

Waiheke Island INSTO initiative, sustainable tourism strategy and monitoring 2018-2020 - Proposed governance, management and accountability structure and operations

I. Background to the Waiheke INSTO initiative

1. In November 2017 a group of Waiheke Island residents compiled a proposal to establish a Monitoring Observatory under the auspices of the United Nations World Tourism Organisation's INSTO¹ programme (see *Discussion paper - Developing sustainable tourism strategy for Waiheke Island - a UN WTO Monitoring Observatory [INSTO] collaboration 031117*).
2. The key goals of the initiative are to:
 - ✧ Develop draft sustainable tourism strategy customised to the Waiheke Island context.
 - ✧ Bring together people and organisations with diverse interests in Waiheke tourism with the common goal of protecting the island's natural, social, cultural and built environments.
 - ✧ Provide the Waiheke Island Local Board and other governmental decision-makers with guidance in making development decisions for the island that are consistent with the UN Global Assembly 2030 Agenda for Sustainable Development, to which New Zealand is a signatory.²
 - ✧ Monitor key tourism impacts indicators (positive and negative) over three or more years to provide vital information for guiding tourism management to protecting the well-being of Waiheke's precious, and vulnerable, resources.
 - ✧ Support local Waiheke organisations, including community organisations and tourism providers, to undertake monitoring projects that can contribute to the overarching programme.
3. Support in principle³ for the proposal has been given by Professor Neil Carr, Head of Department, Tourism, Business School, University of Otago. Department staff Associate Professors Brent Lovelock and Dr Sebastian Filep and Senior Lecturer Dr Anna Carr have agreed in principle to become a research arm for the initiative (as required for an INSTO project – see <http://insto.unwto.org/how-to-join/>).
4. On 23 November 2017 the Waiheke Island Local Board agreed in principle to support the initiative, including the provision of some essential funding (see Resolution, **Appendix 1**).
5. Key tasks in establishing the Waiheke INSTO initiative are:
 - ✧ Establishing a Local Working Group
 - ✧ Establishing formal relationships through Memoranda of Understanding between the Waiheke INSTO Local Working Group (see below) and, respectively, (i) the University of Otago Department of Tourism and (ii) the Waiheke Island Local Board
 - ✧ Undertaking the required 'Preliminary Study' (<http://insto.unwto.org/how-to-join/>)
6. To undertake the establishment phase tasks, a Local Working Group will be established to provide initial governance for the initiative.

II. Project 'co-host' and partners – University of Otago Department of Tourism

The INSTO model requires a 'hosting' arrangement, and allows for 'co-hosting' by two (or more) organisations where that best suits the proposed division of tasks and labour (as confirmed by Sofia Gutierrez, INSTO Director). The University of Otago team agreed to a co-hosting

¹ International Network of Sustainable Tourism Observatories - <http://insto.unwto.org/how-to-join/>

² <https://www.mfat.govt.nz/en/peace-rights-and-security/work-with-the-un-and-other-partners/new-zealand-and-the-sustainable-development-goals-sdgs/>

³ Pending the development of a formal Memorandum of Understanding following project establishment, see p 6.

arrangement, given that the LWG and the Waiheke community at large will be actively involved in the monitoring phase.

