

New Zealand Study Group Report

Emerging Pacific Leaders Dialogue 2014

'The Amazing Strength and Resilience of the Human Spirit'

Oceania has many great stories that tell us of the journey our ancestors have taken, navigating through the stormy waters, using only the elements and their intimate knowledge of their environment to guide them.

Whether or not they reached their intended destination we will never know. To this day their descendants continue that journey, navigating through those same waters, facing new challenges and doing their best to learn from what is around them. They carry on strengthening their foundations and adapting to survive in an ever-changing world.

This is the story of eleven men and women of Oceania. Brave souls who travelled in their wakas from all corners of Oceania; they came together, built one great waka from the eleven and navigated their way through a journey never imagined by their ancestors. On their voyage they met many great chiefs and warriors from whom they gained important skills and knowledge. They acquired new navigational tools and strengthened their sails.

These eleven men and women are approaching the end of this journey. They will take apart their united waka and create eleven new stronger ones. They will continue on their personal journeys knowing their paths will cross again and that mother Oceania and her 'sea of islands' will forever connect them.

This is our story, the story of eleven leaders of Oceania. A story that we hope will be told to future generations, so that they can learn from us and navigate their own way through our continent of Oceania. 'The Amazing Strength and Resilience of the Human Spirit' will prevail. The lifelong journey of learning will navigate us through all that is yet to come.

Ocean's Eleven

Glenda Stanley (Group Leader) - Australia

Jody Jackson-Becerra (Liaison Officer) - New Zealand

Paul Alee - Marshall Islands

Seini Moalapau'u Fifita - Tonga

Gina Houng-Lee - Fiji

David Patternot - Solomon Islands

Joanne Rasmussen McNeely - Samoa

Tewia Tawiita - Republic of Kiribati

Inangaro Vakaafi - Niue

Paul Valemei - Fiji

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Introduction

A 6.3 magnitude earthquake struck Christchurch on the 22nd February 2011 at 12:51pm. It was centred 10km south east of the city, at a depth of 5km. One hundred and eighty five (185) people died and one hundred and sixty four (164) were seriously injured. In the wake of this crisis, the questions raised are: *How does a leader respond? How does a city rebuild? What lessons are to be learnt?*

Our six day tour to Aotearoa-New Zealand in Christchurch and Auckland focussed predominantly on natural disaster recovery and preparedness, community and culture, good governance and the role of tertiary education in economic development. Meetings were held with leaders from various sectors to provide insight into their leadership styles and its relevance to our leadership development. This report provides examples showing how we identified our key learnings and highlights leadership actions that can be applied elsewhere by ourselves and others.

Sustainable Economic Growth and Industry

“Play to your natural strengths” was a recurring message from leaders we visited. This advice is relevant to sustainable economic growth in Oceania as we are remote from the large populations of the world and rely heavily on generating revenue from the natural environment (e.g. from agriculture, fisheries and tourism).

Opportunities for Pacific nations to ‘better align’ their agriculture production to the tourism sector was highlighted at Lincoln University. By linking local primary producers and tourism providers, Oceania is able to create a more authentic visitor experience and reduce non-biodegradable waste, energy use and freight costs. It provides prospects for landowners who are too small to export and opportunities to value-add via small-scale manufacturing, hence generating income revenue for local communities. Unfortunately, in some Oceania tourist destinations, up to 80 per cent of the food is imported at great financial and environmental cost (e.g. packaging, fuel consumption, environmental footprint). Lincoln

University provided an effective model for supporting sustainable development by focussing on commercially-relevant and applied research aligned to the needs of local business and community.

The economies of Pacific nations are vulnerable to natural disasters. Christchurch provides an example of economic recovery after a natural disaster. There was consensus amongst the leaders from government and industry sectors to support businesses once the immediate human emergency had passed to ensure business could resume operation as quickly as possible. Mr Peter Townsend, Chief Executive Officer of Canterbury Employer's Chamber of Commerce advised of a number of strategies that were successfully implemented. These included the temporary relaxation of government regulations (e.g. extension of BAS lodgement dates) and providing government financial support (depositing relief aid directly into business owners' bank accounts) so that businesses could continue to pay their employees. Mr Peter Townsend also advised these measures 'saved many businesses that would have otherwise collapsed'; protecting the critical mass in the workforce while ensuring that money continued to flow through the community and economy. As a result of these and other measures including the rebuild efforts, Christchurch has very low rates of unemployment.

