

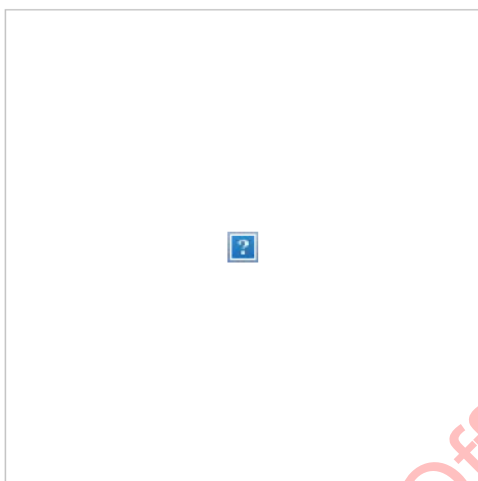
From: [Nick Brown](#)
To: [Nick Brown \[DPMC\]](#)
Subject: FW: UK must learn lessons from poor pandemic response, says former Cabinet secretary
Date: Tuesday, 29 September 2020 9:04:35 am

From: Global Government Forum
Sent: Tuesday, 29 September 2020 9:02:49 AM (UTC+12:00) Auckland, Wellington
To: Nick Brown
Subject: UK must learn lessons from poor pandemic response, says former Cabinet secretary

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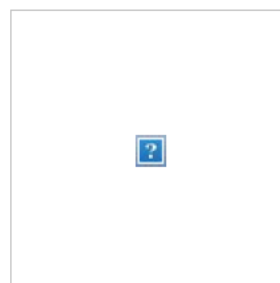
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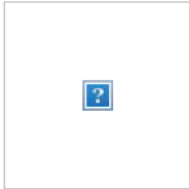
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Asia-Pacific
Economic Cooperation

APEC News Release

Issued by the APEC Secretariat



New Zealand to Steer APEC's Work towards Recovery

New Zealand assumes the role of APEC host in 2021, focus on recovery, resilience and innovation

Singapore, 24 November 2020 – In times of unprecedented health and economic crises, New Zealand, one of the twelve founding members of APEC, assumes the role of host in 2021, taking the leadership from Malaysia, the host of APEC 2020. The host year will be held fully virtual, as announced in June this year, demonstrating New Zealand's leadership in digital diplomacy amidst the global pandemic.

“As we plan for recovery from COVID-19, it is economic cooperation through APEC, the most dynamic region in the world's economy that will help us all rebuild,” said New Zealand Prime Minister, Jacinda Ardern, in a video introducing the New Zealand's APEC year presented at the APEC Economic Leaders' Meeting last Friday.

[WATCH: Join, Work, Grow. Together | Haumi ē, Hui ē, Tāiki ē.](#)

Prime Minister Ardern, who will be the chair of the 2021 APEC Economic Leaders' Meeting acknowledged the extraordinary scale of the challenges the world faces today, and stressed the need for member economies to work together for the greater good.

She explained that New Zealand will create an environment where connections can be made and APEC's important work can continue, including progress on sustainability, ensuring widespread adoption of digital tools to drive productivity and developing inclusive plans to create opportunities for all the people.

“The way we respond as a region to today's challenges will be felt for generations to come,” added Prime Minister Ardern. “APEC 2021 New Zealand will be the start of reigniting growth, continuing trade and setting a plan for long-lasting recovery across the entire region.”

Speaking at a virtual briefing on Monday, Vangelis Vitalis, 2021 Chair of APEC Senior Officials and Deputy Secretary of Trade and Economic, New Zealand's Ministry of Foreign Affairs and Trade emphasized the importance of more cooperation in times of crisis, noting that trade is “an absolute vital part” to the journey of recovery.

“We are hoping to take a closer look at the trade and economic policies that we need to drive recovery and to take us forward,” he explained. “We would also like to propel more discussion on not only how we can build back better, but to build back greener and more inclusively, so that the recovery will be much more resilient and sustainable.”

Vitalis, who will be leading the technical discussions next year, also highlighted the importance of the digital and innovation aspect in driving recovery, improving productivity and efficiency and keeping the engagement and connectivity alive during periods of border closings and lockdowns.

[WATCH: Virtual Briefing: Towards a Resilient and Inclusive APEC Region](#)



**Asia-Pacific
Economic Cooperation**

APEC News Release

Issued by the APEC Secretariat



“We look forward to a successful virtual APEC year as New Zealand continues the successful work laid by Malaysia this year, including to develop a work program for the implementation of the APEC Putrajaya Vision 2040,” said Executive Director of the APEC Secretariat, Dr Rebecca Sta Maria. “We stand ready to fully support New Zealand in its vision to pave the way for a more resilient, inclusive and sustainable APEC region.”

New Zealand will begin its host year with a symposium and the Informal Senior Officials Meeting in December 2020, followed by the first formal gatherings of senior officials early next year.

For more information on APEC 2021 New Zealand, visit www.apec2021nz.org. To access media pack, please visit [this link](#).

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All-of-Government COVID-19 Response Unit: Communications and engagement strategy

Vision: A resilient COVID-free Aotearoa New Zealand

Context: We continue to pursue an elimination strategy. We are living medium-term managing and containing COVID-19 and its impacts. Our borders are tightly managed, with those working in facilities helping to contain the virus directly. New Zealanders are staying within NZ. Economic impacts are being actively managed, broadly felt and more significantly experienced by some.

Tone: Authoritative, transparent, empowering.
Inform, comply, reassure & enable.

Partners:

- Iwi Māori
- Central government agencies, crown entities and state-owned enterprises
- Local and regional government
- DHBs
- Schools, early childhood, tertiary and private education
- Non-governmental organisations

Audience:

- All New Zealanders
- Urban Māori
- Pacific people
- Frontline MIQ and border workers, and their families
- Culturally and linguistically diverse New Zealanders
- Young people
- Immuno-compromised people
- Older New Zealanders
- People with disabilities
- Business and industries
- People financially impacted by COVID-19 and those already unemployed
- Marginalised people
- People experiencing addiction and other mental health issues
- Families, including those whose children have shared care
- People susceptible to misinformation

Channels:

- AOG
- Campaign
- Daily stand-ups
- Media and PR
- MPP

Social media:

- Facebook
- LinkedIn
- Instagram
- Twitter
- TikTok

Purpose: Effectively mobilise the collective capacity of government & ensure strong coordination & consistency of clear, timely & effective communication from government that empower the public to Unite Against COVID-19 & build resilience. Provide strong inter-agency communication between & across AOG & iwi Māori.

Insights: We have a medium-term outlook of living alongside COVID-19 without an available vaccine. Border & MIQ workers & their families & communities are most at-risk of infection - although, as we have seen in resurgences overseas, the virus can spread rapidly beyond an immediate group. Challenges are: Reduced unity, potential for division; disinformation; increased financial pressure; the psychological impacts of coping with the ongoing threat of COVID-19 & wider implications (e.g. distancing).

Strategic approach: Our goal is to continue to contain and eliminate COVID-19 while also building resilience to the impacts of COVID-19, and to do so by using the four pillars of whare tapa whā: Taha tinana, tara wairua, taha whānau and taha hinengaro. Our mainstream communications will be balanced with a targeted audience-centric engagement and communications approach based on the principle of partnership. Where possible we will seek to empower and persuade communities to work together to eliminate COVID-19 and build resilience. This approach will help ensure messages are received and understood and help motivate the communities most impacted by COVID-19.

Communications objectives

Objective one: Taha tinana | Physical health

Promote physical and material resilience to COVID-19 and its impacts.

Promote public health messages including: Detection, testing, tracing, isolation, quarantine, border measures, physical distancing, infection control and public information.

Prioritise the promotion of prevention messages to at-risk and vulnerable audiences (e.g. frontline workers and their families and communities; or those more likely to experience harm).

