



Business Plan 2003 - 2005

The New Century • A New Vitality
Sister Cities, New Zealand,
and Our Place in the Global Village



Jeremy Dwyer
President



"The purpose of the Sister Cities Programme is to increase international understanding and foster world peace by furthering international communication and exchange at the person-to-person level through city-to-city affiliations.

Locally planned sister cities programmes foster communications across borders and include thousands of co-operative programmes of mutual exchange of ideas, educational, youth, sports, municipal, professional and technical projects.

The Sister Cities concept is unique in international programmes:

First it is two-way – the give and take is shared by both sides; Second, it provides for planned and continuous contact between the cities involved and their citizens; Third, it brings together both municipal and volunteer resources at the local level; Fourth, it offers a mechanism at the community level for anyone or any organisation to become involved in international relations."

The President of USA, Dwight D Eisenhower (1956)

*"Ki mai ki au,
he aha mea nui
o te ao?*

*Ma kue ki atu,
he tangata, he
tangata".*

*"Tell me, what is the most
important thing in the
world?*

*Well, I'll tell you: It is
people, it is people".*

Proverb from Maori of Aotearoa



Mission of Sister Cities New Zealand

"To act as a non-profit organisation working to increase global co-operation at the local level; promote cultural understanding, stimulate economic development and play a part in the achievement of world peace by fostering a citizens network of organizations and individuals devoted to creating and strengthening partnerships between various New Zealand and International communities."

*Rules of SCNZ (Inc.). Clause 2.1
Mission Statement*

PREAMBLE

Pathway to a New Plan for the Millennium

In 1998, the Sister Cities New Zealand Board began a review process re-looking at its mission, objectives and action plan, with a view to taking the movement into the next millennium with a sharp focus on:

- processes and trends in inter-nationalisation
- city-to-city and community-to-community programmes and linkages
- citizen diplomacy

The Board later adopted, a Business Plan with a 3-Year timescale 1999-2002. This plan has been the driving framework of the Board's national goals and programme since then, and was again reviewed in 2002 for its current time span 2003-2005.

Sister Cities



A Snap Shot of Our History

Looking Back to Look Forward

New Zealand's first "sister cities" or "twinning" relationships followed the end of the First World War. For example, several French and Belgian links date from then, and are still actively honoured today. But, the surge in Kiwi entry into the sister cities field, came post – Second World War, with the 1956 call to international people-to-people programmes by USA President Dwight D. Eisenhower as an investment in "citizen diplomacy" and as a breeding ground for peace. It was an arena of genuine and spontaneous interest for New Zealanders. Most of our sister city links established from the 1950s, and into the 1970s, had an "old world" or English-language connection. The United Kingdom, Europe, United States of America and Australia supplied almost all city-to-city connections at this time.

These relationships were almost invariably, but not exclusively, pioneered by Mayors and local Government; but from the early days a range of community interests had a hand in contacts with groups like the Returned Services Association, business, education and citizen interests involved.

A distinct shift and change in momentum occurred as New Zealand moved its sights toward goals and economic ties with Asia especially from the late 1970s and for the two decades to follow. A Japan (Miyasu) relationship was pioneered by Nelson in 1972 - and a China (Guilin) one by Hastings in 1981. There's been no looking back on Asia since then. It's all been go forward.

Of the 145 New Zealand Sister Cities recorded by the turn of century (incorporating friendship and port ties), about 70 of these are with Asia, with Japan and China dominant, active and growing. 15 different nations are now engaged, and other parts of the globe are showing new links and renewed activity.

The other notable trends are to better planned goals, more diversified programmes; more consistent activity; and to broader local community/council partnerships. Today, economic focus has joined the original cultural, social and knowledge-sharing objectives which all still feature strongly.

In 1981, a fledging national organisation (Sister Cities New Zealand (Inc.) was launched. The aim was to support local programmes with the staging of annual conventions and the establishment of a national board to build up a small set of information and promotion services. There have been some 21 national conventions held since. By 2001, a national office had been put in place; a far wider research and resource-support programme initiated, including case studies into economic benefits and resource units in "good practice"; and Sister Cities New Zealand at national level has embarked on an active contact and collaboration role with the network of national and international interests in "people-to-people" activity.

Today, about two thirds of New Zealand's total portfolio are in a very active-to-active status – with the balance in a state of low-level contact, or in fact moribund.



Challenges to 2010!