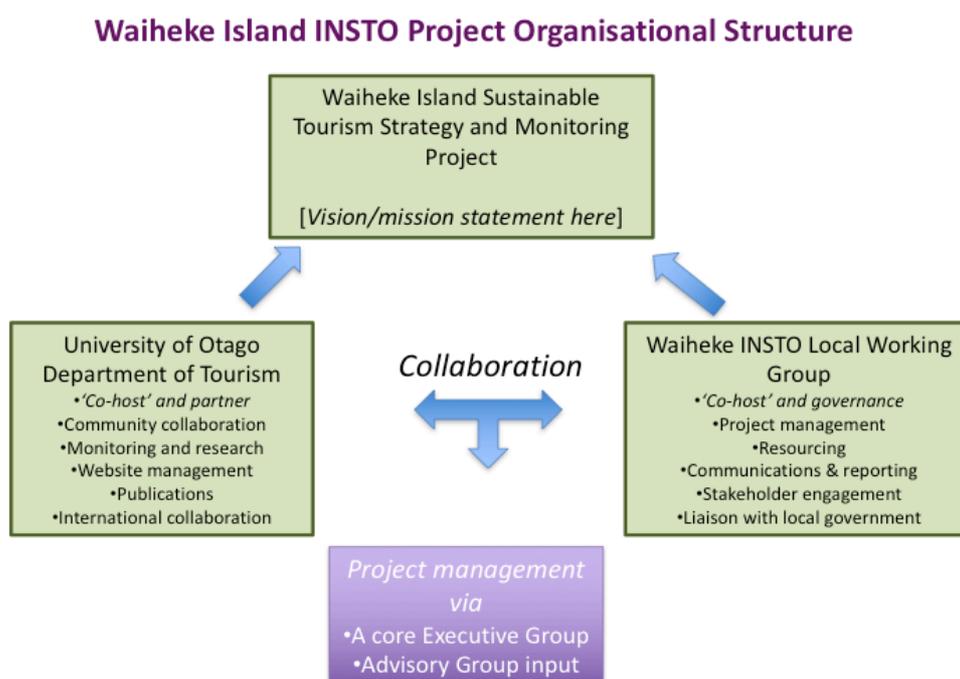
(If the University of Auckland wishes to join the project at the monitoring phase, they would not be co-host but might be a ‘partner’ or ‘contributing organisation’.)

The University of Otago team comprises:

<i>Name</i>	<i>Expertise / role</i>	<i>Capacity / availability</i>	<i>Comments / additional information</i>
Brent Lovelock (Associate Professor)	<ul style="list-style-type: none"> • UoO collaboration • Research and monitoring • Graduate student recruitment and supervision • Sustainable tourism monitoring expertise • Natural and built environments • Tangata whenua networks 	TBD	http://www.otago.ac.nz/tourism/staff/otago062441.html
Anna Carr (Senior Lecturer)			http://www.otago.ac.nz/tourism/staff/otago062443.html
Sebastian Filep (Associate Professor)			http://www.otago.ac.nz/tourism/staff/otago062496.html
			http://www.otago.ac.nz/tourism/index.html https://www.odt.co.nz/news/dunedin/tourism-dept-among-best

III. Draft project structure

The draft structure is based on information provided by WTO Executive Director Marcio Lucca de Paula and INSTO Manager Sofia Gutierrez about usual INSTO structures (see **Appendix 2**).



IV. Local Working Group Terms of Reference (ToR) - Draft

A. Role of the Waiheke INSTO Local Working Group

The role of the Local Working Group is to provide both governance and management functions. Key roles are to:

- Provide all usual governance functions throughout the project
- Ensure the project has a robust strategy and plan for each project phase
- Guide management and implementation of the establishment tasks required for an INSTO application
- Ensure accountability to the Waiheke Local Board in relation to funding
- Be the body that communicates project activity to and consults with the Waiheke Island community and key stakeholders
- Assess project progress and report on that to the project co-host and partners – initially the University of Otago
- Use influence and authority to assist the project in achieving its outcomes
- Review and approve final project deliverables.

In addition, LWG members may be called on individually from time to time to undertake tasks relevant to each person's particular expertise.

LWG 'Executive'

- The LWG will appoint, annually (or as needed), from its membership an Executive Group to undertake initial project planning and management tasks for LWG approval.
- The Executive Group will comprise three members of the LWG. It will include the key contact person for the project and the LWG.
- A project 'Convenor' will be appointed annually by the LWG and will be the key contact person.

The LWG may appoint sub-committees from time to time for particular tasks.

