A.1 AR (2025)

B.14 (2025 - Minister of Foreign Affairs' report on non-departmental appropriation)

NEW ZEALAND
FOREIGN AFFAIRS & TRADE
Manatū Aorere

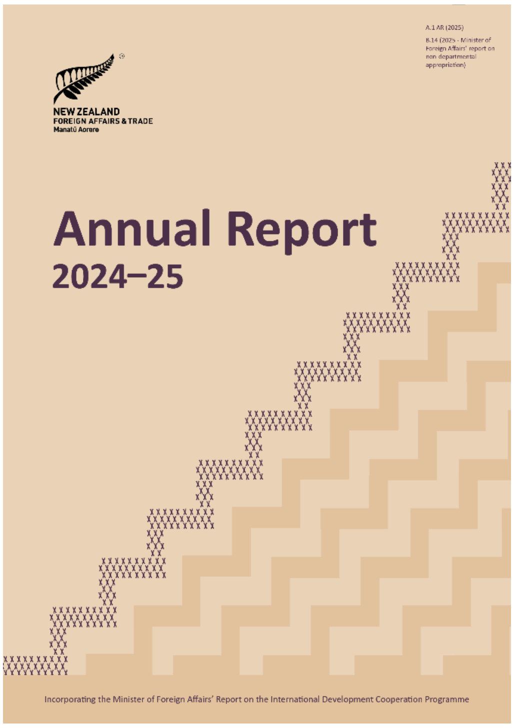
Annual Report

2024–25

Incorporating the Minister of Foreign Affairs' Report on the International Development Cooperation Programme

About this report

This document contains two reports, one on the performance of the Ministry of Foreign Affairs and Trade, and one on the International Development Cooperation (IDC) non-departmental appropriations administered through Vote Foreign Affairs.



The Annual Report provides an overview of the Ministry of Foreign Affairs and Trade's operations and performance for the 2024–25 financial year (*p.3*).

The objectives of our Annual Report are to:

- Communicate our purpose and commitments to New Zealand and our stakeholders.
- Recognise the significant achievement of our staff.
- Demonstrate our ability to deliver tangible outcomes for New Zealand.
- Report on our performance in delivering our strategic priorities and other key achievements.
- Demonstrate our commitment to accountable and transparent governance.
- Meet our statutory requirements in accordance with the Public Finance Act 1989.

Presented to the House of Representatives pursuant to section 44 (1) of the Public Finance Act 1989.

This report provides an overview of IDC Programme performance for the 2024–25 financial year (*p.131*).

The first section features key achievements for the year, including the Ministry's work with other development partners, and delivery against the 2022–25 climate finance commitment.

The second section sets out achievements from across the entire IDC Programme, and impact towards the Ministry's three strategic goals:

- A safe, secure and just future.
- A prosperous and resilient future.
- A sustainable future.

Presented to the House of Representatives pursuant to section 19B of the Public Finance Act 1989.

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Foreword including statement of responsibility

Chief Executive's foreword

Over the past year, the Ministry of Foreign Affairs and Trade has advanced New Zealand's foreign policy priorities in our region, and globally. The Ministry has continued our work to keep New Zealanders overseas safe. We have worked to achieve these outcomes against a background of global uncertainty, sharpening geopolitical competition, and regional conflict.

This report details the Ministry's performance for the year 2024–25 against its Strategic Intentions 2024–2028, including the Government's foreign policy priorities.

Our **global operating environment** has been challenging. The past year has seen already negative trends accelerate, marked by conflict and suffering in Ukraine, the Middle East and Africa, the destructive impacts of a changing climate and natural disasters, and increasing trade and economic protectionism. International competition has continued to sharpen, including in our region. Long-standing international conventions and relationships have been disrupted.

Smaller countries like New Zealand face an unsettling and uncertain world. A more challenging strategic context means that the Ministry has had to work harder, and with greater agility, to advance and defend New Zealand's key interests, values, and opportunities.

The Ministry has reprioritised resources over the past year, returning $15 million (departmental and non-departmental expenditure) in savings to the Government and ensuring clear alignment with the Government's foreign policy priorities. This included decisions to create new positions in India and Southeast Asia, as well as onshore to support these regions, and our Pacific and trade work.

We have significantly lifted effort and engagement with key regional partners in **South and Southeast Asia**. The Prime Minister's March 2025 visit to India marked a step-change in that relationship, delivering a broad set of political and economic outcomes, including the launch of comprehensive Free Trade Agreement negotiations.

In Southeast Asia we elevated our relationship with Viet Nam by concluding a Comprehensive Strategic Partnership and Leaders agreed a NZD$5 billion two-way trade target by 2026. We deepened defence cooperation with the Philippines through a Status of Visiting Forces Agreement.

The 50th anniversary of New Zealand's dialogue relations with the Association of Southeast Asian Nations (ASEAN) has provided impetus to further strengthen this important regional partnership.

New Zealand's security and prosperity are dependent on a **secure, stable, prosperous, and resilient Pacific**. The Ministry has worked to deliver improved outcomes for the Pacific region, partnering with Pacific governments and regional institutions, and in close coordination with Australia. This included delivering significant support to Samoa for its successful hosting of the Commonwealth Heads of Government Meeting (CHOGM) in October 2024.

Our **International Development Cooperation** remains focused on the Pacific. It is being re-shaped to achieve greater impact, drive efficiency, and provide headroom for new priorities. Our development cooperation is focused on working with our Pacific partners to build climate and economic resilience, strengthen governance and security, and to enhance regional health, education, and connectivity.

International trade is critical for New Zealand's prosperity and a key enabler of the Government's "Going for Growth" agenda. With growing protectionism globally, the Ministry has worked strenuously to secure market access, and to support New Zealand exporters. New trade agreements were concluded with the Gulf Cooperation Council, our sixth largest export market, and with the United Arab Emirates. Exports to the United Kingdom and the European Union increased by approximately 20 percent in 2024, by NZD$600 million and NZD$1 billion respectively.

The Ministry intensified work on the implementation of trade agreements, which now cover 70 percent of New Zealand's exports, and to **address non-tariff barriers that impede trade for our exporters in export markets**. We have worked closely with the New Zealand business community in navigating developments with United States' tariff policy.

New Zealand's relationships with key **likeminded partners** are important in amplifying our global voice and influence. The Ministry and NZ Inc agencies have worked closely with our ally, Australia, and with our other Five Eyes' partners (Canada, the United Kingdom, and the United States), to address shared security challenges at the regional and global level. This has included our collective support and solidarity for Ukraine in its defence against Russia's illegal and unprovoked invasion. It has also involved our joint leader level statements with Australia and Canada on the humanitarian crisis in Gaza and the Occupied Palestinian Territories.

We have worked hard to harness international coalitions of interest and **mini-lateral groupings** to defend and progress New Zealand interests in both the trade and security spheres. For example, the Indo-Pacific Four (New Zealand, Australia, Japan, and the Republic of Korea) has provided opportunities for engagement on Euro-Atlantic and Indo-Pacific security issues and new practical cooperation in areas including cyber, Artificial Intelligence (AI) and disinformation. On the trade front, the accession of the United Kingdom to the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) means the grouping now covers a combined market of more than 570 million people that consume nearly a third of New Zealand's exports.

This **United States** continues to play a pivotal role in the security and stability of the Indo-Pacific, and is a long-standing, critical bilateral partner for New Zealand. The change in the United States' Administration has seen shifts in the priorities and direction of United States' foreign policy, with implications for New Zealand. We have worked to build political and officials'-level relationships with the Administration. We have looked to utilise these to engage the Administration on priority areas for New Zealand, including prosperity and stability in the Indo-Pacific region, the trade and economic relationship, and enhancing our cooperation on technology and in space.

With the rules-based international system under serious strain, the Ministry has targeted its **multilateral engagement** on the global and transboundary issues that matter most for New Zealand. This has included improving international stewardship of oceans, where we have led work on protecting maritime zones in the face of rising sea levels, a priority also for Pacific partners. Defending key pillars of the **rules-based international system** has remained a Ministry focus.

We contributed actively towards upholding the **Antarctic Treaty System**, to coordinated global climate action, and to multilateral disarmament and non-proliferation efforts. We also continued to defend an effective rules-based global trading system, including through the World Trade Organization. We have advocated consistently for adherence with international law, including international humanitarian law, in New Zealand's responses to Russia's illegal invasion of Ukraine, and the Israel-Hamas conflict.

The Ministry has worked also to advance and defend New Zealand's interests and values on emerging multilateral issues. This has included contributing actively to the development of rules and frameworks for responsible state behaviour in space and cyberspace.

High-level political engagement is an important enabler for delivery of foreign policy objectives, and the Ministry has supported a significantly expanded programme of **88 high-level visits to 43 countries** by the Prime Minister and the Ministers of Foreign Affairs, Trade and Investment, and Climate Change. We also supported 62 high-level inwards visits to New Zealand by foreign leaders and ministers.

A core Ministry responsibility is to assist New Zealanders abroad caught up in unrest, impacted by natural disasters, or in need of assistance. Over the last year, the Ministry responded to over 38,000 general inquiries, with 1,600 new cases requiring consular assistance. The Ministry's Emergency Coordination Centre was stood up for a total of 92 days, with Ministry staff contributing over 1,000 cumulative workdays to emergency responses.

There have been notable outcomes for the Ministry in our work to assist New Zealanders abroad over the last year. We worked with Indonesia and a range of NZ Inc agencies, to secure the release of a New Zealander held hostage in Papua for over 19 months. Following the earthquake that struck Vanuatu in December, the Ministry led NZ Inc coordination to evacuate 173 people. We assisted in the evacuation of New Zealanders from Gaza in May 2025, and provided consular support to over 250 New Zealanders in Israel and Iran during the June 2025 conflict. The Ministry also contributed to New Zealand's assistance in response to the California wildfires in early 2025.

Progressing foreign policy outcomes requires collaboration by a range of NZ Inc agencies in New Zealand and offshore. This helps maximise our resources and brings a whole-of-government view to our foreign policy priorities. Our close collaboration with New Zealand Trade and Enterprise, for example, has delivered seven successful trade missions in the past year, including Prime Minister-led delegations to China, India and Viet Nam.

Our active engagement with a broad range of partners and stakeholders, including with the business, education, and community sectors, ensures we can deliver a safer, more prosperous and more sustainable future for all New Zealanders.

The Ministry supports Crown-Māori relations including to meet its Treaty of Waitangi/Te Tiriti o Waitangi, and legislative obligations under the Public Service Act 2020. This includes through appropriate engagement and strengthening partnerships with Māori; building staff capability in Mātauranga Māori and Te Reo Māori; and working to ensure Māori rights, priorities, and perspectives are understood and reflected appropriately in Ministry policy advice.

Our ability to deliver on the Ministry's strategic objectives is underpinned by our people, culture, capabilities, structures, and operational practices. One initiative to support our organisational foundations has been the launch of a new series of people surveys. This has provided valuable data to help measure and strengthen our workplace culture and performance. We commenced work toward more agile workforce planning that will further enable the Ministry to align our resources with our strategic priorities, meet Government expectations and effectively manage growing cost pressures.

I would like to recognise the role of New Zealand's network of 58 posts across 50 countries. This network builds and maintains the relationships that drive achievement of our foreign and trade policy priorities. Our people offshore provide a New Zealand presence and voice in countries and in international institutions that matter to New Zealand's prosperity and security. They are often the frontline for providing consular assistance to New Zealanders in need.

Ultimately, it is our Ministry's people, supported by their families, who enable us to deliver on our purpose and the Government's priorities. Individual staff efforts this year have been recognised including through a Public Service Medal, and the Ministry's collective efforts through an NZIER Policy Excellence Award.

In an especially challenging operating environment, I continue to be inspired by the commitment and tireless efforts of my Ministry colleagues to advance and defend New Zealand and our foreign policy interests, and outcomes. In my first full year as the Ministry's Chief Executive, I have been privileged to lead an organisation that delivers impact for New Zealand, with professionalism, courage and manaakitanga, even as the complexity of global events and the demands these have placed on us have continued to grow.

Bede Corry

Secretary of Foreign Affairs and Trade

Statement of responsibility

I am responsible, as Chief Executive of the Ministry of Foreign Affairs and Trade (the Ministry), for:

- the preparation of the Ministry's financial statements, and statements of expenses and capital expenditure, and for the judgements expressed in them;
- having in place a system of internal control designed to provide reasonable assurance as to the integrity and reliability of financial reporting;
- ensuring that end-of-year performance information on each appropriation administered by the Ministry is provided in accordance with sections 19A to 19C of the Public Finance Act 1989, whether or not that information is included in this Annual Report; and
- the accuracy of any end-of-year performance information prepared by the Ministry, whether or not that information is included in the Annual Report.

In my opinion:

- the Annual Report fairly reflects the operations, progress, and organisational health and capability of the Ministry;
- the financial statements fairly reflect the financial position of the Ministry as at 30 June 2025 and its operations for the year ended on that date; and
- the forecast financial statements fairly reflect the forecast financial position and operations of the Ministry as at 30 June 2026 to which the forecast financial statements relate.

Bede Corry
Chief Executive and Secretary of Foreign Affairs and Trade
30 September 2025

Progress on Strategic Intentions

Our purpose
Tō tātou aronga

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

Ko tā te Manatū, kia haumaru, kia tōnui, kia ukauka ake te ao, mō Aotearoa, ā anamata ake nei

We influence
Ko tā tātou he aweawe

Through our partnerships and international rules, norms and institutions

Our values
Ō tātou whanonga pono

Impact, Kotahitanga, Manaakitanga, Courage

Goals
Ngā whāinga

A safe, secure and just future
He Ao Haumaru

A prosperous and resilient future
He Ao Tōnui

A sustainable future
He Ao Pūmau

Focus Areas
Ngā Wāhi Arotahinga

Partnering for the Pacific

Deepening our relationships with India, Southeast Asia and ASEAN

Growing export value and resilience

The Treaty of Waitangi
Te Tiriti o Waitangi

The Ministry is committed to honouring its Treaty of Waitangi/Te Tiriti o Waitangi obligations.

E manawa ū ana a Te Manatū ki te whakamana i ōna haepapa o Te Tiriti o Waitangi

Organisational Foundations
Ngā Tūāpapa Whakahaere

Our enablers, capabilities and relationships

Strategic Framework
Te Anga Rautaki

NEW ZEALAND
FOREIGN AFFAIRS & TRADE
Manatū Aorere

Reporting against the Ministry's Strategic Framework

Delivering impact for New Zealanders

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

Derived from our purpose statement, the Ministry has three enduring goals framed around safety, prosperity, and sustainability. Each goal has three outcomes that set out our objectives over a ten-year period, reflecting the longer-term nature of foreign policy work. These are complemented by more targeted medium-term "focus areas" [1] and the Government's foreign policy priorities.

The Government's foreign policy priorities (the Foreign Policy Reset) were first articulated by the Minister of Foreign Affairs in his address to the New Zealand Institute of International Affairs on 1 May 2024. These connect in key areas with the Ministry's focus areas and set priorities for the Ministry's effort and delivery.

The **first part** of this section provides a high-level assessment of progress against our **longer-term goals and outcomes**, supported by some highlights of achievements this year and quantitative indicators where relevant.

Goal: A safe, secure and just future

Outcomes

- 1.1 New Zealand and its people are safer abroad and at home
- 1.2 The rule of law, human rights, and global security are protected and advanced
- 1.3 The Pacific and Indo-Pacific regions are secure and stable

Goal: A prosperous and resilient future

Outcomes

- 2.1 The international trade and economic environment is fair and favourable for New Zealand businesses
- 2.2 New Zealand exporters have the tools, knowledge and support they need to thrive in overseas markets
- 2.3 The Pacific and Indo-Pacific region are more prosperous and resilient

Goal: A sustainable future

Outcomes

- 3.1 Antarctica is protected, and the natural environment, particularly in our region, is conserved and sustainably managed, including is oceans and biodiversity
- 3.2 The impact of climate change is mitigated through an effective global response
- 3.3 Pacific countries have increased resilience to natural hazards and the intensifying impacts of climate change

The **second part** provides more detail on progress made this year on the Ministry's **focus areas** and the Government's **foreign policy priorities**. These have made a substantive contribution to our longer-term goals and outcomes, and to avoid repetition the detail of our achievements are set out in this part.

Foreign Policy Priorities and Focus Areas

Sustain our deeper and comprehensive focus on the Pacific

Focus area: Partnering for the Pacific

Significantly increase focus on Southeast, South and North Asia

Focus area: India, Southeast Asia and ASEAN

Deliver an intensive, targeted programme of trade and economic diplomacy

Focus area: Growing export value and resilience

Apply renewed attentiveness to like-minded partners and support new mini-lateral groupings

Targeted Multilateral Engagement

The overlap between the foreign policy priorities and focus areas are outlined in the diagram above. Collectively, these contribute to our longer-term goals and outcomes, with the links noted in the section that reports on the foreign policy priorities and focus areas on *pp.22 to 32.*

Our organisational foundations — our people, culture, capabilities, structures, and operational practices — enable the delivery of the Ministry's goals and outcomes, and the foreign policy priorities and focus areas. A summary of our progress on these organisational foundations can be found on *p.33.*

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[1] The Ministry identified three focus areas as part of its Strategic Framework (see *p.9*): Partnering for the Pacific; Deepening our relationship with India, Southeast Asia and ASEAN; Growing export value and resilience.

Assessing our performance

Measuring foreign policy outcomes is inherently challenging due to the dynamic and complex global context, the fact that we invest effort to achieve outcomes over time, and New Zealand's often limited influence as a small country. While measuring some activity is straightforward (for example, percentage of trade covered by FTAs), other outcomes can take time, and will be impacted by external factors and influences (for example, negotiation of an international treaty can be influenced disproportionately by the actions of one or two key countries). Long-term efforts, such as investing in relationships and working cooperatively in like-minded groupings, support strategic goals and outcomes but are often non-linear, and difficult to quantify. For this reason, the Ministry uses a range of qualitative and quantitative approaches to measure performance.

Indicators used by the Ministry supplement the qualitative assessment and are supported by data where available. Consequently, not all outcomes have an indicator, while some may have several. Where appropriate, commentary is provided to explain results. The Ministry uses different types of indicators to describe our outcomes:

Ministry-attributable indicators: Directly linked to our work (for example, consular service satisfaction; trade coverage by Free Trade Agreements).

Global indicators: Used when they meaningfully support the performance story, while acknowledging that the connection to the Ministry's activity may be less direct (for example, World Bank Government Effectiveness in the Pacific; Sustainable Development Goal progress).

Our performance story – section guide

The following sections of the report represent the Ministry's progress against our Strategic Intentions, enabled by the different outputs and activities achieved in 2024–25.

On *pp.8 to 34* — Progress on Strategic Intentions. The first part of this section provides a brief qualitative assessment of the Ministry's progress against each goal and its related outcomes, noting that these are long-term in nature. This is supplemented by quantitative outcome indicators. The second part of this section provides detail on the Ministry's delivery of the Government's foreign policy priorities and Ministry focus areas. These cover a significant percentage of our overall foreign policy, trade and development effort. Information on the Ministry's organisational foundations is provided on *pp.33 to 34*.

On *pp.35 to 38* — Assessment of operations. This section covers the Ministry's activities on implementing the Government's broader priorities, with a focus on major operating spending and savings decisions, and an assessment of the department's operations during the financial year.

On *pp.39 to 64* — Year-end performance information on appropriations (under Assessment of operations). This section contains the Ministry's service performance information.

Goals and outcomes

Goal: A safe, secure and just future

The safety and security of New Zealand and New Zealanders is a core objective of our foreign policy. We achieve this through a combination of actions offshore and onshore to protect New Zealanders, by working bilaterally and regionally to promote security in our region, and through our efforts in international institutions. This work has become more challenging as the world becomes less predictable and more volatile.

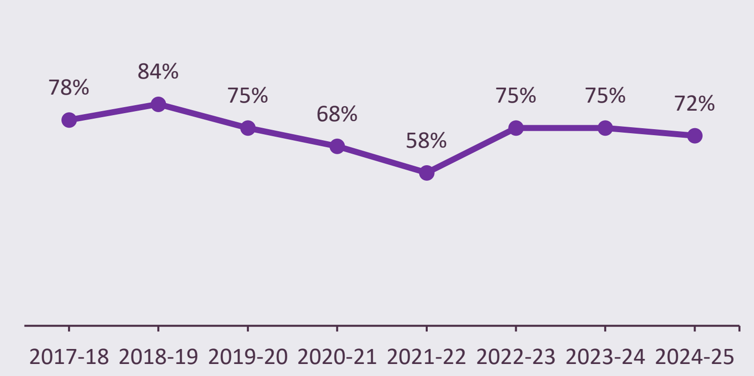
Outcome 1.1: New Zealand and its people are safer abroad and at home

Increased incidences of international conflict and natural disasters have resulted in a high demand for consular services and regular employment of the Ministry's emergency response mechanisms, trends that we anticipate will continue in coming years. Similarly, transboundary security issues, such as those identified in New Zealand's National Security Strategy (including cyber security threats, foreign interference, and transnational organised crime) are requiring greater attention. The Ministry has worked closely with other national security agencies on these. We have also contributed to cooperation to counter these threats through relevant regional and international forums.

Key contributions:

- Against a backdrop of continued demand for consular services, the indicator below demonstrates that satisfaction levels remain reasonably high. A revamped SafeTravel website, including significant improvements for New Zealanders wanting official travel advice, was launched in late 2024. More detail on the consular services we have provided this year is provided at *p.37*.
- The Ministry's Emergency Coordination Centre was used to support five responses over the 2024–25 year, namely a consular case in Papua, the sinking of the HMNZS Manawanui in Samoa (concurrent with CHOGM), the earthquake in Vanuatu *(see p.24)*, Tropical Cyclone Rae, and the Israel–Iran conflict. In total, the Emergency Coordination Centre was stood up for 92 days, with staff members dedicating 1,082 workdays to emergency response activities.
- The Ministry plays a leading regulatory and policy role in implementing New Zealand export controls on military items and sensitive technology to safeguard national security, uphold our international obligations, and prevent human rights abuses. The Ministry has initiated work to enhance this regime through legislative reform. *(see p.29)*.

Quality of consular services



The result has remained fairly steady over the last three years. Of note is that the complexity of consular cases has increased.

This year, **72% of respondents were satisfied** with the quality of consular services.

While we strive to provide the highest levels of service, for a range of reasons respondents to the survey are not always satisfied. The small decline in satisfaction between 2023-24 and 2024-25 is not a statistically significant change – i.e., it falls within the normal variation expected.

Outcome 1.2: The rule of law, human rights, and global security are protected and advanced

In a more sharply contested international environment the Ministry is prioritising its focus on defending and strengthening key international rules, norms and institutions that reflect New Zealand's core interests and values. New Zealand is a strong advocate for, and significant beneficiary of, the rules-based international system. This system is under strain due to those seeking to undermine or reshape it in ways that are inconsistent with our interests and values, significant international budget cuts, and in some cases the withdrawal of major actors from international institutions. The Ministry has worked hard to progress key multilateral issues, while working — including with likeminded partners where we can — to hold the line, defend against backsliding in priority areas, and to continue to seek meaningful reforms of multilateral rules and institutions where we consider such reforms necessary (e.g. the use of the UN Security Council veto).

Key contributions:

- New Zealand's active support for Ukraine and its self-defence in the face of Russia's illegal invasion continues to be a priority effort in support of Ukraine's sovereignty and to uphold the UN Charter and international law, including the core rules and norms that underpin international peace and security. New Zealand has worked with partners to provide both military and humanitarian aid *(see p.29 and case study p.30).*
- New Zealand's deep concern over the Israel–Hamas conflict was reflected in multiple leader-level statements and Foreign Minister statements, including at the United Nations, coordinated with partners. New Zealand's statements included calls for parties to meet their obligations under international law, for hostages to be released immediately, and reiterated the illegality of settlement activity and made clear New Zealand's expectation that Israel adhere to provisional measures orders made by the International Court of Justice. We also designated the entirety of Hamas as a terrorist entity, imposed travel bans against specified extremist Israeli politicians and settlers, and provided funding to deliver humanitarian support.
- The Ministry has led continued efforts to defend and advance multilateral disarmament and non-proliferation regimes, including through leadership at the UN to highlight the effects of nuclear conflict *(see p.31).*
- The importance of freedom of navigation and international maritime trade to New Zealand was reflected in our contribution to maritime security operations, including our engagement alongside key partners in the Red Sea *(see p.29).*
- Through our International Development Cooperation Programme, more than 86,500 people around the world have received training or capability-building support in peace and security — including in landmine awareness and explosive ordnance disposal training, efforts to prevent violent extremism, and in dialogue and peacebuilding.
- Reflecting our enduring support for the United Nations, New Zealand announced a campaign for a seat on the United Nations Security Council during the 2039–40 term *(see p.31).*

Outcome 1.3: The Pacific and Indo-Pacific regions being secure and stable

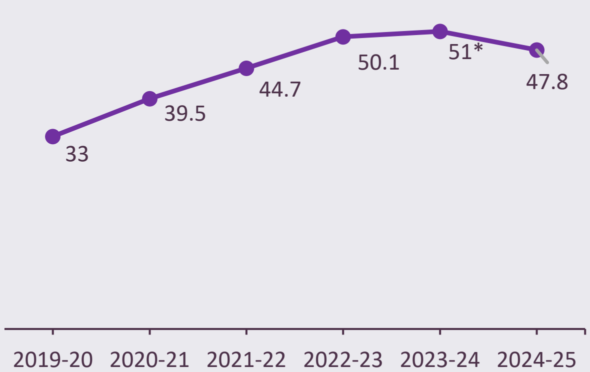
Reflecting the importance of our neighbourhood to New Zealand's prosperity and security, the Ministry has worked hard to promote security and stability in the Indo-Pacific and Pacific regions. This has included collaborating with partners and engaging actively in key pillars of our regional architecture including the Pacific Islands Forum (PIF) and ASEAN. The Ministry has stepped-up activity in South and Southeast Asia, and deepened cooperation to strengthen Pacific resilience, reflecting our focus on advancing Government priorities in these areas. We also have supported our partners to respond to and recover from natural disasters.

Key contributions:

- Leader and ministerial-led engagement is a key enabler for advancing New Zealand's foreign policy priorities. In the past year the Ministry facilitated visits by the Prime Minister or Minister of Foreign Affairs to 14 Pacific countries *(see p.23)* and eight countries in South and Southeast Asia (see p.25*).*
- The Prime Minister's successful mission to India in March 2025 delivered a step-change in New Zealand's relationship with an important regional and international partner *(see p.25 and case study p.26).*
- New Zealand concluded a Status of Visiting Forces Agreement with the Philippines that provides a legal framework for defence cooperation including joint exercises *(see p.25).*
- Following Vanuatu's devastating earthquake in December 2024, New Zealand drew on its humanitarian assistance and engineering capabilities to support the response and assist those most in need (see *case study p.24).*

- New Zealand works with groups of likeminded partners to support regional security and was a founding member of the Multilateral Sanctions Monitoring team established to impede transfer of illicit materials to North Korea *(see p.29).*
- Funding for Pacific Island Chiefs of Police supported development of the regional security framework "Project Blue Pacific" that builds Pacific law enforcement agency capacity to combat transnational organised crime, including drug trafficking, human smuggling, and illegal, unreported, and unregulated (IUU) fishing.
- Tackling gender-based violence in the Pacific has been a focus for the International Development Cooperation Programme. Across the Pacific, we have supported the development of legislation and national policies; provision of services for survivors; and training for community members, including local police, aimed at challenging attitudes that tolerate violence.
- For more on our work in South and Southeast Asia, *see p.25*; and on our work in the Pacific *see p.23.*
- For more on our International Development Cooperation in the Pacific and Indo-Pacific *see Annex 2 p.131* to this Annual Report.

Government effectiveness of Pacific bilateral partners



The medium-term trend indicates that Pacific countries are making positive progress towards more effective and accountable institutions and better public services.

10 out of 12 Pacific countries showed an improving trend on the World Bank Government Effectiveness Index **

This year the average rank was 47.8 across 12 bilateral countries where data was available.

The Index assesses overall governance effectiveness for individual countries by measuring the quality of public services, civil service, policy formulation and implementation, and the credibility of government commitment to improving or maintaining these aspects.

Results show Pacific states' progress towards more effective and accountable institutions and better public services, which the Ministry supports through our development and foreign policy engagement in the region.

***2023–24:** This figure varies from the value reported last year (53.1) due to revised source data being published. World Bank: "Changes over time in a country's score on the WGI reflect a combination of three factors (i) changes in the underlying source data, (ii) the addition of new data sources for a country that are only available in the more recent period, and (iii) changes in the weights used to aggregate the individual sources." (Source: World Bank).
****** measured over the past 10 years (2014-2023)

Goal: A prosperous and resilient future

As a relatively small, open, trade-dependent nation, New Zealand relies on access to other countries' markets, capital, and ideas to drive our economic growth and prosperity. As such, New Zealand has long been an advocate for free and open trade, an effective rules-based global trading system, and initiatives that promote inclusive, sustainable economic development at home, in our region, and globally. As with other areas of international cooperation, however, rules and norms in the trade area face significant headwinds. In recent years, challenges to progress at the World Trade Organization (WTO) and rising economic protectionism have become adverse features of our international operating environment. The United States Administration's "America First" approach to trade policy has created uncertainty and new stresses. In this context, the Ministry's work, alongside other NZ Inc agencies, to create new trade opportunities, defend international trade rules, and support New Zealand businesses overseas, is more important than ever.

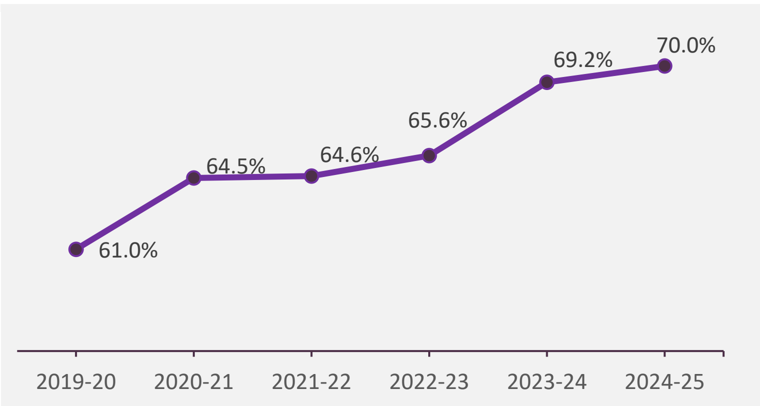
Outcome 2.1: The international trade and economic environment is fair and favourable for New Zealand businesses

The Ministry's work has expanded export and investment opportunities, including by negotiating new Free Trade Agreements (FTAs), and implementing and expanding existing agreements. We have worked with NZ Inc partners to protect or enhance market access for New Zealand business, including by tackling non-tariff barriers, and building and defending global and regional trade rules.

Key contributions:

- New Zealand and India launched negotiations towards a comprehensive FTA in March 2025 that will lift New Zealand's economic relationship with the world's fastest growing economy *(see p.27)*.
- Successful conclusion of trade negotiations with the Gulf Cooperation Council and with the United Arab Emirates has opened the door to new opportunities for New Zealand exporters in valuable markets, and expanded the percentage New Zealand's goods and services exports covered by FTAs to 70 percent *(see p.27 and case study p.28)*.
- Since entry into force of FTAs with the United Kingdom and European Union, export growth to these markets grew by approximately 20 percent in 2024.
- The New Zealand economy surpassed NZD$100 billion in total exports for the first time (data for year-end December 2024) *(see p.27)*.
- New Zealand's mature relationship with China has been reflected by continued economic growth *(see p.25)*.

Free Trade Agreement coverage



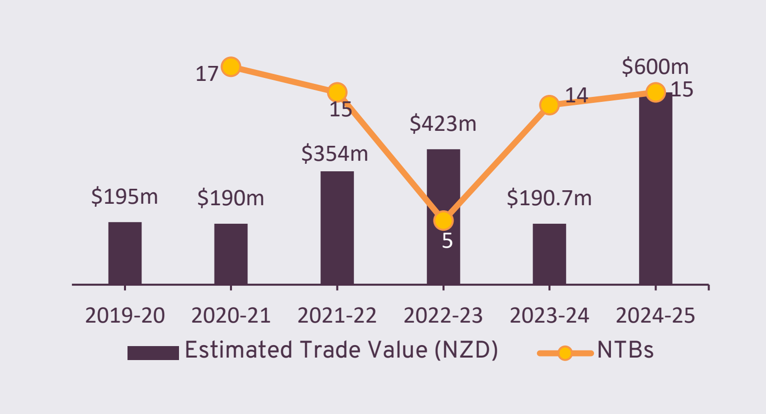
The strong growth of New Zealand's exports to the EU and UK was the main driver of the lift in FTA cover. Partly offsetting gains in export coverage was the ongoing solid growth in exports of goods and services to the United States, which New Zealand does not have an FTA with.

This year, **70% FTA coverage of goods and services exports was achieved**.

The value of New Zealand's exports of goods and services totalled **NZD$108.8 billion** in 2024-25.

New Zealand has one of the most open market economies in the world and is a strong advocate for free and open trade, governed by rules. FTA coverage of New Zealand trade is an important measure, as an increase in coverage supports New Zealand's economic growth.

Resolving non-tariff barriers



The medium-term trend indicates a lower number of non-tariff barriers were resolved, but with a higher commercial value. Given the range of factors that influence outcomes on NTBs, we expect fluctuations year-on-year.

15 NTBs resolved with an estimated annual trade value of

NZD$600 million.

The Ministry supports New Zealand exporters by promoting expanded market access and better commercial conditions for our businesses. Resolving non-tariff barriers is an indicator for this.

