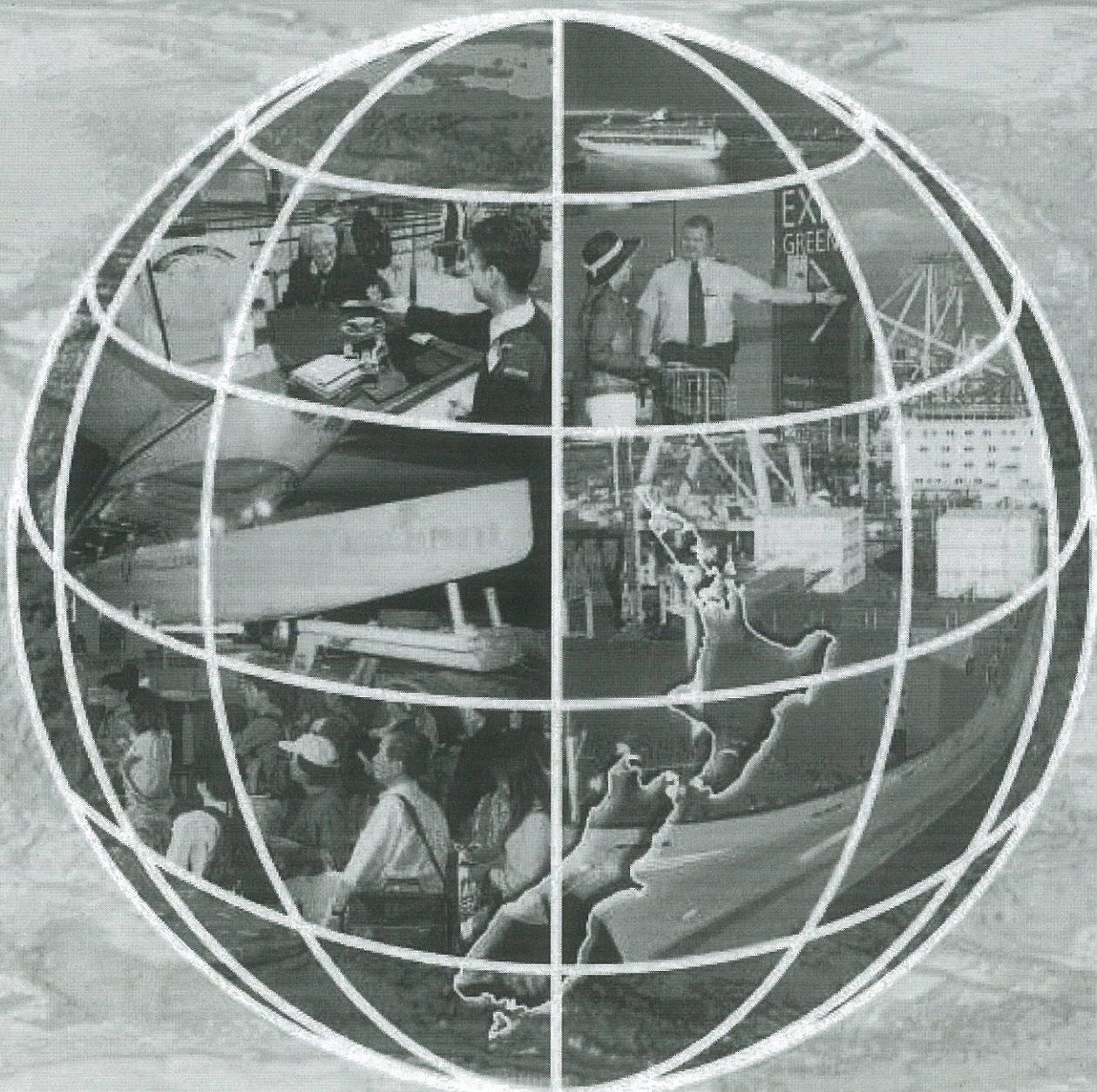




New Zealand Customs Service  
New Zealand Customs Service: International Strategy 2002-2004  
2002

# New Zealand Customs Service



## International Strategy 2002-2004



## Foreword from the Comptroller

A prime responsibility of the New Zealand Customs Service (New Zealand Customs) is to exercise controls over the movement of goods, craft and people across our international borders.

