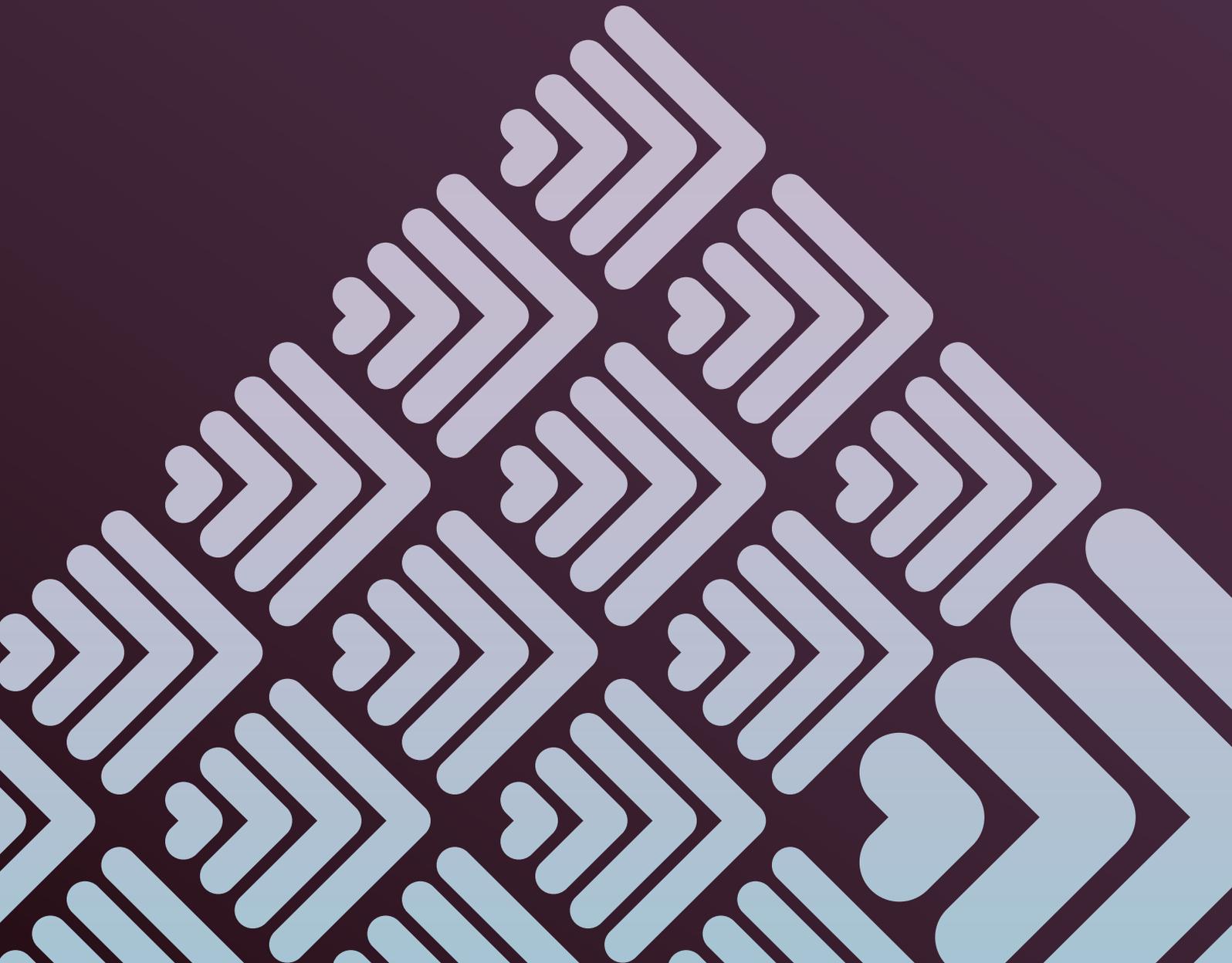




NEW ZEALAND
FOREIGN AFFAIRS & TRADE
MANATŪ AORERE

Strategic Intentions

2021 - 2025



Te Tiriti o Waitangi

Te Tiriti o Waitangi is at the core of what we do and how we work.

Ko Te Tiriti o Waitangi kei te iho o ā mātou mahi, o te āhua o tā mātou mahi.

Our purpose

The Ministry acts in the world to build a safer, more prosperous and more sustainable future for New Zealanders.

Kia hāngai ake e te Manatū he ao-haumarū, ao-tōnui, ao-pūmau, ki te oranga tonutanga mō Aotearoa whānui.

Our values



Impact

We achieve for Aotearoa New Zealand, every day, everywhere



Kotahitanga

We draw strength from our diversity



Courage

We do the right thing



Manākitanga

We honour and respect others

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Presented to the
House of Representatives
pursuant to Section 39 of
the Public Finance Act 1989



Foreword from our Minister

Kupu whakataki mai i tō mātou Minita

Tuia ki te Rangī, Tuia ki te Papa, Tuia ki te Moana, Ka rongō te pō, Ka rongō te ao. He pō, He ao, He awatea – Tīhei Mauri Ora!

Ko te tautoko i te oranga whakawhiti atu i ngā reanga, te rangimārie, te taurikura mō te katoa hoki kei te ngako o tā Aotearoa kaupapa here ki tāwāhi.

Nā KOWHEORI-19 i whakapiki te haurokuroku, i whakapakari hoki ngā wero ā-ao pērā i te korenga mana ōrite, i te pōharatanga. Nāna i kotiti te aronga atu i te whakatuma tauoranga nui whakaharahara o tō tātou nei wā – arā ko te panoni āhuarangi.

E pā ana ngā tōrangapū-matawhenua nekeneke, me ngā whakatete ka hua mai i tērā i te hokohoko, i te whakahangahanga, i te ū ā-takiwā, i te manapori tuwhera, mārama hoki, i ngā tika tangata anō hoki.

Kei te hiahiatia e ēnei wā autāia he aronga ki tā Aotearoa kaupapa here ki tāwāhi e pungatia ana ki ō tātou uara, e noho pūtaketake ana ki ngā mātāpono o te ngātahitanga, o te whakaute tētahi ki tētahi. Ka whakatōngia mai ki a tātou te tūmanako, te āki hoki mai i ngā mātāpono kua whakatinanatia ki tō tātou puka pūtaketake whakapūmau, ki Te Tiriti o Waitangi. Ko tō tātou aronga ā-tuakiri, ā-wāhi, ā-hononga e kore e taea te whakawehe i Te Moana-nui-a-Kiwa, i te hononga pūmau ki ō tātou haumi mai rā anō.

Kei te whirinaki tā tātou kaupapa here mō tāwāhi ki ngā uara kua ahu mai i tō tātou tukunga ihotanga, i ngā ahurea e rua – arā, te manaakitanga, te whanaungatanga, te kotahitanga, te kaitiakitanga. Kei te mōhio tātou ka kaha ake, ka matatū ake ngā putanga pai ina hangaia mā te kōrerorero, ina whakaaturia ana te māramatanga ngātahi, ngā tirohanga rerekē anō hoki.

Inarā, e mihi ana au ki ngā hononga e tūhono ana i tā mātou pāhekoheko whakawhanaketanga ki te takiwā o Te Moana-nui-a-Kiwa hei whanaunga. Ko te aumangea wā-roa o ngā whenua o Te Moana-nui-a-Kiwa kei te iho o tā tātou tiakitanga ngātahitanga o tō tātou Paparahi Moana Kikorangi – arā, Te Moana-nui-a-Kiwa.

Māku e whakarite ka whāia e te kaupapa here ki tāwāhi i ō Aotearoa pānga matua, i te wā tonu e whakaatu ana i ō tātou uara hei kaitiaki haepapa o ērā mea e matapoporetia ana e te hunga nō Aotearoa. Ā tātou tāngata, tō tātou wāhi, tō tātou ao, tō tātou taurikura ki Te Moana-nui-a-Kiwa pūmau.

Kei roto i tēnei ko ngā whāinga o te Kāwanatanga hei tiaki kia noho haumaruru te hunga nō Aotearoa i KOWHEORI-19, hei whakateri i tā tātou haumanutanga ohaoha, me te hanga anō mā ngā putanga hokohoko whakaururu, toitū hoki, tae atu ki te hokohoko herekore me ngā mākete tuwhera; me ngā whāinga hei whakatutuki i ō tātou wero pūtaketake, pērā i te panoni āhuarangi. Kei te aro hoki tā tātou kaupapa here ki tāwāhi pūtaka-uara ki te hapahapai i ngā tika tangata, te manapori mārama, te tikanga o te ture ā-ao, te whakakore i ngā rākau karihi; te kore mana ōrite me te kore manatika mā tā mātou hōtaka whakawhanaketanga me te hapahapai; te kōkiritanga o ngā Sustainable Development Goals; me te whakarite kia tautokona te noho a Aotearoa ki Te Kōpakatanga ki te Tonga mā te whakawhanaketanga anō o Scott Base.

Mā te tūhono ki te iwi whānui o Aotearoa, ki a Ngāi Māori, ki te hunga nō Te Moana-nui-a-Kiwa, ki ngā whakahaere kāwanatanga-kore, ki te pāpori whānui, ki te pakihī, ki te ao matauranga, ki ērā atu hunga whai pānga, kei te hiahia au ki te hanga i te māramatanga ngātahitanga, i te whakaaetanga ā-pāpori hoki ka whakarite kia kitea e tātou ngā uara e noho pūtaketake ana i tā tātou kaupapa here ki tāwāhi.

Ahakoia he nui ngā wero o te taiao rautaki o nāianei, māku e whakarite kia whakamahia te kaupapa here ki tāwāhi hei tautoko i te hanganga anō o te aumangea ki te kāinga, ki Te Moana-nui-a-Kiwa, ki te ao hoki. Ā, kia mahi ngātahi tātou kia kākārīki, kia whakaururu, kia ōrite te haumanutanga, te hanganga anō hoki. E tika ana mā tātou tahi kia pēnei ai i runga i te tino rahi o ngā wero kei mua i a tātou.

Tuia ki te Rangī, Tuia ki te Papa, Tuia ki te Moana, Ka rongo te pō, Ka rongo te āo. He pō, He āo, He awatea – Tīhei Mauri Ora!

Supporting intergenerational wellbeing, peace and prosperity for all is at the heart of Aotearoa New Zealand's foreign policy.

COVID-19 has increased uncertainty and compounded global challenges, such as inequality and poverty. It has also diverted attention from the true existential threat of our time – climate change. Shifting geopolitics and resulting tensions are affecting trade, diplomacy, regional stability, open and transparent democracy and human rights.

These extraordinary times require an approach to Aotearoa New Zealand's foreign policy that is anchored in our values and grounded in the principles of partnership and mutual respect. We can draw hope and encouragement from the principles embodied in our founding document Te Tiriti o Waitangi. Our sense of identity, place and connection is inextricably linked to the Pacific and the enduring relationship with our traditional allies.

Our foreign policy draws on values derived from our bicultural heritage – manākitanga, whanaungatanga, kotahitanga, and kaitiakitanga. We know that positive outcomes will be stronger and more enduring when built through dialogue and reflect shared understanding and diverse perspectives.

In particular, I acknowledge the connections that links our development cooperation in the Pacific region as whanaunga. The long-term resilience of Pacific nations is core to our shared stewardship of our Blue Ocean Continent – Te Moana-nui-a-Kiwa.

I will ensure foreign policy pursues Aotearoa New Zealand's core interests, while projecting our values as a responsible guardian of those things New Zealanders hold dear. Our people, our place, our planet and our prosperity in a stable Pacific.

This includes the Government's goals to keep New Zealanders safe from COVID-19, to accelerate our economic recovery and rebuild through inclusive and sustainable trade outcomes, including free trade and open markets; and goals to tackle our foundational challenges, such as climate change. Our values-based foreign policy is also focused on advocacy for human rights, inclusive and transparent democracy, the international rule of law, and nuclear disarmament; inequality and injustice through our development programme and advocacy; advancement of the Sustainable Development Goals; and ensuring Aotearoa New Zealand's presence in Antarctica is supported through the Scott Base redevelopment.

Through engaging with the New Zealand public, Māori, Pasifika, non-government organisations, civil society, business, academia and other stakeholders, I want to build shared understanding and social licence that ensures we realise the values that underpin our foreign policy.

While the current strategic environment is challenging, I will ensure that foreign policy is used to support the building back of resilience at home, in the Pacific and internationally. And that we work together to make it a green, inclusive and equitable recovery and rebuild. It is in our collective interests to do so given the enormity of the challenges before us.

RESPONSIBLE MINISTER STATEMENT

I am satisfied that the information on strategic intentions prepared by the Ministry of Foreign Affairs and Trade is consistent with the policies and performance expectations of the Government.



HON NANAIA MAHUTA

MINISTER OF FOREIGN AFFAIRS / MINITA TAKE AORERE

RESPONSIBLE MINISTER FOR THE MINISTRY OF FOREIGN AFFAIRS AND TRADE /
TE MINITA HAEPAPA MŌ TE MANATŪ AORERE



Introduction from our Chief Executive

Kupu whakataki mai i tō mātou Tumu Whakarae

Kia hāngai ake e te Manatū Aorere he ao-haumarū, ao-tōnuī, ao-pūmau, ki te oranga tonutanga mō Aotearoa whānui.