B. Responsibilities of the Local Working Group Chair

For continuity reasons, it is recommended that the LWG Chair will be either of the Co-Chairs of the Waiheke Local Board. The role may be shared between them based on availability. The responsibilities of the Chair are as follows, and may be delegated to the Executive:

- Sets the agenda for each LWG meeting, in consultation with the LWG Executive
- Ensures that agendas and supporting materials are sent to members before meetings
- Makes the purpose of each meeting clear to members and explains the agenda at the beginning of each meeting
- Clarifies and summarises what is happening throughout each meeting
- Keeps the meeting moving by putting time limits on each agenda items and keeping all meetings within the agreed time
- Encourages broad participation from members in discussion by calling on each
- Ends each meeting with a summary of decisions and assignments
- Follows up with consistently absent members to determine if they wish to discontinue membership
- Finds replacements for members who discontinue participation.

C. Responsibilities of Local Working Group Members

Individual LWG members have the following responsibilities:

- Understand the goals, objectives, and desired outcomes of the project

- Understand and represent the interests of respective sector stakeholders
- Take a genuine interest in the project's outcomes and overall success
- Act on opportunities to communicate positively about the project
- Check that the project is making sensible financial decisions – especially in procurement and in responding to issues, risks and proposed project changes
- Actively participate in meetings through attendance, discussion, and review of minutes, papers and other Local Working Group documents
- Support open discussion and debate, and encourage fellow Local Working Group members to voice their insights.
- Engage in sub-committees for particular tasks or undertake some tasks individually as relevant to each person's expertise.

D. Local Working Group composition

The people proposed for LWG membership have been selected for their representation of the following attributes relevant to developing sustainable tourism strategy specifically for Waiheke Island and compiling a successful INSTO application:

- Local and central government networks and Local Board representation
- Mana whenua and tangata whenua networks
- Governance, management and coordination skills
- Academic and research experience, expertise and reputation
- Sustainable tourism expertise
- Environmental and community sustainability expertise
- Community development expertise
- University and research networks
- Communications and media networks.

Other interests will be represented in an Advisory Group.

Proposed INSTO Local Working Group members

The following people have each agreed to be part of the LWG for at least the first year.

<i>Name</i>	<i>Expertise / roles</i>	<i>Comments / additional information</i>
Cath Handley/ Paul Walden	<ul style="list-style-type: none"> • Chairing – shared role between LB Chair and Deputy Chair • Local Board members • Strategy development • Local/central govt connections 	https://www.linkedin.com/in/cath-handley-1b92b115/ https://www.facebook.com/paul.walden.52
Pam Oliver	<ul style="list-style-type: none"> • Project management and coordination • Community development • Research, monitoring and evaluation expertise • Strategy development • Graduate academic supervision • Community networks • Local/central govt networks 	CV available on request
University of Otago representative	<ul style="list-style-type: none"> • Academic and research experience, expertise, networks and reputation 	

(TBD)	<ul style="list-style-type: none"> • Tourism expertise • Monitoring resource 	
Darleen Tana (Ngapuhi)	<ul style="list-style-type: none"> • Waiheke Tourism Forum representative • Kaupapa Māori • Mana whenua / tangata whenua networks • Urban/rural infrastructure • Local/central govt networks 	Co-author of the <i>Essentially Waiheke</i> report; undertook some of the data collection Excellent tangata whenua, mana whenua and local government networks Extensive urban/rural infrastructure development experience
Associate Professor Peter Wills	<ul style="list-style-type: none"> • UoA Sustainability Network • Activism and strategy development • Central govt networks • Graduate supervision support 	http://www.science.auckland.ac.nz/people/p-wills http://www.psgr.org.nz/trustee/20-peter-wills
Ivan Kitson	<ul style="list-style-type: none"> • WRT representative • <i>plus</i> • Conservation/environment • Arborist • Backpacker accommodation provider 	Waiheke Native Plants owner; arborist; owner Waiheke BioShelter backpackers; Forest and Bird Committee
Denise Roche (Ngati Raukawa)	<ul style="list-style-type: none"> • Community development • Central govt networks • Green Party networks • Conservation and environment 	https://en.wikipedia.org/wiki/Denise_Roche
Belinda Robinson	<ul style="list-style-type: none"> • Secretariat • Content writing/comms • Community networks 	https://www.linkedin.com/in/belindarobinson/
Denise Wiremu (Te Ati Awa)	<ul style="list-style-type: none"> • Media consultant • Tangata whenua networks 	https://www.facebook.com/chris.palmer.96930013
Chris Palmer	<ul style="list-style-type: none"> • Conservation • Community networks • Waiheke tourist transport operator 	https://www.facebook.com/chris.palmer.96930013
Pia Mancia	<ul style="list-style-type: none"> • Community development • High school liaison • Greenpeace networks • Conservation and environment campaigner 	https://www.facebook.com/pia.mancia http://www.nzherald.co.nz/nz/news/article.cfm?c_id=1&object_id=10579105 http://waihekehigh.school.nz/our-staff-2/
Zack McCracken	<ul style="list-style-type: none"> • Artistic Director and Strategist, NZ Clown Doctors • Community theatre 	https://www.linkedin.com/in/zack-mccracken-10077134/
Daniel Mares	<ul style="list-style-type: none"> • Eco-tourism operator • Marine consulting • Greenpeace networks • Conservation and environment campaigner 	https://www.linkedin.com/in/daniel-mares-20b464a1/