Partner with iwi Māori communications leads to ensure appropriate delivery of health messages to and for Māori.

Share information to support economic resilience by sharing information about financial support, promoting innovation and communicating about economic stimulus initiatives.

Support vaccine messaging and rapid, safe immunisation when vaccination becomes available.

Objective two: Taha hinengaro | Mental health

Promote mental resilience and coping strategies. Reduce stigma faced by those in contact with COVID-19.

Promote mental well-being strategies and initiatives.

Reduce stigma faced by returnees, people working on the frontline and people impacted by COVID-19.

Build connection to 'Unite Against COVID-19' to those most susceptible to disinformation, as well as using inoculation to educate and prevent disinformation.

Objective three: Taha whānau | Family health

Promote the wellbeing of the families that are most at-risk and impacted by the downstream effects of COVID-19, and those returning to Aotearoa.

Build resilience and health behaviours among the families and communities of those working in the frontline (MIQ, border, and at AL4 essential workers) through engagement and communications.

Provide supportive advice and information to households and families where Alert Level changes impact their lives.

Provide information and access to support for returnees.

Build a sustainable team that is able to scale up and down in response to need, underpinned by collaboration across AOG.

Work with AOG to develop culturally appropriate practice to promote the well-being of whānau.

Objective four: Taha wairua | Spiritual health

Promote a deeper sense of connection and purpose to counter the strain that COVID-19 presents.

Build resilience by increasing our connection with nature and communities.

Promote the maintenance of cultural practices and social integration, and for those for whom it is relevant, religious observance, despite isolation & distance.

Build a sense of unity behind a shared purpose(s) that builds resilience – e.g. build back better, native forest regeneration, supporting communities in need, supporting those impacted by COVID-19 overseas/within NZ.

Joint Statement
Reinforcing Multilateralism together building on
the United Nations 75th Anniversary Declaration

Madrid, November 10th 2020

Final version

10-11-20

We, the Heads of State and Government and other High Level Representatives of the People's Republic of Bangladesh, Canada, the Republic of Costa Rica, the Hashemite Kingdom of Jordan, the Republic of Korea, the Republic of Senegal, the Republic of South Africa, the Kingdom of Spain, the Kingdom of Sweden and the Republic of Tunisia have gathered in Madrid to express our support for the *Declaration on the commemoration of the seventy-fifth anniversary of the United Nations* adopted by all United Nations (UN) member states on 21 September 2020. We underline our strong support for the declaration and the ambition it embodies. We pledge to help ensure the future we want and the UN we need by implementing its twelve commitments with decisive actions and ensuring that the COVID 19 crisis does not derail these commitments.

The dire circumstances the world is going through have reinforced the need for greater collective action. No area and no country have been spared from the effects of the COVID-19 pandemic. We must ensure that the existing commitments made toward the Sustainable Development Goals, especially those that address the needs of developing countries and in particular the means of implementation support, are not reversed. We must build back better, reorienting towards a more equitable and sustainable international order, with strengthened international cooperation to promote and protect human rights and fundamental freedoms, achieve gender equality and fully implement the social, economic and environmental pillars of sustainable development, leaving no one left behind. The United Nations 75th Anniversary Declaration, along with the 2030 Agenda for Sustainable Development, the Addis Ababa Action Agenda, the United Nations Framework Convention on Climate Change and the Paris Agreement, among other key instruments, constitute a clear roadmap for the years to come.

We are deeply committed to a stronger, reformed and reinvigorated rules-based multilateralism, with a more inclusive UN at its core. We reiterate our call for reforms of the three of the principal organs of the United Nations to create a more agile, effective, and accountable organization that can deliver better in the field and adapt to global challenges. We will continue to provide our full support to the Secretary-General of the United Nations. We will strive to implement the action-oriented policies through cross-regional engagement anchored in the respect of international law and be catalyzers in our respective regions, mobilizing others in order to overcome the challenges faced by the current multilateral system. We will respond to the voices of the young girls and boys, who clearly and rightfully

demand that we act. Youth deserve a place in global deliberations for the future of humanity. We will prioritize contributing towards the success of established consensus-driven UN processes and join forces with other initiatives and formal or informal networks, such as the Alliance for Multilateralism, in so far as they are supportive of those UN processes; together, we can accomplish more.

We believe this group, at this point in time, particularly, but not exclusively, can be supportive by mobilizing the international community to fulfil the stated goals: reducing inequality and leaving no one behind; improving our global health system; protecting our planet; building peace, security and justice; defending human rights and gender equality; harnessing the digital revolution; and provision of sustainable financing.

To that end, we enclose to this Joint Statement an annex with suggested actions to strengthen multilateralism and turn the ambitious United Nations 75th Anniversary Declaration into reality.

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ANNEX

to the Joint Statement: reinforcing multilateralism together building on the UN 75th Anniversary Declaration

In order to strengthen multilateralism and turn the ambitious United Nations 75th Anniversary Declaration into reality, we will strive to, inter alia:

1. Reduce inequality and leave no one behind by:

- Strengthening our efforts to support the full implementation of the 2030 Agenda placing it at the center of the recovery, including by delivering on commitments to provide means of implementation support to developing countries and mobilizing additional finance through various channels;
- Fighting poverty, inequality, gender inequality, discrimination and exclusion in all its forms, everywhere, adopting and advancing efforts to rethink our socioeconomic model in order to make it more inclusive and sustainable. Promoting the adoption of the Multidimensional Poverty Index (MPI) as a metric to better measure progress towards leaving no one behind, and as a system more adjusted to the realities of middle-income countries.
- Support safe, orderly and regular migration as a means of reducing global inequality. Including migrants in national and global responses and recovery efforts to the COVID-19 pandemic, recognizing the contribution of migrants to economic recovery, ensuring respect for the human rights and fundamental freedoms of migrants, keep remittances flowing and bring transaction costs to less than 3% and strengthen bilateral, sub-regional, regional and multilateral cooperation to promote effectively post COVID-19 protection, well-being, and social and labor re-integration of migrants into post-COVID-19 job market.
- Reversing the rise in hunger, malnutrition and rural poverty exacerbated by the pandemic, keeping in mind the gender dimension of poverty, and boosting progress towards a zero hunger world by 2030 through sustainable, diverse and inclusive food systems, striving for a transformational outcome of the UN Secretary-General's Food System Summit in 2021.
- Strengthening social dialogue, social inclusion and social security, through comprehensive policies that promotes human rights, equal opportunities and treatment, and just transitions as well as well-functioning labor markets. Ensuring that all actors in labor markets, including manufacturers, brands, buyers, workers and consumers act responsibly in line with the Global Deal initiative and the International Labor Organization (ILO) and towards a world where all work is decent work.

2. Improve conditions for health and well-being, our health preparedness and the effectiveness of the global health system by:

- Building stronger political consensus for a coordinated global response to COVID-19. We will champion the importance and urgency of equitable, transparent, timely, gender-responsive and affordable global access to new and existing tools, especially safe, quality and effective vaccines, diagnostic tests and treatments. We will contribute to promoting and providing sufficient resources to international mechanisms and initiatives, such as ACT-A (Access to Covid-19 Tools Accelerator). We recognize the role of extensive immunization against COVID-19 as a global public good for health in preventing, containing and stopping transmission in order to bring the pandemic to an end. Favoring changes based on evidence, contributing to shaping a global health architecture fit for purpose, including the World Health Organization (WHO), in particular by supporting the implementation of the findings of the Independent Panel for Pandemic Preparedness and Response (IPPR), the Independent Oversight and Advisory Committee (IOAC) for the WHO Health Emergencies Program and the International Health Regulations Review. We will seek to support the implementation of the recommendations issued as a constructive exercise aiming to strengthen the WHO and its role in protecting and enabling global health, to make it more effective.
- Calling for a renewed and urgent focus on universal health coverage (UHC), ensuring that health services are accessible and affordable for all. We will work with the UN Secretary General to convene a UN high-level event on global health, with the aim to promote strong and resilient health systems, with a special emphasis on primary health care, including sexual and reproductive health services, as vital to making progress towards UHC and ensuring effective health crisis management. We will bear in mind the relevance of social determinants of health, paying particular attention to the needs of women and girls, as well as those of the elderly and people in vulnerable situations, including persons with disabilities, people living with HIV/AIDS, older persons, Indigenous peoples, refugees and internally displaced persons and migrants, respecting their autonomy and their enjoyment of human rights.