Ki te taha o ngā pānga ngaukino ā-hauora, ā-oahaoha o KOWHEORI-19, he pānga whānui ake anō ōna ki ngā mahi ā-ao, ki te horopaki mahi o Aotearoa anō hoki. Nāna i whakaterē ngā ia rautaki-matawhenua, whakarorotu ehara i te pai e haere kē ana. Nāna i whakatakoto i te pēhanga anō ki tētahi pūnaha ā-ao kua tino whakataumahatia kētia. Ā, nāna hoki i whakakaha ngā wero me ngā mōrearea whakahaumarū o mua.

E tūmanako ana te Manatū ka tukuna āna tohutohu kaupapa here, tautoko mō tāwāhi ki te horopaki e whakatuānuitia tonutia ana a KOWHEORI-19, i te wā-waenga i te itinga iho, ā, ki tētahi ao he iti iho te tuwhera, he iti iho te taurikura, he iti iho te haumarutanga, he iti iho te herekore, he tino taurangi hoki. He ao e piki ana te hiahia kia urutau te Manatū mā te tuku anō i ā mātou rauemi, mahi hoki hei whakatutuki i ngā wero hou, he nui ngā wā ka pēnei i te iti o te wā mai i te whakamōhiotanga atu, i te tere anō hoki.

Kei te whakatakatoria e ngā Takune Rautaki te pānga e whāia ana e te Manatū te whakatutuki mō te hunga nō Aotearoa. Kei te whakatakatoria tō mātou whāinga, ā, he aha tā mātou e whai ana kia tuku mā te whā tau kia tuku i te tautoko whaitake ki te oranga o te hunga nō Aotearoa.

Ka kōkiri tonu te Manatū i ngā whakaarotau ki te horopaki o tā Te-Katoa-o-te-Kāwanatanga urupare, haumanutanga hoki i KOWHEORI-19. Ko ētahi atu whakaarotau kia whakatutuki i ngā whāinga o te Kāwanatanga ko te tuku tautoko ki Te Moana-nui-a-Kiwa hei whakamāmā i ngā pānga o KOWHEORI-19; te whakaū i te āheinga o te pūnaha matatini ki te urupare ki ngā mōrearea hauora ā muri ake; te tuku i ngā putanga APEC, kaupapa here hoki; te tautoko i te whāinga panoni āhuarangi mā ngā hononga ā-ao; me te whakaoti i ngā Whakaaetanga Hokohoko Herekore ki te Kotahitanga o Ūropi, ki Piritana Nui anō hoki.

Kia kōkiri mātou i ō mātou whakaarotau ki te taiao taumaha o waho, me moruki mātou, me urutau hoki i te āhua o tā mātou mahi. Kei te noho pūtake te whakahangahanga matihiko, te mahi mohoa hoki i te katoa o ā mātou mahi, pērā i te kitenga atu ki tā mātou manaakitanga matihiko i APEC, ā, i te wāhi waiwai kei tō mātou kōtuitui ki tāwāhi tonu hei whakamōhio, hei tautoko i te urupare, te mahi haumanutanga KOWHEORI-19 a te Kāwanatanga.

E ū tonu ana te Manatū ki te hanga i te āheinga, i te māia o ā mātou tāngata ki te reo Māori, ki ngā tikanga, ki te mātauranga Māori anō hoki. Mā konei e āhei ai ā mātou tāngata kia mōhio ake, kia pai ake ina tūhono ana ki ngā iwi, ki Ngāi Māori anō hoki, ā, kia pai ake tā rātou whakakanohi i Aotearoa ki tā mātou tūhononga whakahangahanga ā-ao.

Ko tētahi aronga matua ko te tautoko hoki i te oranga, i te aumangea o ā mātou kaimahi, inarā ā mātou tāngata ki tāwāhi e kōkiri tonu ana i ō Aotearoa pānga i te wā e mahi ana ki ngā taiao uua kua pāngia e te mate urutā. E mihi ana au ki tō rātou manawanui.

Ka whakatutuki tonu mātou i ā mātou takune hei tuku i te tautoko nui ki te haumanutanga, te hanganga anō o Aotearoa i KOWHEORI-19, ki te oranga o te hunga nō Aotearoa mā te wā roa.

The Ministry of Foreign Affairs and Trade acts in the world to build a safer, more prosperous and more sustainable future for New Zealanders.

Alongside the devastating health and economic impacts, COVID-19 has also had wider impacts on international affairs and Aotearoa New Zealand's operating context. It has accelerated negative geostrategic and populist trends already underway. It has placed more pressure on an already overburdened international system. And it has exacerbated pre-existing security challenges and risks.

The Ministry expects to deliver its foreign policy advice and support in a context where COVID-19 remains prevalent, at least in the medium term, and in a world that is less open, less prosperous, less secure, less free, and highly changeable. A world that is increasingly requiring the Ministry to adapt by redirecting our resources and effort to meet new challenges, often at short notice, and at pace.

The Strategic Intentions sets out the impact the Ministry aims to achieve for New Zealanders. It sets out our purpose and what we are seeking to deliver over four years to make a material contribution to New Zealanders' wellbeing.

The Ministry will continue to progress priorities in the context of the All-of-Government response and recovery from COVID-19. Other priorities to meet the Government's goals include delivering support to the Pacific to alleviate COVID-19 impacts; reinforcing the multilateral system's ability to respond to future health crises; delivering APEC and policy outcomes; supporting climate change ambition through international links; and concluding Free Trade Agreements with the European Union and the United Kingdom.

Progressing our priorities in a challenging external environment means we need to be agile and adaptable in how we operate. Virtual diplomacy and remote working now underpin all our mahi, as we have seen with our virtual hosting of APEC and with the critical role our offshore network continues to play to inform and support the Government's COVID-19 response and recovery effort.

The Ministry remains committed to building the capability and confidence of our people in te reo Māori, tikanga and mātauranga Māori. This will enable our people to be more knowledgeable and effective when engaging with iwi and Māori, and to better represent Aotearoa New Zealand in our diplomatic engagement globally.

A key focus is also supporting the wellbeing and resilience of our staff, particularly our people offshore who continue to advance Aotearoa New Zealand's interests, while working in challenging environments affected by the pandemic. I acknowledge their dedication.

We will continue delivering on our intentions to make a significant contribution to Aotearoa New Zealand's COVID-19 recovery and rebuild, and to New Zealanders' wellbeing over the longer-term.

CHIEF EXECUTIVE STATEMENT OF RESPONSIBILITY

In signing this information, I acknowledge that I am responsible for the information on strategic intentions for the Ministry of Foreign Affairs and Trade. This information was prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.



CHRIS SEED

SECRETARY OF FOREIGN AFFAIRS AND TRADE

TE HEKERETARI O MANATŪ AORERE



The Minister of Foreign Affairs, Hon Nanaia Mahuta, and MFAT Chief Executive Chris Seed, arriving at the Waitangi Day reception on 6 February 2021. The reception, hosted by the Minister of Foreign Affairs, was where she delivered her first foreign policy speech to the Aotearoa New Zealand Diplomatic Corps. *Credit: MFAT.*

Our context | Tō mātou horopaki

Our purpose

The Ministry acts in the world to build a safer, more prosperous and more sustainable future for New Zealanders.

Kia hāngai ake e te Manatū he ao-haumarū, ao-tōnui, ao-pūmau, ki te oranga tonutanga mō Aotearoa whānui.

We engage with other countries and in regional, international and multilateral bodies to influence outcomes that align with Aotearoa New Zealand's values and protect enduring national interests in:

- a rules-based international system that supports Aotearoa New Zealand's priorities
- a security environment that keeps New Zealanders and Aotearoa New Zealand activities safe
- international conditions and connections that enable New Zealanders to prosper
- global action on sustainability issues that matter to Aotearoa New Zealand.

Aotearoa New Zealand's diplomacy protects and advances these interests.

Our values

Our organisational values of Impact, Kotahitanga, Courage, and Manākitanga guide how we interact with people inside and outside the Ministry. They also reflect to our global partners and to New Zealanders the qualities of the country we represent: a tolerant, diverse, inclusive and welcoming society.

Our Ministry's values complement and reinforce those values reflected in our foreign policy approach; and guide us to deliver foreign policy outcomes both for and on behalf of New Zealanders, in a challenging global environment.

In living our values, we give effect to the Public Service Act 2020, by acting in the spirit of service to the community and by seeking to be impartial, accountable, trustworthy, respectful, and responsive.

Te Tiriti at the core of our work

Te Tiriti o Waitangi (The Treaty of Waitangi) sets out a partnership framework between Māori and the Crown.¹

As a public service department, the Ministry of Foreign Affairs and Trade is required to actively protect Māori interests and provide redress where previous wrongs are identified. This is reflected in the Ministry's ongoing commitment to delivering on its obligations as a Treaty partner with authenticity and integrity. This includes consulting and engaging with Māori appropriately.

Te Tiriti principles of partnership, mutual respect and redress provide the foundation for how Aotearoa New Zealand's foreign policy is conducted. Equally, the Ministry's work is guided by the values that are derived from Aotearoa New Zealand's bicultural heritage – manākitanga, whanaungatanga, kotahitanga, and kaitiakitanga.²

In this way, Te Tiriti also offers a foreign policy framework where respect and equality between peoples and countries is recognised, and relationships exercised in a way that affirms kāwanatanga (right to govern) and tino rangatiratanga (right to sovereignty).

Te Tiriti and Aotearoa New Zealand's bicultural experience helps to define our unique identity as a nation. Aotearoa New Zealand's strengths and achievements have emerged from our rich history, experiences, diversity and evolving partnership between Māori and the Crown. They are supported by an ongoing commitment to learn from and reconcile with our past. We know that where there has been conflict there must be restitution and reconciliation.

¹ Te Tiriti o Waitangi or Te Tiriti in this document, refers to all versions of the Treaty of Waitangi.

² Manākitanga (kindness, care, the spirit of reciprocity and our common humanity), whanaungatanga (connectedness), kotahitanga (working towards a common purpose, shared objectives and unity), and kaitiakitanga (stewardship and intergenerational wellbeing).

By continuing to learn from the evolving Māori Crown relationship, the Ministry aims to establish enduring relationships internationally to address difficult issues of social exclusion, civil and racial unrest, inequity and poverty; and domestically to create social licence, achieve collective impact with other agencies, and support Māori, New Zealand businesses, non-government organisations (NGOs) and organisations to achieve their international aspirations.

The Māori Crown relationship therefore shapes and informs the Ministry's strategic goals and work to achieve those goals. For example, the Ministry's:

- Economic Returns and Resilience and International Rules and Institutions goals support the large and growing Māori economy.
- Environment and Climate Change goal reflects values of kaitiakitanga or guardianship and protection. It recognises that global environmental issues impact on Aotearoa New Zealand's environment and natural resource challenges.

The Ministry will continue to build the capability and confidence of our people to draw on mātauranga Māori in their work in a way that represents Māori interests with authenticity, enables them to engage with Māori stakeholders effectively, and brings mana (authority) to the Ministry and to Aotearoa New Zealand.

We engage with a wide range of Māori business groups including the Federation of Māori Authorities (FOMA), Iwi Chairs Group, Te Taumata—a group of Māori leaders chosen by Māori to engage with the Ministry on trade policy and related matters, and Ngā Toki Whakarūranganga, a group of claimants to the Waitangi Tribunal. We also established a group to assist and guide our APEC team with respect to Māori kaupapa. We are committed to exploring ways to ensure that Māori views and interests are actively sought and reflected in our work.

Contributing to New Zealanders' wellbeing

The Ministry contributes to New Zealanders' wellbeing by delivering on our four value propositions: Kaitiakitanga; Security; Influence; and Prosperity, which sit at the heart of the Ministry's Strategic Framework.

Our Strategic Framework is linked to The Treasury's Living Standards Framework for Aotearoa New Zealand and its four capitals of natural, human, social, financial/physical – the foundations for generating wellbeing now and in the future.

We have a role in building Aotearoa New Zealand's long-term capital and managing related risks through our work to establish and maintain strong international connections, effective relationships with a diverse range of partners, a voice in international fora and a range of robust institutions, rules and norms that serve Aotearoa New Zealand's interests. Aotearoa New Zealand relies on global goods, such as the atmosphere, economic stability and global institutions, rules and agreements. We both invest in and benefit from these international assets.

In turn, Aotearoa New Zealand's value proposition internationally is underpinned by the domestic strengths and values that make up the wellbeing capitals. These include our commitment to democracy and rule of law, honouring our Treaty partnership with Māori as Aotearoa New Zealand's indigenous people, the integrity of our public service and governance institutions, the strength of our economic and environmental management, and our values of fairness, freedom, inclusiveness, openness and tolerance. We leverage these intrinsic advantages to promote Aotearoa New Zealand's international assets.

Our value propositions for long-term wellbeing

Kaitiakitanga – Generations of New Zealanders benefit from sustainable solutions to global and regional challenges

New Zealanders' long-term wellbeing depends on the international community working together to safeguard shared global resources, promote global norms and achieve resilient development. We lead efforts to ensure Aotearoa New Zealand has a say on decisions that affect us and people around the world now and in the future.