Outcome 2.2: New Zealand exporters have the tools, knowledge, and support they need to thrive in overseas markets

The Ministry has provided New Zealand exporters with services, tools and insights to help them succeed in international markets, including through publishing over 100 market intelligence reports.

Key contributions:

- The Ministry worked with exporters and NZ Inc to resolve non-tariff barriers, with 15 non-tariff barriers affecting more than NZD$600 million worth of New Zealand exports addressed over the past year *(see p.27)*.
- Alongside NZTE, the Ministry facilitated seven ministerial-led trade missions over the year, working towards a target of 20 missions involving New Zealand businesses during this parliamentary term *(see case study p.26)*.
- The Ministry has engaged closely with New Zealand exporters in navigating the changes brought about by United States' tariff policy, and on issues related to economic security and resilience.

The Ministry's suite of export services to support the New Zealand export community

NEW

Of the Ministry's data base of 4,121 contacts, 87% (3,586 contacts) now subscribed to market intelligence reports – a 3% increase of subscription year-on-year

87.9% of readers found the reports useful

NEW

692 new requests were received by the Export Helpdesk, with 655 requests resolved

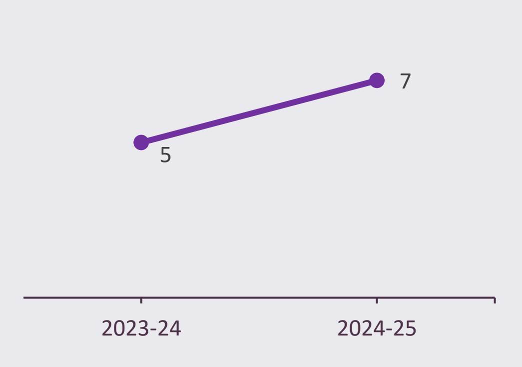
NEW

92,537 tariff-finder[2] searches were recorded

The Ministry offers a suite of export services that help New Zealand businesses to navigate the international trading environment. These tools provide insights on international markets which assist New Zealanders with their exporting journey.

[2] **Tariff Finder** is an online tool designed to help goods exporters and importers maximise benefits from New Zealand's FTAs and compare tariffs in more than 140 other international markets. Good exporters and importers can use it to check the tariff rate for over 164 WTO members and observers. Link: www.tariff-finder.govt.nz

Government support for businesses that profile New Zealand and help to strengthen economic connections



NEW

This year, 7 **ministerial-led trade missions** were undertaken.

A total of 12 missions have been delivered this parliamentary term. Five missions were delivered between November 2023 – June 2024, and 7 missions between July 2024 – June 2025.

New Zealand's prosperity depends on trade. Trade missions are an important platform for promoting New Zealand, strengthening business connections, and profiling opportunities for trade and investment growth. The Ministry and NZTE have worked closely together to plan and deliver successful ministerial-led trade missions.

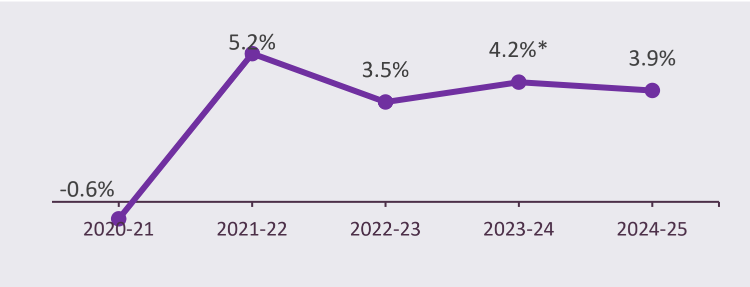
Outcome 2.3: The Pacific and Indo-Pacific regions are more prosperous and resilient

The Ministry has worked to strengthen and support the social and economic resilience of Pacific and Indo-Pacific partners, including through our International Development Cooperation programme, bilateral partnerships and our contributions to regional forums.

Key contributions:

- The Ministry coordinated the deployment of approximately 470 New Zealand personnel in Samoa to assist the Samoan Government's successful and safe hosting of a Commonwealth Heads of Government meeting (CHOGM) that amplified Pacific voices and supported collective action in tackling economic, environmental and security challenges *(see p.31 and case study p.32).*
- The Comprehensive Strategic Partnership between New Zealand and Viet Nam demonstrates the priority attached to the relationship by both countries, and established a two-way trade target of NZD$5 billion in 2026 *(see p.25).*
- An updated ASEAN–Australia–New Zealand trade agreement entered into force in April 2025. For more on our economic initiatives with South and Southeast Asia *(see p.25 and p.27).*
- Through the New Zealand Medical Treatment Scheme, 4,034 Pacific citizens accessed clinical services from visiting specialists and medical teams; 53 patients had treatment overseas that is unavailable in their home countries; and 638 Pacific health professionals received formal and informal training, strengthening local healthcare capacity.
- International Development Cooperation support for agricultural programmes across Southeast Asia has strengthened economic resilience and food security for individuals and communities. This support has also contributed to new climate information tools that have directly benefitted over 340,000 farmers. For more on our International Development Cooperation in this area *see Annex 2 p.131* to this Annual Report.

Growth rate of GDP (percent per year) of our Pacific bilateral partners



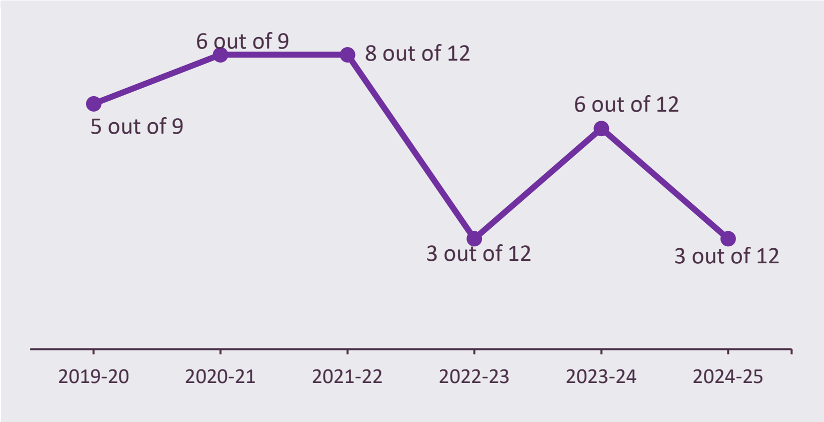
The economic outlook for the Pacific is predominately determined by Papua New Guinea and Fiji, the two largest economies. The trend line indicates that growth in the Pacific region has been moderate over the past three years.

This year, the **average growth rate of GDP across all Pacific bilateral partners** that have data available was **3.9%.**

New Zealand supports the sustainable economic growth of Pacific countries. This indicator is a standardised measure of improvement in economic prosperity.

***2023-24:** This figure varies from the value reported in 2023–24 (3.3%) due to revision of source data by Asian Development Bank. (Source: Asian Development Outlook)

Progress towards Sustainable Development Goals by our Pacific bilateral partners



The trend line indicates that Pacific countries are making variable progress towards their SDGs with an overall downward trend. Globally, the SDGs are significantly off-track, with conflicts, structural vulnerabilities, and limited fiscal space impeding progress in many parts of the world.

Overall, **3** out of **12** Pacific partners (with data available) **showed an improving trend for at least 50% of the Sustainable Development Goals** (SDGs). [3]

Number of goals with improving trends against the total number of goals with data available: Federated States of Micronesia (2/11), Fiji (5/15), Kiribati (3/12), Marshall Islands (2/11), Nauru (6/12), Palau (5/10), Papua New Guinea (2/17), Samoa (5/14), Solomon Islands (3/15), Tonga (9/14), Tuvalu (5/11) and Vanuatu (4/15).

The Ministry has committed to support Pacific countries to achieve the SDGs. This indicator demonstrates the extent to which Pacific countries are making progress towards SDG indicators at an aggregate level.

[3] The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. The SDGs build on decades of work by countries and the UN, including the UN Department of Economic and Social Affairs.

Goal: A sustainable future

Climate change, biodiversity loss, pollution, and other global environmental challenges threaten the security and prosperity of New Zealand, our region, and the world. At the same time, we face a more challenging context for achieving international cooperation on these issues. The Ministry continues to focus its effort on defending and advancing New Zealand's sustainability priorities.

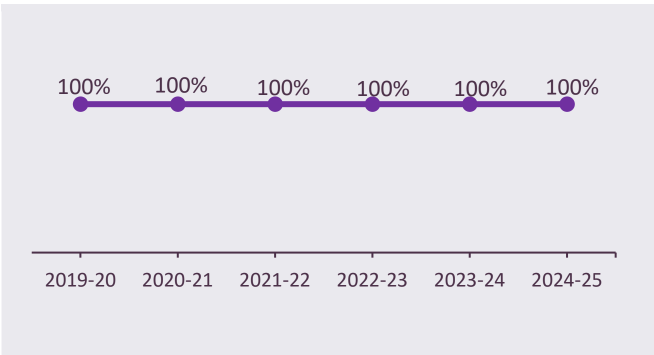
Outcome 3.1: Antarctica is protected and the natural environment, particularly in our region, is conserved and sustainably managed, including its oceans and biodiversity

The Ministry has provided for New Zealand's continued leadership in the Antarctic Treaty System and worked with likeminded partners to support the conservation and sustainable use of the ocean and global biodiversity. In addition to leading New Zealand's continued advocacy for the Antarctic Treaty System, the Ministry negotiated Antarctic cooperation arrangements with the United Kingdom and Chile, and undertook bilateral dialogues with the United States, China, and Korea.

Key contributions:

- Improving international stewardship of oceans has been an important focus, with work to reinforce the importance of the United Nations Convention on the Law of the Seas (UNCLOS) including through Ministerial attendance at the 3rd UN Ocean Conference *(see p.31).*
- New Zealand has completed Parliamentary Treaty Examination of the Agreement on the Conservation and Sustainable Use of Marine Biological Diversity in Areas beyond National Jurisdiction, an international treaty that will protect global marine biological diversity *(see p.31).*
- Through funding the Pacific Community to deliver the Sustainable Pacific Fisheries Programme, New Zealand promoted a coordinated Pacific regional approach to the sustainable management and development of coastal fisheries and aquaculture, focused on improving legislation, developing fisheries management plans, stronger compliance, and supporting community-based fisheries management.

Proportion of key tuna stocks within biologically sustainable levels in the Pacific (SDG indicator: 14.4.1)



The medium-term trend remained stable, indicating key tuna stocks is wthin biologically sustainible levels in the Pacific (not overfished).

This year, **100% / 4 out of 4 key tuna stocks have been assessed as being within biologically sustainable levels.**

These are skipjack tuna, yellow fin tuna, big eye tuna, and albacore tuna.

Sustainably managed, healthy fisheries are fundamental to food and income security for Pacific Island countries and territories. The Western and Central Pacific region accounts for over 50 percent of the global tuna catch. This SDG indicator assesses whether the Pacific's tuna stocks are maintained within sustainable levels.

New Zealand's support for sustainable tuna fisheries in the Pacific contributes to maintenance of a 100 percent result for this indicator.

Outcome 3.2: The impact of climate change is mitigated through an effective global response

The Ministry has led cooperation with other governments and worked through the UN Framework Convention on Climate Change (UNFCCC) and the Paris Agreement to advance and defend effective global action to mitigate climate change and adapt to its effects.

Key contributions:

- New Zealand contributed to the successful outcome of the 29th Conference of Parties (COP29) to the UN Framework Convention on Climate Change, and announced its second greenhouse gas emissions reduction target under the Paris Agreement *(see p.31).*

- Negotiating international trade rules can support New Zealand's transition to a climate resilient future. In November 2024, New Zealand signed the Agreement on Climate Change, Trade and Sustainability (ACCTS) with Costa Rica, Iceland, and Switzerland *(see p.27).*
- New Zealand presented submissions to the International Court of Justice regarding the obligations of States in respect of climate change. We also provided funding to the Pacific Community to support the participation of 13 Pacific countries in the International Court of Justice hearings.

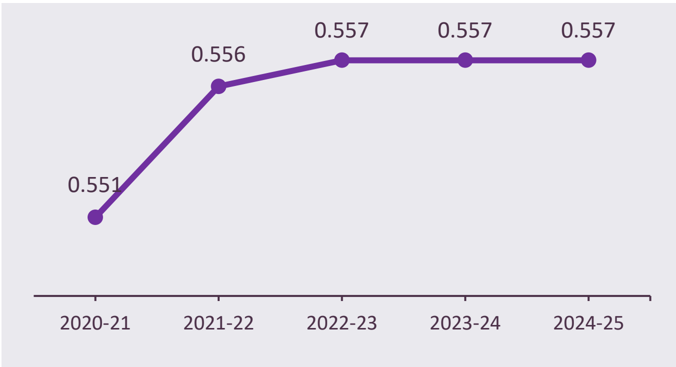
Outcome 3.3: Pacific countries have increased resilience to natural hazards and the intensifying impacts of climate change

The Ministry has supported action to enhance Pacific countries' resilience to climate impacts and natural hazards.

Key contributions:

- New Zealand has delivered 88.6 percent (NZD$1.15 billion) of its International Climate Finance Commitment 2022–25 (which runs to December 2025) with a core focus on enhancing resilience and adaptation to the impacts of climate change. This has included supporting Pacific partner governments to lead their own climate change responses through provision of flexible and predictable financing *(see p.23).*
- New Zealand has also leveraged other development finance contributions into the region. We worked closely with partners including Australia, France, and the United Kingdom, primarily as co-donors for large infrastructure projects, insurance programmes, and finance funds, to increase the overall impact of our climate investments.
- Working with Australia and Pacific partners to secure progress across key multilateral institutions *(see p.31)*, the Ministry led a significant initiative to protect Pacific sovereignty and legal entitlements to valuable maritime zones, in the face of rising sea levels.
- For more on our International Development Cooperation activities in this area, see the Annex to this report.

Vulnerability of Pacific bilateral partners to climate change



Pacific Island nations are among the most vulnerable globally, with scores above 0.5 - reflecting ongoing challenges in infrastructure, economic resilience, and adaptive capacity, and intensifying climate risks.

NEW

This year, 36 indicators contribute to the **ND-GAIN** [4] **Country Index scores of 0.557 aggregated for Pacific countries** [5] (where data is available).

The ND-GAIN Country Index measures a country's vulnerability to climate change and its readiness to improve resilience through adaptation. It aims to help governments, businesses and communities better prioritise investments for a more efficient response to the immediate global challenges ahead. A higher index score indicates that a country is more exposed to climate change impacts, has a higher dependence on sectors negatively affected by climate hazards, and has a greater capacity to adapt to these impacts.

[4] Notre Dame Global Adaptation Initiative (ND-GAIN) aims to help private and public sectors prioritise climate adaptation, ultimately lowering risk and enhancing readiness. The ND-GAIN Country Index uses two decades of data across 45 indicators to rank 181 countries annually based upon their vulnerability and their readiness to successfully adapt.

[5] 12 Pacific countries (Fiji, Kiribati, RMI, FSM, Nauru, Palau, PNG, Samoa, Solomons, Tonga, Tuvalu, Vanuatu).

Foreign policy priorities and focus areas*

*For a summary of foreign policy priorities and focus areas, see the explanation table on *p.10.*

Contributes to outcomes 1.3 2.3 3.2 3.3

Sustain our deeper and comprehensive focus on the Pacific

Ministerial engagement	Successful Samoa-hosted CHOGM	Climate resilience	Vanuatu earthquake relief
Prime Minister or Minister of Foreign Affairs visited 14 Pacific countries and received seven inward visits by Pacific Prime Ministers or Ministers	Pacific voice amplified and collective action for regional outcomes highlighted	**88.6 percent** of the 2022–2025 Climate Finance Commitment delivered to the Pacific to date	Humanitarian assistance and engineering capability supported the response

A stable, prosperous and resilient Pacific is a significant and enduring focus for New Zealand's foreign policy. We are committed to partnering with Pacific countries to deliver improved outcomes for our region. We have a strong and enduring interest in investing in the resilience of our Pacific partners, to address short and long-term challenges.

The Ministry delivered an **intensive programme of high-level visits** to deepen New Zealand's Pacific relationships. These visits enabled high-level dialogue with key Pacific partners, at a time when the region is facing increased strategic competition. They provided opportunities to discuss cooperation to support Pacific resilience and for us to underline New Zealand's support for Pacific regionalism.

High level visits included the first stand-alone Ministerial visits in 17 years to the North Pacific (Republic of Marshall Islands (RMI), Federated States of Micronesia (FSM) and Palau). Reflecting this lift in engagement, Ambassadors from RMI and FSM have been accredited to New Zealand for the first time.

Addressing regional connectivity needs remains a priority, in support of development and PIF unity. New Zealand provided transport to and from the PIF Leaders' Meeting in Tonga for many Pacific delegations. The Government also announced changes to immigration settings to make it more straightforward for Pacific nationals to visit New Zealand. This included extending the duration of visitor visas, and recognising certain Australian visas held by Pacific nationals travelling from Australia.

The Ministry shared information and coordinated on regional priorities with Australia. We ensured the complementarity of regional labour mobility and migration policy settings and coordinated support for Pacific partners — including significant support for Samoa's hosting of CHOGM in October 2024 *(see p.32)*, and for the Solomon Islands' hosting of PIF Leaders Meeting in September 2025.

In our engagement with global partners, we advocated for approaches that reflect Pacific priorities, and that are consistent with established regional practices and institutions. We held talks on the Pacific with the European Union, United Kingdom, France, Germany, United States, China, Japan and Australia, and sought opportunities to collaborate and coordinate with other donors to support Pacific priorities.

Other areas of focus included an intensive cross-agency response to the sinking of the HMNZS Manawanui, primarily focused on reducing the environmental impacts of the sinking.

New Zealand hosted delegates from the Government of Papua New Guinea and the Autonomous Bougainville Government at Burnham Military Camp. Convened by Independent Moderator Sir Jerry Mateparae, the Joint Consultations focused on building agreement on a political pathway to implement the outcome of the 2019 Bougainville Referendum.

In 2024–25 the Ministry supported sustainable development in the Pacific through delivery of **NZD$573 million through the International Development Cooperation (IDC) Programme**. This support focused on governance and democratic institutions; security; climate adaptation; and economic and social resilience *(see Annex 2 p.131)*. To date, the Ministry has disbursed NZD$75 million of 'Climate Flexible Finance'. This assistance has been disbursed directly to Pacific governments, enabling our partners to lead their own responses to climate change. This 'partner-led' approach is transforming how New Zealand delivers development support.

Partnering with Japan and the Asia Development Bank (ADB) on the New Betio Hospital in Kiribati, New Zealand completed construction of a maternity ward, children's ward, and hospital management facilities that will service the local population of around 20,000. Japan is contributing fittings and equipment to these wards, with the ADB funding the second phase of construction.

In Budget 2025, the Government committed an additional **NZD$100 million per year to provide assistance to developing countries, particularly in the Pacific**, building on investments made across a range of sectors under the 2022–25 climate finance commitment. Planning for effective delivery of this significant programme of work will be a focus of the year ahead.

Case study: Humanitarian response to the Vanuatu earthquake

Providing humanitarian assistance to Pacific countries following disasters has been a long-standing priority for the New Zealand Government. This commitment reflects our geographic proximity, strong cultural and people links, and recognition that Pacific Island countries are among the most vulnerable in the world to disasters resulting from natural hazards.

The Pacific is where New Zealand is able to deploy the widest range of our humanitarian capabilities, and where we can make the biggest difference.

The Ministry is the lead government agency for coordinating New Zealand's response to international humanitarian events.

Vanuatu is one of the most disaster-prone countries in the world. On 17 December 2024, a magnitude 7.3 earthquake caused significant destruction, claiming 14 lives, injuring over 265 and displacing thousands. Vulnerable communities in Port Vila, Efate, and nearby areas were left in urgent need of support after the earthquake disrupted telecommunications, power and access to essential services; cut off water supplies; and severely damaged infrastructure.

A rapid response

New Zealand activated a range of humanitarian response capabilities to respond to the disaster. Following a request for assistance from the Government of Vanuatu, and within 24 hours of the earthquake, aerial surveillance was undertaken by the New Zealand Defence Force (NZDF) which provided images to the Government of Vanuatu to assist their response planning. A further 24 hours later, the first of three NZDF C-130 Hercules aircraft transported critical humanitarian supplies to Vanuatu, including mother and infant kits, shelter tool-kits, tarpaulins, and family hygiene kits.

173 people were evacuated from Vanuatu by the New Zealand Government. As well as New Zealanders, this included 60 foreign nationals from 19 countries. The Ministry's Consular team, operating from the Ministry's Emergency Coordination Centre (ECC), was instrumental in providing travel advice and consular assistance to affected New Zealanders. Close collaboration across teams and government agencies ensured New Zealanders were able to return home safely.

In response to extensive damage to roads, bridges, and public buildings, a team of experts from Fire and Emergency New Zealand (FENZ) deployed to Vanuatu to provide specialist advice and logistical support. New Zealand geotechnical experts from GNS Science also provided remote support to identify landslide hazards from the earthquake and subsequent aftershocks, and to assess the impacts on communities and infrastructure. A team of engineers from BECA was deployed by the Ministry to assess the structural safety of New Zealand-funded infrastructure. Support from all of these experts helped inform Vanuatu Government decisions around safe management of affected areas.

The earthquake also caused significant damage to New Zealand's High Commission and staff homes. The Ministry's Asset Management team was integrated into the ECC, working with offshore staff to ensure their safety. This included deploying a team of three electricians and a builder to verify electrical safety, and to ensure facilities used during the response were safe and functional.

Effective cross-agency and international collaboration

Occurring through the New Zealand summer break, the Ministry's leadership of the Government response ensured that NZ Inc agencies collaborated effectively in responding to crises.

In addition, close coordination with the Government of Vanuatu and other humanitarian response partners, including Australia and France, ensured New Zealand provided effective lifesaving humanitarian assistance and support to those most in need.

A total of 56 first responders were deployed from across New Zealand government agencies in the immediate aftermath of the earthquake. In addition to the deployments from FENZ and NZDF, two personnel from the National Emergency Management Agency (NEMA) assisted the Vanuatu National Disaster Management Office with their response plan; and a three-person New Zealand Medical Assistance Team (NZMAT) from the Ministry of Health deployed to help assess the impact of the disaster on Port Villa's local health system. The NZMAT team identified a need for psychosocial support and, as a result, the Ministry of Health deployed a specialist team to Port Vila to work alongside Vanuatu Health officials.

The Ministry's partnerships with non-government organisations (NGOs) were also an important enabler in the delivery of humanitarian assistance. Through the New Zealand Disaster Response Partnership, funding was granted to Child Fund and World Vision for the provision of critical shelter, water, and mental health assistance. Pre-positioned humanitarian relief supplies from New Zealand's NGO partner, Adventist Development and Relief Agency (ADRA), were released to mobilise urgently needed water, sanitation and hygiene assistance to affected communities. The Ministry supported the deployment of New Zealand Red Cross personnel to aid the Vanuatu Red Cross in delivering emergency telecommunications and health services.

Contributes to outcomes 1.3 2.1 2.3 3.2

Significantly increase focus on Southeast, South and North Asia

Viet Nam

Concluded a Comprehensive Strategic Partnership

Philippines

Concluded a Status of Visiting Forces Agreement

India

Step-change in the relationship

China

Political resilience and economic growth

Deepening our engagement with Asia

Asia is central to New Zealand's future prosperity and security. Two-way trade reached over NZD$93 billion in 2024–25, with 43 percent of our exports heading to Asian markets. As the world's largest regional economy Asia is a vital region for achieving the Government's "Going for Growth" agenda. Several Asian countries are key partners for expanding investment, boosting innovation, and growing and diversifying exports.

New Zealand's security is intertwined with the security of the wider Asia region, and we continue to engage with partners and through regional forums to support a peaceful, prosperous, and resilient region.

In the past year, New Zealand intensified engagement with key regional partners and forums. The Prime Minister, Minister of Foreign Affairs, and other Ministers led 29 visits to South and Southeast Asia, reinforcing New Zealand's bilateral relationships, and strong support for ASEAN. The Ministry supported inward visits by the Secretary-General of ASEAN, and ASEAN Prime Ministers' Fellows from Malaysia, Viet Nam and Indonesia.

International Development Cooperation assistance contributed to strengthening New Zealand's partnership with ASEAN, including through the Manaaki New Zealand Scholarship Programme. In the last year the Ministry delivered training in New Zealand for more than 500 government officials and post-graduate scholars from ASEAN countries, boosting people-to-people links, deepening New Zealand's bilateral networks, and strengthening technical capability in the region.

The profile of New Zealand's relationship with ASEAN was raised this year by a programme of New Zealand cultural diplomacy events leveraging the 50th anniversary of dialogue relations.

Viet Nam: a Comprehensive Strategic Partnership

The Prime Minister's visit to Viet Nam in February 2025 marked the 50th anniversary of diplomatic ties, and another major milestone: elevation of New Zealand's relationship with Viet Nam to a Comprehensive Strategic Partnership (CSP). The CSP demonstrates the priority that both countries attach to the bilateral relationship and deepening our ties across-the-board. Leaders agreed to a NZD$5 billion two-way trade target by 2026 (from NZD$2.9 billion in 2024).

Philippines: defence cooperation deepens

New Zealand strengthened strategic cooperation on defence and maritime issues with the Philippines. A Status of Visiting Forces Agreement (SOVFA) was signed by the Minister of Defence during her April 2025 visit to Manila. This Agreement provides key legal protections for New Zealand forces, establishing a legal framework for defence cooperation, including joint exercises.

India: a broad-based relationship

The Prime Minister's March 2025 mission to India *(see case study on p.26)*, marked a step-change in the New Zealand–India relationship, following over a year of sustained engagement. A broad set of political and economic outcomes were announced after leader-level meetings. The launch of comprehensive FTA negotiations was amongst the key deliverables.

China: a mature and comprehensive relationship

The Prime Minister's June 2025 mission to China followed earlier engagement by the Minister of Foreign Affairs and reinforced high-level dialogue and New Zealand's commitment to a mature and constructive relationship — one where areas of cooperation are pursued, and differences addressed consistently and respectfully. A Joint Statement of Outcomes was released, alongside 11 new agreements, and more than NZD$1 billion in business deals were announced.

Looking towards 2025–26

New Zealand has significantly lifted effort and engagement in Asia over the past year to enhance our security and prosperity. Budget 2025 has allocated new funding to further strengthen engagement with India and priority Southeast Asian partners, to reduce non-tariff barriers, and unlock greater value from existing and future trade agreements.

Case study: Prime Minister’s Mission to India

Broadening and deepening our relationship with India

The Government’s Foreign Policy Reset prioritises building a strong, broad-based, and sustainable relationship with India. An increasingly important power in the Indo-Pacific, the world’s fastest-growing major economy, and the country from which six percent of our population claim their heritage, India matters to New Zealand’s security, prosperity, and culture.

Since December 2023, the government has invested in a whole-of-government focus on the relationship. The Prime Minister’s mission to India in March 2025 was both an opportunity to highlight concrete steps taken by the Government to deepen ties, and to inject further momentum into a stronger, broad-based relationship delivering important outcomes for New Zealanders.

Travelling to New Delhi and Mumbai from 16–20 March, the Prime Minister led one of New Zealand’s largest ever overseas missions. Accompanied by the Tourism, Ethnic Communities, and Trade and Investment ministers, the Prime Minister’s delegation also included a former Governor General, four serving and two former Members of Parliament, four heads of agencies, the Chief of Navy, 40 business representatives, 19 community leaders, two New Zealand cricket legends, a 15-strong kapa haka group (Te Whānau-a-Apanui), and 16 media representatives.

Government relations

Reflecting the importance of developing relations at both state and national level, the delegation visited Mumbai and New Delhi. As well as productive engagements between the Prime Minister and Prime Minister Modi, the leaders released a Joint Statement reaffirming a shared commitment to strengthen the growing New Zealand–India relationship. Other high-level political engagements included meetings with India’s President, the External Affairs Minister, the President of Bharatiya Janata Party, the Leader of the Opposition, and meetings with the Governor and Chief Minister of Maharashtra.

The mission also provided a catalyst for concluding several Government-level arrangements, including on defence, education, horticulture, forestry, customs, and sport.

Economic opportunities

Accompanied by a 40-strong business delegation, identifying and capitalising on India’s economic opportunities was a core objective for the Prime Minister’s mission. India’s GDP growth rate is the fastest in the G20, and it is on track to become the world’s third-largest economy in the next few years. Despite this, India only accounts for 1.5 percent of New Zealand’s exports presently. An important step forward for expanding two-way trade and economic opportunities was taken when New Zealand and India launched comprehensive FTA negotiations on 16 March 2025. These negotiations provide a vehicle for a potential step change in the economic relationship, with their launch the culmination of 16 months of senior-level engagement across the relationship.

During the mission, 33 new business partnerships and commercial outcomes across trade, education, tourism, sport, and culture were also progressed, reflecting the breadth of growing businesses links between New Zealand and India. Among these commercial outcomes, Air New Zealand and Air India concluded a Memorandum of Understanding to establish a new code-share partnership on 16 routes between India, Australia, and New Zealand that will further strengthen people-to-people links.

Supporting stability and prosperity in the Indo-Pacific

Defence and security ties were a strong theme of the Prime Minister’s mission. India is a major geopolitical power and a significant global and regional security actor, and a growing partner for New Zealand’s efforts to build a stable and prosperous Indo-Pacific region.

The growing breadth of defence and security ties was highlighted through a new Defence Cooperation Arrangement; joining the India-led Indo-Pacific Oceans Initiative on security and stability of the regional maritime areas; a visit by our Chief of Navy; and a port call by the HMNZS Te Kaha. In his inaugural address at the Raisina Dialogue, the Prime Minister emphasised that there was no prosperity without security.

People-to-people links

Participation of a senior community delegation added significant depth to the mission. This delegation played a central role in celebrating the contributions of New Zealand’s Indian diaspora, and the depth and history of people linkages between the two countries.

The representation of the champion kapa haka group, Te Whānau-a-Apanui, on the mission profiled our Māori culture and identity, and programme elements also highlighted the connections and opportunities in culture, education, tourism, and sport, and inclusive society.

Contributes to outcomes 2.1 2.2 2.3

Deliver an intensive, targeted programme of trade and economic diplomacy

India FTA launch	UAE and GCC negotiations conclude	Resolving NTBs	Over $100B in total exports
Launched negotiations towards an FTA with India	Concluded FTA negotiations with the GCC, signature of NZ–UAE CEPA	Resolved non-tariff barriers affecting more than NZD$600 million worth of exports	Surpassed NZD$100 billion in total exports for the first time

Supporting the Government's goal of **doubling export value** over the next decade is a focus for the Ministry, through the delivery of an intensive, targeted programme of trade initiatives and economic diplomacy.

Geopolitical competition and growing protectionism globally mean advancing this work is critical, to build New Zealand's economic prosperity and resilience; and support an export sector that sustains more than half a million jobs and drives productivity, income and employment.

Over 2024–25, the Ministry advanced six key work areas: 1) Strengthening New Zealand's trade architecture; 2) FTA implementation; 3) Resolving non-tariff barriers (NTBs); 4) Promoting New Zealand exports; 5) Rules and norm-building; and 6) Resilience and security.

The Ministry has **strengthened New Zealand's trade architecture** by concluding and signing the NZ–United Arab Emirates (UAE) Comprehensive Economic Partnership Agreement (CEPA) (and a bilateral investment treaty). We concluded negotiations with the Gulf Cooperation Council (GCC), our 6th largest export market. Signature of this agreement is anticipated in 2025. Extensive engagement with India culminated in agreement to launch comprehensive FTA negotiations in March 2025.

The updated ASEAN–Australia–New Zealand FTA (AANZFTA) entered into force in April 2025, with two-way trade now worth over NZD$9.5 billion.

The Ministry has intensified efforts to **implement existing FTAs**, including those with the UK and EU. Exports to the UK and the EU increased by approximately 20 percent in 2024, by NZD$600 million and NZD$1 billion respectively. This contributed to New Zealand surpassing NZD$100 billion in total exports for the first time (data for year-end December 2024).

We continue to broaden the membership of the **Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP)** with Costa Rica presently moving through the accession process. New Zealand also resolved a CPTPP dairy quota dispute with Canada. It has committed to changing the way it administers its dairy quotas under CPTPP, which will improve New Zealand exporters' access to Canada's valuable dairy market.

Geopolitical headwinds have required intensified efforts to **sustain, defend, strengthen and modernise the rules-based trading system**. Since early 2025, the Ministry has stood up a new work stream in response to developments in United States' tariff policy. This includes regular and intensive engagement with the New Zealand exporters to provide advice about navigating the changes which have taken place, and the uncertainties associated with them — including a sharp increase in tariffs faced by exporters.

The Ministry **has coordinated a NZ Inc-wide approach to resolving non-tariff barriers (NTBs)**, including by establishing a priority list of NTBs, which requires ongoing review and engagement. **Fifteen NTBs affecting more than NZD$600 million worth of exports were resolved** this year.

Working closely with NZTE, the Ministry contributed to seven trade missions in 2024–25, including Prime Ministerial-led delegations to China in June 2025 (focused on trade growth and education and tourism) and to India in March 2025 (where FTA negotiations were launched — *see case study on p.28)*. These Trade Missions complement the support provided to New Zealand businesses through our **Economic Diplomacy Programme**, which encompasses market intelligence reporting, an export helpdesk, tracking NTBs, and other online tools — all geared to help New Zealand businesses succeed in overseas markets.

Progress has been made to expand the Digital Economy Partnership Agreement (DEPA), with discussions on Costa Rica's accession concluded in early 2025 and new accession processes established for Peru and the United Arab Emirates. There is significant interest from trade partners and civil society in the Agreement on Climate Change, Trade and Sustainability (ACCTS). Work has commenced, also, on a new Green Economy Partnership Agreement. **We have continued our strong engagement with New Zealand businesses on economic resilience and security**, particularly important in the face of the pressure on the rules-based trading system.