International events such as the terrorism attack of 11 September 2001 and the increased risk of illegal immigrants coming to New Zealand by sea remind us that our distance from most of the rest of the world is in a sense illusory. Technology has greatly increased our interconnection with the rest of the world, and trade liberalisation has made New Zealand a part of a global trading system.

The business of managing the border has therefore become much more complex than it used to be—not just from increased volumes of trade, but also because of international agreements that require greater cooperation between countries on a wide range of issues. This includes commitments to international organisations such as the World Trade Organisation and the World Customs Organisation.

New Zealand Customs is one of the most modernised Customs administrations in the world, and is often asked to share its expertise with less developed administrations, through its involvement in these international fora. However, we are also small by international standards and need to make sure our will to help continues to be matched by our ability to deliver on our promises.

Nevertheless, maintaining an extensive international network of customs and law enforcement agencies is part of the life-blood of New Zealand Customs in managing the risks to New Zealand from international trade and travel.

In short, New Zealand Customs' business is international by nature, and operates in an environment that has become more dynamic, interconnected and far-reaching, and therefore more demanding.

Consequently the development of this strategy has been one of New Zealand Customs' priorities for the 2001/02 year. It provides a focus and direction that will equip us for the long term in an increasingly complex and uncertain world. Translating the strategy into action will involve a structured programme of activities and wide consultation with key stakeholders.



Robin Dare

Comptroller of Customs

# 1

## Introduction

### Purpose

The purpose of this strategy is to enable New Zealand Customs to continue to provide sustainable and strategically aligned international relationships and work, in a way that maximises the value of that work both to its own business and to the “whole-of-government” outcomes desired by Government.

This document sets out the broad focus for New Zealand Customs’ international activity over the next two years.

### Timeframe

This strategy covers the period 1 July 2002 to 30 June 2004.

### What the Government needs

The New Zealand Government represents the sovereign interests of the New Zealand people. These interests do not exist in a vacuum. They are affected by, and to some extent also affect, the world around us. The New Zealand Government therefore needs to be able to manage its domestic interests and policies within an international context. This is done through New Zealand’s foreign policy.

Some of New Zealand’s important foreign policy objectives<sup>1</sup> are:

#### **Strengthen New Zealand’s territorial integrity and security**

- To have the capacity to deal with low level threats to its security;
- To provide a durable New Zealand commitment to the global campaign against terrorism; and
- To maintain stability in the Asia-Pacific region.

#### **Enhance economic growth and transformation for New Zealand**

- Enhancing international trading with a primary focus on multilateral agreements (in particular, the World Trade Organisation [WTO]), but also regional and bilateral agreements;

<sup>1</sup> Source: Ministry of Foreign Affairs and Trade documents

New Zealand Customs needs to ensure its activities are strategically aligned with Government's objectives. To do this, New Zealand Customs needs to understand the broad context within which its activities occur, including the web of international, domestic and internal inter-relationships. To carry out its role, New Zealand Customs also needs others to understand what it does and is capable of doing to contribute to Government's objectives.

New Zealand Customs needs to make sure its international engagement is grounded in the particular outcomes for which it is responsible, and that it has the capability to sustain this engagement over the long term, and to measure the results. For example, central to New Zealand Customs' mission is the collection and management of information sourced both domestically and internationally. Internationally sourced information often comes from long term relationships. Organisational systems need to be able to manage this sort of need.

New Zealand Customs therefore needs to make sure it has ways of prioritising its activities to make best use of limited resources. In doing so, it also provides Government with opportunities to meet other foreign policy and domestic objectives.