Specifically, we:

- support the international and regional institutions tasked with resolving problems that cross borders and impact on global wellbeing
- work with other countries to negotiate and implement agreements on issues, such as climate change and over-fishing
- contribute to global sustainable development efforts
- deliver Aotearoa New Zealand's international development cooperation, with a focus on the Pacific region, and lead responses to humanitarian crises and natural disasters
- promote global rules and legal frameworks on issues, including human rights, and support the international justice system
- pursue Aotearoa New Zealand's interests in Antarctica and the Southern Ocean.



Security – New Zealanders are able to live, do business, travel and communicate more safely at home and offshore

New Zealanders' ability to operate in safe environments, whether in Aotearoa New Zealand, offshore or online, can be threatened by international factors ranging from conflict to cyber-attacks.

The Ministry is Aotearoa New Zealand's voice in fora that address security issues affecting our country, our region and the world. We also provide consular services that help keep New Zealanders safe and informed when they live or travel overseas.

Specifically, we:

- lead Aotearoa New Zealand's contribution to global and regional efforts to promote peace and security
- work with international partners on rules and capacity building to reduce threats from cyber and terrorist attacks, illegal migration, transnational crime and other threats
- help advance global disarmament and rules against the proliferation of weapons of mass destruction
- provide safe travel information, help New Zealanders affected by crises and other problems overseas, and ensure their rights are protected.



Influence – New Zealanders have confidence their country can influence others on issues that matter to them, now and in the future

Aotearoa New Zealand's ability to influence the decisions of other countries and organisations supports New Zealanders' wellbeing. The Ministry works to ensure that Aotearoa New Zealand has the relationships and levers to achieve what matters to New Zealanders. Specifically, we:

- sustain Aotearoa New Zealand's reputation for being a principled, fair and constructive participant in global and regional affairs
- work to strengthen institutions and rules to give small states influence and protect their interests
- build trust and long-term capital with other countries, so we can secure their support when we need it
- create global coalitions to support initiatives on issues that are important to New Zealanders and where we have expertise.



Prosperity – New Zealanders have better job opportunities and incomes from trade, investment and other international connections

International trade and investment are essential for New Zealanders' prosperity and standard of living. One in four jobs depends on exports. The Ministry negotiates the reduction and removal of barriers to trade and investment, supports access to overseas markets and helps exporters succeed.

Specifically, we:

- help build global and regional trade rules and frameworks through the World Trade Organization (WTO) and other fora, such as the Asia-Pacific Economic Cooperation (APEC) to make it easier for New Zealanders to transact international business
- open up and protect diverse exporting and investment opportunities through negotiating free trade agreements and reducing non-tariff barriers
- defend Aotearoa New Zealand's access rights including through taking dispute settlement action when other countries do not keep their commitments
- support New Zealand businesses through our network of overseas posts to succeed in international markets and support international connections in areas such as research
- promote and protect the Aotearoa New Zealand brand.



Our functions

The Ministry is the Government's principal agent for pursuing Aotearoa New Zealand's interests and representing our country internationally. We build connections with and influence other countries to advance Aotearoa New Zealand's interests, project our values and secure outcomes that matter to our country. We pursue the Government's international priorities and provide advice to the Government on the implications for Aotearoa New Zealand of what is happening in the world.

We lead the New Zealand government diplomatic network. This network is a unique national asset, safeguarded by international law, able to speak with an authoritative voice, and with heads of mission and posts formally charged with representing the state.

We are the Government's specialist foreign, trade and development policy adviser, international legal adviser and negotiator. We are responsible for delivering Aotearoa New Zealand's international development cooperation; for providing consular services to New Zealanders overseas; and for coordinating offshore emergency responses.

Our Aotearoa New Zealand connections

The Ministry's performance as a public service department and our success in pursuing Aotearoa New Zealand's interests internationally, rely on strong connections at home.

The Ministry is committed to a systematic, collaborative and transparent approach to working with Aotearoa New Zealand partners and engaging with Māori, other stakeholders and the New Zealand public. Our objectives are set out in the NZ Connections organisational capability goal on page 30.

Our partnership with other government agencies with external interests working under the NZ Inc brand is critical to delivering results for New Zealanders. The Ministry leads and supports an integrated NZ Inc approach, both onshore and offshore, to maximise collective impact in pursuing the Government's objectives internationally.

Our work with NZ Inc agencies involves strategic leadership on international issues and engagement, a high level of collaboration on delivery of shared objectives, and practical services for agencies with staff offshore, many who are located in Ministry offices.

The growing complexity of international relations, and the increasing interplay between foreign and domestic policy, are deepening this NZ Inc collaboration. We contribute to cross-agency coordination and policy-making on a range of policy areas, including Pacific policy, economic policy, the national security system, the border system, climate change, and natural resources. COVID-19 has also increased demand for rapid policy development in new areas and brought new domestic interdependencies to the fore.

The Ministry has extensive engagement across Aotearoa New Zealand, including with iwi, Māori organisations and Māori leaders and stakeholders in business, NGOs, local government, community groups, and academia to inform policy and negotiating objectives; and to pursue mutually beneficial partnerships.

Border Executive Board

The Ministry is a member of the Border Executive Board (BEB), to deliver an integrated and effective border system. As the first interdepartmental board to be established under the Public Service Act 2020, the Board's chief executives from six agencies work collectively and have joint accountability. The BEB is hosted by the New Zealand Customs Service.

The role of BEB is to:

- ensure the response to keep COVID-19 out is working well at the border
- position Aotearoa New Zealand to have a safer and smarter border
- address gaps or future risks from people, goods or craft arriving at the border
- manage border-related fiscal challenges arising from a change in cost-recovery activities.

The key functions of the Ministry of Foreign Affairs and Trade in BEB includes:

- supporting the resilience of Pacific countries, by facilitating safe movement of people, goods and services between Aotearoa New Zealand and the Pacific
- reinvigorating New Zealanders' social and economic links with people and markets abroad through the advancement of quarantine-free travel initiatives
- ensuring consular dimensions of border policies and processes, including impact on distressed New Zealanders offshore, is taken into account in BEB decisions
- leveraging our international engagement and Aotearoa New Zealand's international posts network
- supporting development of a travel health pass (including digital COVID-19 vaccination and pre-departure testing certificates) that aligns with global standards; and leading engagement with partner countries to seek technical recognition of Aotearoa New Zealand's digital COVID-19 vaccination certificate.

Our operating environment

The global environment

Aotearoa New Zealand's COVID-19 recovery and rebuild are taking place amid a marked deterioration in our strategic environment. For decades after the end of the Cold War, we enjoyed a favourable strategic environment with a rules-based international system that reflected our values. Trade frameworks boosted Aotearoa New Zealand's GDP per capita, spurred innovation, enabled more affordable goods and services, and created conditions for the Māori economy to expand, contributing significantly to Aotearoa New Zealand's economy.

These conditions no longer hold. The tide was already turning pre-COVID-19, but the pandemic accelerated this shift and revealed new pressure points.

We live in an age of uncertainty and risk. There is a lot we do not know about COVID-19's trajectory, but its effects on societies, economies and governments will compound over time. We can expect that our world will be less open, less prosperous, less secure, and less free. This is the environment in which we will be making our foreign policy choices over the medium-term.

The rules-based international system, already under significant pressure, was dealt further blows during the pandemic as countries turned inwards and populism continued to rise. The "nation first" approach is most starkly demonstrated in the inequitable access to vaccines. At the same time, we see democracy itself under threat. Negative geostrategic trends have accelerated around the world, and violations of human rights obligations observed in many places.

Geostrategic competition has sharpened across multiple issues and geographies, including in our neighbourhood – the Pacific – and our region – the Indo-Pacific. This competition is squeezing our strategic space and putting pressure on the institutions, rules and norms that reflect our nation's interests and values.

COVID-19 continues to amplify and multiply international security challenges. Over the next 12-24 months, the pandemic is likely to further destabilise security and exacerbate opportunities for transnational crime, violent extremism, people smuggling and malicious cyber activities. We expect these threats to be fed by greater instability, reduced capacity in countries to address trans-border security threats, and malign actors exploiting instability and diverted attention.

This context poses a threat to Aotearoa New Zealand's interests in a resilient Indo-Pacific region and stable regional architecture that supports our preferred rules and norms.

Much of Asia has managed the pandemic fairly well (despite the resurgence of cases in countries where the virus was previously well-controlled). In assuming the APEC chair for 2021, Aotearoa New Zealand focused on building regional resilience and enabling pandemic recovery through the sustainable expansion of trade and open markets.

However, major power tensions remain the key feature of regional dynamics. Vital regional architecture is under pressure. As countries outside the region expand their regional engagement, further questions will arise around the balance of the regional system, and how new groupings will engage with existing architecture.

The Pacific, our home front, continues to be severely affected by COVID-19. Pacific economies rely heavily on tourism and labour mobility, and revenue from these sources has dried up. A deep and long recession will increase poverty and drive down standards of living, impacting the region's stability and security in ways that will directly impact Aotearoa New Zealand.

The Ministry's development programme and activities have been recalibrated to support the COVID-19 response and recovery in the Pacific, and other countries in the region over the long term, as they seek to build greater resilience. The regional architecture plays an important role in building regional resilience by generating Pacific-owned solutions to current and future challenges.

The trade impacts of COVID-19 on Aotearoa New Zealand's economy are considerable. Our exports, while inevitably down, have mostly held up better than predicted, however, with tourism and education services remaining significant exceptions.

Yet nationalist and protectionist measures have become more pervasive; global demand for Aotearoa New Zealand's goods and services have dropped; and importers and exporters continue to face significant supply chain issues. Re-building economic resilience will therefore be the enduring trade policy challenge over the next 12-24 months.

COVID-19 is not the root cause of the challenges faced by Aotearoa New Zealand and other countries. Rather, it is a destabilising force that has magnified existing challenges.

While responding to the pandemic is an important focus, the Ministry is mindful of the need to monitor and address other important and ever-present challenges.

Climate change is the greatest threat to livelihoods, security and wellbeing in our Pacific region and worldwide. There are threats to the ocean environment, on which Aotearoa New Zealand and our Pacific neighbours rely. The near-term opportunities for progress on climate change look better than at any time in the past, thanks to encouraging signals from countries like the United Kingdom, the United States, and China; although the economic costs of COVID-19 may weigh on progress.

The Ministry's offshore network of diplomatic posts will continue to be vital in sustaining Aotearoa New Zealand's international relationships in challenging circumstances, as described under the International Relationships goal.

We expect future years of COVID-19 recovery will be difficult. Aotearoa New Zealand's security, prosperity and sustainability will continue to be impacted, even once vaccines are widely distributed and a new rhythm of international engagement resumes.

Our foreign policy will need to continue to prioritise Aotearoa New Zealand's economic recovery and resilience; the Pacific recovery and rebuild; and vaccine access for Aotearoa New Zealand and the Pacific. At the same time, the Ministry will focus on building greater resilience across the breadth of our country's security, prosperity and sustainability interests, reinforcing our values and managing risks along the way.

The domestic environment

Aotearoa New Zealand's foreign policy reflects our country's economic, security, social, cultural, and public service realities. There is a strong and growing link between Aotearoa New Zealand's domestic and international policy.

The Ministry shares and facilitates the sharing of other agencies' domestic experiences with partners and stakeholders internationally. These efforts support Aotearoa New Zealand's contribution to international dialogues and solutions, help to build new bridges, and deepen Aotearoa New Zealand's and the Ministry's relationships, mana and influence.

The Ministry's work is shaped by:

- the principles of partnership and mutual respect embodied in Te Tiriti o Waitangi
- the ambition and intent of the Public Service Act 2020 regarding a unified public service, strengthened Māori Crown relationships, and strategic leadership
- the importance of a coordinated All-of-Government response to domestic and international dimensions of security concerns, such as violent extremism, cyber threats and foreign interference
- the interplay between domestic and international policy on climate change, environment, health, education, science, poverty eradication, indigenous and disability issues
- the connections between Pacific and Aotearoa New Zealand wellbeing, including through Pasifika communities in Aotearoa New Zealand
- expectations of deeper and more transparent engagement to earn the confidence of New Zealanders
- growth of the Māori economy
- increasing significance of services trade and digital commerce relative to goods exports
- expectations of government departments to focus on intergenerational wellbeing, and to better demonstrate and assess the impact of their work.



Rt Hon Jacinda Ardern, Prime Minister of New Zealand, virtually addresses the General Assembly Special Session in Response to the Coronavirus Disease (COVID-19) Pandemic in December 2020. *Credit: UN Photo/Eskinder Debebe.*

Our strategic direction | Tā mātou aronga rautaki

The Ministry's Strategic Framework defines our purpose and the impact we are seeking to achieve over a 10-year horizon. It also identifies the medium-term deliverables we are prioritising; articulates the Ministry's contribution to New Zealanders' wellbeing; and provides a basis for measuring and assessing our performance and linking our priorities and resources.

The Strategic Framework diagram over the page illustrates the interdependencies between:

- the Ministry's contribution to New Zealanders' wellbeing (our value propositions)
- the seven strategic goals that express the impact the Ministry aims to achieve over the next 10 years
- the critical capability we need to deliver on our strategic goals and outcomes as expressed in the two organisational capability goals.