3. Protect our planet by:

- Matching up our collective ambition with the scale of the environmental and climate crisis, taking transformative measures based on international cooperation, solidarity and trust among countries, peoples and generations.
- Re-affirming our commitment to the Multilateral Environmental Agreements, as well as the United Nations Framework Convention on Climate Change (UNFCCC) and Paris Agreement.
- Submitting updated Nationally Determined Contributions (NDCs) to the Paris Agreement that represent a significant progression compared to the

previous NDCs and reflect the highest possible ambition and long-term strategies consistent with the objectives of the Paris Agreement, and contributing towards the Paris Agreement's objective of Net Zero greenhouse gas emissions by mid-century on the basis of equity and the principle of common but differentiated responsibilities and respective capabilities, in the light of different national circumstances and in the context of sustainable development and efforts to eradicate poverty.

- Promoting international cooperation on adaptation, thus committing to strengthening climate resilience in our economies
- Promoting the consistency of climate finance flows with pathway towards low greenhouse gas emissions and climate resilient development.
- Providing means of implementation, in the form of climate finance, technology development and transfer and capacity developing, to Developing Countries, taking into account the needs of countries that are particularly vulnerable to the adverse effects of climate change as well as addressing the specific needs and circumstances of Developing Countries.
- Paving the way, in the framework of the UN Convention on Biological Diversity and beyond, for the endorsement and implementation of a strong Post-2020 Global Biodiversity Framework on land and in the oceans. Such a Framework will combine strong political will with a set of robust science-based targets. It should be supported by the necessary means of implementation, including appropriate legal, technical economic and financial tools and mutual accountability mechanisms recognizing the crucial role of research and indigenous knowledge.
- Welcoming Sweden's offer to convene in 2022 Stockholm+50, in Stockholm to reflect on how to redefine our relationship to nature and to foster a green recovery through accelerating a shift towards sustainable consumption and production, leaving no one behind. A Stockholm+50 would be distinct from UNEP@50, which would take place in Nairobi at the headquarters of UNEP.

4. Build peace, security and justice by:

- Supporting the Security Council Resolution 2532 (2020) and the Secretary-General's call for a global ceasefire by the end of this year by actively advocating for its implementation in our bilateral and multilateral engagements. Stepping up international solidarity to address the impact of COVID-19 in countries ravaged by armed conflict, in post-conflict situations or affected by humanitarian crisis.
- Ensuring that humanitarian access to those in need of assistance be granted without obstacle or delay and in line with the humanitarian principles.
- Enhancing implementation of the Action for Peacekeeping (A4P) initiative launched by the UN Secretary-General and its widely endorsed

Declaration of Shared Commitments as a demonstration of the renewal of our collective engagement with UN peacekeeping operations.

- Encouraging and supporting the Secretary-General to enhance his diplomatic toolbox to prevent the outbreak, escalation and recurrence of hostilities.
- Supporting conflict prevention including climate security and preventive diplomacy, and contributing to the implementation and financing of the Sustaining Peace Agenda, and ensuring the meaningful and continuous involvement of civil society organizations, women, youth, academia, social leaders, etc. in peacebuilding activities.
- Advancing the Women, Peace and Security agenda and gathering support for the Commitment 2025 initiative to fulfil its 15 specific commitments for effective participation and influence of women in peace processes.
- Actively supporting the integrity and independence of the International Criminal Court and its important task to investigate and prosecute the gravest crimes of international concern where national courts are unable or unwilling to do so, in order to end impunity and bring justice to its victims.
- Implementing concerted political and development cooperation efforts to strengthen democracy and the rule of law through democratic, transparent and accountable governance and independent judicial institutions, thus contributing to through concerted political and development cooperation efforts to advance the implementation of SDG 16 for peaceful and inclusive societies.

5. Defend human rights, democracy and gender equality by:

- Supporting the Secretary-General's Call to Action for Human Rights and enhancing the contribution of the Human Rights Council to prevent human rights violations through monitoring, dialogue and cooperation, improved access of civil society and National Human Rights Institutions to the Council, and more systematic links with efforts to uphold international peace and security, sustain peace and implement the Sustainable Development Goals.
- Championing the achievement of gender equality, the full enjoyment of human rights by all women and girls in all their diversity and the empowerment of women and girls, including by working for concrete results through the global action coalitions of the Generation Equality Forum in the context of the Beijing+25 anniversary and in support of the 2030 Agenda, recognizing that gender equality is a pre-requisite to creating a more peaceful, prosperous, inclusive, resilient and sustainable world.
- Leading and promoting results for gender equality through joint initiatives at the UN General Assembly and Human Rights Council to advance gender

mainstreaming throughout the work of the UN, including the Human Rights Council and its mechanisms, as well as to enhance gender balance in multilateralism by promoting the appointment of women to strategic and high-level posts and highlighting their crucial contributions through the organization of a high-level event with women leaders.

6. Harness the **digital revolution by:**

- Supporting all global efforts to achieve global connectivity and access promoting a global investment-friendly environment based on private-public collaboration and the exchange of best practices, both in regulatory and investment instruments.
- Ensuring that the digital transition benefits everyone including by fostering digital inclusion, closing the digital divides, particularly the gender digital divide, and promoting the human rights based use of data and Artificial Intelligence (AI). We will develop evidence-based public policies, provide more efficient public services, build smarter and more humane cities and help tackle societal challenges of our century such as climate change, pandemics or lack of education, and mobility. We will explore the potential for forging an international partnership in the area of innovation and emerging technologies aimed at promoting digital inclusion.
- Promoting the respect for human rights and fundamental freedoms also in the use of information and communication technologies.
- Noting the gender dimension of the digital divide.

Ensuring a fair and effective approach to addressing tax challenges posed by the digitalization of the economy by supporting ongoing negotiations at the OECD/Inclusive Framework, to ensure that companies in all sectors contribute their fair share.

7. Ensure **sustainable financing by:**

- Encouraging the global economic recovery effort by advancing the menu of options developed through the high-level process on Financing for Development in the Era of COVID-19 and Beyond.
- Assessing ways to coordinate financial efforts by international financial institutions to address global challenges, in particular the COVID-19 pandemic and the climate crisis, and to develop strategies to reduce financing risk in low and middle-income countries. This could include innovative ways to get and mobilize finance, addressing the consequences of high debt levels on countries' ability to withstand the impact of the COVID-19 shock and collectively engaging, on a case-to-case basis, in debt treatments for those countries with significant debt vulnerabilities and deteriorating outlook. The strategies should be based on the mandates of each official actor, including official creditors (bilateral, multilateral,

plurilateral) and involve close co-operation among the actors, including with the private sector.

- Redoubling our efforts to implementing the Addis Ababa Action Agenda on Financing for Development in support of the 2030 Agenda and the Paris Agreement.
- Enhancing the functioning of the global financial and international debt architecture and governance and the international financial system to make it more representative and equitable and promote economic stability and sustainable and inclusive growth.
- Honoring commitments to developing countries and increasing Official Development Assistance, supporting predictable, timely and flexible core funding to the United Nations Development system, as well as access to concessional financing for the Least Developed Countries (LDCs).
- Showing our unwavering support for the rules-based multilateral trading system, with the World Trade Organization (WTO) at its core, and support for continued efforts to reform the WTO so that it is as effective as possible.