Good Governance

Good governance is "participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society" (UNESCAP).

The transparency demonstrated by the leaders (including former Mayors, Chief Executive Officers, Senior Managers) in Christchurch in terms of learnings, rationale for decision making, strategies employed and processes was highly commendable. Mr Donald Couch, Commissioner of Environment Canterbury, generously provided a detailed overview on Te Runanga Ngāi Tahu including priorities, investment strategies, allocation of resources and asset growth from 1999-2014. Mr Couch emphasised that cultural

practices and principles must be embedded when setting up a government body for tangata whenua (First Peoples) and stated that, ‘Ngai Tahu continue to have ongoing dialogue about where cultural protocols and corporate proposals meet; ensuring there is and must be a balance between culture and technology’. This is captured in the 25-year Strategic Plan that was developed by the iwi (tribe) in 2000 containing 233 action items with key indicators and specific timeframes.

The Christchurch earthquake response demonstrated several elements of good governance. Brigadier (Ret.) Neville Reilly (Group Controller Canterbury Civil Defence Emergency Management Group) highlighted the importance of having established legal frameworks that outline which agency is responsible for each element of a

“We won’t be remembered for how quickly we got the road fixed or got the water running. We will be remembered for how well we looked after the people. It is all about the people”
(N Reilly, Group Controller Canterbury CDEM Group, 2014)

disaster response. For example, in the first few hours after the earthquake, Christchurch City Council mobilised a response centre to disseminate information and ensure that law and order was maintained. As the extent of the earthquake devastation became evident, a state of National Disaster was declared which triggered a series of higher level government responses.

Whilst these legal and management structures are vital for response and recovery, a key message from Neville Reilly, Sir Bob Parker (former Mayor of Christchurch) and Fr Paulo Filo’iali’i was that community members are commonly the first to respond to emergency situations. This was evident by student volunteers knocking on 60,000 doors to ensure that residents were safe and providing assistance where required. Resources from areas not affected by the quake were also shared with those affected. The ‘Farmy Army’, comprising farmers from the outskirts of the city brought their earthmoving equipment and food in to help affected residents. The business community also opened its doors: supermarkets allowed people to take groceries without paying, based on a spirit of community and trust.

Regional Cooperation and Infrastructure

Poverty, overpopulation, resource limitations and inequality mean that no nation can operate in isolation. In the Pacific region, there are several platforms where regional cooperation is promoted. The most notable of these is the Pacific Island Forum which includes Pacific member states as well as New Zealand. Recently, Pacific Island Forum members signed the Majuro Declaration as a united call for action on climate change.

The New Zealand Government's development arm (NZ Development Scheme/NZAID) has an ongoing involvement in the Pacific with its mandate to support sustainable development in order to reduce poverty and to contribute to a more secure, equitable and prosperous world (NZAID 2010). There are numerous successful outcomes as a result of this support including four members of the NZ study group having completed their tertiary education in New Zealand enabling further contribution to the development of their island nations.

Commodore John Campbell from the New Zealand Navy emphasised the strong and interconnected relationship between New Zealand and the Pacific. During the tour of HMNZ Canterbury, Commander David Turner reinforced this support by stating "the New Zealand Defence Force is always on standby to mobilise its support for its Pacific neighbours in the event of a natural or humanitarian disaster". This is evident in the assistance provided by HMNZ Canterbury to Samoa in response to the 2009 tsunami.

Security, Stability and Strengthening Communities

Many Oceania communities still remain isolated from the machinery of government and it became evident that modern systems of government cannot work in isolation of traditional and communal support systems. Ngāi Tahu demonstrated how traditional and modern governance bodies can coexist and deliver services to the people.

Empowering the youth and engaging vulnerable communities is important for preventing unrest and security problems from emerging. In contrast to some parts of the Pacific region, where disengaged

youth have turned to violent conflict and civil disobedience, several successful examples of youth engagement were highlighted. This included the Ngāi Tahu passing on their traditions and values to their youth, Mayor Len Brown engaging disadvantaged communities in South Auckland and Sam Johnson mobilising the 11,000-strong Student Army in Christchurch. In each example, the common thread was leaders listening to at-risk sections of the community and validating their ideas to create a greater sense of belonging and community spirit. The styles and processes for each of these leaders were different and at times in conflict with other leaders leadership styles, yet the vision and end objectives were the same.