Our strategic goals are:

- **International Rules and Institutions** – Strengthen, protect and use international rules and institutions to pursue Aotearoa New Zealand's values and interests
- **Economic Returns and Resilience** – Grow sustainable economic returns and resilience from trade, investment and other international connections
- **Indo-Pacific** – Embed Aotearoa New Zealand as an active and integral partner in shaping an Indo-Pacific order that delivers regional stability and economic integration
- **Pacific** – Promote a peaceful, prosperous and resilient Pacific in which Aotearoa New Zealand's interests and influence are safeguarded
- **Environment and Climate Change** – Promote sustainable international solutions to global environment and natural resource challenges that impact on Aotearoa New Zealand
- **Security and Safety** – Lead Aotearoa New Zealand's international action to advance and protect New Zealanders' safety and Aotearoa New Zealand's security
- **International Relationships** – Build and leverage targeted international relationships to achieve our goals.

Our organisational capability goals are:

- **NZ Connections** – Foster mutually beneficial relationships with NZ Inc partners, Māori, domestic stakeholders and New Zealanders
- **Organisational Foundations** – Deliver optimal outcomes for Aotearoa New Zealand through our people, network, systems and services.

An overview of each goal is set out on pages 16-33, showing:

- why the goal matters for Aotearoa New Zealand
- our 10-year outcomes that articulate the impact we are intending to achieve for New Zealanders
- the enduring work the Ministry undertakes to deliver on our outcomes
- the tangible things the Ministry is prioritising for delivery toward our outcomes in the next four years (priority deliverables)
- how we are going to measure progress, including through quantitative indicators that support a qualitative assessment.

Strategic Framework

OUR PURPOSE

The Ministry acts in the world to build a safer, more prosperous and more sustainable future for New Zealanders





International Rules & Institutions

Strengthen, protect and use international rules and institutions to pursue Aotearoa New Zealand's values and interests

Why this strategic goal matters

Aotearoa New Zealand's values, interests and identity are served by a rules-based international system that effectively addresses global challenges and conflict. The system is founded on relationships between states and through international frameworks and institutions. It benefits Aotearoa New Zealand by:

- facilitating cooperation on security, disarmament, economic integration, trade, financial, environmental, human rights and global health security issues
- maintaining predictability and stability in global rules, norms and state behaviour
- constraining the use of force
- supporting peaceful settlement of disputes
- delivering international support and outcomes that benefit the Pacific
- amplifying our voice and enabling promotion of our national values and identity
- providing a platform to deliver on Aotearoa New Zealand's sustainable development objectives under Agenda 2030 at a global scale.

The system also underpins liberal norms, open markets, the rule of law, democratic participation, transparency and accountability.

The importance of a well-functioning system is highlighted by a range of urgent global challenges mentioned in Our operating environment section on page 10. Yet the system is under pressure and its ability to respond effectively to these challenges and issues is undermined by a lack of consensus among states and weak global leadership. The effectiveness of international institutions is challenged when they become platforms for geostrategic rivalry.

Despite these challenges, Aotearoa New Zealand's commitment to multilateralism and the rules-based international system remains steadfast as there is no better means through which to promote collective action on global problems and to maintain global stability. Accordingly, there is a strong public expectation at home that we will actively participate in the United Nations (UN), the World Trade Organization (WTO), the World Health Organization (WHO), the Commonwealth, the Organisation for Economic Co-operation and Development (OECD), and other international organisations across a wide range of international issues.

Given the challenges to the system, and the complexity of the issues, Aotearoa New Zealand is discerning about where we invest in rules and institutions; and where we look to build new and stronger partnerships, and persuade other states and actors of the benefits of multilateral cooperation.

During the next four years, the Ministry will continue to act on behalf of Aotearoa New Zealand to support the effectiveness of those parts of the system that matter most to New Zealanders and where we can have an impact.

Where international rules exist, we need to work with others to ensure they are respected. Where new rules and norms are being developed, we need to pursue consistency and standards that accord with our values, interests and identity. Where institutions are failing to deliver results, we need to seek reform to improve the system's credibility and sustain broad involvement.

Outcome: Aotearoa New Zealand has used international rules and institutions to progress national interests

The Ministry achieves this outcome through contributing to international cooperation that improves global readiness and response in relation to pandemics and other health emergencies.

We aim to successfully defend challenges to Aotearoa New Zealand's international legal rights, core principles of international law, rights and norms, including human rights, especially in our region.

We work to secure outcomes through the WTO that advance our economic and wider interests; and to ensure that rules and norms that respond to emerging global challenges reflect Aotearoa New Zealand's priorities.

Our work towards this outcome recognises that international institutions provide a platform to deliver Aotearoa New Zealand's sustainable development objectives under Agenda 2030 at a global scale, thereby extending the reach and impact of our funding.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- promote adherence to international law, rights and norms through bilateral and regional diplomacy
- advise on and represent Aotearoa New Zealand in the negotiation of new and amended international rules and norms
- deliver development, humanitarian and other assistance through multilateral organisations.

The Ministry's priorities for the next four years include:

- strengthening the rules-based international system's resilience and ability to respond to future crises including health, trade and humanitarian challenges
- delivering on the decision of the Pacific Islands Forum leaders in 2019 to take collaborative action to ensure that members' maritime zones delineated in accordance with the United Nations Convention on the Law of the Sea are preserved in the face of sea level rise and climate change

- contributing to the development of international rules, norms and behaviours relating to exploitation and use of outer space resources, and avoiding harmful interference with the activities of other space actors.

How we will measure progress:

- We will report on progress towards our priorities and relevant core work.
- We will use the following indicator to help measure the Ministry's success:
 - ↑ Maintain or increase volume of concessional financing from Asian Development Bank and World Bank to the Pacific.

Outcome: Aotearoa New Zealand has helped protect and strengthen international rules and the effectiveness of the multilateral system

In delivering on this outcome, the Ministry works with other countries to ensure that existing international rules and norms are respected. Where new rules and norms are being developed, we aim to pursue consistency and standards that accord with Aotearoa New Zealand's values and interests. Where institutions are failing to deliver results, we promote reforms to improve the system's capability or effectiveness, while extending our work with other countries.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- advocate for Aotearoa New Zealand's interests in the governance, priorities, and delivery of UN, WTO, WHO, International Financial Institutions, Commonwealth, the OECD; and other international organisations and treaty regimes
- advise on compliance with international obligations by Aotearoa New Zealand and others, and ensure implementation in the Ministry's areas of responsibility
- run targeted NZ Inc candidature campaigns
- coordinate and provide input to reporting on Aotearoa New Zealand's international obligations.

The Ministry's priorities for the next four years include:

- leading efforts to achieve a credible disarmament outcome from the Treaty on the Non-Proliferation of Nuclear Weapons Review Conference in August 2021
- ensuring a successful first Meeting of States Parties of the Treaty on the Prohibition of Nuclear Weapons in January 2022, including by promoting uptake of the Treaty
- running the campaign to secure the election of Aotearoa New Zealand's candidate to the International Law Commission in November 2021.

How we will measure progress:

- We will report on progress towards our priorities and relevant core work.
- We will use the following indicator to help measure the Ministry's success:
 - ✓ Subscription to global disarmament treaties.


**Economic
Returns &
Resilience**

Grow sustainable economic returns and resilience from trade, investment and other international connections

Why this strategic goal matters

Trade and investment are essential for Aotearoa New Zealand's prosperity and New Zealanders' standard of living. Imports give us access to quality products at internationally competitive prices. One in four New Zealanders' jobs depends on exports; exporting firms are more productive, employ more staff and pay better wages; and exports make a valuable contribution to the overall Aotearoa New Zealand economy.

The rapidly growing Māori economy is heavily invested in sectors that encounter high levels of protectionism overseas. Increasing participation in services and digital exports is an additional focus for Māori.

Providing secure market access on favourable terms to a diverse range of international markets help New Zealand businesses become more competitive and able to increase incomes and jobs. It also makes Aotearoa New Zealand more resilient to change and external shocks.

The Ministry will continue to seek to diversify the market access opportunities open to New Zealand businesses, through our free trade agreements (FTAs) agenda as well as day-to-day work, such as tackling non-tariff barriers (NTBs) and working with other agencies.

The Ministry's trade work therefore contributes to Aotearoa New Zealand's overall economic strategy. It helps to realise the vision of a productive, sustainable and inclusive economy that is net carbon zero by 2050.

The Ministry's efforts to support trade recovery is essential to enable sustained domestic economic recovery from the shock of COVID-19.

We will need to remain agile in our efforts. The economic impacts of COVID-19 will continue to reshape the international trade environment and impact our exporters as global demand shifts; flows of goods, services, investment and people are expected to remain reduced; and businesses are likely to give more weight to resilience in supply chains.

We expect that adaptive COVID-19 behaviours and logistical arrangements are unlikely to simply snap back to pre-COVID-19 settings, even after the health threat diminishes. There are signs of a more fundamental shift by some governments towards greater intervention in supply chains.

Pressures on aspects of the global trading system that matter deeply to Aotearoa New Zealand, open markets, respect for trade rules and effective multilateral trade architecture, have increased as nationalism, protectionism and disrespect for rules have become more pervasive.

The Ministry will continue to work harder in the COVID-19 environment to protect liberal economic norms; and to retool our services to meet the changing needs of our exporters as they seek to recover markets and seize opportunities in the disrupted environment. In doing so, we will be mindful that our domestic responses to the economic impact of COVID-19 and what we advocate for internationally need to be consistent.

Over the next 10 years, the necessary transition to a low carbon global economy will further disrupt the trading environment – with both risks and opportunities. Digital connectivity will transform commerce.

To secure resilient and long-term prosperity for Aotearoa New Zealand, the Ministry will support exporters to respond to these shifts and capitalise on opportunities they offer to further diversify Aotearoa New Zealand's markets.

Public support for international trade and investment is important for Aotearoa New Zealand's economic success. The Ministry is committed to engaging with Māori as the Treaty partner; as well as maintaining engagement with stakeholder groups and the wider public on trade and investment policy that responds to concerns and interests across Aotearoa New Zealand society, helps exporters respond to COVID-19, and delivers demonstrable benefits for New Zealanders.

Outcome: Aotearoa New Zealand trade policy has been a key enabler of economic recovery from the COVID-19 pandemic, diversified market access and increased export earnings and resilience to future shocks

Our work towards this outcome aims to protect and improve access to diverse international markets, particularly for higher value New Zealand goods and services exports, and ensure supply chains for essential products remain open, connected and resilient.

Where exporters face barriers, the Ministry works to resolve NTBs, particularly for those that have high commercial value. The Ministry also supports the development of digital trade rules that make it easier for New Zealand businesses to succeed.

We facilitate opportunities for New Zealand businesses to invest in export markets and attract investment.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- lead Aotearoa New Zealand trade policy and its contribution to wider government policy, including seeking to ensure domestic and international policies are mutually supportive
- pursue Aotearoa New Zealand's interests through the WTO, including its monitoring, negotiation and dispute settlement functions
- negotiate, promote, implement and enforce trade and economic agreements, including FTAs, and explore new FTA opportunities
- further develop the Single Economic Market with Australia
- advocate with other governments to resolve NTBs and other bilateral trade problems.

The Ministry's priorities for the next four years include:

- concluding the European Union Free Trade Agreement
- concluding the United Kingdom Free Trade Agreement
- expanding the Comprehensive and Progressive Agreement for Trans-Pacific Partnership
- trade recovery: contributing to All-of-Government COVID-19 supply chain activities.

How we will measure progress:

- We will report on progress towards our priorities and relevant core work.
- We will use the following indicators to help measure the Ministry's success:
 - ↑ Increase in the number or estimated trade value of NTBs resolved.
 - ↑ FTAs cover 75% of Aotearoa New Zealand goods and services exports by 2028.

Outcome: Trade and investment have grown in a way that is sustainable and benefits all sectors of Aotearoa New Zealand society and enjoys wider public support

In delivering this outcome, the Ministry works to ensure that trade agreements and initiatives advance Aotearoa New Zealand's sustainability objectives; and support New Zealand businesses to transition to and succeed in a low emissions global economy. We also work to ensure that trade agreements and initiatives enhance trade participation of the regions, Māori, women, and small and medium-sized enterprises.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- advocate for the implementation of inclusive and sustainable approaches to trade
- undertake trade and economic research, analysis and evaluation of trade policy impacts, particularly focusing on Aotearoa New Zealand's COVID-19 response.

How we will measure progress:

- We will report on progress towards our priority and relevant core work.
- We will use the following indicator to help measure the Ministry's success:
 - ✓ Effective provisions on environment and labour standards in Aotearoa New Zealand FTAs.

Outcome: International connections have supported New Zealand businesses to compete better in the global economy

In delivering on this outcome, the Ministry works to ensure Aotearoa New Zealand companies are able to compete more effectively overseas as a result of services, connections and insights provided by the Ministry, including through NZ Inc collaboration. We also aim to ensure Aotearoa New Zealand continues to benefit from stable air and maritime connections.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- provide Ministry services, connections and insights to New Zealand businesses operating offshore
- provide support for trade missions, investment, tourism, and international education promotion overseas in collaboration with NZ Inc agencies
- support supply chains, development of air services, innovation, and other economic connections
- protect the Aotearoa New Zealand brand in offshore markets, including in relation to food safety, environmental considerations and other issues.

How we will measure progress:

- We will report on progress towards relevant core work.