	• Casual Council Parks Officer	
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Note: ATEED Acting Destination Manager Lynne Butler prefers not to be on the LWG, but she and/or her colleague Chris Lock will be a member of the Advisory Group.

E. Local Working Group decision-making and operations

Rules for the Local Working Group's operations, including decision-making, are as follows:

- Meetings will be held monthly for the first 3 months and then bi-monthly.
- A 12-month schedule of meeting dates and times will be determined at the beginning of each year.
- Meetings will not be open to the public, but members of the INSTO Advisory Group or others may be invited as appropriate to the agenda items.
- Meetings may be held by email or video-communications where one or more members is unable to attend in person.
- A quorum for the purposes of decision-making is five (5).
- Decisions may be made by email or other electronic communications.
- Consensus decision-making is preferred.
- Where consensus cannot be achieved, decisions may be approved by a simple majority of those attending a meeting provided that there is a quorum.
- Any member may give a proxy to another member for a specific matter to be decided on, provided that proxy is advised to the chair at least 12 hours prior to the meeting.
- Meetings will be recorded in minutes that will be made available to the public within a week of the meeting (e.g. via the project website).

F. Engagement with other key stakeholders

Proposed Advisory Group

The Advisory Group will be a loose-knit group of people whose expertise will be drawn on from time to time as needed. The group will be added to and adjusted over time as the project goes through subsequent phases. In particular website development and monitoring database expertise will be needed by mid-2018. *People who have already agreed to be part of an AG are italicised below.* Others are proposed as providing desirable expertise and/or networks.

<i>Name</i>	<i>Expertise / role</i>	<i>Comments / additional information</i>
<i>Lynne Butler</i>	<ul style="list-style-type: none"> • ATEED liaison • AK Council networks 	https://www.linkedin.com/in/lynne-butler-456b4475/
<i>Chris Lock</i>		
Jenny Holmes	<ul style="list-style-type: none"> • Waiheke Tourism Forum chair • Waiheke Tourism networks 	http://waihekeiswarmer.co.nz/tourism-forum/
Deryn Dromgoole	<ul style="list-style-type: none"> • Biosecurity, Waiheke Island 	
TBD	<ul style="list-style-type: none"> • Auckland Transport 	
Simon Cook	<ul style="list-style-type: none"> • Auckland Council Ariculture Advisor 	
Mike Horne (or his delegate)	<ul style="list-style-type: none"> • Fullers liaison 	
<i>John Stansfield</i>	<ul style="list-style-type: none"> • Community development • Central govt networks • Conservation and environmental sustainability • WRT chair 	http://www.unitec.ac.nz/about-us/contact-us/staff-directory/john-stansfield