1. YOUTH participation should become a major rationale of all our programmes. Sister Cities is an investment in a better future world, and today's youth are at the forefront of that horizon. We need to seek their inclusion, ideas and energy as an imperative.
2. Kiwi programmes need to create more effective community partnerships between local Councils, citizens and the volunteer sector. The "models for success" are there to provide signposting. We should be progressively moving local programmes toward increasing self-sufficiency but with local Councils continuing to partner strategic, administrative and facilitating roles.
3. Sister Cities in New Zealand at local level should engage in a broader coalition of activity, partnerships and profile to better set "Sister Cities" in the arenas of internationalization and the promotion of cultural tolerance – both of which contribute positively to community development and unity.
4. Traditional core values, objectives and benefits remain; but the prospect of Economic Benefits is no longer anecdotal. Case studies have proven what can be achieved, and the potential that exists. Local programmes may want to focus more on this goal area.
5. New and Existing Relationships:
 - More careful thought and strategic selection needs to be put into "new relationships". The benefits of "who" and "why" should be fully appraised.
 - Dormant, struggling or low level contacts should be honestly reviewed, through bipartisan analysis, with a view to rejuvenation or retirement.
 - Our Sister Cities portfolio is still narrowly based. The UK, the EU, USA, Asia and Australia dominate. But where is Africa, India, the Muslim World, or near neighbours like Indonesia, East Timor and the Pacific Islands, to name a few? Part of our heritage is that of pioneering new contacts.
6. Local Government-to-Local Government – The trend to the concept of city state, elevates the vital opportunities for knowledge-and-experience-sharing, and problem solving in local governance/community development. A stronger, consistent and planned component of this should be incorporated in all Local Government-to-Local-Government official visits and exchanges.
7. Overseas experience is taking Sister Cities into new fields, and new kinds of projects, partnerships and methods of delivery. Be aware of this "new practice", and be innovative.

Sister Cities



7

**Seven Key Goal Areas
- and related sets of Actions
- are identified in this Plan.
They are:**

- 1 National Infrastructure
- 2 Profile and Promotion
- 3 Collaboration and Networking
- 4 Youth Focus and Participation
- 5 Education Sector/"Sister Schools"
- 6 Enhancing Programme Quality
- 7 Resources/Financial Management

Business Plan, Foundation and Framework

The heart and strength of the Sister Cities movement in New Zealand lies at local government and community level, in a wide-ranging set of partnerships, models and activity, involving the public, private and volunteer sectors.

It is here that the ideals, ideas and energies of contributing positively to improved international relations through citizen diplomacy are actually put into practice. Each year, thousands of New Zealanders and people of different cities, communities, cultures and nations participate in this exchange and contact programme centered as it is on belief in people values and practice of "people-to-people".

Over the past decade in particular, as New Zealand's experience in Sister Cities has broadened and matured, more inclusive and better-planned and resourced local partnerships have emerged. These are largely between local government and volunteer community interests and individuals.

It is their shared engagement which is sparking a diverse, consistent and successful exchange programme, delivering a set of useful benefits in fulfillment of Sister Cities New Zealand's Mission.

The over-riding purpose of Sister Cities New Zealand (Inc) as an organisation is:

- to nourish the grassroots of local programmes so as to enhance both quality and participation
- to provide umbrella vision and education in a modern context of globalisation
- to offer professional guidance and support to local programmes by developing resources in planning, methods, success stories and "best practice"
- to facilitate networking and collaboration in the Sister Cities and people-to-people exchange arena, nationally and internationally
- to make more New Zealanders aware – especially youth – and to promote better understanding, of the merits and benefits of Sister Cities

1

Goal Area One National Infrastructure

A national-level support system will be achieved by:

1. A National Board whose major responsibilities are:
 - (a) to deliver an active Annual Work Plan based on the Business Plan
 - (b) to regularly refresh vision and strategy issues for the movement, including new and challenging people-to-people relationships and partnerships

The Plan itself will be reviewed by the Board on a triennial basis with direct input from Sister Cities New Zealand members.

