agricultural industries and rural communities; the impact of Government policies on rural industries and communities and local reaction to issues. The work of the RRU recognises that the performance and prospects of farmers and horticulturalists is closely linked to the well-being of their service communities and to the ability of these communities to provide services to the farm, processing and distribution sectors. The Unit facilitates the Government's aim of providing adequate access to basic services and information to rural New Zealanders, and the input of the rural community and rural industries into policy advice. The Unit also facilitates achievement of Government objectives through identification and promotion of opportunities and encouragement of private initiatives; provides a capability for reports, advice and response during and after climatic and natural disasters affecting agriculture and horticulture; and, administers approved Government programmes for the agricultural sector, for example, climatic disaster recovery assistance and Rural Co-ordinator Programme.

MAF AGRICULTURE NEW ZEALAND

Agriculture New Zealand is the consultancy business of the Ministry of Agriculture and Fisheries. Agriculture New Zealand is a nationwide organisation concentrating on meeting the needs of farm, orchard and business organisations and government sector clients. The focus is strongly on the individual client, whether a farmer at local level, business organisation or agency with national needs.

Agriculture New Zealand comprises:

- Agricultural consultants
- Horticultural consultants
- Agricultural engineers
- Animal husbandry specialists
- Agricultural economists
- Agribusiness consultants

Client groups include farmers and growers, rural investors, regional and central government organisations, producer boards, agribusiness processors and marketers, and financial institutions. From a free government funded advisory service, Agriculture New Zealand has developed into a fully commercial business.

JUSTICE DEPARTMENT - Waitangi Tribunal Division

The Waitangi Tribunal Division services the Waitangi Tribunal and provides assistance to Treaty partners within the terms of the Treaty of Waitangi Act 1975. The Waitangi Tribunal makes recommendations to government on claims relating to the practical application of the Treaty and to determine whether certain matters are consistent with the principles of the Treaty.

JUSTICE DEPARTMENT - Maori Land Court

The Maori Land Court Division is responsible for:

- servicing the Maori Land Courts and related tribunals maintaining the records of title and ownership of Maori land.
- maintaining the records of title and ownership of Maori land.
- providing land information from
- the Maori Land Court record
- the records of crown and other agencies
- promoting the management of Maori land by its owners.

On 1 July 1993 the Court commenced operating under the new Te Ture Whenua/Maori Land Act 1993. Under this Act the court continues to provide those services above, with emphasis on the following objectives:

To promote and assist in:

- the retention of Maori Land and General Land owned by Maori in the hands of owners and
- the effective use, management, and development, by or on behalf of the owners, of Maori Land and General Land owned by Maori.

POLICE

The Police have recently launched a five-year strategic plan 'Safer Communities Together 1993' focusing on neighbourhood crime reduction, particularly family violence, house burglaries, motor vehicle crime, street violence and disorder, and neighbourhood participation in crime reduction. All of these include rural support. The Police are working with local rural communities to extend the concept of neighbourhood support schemes to rural areas.

DEPARTMENT OF SURVEY AND LAND INFORMATION Te Pana Korero Whenua

The Department of Survey and Land Information assists property owners where possible with the following (charges may apply):

- maps, plans, and aerial photographs which show the location and all physical features of the land
- land development advice and contacts
- effect of local and national legislation on land
- preparation of development plans
- preparation of plans, maps, aerial photographs and reports to assist consultations with various authorities
- provision of technical and professional support during formal hearings, consultative meetings and negotiations
- surveys of land and associated improvements to assist with requests for finance
- co-ordination of planning, surveying, engineering and building design work
- marker peg placement for proposed buildings, access water and sewer reticulation, farm structure and other developments
- the determination of the legal boundaries of their properties, and
- to quantify and plot the effects of erosion.

DEPARTMENT OF CONSERVATION (DOC)

The Department of Conservation administers national maritime and forest parks, farm parks, wilderness areas and approximately two thousand reserves of different kinds, marginal strips around lakes and rivers and other protected areas; almost 30 percent of New Zealand's land area. The Department promotes support for and enhancement of a conservation ethic both within New Zealand and internationally, and ensures sensitive and sustainable use of New Zealand's natural and historic resources by the public. The Department encourages community participation in volunteer activities and initiatives to protect a wide range of land types and coastal areas. It works together with the tangata whenua in the protection of Maori cultural and spiritual values.