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Systems Leadership for Child Well-being

A Joint Every Child and ANZSOG Project

Project Overview

Every Child and ANZSOG are working together on systems leadership to enhance the well-being of Australia's children. The project is centred on a series of engagements with key senior leaders – through surveys, interviews and forums, across the public and community sectors, with First Nations leaders, and representatives from the tertiary, philanthropic and corporate sectors - to map and determine how to address the system barriers to every child reaching their potential.

This brief outlines the background, goals and approach to engaging leaders from government, non-government and other sectors in a series of summits to facilitate the transformational change required to improve outcomes for Australian children and our nation's future productivity and prosperity.

Why Every Child and ANZSOG?

Every Child and ANZSOG bring together extensive experience in government and the NGO sectors, governance, reform, innovation and delivery, insight into the lived experience of children, young people and families across our systems, as well as connections to the many organisations, networks and initiatives working to improve outcomes for Australia's children.

Every Child is an alliance of 70+ organisations, led by a Steering Committee of leaders from 25 non-government organisations. Our aim is for the wellbeing of children and young people to be improved – and for this to be elevated as a nation-building priority, for investment in prevention and early intervention to be boosted, and for our systems to work better together. In doing so, we will boost Australia's productivity.

ANZSOG is a highly respected education and professional development organisation that is recognised for advancing public sector leadership. ANZSOG actively supports Aboriginal and Torres Strait Islander cultural authority and leadership. ANZSOG's *Towards Strategic Leadership, Public Sector Problem Solving, Reimagining Government*, and executive masters and fellows programs are acclaimed in building public purpose-oriented, capable and effective leaders.

What is the purpose and scope of the project?

The purpose of the project is to leverage the insight and influence of senior leaders to drive improvement to the value and impact of early childhood education and care, education, health, mental health, disability, social services, income support, family support, family violence, child protection and youth justice systems.

The scope is deliberately broad and focused on the opportunities for better aligned and integrated approaches across and within systems at policy, program, investment, workforce and service delivery levels. It will encompass both what we do and how we do it. Our primary focus is identifying practical options for delivering significantly improved outcomes for children through the best use of available resources.

The project will build on a huge body of reform and advocacy work done over the past decade or so, and link with and augment the wide range of current efforts, including those focused on enabling Australia to 'build back better' in its recovery from COVID.

What are the aims of the leadership engagements?

The project will engage public sector and not-for-profit sector leaders in systems change and improvement by sharing insights on what's working, what's not and what and how we can do better. It will seek to collaboratively devise credible and impactful ways to advance the wellbeing of all children and young people in Australia.

The intent is to bring forward to governments a set of priority cross-systems and sectoral specific actions for consideration. The leader engagements and summits aim to be active and solution-focused, in contrast to more passive and process-oriented conferences. They will work through the barriers and enablers to addressing:

- the persistent concern that while 80% of Australian children are doing well, 20% continue to experience vulnerabilities which significantly impact on their wellbeing,
- the challenge arising from the wide, deep and enduring effects on many children, young people and families of the COVID-19 pandemic
- the opportunity to contribute to recovery for families and communities across Australia through uplift in systems capability, capacity and effectiveness.

The summits will bring together senior public purpose leaders to:

- make sense of the latest available data about the current state and future trajectories of Australia's children
- exchange policy, program and service insights, innovations and ideas on the most effective ways for multiple agencies/sectors to respond to the needs of children and young people
- trial a more joined-up systems approach to strategy development, policy, program and service design, and reform implementation at governmental and community levels
- identify priority opportunities for investment and reform
- leverage public service reforms and identify governance changes to drive better value and impact, and
- stimulate actions at systems, sectoral and organisational levels.

In sum, the aim of the project is to assist leaders to influence decision-makers and to drive the systems changes that are needed to ensure that all children are born as healthy as possible, grow according to developmental milestones, reduce their exposure to adverse childhood experiences, start school ready to learn, and leave school ready for life.

What are we seeking to fix?

The case is compelling – we need to continue to make transformational systems changes in order to improve the wellbeing of children and young people.

There is a large and growing body of evidence globally indicating that the best results are achieved when children and their parents have secure access to:

- decent incomes, safe and stable living arrangements and material basics;
- good family and community connections;
- the skills, knowledge and care networks needed to enable nurturing, developmental parenting;
- accessible, quality universal services and support systems;

- timely early support, extra subsidies and targeted proportionate interventions when necessary;
- timely joined up and specialist responses to complex needs and risks as required;
- agencies with skilled workforces, deploying evidence-informed interventions, that work well together as service networks; and
- service systems with common purpose, effective leadership, strong community engagement, shared tools and platforms, good data and sufficient workforce capacity and capability.

The cost of late action – of not providing timely support to children and families – has been estimated at \$15 billion annually (Teager, Fox & Stafford, 2019).

None of Australia’s current approaches to child wellbeing has closed the gap for the 20% of children who persistently do not thrive. 20% of our children who never reach their potential socially or economically, and who cost human services and other systems disproportionately over their life-courses. We can and must do better.

With a particular focus on connecting up the system

A starting assumption of this project is that the primary challenge and opportunity is not so much a knowledge problem – ‘what’ and ‘why’ - but one of mandate, design, coordination, investment and implementation - ‘will’ and ‘how’.

While there are numerous studies, evaluations, reviews and submissions making recommendations about what should be done, these usually focus on a particular system or sector. There is a wealth of experience and insight into what has worked and what can be improved through linking two or three system, but options to improve or reform the whole system are less common.

In recent years, there has been a surge in in knowledge about ‘what works’, and efforts are shifting from searching for ‘silver-bullet’ stand-alone interventions, to a more holistic and balanced focus on data-informed, evidence-based, results-oriented and high performing ‘systems’. These are better at:

- improving life outcomes for all children
- reducing adverse childhood experiences and the toxic stress and trauma that can result;
- preventing problems getting worse;
- shifting life trajectories;
- disrupting cycles of inter-generational disadvantage; and
- reducing demands for high cost tertiary responses.

There are six wellbeing domains in the well-known Australian Research Alliance for Children and Youth (ARACY) [child wellbeing framework](#), known as *The Nest*, developed 7 years ago. Of course, the nature of our lives, and the causes and effects of factors impacting child wellbeing outcomes, mean that these domains are inter-dependent. Yet that’s not generally well reflected in the design and interaction of our early childhood education and care, education, health, mental health, disability, housing, social services, income support, family support, family violence, child protection and youth justice systems. Every Child and ARACY will be advancing this integrated approach through the forthcoming *It Takes Six* initiative.

Australia is fortunate to have generally robust systems in themselves, but our agencies, programs, professions and systems have tended to operate in silos – in both the government and non-government sectors – without strong ‘in built’ integrating ‘architecture’ or pathways, and with uneven translation of knowledge about ‘what works’ into policy, programs and practices.

Each system is itself diverse, complicated and fragmented. Responsibilities are split or shared across levels of government, a very large number of service providers and practitioners. Hundreds and hundreds of programs and initiatives have been introduced and accreted over time, adding to the complexity. Many investments and practices have not been assessed for evidence of value and impact.

For families, especially those with multiple and complex needs, these arrangements can be extremely hard and costly to navigate. They must repeatedly tell their stories and explain their needs. There are customer journey maps emerging that expose the disconnects. Staff on the ground do their best to make them work for and with people and communities, yet problems often fall between or are exacerbated by gaps between systems, and costs are often borne by people who cannot afford them. Costs are also sometimes shifted from one system or level of government or organisation to another. Investment is predominantly on crisis, acute and tertiary responses, with limited funding to enable informal care networks, early and preventive supports or integrated interventions.