2. A National Office staffed as appropriate, to develop and provide the following set of services:
 - A LINKS database of Members, Supporters and all related P2P interests for use in the effective distribution of publications and communications.
 - Resources in Best Practice, being a comprehensive "Library" of success stories, case studies, working models, protocols, publications, Convention Addresses and Presentations and Research material.
 - A Reference file for the Annual Sister Cities Awards; and promotion of the Awards.
 - Support and promotion role to Annual Conventions.
 - Assistance to the development and maintenance of a website.
 - Maintenance of a national news clipping resource.
 - Distribution of News Briefs and Journal publications.
 - Maintenance and promotion of "New Sister Cities" Register of Interest.
 - Response to all enquiries and contacts with timely advice, information and signposting.
 - Management of all Minutes, Official Records and Archives.
 - Development and maintenance of Policy and Convention Handbooks.
 - Administration support to Board and President.
 - Media liaison.

2

Goal Area Two Profile and Promotion

There will be an ongoing need to promote the reality, relevance and value of Sister Cities; and to dispel misunderstanding and negative connotations. The aim is to build a profiling and promotional effort at both national and local level. We need to persuade people and communities on the programme, of the benefits and global village relevance.

This will be accomplished in the following ways:

1. Up to four (4) People-to-People News Briefs to be produced annually with a growing circulation
2003/04 : to move from 750 to 1000 copies per edition
2. An annual Sister Cities Journal of Best Practice focussed exclusively on local programme success stories; Annual Convention; Annual and Business Plan reporting and networking items – and to aim for a growing circulation
2003/04 : to achieve 2000 copies per edition
3. Producing a general purpose – national level – introductory brochure for Sister Cities New Zealand
Status: 2003/04 : to be newly launched in early 2004
4. Establishment and maintenance of top-class refurbished and comprehensive website for Sister Cities New Zealand, contracting to professional expertise for delivery
Status: newly launched format April 2003
5. Create a Sister Cities New Zealand “Information Kit” for promotional, enquiry-response, and Member use. To comprise: Brochure, latest News Briefs, latest Journal, Welcome letter, Contact Directory, Business Card, membership Background and Application, List of services at National Office – all contained in a compact, attractive folder
Status: newly launched in early 2004
6. Develop high, pro-active presence in Local Government sector with visiting programme to Local Government New Zealand Head Office, Zones and Councils, a display presentation at LGNZ Conferences and information distribution through LGNZ publications and website
Status: Fully underway in 2002/03/04
7. Develop Media Plan for pro-active profiling of Sister Cities in television, radio, print and specialist magazines
Status: Low level of development
8. Other Plan Goal Areas:
Collaboration and Networking (G.A.3); Youth (G.A.4); Education and Sister Schools (G.A.5); and some elements of Enhancing Programme Quality (G.A.6) are integral to the broad effort to boost profile and develop promotional opportunities.



3

Goal Area Three Collaboration and Networking

The involvement of New Zealanders in wider field of international people-to-people exchange activity is a significant part of our national life. Most of these purposes and activities align similarly or identically with the goal of Sister Cities. Most of this sector operate in isolation of each other, with little common knowledge, contact or shared activity. Our aim is to progressively move toward active engagement with these interests. We want to be seen as an initiator, innovator and leadership catalyst in this role. Out of this process, we will aim to build networking, information-sharing, membership growth, a boost to Annual Convention quality, and contacts, where new or shared resources can be tapped into. This process is central to interfacing with global and local trends in internationalization; and offers valuable contrast in measuring our goal setting, provision of services, and activities with a view to ensuring future relevance and vitality.

The following interests and sectors, national and international, are the targets for partnership in this goal area:

1. National:

- Government: MFAT, MED, Ministry of Education, CEG and other appropriate Ministries and agencies
- Local Government: LGNZ and TLCs
- Diplomatic: New Zealand Diplomatic Corp, Embassies and High Commissions representing the sixteen (16) nations of our portfolio – and new contacts
- Education Sector: Tertiary – level – High School “International Departments” and Secondary/intermediate level where “sister-schools” or international school links exist outside formal Sister City relationships; Education New Zealand ...
- Youth: AFS and other student exchange schemes
- Ethnic Interests: represented by NZCFS, Japan Societies of NZ, Chinese Assn(s) and others
- Economic Development Agencies (EDAs), Chambers of Commerce, JNZBC, – Trade NZ – Tourism NZ – (where appropriate)
- Service Clubs with international exchange programmes like Rotary, Lions, Others
- Jet Alumni Assn, CIOFF
- Asia 2000 Foundation

Projects:

- (i) to incorporate the above interests in our publication and activity programme
- (ii) to advance the concept of a NZ Forum on “international P2P exchange”
- (iii) to examine proposals for “constituency support and maintenance, and an annual “Sister Cities/International Day”
- (iv) to incorporate these interests in the President’s nationwide visiting programme
- (v) A triennial Mayors for Sister Cities “Hui” to be investigated

2. International:

- Australian Sister Cities Assn (ASCA) – an inaugural MOU signed in 2002 for progressive development
- CPAFFC – You Xie – “China Theme” for future Convention, probably 2006
- CLAIR – Tokyo and Japan – ongoing Convention sponsorship and “Japan” themes
- SCI – MOU mooted as a target for 2003/2004
- KLA FIR – first formal contact in 2003
- Embassies in Beijing, Tokyo, Seoul and Washington D.C. – active relationships underway
- Other international P2P interests e.g. NCIV (USA) and United Nations to be explored

Our aims in the international arena, include active information exchange, a commitment to personal rapport;(where achievable) attendance at conferences/seminars; and the establishment of “MOUs” (where appropriate) and/or shared projects.

4

Goal Area Four Youth Participation

Children and youth are societies' future. Practicing a strong "belief and an investment" in them is fundamental to realising the long term aspirations we have for better understanding, tolerance, respect and human relationships between people. It is also an imperative to provide a counter balance to the cynicism and worst-excesses of human behaviour that young people see and experience all around them.

At local programme level in New Zealand, youth are active participants. These international contacts and exchange experiences are beneficial life long, and life changing. An increasing range and quantum of people-to-people activity is now youth orientated in cultural groups, sport and recreation, the arts and in the burgeoning sector of education and sister schools. In some other nations, the onus of Sister Cities is placed squarely on youth involvement and in providing them with the opportunity for international citizenship.

This Plan envisages a growing shift toward this emphasis, so as to reinforce what already happens at local level, but to develop an upward participation in Sister Cities nationally so that the experience, energy and outlook of youth can be more effectively shared by others.

National-level participation is a real "gap". The Plan objectives are:

1. to appoint and support a National Youth Director to spark youth activity and to liaise with the National Board
2. to incorporate a Youth component in each Annual Convention, and to encourage more Youth Delegates to attend
3. to establish a Youth Profile in all Sister Cities New Zealand publications/website
4. to study the ASCA Youth Programme, with a view to adopting similar practices; and a reciprocal exchange to facilitate this
5. to work toward a Children's and Youth Forum for 2004 based on a Japan/New Zealand theme
6. to develop a policy document on Guidelines for Youth Participation
7. to open up, through survey and other contact, interest in the youth Education and "Sister Schools" fields
8. to network with other International Youth Exchange Organisations
(see Goal Area 3)



5

Goal Area Five Education Sector

In the last five years there has been a surge toward involvement in international contacts across the entire education sector – tertiary, high school, intermediate and primary. Many “Sister Schools” now exist, under the umbrella of formal local Sister Cities relationships, others, totally independent, have also been established. Many Tertiary institutions and high schools now have International Sections, and both fee-paying and non-fee paying students form an influential element of education and internationalization in New Zealand. Many Sister City programmes have been directly associated with pioneering and supporting these initiatives, driven by goals of cultural understanding and/or economic benefit.

There is limited inter-reaction amongst players in this sector; especially with a view to sharing experience, and putting in place local support systems. Our aim is to undertake an initial questionnaire of the sector, and to suggest the convening of an Education Focus Group(See Portfolio Objectives enclosed).

1. The Board appoint a Convenor and task group to advance the questionnaire and to establish an initial database
2. Liaison be initiated with Ministry of Education (Strategic Unit), Education NZ, NZPPTA, NZEI and International Departments at tertiary level, ACENZ and other related interests
3. Consider placing Sister Cities publications into Schools e.g. Libraries and International Sections.
4. Link these objectives to Goal Area 4 : Youth

Status 2003/04 : Policy statement and a questionnaire format developed. Sponsorship has been secured, and this project will be significantly advanced by mid 2004.



6

Goal Area Six Programme Quality

Sister Cities in New Zealand – its support base, scope and achievements, has “metamorphosed” in the last decade. Mayors and Councils, who play a crucial leadership and pioneering role, now make up a small fraction of total programme activity – most of which stems from self-driven and resourced community engagement.