As part of the Ministry's trade and economic focus, we engage closely with Māori, domestic peak bodies, businesses and exporters and wider civil society. This ensures that a range of interests can be represented, reflected or protected in trade policy and negotiations.

In 2025–26, geopolitical dynamics will continue to influence trade flows exposing key markets to elevated downside risks that may reduce demand for New Zealand exports. Further protectionism is likely, including increases in both tariff and non-tariff barriers.

Case study: New Zealand–UAE CEPA — our fastest-ever FTA negotiation

New Zealand and the United Arab Emirates (UAE) signed a FTA, the NZ–UAE Comprehensive Economic Partnership Agreement (CEPA), on 14 January 2025. The CEPA (and a related Bilateral Investment Treaty) was signed during the Prime Minister's visit to the UAE. The CEPA is expected to enter into force in August 2025.

The UAE is one of New Zealand's largest markets in the Middle East, with goods and services exports totalling NZD$1.2 billion in 2024. New Zealand's key exports to the UAE include dairy, industrial products, meat, fruit and travel services.

The UAE's dynamic, high-value market offers New Zealand businesses significant opportunities for export growth and diversification. The CEPA underpins these opportunities and supports the Government's goal of doubling the value of exports in 10 years.

Negotiations for the CEPA were conducted by a team across a number of government agencies including the Ministry of Foreign Affairs and Trade, the Ministry for Primary Industries, the Ministry of Business, Innovation and Employment, and Customs. Following an intensive effort, the negotiations were concluded in just over four months, making this New Zealand's fastest-ever FTA negotiation.

Throughout the CEPA negotiations, the Ministry, together with other government agencies, engaged with a range of domestic partners and stakeholders, including Māori, NGOs, unions, businesses, industry associations and civil society. These engagements helped inform, and shape, negotiating positions.

Key benefits of the CEPA include:

- Expansion of New Zealand's FTA network into the Middle East for the first time, providing new opportunities and certainty for New Zealand businesses.
- New Zealand producers will enjoy significantly enhanced access to the UAE market, with 99 percent of goods exports able to access the market duty-free. This includes all New Zealand's dairy, red meat, horticultural and industrial products immediately once the Agreement enters into force.
- A package of trade-facilitative rules will ensure exporters can take advantage of the tariff preferences easily. In addition, rules on digital trade, non-tariff barriers, intellectual property and competition will complement the market access outcomes, and further help New Zealand businesses in the UAE.
- Transparent, non-discriminatory rules for our services exporters will ensure they are operating on a level playing field. Commitments on key services sectors of interest for New Zealand, including professional services, education services, and the audio-visual and gaming sectors will ensure our exporters receive no less favourable treatment than domestic UAE companies, and better treatment than other foreign service suppliers in many cases.
- Significant opportunities to enhance regional cooperation in areas including agriculture and sustainable energy, aviation and maritime sectors, given the UAE's position as a key export destination and hub in the Gulf region.
- Provisions that support new opportunities for Māori exporters, including a dedicated Māori trade and economic cooperation chapter. Consistent with our other trade agreements, a Treaty of Waitangi exception is included.
- A Trade and Sustainable Development chapter reinforces New Zealand's long-standing trade and environment and trade and labour frameworks by promoting the interests of women, and protecting labour rights and climate change laws and regulations.
- The Bilateral Investment Treaty, concluded in conjunction with the CEPA, promotes and protects investment. It supports economic growth and prosperity, while ensuring New Zealand's right to regulate is protected. Consistent with existing policy, the Agreement does not contain Investor-State Dispute Settlement (ISDS) provisions.

Overall, the CEPA, together with the FTA concluded with the six-member Gulf Cooperation Council (NZ–GCC FTA), positions New Zealand to maximise trade and economic opportunities in the dynamic Gulf region, and supports the Government's goal of doubling export value over the coming decade. Together these agreements will further expand New Zealand's network of FTAs, and significantly enhance commercial opportunities and certainty for New Zealand exporters.

Contributes to outcomes 1.1 1.3

Apply renewed attentiveness to likeminded partners and support new mini-lateral groupings

Maritime security	Sanctions monitoring	Defending sovereignty	Export controls
Helped to defend freedom of navigation in Red Sea	Contributed to impeding transfer of illicit materials to North Korea	Joined partners supporting Ukraine with military and humanitarian aid	Enhanced controls to prevent sensitive technology being shared with malign actors

In an increasingly complex and contested world, it has been important to collaborate with key international partners or join with states to address shared challenges.

On a number of key foreign policy priorities for New Zealand, we have been able to advance and defend our interests more effectively and amplify our international voice by working closely with likeminded partners and in mini-lateral groupings or issue-specific collaborations among a small number of states.

As New Zealand's only formal ally, **Australia** is a vital partner that we collaborate with on a broad range of shared interests. Our Prime Ministers and Ministers undertake a substantial annual programme of high-level meetings. These were given further momentum in 2024–25 by joint ministerial meetings between the Foreign Affairs and Defence Ministers, and Finance and Climate Change Ministers.

The **United States** is a key partner with whom New Zealand has a deep and long-standing relationship. The 2025 change in US Administration saw significant shifts in the priorities and direction of US foreign policy, with a range of implications *(see p.27)*. The Ministry has focused on supporting the Government to establish connections at the political level and engage the US deliberately on key issues that intersect with New Zealand's interests.

The Prime Minister's visit to the **United Kingdom** in April underlined the importance of our partnership with the UK and reiterated a shared commitment to tackling international global challenges. And the Prime Minister met his new **Canadian** counterpart on the margins of NATO to reconfirm our close bilateral ties.

Overall, we continue to work closely with Australia, Canada, the UK, and the US as part of the **Five Eyes** security and intelligence partnership, whose members remain pivotal to our national security and economic prosperity, as well as with wider groupings.

Political-level engagement between **NATO and its Indo-Pacific Four (IP4)** partners — New Zealand, Australia, Japan, and the Republic of Korea — has deepened political level relationships, and practical cooperation, on Euro-Atlantic and Indo-Pacific security issues. In July 2024, the Prime Minister chaired a meeting of the IP4 countries in Washington DC. Four "flagship" cooperation projects were launched on cyber, Ukraine military healthcare, AI, and disinformation.

New Zealand continue to work with partners to provide support and solidarity for **Ukraine** in its self-defence against Russia's illegal and unprovoked invasion *(see case study over page).*

The Foreign Minister made several joint statements with partners on the humanitarian crisis in **Gaza and the Occupied Palestinian Territories** while the Prime Minister issued statements with Australian and Canadian leaders.

In addition to long-standing UN peacekeeping deployments, we successfully concluded our contribution of defence force personnel to an international coalition (with Australia, Canada, Denmark, Kingdom of Bahrain, Netherlands, the United Kingdom, and the US) to help **uphold maritime security and freedom of navigation in the Red Sea** in response to Houthi attacks on commercial and naval vessels.

We became a founding member of the **Multilateral Sanctions Monitoring Team** (with Australia, Canada, France, Germany, Italy, Japan, Netherlands, Korea, the UK, and US) to strengthen North Korean sanctions monitoring, following the dissolution of a UN Panel of Experts after Russia's Security Council veto.

We increased **the tempo of our defence deployments to North Asia**, with NZDF ships involved in sanctions monitoring for the first time. This activity supported collective security efforts to detect and deter UN sanctions violations, such as ship-to-ship transfers of illicit material at sea.

Given challenges to the multilateral Wassenaar Agreement, we worked alongside key partners to update our **export controls regime** to prevent the unwanted proliferation of military and dual use technology. This saw a significant number of permit applications processed during 2024–25 — up more than 21 percent from a year earlier.

Case study: Supporting Ukraine in coordination with key partners

New Zealand has condemned Russia's illegal, full-scale invasion of Ukraine consistently over the past three years. New Zealand's position reflects our strong opposition to Russia's violations of the UN Charter and international law. It also reflects concerns over the regional and global implications of Russia's war in Ukraine.

Collaborating with likeminded partners in responding to Russia's aggression enabled New Zealand to amplify our voice in defence of the rules-based international order, and strengthened the impact of our contributions to support Ukraine's self-defence.

Diplomatic support

New Zealand actively contributed to diplomatic efforts including bilaterally with Ukraine and its supporters, in regional and multilateral forums, and through public statements.

New Zealand joined three statements, separately led by the G7 and NATO, condemning North Korean troop deployments and arms transfers to Russia for use against Ukraine. The Prime Minister also issued a joint statement with Australia, Japan, and South Korea which condemned illicit military cooperation between North Korea and Russia.

On 24 February 2025, at the UN General Assembly debate marking three years since Russia started the war, New Zealand helped gather support for a resolution calling for a cessation of Russian hostilities and a peaceful resolution of the war against Ukraine.

We have also engaged alongside partners in high-level thematic meetings of Ukraine's "peace formula" to emphasise that in seeking an end to this war, it will be vital to do so in a way that best achieves a comprehensive, just, and lasting peace in accordance with international law.

Military support

In addition to maintaining a consistent principled legal and diplomatic position, New Zealand worked with partners to provide tangible support for Ukraine's self-defence and national resilience in the face of Russia's continued aggression.

We worked with the UK and other countries across Europe to support the delivery of NZ Defence Force training to thousands of Armed Forces of Ukraine personnel, as well as contributing to intelligence and logistics support. In February 2025, the mandate for this deployment was extended through to December 2026.

We provided new funding for military equipment and materiel through coalitions of likeminded partners, notably: the Drone Coalition for Ukraine (NZD$8 million); NATO's Security Assistance and Training for Ukraine fund (NZD$4 million); and NATO's Comprehensive Assistance Package which supports the rehabilitation of wounded Ukrainian soldiers (NZD$2 million). Working through these shared mechanisms enabled us to be more responsive to Ukraine's immediate needs.

Sanctions

We also joined international efforts to constrain Russia's ability to wage war, working in close coordination with likeminded partners to apply additional sanctions through New Zealand's first unilateral sections regime, the Russia Sanctions Act.

These sanctions targeted a wide range of individuals and entities, as well as the "shadow fleet" of Russian vessels that have helped Russia avoid sanctions and maintain revenue from oil trade. Sanctions have also been imposed on actors from North Korea, Iran, and Belarus who have facilitated Russia's aggression.

In total, by 30 June 2025 New Zealand had sanctioned over 1,800 actors and entities across 31 tranches of sanctions since March 2022.

Humanitarian and reconstruction support

New Zealand partnered with international humanitarian organisations to provide NZD$18 million in additional humanitarian assistance for affected communities in Ukraine and for Ukrainians displaced in neighbouring countries. This assistance was delivered through the International Committee of the Red Cross, the UN Office for the Coordination of Humanitarian Affairs, and the UN Refugee Agency, as well as some New Zealand NGOs.

New Zealand recognises that Ukraine will need long-term support with its reconstruction and recovery so has partnered with the World Bank-administered Ukraine Relief, Recovery, Reconstruction and Reform Trust Fund to deliver support. A further NZD$3 million contribution to this Fund was announced in February 2025.

In total, announcements made in the period up to 30 June 2025 brought New Zealand's pledges of financial assistance and in-kind support to Ukraine since the war began to over NZD$168 million.

Contributes to outcomes 1.1 1.2 3.1 3.2 3.3

Targeted multilateral engagement

Oceans

Reinforcing UNCLOS and improving oceans stewardship

Pacific Regionalism

Multilateral system delivers for the Pacific region

Disarmament

Demonstrated leadership on the effects of nuclear conflict

UNSC

Announced a campaign for a seat on the UNSC 2039–40 term

New Zealand has been a staunch supporter, and beneficiary of the **framework of rules, norms and multilateral institutions that make up the rules-based international system**. The rules-based system has underpinned New Zealand's security, prosperity and sustainability for decades, but it is under significant strain presently with geopolitical competition, the undermining of global rules, and international budget cuts.

The Ministry has **prioritised multilateral engagement focused on New Zealand's core interests and values**. One focus this year has been on **reinforcing the United Nations Convention on the Law of the Sea (UNCLOS)** and improving international stewardship of oceans.

Parliamentary Treaty Examination of the **Agreement on the Conservation and Sustainable Use of Marine Biological Diversity in Areas beyond National Jurisdiction (BBNJ)** has been completed, and implementing legislation to enable New Zealand's ratification is in train. This agreement supports countries' shared stewardship responsibilities for the ocean and its resources by providing the tools and systems required to manage and protect high seas marine biodiversity.

This year saw the culmination of a **multi-year strategy to protect Pacific sovereignty** and legal entitlements over valuable maritime zones, in the face of rising sea levels. New Zealand has led in this area, working closely with Australia and our Pacific partners. We hosted a flagship event at the 2024 UN Leaders Week and led the adoption of the Apia Ocean Declaration at the CHOGM in October 2024 *(see case study p.32)* — both of which elevated the international profile of this important Pacific regional issue.

The Ministry played an influential role at the annual Commission on the Conservation of Antarctic Marine Living Resources, and the Antarctic Treaty Consultative Meeting, in support of a **strong and effective Antarctic Treaty System** that is fundamental to New Zealand's foreign policy interests.

The Ministry also played an active role in **international climate change negotiations**, including contributing to a successful outcome of the 29th Conference of Parties (COP29) to the United Nations Framework Convention on Climate Change (UNFCCC). New Zealand also announced its second greenhouse gas emissions reduction target under the Paris Agreement, reinforcing our commitment to global climate action.

The Ministry has worked to defend, and strengthen where possible, **multilateral disarmament and non-proliferation regimes**, leading cross-regional efforts to strengthen implementation of, and review the Nuclear Non-Proliferation Treaty, and consolidate the Treaty on the Prohibition of Nuclear Weapons. We served on the Executive Council of the Organisation for the Prohibition of Chemical Weapons. In partnership with Ireland, New Zealand spearheaded a UN General Assembly resolution to establish a scientific panel to provide an updated examination of the effects of nuclear war, which will inform disarmament efforts.

The Ministry has contributed actively to the ongoing development of rules and frameworks for responsible state behaviour in space and cyberspace, for example by developing an updated position on the application of international law to state activities in cyberspace.

New Zealand's strong and consistent support for international law, including international humanitarian law, remains a pillar of our international engagement. These principles have underpinned New Zealand's responses to Russia's illegal invasion of Ukraine, and the Israel-Hamas conflict.

The Ministry continues to express New Zealand's position that international law underpins international peace and security *(see case study p.30)*, the importance of diplomacy over military action, and the priority we attach to de-escalation of conflict. We have expressed our support, consistently, for the role of the International Criminal Court and International Court of Justice.

Demonstrating our commitment to the United Nations, New Zealand announced its intention to campaign for a seat on the UN Security Council for the 2039–40 term.

Case study: Supporting Samoa's Hosting of a truly Pacific CHOGM

The Commonwealth of Nations — an organisation of 56 countries, most of whom share a history as former British colonies — works to promote peace and prosperity. Commonwealth leaders meet every two years to decide the organisation's policy and activities.

Samoa hosted the Commonwealth Heads of Government Meeting (CHOGM) in October 2024, the **first time CHOGM was hosted by a Pacific small island developing state.** Samoa's hosting represented a significant opportunity to raise the international profile of Samoa, the Pacific and key regional interests and priorities.

CHOGM 2024 was attended by King Charles III and Queen Camilla, the King of Eswatini, 22 Heads of State/Heads of Government, 38 Foreign Ministers, and approximately 3,000 delegates from Europe, Africa, Asia, North America, and the Caribbean. Our Prime Minister and Minister of Foreign Affairs both attended.

Given its importance to our close partner Samoa, and the Pacific region more broadly, New Zealand was strongly committed to supporting Samoa in its successful hosting of CHOGM.

Logistical support

The Government of Samoa invited New Zealand to assist its planning and execution of CHOGM. Our objective was to supplement Samoa's capacity and to support Samoa's ownership of its hosting functions. Challenges included planning for significant additional needs in security, border management, event planning, accommodation, cybersecurity, VIP transport, aviation activity, emergency management and healthcare.

New Zealand's effort, led by the Ministry's CHOGM Taskforce, involved the contributions of multiple agencies from Police, Defence, Customs, the Civil Aviation Authority, Ministry of Primary Industries, Ministry of Health (including the NZ Medical Assistance Team), Ministry of Business, Innovation and Employment (including Immigration), Computer Emergency Response Team (CERT NZ), Fire and Emergency New Zealand, Maritime NZ, Ministry of Transport and the Department of Prime Minister and Cabinet. The inter-agency effort also included Hato Hone St John's first ever overseas deployment.

At its height, approximately 470 New Zealand personnel were deployed in Samoa. This included around 260 Defence personnel, 100 Police, and 50 medical specialists including doctors, nurses, and paramedics.

Meaningful outcomes

New Zealand worked closely with the Government of Samoa to support its policy and governance objectives for the meeting, including the election of the next Commonwealth Secretary-General.

Leaders agreed a Communiqué, a groundbreaking Oceans Declaration, and a Leaders' Declaration aligned to Samoa's CHOGM theme — *One Resilient Future: Transforming our Commonwealth*. The Declaration and Communiqué reaffirmed the Commonwealth's commitment to tackling global economic, environmental, and security challenges, while exploring ways to enhance resilience, sustainable trade, and inclusive growth — with an emphasis on the empowerment of youth and women.

Importantly for the Pacific region, Commonwealth countries adopted the **Apia Commonwealth Ocean Declaration for One Resilient Common Future**. This calls on the 56 member nations to protect and restore the ocean in the face of severe climate change, pollution and impacts related to over-exploitation. New Zealand worked closely with Pacific states to ensure the Declaration reflected the region's core ocean-related concerns, including by affirming the Pacific Islands Forum position that sea-level rise will not cause maritime zones to reduce.

Long-term benefits

The effectiveness and contribution of New Zealand agencies' collaboration with Samoan counterparts to both the policy and logistical successes of CHOGM were acknowledged by Samoa's Prime Minister Fiame in a letter to Prime Minister Luxon.

This cooperation, also coordinated with Australia, was an effective demonstration of close partners delivering significant regional and international outcomes to support our common interests.

The meeting provided an opportunity for Leaders to connect in a Pacific environment and consider how the members of the Commonwealth of Nations could work together to become more resilient in the face of global challenges.

Progress against Organisational Foundations

New people survey	Agile workforce planning	New financial system	Award for quality work
Launched a new people survey after a five-year hiatus	Aligned resources with Government priorities	Introduced a new Financial Management System	Awarded a Public Service Medal

The Ministry's ability to deliver on its strategic objectives is underpinned by strong organisational foundations — our people, culture, capabilities, structures, and operational practices. Together, these enable the efficient, effective, and fiscally responsible delivery of our purpose.

Our major focus areas this year included:

- **Transforming our workplace culture** to enable performance, foster inclusivity, and create a great workplace experience.
- **Exploring options for our future operating model**, including how to organise resources to align with our strategic priorities, meet Government expectations, and effectively manage growing cost pressures.
- **Modernising our workplace**, including preparations for relocating to our new head office in early 2026.
- **Advancing our Mātauranga Māori capability uplift** to better reflect Māori perspectives in our work to advance New Zealand's foreign policy priorities to ensure the Ministry upholds its obligations as a Treaty/Te Tiriti partner and is delivering on our legislative requirements.

The Ministry works to function as a happy, healthy, and high performing community for all

Workplace culture at the Ministry is co-created — shaped through structured programmes and a work environment that reflects and reinforces our values. A significant milestone this year was the launch of our new people survey — the first opportunity since 2019 to gather insights from staff in New Zealand, and across our offshore network, about their experiences at the Ministry. We also introduced onboarding and exit surveys.

Seventy five percent of staff engaged with the May 2025 pulse survey, consistent with New Zealand sector benchmarks. Insights from both the pulse survey and the Te Taunaki Public Service Census were closely aligned. A strong sense of purpose in our work, along with trust and team collaboration, provides a solid foundation for high performance in an increasingly complex global operating environment.

However, the results also revealed a workforce under strain — facing high workloads, inefficient systems and processes, and discomfort with speaking up.

These findings underscore the importance of a continued focus on workplace culture and system improvements. They have also guided the prioritisation of our workplace culture programme, from senior leadership initiatives to team-level actions, ensuring staff are empowered to, and invested in, collaboratively addressing areas of concern.

This year, we piloted a new approach to **talent and succession management**, and defining a set of leadership expectations. Both initiatives will be rolled out in the coming year to further strengthen our organisational capability.

In June 2025, the Ministry brought together our 57 Heads of Mission and Posts from around the globe for their first in-person gathering since 2018. Meeting under the theme of "Achieving Impact in a Contested World" the meeting focused our senior offshore leaders on advancing foreign and trade policy priorities in a complex geopolitical operating environment. Participants engaged Ministers, senior officials from other NZ Inc agencies, business leaders, and key stakeholders and partners. They also discussed organisational priorities. The gathering reinforced the importance of leadership grounded in values and culture as an enabler for delivery, resilience and impact.

See Workforce diversity and Health, Safety and Well-being sections on pp.66 to 70 for more details.

The Ministry has effective and efficient global networks, systems, and services

This year, two significant events tested the resilience of our people, networks, systems, and services under extremely challenging circumstances.

- In Vanuatu, a major earthquake led to the collapse and subsequent demolition of the New Zealand High Commission building in Port Vila. In the face of significant adversity, the team at the High Commission showed exceptional grit and determination, continuing to respond to the crisis, while operating effectively from temporary premises.
- The earthquake highlighted the importance of ensuring the health and safety of our staff offshore and prompted an extensive programme of work to ensure our obligations to our staff are being met consistent with the Health and Safety at Work Act

2015 *(see case study and the Health, Safety and Well-being section on pp.24 and 69 for more details).*

- In response to escalating military conflict between Iran and Israel, the Ministry temporarily closed the New Zealand Embassy in Tehran. The successful overland evacuation of staff and families highlighted the strength of our contingency planning, the effectiveness of NZ Inc collaboration, robust emergency protocols, and the resilience and capability of our people.

Amid a more challenging global outlook, the Ministry reviewed New Zealand's staffing footprint to better align with Government foreign policy priorities. As a result, selected diplomatic roles will be reallocated to posts in South and Southeast Asia over the next three years *(see the Baseline Programme on p.36).*

The Ministry also initiated a phased review of our corporate services and operational functions to ensure they remain effective, cost-efficient, and aligned with our shift toward more agile workforce planning.

Other notable initiatives this year include:

- Preparation for our move to a new head office in early 2026.
- Modernised financial management tools and processes, focusing on standardisation, centralisation, and leveraging technology and all-of-government systems.
- A transition to outsourced facilities and asset management across the Pacific, with 70 percent of posts under management by a single facilities manager, Downer, by the end of 2025.
- Following a review of the Ministry's Digital Workplace Transformation Programme that identified a number of issues with the programme, a successful reset was implemented, ensuring costs are well managed and the programme is focused on delivery.
- Adjusting the structure of our governance committees, ensuring they remain fit for purpose and continue to add value.
- Enhancing our International Policy Framework to support the development of high-quality policy advice.

Building on our long-standing evaluative practices in our International Development Cooperation programme, we continued to embed evaluation approaches across foreign policy and trade initiatives. This work supports continuous improvement and provides stakeholders with robust evidence of the Ministry's impact for New Zealanders. In addition to strategic- and activity-level evaluations within the IDC, evaluations of 'Measuring Foreign Policy Diplomacy' and the 'Economic Diplomacy Programme' were conducted this year.

See Asset Performance section on p.76 for more detail.

The Ministry's commitment to its Treaty/Te Tiriti partnership with Māori is understood and embedded in our work

Our commitment to ensuring Māori knowledge and perspectives are understood and appropriately reflected across our work is collectively owned. *See Strengthening the Ministry's Māori–Crown relations capability section on p.74 for more detail.*

The Ministry engages with a spirit of public service and fosters constructive relationships with other agencies, suppliers, and partners

The Ministry continued to focus on delivery of high-quality, timely policy advice and delivering effective collaboration with other agencies, partners, and stakeholders. This was reflected in our support for an extensive programme of ministerial travel, effective leadership of emergency responses, and humanitarian efforts, which are referred to throughout this report.

We measure our performance through biennial stakeholder surveys *(see p.48)* and the annual Public Sector Reputation Index. In the latest survey, the Ministry's overall reputation score decreased by 3 points to 63, slightly below the benchmark average of 64.

Public Services Award

We were proud to see Steve Hamilton's outstanding contributions to emergency response efforts recognised through his award of a Public Services Award Medal this year.

Steve played a pivotal role in three major responses: the COVID-19 responses in Fiji and Papua New Guinea, and the Mulitaka landslide response in Papua New Guinea. He provided effective NZ Inc coordination, acting as a vital bridge between government agencies and their partners in disaster-affected countries.

Steve consistently demonstrates a strong commitment to public service and the greater good. He brings a proactive approach, strong professionalism, an ability to work with communities and governments, deep empathy for the communities he works with, and an exceptional ability to work cross-culturally — particularly in Melanesia.

This year, the Ministry has demonstrated resilience, adaptability, and progress across our four organisational pillars: strengthening workplace culture and leadership capability; enhancing global networks and operational systems; reaffirming our Treaty/Te Tiriti obligations; and deepening collaboration across government and with partners. This reflects our commitment to ensuring that our organisation is aligned with, and able to deliver impact for New Zealand in an increasingly contested global environment. Looking ahead, we remain focused on building a high-performing, values-driven organisation equipped to meet challenges and opportunities.

Assessment of operations

Implementing the Government's priorities

Baseline Savings

Baseline Savings

The Ministry's departmental baseline was reduced by NZD$5 million in 2024–25 because of the Budget 2024 Initial Baseline Exercise. We achieved these savings by reducing contractor and consultant expenditure, cutting contestable funds, realising back-office savings, and other efficiencies.

Vote Foreign Affairs Non-departmental expenditure was reduced by NZD$10 million in 2024–25 through the following baseline savings: Pacific Cooperation Foundation (NZD$1.4 million), Antarctica New Zealand (NZD$0.6 million), Asia New Zealand Foundation (NZD$0.4 million) and non-priority areas of New Zealand's aid programme (NZD$7.6 million).

Reduction in expenditure on contractors and consultants

The Ministry's contract and consultant expenditure for 2024–25 was NZD$17.5 million, which represents 7.4 percent of total departmental workforce expenditure. The Ministry achieved a reduction of NZD$11.4 million year-on-year.

This compares with contractor and consultant expenditure of NZD$36 million and NZD$28.9 for 2022–23 and 2023–24 respectively, which represents 14.3 percent and 11.9 percent of total departmental workforce expenditure in these years respectively.

Baseline Programme

In response to the Government's Foreign Policy Reset, in 2024 the Ministry reprioritised resources to create new positions in our South and Southeast Asia, Pacific, and Trade divisions, and new positions in our India and Southeast Asia overseas network.

This will support a focus on lifting relationships with India, Southeast Asia and ASEAN, on maintaining our deep engagement with the Pacific, and to support the goal of doubling export value over the next decade (also see Budget 2025 below).

Significant Budget decisions

Budget 2024

There were no significant budget decisions in Budget 2024 deemed material to the Ministry. The Ministry and the Crown Entities we monitor were required to make annual savings totalling NZD$15 million for the 2024–25 financial year. Consequently, the Ministry focused on how we align foreign policy and International Development Cooperation resources to the Government's priorities and management of out-year cost pressures.

Budget 2025
International Development Cooperation

The International Development Cooperation budget received a baseline increase of NZD$50 million per annum in 2025–26, rising to NZD$100 million per annum from 2026–27. This will partially offset the conclusion of time-limited funding of NZD$200 million per year on 31 December 2025 associated with New Zealand's international climate finance commitment. The Ministry also received an increase in its departmental budget to fund the costs of administering this new funding.

Budget 2025
Doubling Exports and Asia Uplift

The Ministry received NZD$83.8 million over four years (just under NZD$21 million per year), to support the Government's goal of doubling export value over the next decade and deepening relationships in South and Southeast Asia.

This funding will be focused on:

- Increasing engagement with India, Singapore and other priority Southeast Asian partners.
- Tackling non-tariff barriers.
- Implementing, leveraging, and expanding existing trade agreements.

Also refer to performance reports on the Ministry's major operating spending and savings decisions published on our website:

https://www.mfat.govt.nz/en/about-us/performance-reporting.

For our progress on implementing other Government and Ministerial priorities of public interest, please refer to pp.22 to 32 for information.

Assessment of operations

The Ministry has a number of statutory and operational responsibilities. These are reflected in the range of our work via the following key functions, which align with the Ministry's appropriation structure in Vote Foreign Affairs:

Policy analysis and advice

A core function of the Ministry is to provide clear and timely policy advice to the Government. The quality of the Ministry's policy advice continues to be rated highly, with our portfolio Ministers assessing the quality of our policy advice service as 4.63 out of 5. The New Zealand Institute of Economic Research (NZIER) assessed the quality of our policy advice papers as 3.71 out of 5 (rated from a sample of 40 policy papers). The Ministry also received the top award jointly for the 2023–24 year (see p.*49* for related output measures) at the NZIER Policy Excellence Awards.

Ministerial services

The Ministry provides Ministerial services that include responding to Ministerial correspondence and Official Information Act (OIA) requests. We support Select Committee processes — a key means of providing information to Parliament and the public on Ministry activities and outcomes. Over the year, the Ministry responded to 564 OIA requests, a 19 percent increase on the previous year. Ninety-eight percent of OIA requests were responded to within statutory timeframes *(see p.50 for related output measures).*

Monitor Crown Entities

The Ministry is responsible for the monitoring of the Antarctica New Zealand (Crown Agency) and Asia New Zealand Foundation (Crown Charitable Trust).

The Ministry focused on strengthening our monitoring capability this year, with our Responsible Minister providing a satisfaction score of 4.3 out of 5 with our monitoring.

Domestic engagement with stakeholders on New Zealand's foreign policy

The Ministry benefits from engagement with a wide range of domestic stakeholders, including other NZ Inc agencies, Iwi and Māori partners, business, Pasifika communities, non-government organisations, and civil society. In 2024–25, Ministry led domestic engagement initiatives including:

- Partnering with Export NZ and NZ Inc on roadshows and webinars, designed to maximise business utilisation of FTAs with the European Union, United Arab Emirates and ASEAN.
- Strengthening engagement with non-government organisations and civil society through a new Domestic Advisory Group. This provides advice on implementation of the FTAs with the EU and UK.
- Supporting NZ Inc engagement with Pacific communities on international issues such as adoptions law reform and climate change.
- Partnering with Te Matatini to embed Māori culture into trade missions and NZ Inc international activity through soft diplomacy.

Services to New Zealand exporters and businesses

Through the Economic Diplomacy Programme (EDP), the Ministry provides New Zealand exporters and businesses a range of services, tools, and insights to help them succeed in international markets. Services provided include the export helpdesk, policy insights, market intelligence reports, a tariff finder, non-tariff barriers, and services exporter tool. The EDP is a core tool in the Ministry's focus on contributing to the Government's goal of doubling export value over the next decade.

During the year, 103 market insight reports were published on our website and the Trade barriers and Tariff finder websites continued to be good sources of information for exporters, as evidenced by the number of website visits. However, exporters' satisfaction that the Ministry addressed their queries via our Export Helpdesk declined from 86 percent to 70 percent *(see p.17 for related outcome indicators and p.51 for related output measures).*

In 2024–25, the Ministry evaluated the effectiveness of the EDP. The evaluation found that it delivers strong value to business groups and NZ Inc partners, while also recommending areas for enhancement that will be actioned, including though the utilisation of additional baseline funding from Budget 2025.

Consular services

The Ministry provides consular services and SafeTravel advice to New Zealanders overseas and leads responses to overseas emergencies that impact them. Over the year, the Ministry continued to respond to a high tempo of activity, with 38,979 general inquiries received and 2,405 consular services provided. Seventy-two percent of survey respondents were satisfied with the quality of consular services received (a slight decline from the previous year's result of 75 percent). Emergencies and major events assisting significant numbers of New Zealanders included:

- In partnership with NZDF, we evacuated 173 people from Vanuatu following the December 2024 earthquake (including 60 foreign nationals from over 19 countries).

- The Ministry provided advice and support to New Zealanders living and travelling in California during the wildfires in early 2025.
- We provided advice and support to New Zealanders during flight disruptions in Pakistan and India due to conflict in May 2025.
- The Ministry helped evacuate 13 New Zealanders and New Zealand visa holders from Gaza in May 2025.
- We led NZ Inc consular support operations at large-scale events such as Anzac Day in Gallipoli, Olympics, and America's Cup.

(See p.51 for related output measures).

Services to the diplomatic corps in New Zealand

The Ministry provides host government services to the foreign diplomatic corps resident in New Zealand or accredited to New Zealand from offshore. This includes 289 foreign offices and 105 foreign missions and international organisations.

These services include credentials ceremonies, arrival and departure procedures, and the provision of diplomatic privileges. The Ministry also supports participation by the Diplomatic Corps in national events such as Waitangi Day, provides key information (for example, Guidelines to the Diplomatic and Consular Corps), and oversees diplomatic immunity matters *(see pp.52 and 53 for related output measures).*

Supporting other NZ Inc agencies in our overseas posts

The NZ Inc offshore network — including 11 government agencies — consists of approximately 1,480 staff operating from 69 posts and NZTE-led Consulates General [6], across 51 countries and territories. NZ Inc agencies co-locate with the Ministry at 40 of our posts. MFAT is the lead government agency for this network.

The Ministry supports both co-located and non-co-located agencies by providing shared premises, infrastructure, residential accommodation, diplomatic facilitation, and administrative support. A 98.4 percent acceptance rate of fee schedules without amendments or queries from NZ Inc agencies indicates a high level of satisfaction with these services.