For sector leaders and advocates, these arrangements are difficult to shift and mobilise (other than in disasters) as required when seeking to deal with complex needs and entrenched disadvantage. Various efforts continue to be made to link systems at strategy and delivery levels. Yet key initiatives – from transformational changes such as the National Disability Insurance Scheme to much smaller new initiatives like *Stronger Places Stronger People* – are challenged by the difficulties associated with how our systems work and interact.

The recent APS (Thodey) review concluded that the APS needs to:

- *‘work more effectively together, guided by a strong purpose and clear values and principles*
- *partner with the community and others to solve problems*
- *make better use of digital technologies and data to deliver outstanding services*
- *strengthen its expertise and professional skills to become a high-performing institution*
- *use dynamic and flexible means to deliver priorities responsively, and*
- *improve leadership and governance arrangements’.*

The recent refresh of the Closing the Gap NPA - with an expanded partnership between Governments and the First Nations Coalition Of Peaks - well reflects, and will be challenged by, these issues.

Public purpose leaders across all levels and all child-related sectors are grappling with high demands, dynamic situations, high pressure, high risk, limited resources and complicated arrangements. The challenges are now even more urgent and difficult due to the COVID pandemic, though it does present the need and opportunity to build back better. We cannot afford to waste human potential or public resources. This project will work through what practical measures could be taken to address a ‘shared mission’ of improving child wellbeing and disrupting disadvantage.

How will the leader engagement and forums be delivered?

Michael Hogan (Every Child) and Lin Hatfield Dodds (ANZSOG) have been engaged as a consulting team to facilitate the engagement of key systems leaders through surveys and interviews and as possible, a series of forums, guided by a joint EveryChild and ANZSOG Steering Group.

Given the impacts and demands of COVID on senior leaders in the government and non-government sectors, the team will engage over September and October 2020 with key leaders from a range of systems, agencies and sectors in a number of jurisdictions with surveys and interviews, and in two or more leader summits (possibly virtual). The government leaders will be from central and line agencies and statutory bodies. Targeted engagement is also proposed with

Aboriginal and Torres Strait Islander leaders, informed by the initiatives such as the recent Closing the Gap National Partnership Agreement refresh.

These engagements are proposed, subject to resources, to lead to a final summit bringing together leaders across sectors.

This project connects with a range of other work underway. This includes related work led or facilitated by Thrive By Five (Minderoo Foundation), ARACY, Family Matters, Families Australia, The Front Project and the Centre for Policy Development (CPD) and others. For example, CPD is undertaking systems design and policy work focused on early learning (ECEC) for 0-5s, and will advance this through two major activities: an Early Childhood Council comprised of state and Commonwealth officials, early childhood providers, NGO peaks and other experts; and a major scoping study on alternate early learning system models design and delivery.

This ANZSOG / Every Child project is focused on the broader suite and interface of systems across the domains that contribute to the wellbeing of children and young people. The project will also connect with cross-systems work arising from the National Early Years Summit, initiatives such as ARACY's National Brain Builders Alliance, and initiatives within jurisdictions, such as NSW's *Their Futures Matter*, Qld's *A Great Start for All Our Children* and *Thriving Queensland Kids Partnership*, and SA's work on a child development agenda.

The project will also engage with a select group of New Zealand leaders to draw on their experience and results to date with their national Child Wellbeing agenda.

This initial stage of the Systems Leadership for Child Well-being project will report to ANZSOG and Every Child and to participating jurisdictions by the end of 2020.

Released under the Official Information Act 1982

out of scope

From: Maree Brown [DPMC] <xxxxx.xxxxx@xxxx.xxxx.xx>

Sent: 15 April, 2020 11:42 AM

To: section 9(2)(a)

Subject: Youth participation in futures thinking

[IN-CONFIDENCE]

Kia ora section 9(2)(a)

I hope you and your family are healthy and well in this very strange new environment we all find ourselves living in.

As you may know New Zealand is also in full lockdown at the moment with tighter controls than most countries in an effort to stamp out the virus before community transmission really takes off. So far the approach appears to be working – (just 9 deaths and around 1400 cases so far, at least half of which are people returning from overseas) but there are difficult decisions ahead about how quickly we move out of lockdown and what that will look like.

Many of our youth agencies are beginning to collect information and feedback from young people about how they are coping and what sorts of support they are looking for and this information will help inform ongoing response efforts.

At the same time our team and other youth sector agencies are also thinking about how we can generate a sense of agency (and hope) among young people in this very uncertain time by creating meaningful platforms for them to contribute ideas to decision-makers about a better future – ie how we build back better, greener, more sustainably etc.

I am wondering whether your team is working on anything in this area at the moment and/or gathering information from other countries about the approaches they are taking to involve young people in COVID recovery planning or futures planning? We'd be keen to learn from others! And we are happy to update you once our plans take shape.

Best regards

Maree



Discussion document

Global Report on

Youth Empowerment

and Intergenerational

Justice



Please send us your
feedback by **31 August**

>> govyouth@oecd.org



Discussion document

The Draft Discussion Document spells out key policy recommendations from the Global Report on Youth Empowerment and Intergenerational Justice. The OECD Secretariat invites the Friends of Youth PLUS to provide their feedback **by Monday, 31 August 2020**. The OECD Secretariat will consolidate the feedback received, update the Global Report accordingly and prepare a final Discussion Document for the Public

Governance Committee (PGC) meeting in November. The Discussion Document will be presented and discussed alongside the main findings from the Global Report. Upon the demand of the PGC delegates in the November meeting, the Discussion Document could be put forward as a "Call for Action" to explore opportunities for discussing its findings at political level and translating them into practical implementation support.

Context

Young people across OECD countries enjoy unprecedented access to information, education, health care and technology in comparison to any previous generation. However, the repercussions of the global financial crisis in the late 2000s, the recent COVID-19 pandemic and global transformations such as ageing, digitalisation, and rising inequalities have created uncertainties about the foundations of well-being of youth and future generations.