<i>Steve Poletti</i>	<ul style="list-style-type: none"> • Senior Lecturer, Sustainability Economics, University of Auckland • Organic winemaker 	http://www.waihekewine.co.nz/vineyards/awaroa/ https://www.business.auckland.ac.nz/people/spol002
<i>Professor Klaus Bosselman</i>	<ul style="list-style-type: none"> • Environmental Law, University of Auckland 	https://unidirectory.auckland.ac.nz/people/k-bosselmann
<i>Prue Taylor</i>	<ul style="list-style-type: none"> • Senior Lecturer, Planning, University of Auckland 	https://unidirectory.auckland.ac.nz/profile/prue-taylor
????	<ul style="list-style-type: none"> • Disability sector Waiheke 	
????	<ul style="list-style-type: none"> • Youth sector Waiheke 	
????	<ul style="list-style-type: none"> • Migrant worker sector Waiheke 	
Associate Professor Niki Harre	<ul style="list-style-type: none"> • Psychology and Sustainability, University of Auckland • Assoc Dean, Sustainability Network, Science Faculty 	https://www.psych.auckland.ac.nz/people/n-harre
Mark Lloyd	<ul style="list-style-type: none"> • Ignite Research • Monitoring research 	http://igniteresearch.co.nz/
Robyn Moore	<ul style="list-style-type: none"> • The Research Collective • Monitoring research 	http://www.researchcollective.co.nz/
Key member of the Raglan INSTO LWG	<ul style="list-style-type: none"> • ???? 	

Other key stakeholders

Media

Geoff Cummings	<ul style="list-style-type: none"> • Community matters, <i>Gulf News</i>
Rose Davis	<ul style="list-style-type: none"> • Community matters, <i>Marketplace</i>

Appendix 1: Local Board Resolution

Resolution number WHK/2017/201

MOVED by Chairperson P Walden, seconded by Member J Meeuwsen:

Motion - That the Waiheke Local Board:

- a) **endorse in principle, the proposal to establish a United Nations World Tourism Organisation (UNWTO) International Network of Sustainable Tourism Observatories (INSTO) project in collaboration with the University of Otago Department of Tourism.**
- b) **prioritise finalising the business case, the governance accountabilities, and the initial budget for sign off at the 14 December 2017 business meeting.**
- c) **set aside funding of no less than \$9,000 from LDI community response budget for the first year of the INSTO initiative.**
- d) **delegate Deputy Chair C Handley, Chairperson P Walden and Member S Brown to represent the board on the INSTO Stakeholder Group and Local Working Group.**

CARRIED

Appendix 2: Email outlining INSTO governance model

- Sent 30 November 2017 to all Local Board members and Mark Inglis

Hi Cath

Mark gave me a buzz this morning with a question about 'ownership' of the INSTO project, and I realised that I needed to clarify that myself.

So I called Marcio de Paula Favilla, who is the CEO of WTO with overarching responsibility for all things INSTO (and the husband of a close friend, which is why I could call him at 11 pm in Madrid). He was very happy to clarify, and gave me the following information:

- INSTO does not use the term 'ownership' in relation to INSTO projects
- INSTO projects are generally understood to be a collaboration between a destination community and an 'accredited' research institution (an organisation with public credibility)
- The research institution normally 'hosts' the project, partly because it has internal resources (e.g. capability and capacity), but also for continuity and stability of the project, given that the make-up of government entities can change over time, and the projects have to run over at least 3 years; however it is possible to have a co-hosting arrangement, e.g. between the university and the Local Working Group (SG)
- it's up to the players
- Governance is provided by the Local Working Group (and a SG prior to that), with the requirement that that group comprise representation of all key stakeholders, normally including local government (LG)
- However, LG does not control the project, and its representative/s on the SG do not have any more power than any other SG member in relation to the decisions of the SG (e.g. no power of veto); the SG should have a ToR that sets out decision-making processes and internal accountability
- Where any organisation, including a LG body, provides financial support, the SG, as the governance body, is of course accountable to the funder (as any other funder) for expenditure that is consistent with (i) the goals of the INSTO project and (ii) any other conditions of the funding as set out in the grant

Marcio is also arranging for the INSTO programme manager to talk with me some time in the next week (not sure what hour of the day, since she's in Madrid), and I'll let you know once I have a time, so you can join in that if you think that's useful. I could also record the conversation if you like.

I've copied the whole LB so everyone has the info.

Pam

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