“What every culture must eventually decide, actively debate and decide, is what of all that surrounds it, tangible and intangible, it will dismantle and turn into material wealth. And what of its cultural wealth, from the tradition of finding peace in the vision of undisturbed hillside to a knowledge of how to finance a corporate merger it will fight to preserve.

(Barry Lopez – Artic Dream, presented by Sir Tipani O’Regan 2014)

It was however, apparent there was some dissatisfaction within low socio-economic areas of the Christchurch community with regard to the slow progress of the rebuild and priorities for expenditure. This was observed in ‘informal settings’ outside the schedule meetings in ad-hoc conversations with local community members. A number of the leaders stated that ‘hard decisions have to be made’ and acknowledged that this will and has resulted in some disharmony at

different levels. Clear communication was identified by all leaders as the best way to manage this.

Education, Environment, Science and Health

To invest in the future is to invest in education. Challenges in the Pacific include targeting education to meet the needs for future development. The challenge for education in the Pacific is shaped by the constant questions of ‘education for whom and education for what?’ At Lincoln University, their mission statement is to “feed the world, protect the future and live well”. This approach was employed by Associate Professor Tracy Berno from the Faculty of Tourism and Development in her cookbook project, Mea Kai. This international award-winning cookbook uses traditional recipes from local residents throughout the Pacific. But it is more than a cookbook: this publication combines indigenous knowledge and culture and a commitment to healthy communities and sustainable agriculture.

A number of speakers identified that leaders must set a goal, achieve it and move on. This was illustrated by Sir Tipene O'Regan and Donald Crouch, who have been instrumental in reaching settlement with the government and generating significant wealth for the Ngāi Tahu iwi (tribe). The proceeds from diversified investments are distributed to benefit Ngāi Tahu people across a range of cultural, environmental and social initiatives that are clearly outlined in a 25-year plan. Although the corporation's focus is on economic success first and foremost, the Ngāi Tahu leadership have taken an ethical approach and do not invest in sectors that bring harm to their people (e.g. gambling and liquor).

Conclusion

There is opportunity to rebuild, redefine and re-create post crisis. In adversity and disaster, governance, education and health were the main focus for the leaders of Christchurch. Common themes throughout the tour included vision, resilience, courage, innovation, unity, decisiveness, love and humility.




While there were many learnings, questions are raised as to what lies beneath and 'what we did not see'. Accessing grassroots communities would have greatly enhanced the scope of our study and provided more robust findings. However, it is important to note that great insights have been obtained about the various leadership styles, the resilience of the communities affected as reported by the leaders and the innovative solutions applied to address the challenges post-earthquake. Lastly, while structures, processes and planning are important, the people of Christchurch have demonstrated that in adversity, it is humanity that brings hope.


Team Ocean's Eleven, New Zealand Study Group 2014



Annex 1

New Zealand Study Group Tour Overview:

<p>Christchurch</p> <p>Sunday 19 October 2014</p>	<p>Parish of Hornby and Darfield, St Bernadette's Church Hornby</p> <p>Father Paulo Filoaili'i (Samoan) is the Diocesan Chaplin for both the Samoan and Tongan Communities in the Hornby area. As a result of the 2011 Earthquake, the Darfield parish have joined Hornsby creating and celebrating a multicultural congregation. Father Paulo is also the nephew of the late Cardinal Archbishop of Samoa-Apia Pio Taofinu'u.</p>  <p>Canterbury Museum</p> <p>The Canterbury Museum became the coordination point for the Disaster Recovery effort due to the damage incurred to the Christchurch Council building in 2011.</p> <p>Keynote speakers:</p> <ul style="list-style-type: none"> • Mr Michael McEvedy (Chair of the Canterbury Museum Board and Council Member for Selwyn District Council). • Nigel Tecofsky, Acting Director, Canterbury Museum. • Anthony Henning, Tour Guide.
<p>Monday 20 October 2014</p>	<p>Te Runanga Ngāi Tahu Marae, Rapaki</p>  <p>Ngāi Tahu (or Kāi Tahu) is the principal Māori iwi (tribe) of the southern region of New Zealand. The New Zealand Parliament passed the Ngāi Tahu Claims Settlement Act in 1998 to record an apology from the Crown and to settle claims made under the Treaty of Waitangi. One of the Act's provisions covered the use of dual (Māori and English) names for geographical locations in the Kāi Tahu area.</p> <p>Ngāi Tahu actively owns or invests in many businesses throughout the country. In 2013 Ngāi Tahu Holdings made a net profit of NZD77.9m.</p> <p>Keynote speakers:</p> <ul style="list-style-type: none"> • Sir Tipene O'Regan, Chair of Ngai Tahu, Assistant Vice Chancellor (Maori) at University of Canterbury. • Donald Couch, former Pro-Chancellor of Lincoln University and current Commissioner for Environment Canterbury.
<p>Tuesday 21 October 2014</p>	<p>Quake City</p> <p>Quake City is coordinated by Canterbury Museum and is a unique multi-sensory experience aimed at informing, engaging and educating people on the Canterbury earthquakes. The tour of Quake City was hosted by Marisa Swanink.</p> <p>Sir Robert Parker and Lady Joanne Parker</p> <p>Sir Robert Parker served four terms as Mayor of Christchurch including during the 2010-2011 earthquakes. Recently knighted for his services to the disaster recover, Sir Bob Parker was also the recipient of the New Zealander of the Year 'Local Hero' Award.</p> <p>Lady Joanne Parker was by his side throughout the disaster recovery efforts supporting officials and community members in the quake of the devastation.</p> <p>Brigadier Neville Reilly NZGS ONZM</p> <p>Neville Reilly, Group Controller of Canterbury Civil Defence Emergency Management Group was awarded the New Zealand Gallantry Star (has only ever been awarded twice) and is New Zealand's first ambassador to Afghanistan.</p> <p>Sam Johnson, Founder of Student Volunteer Army</p> <p>Sam Johnson was a law student at the time of the Canterbury earthquakes who coordinated students in response to the disaster recovery efforts. Sam Johnson was also voted 2012 Young New Zealander of the Year.</p> 

	<p>Peter Townsend, Chief Executive of the Canterbury Employers Chamber of Commerce</p> <p>Peter Townsend has been the CEO of the Canterbury Employers Chamber of Commerce since 1996 and led the business recovery efforts during and after the earthquakes of 2010 and 2011. Peter is a member of a number of boards including New Zealand Trade and Enterprise and is the Honorary Consul for Chile.</p>	
<p>Wednesday 23 October 2014</p>	<p>Lincoln University</p> <p>Keynote Speakers</p> <ul style="list-style-type: none"> • Tracy Berno, Associate Professor; Faculty of Environment, Society and Design. • David Simmons, Professor of Tourism and University Director of Research Strategy and Development. • Bruce McKenzie, Dean Faculty of Agricultural Life Sciences; Professor of Agronomy. • Jeremy Baker, Deputy Vice-Chancellor - International and Business Development. 	
<p>Auckland</p> <p>Thursday 24 October 2014</p>	<p>His Worship Len Brown, Mayor of Auckland</p> <p>His Worship Len Brown was elected Mayor of Auckland in 2010 and re-elected in 2013 with a commitment to Auckland to becoming the 'world's most liveable city'. His political career began in 1992 as the Manuka City Councillor for Otara (South Auckland) an area with high Pacific Island populations. Len has an extensive community service and governance background alongside his legal career.</p>	
	<p>HMNZS Canterbury Tour</p> <p>HMNZS CANTERBURY is the Navy's Sealift and Amphibious Support Vessel. CANTERBURY provides the NZ Defence Force with the ability to transport and deploy personnel, vehicles and supplies over long distances across the Pacific region.</p> <p>Hosted by Commander David Turner, Commanding Officer HMNZS Canterbury.</p>	
<p>Friday 25 October</p>	<p>Pacific Leaders in Action</p> <p>Keynote Speakers</p> <ul style="list-style-type: none"> • Ezra Schuster, Director of Education at Ministry of Education of New Zealand and Emerging Pacific Leaders Dialogue Board Member. EPLD Alumni. • Jerome Mika, Labour Candidate for Pakura 2014. EPLD Alumni. • Carmel Sepuloni, MP, Member for Kelson, Labour. • Peter Retimanu, Commercial Business Manager, Exxon Mobil. EPLD Alumni. 	

New Zealand Study Group with Her Royal Highness Princess Anne, Emerging Pacific Leaders Dialogue 2014