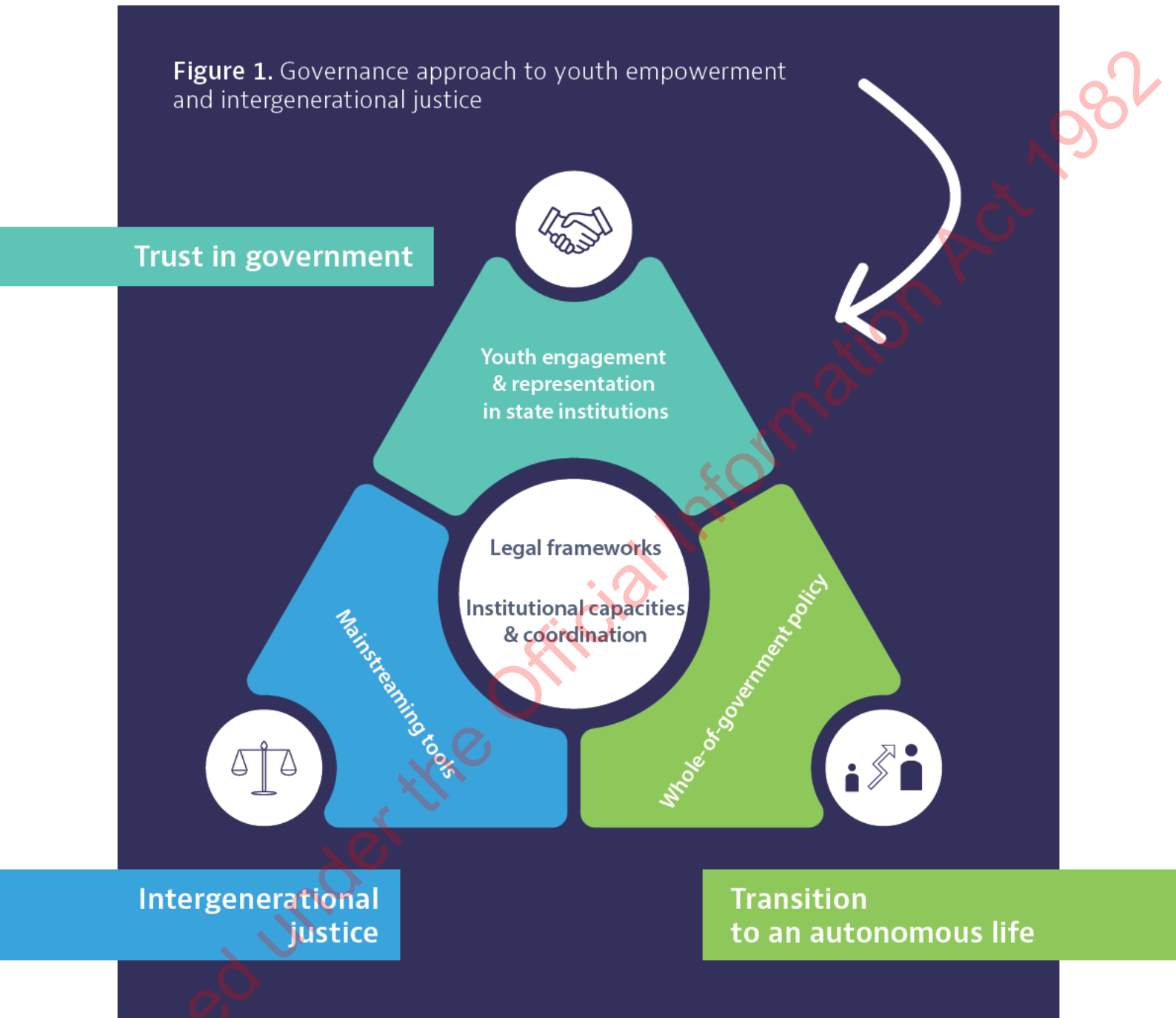
OECD evidence demonstrates that the COVID-19 pandemic will affect young people disproportionately in a moment when countries have barely recovered from the repercussions of the most recent global economic shock. Youth have less income at their disposal than previous young generations; they are more likely to be unemployed than any other age cohort and their trust in government has decreased in the majority of OECD countries since 2006.

Despite its devastating impact, the COVID-19 pandemic also creates an opportunity for governments to "build back better" for all generations. Recovery plans are mobilising significant resources, while creating long-

lasting effects on society and the economy. In planning for recovery and resilience, policy makers should consider the impact of their action on the well-being across different age cohorts and future generations. Now is a time to re-think how to ensure that laws, policies, public institutions and the way public decisions are being taken and resources are being allocated is fair and inclusive for all age cohorts. Public governance is at the heart of this debate and the solution to re-build trust, and spur social and economic inclusion.

The Global Report on Youth Empowerment and Intergenerational Justice is prepared based on the survey findings from 42 countries and the European Commission, as well as 81 youth organisations. It provides a timely comparative analysis for turning the page in supporting youth in their transition to an autonomous life, increasing their participation and representation in public life, and applying an intergenerational lens to policy-making. Based on an analysis of the impact of governance tools on policy outcomes, it provides new insights for policy makers to build a present and future that leaves no one behind.

Figure 1. Governance approach to youth empowerment and intergenerational justice



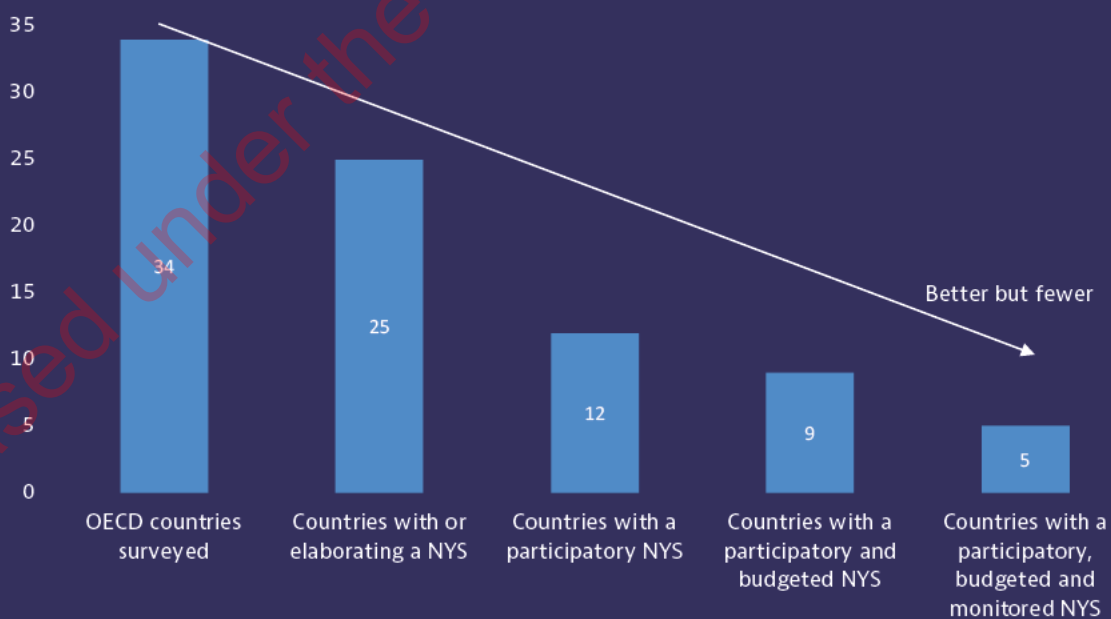
How to turn the page?

The transition of youth to an autonomous life has become more challenging

Despite the gains in educational attainment and health outcomes over the past decades, the transition to an autonomous life has become more difficult for young people. Young people are 2.5 times more likely to be unemployed than people aged 25-64, dispose of less income than previous young generations, find it more challenging to afford housing and are more likely to work in insecure jobs. When young people are not active

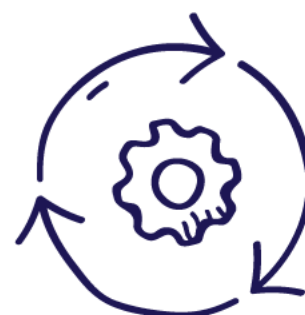
in social life and the labour market, societies and economies bear high costs, undermining well-being and productivity as well as the potential for inclusive growth. OECD estimates show that 1 in 10 youth aged 15-24 years on average across OECD was not in education, employment or training in 2019, which represents an economic cost equivalent to between 0.9% and 1.5% of OECD GDP. These challenges are exacerbated in the context of the COVID-19 pandemic.

Figure 2. National youth strategies are trending but few are participatory, budgeted and extensively monitored.



Box. 1. In order to support youth in their transition to an autonomous life, governments should consider:

- **Formulating and investing into the quality of integrated youth strategies, at the appropriate level(s) of government**, to ensure they are evidence-based, participatory and cross-sectoral, supported by political commitment, adequate resources, and effective monitoring and evaluation mechanisms.
- **Equipping policy makers with adequate resources and skills and setting in place effective vertical and horizontal coordination mechanisms** to ensure a coherent delivery of youth policy and services across different ministries and levels of government.
- **Creating enabling legal frameworks for youth** to access public resources and participate in public life by addressing age-related barriers and discrimination.
- **Setting in place a digital administrative environment for youth** to facilitate access to information and counselling in areas such as education, employment, health, and others.
- Providing targeted policies and services for young women and men, especially the most vulnerable youth populations, including young people not in employment, education or training (NEETs); young migrants; homeless youth and youth with disabilities.
- **Systematically gathering age-disaggregated data, and applying regulatory and budgetary impact assessments** to address inequalities within and across different age cohorts.



No trust without participation and representation?