Management of New Zealand's International Development Cooperation (IDC)

The Ministry is responsible for administering New Zealand's International Development Cooperation funding, through the IDC Programme. In 2024–25, we spent NZD$953 million — 31 percent of the total NZD$3.064 billion allocation for 2024–27.

The Ministry's review of IDC Activities rated 75 percent of activities and 95 percent of climate finance activities as a 4 or higher out of 5 against our quality standard for activity management *(see p.57 for related output measures).*

In response to the Foreign Policy Reset and IDC Programme review, the Ministry is streamlining and reshaping the Programme to achieve greater impact, drive efficiency, and provide headroom for new priorities in the Pacific and Southeast Asia.

In Budget 2025, the Government committed an additional NZD$100 million per year to assist developing countries, particularly in the Pacific. Planning for, and assuring delivery of, this significant programme of work will be a focus of the year ahead.

Representation and advocacy

The Ministry represents the New Zealand Government offshore through a diplomatic network of 58 posts in 50 countries. Our posts, and the teams that work at them, are tasked with advancing New Zealand's foreign policy priorities, building and maintaining key relationships that allow them to do so, supporting and defending New Zealand interests and values, and helping New Zealanders overseas.

We build relationships with international partners; actively participate in regional and multilateral bodies such as the Pacific Islands Forum, East Asia Summit, Asia Pacific Economic Cooperation (APEC), WTO and United Nations; and negotiate, implement, and defend international instruments, norms and rules.

Over the year, the Ministry achieved some significant outcomes. These are outlined in the section on *Progress against Strategic Intentions on pp. 8 to 34.*

As part of the Government's foreign policy reset *(refer to p.10)* there has been a significantly increased tempo of high-level inward and outward visits. The Ministry supported 151 visits in 2024–25. This included seven Prime Ministerial trade missions, one of which was to India — one of New Zealand's largest-ever overseas missions. The Ministry also facilitated visits by the Minister of Foreign Affairs to 13 Pacific Island Forum member countries, with the Minister having now visited all but one member country from January 2024 to June 2025. The Ministry also supported significant domestic events such as the Singapore Food Security Mission and the Burnham Bougainville Consultations.

The Ministry's review of a sample of visits rated 90 percent as a 4 or higher out of 5 against our quality standard for visits management (see p.*60* for related output measures).

[6] Comprised of 58 MFAT-led posts and 11 NZTE-led Consulates General and offices.

Year-end performance information on appropriations

Statement of compliance

The service performance information and the financial statements have been prepared in accordance with the Public Benefit Entity Financial Reporting Standard 48 Service Performance Reporting.

The performance information included in PBE FRS 48 are:

- Outcome indicators — *pp.42 to 43.*
- Output measures — *pp.44 to 64.*
- Three IDC non-departmental performance measures, as mentioned on *p.54*.

Statement of performance

The Ministry of Foreign Affairs and Trade/Manatū Aorere, is a New Zealand government department as defined by section 5 of the Public Service Act 2020.

The Ministry's statutory and operational responsibilities are diverse and reflect the range of work the Ministry undertakes. Key Acts that we administer include the Foreign Affairs Act 1988, the Russia Sanctions Act 2022 and Antarctica (Environmental Protection) Act 1994. Other Acts we administer relate to Foreign Affairs; Peace, Rights and Security; Antarctica; Law of the Sea; and the Realm of New Zealand and the Pacific.

The Ministry is responsible for leading work to advance the Government's international priorities and provides advice on how international events and activities affect New Zealand. The Ministry delivers New Zealand's International Development Programme; negotiates international trade agreements and arrangements; provides consular services to New Zealanders; leads New Zealand's effort to support peace and resilience internationally, particularly in the Pacific region. We lead New Zealand's engagement on global issues such as climate change and disarmament. The Ministry operates the Government's offshore network of 58 diplomatic posts.

This section reports on our performance against performance targets (known as budget standards), as included in 2024–25 Estimates of Appropriations for Vote Foreign Affairs [7] 2024–25 and the Supplementary Estimates of Appropriations for Vote Foreign Affairs [8], as required by section 19C of the Public Finance Act 1989.

The Minister of Foreign Affairs purchased the following from **Vote Foreign Affairs**:

- Analysis and advice to inform New Zealand's foreign policy.
- Deliver consular, business and diplomatic support services.
- Representation and advocacy on New Zealand's foreign policy.
- Management of New Zealand's International Development Cooperation.
- Policy advice and representation — other countries (PLA).

In addition, the Ministry has a capital expenditure appropriation for the purchase of assets by and for the use of the Ministry.

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[7] www.treasury.govt.nz/publications/estimates/vote-foreign-affairs-external-sector-estimates-appropriations-2024-25
[8] www.treasury.govt.nz/publications/supplementary-estimates/vote-foreign-affairs-supplementary-estimates-appropriations-2024-25

Vote Foreign Affairs departmental expenditure is funded through the following:

- Annual multi-category output expense appropriation, comprising four categories within the Multi-Category Appropriation (MCA).
- An annual output expense appropriation for policy advice and representation – other countries (PLA).
- An annual Departmental Capital Expenditure appropriation (PLA).

The service performance information in the multi-category output expense appropriation "Act in the world to build a safer, more prosperous, and more sustainable future for New Zealanders" represents the key outputs the Ministry delivers:

- The provision of analysis and advice to inform New Zealand's foreign policy.
- The delivery of representation, advocacy, and negotiation of New Zealand's foreign policy.
- The delivery of services to support New Zealanders overseas who require consular services, New Zealand businesses, NZ Inc agencies, and host government services to the diplomatic and consular corps in New Zealand.
- The management of New Zealand's International Development Cooperation.

The Ministry works with NZ Inc agencies — onshore and offshore — to achieve the Government's foreign policy objectives as expressed in our Strategic Framework.

Significant reporting judgement

Our service performance framework describes how we track the progress we are making toward our goals as set out in our Strategic Intentions. The framework shows the departmental appropriations the Ministry is responsible for and how our appropriations and outcomes are connected. Each appropriation contributes to one or more of our goals and associated outcomes.

The Ministry reviews our performance measures each year. Performance measures are selected through consultation with subject matter experts with consideration for measures that best demonstrate performance against our outputs, the availability of data and relevance to the outcomes we are trying to achieve.

In selecting and reporting service performance information, the Ministry adheres to the qualitative characteristics (relevance, faithful representation, understandability, timeliness, comparability, and verifiability) of information and the pervasive constraints (materiality, cost-benefit and balance between the qualitative characteristics) on information per PBE FRS 48.

Proposed changes to output measures and standards are approved by the Deputy Chief Executive – Policy. Except for policy advice measures and portfolio Ministers' satisfaction measures, the Ministry has discretion to select our measures and budget standards to cover outputs delivered under appropriations.

For visibility, information about any changes that have been made to output measures are provided in the Budget Estimates appropriation for Vote Foreign Affairs, and also listed on *pp.44–45.* The annual budget standards for output and asset performance measures are reviewed annually based on historical performance, with consideration of factors that may impact future performance as the nature of foreign policy evolves.

For comparability, both output measures and outcome indicators are reported with trend-over-time results across five years where possible or data is available.

We also disclose judgement on the two types of output measures (Quality & Timeliness, and Quantity) that the Ministry reports against, as the Ministry considers Quality & Timeliness measures a more accurate indicator of our performance.

Our performance measures show what we have achieved

In selecting our performance measures, we have centred it on the three goals that the Ministry strive to realise in our purpose statement.

The Ministry's Goals

We measure our achievements through the following appropriation categories

- A safe, secure and just future
- A prosperous and resilient future
- A sustainable future

Key aspects of performance measures under each categories

Multi-Category Appropriation categories

Category	Key aspects of performance measures
Analysis and advice to inform NZ's foreign policy	• Quality of policy advice • Ministerial satisfaction—policy advice and monitor crown entities • Ministerial services such as Ministerial letters prepared, parliamentary questions, OIA responded. • Engagement / stakeholder satisfaction
Deliver consular, business and diplomatic support services*	• Consular services to keep New Zealanders safer abroad • Services to New Zealand exports and businesses to help them succeed overseas • Host government services to the diplomatic and consular corps in New Zealand • Services for other New Zealand agencies overseas
Management of NZ's International Development Cooperation	• Participation in governance mechanisms which New Zealand core funds • Quality of activity management • Quality of climate finance activity management • Disbursement of Crown IDC funding
Representation and advocacy on NZ's Foreign Policy	• Use of international rules and institutions to pursue New Zealand values and interests • Trade negotiations, non-tariff barriers • Pacific and Indo-Pacific engagement • Visits and visits management • Export control • Security capability uplift

*This includes providing consular advice and assistance to New Zealanders who live or travel overseas; providing services, tools, and market insights to New Zealand exporters to help them succeed in international markets; supporting other NZ Inc agencies in our overseas posts; and providing services to the diplomatic corps in New Zealand.

What the Ministry intends to achieve in broad terms over the medium to long term

Key activities in working towards the goals

- Working with international partners to reduce threats from cyber and terrorist attacks, illegal migration, and transnational crime and strengthen regional resilience.
- Advancing international disarmament, and rules against the proliferation of weapons of mass destruction.
- Promoting global rules and legal frameworks on key issues, including the prohibition on the use of force, law of the sea and human rights.
- Responding to humanitarian crises and natural disasters, with a focus on the pacific.
- Providing safe travel information and assisting New Zealanders affected by crises overseas.

- Reinforcing global and regional trade rules and frameworks through the WTO and other forums, such as APEC to make it easier for New Zealanders to transact business internationally.
- Opening up and protecting diverse exporting and investment opportunities through negotiating free trade agreements and reducing non-tariff barriers.
- Defending New Zealand's trade access including through taking dispute settlement action when other countries do not keep their commitments.
- Supporting New Zealand businesses to succeed in international markets and build international connections through our network of overseas posts.

- Supporting international and regional institutions tasked addressing global and transboundary issues, such as pandemics.
- Working with other countries to negotiate and implement agreements on key issues, such as climate change, over-fishing and biological diversity.
- Contributing to global sustainable development efforts.
- Promoting the international rules and legal frameworks that support New Zealand's interests in Antarctica and the Southern Ocean.

Key activities in achieving security, prosperity, and sustainability in the Pacific and beyond include **managing and delivering of International Development Cooperation programme (IDC)**. The IDC is New Zealand's official support for developing countries, with a particular focus on development partnerships in the Pacific.

Our outcome indicators

The Ministry has made judgements in identifying the most relevant outcome indicators that best supplement our output measures and on how we are progressing towards our purpose, as follows:

A prosperous and resilient future

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

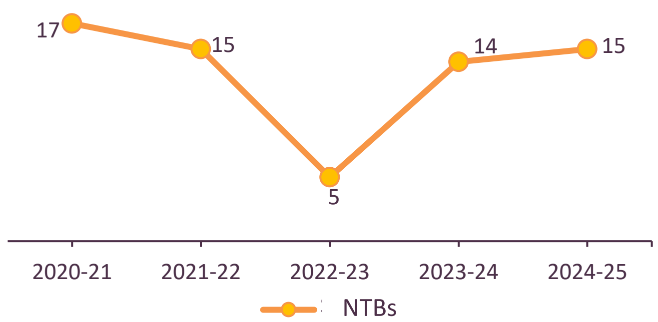
This is linked to the Vote Foreign Affairs Multi-Category Appropriation —
Representation and advocacy on New Zealand's foreign policy

What we intend to achieve
This category is limited to international representation, advocacy, and negotiation on New Zealand's foreign policy.

Indicator:
Increase in the number of estimated trade value of non-tariff barriers (NTBs) resolved

The Ministry helps New Zealand exporters by securing better market access and commercial conditions for them. An increase in the number of NTBs resolved, and the estimated annual trade value of these, is an indicator of achieving this.

15 non-tariff barriers (NTBs) resolved



Fifteen NTBs were resolved in 2024–25, compared to 14 NTBs in 2023–24. Year-on-year results can fluctuate due to the wide range of factors that influence NTB outcomes.

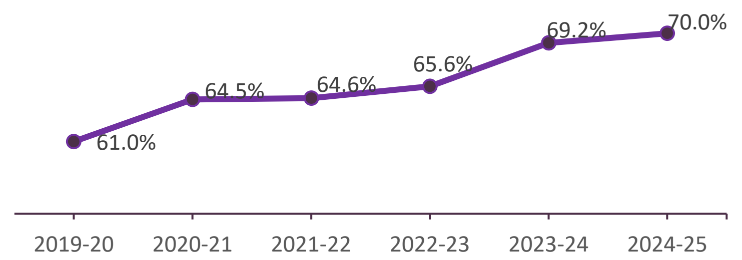
In the past year, the Ministry and MPI secured comprehensive access for New Zealand dairy products to Taiwan. This followed a succesful systems audit of New Zealand's diary sector. Approval of the audit was a significant achievement, reflecting over two years of sustained advocacy and engagement by MPI and the Ministry.

The Ministry also colloborated with NZ Inc partners to ensure New Zealand's radiata pine is included in Viet Nam's evolving timber constrution standards. This is expected to increase demand for New Zealand timber in one of Southeast Asia's fastest-growing economies. *See p.60 for related performance measure.*

Indicator:
FTAs cover 75% of New Zealand goods and services exports by 2028

New Zealand is a trade dependent economy. As such, we are a firm supporter of free and open trade, with one of the most open market economies in the world. FTA coverage of New Zealand trade is an important measure, as an increase in coverage supports New Zealand's economic growth.

FTAs cover **70%**
of New Zealand goods and services exports in 2024–25



The value of New Zealand's exports of goods and services totalled NZD$108.8 billion in 2024-25. The strong growth of New Zealand's exports to the EU and UK was the main driver of the lift in FTA cover. Partly offsetting gains in export coverage was the ongoing solid growth in exports of goods and services to the United States, which New Zealand does not have an FTA with. *See p.59 for related performance measures.*

A safe, secure and just future

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

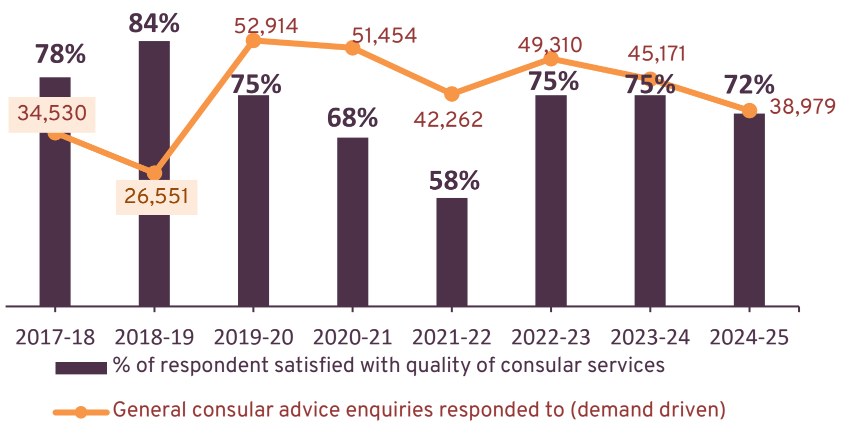
This is linked to the Vote Foreign Affairs Multi-Category Appropriation —
Delivery consular, business, and diplomatic support services

What we intend to achieve
This category is limited to the delivery of services to support New Zealand individuals, businesses, and agencies overseas, and host government services to the diplomatic and consular corps in New Zealand.

Indicator:
80% or more respondents are satisfied with the quality of consular services

A key role for the Ministry is helping support New Zealanders when they are travelling and living abroad, and ensuring they can access consular assistance and emergency advice, when required. Survey respondents being satisfied with the quality of consular services received reflects the successfulness of the Ministry's consular service.

72%
of respondents are satisfied with the quality of consular services received



Between 2019–20 and 2021–22, the Ministry's ability to provide New Zealanders overseas with access to consular assistance was heavily affected by the COVID-19 pandemic. 2022–23 showed a rebound in satisfaction levels to pre-COVID levels. This year, 72 percent of respondents were satisfied with the quality of consular services, (a slight decline from the previous year's result of 75 percent). While we strive to provide the highest levels of service, for a range of reasons respondents to the survey are not always satisfied. The result has remained fairly steady over the last three years. Of note is that the complexity of consular cases has increased. The small decline in satisfaction between 2023-24 and 2024-25 is not a statistically significant change – i.e., it falls within the normal variation expected. *See p. 51 for related performance measures.*

Review of 2024–25 output performance measures and budget standards

The Ministry reviews our performance measures and targets each year to ensure they reflect the services we deliver and our operating environment, and that they support the achievement of our outcomes. We apply the reporting standard PBE FRS 48 [9] to ensure reporting is appropriate and meaningful to users. We also consider the qualitative requirements of relevance, faithful representation, understandability, and verifiability.

Changes to measures and targets

Capital Expenditure PLA

- Two new performance measures to reflect the modernised cloud-delivered information technology systems (highlighted below):

2024/25			
Assessment of Performance	Estimates Standard	Supplementary Estimates Standard	Total Standard
Percentage of time our networks are available	99.7%	RETIRED	RETIRED
Percentage of time our critical services are available	99.7%	RETIRED	RETIRED
The average score for assessment of sustainability of on-premise virtualisation environment, comprised of: Carbon footprint, Power consumption, Environmental impact, Clean demand, Lean operation	New measure: 70% or above	New measure: 70% or above	New measure: 70% or above
The average score measuring cloud workloads alignment to best practices from the following perspectives: Cost, Security, Reliability, Operational excellence, Performance	New measure: 70% or above	New measure: 70% or above	New measure: 70% or above

- The Ministry uses a mix of cloud and on-premise systems to get benefits like flexibility and scalability, while maintaining control and security of its own infrastructure.
- The first measure is focused on making the on-premise virtualisation system more sustainable. This involves running virtual machines (VMs) on physical servers in our data centres. By using fewer servers for multiple tasks, we save on hardware, energy, and costs. The Ministry tracks sustainability by using appropriate tools, which also gives us a sustainability score to measure our progress towards a greener data centre.
- In line with New Zealand's government policy to prioritise cloud services, the Ministry is moving more of its services to the cloud to stay up-to-date and fully supported.
- The second measure is about improving cloud performance, reliability, cost, and security. We use a Cloud Advisor score [10] to follow best practices, which helps the Ministry optimise cloud workloads and track progress by prioritising actions that will give the best results.

Analysis and advice to inform New Zealand's foreign policy

- A new performance measure has been added under the component Monitor Crown Entities — "Ministerial satisfaction with the Ministry's Crown entity monitoring". This aims to strengthen our monitoring of crown entities by adding a qualitative dimension to our performance. The Ministerial satisfaction score will reflect the Ministry's performance on monitoring. The budget standard is on a scale of on a scale of 1 to 5 and is based on DPMC's Ministerial Satisfaction Survey to assess ministerial satisfaction with the policy service.

[9] PBE FRS 48 – Public Benefit Entity Financial Reporting Standard 48 Service Performance Reporting.

[10] Cloud Advisor score: Advisor is a cloud-based assistant in Azure (a comprehensive cloud computing platform developed by Microsoft) that helps users follow best practices to improve the reliability, security, and cost-efficiency of their deployments. It continuously analyses usage and configurations, then provides a single score to show how well the deployment aligns with industry standards.

Deliver consular, business and diplomatic support services

- A new performance measure has been added under component Consular services to keep New Zealanders safer abroad — “Percentage of respondents who report that SafeTravel website contains the information they need”, with a standard of 75%.
- The SafeTravel website is a key information tool for the Ministry. The Ministry recommends New Zealanders register their travel details on SafeTravel. Registering means we can send important travel information and provide updates about emergencies, natural disasters, or terrorist attacks. The new measure has been proposed to help the Ministry to understand whether the SafeTravel website is meeting their need and helps towards continuous improvement and keeping New Zealanders safe abroad.

Management of New Zealand’s International Development Cooperation

- Three new performance measures added to reflect New Zealand’s effectiveness in integrating different perspective into the design, implementation, monitoring and evaluation of activities to support the IDC programme.
    - Proportion of IDC activities where climate objectives are mainstreamed.
    - Proportion of IDC activities where gender objectives are mainstreamed.
    - Proportion of funding to the Pacific channelled through Pacific partner governments.

Representation and advocacy on New Zealand’s foreign policy

- The measure wording “Number of people trained to lift security and disarmament capability from MFAT’s Combined Security and Disarmament Fund” has been amended. The Combined Security and Disarmament Fund is a specialised fund that was created in 2024. Its objective is to support bilateral, regional, and global initiatives related to security, disarmament and non-proliferation. The performance measure wording has been revised to reflect the change.
- *Original measure: “Number of people trained to lift security capability in the Southeast Asia region from MFAT's Global Security Fund”.*
- The standard for measure “Number of export control permits assessed” has been adjusted from 700–800 to 900–1,200. The actual standard since 2021/22 has consistently exceeded the upper range of the original budget standard. Increasing the budget standard is a more realistic approach.
- The new measure “Number of statements delivered in UN multilateral meetings on disarmament, arms control and non-proliferation in line with New Zealand’s disarmament strategy” has been added to demonstrate the Ministry’s effort and performance in disarmament non-proliferation and associated work in a multilateral setting is best captured as qualitative assessment. The new measure has been proposed to overlay a quantifiable aspect of our effort in the multilateral system.
- The New Zealand Disarmament Strategy is available at: http://www.mfat.govt.nz/en/peace-rights-and-security/disarmament/.
- United Nations Multilateral Treaties cover a broad range of subject matters such as human rights, disarmament and protection of the environment. Note: Multilateral treaties are between three or more countries, with an aim to promote integration and cooperation among the parties.
- The budget standard for measure “Number of trade negotiations in progress” has been adjusted from 11 to 7. The change in the number of trade negotiations in progress follows the close of significant negotiations, including with the European Union, the United Kingdom and three pillars of the Indo-Pacific Economic Framework. While there will be continue to be a focus on launching negotiation of new Trade Agreements, such as with the United Arab Emirates, there will also be an increased focus on accessions to existing agreements such as the CPTPP and DEPA.
- The budget standard for measure “Percentage of New Zealand’s commitments in the ASEAN Plan of Action assessed as on track or completed at the end of the financial year” has been revised to 94 percent for 2024–25 to better reflect the progress of New Zealand’s commitment in the ASEAN Plan of Action assessed as on track or completed.

Retired measures

A total of 22 measures have been retired (21 from the multi-category appropriation (MCA) appropriation, and one measure from non-departmental other expenses - International Development Cooperation) to improve clarity and strengthen the meaningfulness of the suite of performance measures. Below are the retired measures:

Management of New Zealand's International Development Cooperation (MCA)

The following measures were retired due to the change in the appropriation structure where policy advice, ministerial services, and New Zealand domestic engagement will be reported at a whole-of-MFAT level from 2024–25.

Policy Advice (2023–24 appropriation structure)

- Policy submissions produced for Ministers.
- Assessment of performance of the quality of the agency's policy advice paper.
- In relation to the quality of policy advice, the distribution of scores for policy papers assessed using the common Policy Quality Framework:
    - Score of 4.5 or higher will be no less than 25%.
    - Score of 3 or higher will be no less than 100%.
    - Satisfaction of the portfolio Minister with the policy advice service.

Ministerial Services (2023–24 appropriation structure)

- Number of Ministerial letters prepared for Ministers based on correspondence received from the public.
- Number of parliamentary questions responses provided to the Minister's office so that answers can meet the timeframe set in Parliamentary standing orders.
- Number of Official Information Act request (OIA) responses provided.
- Percentage of Ministry OIA requests responded to within statutory timeframes.

New Zealand domestic engagement (2023–24 appropriation structure)

- Percentage of domestic stakeholders who are satisfied with their engagement with the Ministry.

Management of New Zealand's International Development Cooperation

The following measures were retired to refocus the performance framework on the quality of development effectiveness of the IDC Programme, rather than simply measuring dollars spent. Commitments to spend a proportion of the Programme will continue to be reported in the narrative.

- Percentage of Programmes rated 4 or higher on a scale of 1-5 by review against the Ministry's quality standard for programme management.
- Proportion of Pacific country partner governments provided with an indicative Total Country Aid Programme Budget for the current year plus projections for two or more years in the future.
- Amount and percentage of Crown IDC resources spent on the Pacific.
- Amount and percentage of Crown IDC resources spent in vulnerable countries.
- Amount and percentage of new climate finance: spent in the Pacific.
- Amount and percentage of new climate finance: spent on Activities which target adaptation.
- Number of independent assurance activities to review the quality of climate finance related activities.
- Amount and percentage of Crown IDC resources pent on Activities where gender equality and women's empowerment is a principal objective.
- Amount and percentage of Crown IDC resources spent on Aid for Trade.
- Amount and percentage of Crown ID resources spent on scholarships.
- Amount and percentage of Crown IDC resource spent on strengthening Pacific statistics.

Non-departmental other expenses - International Development Cooperation (MYA)

This measure was retired as it is process focused, and a measure of quality and effectiveness of response is already included.

- New Zealand responses to natural disasters in the Pacific are launched within mandated timeframes (%).

Service performance information

The service performance information is aligned with the Ministry's Strategic Framework. The Ministry uses its Strategic Framework to define its purpose and the impacts it is seeking to make, how it will realise its purpose and achieve collective impact. The Ministry measures the performance of our services against output measures and budget standards as set out in Vote Foreign Affairs — The Estimates of Appropriations 2024–25.

We have two types of output measures and budget standard

Quality & Timeliness

These measures assess the overall quality, effectiveness and timeliness of our service performance. Performance targets (known as budget standard) for this type of measures is predominately set as a number or as a percentage, as service performance is within our control.

Quantity

These measures represent key outputs the Ministry delivers, of which some are demand driven. Performance targets (known as budget standard) for this type of measure is predominately set as a range (i.e. 30–40) as service performance is global events dependent. For demand driven measures, as the name suggests, the results cannot be controlled by the Ministry and we exclude these from the total count of achieved measures.

Performance results categories

The key we use to show our performance against measure

- ✓ **Achieved** (at or exceeding budget standard / budget standard range upper value)
- – **Not achieved** (falls short of budget standard / budget standard range lower value)

Performance measures footnotes or additional information

The Ministry includes footnotes or additional information for some performance measures. We applied the following criteria to ensure disclosure of the most relevant and useful information:

- The reason for not achieving a standard.
- Assessment criteria used for survey scale.
- Contextual information to aid understandability.
- Any change in measurement methodology from the previous year.
- Any correction to previously reported result.

How we performed against our output measures

Quality & Timeliness
We achieved **24 out of 30 (80%)** of performance targets compared to **28 out of 35 last year (80%)**

Quantity
We achieved **14 out of 19 (73.7%)** of performance targets compared to **20 out of 34 last year (58.8%)**

Multi– Category Appropriation	Analysis and advice to inform New Zealand's foreign policy	Deliver consular, business and diplomatic support services	Management of New Zealand's IDC	Representative & Advocacy on New Zealand's foreign policy
1/1 Achieved	6/8 Achieved	3/4 Achieved	8/10 Achieved	6/7 Achieved
—	2/4 Achieved	3/5 Achieved	—	9/10 Achieved

Act in the world to build a safer, more prosperous and more sustainable future for New Zealanders (MCA)

1/1 Achieved

What we intend to achieve

This appropriation is intended to achieve: the provision of analysis and advice, and delivery of New Zealand's foreign policy through representation, advocacy, and negotiations; the delivery of services to support New Zealand individuals, businesses and agencies overseas, and host government services to the diplomatic and consular corps in New Zealand; and management of New Zealand's International Development Cooperation.

Assessment of performance

		Standard	Results				
		2025	2025	2024	2023	2022	2021
	Percentage of stakeholders who are satisfied with MFAT's effectiveness at representing New Zealand interests	80% (Not measured – conducted biennially)	83% (Biennial Survey)		85% (Biennial Survey)		78.4%

Achieved — The Ministry conducts the Stakeholder Engagement Survey biennially. As majority of the Ministry's work is longitudinal and often takes a few years before impact or results become available, surveying annually is unlikely to see major changes in trends. The 2023–24 survey has demonstrated stakeholder sentiment is mostly positive and remained consistent over time. More stakeholders understand MFAT's direction/purpose than in 2022, especially among NGOs. The result of 83 percent continues to outperform Verian's (survey conductor) stakeholder satisfaction benchmark. The maximum margin of error on a sample of 192 survey respondents was +/-5.9 percent at the 95 percent confidence level. The sample size for this result was 172.

Analysis and advice to inform New Zealand's foreign policy

8/12 Achieved

What we intend to achieve

This category is limited to providing analysis, advice and Ministerial services, and undertaking related domestic engagement with stakeholders on New Zealand's foreign policy.

Assessment of performance

		Standard	Results				
		2025	2025	2024	2023	2022	2021
Policy advice							
	Policy submissions produced for Ministers*	1,250–1,750	1,228	1,100	1,166	1,563	1,126
	Not achieved — the volume of timely policy advice* provided to Ministers over 2024-25 has increased year-on-year. However, the actual result for 2024-25 was 1.8 percent below the lower range of the budget standard. There are a range of external variables over the year that determine the overall volume of advice that is produced, such as emerging global events and crises, the tempo of Ministerial international engagement and travel, and evolving Ministerial preferences on how advice is provided and the frequency of this. *This measure includes informal notes, submissions, Aide Memoires, and briefing for travel, events and meetings.						
	Assessment of performance of the quality of the Ministry's policy advice papers~	3.5	3.71	3.8	3.7	3.93	4.03
	Achieved — NZIER appraised a randomised sample of 40 substantive MFAT policy submissions (excluding routine or process submissions) submitted during the 2024–25 financial year. This sample was drawn from a pool of 296 policy submissions produced in 2024–25. The score dropped slightly this year to 3.71, down from 3.8 last year. The median moved down from 4.0 to 3.5 – the same as 2022-2023. Importantly, all papers met the PQF standards (scored 3 or above) and 48 percent of papers scored above 4. The feedback from NZIER was positive, noting there were a higher number of relatively straightforward papers this year, compared to several very complex, highly nuanced with strong tactical assessments and advice in 2023-2024. Straightforward papers, even if done well, tend to score slightly lower (than a complex paper done well) as they have less opportunity to showcase best practice elements. Areas of improvement include more visuals and alternative ways of presenting information and analysis, regularly use a systematic options analysis, and tightening recommendations. ~The budget standard is on a scale of 1 to 5 and is based on using DPMC's Policy Quality Framework to assess the quality of policy advice papers. An average score will be reported from the assessment of policy advice papers. Scale for scoring the quality of policy advice: 1 - Unacceptable: Does not meet the relevant quality standards in fundamental ways. 2 - Poor: Does not meet the relevant quality standards in material ways. 3 - Acceptable: Meets the relevant quality standards overall, but with some shortfalls. 4 - Good: Meets all the relevant quality standards. 5 - Outstanding: Meets all the relevant quality standards and adds something extra.						
	In relation to the quality of policy advice, the distribution of scores for policy papers assessed using the common Policy Quality Framework: Score of 4.5 or higher will be no less than	25%	17.5%	15%	17.5%	30%	New measure
	Not achieved — One reason the standard was not met could be that the sample included more straightforward papers (see above). Another possible reason could be increased work pressures from a global outlook of increased complexity, heightened strategic tension, and growing levels of armed conflict, disruption and risk.						
	In relation to the quality of policy advice, the distribution of scores for policy papers assessed using the common Policy Quality Framework: Score of 3 or higher will be no less than	100%	100%	100%	100%	New measure	—
	Achieved.						
	Satisfaction of the portfolio Ministers with the policy advice service~	4 or above	4.63	4.73*	3.86	3.95	2.96
	Achieved. ~The Standard is on a scale of 1 to 5 and is based on DPMC's Ministerial Satisfaction Survey to assess ministerial satisfaction with the policy service. Scale for scoring Ministerial Satisfaction Survey: 1 - Never 2 – Sometimes 3 - About half the time 4 - Usually						

Measure	Standard	Results				
	2025	2025	2024	2023	2022	2021
5 – Always *Result was reported as 4.64 in the Ministry’s 2023–24 Annual Report due to a calculation error now rectified.						
Ministerial services						
Number of Ministerial letters prepared for Ministers based on correspondence received from the public	1,000–1,250	248	313	451	2,333	1,314
Not achieved — This performance measure represents the amount of correspondence that was sent to the Ministry to draft individualised responses. The Minister's office provided responses to numerous correspondence directly based on standard lines provided by the Ministry. There has been a steady decrease in the correspondence volume over the last few year, which are dictated by external factors and outside of the Ministry’s control.						
Number of parliamentary questions responses provided to the Minister’s office so that answers can meet the time frame set in Parliamentary standing orders^	300–500	1,425	603	546	767	458
Achieved — The volume of Parliamentary Questions received is predicated on what issues are of interest to Parliament. This is dictated by external factors and outside of the Ministry’s control. ^ Standing Orders of the House of Representatives are the rules of procedure for the House and its Committees. The 2023 edition of the Standing Orders of the House of Representatives is available at: http://www.parliament.nz/media/10573/standing-orders-2023.pdf						
Number of Ministry Official Information Act requests (OIA) responses provided~	250–300	564	474	326	329	284
Achieved — The number of OIA requests received is not controllable by the Ministry. The current geo-political climate has possibly contributed to the increase in the number of OIA requests, and resulted in greater interest in information held by the Ministry.						
Percentage of Ministry OIA requests responded to within statutory timeframes~	95%	98%	99%	56%	89%	92%
Achieved. ~The Official Information Act 1982 (OIA) helps New Zealand citizens, permanent residents and anyone in New Zealand access information held by Government organisations and Ministers. This promotes openness and transparency and enables greater public participation in government.						
Monitor Crown entities						
Ministers receive advice on the performance of Crown entities within agreed timeframes	100%	50%	75%	100%	100%	100%
Not achieved — Two reports were delivered late and did not meet agreed timeframes. The Ministry will continue to strengthen its monitoring arrangements including internal processes regarding advice to Ministers.						
Ministerial satisfaction with the Ministry's Crown entity monitoring	New measure – 4*	4.3	Not applicable			
Achieved. *The Standard is on a scale of 1 to 5 and is based on DPMC's Ministerial Satisfaction Survey to assess ministerial satisfaction with the policy service. Refer to scale explained in “Satisfaction of the portfolio Ministers with the policy advice service” measure.						
New Zealand domestic engagement						
Percentage of domestic stakeholders who are satisfied with their engagement with MFAT*	80% (Not measured – conducted biennially)	86% (Biennial Survey)		86% (Biennial Survey)		78.4%
Achieved. *Refer to survey explanation provided above for “Percentage of stakeholders who are satisfied with MFAT's effectiveness at representing New Zealand interests” measure.						