Embed Aotearoa New Zealand as an active and integral partner in shaping an Indo-Pacific order that delivers regional stability and economic integration

Why this strategic goal matters

Aotearoa New Zealand's prosperity and security depends on peace and stability in the Indo-Pacific region. The Ministry strives to shape the regional environment, both through our support for regional organisations and by working with a network of partners on shared interests. The increasingly challenging environment in which we are pursuing them, compels the Ministry to be a committed and agile participant in our work to support greater regional security and prosperity.

Aotearoa New Zealand's interests include the freer flow of goods, services, people and capital within a liberal rules-based trading and economic system; regional systems which can avert and when necessary, manage conflicts and disputes in accordance with international law, rights and norms; and progress on sustainable development goals, especially those that underpin peace, security and human rights. Achieving these objectives requires regional systems that engage countries that share Aotearoa New Zealand's values to help us collectively shape the regional system in ways aligned to our interests and preferences.

The global economic shift toward the Indo-Pacific is to Aotearoa New Zealand's advantage, with 70 percent of our trade now with countries in the region. Yet the outlook is deeply uncertain, clouded by sharpening geopolitical tensions within the region and the impact of COVID-19 on regional economies. There are also other threats to stability from enduring regional flashpoints, including nuclear proliferation, terrorism, displaced populations, and maritime and land border territorial disputes, resulting in an increased defence presence in the region.

These trends reinforce the need for an inclusive and effective regional system, while also challenging its realisation. The Association of Southeast Asian Nations (ASEAN) centred regional architecture including the East Asia Summit has a vital role to play. While ASEAN's capacity as a strategic centre of gravity and regional integrator is under pressure, Aotearoa New Zealand will continue to champion ASEAN, recognising the role it can play in stabilising and mediating great power interests, and the economic and sustainable development gains that are possible through our connections.

Similarly, the role of APEC has taken on additional economic and geostrategic importance in the COVID-19 environment. APEC engages the region's major stakeholders in a single forum, and has the opportunity to help lead the region's recovery from COVID-19 and reinforce liberal economic norms.

At the same time, new regional formats are evolving as the contest for regional influence intensifies. These include Free and Open Indo-Pacific constructs, the Belt and Road Initiative, and the Quad (United States, Australia, India, Japan). Aotearoa New Zealand's approach to these fora will continue to reflect our support for systems that align with our interests in the Indo-Pacific, including respect for sovereignty;

adherence to international law including freedom of navigation and overflight; ASEAN centrality; free and open trade; and open and cooperative regionalism.

Outcome: The existing Indo-Pacific architecture has delivered greater regional prosperity and security outcomes that advance our interests

Delivery on this outcome includes leading Aotearoa New Zealand's hosting of APEC in 2021, ensuring enduring outcomes from that hosting, and supporting realisation of APEC's Putrajaya Vision 2040, including to support the region's recovery from COVID-19.

In keeping with our support for ASEAN, we will also champion the annual East Asia Summit as the leading regional forum for strategic dialogue, and ensure that Aotearoa New Zealand's contribution and leadership within the Indo-Pacific regional architecture has enhanced its effectiveness.

We will continue to engage with Aotearoa New Zealand's like-minded partners from outside the region to seek their support for our country's regional economic, security and humanitarian objectives.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- lead development of NZ Inc positions, and represent Aotearoa New Zealand in APEC meetings and related processes
- lead development of NZ Inc positions, and represent Aotearoa New Zealand at ASEAN-related fora, including the ASEAN Regional Forum, East Asia Summit, and ASEAN Defence Ministers' Meeting
- develop coalitions to support Aotearoa New Zealand security, environmental and economic interests in regional fora, including through support of cross-regional fora, such as the Asia Europe Meeting and the Forum for East Asia and Latin America Cooperation
- encourage the major powers to engage constructively in regional cooperation mechanisms in the Indo-Pacific.

The Ministry's priorities for the next four years include:

- delivering Aotearoa New Zealand's APEC hosting year in 2021
- delivering enduring outcomes for Aotearoa New Zealand from APEC, including a strong contribution to regional economic recovery.

How we will measure progress:

- We will report on progress towards our priorities and relevant core work.
- We will use the following indicator to help measure the Ministry's success:
 - ✓ The benefits identified for the hosting of APEC in 2021 are realised.

Outcome: Emerging Indo-Pacific regional and sub-regional systems include Aotearoa New Zealand, support free and open regional development, and champion the rule of law

The Indo-Pacific is our home region and we have deep stakes in how the region evolves. As such, the Ministry's delivery towards this outcome aims to ensure Aotearoa New Zealand is included in regional systems and initiatives, and that the structure and functions of those systems and initiatives are consistent with our vision for the region.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- provide advice and assessments on areas of opportunity and risk to Aotearoa New Zealand in evolving architecture initiatives in the region.

The Ministry's priority for the next four years is:

- refreshing Aotearoa New Zealand's strategic approach to supporting rules, norms and regionalism in the Indo-Pacific in 2021.

How we will measure progress:

- We will report on progress towards our priority and relevant core work.

Outcome: Levels of integration and engagement with ASEAN have delivered significant benefits to Aotearoa New Zealand in economic and security terms

The Ministry works to ensure that ASEAN remains central to the region's security and prosperity, and that targeted development cooperation in South East Asia has contributed to regional integration, prosperity and stability, and increased profile and connections for Aotearoa New Zealand.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- manage Aotearoa New Zealand's relationship with ASEAN
- deliver effective international development and humanitarian assistance in South East Asia.

The Ministry's priority for the next four years is:

- reinforcing Aotearoa New Zealand's relationship with ASEAN through the design and implementation of a new 5-year ASEAN Plan of Action 2021-25.

How we will measure progress:

- We will report on progress towards our priority and relevant core work.





Promote a peaceful, prosperous and resilient Pacific in which Aotearoa New Zealand's interests and influence are safeguarded

Why this strategic goal matters

Aotearoa New Zealand's engagement in the Pacific is guided by our need for a peaceful, prosperous and resilient Pacific in which we operate as a committed partner, collaborating with others in the shared stewardship of our oceanic continent.

Aotearoa New Zealand's home and heart is in the Pacific. We are linked by history, culture, language, politics, geography and whanaunga. Decisions, actions and events in Aotearoa New Zealand have greater consequence and meaning for the Pacific than any other region.

The Pacific, in turn, shapes Aotearoa New Zealand's identity, and influences our security and prosperity. Aotearoa New Zealand is home to significant Pasifika populations. One in 10 New Zealanders will identify as being of Pacific heritage by 2026. Our deep links with Polynesia, include close constitutional ties with the Cook Islands, Niue, and Tokelau, (whose people share New Zealand citizenship) and growing links with Melanesia.

Pacific island countries face unique challenges and vulnerabilities. The increasingly severe impacts of climate change are the region's key long-term challenge. COVID-19 continues to disrupt development gains and multiply risks that threaten the region's economic and social stability and exacerbate existing governance challenges.

The collapse of the tourism industry, fewer labour mobility opportunities, rising unemployment, declining living standards and deepening inequalities undermine the region's long-term resilience, with direct consequences for Aotearoa New Zealand. As the Pacific becomes an increasingly contested strategic space with more external players active in the region, it is vital that Aotearoa New Zealand can sustain influence and an ability to protect our interests.

In this context, the core drivers for Aotearoa New Zealand's engagement in the region are:

- our hononga (connection) with the Pacific
- our collective kaitiaki (guardianship) responsibilities for shared resources and the environment
- our economic and health connectivity with the region
- our national security interests, including the transboundary nature of threats facing the Pacific.

Aotearoa New Zealand's policy statement on International Cooperation for Effective Sustainable Development affirms our commitment to support shared progress towards the Sustainable Development Goals (SDGs) in the region, and drives greater coherence between domestic and Pacific policy.

A strong regional architecture enables the Pacific to deliver its own solutions to priority regional challenges and take better advantage of strategic opportunities. Aotearoa New Zealand is a dedicated member of the key Pacific regional bodies; and is committed to helping to ensure the Pacific Islands Forum remains the pre-eminent regional platform for collective decision-making on priority issues.

The significant and multifaceted challenges presented by COVID-19 require us to continuously reassess and adapt our support, in line with pressing need and extreme vulnerability.

The Ministry will continue to work with Australia and other partners to deliver substantial and ongoing support. How Aotearoa New Zealand responds to the COVID-19 crisis will shape the region and our place in it for years to come.

Outcome: Aotearoa New Zealand has supported Pacific island countries to weather the storm of COVID-19 and resume a pathway to enduring economic and social wellbeing

Delivery of this outcome entails continued work by the Ministry with partners to improve the economic and social wellbeing of Pacific island countries. This work includes ensuring that Pacific economies continue to function to support livelihoods despite COVID-19 impacts, and that they benefit from ongoing trade, labour mobility and other safe people movement.

We will use our inclusive development approach to support Pacific island populations facing vulnerability and marginalisation. We will support Pacific health systems to deliver improved health outcomes, including through closer links with Aotearoa New Zealand's health system; and strengthen access to high-quality, equitable and relevant education for Pacific learners.

Our development programme will continue to support stronger economic governance so that Pacific island countries can better manage COVID-19 impacts, sustain responsible use of resources, and improve access to sustainably financed public infrastructure.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- deliver and manage Aotearoa New Zealand's development cooperation in the Pacific.

The Ministry's priorities for the next four years include:

- delivering the support required to respond to COVID-19 impacts so that Pacific countries can resume the path toward achieving their development goals (2021-2025)
- delivering a work programme to support the Pacific to assess and invest in strategic infrastructure by 2025.

How we will measure progress:

- We will report on progress towards our priorities and relevant core work.
- We will use the following indicators to help measure the Ministry's success:

↑ Measures of SDG progress in Pacific island countries.

↑ Growth rate of GDP (% per year) for Pacific bilateral partners.

Outcome: Partnership with Aotearoa New Zealand has enabled a peaceful, secure, resilient and well governed region

In delivering on this outcome, the Ministry aims to ensure that the Pacific has an enhanced ability to address transboundary security threats; and that Pacific national security sectors are able to manage internal security challenges in a manner that is consistent with human rights.

The Ministry works to support Pacific island countries to increase resilience to natural hazards and the intensifying impacts of climate change; to manage natural resources sustainably; and to protect the environment. We also work with Pacific island countries to enable them to lead effective humanitarian responses, with support from Aotearoa New Zealand as required.

The Ministry also works with Pacific island countries to develop more effective and accountable institutions and better public services. We also partner to ensure that regional organisations are effective and well governed.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- contribute to strengthening the governance of regional organisations and support Ministerial and Prime Ministerial engagement
- lead Aotearoa New Zealand's response to Pacific emergencies and humanitarian crises
- manage emerging security and environmental threats in the region.

The Ministry's priorities for the next four years include:

- implementing a programme of climate change support in the Pacific, and ensuring climate change is mainstreamed across the aid programme by 2023
- delivering targeted engagement to encourage all Pacific Islands Forum members to remain members and be actively engaged in Forum processes, resulting in a more cohesive Pacific region, by 2022
- targeting action to strengthen resilience in the region to mitigate against security threats and instability over 2021-2025
- supporting Bougainville and Papua New Guinea in ongoing consultations under the umbrella of the Bougainville Peace Agreement on the future political status of the Autonomous Region.

How we will measure progress:

- We will report on progress towards our priorities and relevant core work.
- We will use the following indicators to help measure the Ministry's success:
 - ➔ Proportion of Aotearoa New Zealand responses to natural disasters in the Pacific are launched within mandated timeframes.
 - ➔ Proportion of key tuna fish within biologically sustainable limits (SDG: 14.4.1).
 - ⬆ Government Effectiveness Index for Pacific bilateral partners.

Outcome: A Pacific strategic environment conducive to Aotearoa New Zealand's interests and values has been preserved and our influence as a preferred and prominent partner maintained

Delivery towards this outcome aims to ensure that strong and collaborative Pacific partnerships have enabled effective shared responses to the region's challenges.

The Ministry will continue to work with Pacific partners to influence decisions that reflect Aotearoa New Zealand's interests and our shared values. Our ongoing coordination with Australia remains critical.

The Ministry is also committed to ensuring external actors engage in the Pacific in a way that reinforces Pacific ownership and priorities, and aligns with Aotearoa New Zealand's values.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- provide advice on implications for Aotearoa New Zealand of political, security, economic, environmental and social trends and events in the Pacific, and ensure the development of Aotearoa New Zealand policies actively considers implications for the Pacific
- coordinate cross-government support for the Cook Islands, Niue, and Tokelau, in line with Aotearoa New Zealand's constitutional commitments
- manage Aotearoa New Zealand's official engagement with Pacific governments
- influence other governments to take decisions that support Aotearoa New Zealand's interests and values
- cultivate and leverage relationships with key decision makers in government, business, media, academia, and NGOs
- harmonise and harness engagement in the Pacific by international development partners, civil society and other actors from outside the region
- promote Aotearoa New Zealand's profile, values and interests through social and other media, and public and cultural diplomacy.

How we will measure progress:

- We will report on progress towards our priorities and relevant core work.
- We will use the following indicator to help measure the Ministry's success:
 - ✓ Evidence of partnerships between Aotearoa New Zealand and Pacific bilateral partners strengthened.