Youth's trust, perception of having a say and representation in state institutions have stalled

Since the global financial crisis in the late 2000s, youth's trust in public institutions, the perception of having political influence and representation in decision-making have stalled. At the same time, young people are leading

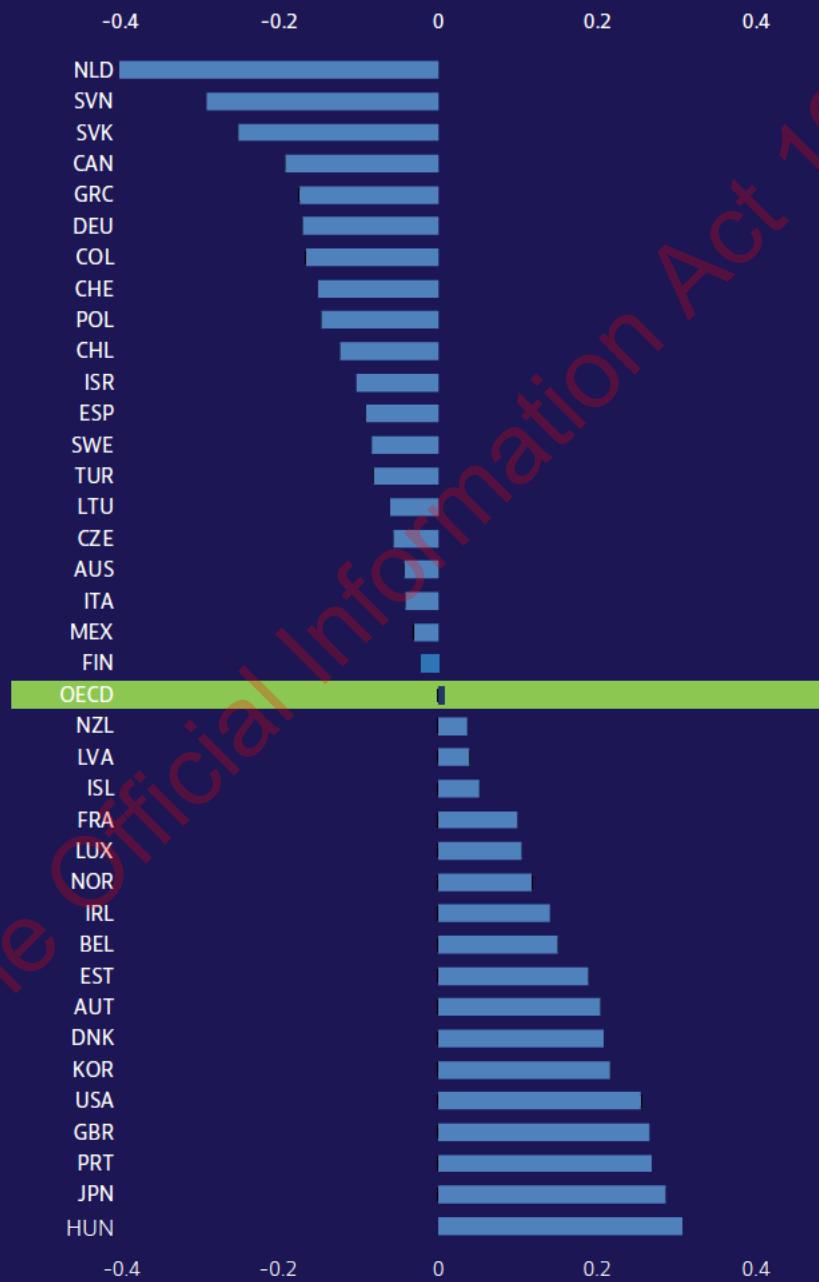
social movements and demonstrate a strong agency for addressing global challenges such as climate change, rising inequality and threats to democratic institutions.

Box 2. To re-build youth's trust in governments and strengthen their relationship with public institutions, governments should consider:

- **Addressing barriers to youth participation in political life by reforming registration rules and examining lower minimum age requirements** to achieve greater age-balance among voters and candidates in elections, as well as in state institutions.
- **Engaging youth stakeholders in a meaningful way throughout the policy cycle** to ensure age-diversity in public consultations and more responsive and inclusive policy outcomes.
- **Providing developing programmes for young people** to join and thrive in the public sector workforce as well as programmes for inter-generational learning between older and younger employees.
- **Strengthening volunteering and youth work through national laws, strategies and programmes that include a common vision and clear responsibilities, co-ordinated action, and adequate resources** for building youth's skills and competencies, social cohesion and resilience in societies.
- **Exploring the co-creation of innovative channels and mechanisms** to engage with non-institutionalised youth's activism in order take into account its important contribution to the political discourse.

Figure 3. In more than half OECD countries, youth trust government less than before the 2007-2008 financial crisis (relative to the total population)

Change in trust in government of youth relative to total population, from before the recession to the latest year



Note: "Youth" here refers to people aged 15-29. Age-disaggregated data across years is not available for Iceland.
Source: OECD calculations based on Gallup World Poll (Database).



How to build back better for all generations?

Ageing and COVID-19 are raising new questions about intergenerational solidarity and justice

Population ageing across OECD countries is decreasing the share of young voters, scaling up pension obligations, and raising the demand for health care and other social care services. Concerns about equity and fairness between generations increasingly permeate social, fiscal and environmental public policy and are likely to gain further

traction in the context of addressing COVID-19. In reaction, OECD countries have created new institutions, laws, policies and public administration tools to integrate the concerns of today's youth and future generations more systematically in policymaking and encourage intergenerational dialogue and solidarity.

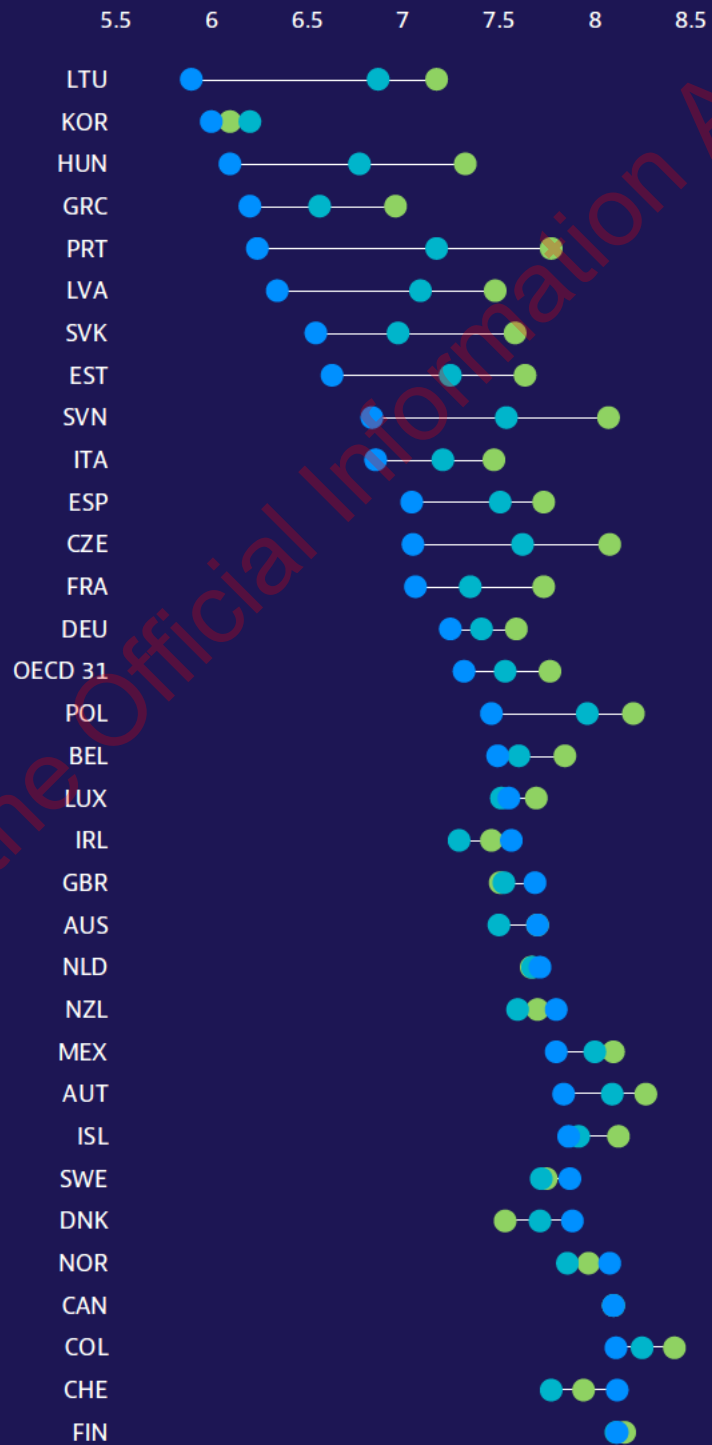
Box 3. To foster intergenerational justice in the context of ageing societies, governments can consider:

- **Adopting a holistic approach to promoting Intergenerational Justice** by considering the well-being of living generations and future generations and acknowledge that each age cohort is in itself infinitely stratified.
- **Integrating Intergenerational Justice considerations systematically in national and sectorial strategies**, including national long-term strategies, youth strategies and strategies linked to the Sustainable Development Goals.
- **Building up strategic foresight capacity to integrate a longer-term perspective in policymaking and define challenges as temporal and intergenerational** to anticipate effects of megatrends and possible future disruptions across generations.
- **Integrate an Intergenerational Justice lens in rulemaking and the allocation of public resources** to encourage dialogue, and increase transparency and accountability about policy choices.
- **Creating or strengthening institutional mechanisms** to monitor Intergenerational Justice commitments by ensuring adequate resources and their legal, financial and political independence.

Figure 4. Countries with lower age-related inequalities have higher levels of life satisfaction overall.

● 15-29 years ● 30-49 years ● 50+ years

Mean values of life satisfaction on a 0-10 scale, by age, 2018 or latest available year.



Source: OECD (2020), How's Life? 2020: Measuring Well-being, OECD Publishing, Paris, <https://dx.doi.org/10.1787/9870c393-en>.

Digital Cooperation: Action Today for Future Generations

- Date: Wednesday, September 23rd
- Time: 10:00am-2:00pm EST
- Virtual Platform/Publicly broadcasted

Overview

In June 2020, the United Nations Secretary-General launched his landmark *Roadmap for Digital Cooperation*. In it he makes clear that managing rapid technological change is a defining challenge of our generation, *especially towards achieving the Sustainable Development Goals (SDGs)*. Today we find ourselves at an inflection point: we cannot reap the full benefits of the digital age without mobilizing the global cooperation needed to mitigate its potential harms.

We must thus ask how we can collectively steer the path forward in this unprecedented digital age. Given current challenges like COVID19, how will we maintain the global development agenda, including by ensuring that all are connected to digital technologies? How will we safeguard human wellbeing? How will we make sure that children are better educated and protected by digital means? How will digital technologies shape the future of our planet? These questions of the 21st century will require common understanding, a shared vision of the future, and most importantly, joint action. The voices of those most profoundly impacted by the actions of the present – the youth – are particularly important.

“Future generations will judge whether the present generation seized the opportunities presented by the age of digital interdependence. The time to act is now.” -Antonio Guterres

Programme

In conjunction with the 75th Anniversary of the United Nations, UNICEF and Generation Unlimited, the International Telecommunication Union, UNDP, and the Office of the Special Adviser to the Secretary-General, on Digital Cooperation, working together with other UN partners will convene a High-Level Digital Cooperation event, focused on concrete actions to safeguard the technological era for future generations. It is our global shared responsibility to find a path forward and to build back better digitally.

The event will feature three multistakeholder dialogues focused thematically on the need to connect, respect, and protect all people in the digital age. To ensure impactful and engaging discussions, these dialogues will not be presentations of prepared statements, but rather a dynamic conversation between the high-level speakers, facilitated actively by a moderator, interspersed with inspiring visual real-life stories.

The Summit will have a special focus on youth voices by profiling youth speakers that will deliver a short “scene setter” video interventions to open each session, thus framing the issue and theme for discussion. Moderators and panelists will also be asked to consider the youth aspect of digital cooperation challenges and opportunities, including aspects such as ensuring affordability of digital literacy, connectivity for schools, digital solutions for education, digital opportunities and employment for youth.

Programme

Opening Segment

- United Nations Secretary-General
- Executive Director of UNICEF
- Guest Speaker (Artist/Poet/Writer)

Connect — Achieving Universal Connectivity for the world by 2030

Youth Scene Setter Video: A youth speaker to detail connectivity challenges for vulnerable communities/developing countries.

High-level Multistakeholder Dialogue

- Heads of State/Government
- CEOs of Technology Company
- Leaders of Civil Society
- International Organization(s)

Statements of Commitments to Connect (2 min statements by HOS/HOG, CEOs) – 6-8min

Respect — Realizing human rights and empowerment in the digital age

Youth Scene Setter Video: A youth speaker will convey the human rights challenges in the technological era (e.g. privacy, freedom of expression, online harassment, hate speech, countering extremist narratives) and the potential of digital solutions to empower youth.

High-level Multistakeholder Dialogue

- Heads of State/Government
- CEOs of Technology Company
- Leaders of Civil Society
- International Organization(s)

Statements of Commitments to Respect (2 min statements by HOS/HOG, CEOs) – 6-8min

Protect—Combating cyber threats and harms for the most vulnerable, including for children

Youth Scene Setter Video: A youth speaker will discuss the growing threats to the digital environment and their impact on key societal functions and sustainable development for future generations; and the serious danger posed by online harms, such as child online protection risks.

High-level Multistakeholder Dialogue

- Heads of State/Government
- CEOs of Technology Company
- Leaders of Civil Society
- International Organization(s)

Statements of Commitments to Protect (2 min statements by HOS/HOG, CEOs) – 6-8min

Concluding Segment

- Fabrizio Hochschild, Under-Secretary-General & Special Advisor
- Other speaker (tbd)

Ending Video

Fiji 50th Anniversary Independence – MFA video message

Tēnā koutou katoa

Ni sa bula vinaka [*“ni-sahm boo-la vi-na-kah”*]

On behalf of the people and Government of New Zealand, I wish His Excellency the President, the Government and people of Fiji all the best as you mark the 50th anniversary of your independence.

This year also marks 50 years of diplomatic relations between our two countries, with New Zealand one of the first countries to accredit a High Commissioner to Fiji.

Although 2020 has not been the year we had all hoped for, it is nevertheless an opportunity for Fijians to reflect upon and celebrate your proud shared history, heritage, culture, languages, customs, and achievements, which will form the foundation for Fiji's continuing success into the future.

Fijians and New Zealanders have a strong kinship and deep affection for each other that has endured through these last 50 years, fostered by our connection as islands in the Pacific.

We are linked by our shared values, our family connections, and our trade and education links.

We are brought together by our shared sporting passions – especially rugby - fierce competitors when we are on the field, but warm friends off it.

Fiji is a leader in the Pacific, and as Pacific nations we both aspire to see our region succeed and prosper, working together to face up to the big issues such as climate change that affect us all.

We have worked shoulder to shoulder in good times, as well in tough times in the wake of natural disasters and other hardships. We now stand firmly together facing perhaps the biggest global challenge in living memory.

The Pandemic is a test of resilience for all of us, but I have no doubt that Fiji will come out of it stronger, and that through working together we will help each other to recover faster and build back better.

We look forward to deepening the connections between our two countries and our people over the many years to come.

Once again, congratulations on 50 years of independence.