Financial performance (figures are GST exclusive)

30/06/24 Actual $000		30/06/25 Actual $000	30/06/25 Appropriation $000	30/06/25 Variance $000
77,386	Analysis and advice to inform New Zealand’s foreign policy	86,248	91,152	4,904

Explanation of significant budget variance

The under expenditure in this category is primarily in the components “New Zealand Domestic Engagement”, and “Policy Advice and Ministerial Services”. This variance is driven by general under expenditure in range of expenses, with project expenditure being a key driver. An in-principle expense transfer has been approved that transfers material expenditure for projects to 2025/26. This will be actioned through the 2025/26 October Baseline Update.

Deliver consular, business and diplomatic support services

6/9* Achieved

***Demand driven measures under *Consular services to keep New Zealanders safer abroad* are excluded from the total count**

What we intend to achieve

This category is limited to the delivery of services to support New Zealand individuals, businesses and agencies overseas, and host government services to the diplomatic and consular corps in New Zealand.

Assessment of performance

	Standard	Results				
	2025	2025	2024	2023	2022	2021
Services to New Zealand exporters and businesses to help them succeed overseas						
Percentage of exporters who are satisfied that MFAT solved their queries	85%	70%	86%	86%	84%	90.1%
Not achieved — Exporter satisfaction declined in early 2025, particularly in March 2025. This was possibly caused by the global uncertainty around US tariffs. This corresponded to a higher volume of queries, and led to a decrease in exporters who are satisfied that the Ministry solved their queries. The rate of satisfaction appeared to correct from April 2025. ***Note — Methodology***: The Ministry uses the Zendesk software to log, track, and resolve exporter queries. Zendesk offers customers a Customer Satisfaction (CSAT) survey. Admin rights on the Zendesk stats allows MFAT to review the survey results and associated comments, including percentage of customers satisfied with their service, which we report on. For more information on CSAT survey, visit: https://support.zendesk.com/hc/en-us/articles/7689997846554-Sending-a-CSAT-survey-to-your-customers						
Number of unique visits on Tradebarriers.govt.nz and Tariff finder online services	40,000–50,000	TB: 5,312 TF: 168,978 Total = 174,290	TB: 32,105 TF: 173,459 Total = 205,564	TB: 2,573 TF: 27,721 Total = 30,294	TB: 12,035 TF: 33,760 Total = 45,795	TB: 35,047 TF: 27,750 Total = 62,797
Achieved — The increase of unique visits since 2023–24 reflects a new and settled uptake in Tariff Finder as a tool. The Ministry will be adjusting the budget standard in 2025–26 to reflect this. Note: TB= Trade Barrier/TF = Tariff Finder.						
Number of “market insight” reports on the conditions in offshore countries published by the Ministry for exporters	90–110	103	121	132	134	New measure
Achieved.						
Number of unique visits on “market insight” report pages on the Ministry website	90,000–100,000	143,289	132,922	135,637	131,698	New measure
Achieved — The increase of unique visits reflects a new and settled uptake in using the “market insight” report as a tool. The Ministry will be adjusting the budget standard in 2025–26 to reflect this.						
Consular services to keep New Zealanders safer abroad						
Distressed New Zealanders overseas who received consular services (demand driven)	3,500–4,000*	2,405	2,925	3,185	3,864	2,760
*Volume of Consular services provided and requests for advice varies depending on international events and conditions. The Ministry has no control over the volume of requests received.						
General consular advice enquiries responded to (demand driven)	45,000–55,000	38,979	45,171	49,310	42,262	51,454
Volume of general consular advice enquiries responded to varies depending on international events and conditions. The Ministry has no control over it.						

		Standard	Results				
		2025	2025	2024	2023	2022	2021
	Notarial services provided (demand driven)	7,000–10,000	6,214	7,050	8,789	6,710	8,200
	Volume of notarial services provided varies depending on international events and conditions. The Ministry has no control over it.						
	Percentage of respondents satisfied with the quality of consular services	80%	72%	75%	75%	Re-instated measure	68%
	Not achieved — This year, 72 percent of respondents were satisfied with the quality of consular services. The slight decline from previous year's result of 75 percent is not a statistically significant change – i.e., it falls within the normal variation expected. The result has remained fairly steady over the last three years. Of note is that the complexity of consular cases has increased. While we strive to provide the highest levels of service, for a range of reasons respondents to the survey are not always satisfied. The response rate for the 2024–25 survey was 17 percent which is very similar to 2022–23 response rate of 17.6 percent, but a drop compared to 2023–24 response rate of 27.4 percent. The results have a maximum margin of error of ± 7.1 percent at the 95 percent confidence estimate. ***Note — Methodology change***: The Consular Services Satisfaction Survey has traditionally been conducted online, where an email with a link to an online survey is sent to all people who have received consular support in the previous financial year (1 July to 30 June). The email invitation is typically sent shortly after the end of the financial year. 2024–25 survey will use the same base method with two exceptions, (1) the invitations was sent in two batches – one after the first six months of the financial year and the second towards the end of the financial year, and (2) the survey covered those who have received consular support between 1 July 2024 and 30 May 2025 (i.e., excluded those who received report in June 2025 – these people will be included in the 2025-26 survey instead). The changes allows respondents to complete the survey with their experience fresher in their minds and this may improve the quality of the responses. Beyond the potential improvement in the quality of responses, Verian (survey conductor) does not expect the method changes to materially affect the survey results. Additionally, assuming there is no specific, unique, event that drives a need for consular support in June, excluding the June responses from 2024–25 survey should not impact on the results.						
	Consular emergencies responded to (demand driven)	30	15	29	25	23	36
	Number of consular emergencies responded to varies depending on international events and conditions. The Ministry has no control over it. Consular emergencies responded to includes political unrests & disorders, conflicts, natural disasters such as hurricane and typhoon, severe floodings and earthquakes.						
	Percentage of respondents who report that SafeTravel website contains the information they need	New measure – 75%	68%	New measure	—	—	—
	Not achieved —The Ministry launched a new SafeTravel website in November 2024. We will continue to update and review pages to improve content, so it contains the information respondents need. The actual result was 9.3% below the budget standard.						
Host government services to the diplomatic and consular corps in New Zealand							
	Percentage of relevant formal New Zealand appointment documentation prepared in compliance with the Diplomatic Privileges and Immunities Act 1968 and Consular Privileges and Immunities Act 1971 and the Vienna Convention on Diplomatic Relations and the Vienna Convention on Consular Relations	100%	100%	100%	100%	100%	100%
	Achieved.						
	Percentage of arrival and departure documentation for foreign diplomatic and consular staff resident in New Zealand completed within 10 working days	80–100%	97.4%	96.4%	89%	84%	90.8%
	Achieved.						

Services for other New Zealand agencies overseas							
	Percentage of fee schedules (based on the agreed level of Ministry's services provided to other New Zealand agencies) accepted without amendment~	95%	98.4%	98.4%*	97%	New measure	—

Achieved.

~ The fee schedules are issued annually to New Zealand agencies overseas for services the Ministry provides them based on the level of support required. Services may include: co-location, shared infrastructure, residential accommodation, resource support, diplomatic facilitation, and any other specified additional services. Acceptance of fee schedules without amendment or queries reflects satisfactory service provided by the Ministry. Please note that any amendments to a fee schedule because of an administrative error would be excluded, i.e. as this would be considered as correcting a data entry/similar error.

*Result was reported as 98.3 percent in the Ministry's 2023–24 Annual Report.

The following information is provided for context only. This relates to "Host government services to the diplomatic and consular corps in New Zealand"

Foreign representation in New Zealand is growing and in 2024–25, an additional three diplomatic missions opened in Wellington (Iraq, Sri Lanka, and Colombia) and India opened a Consulate-General in Auckland. Other countries have indicated an interest in establishing a mission in Wellington and are likely to establish in 2025–26 or 2026–27. Diplomatic missions have also increased their diplomatic staff numbers to facilitate enhanced bilateral engagement with New Zealand.

	2025	2024	2023	2022	2021
Number of foreign diplomatic missions and consular posts resident in New Zealand (including those led by Honorary Consuls or Honorary Consuls General)	174	173	167	167	168
Number of foreign diplomatic and consular staff (and their dependents) resident in New Zealand	1,367	1,259	1,252	1,302	1,295

This is a contextual measure. The number of foreign diplomatic missions and consular posts generally remains reasonably static, although the number of Honorary Consuls (included in this count) tends to vary due to them leaving the role and not being replaced, or new appointments being delayed by the appointing government. The number of staff and dependents resident in New Zealand also fluctuates annually. The Ministry has limited ability to influence these numbers. This contextual measure, measures the quantity of work done by the Ministry. This is because it directly correlates to the workload of the Ministry's Protocol Division administering diplomatic and consular privileges and immunities. The workload increases or decreases depending on the size of the diplomatic and consular corps, and the number of dependents.

This is a contextual measure. It directly accounts for the workload of the Ministry's Protocol Division administering diplomatic and consular privileges and immunities. As the number of foreign diplomatic and consular staff resident in New Zealand increases, the percentage of arrival and departure documentation for foreign diplomatic and consular staff resident in New Zealand completed within 10 working days decreases, and vice versa.

Financial performance (figures are GST exclusive)

30/06/24 Actual $000		30/06/25 Actual $000	30/06/25 Appropriation $000	30/06/25 Variance $000
58,779	Deliver consular, business and diplomatic support services	80,272	83,578	3,306

Explanation of significant budget variance

The variance is less than 5%. The under expenditure in this category is mainly in the components "Services for other New Zealand agencies overseas "and" Services to New Zealand exporters and businesses to help them succeed overseas". This variance is driven by general under expenditure in range of expenses.

International Development Cooperation (IDC) Departmental and Non-Departmental Performance Information – applying the PBE FRS 48 reporting standard

IDC Programme — refers to the totality of work carried out to support international development outcomes, including foreign policy engagement, multilateral advocacy and development programming funded out of other New Zealand Government agencies. The Ministry's management of the overall IDC Programme is funded by Vote Foreign Affairs – Departmental Multi-Category Appropriation. Please see *Management of New Zealand's International Development Cooperation on p.56.*

IDC appropriation — refers to the Ministry's development cooperation funded from *Vote Foreign Affairs — Non-Departmental Appropriation.* Please see *Annex 2: Minister of Foreign Affairs' report on the International Development Cooperation Non-Departmental within Vote Foreign Affairs 2024-25 p.131* for complete results from the IDC Programme. Non-departmental information is not subject to audit.

The Ministry's IDC performance framework is based on the all-of-Government international development policy (NZ's International Cooperation for Effective Sustainable Development — ICESD [11]), the Ministry's Strategic Framework, and Plans that cover our bilateral, regional, multilateral and humanitarian programmes. These documents provide the strategic and planning mechanisms to help the Ministry determine what outcomes we will deliver and how we will know if we have delivered them.

An *IDC Priorities Framework* aligns delivery of the IDC Programme to the Ministry's strategic objectives and defines how impact will be determined — from indicators that demonstrate movement towards the Ministry's long-term outcomes, through to Estimates performance measures that are directly attributable to New Zealand's IDC funding.

The Ministry's performance measurement framework is not intended to cover the entirety of IDC Programme activities. It focuses on priorities set out in guiding documents for the IDC Programme, and provides an appropriate and meaningful mix of performance measures for the reporting period.

Performance measures have a limited ability to capture the breadth and depth of impact delivered to our audiences and partners. For this reason, the IDC Annex, which provides complete results from the IDC Programme, also includes case studies and additional narrative to provide further qualitative evidence and examples of impact delivered over the reporting period.

We regularly review and refine our outcome, aggregated result, and appropriation output class measures to ensure they remain meaningful and relevant. This includes considering the qualitative characteristics and constraints of performance information set in PBE FRS 48. Most of our measures have been in place for a number of years, to ensure an understanding of performance over time and to track the impacts of external events. Information about comparability and consistency of performance measures is included throughout the report and IDC Annex by providing the prior year's results (as a minimum).

The Ministry consulted Audit NZ and the Office of the Auditor General in 2024 on proposed improvements to our performance management framework, including alignment to the Ministry's Strategic Framework, and improvements to output class measures. Some of these have been applied from 2024–25.

In establishing our outcome indicators and IDC non-departmental performance measures, the Ministry made judgments in identifying the most relevant performance information to establish progress towards our strategic direction and appropriation intention. In all instances outcome indicators and non-departmental performance measures directly align to the Ministry's Strategic Framework. Where possible, performance measures are focused on the real benefit or impact made (in people terms) of funded programmes or activities.

Results delivered through training and capability-building is a specific focus across the IDC Programme, aligned to our ICESD development approach of providing sustained impact beyond IDC funding. We also include performance information specifically focused on assessing the effectiveness of activities. These are, based on pre-defined objectives agreed with our partners. Performance measures relating to climate resilience are becoming more prominent due to scaled up investment in this outcome.

To support a complete view of the Ministry's performance story in the Annual Report 2024–25, we have provided three non-departmental performance measures as examples of effective performance and impact across the IDC Programme, for consideration as part of the Ministry's audited performance information (see over page):

[11] https://www.mfat.govt.nz/assets/Aid-Prog-docs/Policy/Policy-Statement-New-Zealands-International-Cooperation-for-Effective-Sustainable-Development-ICESD.pdf

International Development Cooperation (MYA)

What we intend to achieve

This appropriation is intended to achieve progress by Pacific island and developing countries against their sustainable development priorities and against the 2030 Agenda and Sustainable Development Goals.

ASSESSMENT OF PERFORMANCE

	Standard	Results			
	2025	2025	2024	2023	2022
Non departmental — International Development Cooperation					
Number of people directly benefitting from improved infrastructure and services	Standard dependent on need	2,192,954 people (M: 395,735; F: 400,177; unspecified: 1,397,042)	136,272 people (M: 48,164; F: 47,910; unspecified: 39,526)	64,145 people (M: 9,453, F: 9,491, unspecified: 45,201)	45,271 people (M: 3,922, F: 3,903, unspecified: 37,447)
Number of people receiving training or capability-building support in priority sectors [12]	Standard dependent on need	140,068 people (M: 40,947; F: 47,120; gender diverse: 7; unspecified: 51,994)	92,325 people (M: 44,404; F: 37,714; gender diverse: 519; unspecified: 9,452)	101,536 people (M: 26,480; F: 26,828, gender diverse: 5; unspecified: 48,222)	88,441 (M: 31,090, F: 42,495; unspecified: 14,856)
Quality					
Percentage of Activities with effectiveness rated as good or better [13]	Maintain or improve trend	72.5%	70%	73%	62%

[12] Priority sectors are Health, Education, Equity and Inclusion, Infrastructure, Fisheries and Oceans, Governance, and Peace and Security.
[13] Ministry Activity Completion Assessments

Management of New Zealand's International Development Cooperation

8/10* Achieved

***One measure result is not available this year — excluded from the total count**

What we intend to achieve

This category is limited to the management of New Zealand's International Development Cooperation.

Assessment of performance

	Standard	Results				
	2025	2025	2024	2023	2022	2021
Management of New Zealand's International Development Cooperation						
Participation in governance mechanisms of targeted multilateral institutions which New Zealand core funds (% of institutions)	100%	100%	100%	100%	100%	New measure
Achieved.						
Participation in governance mechanisms of targeted Pacific regional institutions which New Zealand core funds (% of institutions)	100%	100%	100%	100%	100%	New measure
Achieved.						
Percentage of Crown IDC for the partner government sector disbursed in year for which it was scheduled (bilateral programmes only)*	90%	100% ($144.3m)	100% ($186.5m)	100% ($198.1m)	97% ($248m)	97% ($210.6m)
Achieved. *Partner government sector refers to funding disbursed directly to Pacific bilateral partner governments, including for general budget support and sector support. It measures annual predictability of development cooperation for partner countries, which enables country ownership and successful implementation of development plans and budgets.						
Percentage of Activity Monitoring Assessments (AMAs) and Activity Completion Assessments (ACAs) rated as robust (as assessed annually by the Internal Annual Assessment of Results)~	Increasing trend*	AMAs: 72% ACAs: 75%	AMAs: 70% ACAs: 67%	N/A	^AMAs: 71% ^ACAs: 61%	N/A
Achieved. ~AMAs are annual internal assessments completed by the Ministry of Foreign Affairs and Trade to monitor the performance of Activities in implementation, while ACAs are internal Ministry of Foreign Affairs and Trade assessments of performance undertaken after the completion of the Activity. *The "increasing trend" budget standard has been selected because we considered seeing an increased trend as success. ^ In 2021–22, after a break of three years, the Annual Assessment of Results was reinstated with an updated methodology. The 2021–22 results differ from those published in the 2021–22 Annual Report. This is due to the timing of the Annual Assessment of Results, and provisional scores were provided for the 2021–22 Annual Report. These have now been replaced with final results and are confirmed as baseline. Annual assessments recommenced from 2023–24.						
Percentage of evaluations (or summaries) that are published to MFAT website within 3 months of completion	Establish baseline*	N/A	100%	100%	100%	33%
Excluded from total count – N/A **Data not available** — the unusual amount of change experienced to foundational systems for managing the IDC Programme in 2024/25 (i.e. activity-based review, governance arrangements, Enquire Cloud), which affect the way we manage and measure this result, have meant that we have not been able to establish a credible baseline for the new measurement methodology. A baseline will be developed in 2025/26. *A change of measurement methodology to focus on timely publication of all evaluations, and therefore improve transparency and accountability, necessitates a reset of the performance standard.						

<table>
<tr><th></th><th></th><th>Standard</th><th colspan="5">Results</th></tr>
<tr><td></td><td></td><td>2025</td><td>2025</td><td>2024</td><td>2023</td><td>2022</td><td>2021</td></tr>
<tr><td></td><td>Percentage of Activities rated 4 or higher on a scale of 1–5 by review against the Ministry’s quality standard for activity management</td><td>Maintain or improve trend*</td><td>75%</td><td>74%</td><td>100%</td><td>100%</td><td>100%</td></tr>
<tr><td></td><td colspan="7">Achieved.
A sample of 60 activities were reviewed by the Ministry’s Audit and Risk Division against the Ministry’s quality standard for activity management (including the 20 climate finance activities below), using the rating outlined below:

1 — Poor: None of the criteria have been met and are of an unacceptable standard. Significant improvements are required that need to be urgently addressed.
2 — Not adequate: Few criteria have been met or barely adequate. Improvements are required that need to be addressed at the earliest opportunity.
3 — Adequate: Some criteria have been met or adequately met. Improvements would be beneficial and are recommended to be addressed.
4 — Good: Most criteria have been met/well met. Minor improvements would be beneficial.
5 — Very Good: All criteria have been met/met very well. No improvements necessary.

* A change of measurement methodology in 2023/24 for the annual Quality Management Review, to focus on a subset of the activity life cycle and a significant increased number of activities, necessitated a reset of the performance standard.</td></tr>
<tr><td></td><td>Percentage of Climate Finance Activities rated 4 or higher on a scale of 1–5 by review against the Ministry’s quality standard for activity management</td><td>Maintain or improve trend*</td><td>95%</td><td>100%</td><td>New measure</td><td>—</td><td>—</td></tr>
<tr><td></td><td colspan="7">Not achieved — A sample of 20 climate finance activities were reviewed by the Ministry’s Audit and Risk Division against the Ministry’s quality standard for activity management, using the rating outlined below:
1 — Poor: None of the criteria have been met and are of an unacceptable standard. Significant improvements are required that need to be urgently addressed.
2 — Not adequate: Few criteria have been met or barely adequate. Improvements are required that need to be addressed at the earliest opportunity.
3 — Adequate: Some criteria have been met or adequately met. Improvements would be beneficial and are recommended to be addressed.
4 — Good: Most criteria have been met/well met. Minor improvements would be beneficial.
5 — Very Good: All criteria have been met/met very well. No improvements necessary.

19 of the 20 climate finance activities reviewed achieved the minimum standard of 4, with an average rating of 4.5 (that is, between good/very good).

* A change of measurement methodology in 2023–24 for the annual Quality Management Review, to focus on a subset of the activity life cycle and a significant increased number of activities, necessitated a reset of the performance standard.</td></tr>
<tr><td></td><td>New Zealand score in Aid Transparency Index*</td><td>Maintain or improve trend</td><td colspan="2">Biennial Index 60.4% in 2023-24</td><td colspan="2">Biennial Index 64.4% in 2021–22</td><td>Biennial Index 77.6% in 2019–20 score of “Good”</td></tr>
<tr><td></td><td colspan="7">Not achieved — While this is a slight decrease from the 2022 rating, New Zealand retains its place in the Index’s ‘good’ category and is reflective of a maintained trend since the 2022 Index. The decrease is primarily due to the biennial assessment coinciding with the final year of our funding triennium, meaning that we did not have access to forward-looking budget information to publish. We expect fluctuation in the ‘finance and budgets’ element of our score for this reason. New Zealand’s ‘accessibility’ score increased in 2024, due to the launch of our aid data portal — DevData.mfat.govt.nz.
*The Aid Transparency Index is produced by Publish What You Fund (www.publishwhatyoufund.org) and serves as a benchmark for assessing how transparently major international aid organizations report their funding and activities. The Index evaluates quality and accessibility of aid data, which is crucial for accountability and effective decision-making in development aid.</td></tr>
<tr><td></td><td>Proportion of IDC activities where climate objectives are mainstreamed*</td><td>New measure - Establish baseline</td><td>28.9% (178 activities)</td><td>New measure</td><td>-</td><td>-</td><td>-</td></tr>
<tr><td></td><td colspan="7">Achieved. *Mainstreaming is the process of systematically and deliberately addressing targeted policy issues (such as gender equality disability inclusion, climate change, biodiversity etc.) in the design, implementation, monitoring and evaluation of international development initiatives.</td></tr>
<tr><td></td><td>Proportion of IDC activities where gender objectives are mainstreamed*</td><td>New measure - Establish baseline</td><td>43.7% (269 activities)</td><td>New measure</td><td>-</td><td>-</td><td>-</td></tr>
<tr><td></td><td colspan="7">Achieved. *Mainstreaming is the process of systematically and deliberately addressing targeted policy issues (such as gender equality disability inclusion, climate change, biodiversity etc.) in the design, implementation, monitoring and evaluation of international development initiatives.</td></tr>
</table>

		Standard	Results				
		2025	2025	2024	2023	2022	2021
	Proportion of funding to the Pacific channelled through Pacific partner governments	New measure - Establish baseline	25.5%	New measure	-	-	-
	Achieved.						

Financial performance (figures are GST exclusive)

30/06/24 Actual $000		30/06/25 Actual $000	30/06/25 Appropriation $000	30/06/25 Variance $000
124,767	Management of New Zealand's International Development Cooperation	92,927	94,036	1,109

Explanation of significant budget variance

This variance is less than 1% and is not significant.

Representation and advocacy on New Zealand's foreign policy

15/17 Achieved

What we intend to achieve

This category is limited to international representation, advocacy, and negotiation on New Zealand's foreign policy.

Assessment of performance

	Standard	Results				
	2025	2025	2024	2023	2022	2021
Representation and advocacy						
Number of resolutions New Zealand leads or co-sponsors in the UN General Assembly and the Human Rights Council	65–75	60	104	132	91	New measure
Not achieved — In 2024–25, New Zealand led or co-sponsored 60 resolutions (18 in the General Assembly and 42 in the Human Rights Commission). The actual result was 7.7 percent below the lower range of budget standard. The decline in results from 2023 is due to the Ministry adopting a more focused and targeted approach to the issues and resolutions New Zealand engages on in the General Assembly and the Human Rights Commission.						
Number of statements delivered in UN multilateral meetings on disarmament, arms control and non-proliferation in line with New Zealand's disarmament strategy	New measure – Establish baseline	122	New measure	—	—	—
Achieved. This measure reflects the Ministry's effort and performance in disarmament and non-proliferation work within multilateral forums. While the nature of this work is best captured through qualitative assessment, the new measure provides a quantifiable indicator of New Zealand's engagement in the multilateral system. The New Zealand Disarmament Strategy is available at: ***http://www.mfat.govt.nz/en/peace-rights-and-security/disarmament/*** United Nations Multilateral Treaties cover a broad range of subject matters such as human rights, disarmament and protection of the environment. Multilateral treaties are between three or more countries, with an aim to promote integration and cooperation among the parties.						
Proportion of issues raised by New Zealand in WTO committees resolved to the satisfaction of our domestic traders	10%*	20% (2 issues resolved, 10 raised)	7.7% (1 issue resolved, 13 raised)	7.7% (1 issue resolved, 13 raised)	No issues to resolve	New measure
Achieved — New Zealand raised a total of 10 specific trade concerns (STC) in 2024–25, two of which are treated as resolved. We expect year-on-year fluctuations given the range of factors that determine whether an STC can be resolved, including ongoing regulatory processes and other WTO Members bilateral solutions that remove the STC from the relevant WTO committee. * The budget standard recognises that issues can span a number of years with few resolved in any one year through being raised in the WTO alone. However, New Zealand traders benefit significantly when issues are resolved.						
Percentage of WTO notification obligations that New Zealand has complied with in a timely manner~	90%	89%	92%	96%	90%	New measure
Not achieved — The actual result was 1.1 percent below the budget standard. New Zealand strives to comply with its WTO notification obligations in a timely fashion. The Ministry has focused significant effort to coordinate across NZ Inc agencies to successfully deliver the full and complete subsidies notification due this year. Since the end of June 2025, the status of this measure has increased to 94 percent. ~Data source for New Zealand compliance with WTO notifications: ***https://notifications.wto.org/en/status-by-member/new-zealand***						
Number of trade negotiations concluded in line with Cabinet mandate and signed	3	3	4	5	2	New measure
Achieved. The negotiations concluded were: FTA negotiations with the Gulf Cooperation Council, New Zealand-United Arab Emirates Comprehensive Economic Partnership Agreement (and a bilateral investment treaty), Agreement on Climate Change, Trade and Sustainability (ACCTS).						
Number of trade negotiations in progress	7*	7	5	7	12	New measure
Achieved. * The change in the number of trade negotiations in progress follows the close of significant negotiations, including with the European Union, the United Kingdom and three pillars of the Indo-Pacific Economic Framework. While there will be						

		Standard	Results				
		2025	2025	2024	2023	2022	2021
	continue to be a focus on launching negotiation of new trade agreements, such as with the United Arab Emirates, there will also be an increased focus on accessions to existing agreement such as the CPTPP and DEPA.						
	Number of Non-Tariff Barriers resolved for exporters	15	15	14	5	15	17
	Achieved — 15 non-tariff barriers (NTBs) were resolved in 2024–2025, compared to 14 NTBs in 2023–24. Given the range of factors that influence outcomes on NTBs, we expect fluctuations year-on-year.						
	Number of official-level Indo-Pacific regional meetings MFAT participates in	90–120	117	142	105	200	New measure
	Achieved.						
	Number of policy statements and initiatives led or co-sponsored by New Zealand in Indo-Pacific regional fora~	18–28	21	27	17	20	7
	Achieved.						
	Percentage of New Zealand's commitments in the ASEAN Plan of Action assessed as on track or completed at the end of financial year~	94%*	100%	94.2%	91.3%	80%	88%
	Achieved. *The budget standard has been revised to 94 percent for 2024/25 to better reflect the progress of New Zealand's commitment in the ASEAN Plan of Action assessed as on track or completed. ~The current ASEAN-NZ Plan of Action (2021–2025) will be completed by December 2025. The Ministry expects to conclude negotiations, or at least reached substantial conclusion on the next ASEAN-NZ Plan of Action (2026-2030) by late October 2025 as an approximate timeframe. ASEAN-NZ Plan of Action (2026–2030) implementation will be underway during the second half of FY2025/26, with an implementation target of 2-5 percent by the end of FY2025/26.						
	Number of inwards Guest of Government visits supported by the Ministry	30–45	62	61	New measure	—	—
	Achieved.						
	Number of outward visits (bilateral, multilateral, plurilateral) on which New Zealand Ministers are supported by the Ministry~	50–70	89	57	New measure	—	—
	Achieved — The Ministry supported 89 visits to 43 countries. ~This measure reports the number of outward visits in which the Governor-General, Prime Minister and MFAT Ministers are supported to participate.						
	Percentage of visits rated as 4 or better on a scale of 1—5 by internal review against the Ministry's quality standard for visits management~	80%	90.4%	88.8%	85%	N/A	N/A
	Achieved. ~We use a survey to obtain the percentage of visits rating. A random generated sample of ten visits from FY 2024–25 were selected, and Ministry staff who were involved in the visit management were asked to fill in the survey (16 questions in total) and provide a rating. The survey results were moderated and a weighted average score was calculated (result excludes "don't know/not applicable"). The survey is intended to inform learnings to improve the visits management process.						
	Percentage of implemented Pacific Security Fund projects which meet stated objectives*	100%	100%	100%	100%	100%	New measure
	Achieved. *Based on internal assessment.						

		Standard	Results				
		2025	2025	2024	2023	2022	2021
	Percentage of implemented Pacific Enabling Fund projects which meet states objectives*	100%	100%	100%	92%	86%	New measure
	Achieved. *Based on internal assessment.						
	Number of people trained to lift security and disarmament capability from MFAT's Combined Security and Disarmament Fund~	120–180	853	138	112	190	1,010
	Achieved — Due to the fund's nature and the diversity of applications, year-on-year fluctuations are expected. The 2024–25 result exceeds the past three years but remains below 2020–21. Two previous funds were also merged into the Combined Security and Disarmament Fund, with revised criteria that has widened the catchment for applications. ~The Combined Security and Disarmament Fund is a specialised fund that was created in 2024. Its objective is to support bilateral, regional, and global initiatives related to security, disarmament and non-proliferation. The performance wording measure has been revised to reflect the change. Original measure: Number of people trained to lift security capability in the Southeast Asia region from MFAT's Global Security Fund						
	Number of export control permits assessed	900–1,200*	1,406	1,154	1,048	812	New measure
	Achieved — The Ministry's export control team has increased outreach work that raised awareness with exporters about the need for permits to be issued. The Ministry has also had more referrals from NZ Customs this year, which resulted in more permit applications than in the past. * The actual standard since 2021–22 has consistently exceeded the upper range of the original budget standard. Increasing the budget standard is a more realistic approach.						

Financial performance (figures are GST exclusive)

30/06/24 Actual $000		30/06/25 Actual $000	30/06/25 Appropriation $000	30/06/25 Variance $000
266,119	Representation and advocacy on New Zealand's Foreign Policy	282,580	284,584	2,004

Explanation of significant budget variance

This variance is less than 1% and is not significant.

Policy advice and representation – other countries PLA

1/1 Achieved

What we intend to achieve

This appropriation is limited to meeting the costs, as set out in section 11 of the Foreign Affairs Act 1988, of superannuation for local staff employed by overseas posts to help with the management of New Zealand's foreign and trade relations with other countries.

Assessment of performance

		Standard	Results				
		2025	2025	2024	2023	2022	2021
	New Zealand Government Superannuation Scheme for locally recruited staff in the United States of America continues to be funded to the required level by the Crown	Met	Met	Met	Met	Met	Met
	✓ **Achieved.**						

Financial performance (figures are GST exclusive)

30/06/24 Actual $000		30/06/25 Actual $000	30/06/25 Appropriation $000	30/06/25 Variance $000
378	Policy advice and representation – other countries PLA	94	103	9

Explanation of significant budget variance

This variance is due to foreign exchange conversion as majority paid in US Dollar.

Capital Expenditure PLA

3/4 Achieved

What we intend to achieve

This appropriation is intended to achieve the provision of modern, secure and effective premises for accommodating NZ Inc's requirements offshore and modernising the Ministry's IT systems.