Environment & Climate Change

Promote sustainable international solutions to global environment and natural resource challenges that impact on Aotearoa New Zealand

Why this strategic goal matters

Climate change and other threats to the world's natural environment pose risks to the security and prosperity of Aotearoa New Zealand, our region and the world. Adverse effects of climate change are already locked in, evident and accelerating, with negative social and economic consequences that further exacerbate security risks.

Many environment threats – and their solutions – cut across national borders. The international community has resolved to take action, with six of the 17 Sustainable Development Goals under Agenda 2030 environmentally focused.

Consistent with the concept of kaitiakitanga, we have a responsibility to act as a guardian of the natural environment, and to support collective global action. The Ministry does this by shaping international rules and norms and promoting action to implement them.

Aotearoa New Zealand is party to global environment treaties, including on climate change and biodiversity. The Ministry works to ensure those treaties and other international action deliver tangible global progress, reflect Aotearoa New Zealand's economic imperatives and societal values, and support our Pacific interests.

The Ministry takes an agile approach to developing foreign policy recognising that international responses to these challenges can bring economic costs, and opportunities for Aotearoa New Zealand and New Zealanders. For example, disruption associated with the transition to a low emissions global economy has the potential to inspire innovation and create opportunities.

COVID-19 presents both an opportunity for accelerating and a risk of disrupting global climate change action. The Ministry aims to sustain and encourage international cooperation on climate change, including through support for “green recovery” approaches, and investment in low emissions energy, infrastructure and transport to create new jobs.

Due to our geographic location, Aotearoa New Zealand has a deep interest in ensuring that the Pacific, Southern Oceans and Antarctica are effectively governed and sustainably managed. These regions are under threat, including from sea level rise; ocean acidification; illegal, unreported and unregulated fishing; and the cumulative impact of marine pollution and other human activities.

Outcome: The global response to climate change reflects Aotearoa New Zealand's ambitions, including for Pacific climate resilience

Global environment rules and norms and promoting collective action are vital to address climate change. In delivering this outcome, the Ministry works to ensure that the Paris Agreement and other international mechanisms are effective and appropriately accommodate Aotearoa New Zealand's circumstances. We support the development of robust environmental integrity guidelines and credible options for international carbon trading. We also advocate for improved Pacific climate resilience through multilateral support and finance.

The Ministry also works with others to ensure Aotearoa New Zealand has successfully influenced global action on climate change mitigation.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- negotiate and influence international climate change rules, norms and implementation guidelines, including effective operation of the Paris transparency framework and ambition cycle
- advocate for international support and finance that delivers for the Pacific
- support Aotearoa New Zealand's domestic climate action and transition to a low emissions economy, including through linking arrangements and standards for carbon markets that ensure environmental integrity
- advocate to strengthen global climate ambition and action, including through trade agreements and building and leveraging international coalitions.

The Ministry's priorities for the next four years include:

- completing Paris Agreement guidelines, including for international carbon trading, by 2022
- developing options for future governments to use international carbon markets after 2020 under certain circumstances
- delivering initiatives that promote climate change and sustainable development through international trade in 2021-22. These include: concluding the Agreement on Climate Change, Trade and Sustainability and WTO fisheries negotiations; advancing environmental goods and services through APEC21; and making a Joint Ministerial Statement on fossil fuel subsidy reform at the 12th WTO Ministerial Conference.

How we will measure progress:

- We will report on progress towards our priorities and relevant core work.

Outcome: Antarctica and Aotearoa New Zealand's place in it are protected

In delivering this outcome, the Ministry works to ensure that Aotearoa New Zealand maintains a fit for purpose and permanent presence in Antarctica; that the Antarctic Treaty System continues to provide effective governance and management of Antarctica and its environment; that Aotearoa New Zealand's specific interests in the Ross Sea region are promoted, including through an enhanced leadership role; and that Christchurch continues to be an Antarctic gateway of choice for country partners.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- provide policy leadership for Antarctica, in support of Aotearoa New Zealand's interests. This work includes engaging with NZ Inc agencies on logistics, assets and science, and facilitating access to Antarctica for other National Antarctic Programmes
- pursue Aotearoa New Zealand's interests in Antarctic Treaty System meetings and manage our activity in Antarctica and the Southern Ocean.

The Ministry's priorities for the next four years include:

- providing assurance for Budget cycles and during the build phase that Scott Base re-development is fit for purpose and delivers value for money
- establishing a Ross Sea cooperation framework by 2023 to increase cooperation between all states operating in the region
- updating the strategic directions and priorities for Antarctic and Southern Ocean science by December 2021, in support of Aotearoa New Zealand's interests in Antarctica.

How we will measure progress:

- We will report on progress towards our priorities and relevant core work.

Outcome: International stewardship of oceans, especially Pacific and Southern Oceans, has improved

Our work to achieve this outcome aims to ensure that illegal, unreported and unregulated (IUU) fishing is maintained at zero in the Southern Ocean and reduced in the Pacific; that marine pollution has reduced through effective regional and international action; that the International Whaling Commission is reformed and the moratorium on commercial whaling maintained; and that harmful fisheries subsidies are eliminated.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- pursue Aotearoa New Zealand's interests in international ocean issues. This includes international governance of the marine plastic litter problem and the reduction and elimination of IUU fishing, harmful fisheries subsidies and commercial whaling.

How we will measure progress:

- We will report on progress towards our relevant core work.

Outcome: Better international stewardship of biodiversity has halted its global decline and reflected Aotearoa New Zealand's national and Pacific priorities

Through this outcome, the Ministry works to ensure marine biological diversity of areas beyond national jurisdiction is sustainably conserved and managed, and its benefits are equitably distributed. We also work to ensure a post-2020 Global Biodiversity Framework and resulting workstreams are adopted and implemented.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- pursue Aotearoa New Zealand's interests in biodiversity fora and negotiations
- pursue Aotearoa New Zealand's interests in conservation, chemicals and wastes, food sustainability, and environmental governance and financing.

The Ministry's priority for the next four years is:

- developing and pursuing Aotearoa New Zealand's objectives for the United Nations treaty on marine biological diversity and the post-2020 Global Biodiversity Framework.

How we will measure progress:

- We will report on progress towards our priority and relevant core work.



Lead Aotearoa New Zealand's international action to advance and protect New Zealanders' safety and Aotearoa New Zealand's security

Why this strategic goal matters

Aotearoa New Zealand's security environment is deteriorating, with greater security challenges and instability in our region and beyond. The 2019 Christchurch terrorist attack brought into stark relief Aotearoa New Zealand's vulnerability to significant global security threats, with a lasting impact on our terrorism threat profile and wide ranging implications for national security policy and practice.

The rules-based international system – the long-term foundation of Aotearoa New Zealand's security – is under pressure from state and non-state actors alike. State sovereignty and agreed norms of state behaviour are being undermined. The global nuclear disarmament and non-proliferation regime remains under threat, with disarmament efforts stalled, and the potential for miscalculation and the risk of proliferation on the rise.

At the same time, the enduring presence of trans-border security threats, such as malicious cyber activities, foreign interference, malign use of emerging technology (including in outer space), transnational crime, irregular migration and terrorism are continuing to directly affect Aotearoa New Zealand's security.

The downstream effects of COVID-19 will likely have deep consequences for human, political and economic security, especially in parts of the world already prone to instability. These consequences will continue to create demand for security and humanitarian contributions from Aotearoa New Zealand.

COVID-19 has further fuelled geostrategic tension, already high, especially in the Indo-Pacific. The Ministry will support Aotearoa New Zealand to navigate this strategic competition carefully. We will seek to protect and uphold the values we hold dear, and preserve and reinforce relationships of vital importance to our national interests.

In this volatile environment, Aotearoa New Zealand needs to be deliberate in mitigating and responding to threats to national security. We will need to broaden and deepen security cooperation with key partners to maximise the security benefit these relationships deliver. And we will need to advance collective security and defend the rules-based international system through contributions to global peace, security and disarmament initiatives.

The Ministry and other agencies will face practical challenges as international processes transition to a period of re engagement, even as COVID-19 remains endemic, with the expectations of our partners at times misaligned with Aotearoa New Zealand's realities and domestic priorities.

Supporting New Zealanders in need offshore is a fundamental part of the Ministry's role. COVID-19 has increased risks to the safety of New Zealanders overseas, and required an unprecedented consular response. Demand for consular services is expected to remain elevated at least until vaccines take effect and border restrictions are eased.

Outcome: Reduced risk to Aotearoa New Zealand from trans-border security issues, including terrorism, malicious cyber activity, irregular migration, transnational crime, foreign interference and weapons proliferation

In this volatile environment, Aotearoa New Zealand needs to be even more deliberate in mitigating and responding to threats to national security.

In delivering on this outcome, the Ministry works to ensure that Aotearoa New Zealand's international programme for countering terrorism and violent extremism is aligned with lessons learnt from the 2019 Christchurch terrorist attack, and provides a constructive contribution to global policy and practice.

The Ministry's work supports an enhanced regional capacity to prevent irregular migration, and ensures our contributions to global counter-proliferation efforts (including our own strategic goods regime) has helped prevent the further spread of weapons of mass destruction and conventional weapons.

The Ministry also works to mitigate cyber, outer space and emerging security risks.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- contribute to regional and global counter-terrorism, countering violent extremism initiatives through coalition, multilateral, plurilateral and bilateral mechanisms, in coordination with the national security system
- manage Aotearoa New Zealand's export controls on strategic goods, and contribute to global export control regimes and counter-proliferation efforts
- manage international dimensions of our outer space and cyber interests, foreign interference, misinformation and emerging security risks (including new technologies)
- provide advice on Aotearoa New Zealand's international engagement on maritime security, irregular migration and transnational organised crime issues, and build support and capacity in South/South East Asia to avert mass maritime arrivals in line with Aotearoa New Zealand's Mass Arrival Prevention Strategy
- administer the security capacity building fund.

The Ministry's priorities for the next four years include:

- implementing outcomes of the second anniversary meeting of the Christchurch Call to eliminate terrorism and violent extremism online

- leading development of international elements of Aotearoa New Zealand's space strategy. These include an international engagement plan and addressing key security challenges, such as responsible behaviour and weaponisation in 2021-22.

How we will measure progress:

- We will report on progress towards our priorities and relevant core work.
- We will use the following indicator to help measure the Ministry's success:
 - ↑ Government policies to mitigate the risk from emerging security issues contain clearly-articulated international priorities.

Outcome: Aotearoa New Zealand's participation in international military and peace support operations has mitigated security threats, contributed to a more stable global environment, and delivered benefits to our major relationships

In delivering on this outcome, the Ministry works to ensure that targeted contributions of defence, intelligence, development and diplomatic support make a material and positive impact on international military and peace support operations; and that Aotearoa New Zealand's major security partners value our contributions to collective security efforts.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- advise government on the management of military, diplomatic and development contributions to international security and peace-support initiatives
- provide consular services to New Zealanders travelling or living overseas.

How we will measure progress:

- We will report on progress towards our relevant core work.

Outcome: Aotearoa New Zealand's security partnerships have directly contributed to Aotearoa New Zealand's security

By delivering on this outcome, the Ministry works to ensure that our fundamental security partnerships with Five Eyes countries (including our alliance with Australia) have made Aotearoa New Zealand more secure; and Aotearoa New Zealand's targeted security cooperation in our home region and beyond has advanced our own national and regional security interests.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- develop Aotearoa New Zealand's international security partnerships to support national security and foreign policy goals.

How we will measure progress:

- We will report on progress towards our relevant core work.

Outcome: New Zealanders are safer overseas

Through this outcome, the Ministry provides New Zealanders with information to help them make informed decisions about travelling overseas. Should New Zealanders abroad face difficulties, the Ministry works to ensure they are able to access our high quality consular advice and assistance easily. The Ministry also ensures we effectively plan for, and respond to significant events and emergencies affecting New Zealanders overseas.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- provide consular services to New Zealanders travelling or living overseas.

The Ministry's priorities for the next four years include:

- implementing changes to consular policies, procedures and systems recommended in the evaluation of the Ministry's COVID-19 consular response
- complete the Safe Suite of consular projects in 2021-22.

How we will measure progress:

- We will report on progress towards our priorities and relevant core work.
- We will use the following indicators to help measure the Ministry's success:
 - ➔ 85% or more of respondents are satisfied with the quality of consular services.
 - ➔ 80% of consular survey respondents are aware of SafeTravel.



International Relationships

Build and leverage targeted international relationships to achieve our goals

Why this strategic goal matters

Aotearoa New Zealand's prosperity and security is dependent on building and deriving value from relationships with other countries. Diplomatic capital is typically accrued over time. It can be achieved through common values and interests, economic inter-dependencies, security relationships, strong people-to-people links, sharing of relevant experience, and a willingness to accommodate the other country's interests or requirements.

Strong and enduring relationships may encompass all these elements, others some of them, while a few will be based on ad hoc coalitions of interest.

In a more fast-paced, turbulent and disorderly world, the orderly maintenance of predictable and profitable relationships is being further challenged. The sharpening of geostrategic tensions and choices is a further factor influencing the way in which countries like Aotearoa New Zealand need to manage their connections with the world.

At the same time, COVID-19 has highlighted the extent of Aotearoa New Zealand's dependency on others, and the risks arising from a world in which our range of relationships is too narrow and their depth too shallow.