## **Scope of the strategy**

The goals in the strategy cover four main areas of activity<sup>3</sup>:

- New Zealand Customs' interaction with the international environment as an integral part of its core business activities e.g., exchange of information;
- New Zealand Customs' interaction with the international environment from a broader organisational and governmental perspective e.g., membership of international organisations, participation in trade relationships;
- New Zealand Customs' interest in the broader trends and developments in the international environment; and
- New Zealand Customs' involvement domestically with other agencies with overlapping interests in the same environment e.g., Ministry of Foreign Affairs and Trade, New Zealand Immigration Service, Ministry of Transport, Ministry of Economic Development, and with industry and other stakeholders.

<sup>3</sup> For all these four areas of activity, there are key stakeholders. They are listed in the Appendix

## Goal 2

**To ensure its international activities provide an investment for the future by:**

- Organisational arrangements and capabilities for international activities that address the long term needs of the organisation
  - People planning for international work
  - International information and knowledge management
  - Technology capability
  - Resourcing
  - Internal cohesiveness
  - Relationship management
  - International analysis capability;
- Developing mechanisms for making decisions about, and priorities for international presence that are focused on long-term goals; and
- Developing measurable linkages between international outcomes, outputs and resourcing.

## Goal 3

**To enable the Government to make the best possible choices in international arenas by:**

- Strengthening international border-related policy capability in the areas of trade, law enforcement and travel/transport;
- Developing mechanisms for assessing the long and short term trade-offs of international engagement from a border-related perspective, in a whole-of-government context, including ensuring New Zealand Customs' objectives for engagement with World Customs Organisation (WCO), Asia-Pacific Economic Cooperation (APEC), Oceania Customs Organisation (OCO) and other international organisations align with broader Government objectives; and
- Having an appropriate presence internationally to provide adequately-informed border-related advice to Government.

## Organisational principles

1. Cross-border engagement is critical to the management of border risks;
2. The cost and effort of New Zealand Customs' international engagement will be explicitly recognised (e.g., through outputs, business cases);
3. The focus of "international" activity, occurring across the organisation but agreed by the organisation as a whole, will be on specified areas and will be reviewed annually;
4. New Zealand Customs' international priorities will be developed in consultation with key government agencies and other stakeholders, and made publicly available;
5. The emphasis of New Zealand Customs' international engagement will vary depending on the context, the internal and the external drivers; and
6. Every international interaction has the potential to yield and convey information that can contribute to the organisation's and/or to the Government's objectives.

## APPENDIX

## Key relationships

The following lists set out some of the key agencies and organisations with whom New Zealand Customs needs to maintain dialogue about common interests in the international environment.

**NEW ZEALAND**

Government Ministers

**Government agencies***Trade and foreign policy:*

- Ministry of Foreign Affairs and Trade
- Ministry of Economic Development
- Ministry of Agriculture and Forestry
- The Treasury
- TradeNZ
- New Zealand Agency for International Development