Assessment of performance

	Standard	Results				
	2025	2025	2024	2023	2022	2021
Percentage of chanceries with a Fit-for-Purpose performance gap of <=2~	80%	83%	84%	83%	82%	80%
Achieved. ~The Ministry uses a Fit-for-Purpose framework that rates every chancery (office) and official residence property against five asset management criteria of location, building and infrastructure quality, brand, functionality, and flexibility. Weighted sub-criteria are used to reflect the criticality of each asset management criteria relative to specific locations. The current performance of each property asset in the above-mentioned class is scored against pre-determined business defined target scores. The target scores reflect the relative importance of each of the five asset criteria as an enabler supporting the specific objectives and business model in each location.						
Percentage of official residences with a Fit-for-Purpose performance gap of <=2~	90%	89%	90%	95%	95%	90%
Not achieved — The Ministry investment plan identifies projects that are underway or planned to close gaps between the target and actual performance. ~The Ministry uses a Fit-for-Purpose framework that rates every chancery (office) and official residence property against five asset management criteria of location, building and infrastructure quality, brand, functionality, and flexibility. Weighted sub-criteria are used to reflect the criticality of each asset management criteria relative to specific locations. The current performance of each property asset in the above-mentioned class is scored against pre-determined business defined target scores. The target scores reflect the relative importance of each of the five asset criteria as an enabler supporting the specific objectives and business model in each location.						
The average score for assessment of sustainability of on-premise virtualisation environment, comprised of: Carbon footprint, Power consumption, Environmental impact, Clean demand, Lean operation~	New measure: 70% or above	71.3%	New measure	-	-	-
Achieved. ~ New performance measures to reflect the modernised cloud-delivered information technology systems. MFAT uses a mix of cloud and on-premise systems to get the benefits like flexibility and scalability, while keeping control and security of its own infrastructure. This measure is focused on making the on-premise virtualisation system more sustainable. This involves running virtual machines (VMs) on physical servers in our data centres. By using fewer servers for multiple tasks, we save on hardware, energy, and costs. The Ministry tracks sustainability by using appropriate tools, which also gives us a sustainability score to measure our progress towards a greener data centre. In line with New Zealand's government policy to prioritise cloud services, the Ministry is moving more of its services to the cloud to stay up-to-date and fully supported. The measure below is about improving cloud performance, reliability, cost, and security. We use a Cloud Adviser score to follow best practices, which helps the Ministry optimise cloud workloads and track progress by prioritising actions that will give the best results.						
The average score measuring cloud workloads alignment to best practices from the following perspectives: Cost, Security, Reliability, Operational excellence, Performance~	New measure: 70% or above	82.4%	New measure	-	-	-
Achieved — At the beginning of FY2024-25, the Cloud Workload (this includes resources and processes required to run an application or services within a cloud environment) transitioned from the implementation by the Project team to the Business-as-usual (BAU) function. The BAU focused on improvements aimed at reducing costs and increasing operational efficiency. This has resulted in an alignment score of 82.4 percent, surpassing the budget target of more than 70 percent by 12.4 percent. ~Refer to notes in the measure above.						

Financial performance (figures are GST exclusive)

30/06/24 Actual $000		30/06/25 Actual $000	30/06/25 Appropriation $000	30/06/25 Variance $000
–	Land	–	–	–
30,654	Property, Plant and Equipment	58,440	90,600	32,160
334	Intangibles	585	2,000	1,415
30,988	Total	59,025	92,600	33,575

Explanation of significant budget variance

The under expenditure in capital is driven by small delays in our large property projects including the 3 new chanceries in Suva, Rarotonga and Port Moresby and our new Wellington Head Office.

Organisational health and capability

Workforce diversity

The Ministry is committed to a workplace culture that is positive, safe and inclusive, in which all of our people feel they belong and can contribute fully and authentically.

In accordance with the Public Service Act 2020, the Ministry continues to uphold its obligations as a good employer by maintaining and actively implementing Equal Employment Opportunities (EEO) principles through our Diversity and Inclusion work programme and policies. The Ministry's *Diversity and Inclusion Strategy* [14] have framed our activity to achieve this, including the Ministry's *2024 – 25 Gender and Ethnic Pay Gap Action Plan* [15].

Diversity

During 2024–25, the Ministry launched a suite of people surveys, including onboarding, exit, and regular employee experience surveys, to gain deeper insights into what it is like to work at the Ministry. These are helping us identify opportunities to improve the employee experience and foster a more inclusive culture.

Our annual Diversity and Inclusion Fellowship Programme continues to support the development of our diverse staff/kaimahi. The programme, which provides financial assistance for formal and informal learning opportunities and was fully subscribed this year.

In keeping with our responsibilities under the Act, we maintained a focus on inclusive recruitment. Our early-in-career recruitment campaigns incorporated targeted outreach to diverse communities.

As part of our standard practice, we analyse gender and ethnic representation across cohort-based recruitment processes, including Heads of Mission/Post and leadership rounds. The Ministry also continues to prioritise the collection and use of diversity data to inform and enhance our inclusive workplace practices.

To support greater disclosure, we updated the Gender and Disability fields in our HR Information System (HRIS) to align with the social model of disability and Statistics NZ data standards. We also enhanced the range of flexible working data we collect, in line with the Public Service Commission's updated guidance on working from home. This helps us better understand, plan for and report on flexible work arrangements across the Ministry.

Equity

The Ministry remains committed to enhancing equity across our workforce. One way we track progress is through our annual analysis of gender and ethnic pay gaps.

As of this year, the Ministry's mean gender pay gap stands at 11.6 percent, representing a 1 percent reduction from the previous year. This downward trend reflects our ongoing efforts to create a more equitable workplace.

The Ministry's remaining gender pay gap of 11.6 percent is primarily due to the 'vertical segregation' of roles. Analysis of the distribution of women and men across roles shows that there are significantly more women than men in lower-level roles, as well as more men than women in higher-level roles.

A continued reduction in pay gaps for Asian; Māori; and Pacific Peoples is encouraging. However, there has been an increase in the pay gap for Middle Eastern, Latin American, and African (MELAA) staff this year. Due to the lower proportion of MELAA staff at the Ministry, this gap is more sensitive to individual shifts, such as senior staff departures. Nonetheless, we remain committed to understanding and addressing the underlying causes of, and to reducing all pay gaps, over time.

Inclusion

We strive to create a workplace where all people feel respected, safe, supported, and empowered to contribute fully and authentically. To support this, a new set of people leader expectations, including accountability for creating a positive and inclusive culture, were agreed in 2025.

The Ministry maintained our Rainbow Tick accreditation this year. This reflects our commitment to providing a safe, supportive, and inclusive environment for our Rainbow communities.

[14] Diversity and Inclusion Strategy: https://www.mfat.govt.nz/assets/About-us-Corporate/MFAT-corporate-publications/Diversity-and-inclusion/MFAT_Diversity-+-Inclusion-Strategy-Booklet-FINAL-19Jun.pdf

[15] 2024–25 Gender and Ethnic Pay Gap Action Plan: https://www.mfat.govt.nz/assets/About-us-Corporate/MFAT-corporate-publications/Diversity-and-inclusion/Gender-and-Ethnic-Pay-Action-Plan-2024-25.pdf

Our employee-led networks continue to play a key role in shaping an inclusive Ministry culture. We support 10 active employee-led networks:

- Women's Network.
- Flexible Work Network.
- Solo Parent Network.
- Ethnic Network.
- Rainbow Network.
- Te Pou Māori.
- Vaka Pasifika.
- Specialists' Network.
- Kaitiaki Network.
- Disability Network.

Our networks foster connection, inclusion, and engagement across the Ministry. They also provide valuable inputs into organisational policy development and engage regularly with senior leaders. This year, we supported the work of our networks through events and away days, many of which were attended by members of the Senior Leadership Team.

To further empower our networks, we introduced a new funding model, enabling our networks to plan ahead and apply for funding to support their initiatives and events.

Demographic profile

The Ministry has a distribution of 59 percent female, 40 percent male, and one percent gender diverse staff, the same as the previous year.

Regarding our ethnic distribution, 66 percent of Ministry staff identify as European, 12 percent as Māori, 11 percent as Asian, 7 percent as Pacific Peoples, 2 percent as MELAA, and 19 percent as Other Ethnicity. Compared to the previous year, the proportion of staff identifying as European has decreased by 2 percent, while those identifying as Asian and Other Ethnicity have each increased by 1 percent.

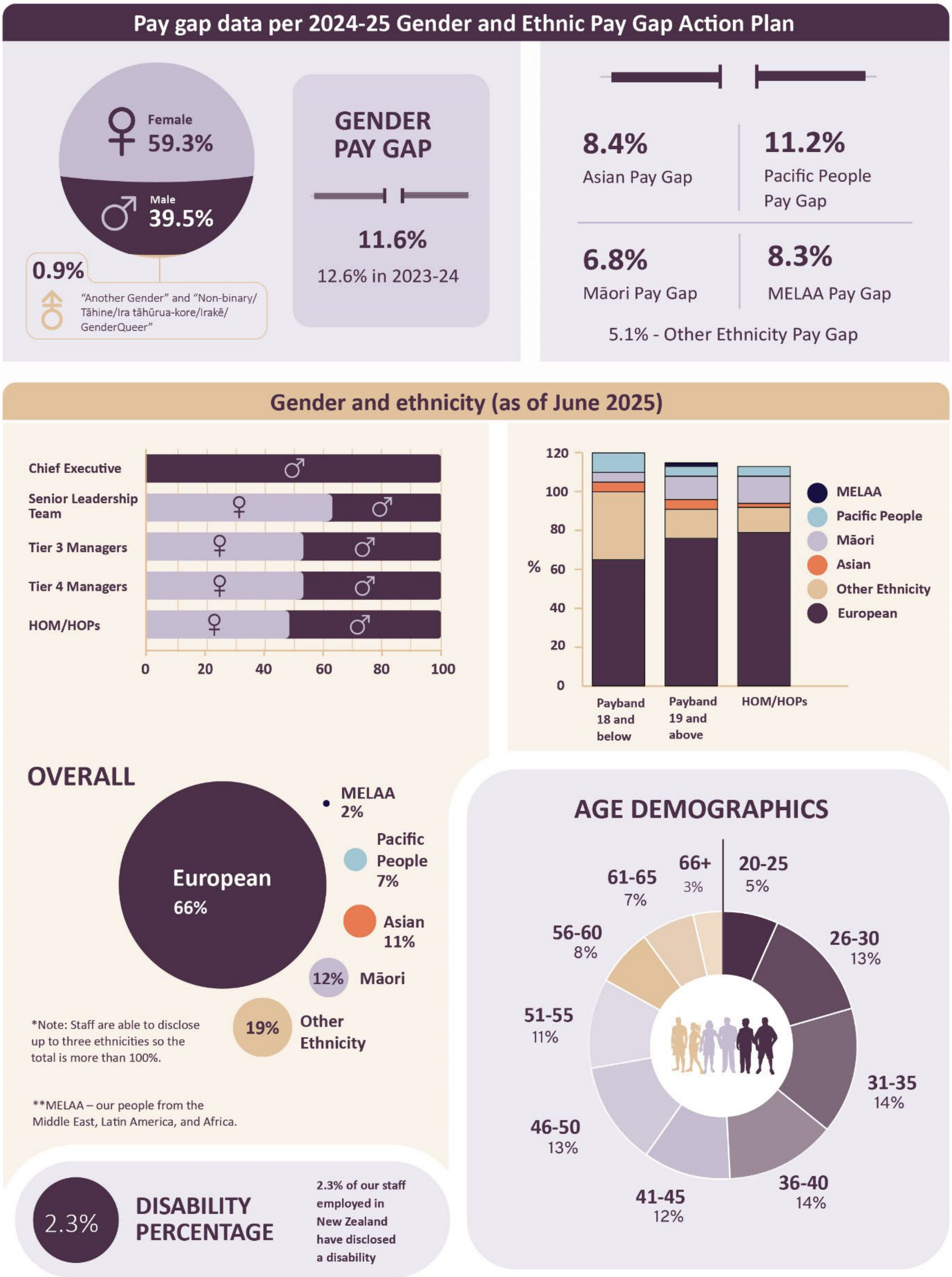
The number of staff members who have disclosed living with a disability increased from 1.7 percent in 2023–24 to 2.3 percent in 2024–25. The publication of our Disability Policy and improvements made to our data disclosure system may have contributed to this increase.

Looking ahead

Looking ahead to 2025–26, we will work to align our planning and reporting with guidance from the Public Services Commission on workforce diversity.

The people leader expectations will also feature in our approach to managing performance and development for leaders in 2025–26.

The following demographic information is based on voluntary, self-disclosed information on our New Zealand-employed staff. Data as of 30 June 2025, except for ethnic and gender pay gap data (as of June 2024).



Health, safety and well-being

The Ministry is committed to the health, safety and well-being (HSW) of all of our people and those who work with us, and alongside us.

The Ministry's operating environments — whether offshore or in New Zealand — can be complex. Strong HSW practices are fundamental to delivering on our mission as a trusted public service agency. Under the Health and Safety at Work Act 2015, the Ministry strives to meet its responsibilities as a Person Conducting a Business or Undertaking (PCBU), with clear duties held by our Chief Executive and Tier 2 senior leaders.

This year, we strengthened our approach to HSW through improved oversight, enhanced worker engagement, robust risk management, and more support for leaders and teams across our global network.

Governance and leadership

In March 2025, the responsibilities of the Ministry's Health, Safety and Well-being Governance Group were assumed by the Organisational Development and People Committee (ODP). This committee is responsible for governance of health, safety and well-being, as well as broader people and corporate strategies and policies.

An independent external adviser provides expert health, safety and well-being advice and guidance to the ODP committee. They also provide relevant governance training to committee members.

ODP committee oversight of the Ministry's HSW Management System is supported by regular reporting from relevant divisions, risk analysis and updates on critical risks. Collectively, these mechanisms help members to understand and prioritise complex risks, evaluate controls and mitigations, and to drive improvements where needed. Relevant reporting, together with any guidance from the committee, is also considered by the Ministry Board.

Worker engagement and participation

The Ministry continued to strengthen engagement and participation, enabling staff to raise concerns and contribute to risk management.

Over 65 percent of our posts offshore received hazard management training, equipping teams to identify and manage local hazards such as building safety, travel security, civil unrest, and natural hazards. Many posts have appointed local hazard coordinators to maintain registers and manage risks proactively.

Our Health and Safety Representative (HSR) network has expanded, providing strong support both offshore and in New Zealand. Local Health and Safety Committees, including those established in Port Vila and Apia, tailor risk management and well-being initiatives to local needs, supported by the Wellington-based HSW team.

Fostering a positive workplace culture

In 2024–25, the Ministry strengthened its approach to psychosocial safety. A review of work content highlighted that exposure to distressing material remains a real and frequent experience for many of our people, particularly for staff deployed in crisis or humanitarian responses. In response, the Ministry developed further guidance, training, and resources to help managers and staff recognise and mitigate these risks.

Well-being support services were expanded, including broader access to our Employee Assistance Programme, professional supervision for high-risk groups, surge well-being support for staff under pressure, and bespoke training through initiatives like the *Better Work by Design* workshops.

Leadership capability and development

During the year, Heads of Mission and Posts participated in sessions with the Head of HSW, focusing on their roles and responsibilities under the Ministry's health and safety policy, and practical ways to support team well-being in diverse, challenging contexts. Pre-posting briefings continue to embed key HSW content, with tailored sessions ensuring outgoing Heads of Mission and Posts understand local risks and know where to access support.

Building organisational capability

We continue to build practical HSW capability across the Ministry. Regional Asset Managers and Security Advisers completed hazard management sessions on infrastructure safety and personal security. The Ministry's Humanitarian Group received tailored training to strengthen deployment readiness, including modules on preventing burnout and managing exposure to traumatic or distressing material.

Risk analysis workshops helped staff break down complex risks, clarify the causes and consequences of hazards, map critical controls, and identify gaps that need to be addressed.

Critical risk management and deep dives

The Ministry actively monitors critical risks, including physical and psychosocial hazards, through deep dives using the BowTie method.

A deep-dive into infectious disease exposure led to updated traveller health protocols, including vaccination policies, tailored briefings, and enhanced clearance processes. A deep-dive into emergency coordination highlighted a need for clear roles, complementary duties management, and well-being support for staff in high-pressure environments. This resulted in a dedicated Safety Officer role, a new well-being guide and toolkit, and improved coordination with partner agencies during emergency responses.

In the aftermath of the Port Vila earthquake in December 2024, the Ministry initiated an extensive programme focused on the health and safety of our staff offshore, and to ensure that our obligations are being met consistent with the Health and Safety at Work Act 2015.

Shared risks and partnerships

Effective risk management relies on strong partnerships with those on the ground. During recent events in Papua New Guinea, Port Vila, and Noumea, the Ministry worked closely with NZ Inc partners to deliver urgent support and manage fast-evolving risks. This collaboration highlighted the importance of aligned safety protocols, clear communication, and shared commitment to dynamic risk management during crisis deployments.

Assurance and continuous improvement

Regular assurance activities help test the effectiveness of our systems and guide continuous improvement. This year, the Ministry conducted nine Post audits, incorporating HSW requirements. Additional audits and self-control assessments strengthened oversight and informed improvements.

One notifiable incident was reported to WorkSafe NZ and was investigated fully and closed, with confirmation that all reasonable steps had been taken. The Ministry continues to support Posts facing elevated hazards, such as air pollution, through health monitoring and mitigation measures, like providing air purifiers.

Return-to-work outcomes and emergency preparedness are reported to ensure coordinated safety and well-being efforts.

Reported incidents

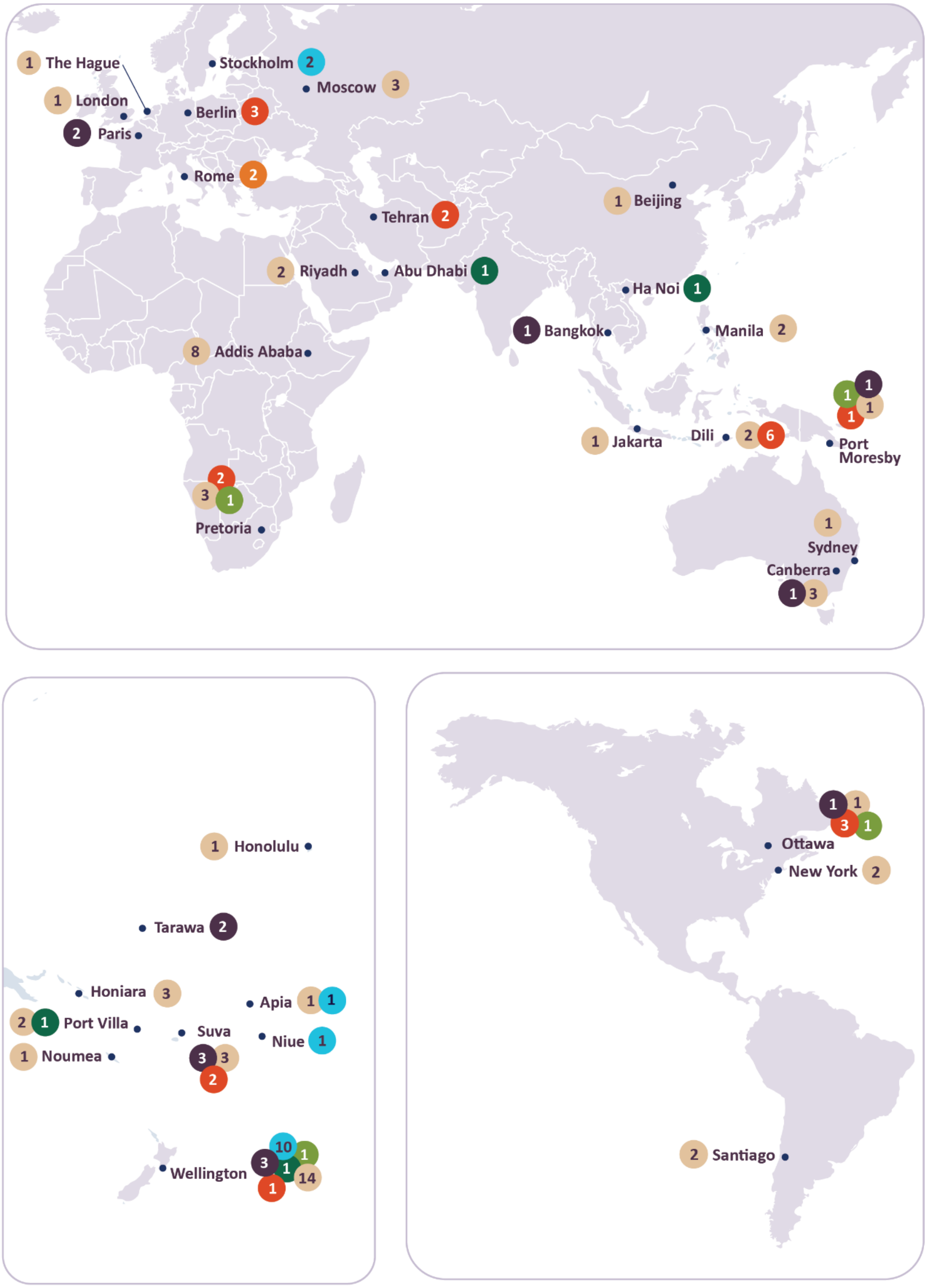
Over the 2024-25 year, 119 incidents were reported across MFAT's network. The map below depicts seven types of incidents reported through the Ministry's *Risk Manager* tool, with some also reported through other channels (for example, Security). All incidents entered in *Risk Manager* are triaged and investigated at an appropriate level: low to medium incidents (including near misses) are subject to a streamlined simple investigation, while major to severe incidents undergo a comprehensive investigation. Each investigation results in corrective actions with defined timeframes. This process enables the Ministry to review and learn from incidents, strengthen preventive measures, and continuously improve its risk management.

Looking ahead

As our environments evolve, so must our approach to protecting the people who deliver our work. We remain committed to continuous improvement, strong governance, and robust systems to keep our people, and those who work with us, healthy and safe wherever the Ministry operates.

Where incidents happened

The graphic below illustrates incidents at a glance across MFAT's network. The map depicts seven types of incidents (biological, chemical, environmental, ergonomic, physical, psychosocial, and security) that occurred during 2024–25.



An incident is an event or occurrence which has resulted in an adverse impact to MFAT staff.

Organisational sustainability

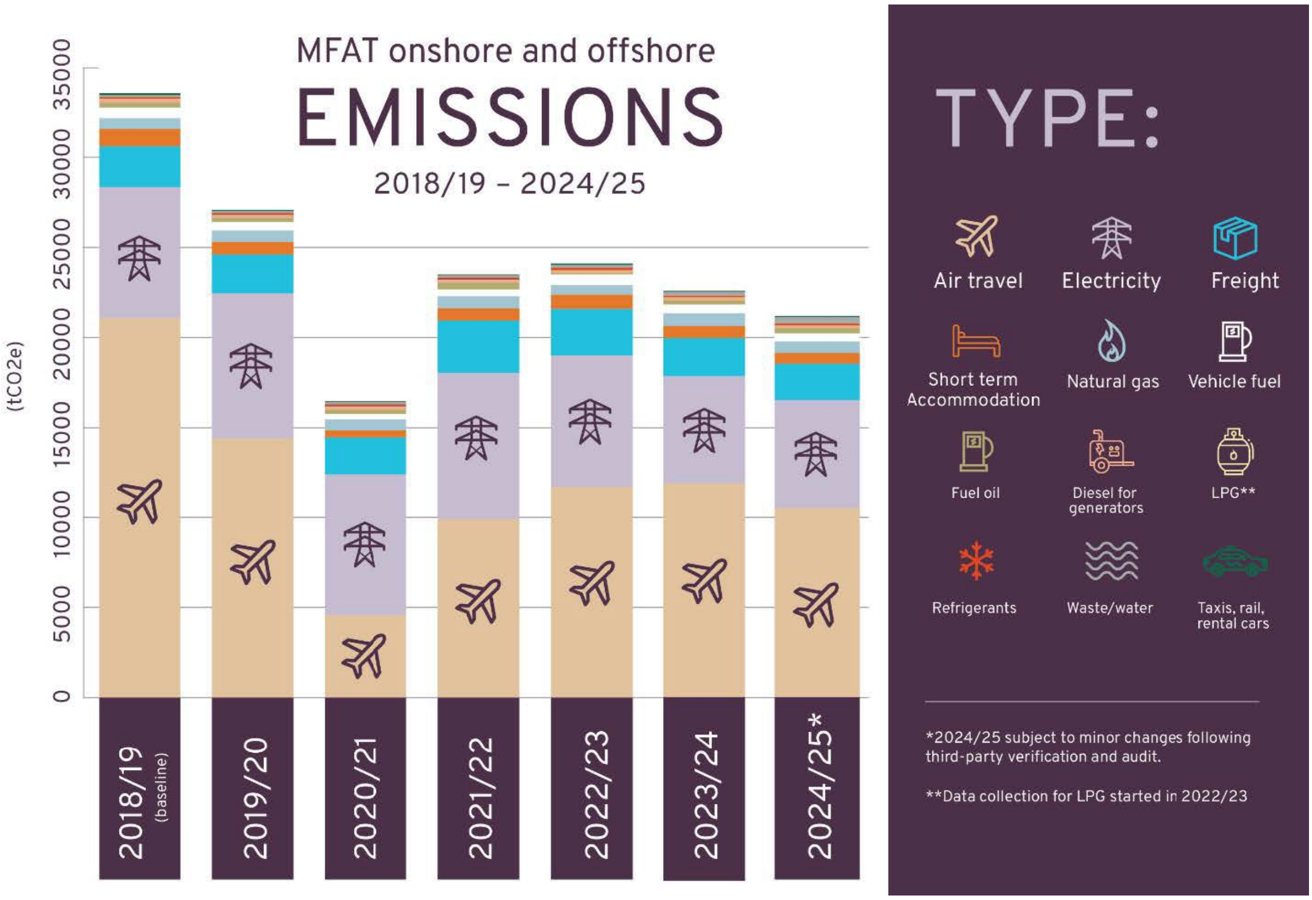
As required by Cabinet, the Ministry has an established Carbon Neutral Government Programme. We work to ensure our operations are sustainable and provide regular reports on progress made.

Throughout 2024–25, the Ministry continued to pursue opportunities to reduce costs and emissions through organisational sustainability, in line with the Ministry's Emissions Reduction Plan.

An example of activities undertaken include:

- Continued implementation of energy efficiency projects at various locations, such as installation of double-glazed windows and solar film to improve temperature regulation.
- Improving the Ministry's e-waste management systems, both onshore and offshore.
- Continuing to replace fossil-fuelled vehicles — as they come up for replacement and where conditions are suitable — with hybrids and electric vehicles.
- Continued integration of sustainability practices into the Pacific properties project and the new Wellington head office project.
- Capturing emissions data from a subset of international development cooperation activities.

An ongoing focus has been on improving the quality of Ministry emissions data, so we can better target our activities to reduce costs and emissions. For example, the Ministry is upgrading our processes to collect electricity and natural gas use data from all of our offshore posts; this data is a key input into understanding energy efficiency, and assessing the cost-effectiveness of potential future solar PV [16] installations.



16 Refers to the use of photovoltaic (PV) cells to convert sunlight into electricity.

Table 1: The Ministry's onshore and offshore emissions, 2018–19 — 2023–24 (tCO2e). Every year, an independent third party audits and verifies our emissions data in order to meet ISO 14064-1 and Carbon Neutral Government Programme requirements.

Source	2018–19 (baseline)	2019–20	2020–21	2021–22	2022–23	2023-24	2024-25*
Air travel	21,092	14,410	4,578	9,885	11,681	11,864	10,510
Electricity	7,254	8,037	7,777	8,161	7,325	5,995	6034
Freight	2,306	2,158	2,113	2,897	2,581	2,063	2029
Short-term accommodation	957	690	392	671	792	673	599
Natural gas	601	640	608	678	533	711	653
Vehicle fuels	584	480	298	383	588	471	441
Fuel oil	281	213	230	365	78	230	296
Diesel for generators	206	169	201	183	122	134	121
LPG**	0	0	0	0	28	18	14
Refrigerants	106	106	106	106	106	97	97
Waste/water	101	112	121	120	156	194	373
Taxis, rail, rental cars	90	67	37	39	81	58	58
TOTAL tCO2e	33,578	27,082	16,461	23,488	24,041	22,512	21,225
Change from baseline		-19%	-51%	-30%	-28%	*-34%*	-37%

*2024–25 subject to minor changes following third-party verification and audit.
**Data collection started in 2022–23.

Strengthening the Ministry's Māori-Crown relations capability

The Treaty of Waitangi/Te Tiriti o Waitangi sets out a partnership framework between Māori and the Crown. The Public Service Act 2020 requires public service agencies to build their capability to support the Māori-Crown relationship.

The Ministry supports Crown-Māori relations including to meet its Treaty of Waitangi/Te Tiriti o Waitangi, and legislative obligations under the Public Service Act 2020. This includes through effective engagement with Māori, and ensuring that Māori perspectives, priorities and interests are understood and reflected appropriately in Ministry policy advice and initiatives.

The Ministry remains committed to building Māori knowledge/Mātauranga Māori capability to enhance staff understanding of the Ministry's obligations; and so that our people feel confident and able to represent New Zealand effectively, knowledgably and with impact domestically and offshore.

The Ministry's Māori Division, Houtina, released the *He Aka Reo Māori* Language Strategy and the *Mātauranga Māori Capability Framework* in October 2024, and we are working to implement these as part of a review of the Ministry's Capability Framework.

In December 2024, the Ministry undertook a Mātauranga Māori Capability Survey [17]. Key survey findings included that:

- Capability amongst staff across the focus areas of the Mātauranga Māori Capability Framework is relatively low, with foundational being the most common competency level.
- There remains strong interest across the Ministry in building capability, and recognition of the importance of Mātauranga Māori, with most respondents expressing a desire to learn and improve.
- Some of the common challenges to learning are systemic and practical, including lack of time and senior management support, limited opportunities to practice, and fear of making mistakes.

The Capability Survey provided important data points on staff Mātauranga Māori capability levels and will inform next steps in the development and implementation of capability initiatives. Developing accessible resources to lift capability and confidence, fostering safe and inclusive learning environments, and building understanding of the Crown-Māori relationship are areas of focus for the Ministry moving forward.

Building the capability of Ministry staff overseas was a continued focus over 2024-25. Over 138 Ministry and NZ Inc staff across 10 posts participated in training sessions /wānanga designed to build Mātauranga Māori capability. There has been increased staff participation in events and initiatives incorporating aspects of Mātauranga and Te Reo Māori at our offshore posts. Posts also explored opportunities to deepen bilateral relationships through engaging with counterparts in areas such as indigenous trade and cultural dialogue.

The Ministry's commitment to its Treaty partnership with Māori is understood and incorporated in our work

Houtina supports the Ministry's Senior Leadership Team and works with divisions across the Ministry to provide guidance, support and advice on strategic and foreign policy issues where Māori perspectives and interests are engaged. This has included engagement with the Ministry's Strategy, Policy and Strategic Initiatives Committee (SPSI) on policy priorities.

Houtina also engaged with SPSI on its work to advance foreign policy priorities. For example, week-long study tour from New Caledonia, brought a delegation, which included a number of Kanak entrepreneurs to New Zealand. Houtina coordinated a series of engagements with iwi, hapū, Māori land trusts, businesses, and organisations. The visit represented a meaningful contribution to our foreign policy priority of working to deepen our partnerships with Pacific and likeminded partners.

The Ministry continues to work in partnership with Māori and iwi stakeholders to better understand and reflect Māori perspectives and priorities in our work, and in advancing New Zealand's foreign policy priorities.

This has included supporting the Prime Minister and Ministerial missions overseas; facilitating Māori engagement with visiting leaders, high-level officials, and Ministry senior officials at home; and engaging

[17] The survey ran from December2024 to January 2025 and participants self-assessed with guidance from the Mātauranga Māori Capability Framework.

with Māori and iwi stakeholders on New Zealand's foreign policy settings, and strategic priorities.

Some notable engagements this year have included:

- Facilitating engagement between the Diplomatic Corps and Māori leaders at significant national events, including Kingi Tūheitia's tangihanga at Tūrangawaewae, and Te Matatini o Te Kāhui Maunga in Taranaki.
- Collaborating with Te Matatini to leverage kapa haka in our cultural diplomacy, including supporting Te Kapa Haka o Ngāti Whakaue's participation in the Prime Minister's trade mission to China in June 2025.
- As part of the Ministry's facilitation of high-level missions, Houtina supported a total of five Prime Minister-led Missions and 15 high-level visits in 2024–25.
- Deepening bilateral relationships by supporting inwards visits such as a week-long New Caledonian study tour. Focused on supporting sustainable economic development in New Caledonia, with a focus on Kanak business development, this included engagements with four Iwi across New Zealand, and extensive engagement with Māori business.
- Providing advice on a range of issues including repatriation of Māori artefacts, cultural integration in building and refurbishing Ministry official residences and chanceries and connecting post with iwi/Māori.

The Ministry's commitment to Māori–Crown relations is strengthened through the advice and guidance of Te Hurumanu, the Ministry's Māori partnership group. Supporting the Ministry's Senior Leadership Team, Te Hurumanu members bring a range of deep expertise to their advice on issues including Ministry engagement with Māori, embedding the Treaty of Waitangi/Te Tiriti o Waitangi in strategic and policy advice, and understanding Te Ao Māori perspectives in the context of progress foreign and trade policy priorities.

The Ministry also engages with a range of Māori stakeholders on trade policy initiatives including through engagement with Te Taumata, the Federation of Māori Authorities, Ngā Toki Whakarururanga, and the National Iwi Chairs Forum. This engagement helps enable us to ensure that Māori economic and trade interests and perspectives are discussed, understood, and reflected appropriately in trade policy development and trade negotiations.

Treaty settlement commitments

The Ministry is not currently responsible for Treaty settlement commitments, so is not required to provide an update in accordance with the He Korowai Whakamana framework.

Asset performance

The Ministry is a tier-two investment-intensive [18] public service department. We are responsible for a NZD$715 million asset base that comprises property (97 percent); information and communications technology assets (2 percent); and motor vehicles (1 percent).

Our properties

The Ministry actively manages a portfolio of 369 owned and leased properties globally. These are essential to maintaining New Zealand's international diplomatic network and connecting our people worldwide. Ensuring Ministry staff have appropriate, safe and secure, fit-for-purpose accommodation and workspaces is an important part of our focus on the well-being of our people, working to deliver outcomes for New Zealand around the world.

The Ministry's property portfolio is made up of 59 chanceries, 62 official residences, 248 staff houses and our Wellington head office. The Ministry's property portfolio programme focuses on three principles:

- Enabling people to reach their maximum potential while keeping them safe and embodying New Zealand.
- Supporting modern work practices, choices and styles to meet a variety of needs.
- Enacting balanced and targeted investment, to ensure we deliver value from our portfolio while ensuring it remains fit for purpose.

This year the Ministry continued to prepare for the move to a new head office in early 2026 and invest into our Pacific property asset management.