NATIONAL RURAL FIRE AUTHORITY

The authority provides information on the national and regional offices of the authority; the National Rural Fire Advisory Committee; local rural fire co-ordinating committees; working parties; rural fire districts; rural fire equipment suppliers and helicopter companies; etc.

Appendix three: Examples of rural development activities in New Zealand

With seeding finance from the Franklin Enterprise Agency a new bug breeding business has emerged supplying insects and bugs to bird breeders, pet shops, zoos, lizard keepers and the Asian restaurant market.

A project to destroy a pest and provide income to 10 long term unemployed people has seen the development of a small business in Opotiki selling possum skins to a larger established company for export to Europe for the collar and trim trade. The potential for exporting possum meat meals is being investigated.

In the rural town of Rawene headstones for graves are being made from recycled glass as an alternative to marble. Empty bottles are collected from 18 hotels in the district and crushed, graded, processed, moulded into the final shape and the required inscription added.

The work of fine wood turners in the rural West Coast is being assisted by a joint local government/central govt project for setting quality standards and creating a consistent image for the work. The aim is to raise the income of the fine wood workers and double the number of people employed in the industry,

The making of traditional flax kits (satchel-like baskets) has become a business for the women of Te Hapua (in the far north).

A taxidermy business has been established in Taupo based on the big game and fishing industry there. The works mainly go to overseas tourists.

A joint effort by West Coast Regional Council and West Coast Tourism Council has seen the production of a marketing guide "Great West Coast Drive Booklet" around three themes:- Natural Heritage which focuses on natural features such as the glaciers; Historical Heritage which centres on the area's gold and coal mining history; Lifestyle which is a guide to the unique arts and crafts and outdoor activities especially for backpackers.

The Ngai Tahu Maori Trust Board has established accommodation and tourist services in Fiordland. Entertainment includes fishing, guided walks to see birds such as the kea and kakapo, and the tracing of early routes taken by the Ngai Tahu to obtain greenstone (jade) for carving.

Port Valley Tourism (inland from the Bay of Islands, Northland) is being developed as a spin off from the already developed tourism centre of the Bay of Islands. Attractions being developed include excursions on the Kawakawa steam train, visiting the Waiomio caves, a pa site natural thermal springs and jet boating.

Wairarapa Wine and Food Festival based on local wine production, this festival now rates among New Zealand's top 200 special events and attracts thousands to the area.

Development of a Maritime Museum at Bluff based on the area's heritage as a fishing port, and the south coast's early history of whaling. The museum is being developed by the

community was some assistance from central government's Enterprise Assistance Programme.

Based on the need for craft in order to participate in polynesian canoe racing, Nga Hoe Horo Builders of Pawarenga have developed a business producing fibre glass outrigger canoes.

Canoe tours on the Wanganui River have been developed to create work, and share the river's beauty and spiritual significance. The tours include bush walks, instruction in traditional fishing methods, a sheep shearing display, a visit to Jerusalem and stops or overnight stays at four marae - Ranana, Koroniti, Kaiwhaiki and Putiki.

Car Rally The Opotiki Enterprise Agency in conjunction with the local community have established their town as the host (and start/finish) for the annual Rothmans car racing rally. The route, which includes "monstrous hills and dirty corners", has become known throughout the world for its difficulty. The rally attracts 400 people directly involved in the event and over 2,000 spectators.

Mobile Wallpaper Shop A small town wallpaper business has been saved by the owner's expansion into a mobile service to take wallpaper rolls and books, paints and curtain samples to rural and small town customers.

An abandoned fish factory in Whitianga (Coromandel Peninsula) has been turned into a health and fitness centre employing 10 people. It's a local community venture and will cater to some of the 55,000 tourists who visit the area each summer. Expansions planned include flea markets and discos.

A Kaitiā recycling business has been developed as a community project with the support of the Far North District Council, the Community Employment Group and the Department of Education, employing 23 full and part-time staff.

Women in Agriculture Field Days These are forums organised by local farming women at which women teach other women. Topics include how to erect an electric fence, how to cure sheep skins, how to train a dog, how to set up a home-based business.

A mobile fish shop provides fresh fish in Bluff over the weekend when other fish shops are closed.

Rest homes and villages for the elderly frail who wish to remain close to their own areas have been established in rural towns such as Te Kauwhata, Hikurangi, Oponaki and Patea. The homes are an important source of income for local people, providing part and full-time work.