*Security and protection:*

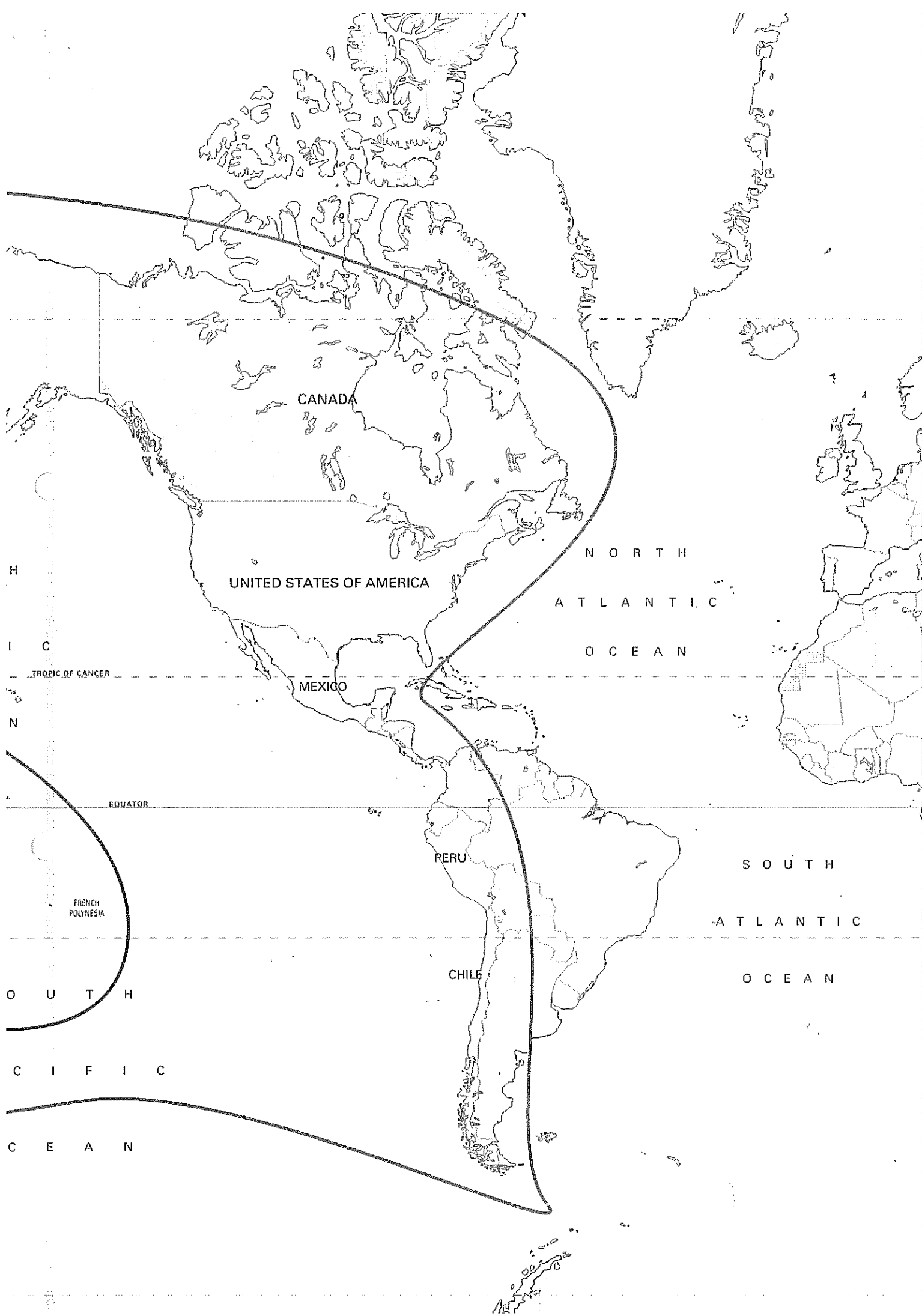
- Department of Prime Minister and Cabinet
- New Zealand Immigration Service
- Ministry of Agriculture and Forestry
- Ministry of Foreign Affairs and Trade
- New Zealand Police
- Department of Conservation
- Ministry of Transport
- New Zealand Agency for International Development
- Ministry of Defence/New Zealand Defence Force
- Te Puni Kokiri

**Industry**

- Producer Boards
- Joint Industry Consultative Group

**INTERNATIONAL**

- Other Customs administrations
- Other law enforcement agencies
- World Customs Organisation
- Asia-Pacific Economic Cooperation
- Oceania Customs Organisation
- United Nations
- Overseas embassies in New Zealand
- New Zealand Government Posts overseas
- Companies trading in New Zealand and based overseas



CANADA

UNITED STATES OF AMERICA

MEXICO

PERU

CHILE

FRENCH  
POLYNESIA

NORTH

ATLANTIC

OCEAN

SOUTH

ATLANTIC

OCEAN

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TROPIC OF CANCER

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