There have been two major developments in relation to our new head office: the construction and fit-out of the new building on Molesworth Street, and the piloting of how we will work together in the new premises. This year we also successfully worked through a delay in the building completion date from late 2025 to early 2026.

New ways of working that will be adopted in the new building are designed to help us fully leverage its tailored fit-out. This includes through improved meeting areas, dedicated facilities for emergency coordination, and expanded fit-for-purpose areas for secure work. These enhancements will improve how we collaborate with NZ Inc and international partners, and support our offshore and onshore teams to advance New Zealand's foreign policy priorities in a complex geopolitical environment.

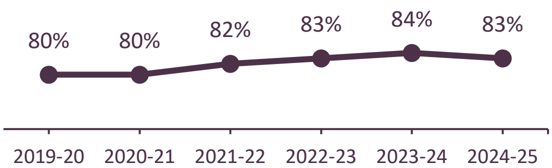
How we performed

The Ministry uses a fitness-for-purpose framework that rates every chancery (office) and official residence against five asset management criteria of location, building and infrastructure quality, brand, functionality, and flexibility. Weighted sub-criteria are used to reflect the criticality of each asset management criteria relative to specific locations.

The current performance of each property asset in the above-mentioned class is scored against pre-determined business defined target scores. The target scores reflect the relative importance of each of the five asset criteria as an enabler supporting the specific objectives and business model in each location. A larger gap (greater than two) is an indication that a property may not be delivering the level of service that the Ministry expects.

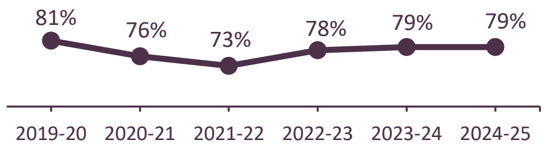
While each building is assessed individually, they are reported in aggregate, reflecting an orthodox asset management planning approach and the service-critical nature of the portfolio as a whole, rather than the performance of each individual component.

83% of Chancery buildings with a fitness for purpose performance gap <=2 against of target of more than 80%



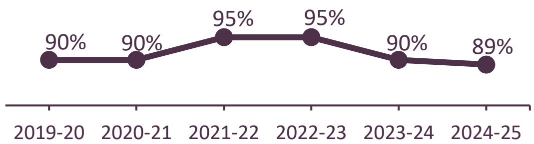
18 Investment-intensive agencies are tier 1 and tier 2 agencies that manage large or service-critical portfolios, programmes and projects. Investment-intensive agencies are listed at: http://www.treasury.govt.nz/statesector/investment-intensive-agencies

79% of Chancery buildings assessed with an overall Building Quality Gap of <=2 against a target of more than 80%



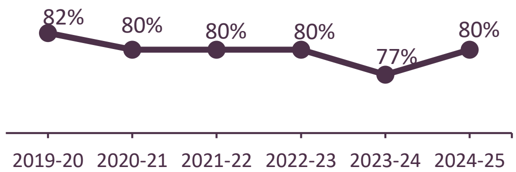
Not achieved — The Ministry investment plan identifies projects that are underway or planned to close gaps between the target and actual performance.

89% of official residences with a fitness-for-purpose performance gap of <=2 against a target of more than 90%



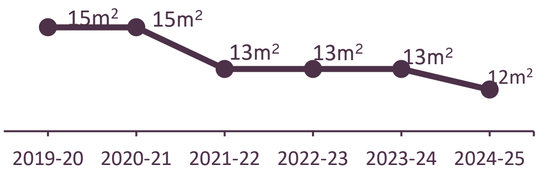
Not achieved — The Ministry investment plan identifies projects that are underway or planned to close gaps between the target and actual performance.

80% of official residences assessed with an overall Building Quality gap of <=2 against a target of more than 80%



In terms of workplace efficiency, the occupancy of head office is assessed using the Government Property Office (GPO) standard as a target. As at June 2025 there were approximately 1,050 onshore staff in head office occupying a total of 12,450m².

Head Office occupancy rate is **12m²** per person against a utilisation target of less than 16m²



Our technology

The Ministry actively manages its information and communications technologies to deliver efficient and effective service outcomes. There has been a renewed focus on introducing modern systems and cloud-based solutions this year, in accordance with broader public service directives.

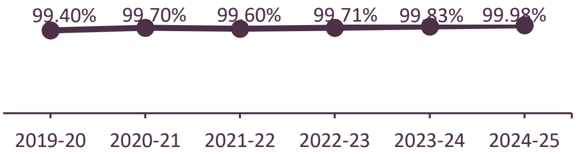
The Ministry continued to modernise our technology environment, moving towards Software-as-a-Service (SaaS) solutions. A major milestone was the successful migration of the Financial Management Information System (FMIS) to a SaaS platform, replacing legacy finance tools and processes that were no longer supported, and therefore posed operational risk. The Ministry also successfully migrated its email services to a SaaS solution, further strengthening our cloud-first approach.

In addition, traditional web platforms previously hosted on server infrastructure are being transitioned to a contemporary Content Management System (CMS), improving scalability, maintainability, and user experience. These advances support the Ministry’s ongoing digital transformation and position us to deliver more efficient, resilient, secure and user-focused services.

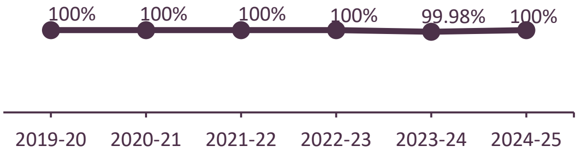
How we performed

Performance across core infrastructure indicators remained strong:

99.98% of time our networks are available against a fitness-for-purpose target of more than 99.70%



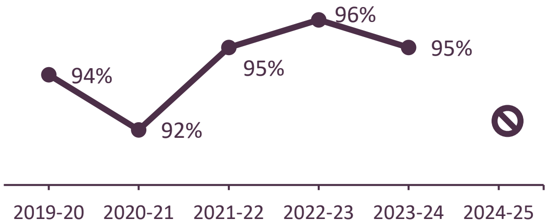
100% of time our critical services are available against a fitness-for-purpose target of more than 99.70%



N/A

% of server machines patched each month against a target of more than 95%

Note: 2024–25 data is not available due to system issues. However, the respective team managing patching has provided verbal confirmation that patching has exceeded 95 percent each month for the financial year.



Two additional performance indicators have been established to align with the Ministry's increased use of digital systems. These indicators reflect the Ministry's use of mixed cloud and on-premise systems to achieve flexibility and scalability, while maintaining control and security over its own infrastructure.

71.3% of our on-premises virtualisation environment were assessed as sustainable, exceeding the target of 70%

This measure focuses on making the on-premises virtualisation environment more sustainable by running virtual machines on fewer physical servers in our data centres, reducing hardware, energy use, and costs. Sustainability is tracked using tools that provide a score to measure our progress towards a greener data centre. In alignment with New Zealand government policy, the Ministry is transitioning more services to the cloud.

82.4% of cloud workloads were aligned to best practices, exceeding the target of 70%

This measure aims to improve cloud performance, reliability, cost-efficiency, and security by using a Cloud Adviser score to guide best practices and optimise cloud workloads.

Our legal responsibilities

For the year ended 30 June 2025

Crown entities

The Ministry of Foreign Affairs and Trade's relationship with Crown entities and other organisations that provide non-departmental output classes funded under Vote Foreign Affairs is as follows.

New Zealand Antarctic Institute (Antarctica New Zealand)

The New Zealand Antarctic Institute is a Crown entity established under the New Zealand Antarctic Institute Act 1996. Its purpose is to develop, manage, and execute New Zealand's activities in Antarctica and the Southern Ocean, in particular the Ross Dependency, and maintain and enhance the quality of New Zealand Antarctic scientific research while cooperating with other institutions and organisations that have similar objectives.

Our main responsibility is to monitor on behalf of the Minister the Institute's effectiveness, efficiency, and management of risks. We do this by providing advice on strategic direction and capability, assessing the appropriateness of output and performance measures for the Statement of Intent, providing advice to the Minister on board appointments and inductions, and monitoring performance against expected outputs and outcomes.

Asia New Zealand Foundation — Te Whītau Tūhono

The Asia New Zealand Foundation — Te Whītau Tūhono was established in 1994 as an incorporated trust with accountability to the Crown under the Public Finance Act 1989. The Government provides funding to the Foundation through MFAT on the basis of an annual statement of performance expectations agreed at the beginning of each financial year by the Foundation and the Responsible Minister.

The Foundation works to deepen New Zealanders' knowledge and understanding of Asia through its activities in education, business, media, Track II informal diplomacy dialogues, research, arts, entrepreneurship, leadership and sports. The Ministry acts on behalf of the Minister as purchase adviser and contract manager in respect of the Foundation. We oversee the preparation of the annual statement of performance expectations and coordinate the appropriation process as part of the Foundation's performance and financial monitoring.

New Zealand Trade and Enterprise — Te Taurapa Tūhono

New Zealand Trade and Enterprise (NZTE) is a Crown entity. MFAT, in conjunction with the Ministry of Business, Innovation and Employment (MBIE), has a joint role in monitoring the performance of NZTE on behalf of the Ministers for Trade and Export Growth and the Minister for Economic Development, although NZTE is not funded from Vote Foreign Affairs. We work with MBIE to provide briefing and comment to Ministers on NZTE's performance. Our Chief Executive acts as a special adviser to the NZTE Board. This dialogue ensures high-level policy coordination and close alignment of goals between the two organisations.

PRIMARY LEGISLATION WE ADMINISTER

Foreign affairs

- Commonwealth Countries Act 1977
- Consular Privileges and Immunities Act 1971
- Diplomatic Privileges and Immunities Act 1968
- Foreign Affairs Act 1988

Peace, rights and security

- Anti-Personnel Mines Prohibition Act 1998
- Brokering (Weapons and Related Items) Controls Act 2018
- Chemical Weapons (Prohibition) Act 1996
- Cluster Munitions Prohibition Act 2009
- Geneva Conventions Act 1958
- International Crimes and International Criminal Court Act 2000 (jointly administered with the Ministry of Justice)
- Maritime Powers Act 2022
- Mercenary Activities (Prohibition) Act 2004
- New Zealand Nuclear Free Zone, Disarmament and Arms Control Act 1987
- Nuclear Test Ban Act 1999
- Russia Sanctions Act 2022
- Terrorism Suppression Act 2002 (jointly administered with the Ministry of Justice)
- United Nations Act 1946

Antarctica

- Antarctica Act 1960
- Antarctica (Environmental Protection) Act 1994
- Antarctic Marine Living Resources Act 1981
- New Zealand Antarctic Institute Act 1996

Law of the sea

- Continental Shelf Act 1964
- Territorial Sea, Contiguous Zone, and Exclusive Economic Zone Act 1977
- United Nations Convention on the Law of the Sea Act 1996

The Pacific

- Cook Islands Act 1915
- Cook Islands Constitution Act 1964
- Niue Act 1966
- Niue Constitution Act 1974
- Pitcairn Trials Act 2002
- Tokelau Act 1948
- Tokelau (Territorial Sea and Exclusive Economic Zone) Act 1977
- Western Samoa Act 1961

2024–25 TREATIES

1. Air Services Agreement between the Government of the Hashemite Kingdom of Jordan and the Government of New Zealand
Signed 25/9/2024, entered into force 19/11/2024

2. Agreement between The Government of New Zealand and The Government of Solomon Islands Concerning Air Services
Signed 2/7/2024, entered into force 2/7/2024

3. Agreement between the Government of New Zealand and the Slovak Republic for the Avoidance of Double Taxation and the Prevention of Fiscal Evasion with Respect to Taxes on Income
Signed 28/9/2023, entered into force 1/11/2024

4. Second Protocol to Amend the Agreement Establishing the ASEAN–Australia–New Zealand Free Trade Area
Signed 21/8/2023, entered into force 21/4/2025

5. Exchange of Letters constituting an Agreement between New Zealand and Australia on the Application of the First Protocol and Second Protocol to Amend the Agreement Establishing the ASEAN–Australia–New Zealand Free Trade Area to the Australia–New Zealand Closer Economic Relations Trade Agreement
Signed 23/11/2023, entered into force 21/4/2025

6. Framework Agreement on the establishment of the International Solar Alliance
Signed 7/2/2023, entered into force 7/9/2024

7. Global Convention on the Recognition of Qualifications concerning Higher Education
Signed 25/11/2019, entered into force 17/12/2024

8. Indo-Pacific Economic Framework for Prosperity Agreement Relating to a Clean Economy
Signed 14/3/2024, entered into force 12/10/2024

9. Indo-Pacific Economic Framework for Prosperity Agreement Relating to a Fair Economy
Signed 14/3/2024, entered into force 12/10/2024

10. Agreement on the Indo-Pacific Economic Framework for Prosperity
Signed 14/3/2024, entered into force 11/11/2024

11. Second Protocol to the Agreement between New Zealand and the Republic of Austria with respect to Taxes on Income and on Capital, done at Vienna on 21st September 2006
Signed 12/9/2023, entered into force 29/8/2024

Annual and forecast financial statements

Financial statements

Statement of Comprehensive Revenue and Expense

For the year ended 30 June 2025

Actual 2024 $000		Notes	Actual 2025 $000	Unaudited Budget 2025 $000	Unaudited Forecast 2026 $000
	Revenue				
555,383	Revenue Crown	2	541,606	551,574	579,810
13,109	Other Revenue	2	13,193	10,446	11,769
568,492	**Total revenue**		**554,799**	**562,020**	**591,579**
	Expenses				
239,809	Personnel	3	243,460	257,609	250,390
208,367	Operating	4	213,486	228,503	261,520
31,650	Depreciation	8	36,245	31,893	36,089
9,264	Amortisation on intangible assets	9	6,166	5,586	1,689
38,338	Capital charge	5	42,764	38,409	41,871
527,428	**Total expenses**		**542,121**	**562,000**	**591,559**
41,064	**Surplus/(deficit) before re-measurement**		**12,678**	**20**	**20**
	Re-measurement				
4,885	Loss / (gain) on derivative financial instruments	17	(8,027)	-	-
(194)	Movement in discount rate for long service leave and Retirement leave	13	73	-	-
4,691	**Total re-measurement**		(7,954)	-	-
532,119	**Total expenses**		**534,167**	**562,000**	**591,559**
36,373	**Net surplus/(deficit)**		**20,632**	**20**	**20**
	Other comprehensive revenue and expense				
85,391	Gain on property revaluations		-	-	-
121,764	**Total comprehensive revenue and expense**		**20,632**	**20**	**20**

The accompanying accounting policies and notes form part of these financial statements. For information on major variances against budget refer to Note 19.

Statement of Changes in Equity

For the year ended 30 June 2025

Actual 2024 $000		Notes	Actual 2025 $000	Unaudited Budget 2025 $000	Unaudited Forecast 2026 $000
777,847	**Balance at 1 July**		**857,904**	**777,398**	**842,771**
121,764	Total comprehensive revenue and expense		20,632	20	20
(41,258)	Return of operating surplus to the Crown	11	(12,605)	(20)	(20)
18,175	Capital injections		1,350	1,350	3,550
(18,623)	Capital withdrawals		(16,483)	(16,483)	-
857,905	**Balance at 30 June**	**14**	**850,798**	**762,265**	**846,321**

The accompanying accounting policies and notes form part of these financial statements. For information on major variances against budget refer to Note 19.

Statement of Financial Position

For the year ended 30 June 2025

Actual 2024 $000		Notes	Actual 2025 $000	Unaudited Budget 2025 $000	Unaudited Forecast 2026 $000
	ASSETS				
	Current assets				
62,748	Cash and cash equivalents		28,659	23,688	36,853
179,626	Debtor Crown		164,599	118,106	69,626
2,533	Debtors and other receivables	6	3,606	3,125	2,532
10,493	Prepayments	7	9,062	12,559	10,493
125	Derivative financial instruments	17	4,355	2,686	125
255,525	***Total current assets***		**210,281**	**160,164**	**119,629**
	Non-current assets				
5,150	Debtors and receivables	6	5,450	5,262	5,150
2,885	Prepayments — leased land	7	2,811	2,959	2,885
690,169	Property, plant, and equipment	8	711,555	648,287	775,895
9,564	Intangible assets	9	3,984	9,307	5,346
707,768	***Total non-current assets***		**723,800**	**665,815**	**789,276**
963,293	**Total assets**		**934,081**	**825,979**	**908,905**
	LIABILITIES				
	Current liabilities				
10,245	Creditors and other payables	10	13,937	12,087	7,967
41,258	Return of operating surplus	11	12,605	20	20
4,996	Provisions	12	6,716	2,276	4,344
29,405	Employee entitlements	13	29,627	30,795	30,752
4,264	Derivative financial instruments	17	468	1,940	4,264
90,168	***Total current liabilities***		**63,353**	**47,118**	**47,347**
	Non-current liabilities				
7,802	Employee entitlements	13	7,464	8,118	7,819
7,418	Provisions	12	12,466	8,478	7,418
15,220	***Total non-current liabilities***		**19,930**	**16,596**	**15,237**
105,388	**Total liabilities**		**83,283**	**63,714**	**62,584**
857,905	**Net assets**		**850,798**	**762,265**	**846,321**
	EQUITY				
508,863	General funds	14	501,756	498,614	497,279
349,042	Property revaluation reserve	14	349,042	263,651	349,042
857,905	**Total equity**		**850,798**	**762,265**	**846,321**

The accompanying accounting policies and notes form part of these financial statements. For information on major variances against budget refer to Note 19.

Statement of Cash Flows
For the year ended 30 June 2025

Actual 2024 $000		Notes	Actual 2025 $000	Unaudited Budget 2025 $000	Unaudited Forecast 2026 $000
	Cash flows from operating activities				
550,456	Receipts from Revenue Crown		556,633	596,816	643,254
13,432	Receipts from other revenue		11,701	10,446	11,769
24	Interest		42	-	
589	Goods and services tax (net)		(1,163)	-	
(236,738)	Payments to employees		(243,373)	(257,311)	(250,390)
(216,330)	Payments to suppliers		(199,903)	(228,801)	(261,520)
(38,338)	Payments for capital charge		(42,764)	(38,409)	(41,871)
73,095	***Net cash flow from operating activities***	***18***	**81,173**	**82,741**	**101,242**
	Cash flows from investing activities				
410	Sale of property, plant, equipment		154	300	300
(30,655)	Purchase of property, plant, equipment		(58,440)	(71,699)	(85,500)
(334)	Purchase of intangible assets		(585)	(1,000)	(2,000)
(30,579)	***Net cash flow from investing activities***		**(58,871)**	**(72,399)**	**(87,200)**
	Cash flows from financing activities				
18,175	Capital injections		1,350	1,350	3,550
(18,623)	Capital withdrawal		(16,483)	(16,483)	-
(11,362)	Return of operating surplus		(41,258)	(20)	(20)
(11,810)	***Net cash flow from financing activities***	***21***	**(56,391)**	**(15,153)**	**3,530**
30,706	**Net increase/(decrease) in cash**		**(34,089)**	**(4,811)**	**17,572**
32,042	Add cash at the beginning of the year		62,748	28,499	19,281
62,748	**Closing cash at the end of the year**		**28,659**	**23,688**	**36,853**

The GST (net) component of operating activities reflects the net GST paid and received to/from the Inland Revenue Department. The GST component has been presented on a net basis, as the gross amounts do not provide meaningful information for financial statement purposes.

The accompanying accounting policies and notes form part of these financial statements.

Statement of Commitments
As at 30 June 2025

Actual 2024 $000		Actual 2025 $000
	CAPITAL COMMITMENTS	
	Land and buildings	
29,002	Less than one year	36,785
-	One to five years	-
29,002	***Total capital commitments***	**36,785**
	Non-cancellable operating leases	
	Accommodation	
40,394	Less than one year	45,546
45,312	One to five years	100,144
33,822	More than five years	343,464
119,528	***Total non-cancellable operating lease commitments***	**489,154**
148,530	**Total commitments**	**525,939**

Capital commitments
Capital commitments are the aggregate amount of capital expenditure contracted for the acquisition of property, plant and equipment and intangible assets that have not been recognised as a liability as at 30 June 2025.

Non-cancellable operating leases
MFAT leases for property, plant and equipment in the normal course of its business. The majority of these leases are for premises which have a non-cancellable leasing period.

Our non-cancellable operating leases have varying terms, escalation clauses and renewal rights. There are no restrictions placed on us by any of these leasing arrangements.

Statement of Contingent Liabilities and Contingent Assets
As at 30 June 2025

MFAT has a contingent liability in the form of an indemnity as at 30 June 2025 to HSBC for $1.026 million as part of the Chancery lease conditions in New York (30 June 2024: $1.026 million).

MFAT also has a contingent liability in the form of an indemnity authorised in November 2021 for $8.020 million to cover staff in certain posts where no insurance is available for personal accident, personal effect and car self-insurance (30 June 2024: $8.000 million).

We have other contingent liabilities relating to employment and property disputes as at 30 June 2025 for $1.022 million (30 June 2024: $4.573 million). Disclosure of the individual disputes may prejudice the Ministry’s position.

MFAT has no contingent assets as at 30 June 2025. (30 June 2024: Nil).

The accompanying accounting policies and notes form part of these financial statements.

Notes to the financial statements

For the year ended 30 June 2025
Note 1: Statement of accounting policies

REPORTING ENTITY

The financial statements presented are those of the Ministry of Foreign Affairs and Trade ("MFAT"). MFAT has also reported on Crown activities and trust monies that it administers.

MFAT manages the Government's business with foreign countries and their governments, and with international organisations. The primary objective of MFAT is to provide services to the Government rather than making a financial return.

MFAT has designated itself as a Public Benefit Entity (PBE) for financial reporting purposes.

STATUTORY BASE

MFAT is a government department as defined by section 5 of the Public Service Act 2020 and is domiciled in New Zealand, operating globally. The relevant legislation governing MFAT's operations includes the Public Finance Act 1989, Public Service Act 2020 and the Foreign Affairs Act 1988. MFAT's ultimate parent is the New Zealand Crown.

BASIS OF PREPARATION

MFAT's financial statements have been prepared in accordance with the requirements of the Public Finance Act 1989, which include the requirement to comply with New Zealand generally accepted accounting practice ("NZ GAAP") and Treasury Instructions. NZ GAAP includes Public Benefit Entity ("PBE") accounting standards. These financial statements have been prepared in accordance with these Standards – Tier 1. These standards are based on International Public Sector Accounting Standards (IPSAS).

The financial statements for MFAT are for the year ended 30 June 2025 and were approved for issue by the Chief Executive on 30 September 2025.

Basis of measurement

The financial statements have been prepared on a going concern basis and are presented in New Zealand Dollars which is MFAT's functional currency. All values are rounded to the nearest thousand dollars ($000).

Critical accounting estimates and assumptions

In preparing these financial statements, estimates and assumptions have been made concerning the future. These estimates and assumptions may differ from the subsequent actual results. Estimates and assumptions are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities within the next financial year are:

- Estimating the fair value of land and buildings and the useful lives — see note 8.
- Estimating the retirement and long service leave obligations — see note 13.

New or amended standards adopted

PBE IPSAS 3.33
Disclosure of Fees for Audit Firms' Services (Amendments to PBE IPSAS 1)

Disclosure of Fees for Audit Firms' Services (Amendments to PBE IPSAS 1) has been adopted in the preparation of these financial statements. The amendment changes the required disclosures for fees for services provided by the audit or review provider, including a requirement to disaggregate the fees into specified categories. This new disclosure is included in Note 4.

PBE IPSAS 3.34
Other changes in accounting policies
There have been no other changes in accounting policies.

Standard issued and not yet effective

PBE IFRS 17 Insurance Contracts

This new standard sets out accounting requirements for insurers and other entities that issue insurance contracts and applies to financial reports covering periods beginning on or after 1 January 2026. The Ministry is not an insurer and does not issue insurance contracts. The standard does not apply to the Ministry.

Summary of Significant Accounting Policies

The principal accounting policies applied in the preparation of these financial statements have been consistently applied to all periods presented.

Significant accounting policies are included in the notes to which they relate. Significant accounting policies that do not relate to a specific note are outlined below.

Foreign currency transactions

Foreign currency transactions, including those for which forward exchange contracts are held, are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies, are recognised in the statement of comprehensive revenue and expense.

Goods and services tax (GST)

All items in the financial statements, including appropriation statements, are stated exclusive of GST except for Creditors and Payables and Debtors and Receivables, which are stated on a GST inclusive basis. Where GST is not recoverable as input tax, then it is recognised as part of the related asset or expense.

The amount of GST owing to, or owed by Inland Revenue at balance date, being the difference between Output GST and Input GST, is included in Creditors and Payables or Debtors and Receivables (as appropriate).

Commitments and contingencies are disclosed exclusive of GST.

Income tax

As a government department, MFAT is exempt from the payment of income tax (Income Tax Act 2007) and no charge for income tax has been provided for.

Statement of cost accounting policies

MFAT has determined the cost of outputs using the cost allocation system outlined below:

Our policy is to directly charge costs to outputs wherever possible. Other costs are allocated to categories within the Multi-Category Output appropriation. This is done using the following activity-based principles:

i) total corporate costs are allocated to operational cost centres based on head count, and

ii) operating costs are accumulated in operational cost centres and attributed to categories based on pre-established ratios. Output allocation factors are based on estimates of the time that staff intend to spend on producing various outputs. They are reviewed annually as part of an operational planning and evaluation exercise to ensure they provide an accurate measure of resource consumption.

There have been no changes in cost accounting policies since the date of the last audited financial statements.

Basis of the budget and forecast figures (unaudited)

The 2025 budget figures are for the year ended 30 June 2025 and were published in the 2023–24 annual report. They are consistent with MFAT's best estimate financial forecast information submitted to Treasury for the year ending 2024–25 in the Budget Economic and Fiscal Update (BEFU) for Budget 2024.

The 2025 forecast figures for the year ending 30 June 2026 are consistent with MFAT's best estimate financial forecast information submitted to Treasury as part of the Budget Economic and Fiscal Update (BEFU) for Budget 2025.

The purpose of the forecast financial statements is to facilitate Parliament's consideration of the appropriations, and planned performance of the Ministry. Use of this information for other purposes may not be appropriate.

The forecast financial figures have been prepared in accordance with the PBE FRS 42 Prospective Financial Statements and comply with PBE FRS 42.

The budget and forecast figures are unaudited and have been prepared using the accounting policies adopted in preparing these financial statements.

While MFAT regularly updates its forecasts, updated forecast financial statements for the year ending 30 June 2025 will not be published.

Significant assumptions used in preparing the unaudited forecast financial figures

The forecast figures contained in these financial statements reflect MFAT's purpose and activities and are based on a number of assumptions on what may occur during the 2025–26 year.

The forecast figures have been compiled based on existing government policies and Ministerial expectations at the time the Main Estimates were finalised. The main assumptions are:

- MFAT's activities and output expectations will remain substantially the same as for the previous year focusing on the Government's priorities;
- input costs for personnel and other operating costs will be consistent with MFAT's current cost structure;
- Estimated year-end information for 2024–25 was used as the opening position for the 2025–26 forecasts.

The actual financial results for 30 June 2026 are likely to vary from the forecast information presented, and the variations may be material.

There are no significant events or changes that would have a material impact on the BEFU forecast. Factors that could lead to material differences between the forecast financial statements and the 2025–26 actual financial statements include changes to the baseline budget through new initiatives, or technical adjustments.

Authorisation statement

The forecast figures reported are those for the year ending 30 June 2026 included in BEFU 2025. These were authorised for issue on 6 May 2025 by the Chief Executive who is responsible for the forecast financial statements as presented.

It is not intended that the prospective financial statements will be updated subsequent to presentation.

Note 2: Revenue

Accounting Policy

Revenue crown

Revenue from the Crown is measured based on MFAT's funding for the reporting period. The funding is established by Parliament when it passes the Appropriation Acts for the financial year. The amount of revenue recognised takes into account any amendments to appropriations approved in the Appropriation (Supplementary Estimates) Act for the year and certain other unconditional funding adjustments formally approved prior to balance date.

There are no conditions attached to the funding from the Crown. However, MFAT can only incur expenses within the scope and limits of its appropriations.

The fair value of Revenue Crown has been determined to be equivalent to the funding authorised by Parliament.

Revenue department

MFAT derives revenue through the provision of services to other New Zealand agencies. This revenue is recognised at the fair value of the consideration received or receivable when earned. Rental revenue, from sub-let and residential accommodation provided to support other New Zealand agencies offshore is also included. Rental revenue is recognised on a straight-line basis over the lease term.

Revenue other

Includes revenue earned from Consular services and the provision of other miscellaneous services to third parties. Revenue in advance is recognised in the balance sheet as unearned revenue until the period the service is provided.

Actual 2024 $000		Actual 2025 $000
555,383	**Revenue Crown**	541,606
	Revenue Other	
10,232	Revenue Department - Services for other New Zealand agencies	10,761
459	Revenue Other — Consular Services	437
2,037	Revenue — Miscellaneous	1,876
25	Interest	42
356	Gain on sale of assets	77
13,109	**Total Revenue Other**	13,193
568,492	**Total Crown and other revenue**	554,799

Note 3: Personnel costs

Accounting Policy

Salaries and wages
Salaries and wages are recognised as an expense as employees provide services.

Superannuation schemes
The Ministry only supports defined contribution schemes. Employee contributions to the State Sector Retirement Savings Scheme, Kiwi Saver, Individual Retirement Plans and the Government Superannuation Fund are accounted for as defined contribution superannuation schemes and are expensed in the surplus or deficit as incurred.

Actual 2024 $000		Actual 2025 $000
213,576	Salaries and wages	218,709
3,194	Vacancy backfill	1,544
11,391	Employer contributions to defined contribution plans	11,017
175	Accident Compensation Corporation levy	218
1,955	Increase/(decrease) in employee entitlements	1,133
9,518	Fringe Benefit Tax	10,839
239,809	**Total personnel costs**	243,460

Note 4: Operating costs

Accounting Policy

Grant expenditure
Grants maybe provided as either conditional or unconditional. Where grants are conditional, the expense is recognised when the conditions have been met. Where the grants are unconditional the expense is recognised once the grants contract has been signed.
Where grants are paid in advance of the conditions being met, these will be recorded as prepayments and expensed when the conditions are met. The departmental grants are generally unconditional.

Operating Leases
An operating lease is a lease that does not transfer substantially all the risks and rewards incidental to ownership of an asset. Payments under an operating lease are recognised as an expense on a straight-line basis over the lease term. Lease incentives for accommodation are recognised evenly over the term of the lease as a reduction in rental expense.

Actual 2024 $000		Actual 2025 $000	**Unaudited Budget 2025 $000**	Unaudited Forecast 2026 $000
619	Audit Fees *4.1	667	400	600
58,508	Rentals and operating leases	66,902	60,096	65,371
20,948	Travel	20,792	23,957	23,887
22,208	Contractors	13,405	13,395	7,984
9,293	Dedicated and special funding	13,203	14,851	22,574
(2,278)	Net foreign exchange loss/(gain), excluding derivatives	(1,002)	-	-
10,230	Maintenance	11,175	11,981	13,504
13,280	Contracted services	12,336	26,944	25,380
6,940	Wide area network costs	6,734	6,986	7,028
3,533	Consultants fees	2,571	2,587	2,596
11,581	Software maintenance	10,506	11,138	11,284
5,596	Rates, taxes and communal charges	5,875	5,948	5,777
5,676	Utilities	5,632	6,391	6,195
3,320	Representation	3,951	3,490	3,504
4,277	Freight	4,205	4,527	4,078
3,597	Staff training	3,321	5,218	4,607
1,568	Telecommunication charges	1,870	1,105	2,042
29,471	Other operating	31,343	29,489	55,109
208,367	**Total operating costs**	213,486	228,503	261,520

Note 4.1: Fees for Audit Services

Actual 2024 $000		Actual 2025 $000
619	Fees for audit or review of the financial reports	630
	Fees to other services	
-	• Fees for Audit or review related services	-
-	• Fees for other assurance services	37
	Assurance over the tender process for MFAT Security Services contract	
-	• Fees for taxation services	-
-	• Fees for other services	-
619	**Fees to Audit New Zealand**	**667**

Note 5: Capital charge

Accounting Policy

The capital charge is expensed in the financial year to which the charge relates. MFAT pays a capital charge to the Crown on its taxpayers' funds balance as at 30 June and 31 December each year. The capital charge rate for the year ended 30 June 2025 was 5.0 percent (2024: 5.0 percent).

Note 6: Debtors and receivables

Accounting Policy

Trade and other receivables are recorded at the amount due, less an allowance for expected credit losses (ECL).

Actual 2024 $000		Actual 2025 $000
	Current	
2,303	Trade debtors	2,535
230	Other receivables	1,071
2,533	**Total current**	3,606
	Non-Current	
275	Deposit bonds	255
4,875	Lease deposits	5,195
5,150	***Total non-current***	5,450
7,683	**Total debtors and receivables**	**9,056**
	Total receivables	
7,683	Receivables from the sale of goods and services (exchange transactions)	9,056
-	Receivables from non-exchange transactions	

As at 30 June 2025 and 2024, all receivables have been assessed for impairment and no provision was required as majority are due from other Government entities.

Actual 2024 $000		Actual 2025 $000
-	Not past due	1,193
1,915	Past due 1–30 days	601
20	Past due 31–60 days	65
108	Past due 61–90 days	304
260	Past due >91 days	372
2,303	**Total**	2,535

Note 7: Prepayments

Current prepayments include expenditure paid in advance for property leases. Non-current prepayments include our Beijing Embassy land lease which is amortised over the remaining life of the lease.