Time and experience has seen community and citizen input grow enormously; strategic planning improve; sharper protocol goals and benefits defined; and diverse exchange programmes blossom encompassing: culture, education, youth, sport and recreation, business, tourism, knowledge-sharing and local government-to-local-government “best practice”. The nature and type of Local Government/local community partnership has developed positively, where Council leadership, leverage and administration support is joined by the resources of local organisations and volunteers.

The objective of this Plan is to support the trend to better quality in vision, planning, model, project, activity and result. This aim underpins most of our Goal Areas. In the end it is the cumulative perception created by good activity and accomplishment which will most effectively sell our message.

The theme of “best practice” and “success stories” will be threaded throughout our activities and our services to members, as follows:

1. Conventions – moving to a much better organized and more professional, themed and business format. To be underpinned by quality experience in the field of Sister Cities, broad people-to-people programmes and trends in “inter-nationalisation”.
2. Publications – News Briefs, Journal and Website to strongly reflect this emphasis; with occasional leaflets on “case studies” to be considered.
3. Workshops for “practioners” to be held at both North and South Island venues, to share “nuts and bolts” of local programmes, projects and experience.
4. Resource and Research Bank established at National Office (see Goal Area 1:2)
5. Continuing and upgrading the Annual Sister Cities Awards – sponsored by [AIR NEW ZEALAND](#).
6. Economic Development – complete an inaugural study into “benefits” and promote it – (NZIER, April 2003) and further this work with other case studies; standardized templates for recording activity; “Big Picture” surveys of Members (GDC model/“HIT” Lab.).
7. 3 Nation Study Tour (September 2002) to be work-shopped and promoted, sharing local experience from China, Japan and USA.



7

Goal Area Seven

Resources and Finance

New Plan:

To progress to a more strategic, expansive, professional and pro-active Plan means simply, more funds and resources.

This Goal Area is being addressed in the following ways:

1. Membership:

- Improved profile, networking activity and services has seen membership re-grow, and
- promptness of payment of fees become a consistent income pattern
- From 2004, a 20% fee increase will apply

2. Convention Levy:

- From 2003, all delegates registering for Annual Conventions will pay a Levy as a direct contribution to Sister Cities New Zealand funds. e.g. 2003 (\$25.00) 2004 (\$32.50) 2005 (\$40.00)

3. Grants:

- CEG : 2001/02 \$30,000 (Actual), 2002/03 \$35,000 (Actual), 2003/04 \$25,000 = Key Worker and Project Management at National Office.
- MED 2002/03 \$25,000 Local Government New Zealand, 2002/03 \$10,000 Asia 2000 Foundation, 2002/03 \$5,000 = NZIER Economic Benefits Study
- SEG 2002/03 \$40,000 3 Nation Study Tour

4. Formal Sponsorships:

- Air New Zealand Awards \$5,000 per annum in travel prizes – since 1998/new MOU for 2003-05
- Pan Pac Forest Products \$5,000 per annum to Business Plan Goals/Website 2002-2004
- Asia 2000 \$4500: Resource units
- CLAIR (Sydney) for annual conventions from 2001 – 2004

5. In Kind:

- Hastings District Council for support to National Office (space, equipment, financial/audit and legal) since 2000
- Telecom for support to Board Conference Calls since 1999.

The Board is aiming to build a consistent budgeted income base of between \$25,000 and \$30,000 per annum to support the three (3) major priorities of the Business Plan:

- (a) an ongoing National Office facility, staffed as appropriate
- (b) the development of resources and information to foster best practice
- (c) general promotion and networking activity nationally and internationally.

We aim to:

1. Add new sponsors or replacement sponsors
2. Attract new Annual Grant sources
3. Initiate a 1% Commission Fund from the travel sector
4. Create advertising revenue to support a top-quality Annual Journal publication
5. Grow the membership and further revise fees to boost revenue (over time)
6. Build up a level of reserves (for 2002 and 2003, stands at \$10,000 plus)



End Plan Vision

By the end of this plan period, Sister Cities New Zealand (Inc.) will have cemented an active and credible platform in the New Zealand field of international people-to-people exchange, and will be increasingly seen as a leader in that sector. There will be a set of quality services to our members and other like-minded interests, and these will be supporting an improved quality of local sister cities programme where experience-sharing vehicles and "good practice" models will be regularly used as tools of assistance. We will have engaged actively to achieve constructive outcomes with our national and international partners. The values and benefits of Sister Cities will be better understood in New Zealand communities and amongst New Zealanders.