To advance our interests against this backdrop, the Ministry will support Aotearoa New Zealand to continue to invest more in our bilateral relationships, and require more of them. Close coordination with Aotearoa New Zealand's biggest and closest partners remains critical to advancing the safety and prosperity of New Zealanders, particularly Australia, but also the United States, the United Kingdom, the European Union, and Canada.

We also work deliberately with other groupings and countries with the motivation and means to protect common interests and values. Continuing to manage Aotearoa New Zealand's relationship with China – one which acknowledges its rise, derives benefit from the economic opportunity it offers, but which preserves our country's independence of thought and action – will also remain a priority.

It will always be in Aotearoa New Zealand's interests to hold and manage a broad-based portfolio of relationships that evolves in line with shifting priorities and opportunities. We will target effort towards deepening particular relationships, building coalitions in critical areas, and connecting with non-state actors (for example, international NGOs, multinational companies, powerful individuals, cities) who are increasingly influential international players.

The Ministry will continue to adapt our diplomatic engagement, to respond to COVID-19 constraints, which currently limit physical summits and multilateral conferences, regular face-to-face meetings and over-the-table negotiations. Should vaccines fail to support the revival of international travel soon, we will redouble our efforts to achieve effective virtual diplomacy.

Outcome: Our diplomacy is aligned to changing global realities

In delivering on this outcome, the Ministry works to ensure that our relationships with Australia, the United States, the United Kingdom, the European Union, Canada, Germany and Japan are sustained through continued investment, so our closest partners support us when we need them; and conversely, that Aotearoa New Zealand is seen as a valued partner.

Our work will continue to support Aotearoa New Zealand's comprehensive strategic partnership with China to remain on a sound basis to realise benefits, advance on mutual interests, and manage risks and areas where we disagree.

We will also maintain a deliberate programme of investing discretionary effort to grow relationships with Singapore, Japan, Germany, India and Indonesia to deliver tangible benefits for Aotearoa New Zealand.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- manage Aotearoa New Zealand's official engagement with other governments and regional organisations
- influence other governments to take decisions aligned with Aotearoa New Zealand's interests and values
- cultivate and leverage relationships with key decision makers in governments, businesses, indigenous groups, media, academia, NGOs and cities
- provide advice on the implications for Aotearoa New Zealand of political, security, economic and social trends and events in other countries.

The Ministry's priorities for the next four years include:

- lifting our strategic cooperative partnership with Japan by 2022-23
- implementing the Singapore Enhanced Partnership across all domains and with a new emphasis on COVID-19 recovery objectives
- developing a deeper strategic relationship with Germany by 2022
- refining and focusing engagement with India and Indonesia to strengthen bilateral cooperation in support of strategic objectives
- invigorating the Aotearoa New Zealand-United Kingdom relationship by implementing the United Kingdom Goal Plan by December 2024
- establishing a strong relationship with the new United States administration, and influencing the United States to work with Aotearoa New Zealand and to act in the world in ways that support our key interests.

How we will measure progress:

- We will report on progress towards our priorities and relevant core work.

Outcome: The quality of all our relationships has enabled us to achieve our objectives

Through this outcome the Ministry works to ensure that the relationships we invest in deliver tangible results for Aotearoa New Zealand and New Zealanders, and any differences are managed in a way that best preserves Aotearoa New Zealand's interests and values.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- deliver and leverage Aotearoa New Zealand's international development cooperation in countries outside the Pacific and ASEAN countries
- provide host government services to the diplomatic/consular corps, including on foreign national welfare issues
- manage and leverage Aotearoa New Zealand's network of Honorary Consuls
- protect and improve evolving conditions for New Zealanders living overseas.

The Ministry's priority for the next four years is:

- developing and delivering a strategy of sharing Aotearoa New Zealand's indigenous experience to support our foreign policy objectives in 2021-2023.

How we will measure progress:

- We will report on progress towards our priority and relevant core work.

Outcome: We adapt to ensure we continue to create impactful connections and leverage benefits

The Ministry's work towards this outcome aims to ensure the coalitions we build and participate in with other countries and organisations deliver results for Aotearoa New Zealand. By investing in new tools and practices, we will enhance our ability to build and develop relationships. We will also support efforts to increase New Zealanders' skills and comfort in operating in Asian cultures.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- promote Aotearoa New Zealand's profile, values and interests through social/other media and public and cultural diplomacy
- support connections between Aotearoa New Zealand individuals/organisations, and international counterparts
- support programmes to build New Zealanders' and public sector capability to operate in Asia/China.

The Ministry's priority for the next four years is:

- re-establishing Aotearoa New Zealand's global connections and cross-border people movement safely in a COVID-19 environment. This work includes contributing to the All-of-Government regional and global vaccine access and roll-out, the travel health pass work programme, and other policies towards border re-opening.

How we will measure progress:

- We will report on progress towards our priority and relevant core work.
- We will use the following indicator to help measure the Ministry's success:
 - ↑ New Zealanders' confidence in engaging with Asian cultures increases.



Foster mutually beneficial relationships with NZ Inc partners, Māori, domestic stakeholders and New Zealanders

Why this organisational capability goal matters

The strength of the Ministry's connections with Māori, NZ Inc partners, domestic stakeholders and New Zealanders helps us to achieve our strategic objectives and sustain social licence to carry out our work.

The Ministry is committed to authentic engagement with Māori, placing whanaungatanga, manākitanga and mahi tahi at the centre of our collaboration with Māori on a widening portfolio of policy issues. Our commitment includes being more systematic about building our capability through the prioritisation of mātauranga Māori and more active recruitment of Māori staff.

Against the backdrop of the COVID-19 response, the growing complexity of international relations, and the increasing interplay between foreign and domestic policy, deep connections between the Ministry and a wide range of government agencies is essential. Our Pacific engagement alone, for example, entails extensive engagement with over 30 government departments.

Our diplomatic network provides policy insights from other countries, which other agencies lean on to advance domestic priorities to support government priorities.

Reflecting the importance of international trade to Aotearoa New Zealand's economy and the global recovery from COVID-19, the Ministry is significantly enhancing engagement and the services we provide to exporters and business through new and established platforms and channels.

The Ministry is committed to becoming more attuned to the perspectives of a wider range of domestic stakeholders, including Pasifika and various Asian communities, NGOs and academia; and engaged with New Zealanders more generally in ways that help broaden public understanding and connection with Aotearoa New Zealand's foreign policy. The Ministry values this engagement as a contribution to robust policy that is supported by New Zealanders and is successful internationally.

Engaging kanohi ki te kanohi (face-to-face) with our partners and stakeholders is critical. The Ministry is also innovating in its use of digital platforms for communicating and consulting with Aotearoa New Zealand audiences more widely.

Outcome: Effective leadership and partnership has enhanced NZ Inc delivery of the government's international objectives

In delivering on this outcome, the Ministry aims to ensure that our leadership enables a high functioning NZ Inc team (government agencies working for collective impact) to advance shared objectives. We also work to ensure domestic policy is informed by the international context and takes account of Aotearoa New Zealand's international objectives and obligations.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- provide strategic leadership for and coordinate with NZ Inc agencies in Aotearoa New Zealand and offshore
- provide international insights from our offshore network to inform domestic policy and support government priorities.

How we will measure progress:

- We will report on progress towards our relevant core work.
- We will use the following indicator to help measure the Ministry's success:

↑ Ratings for leadership and collaboration from NZ Inc agencies.

Outcome: The Ministry's commitment to its treaty partnership with Māori is understood and embedded in our work

The Ministry is committed to delivering on its obligations as a Treaty partner with authenticity and integrity. We will work to ensure Māori interests are advanced in our international work and a tirohanga Māori perspective is reflected across our work.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- provide tools and training to support relationship management organisational capability
- engage with Māori to ensure Māori interests and priorities are reflected in our mahi.

The Ministry's priorities for the next four years include:

- completing implementation of the Māori Engagement Strategy by 2021
- developing and implementing a framework through which the Ministry can strengthen mātauranga Māori capability.

How we will measure progress:

- We will report on progress towards our priorities and relevant core work.
- We will use the following indicators to help measure the Ministry's success:
 - ↑ Confidence of Māori in their engagement with the Ministry.
 - ↑ Ministry staff who are able to apply mātauranga Māori in their mahi.

Outcome: Mature and sustainable relationships with Aotearoa New Zealand domestic stakeholders have enhanced the Ministry's policy development and international engagement and reputation

Through this outcome, the Ministry aims to ensure we use professional, coordinated and culturally appropriate processes for engaging with our stakeholders at home, and is attuned to the values and issues that matter to these stakeholders; and also partner with stakeholders to deliver mutually beneficial results.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- engage with non-government stakeholders (including Pasifika and Asian communities, businesses, NGOs and academia) to support all strategic goals.

How we will measure progress:

- We will report on progress towards our relevant core work.
- We will use the following indicators to help measure the Ministry's success:
 - ↑ Stakeholder satisfaction with the Ministry's effectiveness representing Aotearoa New Zealand interests is maintained.
 - ↑ Domestic stakeholders' satisfaction with engagement with the Ministry.

Outcome: The Ministry has raised understanding and support among the New Zealand public for Aotearoa New Zealand's international objectives and the work we do

In delivering on this outcome, we aim to ensure the Ministry's reputation with New Zealanders and social licence to operate is maintained and further enhanced.

Our work includes ensuring the Ministry's value to New Zealanders is better demonstrated and understood; and that New Zealanders are satisfied with their participation in Ministry-led consultations, initiatives and hui, and with how the Ministry responds to inquiries.

The Ministry also works to ensure the public has easy access to accurate and relevant information about Aotearoa New Zealand's international relations, development and trade policies and activities.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- communicate the Ministry's work to the New Zealand public through campaigns, digital tools, media and other engagement
- provide information on Ministry activities and outcomes to the New Zealand public, proactively and under the Official Information Act.

The Ministry's priority for the next four years is:

- developing a Trade and Economic Outreach and Engagement Strategy in 2021.

How we will measure progress:

- We will report on progress towards our priority and relevant core work.
- We will use the following indicators to help measure the Ministry's success:
 - ↑ Understanding of Ministry's role and what it delivers for New Zealanders.
 - ↑ Visit numbers and user satisfaction with the Ministry's websites and social media platforms.
 - ↑ Timeliness of response to Official Information Act requests and ministerials.



Deliver optimal outcomes for Aotearoa New Zealand through our people, network, systems and services

Why this organisational capability goal matters

Our organisational foundations are our people, our network of overseas posts, our systems, and our corporate services. Continual evaluation and investment is essential to positioning the Ministry to sustain delivery as government priorities, technology, and the world changes around us. Our ability to respond to evolving business needs and adapt to future challenges, as we are doing in the COVID-19 environment, relies on our ability to work as one inclusive and integrated Ministry.

We recognise the importance of Te Tiriti o Waitangi by applying Te Tiriti principles in our work, including partnership, good faith and active protection. To be an employer of choice, attracting and retaining a diverse range of highly capable people, we work to keep our people safe, provide career progression opportunities, and support changing ways of working.

Through our property portfolio, we work to provide a fit-for-purpose platform for Aotearoa New Zealand diplomats to achieve influence and outcomes. Through our ICT systems, we aim to enable information to be shared reliably and securely throughout the network and with key partners, and to support effective mobile and remote working. Our support functions need to be responsive to business needs.

The Ministry strives for clear strategic direction, well governed work programmes, and robust approaches to managing risk and evaluating impact. The aim is to give confidence to our stakeholders that we are delivering results and value for money for Aotearoa New Zealand.

We monitor our environment and work to maintain and adapt our operating model, strategies, and frameworks as needed, to ensure our front-line staff are supported to deliver effectively, efficiently and safely.

Outcome: The Ministry functions as a happy, healthy and high performing community for all

Through this outcome, the Ministry aims to ensure our organisational culture and behaviours align with the Ministry's values – Impact, Kotahitanga, Courage and Manākitanga. We will continue to support our people through development opportunities and performance feedback; investing in building capability that creates great managers and authentic leaders; and working to ensure our people feel cared for, valued, and confident.

Our work will ensure the Ministry prioritises the health, safety and wellbeing of our people, and demonstrably values diverse and inclusive thinking, people and behaviours.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- provide and enhance human resources specialist services and advice in support of the Ministry's front-line delivery
- undertake people and line management responsibilities
- engage in and deliver learning and development.

The Ministry's priorities for the next four years include:

- supporting our offshore network through COVID-19, including completing the first round of vaccines by October 2021 and ensuring ongoing access to vaccinations is in place by June 2022
- completing a review and refresh of our People Strategy by June 2022.

How we will measure progress:

- We will report on progress towards our priorities and relevant core work.

Outcome: Excellent global networks, systems and services enable Ministry business to be delivered effectively and efficiently

In delivering this outcome, the Ministry aims to ensure fit-for-purpose property, ICT networks, systems, and security settings are optimally aligned with business needs and enable our people in all locations to work flexibly, collaboratively and effectively. We will also work to ensure sustainability is promoted; corporate services meet established quality standards aligned with customer needs; our people, information, and assets are kept secure; policies and processes are simple, accessible, and up-to-date; and the Ministry can operate effectively in unexpected events and emergency situations.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- provide and enhance specialist services and advice in support of the Ministry's front-line delivery
- provide operational and business support services
- plan, manage, and deliver the Ministry's response to unexpected events and emergencies
- provide NZ Inc agency services and coordinate NZ Inc offshore operations.

The Ministry's priorities for the next four years include:

- commencing the formal transition to an enhanced maintenance management model for Pacific properties in the second quarter of 2022

- commencing construction on Pacific property staff housing and infrastructure improvements by June 2022
- completing a review and refresh of the Information and Digital Services Strategy and a technology roadmap by April 2022
- delivering stage two of the Human Resources Information System (HRIS) modernisation, including Payroll, by March 2023.

How we will measure progress:

- We will report on progress towards our priorities and relevant core work.

Outcome: The Ministry ensures it delivers the best achievable outcomes for Aotearoa New Zealand from the resources invested in it

Through this outcome, we work to ensure clear strategic direction, sound planning, and robust performance evaluation, enables the Ministry to deliver demonstrable results. In doing so, we ensure investment of resources and people are prioritised to deliver on the Ministry's strategic intentions and agreed service levels and standards.

We aim to achieve our outcomes by maintaining excellence in governance, financial management and leadership. We will work to lift the Ministry's performance through investments in organisational improvement and well managed change. Risks are identified, mitigated and managed in ways that are proportionate to impact and support innovation.

The Ministry's core delivery during the next 10 years involves continuing efforts to:

- provide and contribute to Ministry governance, assurance, compliance, and risk management systems
- undertake strategy development, research, data analysis, strategic resourcing, planning, performance monitoring and evaluation
- provide Ministerial and Parliamentary Services
- monitor relevant Crown agencies.

The Ministry's priority for the next four years is:

- publishing a Ministry emissions reduction plan by December 2022, with emissions reporting commencing from July 2021.

How we will measure progress:

- We will report on progress towards our priority and relevant core work.



The Pacific Community Director-General Stuart Minchin and the Spokesperson for the Ministry of Foreign Affairs and Consul-General in New Caledonia Ms Belinda Brown, listen as Pacific Data Hub Manager Sioli Tonga addresses the press conference for the Launch of the Pacific Data Hub in December 2020. *Credit: SPC.*

Managing our functions and operations

Te whakahaere i ā mātou āheinga, mahi hoki

Our governance framework

The Governance Framework is a mechanism for exercising strategic leadership of the Ministry and overseeing organisational performance.

Collectively, the Governance Framework refers to the Ministry's Board and its committees:

- Strategy and Policy Committee
- Coordination and Performance Committee to review delivery, compliance, risk and performance
- Health, Safety and Wellbeing Committee
- Resources Committee to oversee investment and resource allocation.

When operating under the Framework, the Ministry's Board and its committees, provide advice on matters of organisational significance; privilege the long-term over the immediate; allocate responsibilities and resources to develop, implement and enable strategic performance, and to deliver the Ministry's work programme; prioritise effort and investment; and provide assurance that key programmes and activities are being delivered as planned.

The four committees take decisions and provide direction to the Ministry, and provide assurance and advice to the Ministry's Board.

Driving strategic performance

The Ministry has robust systems in place to ensure we deliver on our Strategic Framework.

Each of the nine goals in the Strategic Framework are led by a Senior Responsible Owner (SRO) who is also a member of the Senior Leadership Team. SROs coordinate and account for the delivery of goal outcomes.

The Strategic Framework provides guidance to staff on the Ministry's impacts and priorities to be delivered over the next four years. Business planning cascades the Strategic Framework into team business plans and individual performance and development plans. Leaders continually monitor the operating environment and adjust resources and effort to respond to changes in that environment; and to ensure that resources and effort are aligned with the Government's priorities.

The Ministry's Board assesses the impact the organisation is making at the outcome level through biannual Goal Assessments. These include a qualitative assessment of outcome delivery, quantitative measurement, and risk updates. SROs are responsible for driving delivery and for monitoring performance and risks regularly.

Managing risk

We use risk management to ensure key potential impediments to long-term strategies and goals are identified early; and appropriate interventions are made to mitigate these. The Ministry's approach to risk management is based on international risk management standards; and is designed to consider both organisational risks and strategic policy risks.

The Ministry positions risk management as an enabler because it is designed to facilitate better decision-making in pursuit of opportunities, rather than traditional risk management, which emphasises caution at the expense of innovation and progress.

Risk management facilitates good governance and strategic performance. Risk management practice is aligned with the Ministry's Strategic Framework, and contributes to the performance monitoring of plans, deliverables and outcomes.

The Ministry periodically undertakes a strategic assessment of Aotearoa New Zealand's strategic environment and implications for the country's foreign policy. We also contribute to long-term insights briefings for various sectors relevant to the Ministry's work, as required under the Public Service Act 2020. These assessments also inform the Ministry's Strategic Framework.

The Ministry will continue efforts to strengthen evaluation practice and culture, focused on how well the Ministry achieved foreign policy objectives and related value for Aotearoa New Zealand.

Delivery of Aotearoa New Zealand's international development cooperation and Pacific foreign policy

Complementing Ministry-wide planning, 10-year bilateral strategies provide guidance for Aotearoa New Zealand's foreign policy and development cooperation for all major bilateral partners in the Pacific region. These strategies inform our four-year country plans and Statements of Partnership that reflect a more comprehensive approach to our development cooperation and foreign policy in the Pacific.

A business case approach ensures development activities are well designed and implemented. The approach promotes planning and investing for outcomes, ensuring early collaboration between stakeholders, and evidence-based decision-making.

Cross-group governing boards support governance of Aotearoa New Zealand's international development cooperation and Pacific engagement. These boards assess progress against the four-year country plans, review business cases, and monitor the risk and performance of our programmes.

Organisational improvement programme

The Ministry has an ongoing organisational improvement programme to ensure we continuously lift our performance and agility in delivering our strategic goals.

The four organisational improvement priorities for 2021 are:

- lifting the Ministry's mātauranga Māori in line with our Māori Engagement Strategy, and the intention expressed as part of the Public Service Act 2020 to build mātauranga Māori capability and capacity
- integrating our refreshed organisational values into the fabric of the Ministry
- implementing our Diversity and Inclusion Strategy to deliver a more diverse workforce and inclusive workplace
- supporting the wellbeing of our people, particularly through flexible working arrangements.

Some other improvement initiatives are listed among the priority deliverables in the organisational capability goals.

Diversity and Inclusion

The Ministry's 10-year Diversity and Inclusion Strategy is designed to grow the diversity of our workforce and the inclusiveness of our workplace. The Ministry aspires to be a workplace that values and draws from and supports diverse and inclusive thinking, people and behaviours. We want our staff to reflect the diversity of Aotearoa New Zealand.

At the core of our ambition is a focus on leadership, talent, training and development, and flexible work options. We want to demonstrate to our global partners and to New Zealanders that the Ministry represents the aspirations of the country we represent: a tolerant, diverse, inclusive and welcoming society.

The Ministry's 2020 Gender Action Plan supports our goals of gender equality and greater inclusion of women. The Plan complements our People Strategy, our Diversity and Inclusion Strategy and our organisational values. The Plan has an overarching objective of helping us to continue removing barriers and creating opportunities for women to advance their careers at the Ministry.

Public release and dissemination of information

We are committed to releasing and disseminating the Ministry's information proactively and publicly, where possible and appropriate. We will continue to release high-value public data for reuse, and make other information publicly available as soon as possible, in accordance with the Official Information Act 1982 and the Declaration on Open and Transparent Government.

Asset management and investment intentions

Te whakahaere rawa me ngā takune haumi

Asset portfolio

The Ministry's \$642 million³ asset base comprises property – land, buildings, furniture, equipment and plant (92%); information and communications technology assets (7%); and motor vehicles (less than 1%).

The Ministry actively manages a portfolio of 330 owned and leased properties around the world to support the Government's international objectives.

Investment planning and management

The Ministry's 10-year capital plan contains property, ICT and security projects and programmes in three categories:

- a four-year plan consisting of projects/programmes that are already underway, or are expected to start in the next four years
- an outer plan, consisting of projects that are "place holders" to start in years five to 10 of the plan, but without any commitment to work on them as yet
- maintenance and aggregate funds, which are ongoing streams of funding for smaller projects.

This capital plan indicates investment of \$588 million over the 10-year period starting 2021-22, of which \$318 million is anticipated in the first four years. Approximately 76 percent of the 10-year forecast investment is in property, 23 percent is in ICT software and hardware, and 1 percent is in security assets.

This investment primarily reflects the Ministry's asset replacement cycle, which is funded from accumulated depreciation. The Ministry's funding also includes a capital contribution of \$48 million for Pacific infrastructure.

The Ministry has a focus on improving our investment management systems and processes. The Treasury's Investor Confidence Rating is an external benchmark of the Ministry's asset management and investment capabilities. In 2019-20, the Ministry received a score of 77 percent (a B rating). The Treasury has stated that this result shows clear improvements made by the Ministry, which continues to demonstrate strong results.

The Ministry's Long Term Investment Plan (LTIP) was last updated in 2019. It draws on the Ministry's Strategic Framework, describes our operating model, and shows how the Ministry's investment in assets will support our operations and help to achieve our strategic objectives. The LTIP is informed by a number of functional-level strategies, such as those described in the following sections.

³ This is the Note Book Value.

Property

The Ministry's property asset management framework is based on a suite of three tiered asset management plans:

- Global Property Asset Report
- Regional Asset Management Plans
- Post Asset Management Plans.

The nature of the Ministry's property investment intentions is influenced by the need to ensure the health, safety, and wellbeing of our people; the need to support flexible and innovative working environments that leverage evolution of communications technology; an increasingly regional-based approach to property given the vast differences between regional property markets; and an increasing preference for owning staff housing in some locations, given the risks of over-investing in leased properties.

Information and communications technology

To support the Ministry to achieve its strategic and organisational goals, ICT investment priorities include replacing aging assets, meeting increasing demands for existing digital services, and delivering new digital services.

The Ministry's ICT investment intentions are influenced by a variety of factors, including increasing focus on cloud-delivered services; information security considerations; the need to improve the Ministry's knowledge management and data analytic capabilities; conducting effective virtual diplomacy; and the need to support mobile and flexible collaborative working at scale.

Major capital projects underway or planned 2021-2025

The following table lists major capital expenditure projects that are underway or in planning over the next four years. “Major” is defined as IT and business system projects over \$1 million and property projects over \$4 million.

| Capital Projects | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|--|---|--|---|---|
| UNDERWAY or PLANNED | | | | |
| Property Projects | | | | |
| New posts | Colombo | | | |
| Leased chancery relocation/fit-outs | Moscow | Moscow | Kuala Lumpur Los Angeles | Kuala Lumpur Los Angeles Tehran |
| Chancery building construction | Suva | Suva Rarotonga | Suva Rarotonga | Suva Rarotonga |
| Chancery refurbishment/ infrastructure upgrade | London-NZ House Riyadh Vienna Beijing Canberra London – Temporary accommodation Pacific region | London-NZ House Canberra Washington Rarotonga Port Moresby Pacific region Geneva | London-NZ House New Delhi Rarotonga Port Moresby Washington Pacific region Geneva | London-NZ House New Delhi Port Moresby Rarotonga Washington |
| Staff housing | Pacific region | Pacific region | Pacific region | Pacific region |
| Official Residence upgrades | | | Washington | Washington |
| Head Office accommodation | Wellington | | Wellington | Wellington |
| Information Technology and Business System Projects | | | | |
| Information Technology and Business Systems | Information Technology Software Maintenance Programme | Information Technology Systems Maintenance Programme | Information Technology Systems Maintenance Programme | Information Technology Systems Maintenance Programme |
| | Data and Analytics | Data and Analytics | | |
| | | Global Document Management replacement | Global Document Management replacement | |
| | | Financial Management Information System | Financial Management Information System | Financial Management Information System |
| | Payroll replacement | Payroll replacement | | |
| | Integrated and upgraded Aid Management System – Enquire (Release 3) | | | |
| | Data centre – Ozone | Data centre – Ozone | | |
| | Legacy Workload Migration | Legacy Workload Migration | | |
| | | Enquire Cloud and Partner Collaboration | | |
| | | Protocol database | Protocol database | |
| | Cloud Services Adoption | Cloud Services Adoption | Cloud Services Adoption | |
| | Human Resources Information System upgrade | Human Resources Information System upgrade | | |

Forecast details of capital expenditure for the period 2021-2025

| | 2021-22 | 2022-23 | 2023-24 | 2024-25 |
|------------------------|---------------|---------------|---------------|---------------|
| | \$000 | \$000 | \$000 | \$000 |
| Buildings | 14,634 | 13,270 | 24,433 | 29,914 |
| Plant and equipment | 2,500 | 2,500 | 2,500 | 2,500 |
| Furniture and fittings | 28,903 | 39,154 | 31,852 | 48,772 |
| Motor vehicles | 1,000 | 1,000 | 1,500 | 1,500 |
| Computer hardware | 6,504 | 5,008 | 4,323 | 3,883 |
| Computer software | 19,952 | 18,787 | 7,217 | 11,666 |
| Total | 73,493 | 79,719 | 71,825 | 98,235 |

MINISTRY OF FOREIGN AFFAIRS AND TRADE

195 Lambton Quay

Wellington 6011

Private Bag 18 901

Wellington 6160

New Zealand

Phone +64 4 439 8000

www.mfat.govt.nz

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ISBN 1176 2470

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