Note 8: Property, plant, equipment

Accounting Policy

Property, plant and equipment
Property, plant and equipment (PPE) consists of the following asset classes:

- Land
- Buildings
- Furniture and fittings
- Plant and equipment
- Motor vehicles
- Computer equipment

Land is measured at fair value, and buildings are measured at fair value less accumulated depreciation. All other asset classes are measured at cost, less accumulated depreciation, and impairment losses.

Individual assets, or group of assets, are capitalised if their cost is greater than $5,000.

Additions
The cost of an item of PPE is recognised as an asset if it is probable that future economic benefits or service potential associated with the item will flow to MFAT, and the cost of the item can be measured reliably. Work in progress is recognised at cost less impairment and is not depreciated.

Disposals
Realised gains and losses arising from disposal of PPE are generally recognised in the statement of comprehensive revenue and expense when the significant risks and rewards of ownership of the asset have transferred to the acquirer. Any balance attributable to the disposed asset in the asset revaluation reserve is transferred to taxpayers' funds.

Subsequent costs
Costs incurred subsequent to initial acquisition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to MFAT and the cost of the item can be measured reliably. The cost of day-to-day servicing of property, plant and equipment are recognised in the statement of comprehensive revenue and expense as they are incurred.

Depreciation
Depreciation is calculated to write down the cost of assets on a straight-line basis to an estimated residual value over their economic lives as follows:

Buildings		
• Structure	35 to 60 years	1.6%–3%
• Fit out/ services	3 to 20 years	5%–33%
• Furniture & Fittings (includes Leasehold improvements)		
Leasehold improvements	5 to 15 years	7%–20%
Furniture & Fittings	7 to 10 years	10%–15%
Plant & Equipment		
• Plant	10 to 15 years	7%–10%
• Equipment	5 to 20 years	5%–20%
• Motor Vehicles	8 years	12.5%
• Computer Equipment (excluding computer software)	3 to 8 years	12.5%–33%

*The economic life may be altered from the policy standard if deemed to be more appropriate.

Impairment of property, plant and equipment (PPE) and intangible assets

Property, plant and equipment that have a finite useful life are reviewed for impairment at each balance date and whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and its value in use.

If an asset's carrying amount exceeds its recoverable amount, the asset is regarded as impaired and the carrying amount is written-down to the recoverable amount. For revalued assets, the impairment loss is recognised against the revaluation reserve for that class of asset. Where that results in extinguishing the balance in the revaluation reserve, the residual loss balance is recognised in the surplus or deficit.

For assets not carried at a revalued amount, the total impairment loss is recognised in the surplus or deficit.

Revaluations – Overseas Properties

Land and buildings are revalued with sufficient regularity to ensure that the carrying amount does not differ materially from their fair value and at least every three years by an independent valuer.

Land is valued at fair value using market-based evidence based on its highest and best use with reference to comparable land values. Buildings are valued at fair value using market-based evidence. The Optimised Depreciated Replacement Cost approach has been used when the fair value of an asset cannot be determined by reference to the price in an active market for the same asset or a similar asset. Under these circumstances, depreciated replacement cost is considered to be the most appropriate basis for determination of the fair value.

When an item of PPE is revalued, any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset and the net amount restated to the revalued amount of the asset.

Unrealised gains and losses arising from changes in the value of PPE are recognised as at balance date. Gains are added to the asset revaluation reserve for that class of asset. To the extent that there is a balance in the asset revaluation reserve for the asset class, any loss is deducted from that reserve.

Critical accounting estimates and assumptions

Estimating the fair value of land and buildings

Land and Buildings were revalued at fair value as at 30 June 2024. This valuation was conducted by an independent registered valuer, Kane Sweetman, National Director – Valuation and Advisory Services, Colliers International New Zealand Limited, FNZIV, AREINZ and FPINZ, on MFAT's behalf. In performing the valuation, 95% of the value of the entire portfolio was individually inspected. A market indexation approach has been adopted for the remaining uninspected portfolio. The next valuation will be performed in 2026–27.

	Freehold Land $000	Freehold Buildings $000	Furniture & Fittings $000	Plant & Equipment $000	Motor Vehicles $000	Computer Equipment $000	Total $000
Cost or valuation							
Balance at 1 July 2023	330,136	216,195	155,967	41,299	11,045	58,376	813,018
Additions	-	10,843	12,054	4,079	1,428	2,250	30,654
Asset class adjustment — reclassification	-	(1)	-	-	-	959	958
Revaluation	50,299	(6,048)	-	-	-	-	44,251
Disposals	-	-	(49)	(83)	(1,043)	-	(1,175)
Balance at 30 June 2024	**380,435**	**220,989**	**167,972**	**45,295**	**11,430**	**61,585**	**887,706**
Balance at 1 July 2024	380,435	220,989	167,972	45,295	11,430	61,585	887,706
Additions	-	32,678	15,606	4,915	837	4,404	58,440
Asset class adjustment — reclassification	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-
Transfer to held for sale	-	-	-	-	-	-	-
Disposals	-	-	(1,432)	(658)	(372)	(7,581)	(10,043)
Balance at 30 June 2025	**380,435**	**253,667**	**182,146**	**49,552**	**11,895**	**58,408**	**936,103**
Accumulated depreciation and impairment losses							
Balance at 1 July 2023	-	30,049	94,631	28,501	6,921	48,039	208,141
Depreciation expense	-	11,091	11,374	3,360	1,150	4,675	31,650
Eliminate on disposal	-	-	(36)	(83)	(994)	-	(1,113)
Asset class adjustment — reclassification	-	-	-	-	(1)	-	(1)
Revaluation	-	(41,140)	-	-	-	-	(41,140)
Balance at 30 June 2024	**-**	**-**	**105,969**	**31,778**	**7,076**	**52,714**	**197,537**
Balance at 1 July 2024	-	-	105,969	31,778	7,076	52,714	197,537
Depreciation expense	-	17,660	10,022	3,145	1,130	4,288	36,245
Eliminate on disposal	-	-	(720)	(658)	(274)	(7,581)	(9,233)
Asset class adjustment — reclassification	-	-	-	(1)	-	-	(1)
Revaluation	-	-	-	-	-	-	-
Balance at 30 June 2025	**-**	**17,660**	**115,271**	**34,264**	**7,932**	**49,421**	**224,548**
Carrying amounts							
At 1 July 2023	330,136	186,146	61,336	12,798	4,124	10,337	604,877
At 30 June and 1 July 2024	380,435	220,989	62,003	13,517	4,354	8,871	690,169
At 30 June 2025	380,435	236,007	66,875	15,288	3,963	8,987	711,555

Work in progress

The total amount of property, plant and equipment in the course of construction is $55.015 million (2024: $31.706 million).

Actual 2024 $000		**Actual 2025 $000**
	Property, plant and equipment under construction	
13,242	Freehold buildings	20,634
14,688	Furniture and fittings	26,631
2,807	Plant and equipment	6,505
-	Vehicles	258
969	Computer equipment	987
31,706	**Balance at 30 June 2025**	**55,015**

Restrictions on sale of land and buildings

MFAT owns property in 13 locations globally that have restrictions on their sale, mostly in relation to their use, or requiring that country's Government's approval to sell. The carrying amount of the property is $336.793 million (2024: $331.205 million).

There are conditions that apply to the land leased by MFAT in New Delhi. The following restrictions in relation to the sale and treatment of sale proceeds apply:

- If the sale is to another diplomatic mission, MFAT retains 100 percent of the proceeds and the purchaser inherits the same terms of ownership;
- If the sale is to other than a diplomatic mission, then the Indian Government has the first right of refusal and if accepted, MFAT retains 20 percent of the land value increase since the original purchase and 100 percent of the buildings proceeds; and
- If the Indian Government does not purchase it, then it can be offered to a non-diplomatic third party with MFAT retaining 20 percent of the increased value of the land proceeds, and 100 percent of the buildings proceeds, with the Indian Government receiving 80 percent of the land value. The purchaser inherits the same terms of ownership.

Based on the above restrictions our valuer has valued the New Delhi land at 20 percent of the fair value, which is $68.946 million as at 30 June 2025.

Note 9: Intangible assets

Accounting Policy

Intangible assets
Costs that are directly associated with the development of software for internal use by MFAT are recognised as an intangible asset. Direct costs include the costs of materials and services, employee costs and any directly attributable overheads.

Expenditure incurred on research of internally generated software is expensed when it is incurred. Costs of software updates or upgrades to intangible assets are only capitalised when they increase the usefulness or value of the software.

Costs associated with maintaining computer software are recognised as an expense when incurred.

The configuration and customisation costs related to Software as a Service (SaaS) solutions, where the Ministry does not control the software, will be expensed as costs are incurred.

Website development costs are only recognised as an intangible asset if they will provide future services potential.

Amortisation
The carrying value of an intangible asset with a finite life is amortised on a straight-line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date that the asset is derecognised. The amortisation charge for each period is recognised in the statement of comprehensive revenue and expense.
The useful lives have been estimated as follows:

Computer software	**3 to 8 years**	**12.5%–33%**

Impairment of intangible assets
Intangible assets that have an indefinite useful life, or are not yet available for use, are not subject to amortisation and are tested annually for impairment.

For further details, refer to the policy for impairment of property, plant and equipment in Note 8.

Cost	Computer software $000
Balance at 1 July 2023	69,478
Additions	334
Reclassification	(958)
Disposals	(1,277)
Balance at 30 June 2024	**67,577**
Balance at 1 July 2024	67,577
Additions	585
Reclassification	-
Disposals	-
Balance at 30 June 2025	**68,162**
Accumulated amortisation and impairment losses	
Balance at 1 July 2023	50,024
Amortisation expense	9,264
Eliminate on disposals	(1,276)
Balance at 30 June 2024	**58,012**
Balance at 1 July 2024	58,012
Amortisation expense	6,166
Disposals	-
Balance at 30 June 2025	**64,178**
Carrying amounts	
At 1 July 2023	19,454
At 30 June and 1 July 2024	9,565
At 30 June 2025	**3,984**

The total amount of intangible assets in the course of development is $1.169 million (2024: $0.584 million).

There are no restrictions over the title of MFAT's intangible assets, nor are any intangible assets pledged as security for liabilities.

Note 10: Creditors and payables

Accounting Policy

Short-term creditors and other payables are generally settled within 30 days so are recorded at their face value.

Actual 2024 $000		Actual 2025 $000
	Payables under exchange transactions	
-	Trade creditors	992
5,495	Accrued expenses	8,378
5,495	**Total payables under exchange transactions**	**9,370**
	Payables under non-exchange transactions	
2,708	FBT payable	3,688
2,042	GST payable	879
4,750	**Total payables under non-exchange transactions**	**4,567**
10,245	**Total payables**	**13,937**

Note 11: Return of operating surplus

Actual 2024 $000		Actual 2025 $000
36,373	Net surplus/(deficit)	20,632
	Plus/(Minus)	
4,885	Net loss/(gain) on derivative financial instruments	(8,027)
-	Retention of operating surplus	
41,258	**Total return of operating surplus payable to Crown**	**12,605**

Note 12: Provisions

Accounting Policy

Provisions
A provision is recognised when MFAT has a present legal or constructive obligation as a result of a past event, it is probable that an outflow of economic benefits will be required to settle the obligation, and the provision can be reliably measured.

Actual 2024 $000		Actual 2025 $000
	Current	
27	Holidays Act 2003 Unclaimed	27
357	Onerous Lease	2.530
1,336	Redundancy	71
3,276	Lease make-good	4,088
4,996	**Total current**	**6,716**
	Non-current	
7,418	Lease make-good	6,546
-	Onerous Lease	5,920
7,418	**Total non-current**	**12,466**
12,414	**Total provisions**	**19,182**

	Holidays Act Unclaimed 2003 $000	**Onerous Lease**	**Redundancy**	Make good $000	Total $000
Balance as 1 July 2023	-	-	-	10,754	10,754
Additional provision made	27	357	1,336	1,000	2,720
Amounts used	-	-	-	(1,060)	(1,060)
Balance as at 30 June 2024	**27**	**357**	**1,336**	**10,694**	**12,414**
Balance as 1 July 2024	27	357	1,336	10,694	12,414
Additional provision made	-	8,450	-	-	8,450
Amounts used	-	(357)	(1,265)	(60)	(1,682)
Balance as at 30 June 2025	**27**	**8,450**	**71**	**10,634**	**19,182**

Holidays Act Unclaimed 2003
The Ministry has a provision of $27,000 as part of Unclaimed Holiday Act 2023.

Onerous Lease
The provision for onerous lease is for the new head office, effective from February 2026 to February 2029.

Redundancy
The provision for redundancy is to facilitate the voluntary early exist of staff arising from MFAT's organisational change decision in 2023/24 to be completed by 2024/25 & 2025/26.

Make-good
MFAT is required, at the expiry of its leases, to make-good any damage caused and remove any fixtures and fittings installed by us. In many cases, we have the option to renew these leases, which may change the timing of the expected cash outflows to make-good the premises.

Note 13: Employee entitlements

Accounting Policy

Employee benefits that are due to be settled within 12 months after the end of the year in which the employee provides that related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date, annual leave earned but not yet taken at balance date, and sick leave.

Employee benefits that are due to be settled beyond 12 months after the end of the year in which the employee provides the related service, such as retirement and long service leave, have been calculated on an actuarial basis. The calculations are based on:

- likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement and contractual entitlement information; and
- the present value of the estimated future cash flows.

Sick leave, annual leave and vested long service leave are classified as a current liability. Non-vested retirement and long service leave expected to be settled within 12 months of balance date are also classified as a current liability. All other employee entitlements are classified as a non-current liability.

Critical accounting estimates and assumptions

Estimating retirement and long service leave obligations

An independent actuarial valuation was undertaken by AON Consulting New Zealand Limited as at 30 June 2025 to estimate the present value of retirement leave and long service leave. The key assumptions used in determining the present values were:

- a weighted average discount rate of 5.38% (2024: 5.14%)
- a salary inflation rate of 2.96% (2024: 3.08%)

The discount rates and salary inflation factor used are those advised by Treasury.

If the discount rate were to increase/decrease by 1 percent more than the actuarial estimates, with all other factors held constant, the carrying amount of the liability would be $0.319 million higher (2024: $0.313 million) or $0.291 million lower (2024: $0.286 million) respectively.

If the salary inflation factor were to increase/decrease by 1 percent more than the actuarial estimates, with all other factors held constant, the carrying amount of the liability would be $0.298 million lower (2024: $0.293 million) or $0.320 million higher (2024: $0.316 million) respectively.

Actual 2024 $000		Actual 2025 $000
	Current Liabilities	
18,177	Annual leave	17,135
1,133	Long service leave	884
1,953	Retirement leave	2,283
2,362	Retirement gratuities	2,997
246	End of posting leave	63
5,070	Salaries and allowances	5,747
284	Sick leave liability	290
180	ACC levy	228
29,405	***Total current***	**29,627**
	Non-current liabilities	
1,934	Long service leave	2,163
3,989	Retirement leave	3,885
1,387	Retirement gratuities	1,289
492	End of posting leave	127
7,802	***Total non-current***	**7,464**
37,207	**Total Provision for employee entitlements**	**37,091**

Note 14: Equity

Accounting Policy

Equity
Equity is the Crown's investment in MFAT and is measured as the difference between total assets and total liabilities. Equity is disaggregated and classified as taxpayers' funds and property revaluation reserves.

Property revaluation reserves
These reserves relate to the revaluation of land and buildings to fair value.

Actual 2024 $000		Actual 2025 $000
	Taxpayers' funds	
514,196	Balance at 1 July	508,862
36,373	Surplus/(deficit)	20,632
18,175	Capital Injections	1,350
(18,623)	Capital withdrawal	(16,483)
-	Transfer from revaluation reserve on disposal of property	-
(41,258)	Return of operating surplus to the Crown	(12,605)
508,863	**Balance at 30 June**	**501,756**
	Property revaluation reserve	
263,651	Balance at 1 July	349,042
85,391	Property revaluation	-
349,042	**Balance at 30 June**	**349,042**
857,905	Total Equity	850,798
	Property revaluation reserve consists of:	
242,461	Land revaluation reserve	242,461
106,581	Buildings revaluation reserve	106,581
349,042	**Total property revaluation reserve**	**349,042**

Note 15: Capital (Equity) management

MFAT'S capital is its equity, which comprises taxpayers' funds and property revaluation reserves. In 2024–25 equity is represented by net assets.

MFAT manages its revenue, expenses, assets, liabilities and general financial dealings prudently. MFAT's equity is largely managed as a by-product of managing revenue, expenses, assets, liabilities and compliance with the Government budget processes, Treasury instructions and the Public Finance Act 1989.

The objective of managing MFAT's equity is to ensure we effectively achieve goals and objectives for which MFAT has been established, whilst remaining a going concern.

Note 16: Related party transactions

MFAT is a wholly owned entity of the Crown.

Related party disclosures have not been made for transactions with related parties that are within a normal supplier or client/recipient relationship on terms and conditions no more or less favourable than those that it is reasonable to expect MFAT would have adopted in dealing with the party at arm's length in the same circumstances. Further, transactions with other government agencies are not disclosed as related party transactions when they are consistent with the normal operating arrangements between government agencies and undertaken on the normal terms and conditions for such transactions.

Key management personnel compensation

Actual 2024 $000		Actual 2025 $000
	Leadership Team, including the Chief Executive	
3,812	Total Remuneration, including long-term benefits	3,904
8.90	Total full time equivalent personnel	8.90

The above key management personnel disclosure excludes the Minister of Foreign Affairs who is the responsible Minister for the Ministry. The Minister's remuneration and other benefits are set by the Remuneration Authority under the Civil List Act 1979 and are paid under Permanent Legislative Authority, and not paid or funded by the Ministry.

Note 17: Financial Instruments

Accounting Policy

Cash and cash equivalents

Cash and cash equivalents includes balances denominated in foreign currencies translated to New Zealand dollars at the foreign exchange rate at balance date.

MFAT is only permitted to expend its cash and cash equivalents within the scope and limits of its appropriations.

Derivative financial instruments

MFAT uses forward foreign exchange contracts to manage exposure to foreign exchange movements. MFAT does not hold these contracts for trading purposes. MFAT has not adopted hedge accounting.

Forward foreign exchange contracts are initially recognised at fair value on the date a contract is entered into and are subsequently re-measured at their fair value at each balance date. Movements in the fair value are recognised in surplus or deficit.

Foreign exchange derivatives are classified as current if the contract is due for settlement within 12 months of balance date. Otherwise, the full fair value of foreign exchange contracts are classified as non-current.

17A Financial Instrument categories

The carrying amounts of financial assets and financial liabilities in each of the financial instrument categories are as follows:

Actual 2024 $000		Notes	Actual 2025 $000
	Financial assets at amortised cost		
62,748	Cash and cash equivalents		28,659
7,683	Debtors and other receivables (excluding taxes receivable)	6	9,056
179,626	Debtor Crown	2	164,496
250,057	**Total Financial assets measured at amortised cost**		**202,211**
	Fair value through surplus and deficit		
125	Derivative financial instrument assets		4,355
(4,264)	Derivative financial instrument liabilities		(468)
(4,139)	**Total fair value through surplus and deficit**		**3,887**
	Financial liabilities measured at amortised cost		
5,495	Creditors and other payables (excluding unearned income and taxes payable)	10	9,370

17B Fair value hierarchy

For those instruments recognised at fair value in the statement of financial position, fair values are determined according to the following hierarchy.

- Quoted market price (level 1) — Financial instruments with quoted prices for identical instruments in active markets.
- Valuation technique using observable inputs (level 2) — Financial instruments with quoted prices for similar instruments in active markets or quoted prices for identical or similar instruments in inactive markets and financial instruments valued using models where all significant inputs are observable.
- Valuation techniques with significant non-observable inputs (level 3) — Financial instruments valued using models where one or more significant inputs are not observable.

The following table analyses the basis of the valuation of classes of financial instruments measured at fair value in the statement of financial position.

There were no transfers between the different levels of the fair value hierarchy.

Actual 2024 $000		Actual 2025 $000
	Financial assets	
-	Quoted market prices	-
125	Observable market inputs	4,355
-	Significant non-observable inputs	-
125	**Total financial assets at fair value**	4,355
	Financial liabilities	
-	Quoted market prices	-
4,264	Observable market inputs	468
-	Significant non-observable inputs	-
4,264	**Total financial liabilities at fair value**	468

17C Financial Instrument Risks

MFAT is exposed to a variety of financial instrument risks, including market risk, credit risk, and liquidity risk. We have a series of policies to manage the risks associated with financial instruments and seek to minimise exposure from financial instruments. These policies do not allow any transactions that are speculative in nature to be entered into.

Market risk

Currency risk

Currency risk is the risk that debtors and creditors, due in foreign currency, will fluctuate because of changes in foreign exchange rates. The Ministry is permitted to deposit funds in New Zealand only with Westpac (Standard & Poor's credit rating of AA-), a registered bank, and hold for operational purposes, funds in overseas locations primarily through the Citibank NA (Standard & Poor's credit rating of A+) and ANZ Banking Group (Standard & Poor's credit rating of AA-) networks. The Ministry is also permitted to enter into foreign exchange forward contracts with the New Zealand Debt Management Office (Standard & Poor's credit rating of AA) and Citibank NA.

The notional principal amounts of outstanding forward exchange contracts in New Zealand dollar equivalent at 30 June 2025 was:

2024 $000	Foreign Exchange Contracts	2025 $000
20,842	United States Dollar	20,161
3,933	Japanese Yen	4,289
24,133	European Union Euro	24,365
64,278	Other	62,478
113,186	**Total**	**111,293**

Sensitivity analysis

Forward foreign exchange contracts

The following table summarises the impact of a 10 percent movement in foreign exchange rates on the valuation of MFAT's foreign exchange contracts.

2024 $000	Impact on surplus/deficit	2025 $000
14,053	Increase in foreign exchange rates of 10%	6,583
7,977	Decrease in foreign exchange rates of 10%	16,685

Creditors denominated in foreign currencies

The following table summarises the movement in the surplus/deficit for the year, attributable to foreign exchange gains/losses if, at 30 June 2025, the NZD had weakened/strengthened by 5 percent, with all other variables held constant.

2024 $000	Impact on surplus/deficit (5% movement in NZD on creditors)	2025 $000
-	United States Dollar	5
-	Japanese Yen	16
846	European Union Euro	21
-	Other	577

Interest rate risk

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. This could impact on the return on investments or the cost of borrowing. MFAT has no significant exposure to interest rate risk on its financial instruments.

The Public Finance Act 1989 stipulates that MFAT cannot raise a loan without ministerial approval and no such loans have been raised. Accordingly, there is no interest rate exposure as no funds were borrowed.

Credit risk

Credit risk is the risk that a third party will default on its obligations to MFAT, causing us to incur a loss. In the normal course of its business, MFAT incurs credit risk from trade debtors, and transactions with financial institutions.

Our maximum credit exposure for each class of financial instrument is represented by the total carrying amount of cash and cash equivalents, net debtors, and derivative financial instrument assets. There is no collateral held as security against these financial instruments, including those instruments that are overdue or impaired.

MFAT does not require any collateral or security to support financial instruments with financial institutions that we deal with as these entities have high credit ratings. For its other financial instruments, we do not have significant concentrations of risk.

Liquidity risk

The liquidity risk is the risk that MFAT will encounter difficulty raising liquid funds to meet commitments as they fall due.

In meeting our liquidity requirements, we closely monitor our forecast cash requirements with expected cash drawdowns from the New Zealand Debt Management Office. MFAT maintains a target level of available cash to meet its liquidity requirements.

The table below analyses the Ministry's financial liabilities (excluding derivatives) into relevant maturity groupings based on the remaining period at balance date to the contractual maturity date. The amounts disclosed are the contractual undiscounted cash flows.

	Carrying amount $000	Contractual cash flows amount $000	Cash flows less than 6 months $000	Cash flows 6 months to 1 year $000	Cash flows 1 year to 5 years $000	Cash flows over 5 years $000
2024						
Creditors and other payables (excl. unearned income and taxes)	5,495	5,495	5,271	-	224	-
2025						
Creditors and other payables (excl. unearned income and taxes)	9,370	9,370	8,905	-	465	-

The table below analyses MFAT's forward exchange contract derivatives into the relevant maturity groupings based on the remaining period at balance date to the contractual maturity date. The amounts disclosed are the contractual undiscounted cash flows.

	Liability carrying amount $000	Asset carrying amount $000	Contractual cash flows $000	Less than 6 months $000	6-12 months $000	Greater than 12 months $000
2024						
Gross settled foreign exchange contracts:	4,264	125				
- outflow			113,186	56,836	56,350	-
- inflow			109,047	54,844	54,203	-
2025						
Gross settled foreign exchange contracts:	468	4,355				
- outflow			111,293	56,175	55,118	-
- inflow			115,180	58,197	56,983	-

Note 18: Reconciliation of net surplus to net cash flow from operating activities

Actual 2024 $000		Actual 2025 $000
36,373	Net Surplus/(deficit)	20,632
	Add/(less) non-cash items	
40,914	Depreciation and amortisation expense	42,411
4,885	Net (gains)/loss on derivative financial instruments	(8,027)
-	Other non-cash movement	-
(194)	Movement in discount rate for long service leave and retirement leave	73
45,605	Total non-cash items	34,457
	Add/(less) items classified as investing or financing activities	
(355)	(Gains)/losses on disposal of property, plant and equipment	656
	Add/(less) movements in statement of financial position items	
(4,225)	(Increase)/decrease in receivables	13,652
2,141	(Increase)/decrease in prepayments	1,505
(6,398)	Increase/(decrease) in payables	3,692
1,660	Increase/(decrease) in provisions	6,768
(1,706)	Increase/(decrease) in employee entitlements	(189)
(8,528)	Total net movement in working capital items	25,428
73,095	**Net cash flow from operating activities**	**81,173**

Note 19: Major budget variations

Explanations for major variances from MFAT's original 2024–25 budget are as follows:

Statement of comprehensive revenue and expense

The total 2024/25 Budget Estimate Appropriation Funding was $562.000 million with total revenue Crown of $551.574 and other revenue of $10.426 million.

The total 2024/25 Supplementary Estimate Appropriation Funding was $553.453 million with total revenue Crown of $541.606 million and other revenue of $11.847 million.

The Revenue Crown budget of $551.574 million reduced to $541.606 million.

The net budget decrease in Revenue Crown of $9.968 million mainly relates to:

- a decrease of $21.687 million for expense transfers to 2025/26 and 2026/27 due to delays in expenditure outside the Ministry's control on specific and discrete projects, and
- a decrease of $14 million for transfers to Non-Departmental Other Expense — Support for Ukraine for the provision of Support for Ukraine.

These decreases are partially offset by:

- an increase of $19.013 million for expense transfers from 2023/24,
- an increase of $6.024 million due to higher capital charges and higher depreciation costs following a revaluation of the Ministry's offshore property portfolio, and
- an increase of $0.682 million resulting from foreign exchange and overseas inflation movements.

The actual expenditure is under the appropriation of $553.350 million by $11.32 million. The under-spend includes funding of $8.8 million for in-principle expense transfers to 2025–26 to enable the completion of projects/activities started in 2024–25.

Statement of financial position

Debtor Crown recognises funding due to the Ministry that has not being drawn down as cash. The debtor crown balance of $164.5 million is $46 million higher than the original budget. The $46 million increase over budget is reflection of a slow capital programme spend.

Statement of cash flows

The net surplus for 2024–25 financial year is $20.6 million with non-cash items of depreciation and amortisation expenses ($42 million) resulting in the net cash flows from operating activities of $81 million.

Net cash flow from investing activities are mainly derived from purchase of property, plant and equipment. ($58.9 million).

Net cash flow from financing activities includes capital injections of $1.350 million, capital withdrawals of $16.483 million and 2023/24 return of operating surplus $41.258 million. The 2024/25 return of operating surplus of $13.55 million will be paid in October 2025.

Note 20: Events after the balance date

There have been no significant events after the balance date of 30 June 2025 (2024: 33.6 million).

Note 21: Changes in Liabilities Arising from Financing Activity

The Ministry's only financing activities are from the Crown, Capital Injections (2025: $1.350 million, 2024: $18.175 million), Capital withdrawals (2025: $16.483 million, 2024: $18.623 million) which is reported as part of Note: 14 Equity.

Non-departmental financial statements and schedules

For the year ended 30 June 2025

The Minister of Foreign Affairs purchased from various New Zealand Government agencies provision of the following output expenses in Vote Foreign Affairs.

Output expense	Supplier
Antarctic Research and Support	New Zealand Antarctic Institute
Promotion of Asian skills and relationships	Asia New Zealand Foundation

The performance information for the output expenses will be reported by the supplier in its Annual Report to be tabled in the New Zealand House of Representatives.

The Minister of Foreign Affairs also requires us to administer the following non-departmental other expenses in Vote Foreign Affairs.

- Subscriptions to International Organisations.
- Disbursements made and exemptions from taxation.
- Consular loan expenses.
- International Development Cooperation.
- Support for Ukraine.

The following statement of performance records results and services delivered for each of the above other expenses as agreed between the Minister of Foreign Affairs and the Secretary of Foreign Affairs and Trade in the *Strategic Intentions 2024–2028* and the 2024–25 Estimates of Appropriations as required by section 19C of the Public Finance Act 1989.

Non-departmental statements and schedules

For the year ended 30 June 2025

The following non-departmental statements and schedules record the revenue expenses, assets, liabilities, commitments, contingent liabilities, contingent assets and trust accounts that we manage on behalf of the Crown.

Schedule of non-departmental revenue
For the year ended 30 June 2025

Actual 2024 $000		Actual 2025 $000
	Non-departmental revenue	
80	Other operational revenue	334
-	Net gain on foreign exchange	131
80	**Total revenue**	**465**

Other operational revenue is primarily the repayment of unspent grant funding, on completion of development activities by partners. These grants were provided for the delivery or implementation of development activities under the New Zealand Development Cooperation Programme in prior years.

The accompanying accounting policies and notes are an integral part of these statements and schedules. These non-departmental balances are consolidated into the Financial Statements of the Government and therefore readers of these statements and schedules should also refer to the Financial Statements of the Government for 2024–25.

Schedule of non-departmental expenditure
For the year ended 30 June 2025

Actual 2024 $000		Actual 2025 $000
	Output funding	
35,466	New Zealand Antarctic Institute	26,936
5,500	Asia New Zealand Foundation	5,145
1,400	Pacific Cooperation Foundation	-
42,366	**Total output funding**	32,081
	Other expenses	
64,603	Subscriptions to International Organisations	63,346
3,219	Diplomatic exemptions	3,605
6,500	Support for Ukraine	14,000
1,201,799	International Development Cooperation	953,134
49	Consular loan expenses	49
180	Net loss on foreign exchange	-
1,276,350	**Total other expenses**	1,034,134
1,318,716	**Total operating expenses**	1,066,215

The accompanying accounting policies and notes are an integral part of these statements and schedules. These non-departmental balances are consolidated into the Financial Statements of the Government and therefore readers of these statements and schedules should also refer to the Financial Statements of the Government for 2024–25.

Schedule of non-departmental assets
As at 30 June 2025

Actual 2024 $000		Notes	Actual 2025 $000
	CURRENT ASSETS		
139,660	Cash		212,191
1,484	Debtors and receivables		1,304
14,254	Prepayments	2	15,544
155,398	Total current assets		229,039
	NON-CURRENT ASSETS		
-	Total non-current assets		-
155,398	**Total assets**		**229,039**

Current Assets

Debtors and receivables include Consular Loans ($0.362 million) being the temporary financial assistance to New Zealanders in distress overseas. Consular Loans are generally required to be repaid within 30 days.

In addition, MFAT monitors the New Zealand Antarctic Institute — a Crown entity. MFAT also monitor Asia New Zealand Foundation as defined by Schedule 4 of the Public Finance Act 1989. The investment in these entities is recorded within the Crown Financial Statements on a line-by-line basis. No disclosure is made in this schedule.

The accompanying accounting policies and notes are an integral part of these statements and schedules. These non-departmental balances are consolidated into the Financial Statements of the Government and therefore readers of these statements and schedules should also refer to the Financial Statements of the Government for 2024–25.

Schedule of non-departmental liabilities
As at 30 June 2025

Actual 2024 $000		Notes	Actual 2025 $000
	CURRENT LIABILITIES		
62,059	Creditors and payables		57,193
62,059	**Total current liabilities**		**57,193**
	NON-CURRENT LIABILITIES		
8,117	Creditors and payables		1,154
8,117	**Total non-current liabilities**		**1,154**
70,176	**Total liabilities**		**58,347**

Current Liabilities
Creditors and payables includes $50.751 million of accruals and accounts payable for contracts providing for the delivery or implementation of development activities under the New Zealand International Development Programme. The balance of $6.442 million is for promissory notes issued to the Asian Development Bank, World Bank and Global Environment Fund by New Zealand that will be due for encashment during the year ended 30 June 2026.

Non-Current Liabilities
Creditors and payables of $1.154 million is for promissory notes issued to the Asian Development Bank, the World Bank and Global Environment Fund by New Zealand, that will be due for encashment during 2026–27 and out-years.

Creditors and other payables are non-interest bearing and are normally settled no later than 20 business days from receipt of an accurate and valid invoice, therefore the carrying value of creditors and other payables approximate their fair value.

Schedule of non-departmental commitments
As at 30 June 2025

MFAT on behalf of the Crown has no non-cancellable capital or lease commitments (2024: Nil).

The accompanying accounting policies and notes are an integral part of these statements and schedules. These non-departmental balances are consolidated into the Financial Statements of the Government and therefore readers of these statements and schedules should also refer to the Financial Statements of the Government for 2024–25.

Statement of non-departmental contingent liabilities and contingent assets
As at 30 June 2025

	Foreign Currency 2024 `000	NZD 2024 $000		Currency type	Foreign Currency 2025 `000	NZD 2025 $000
			Guarantees – Asian Development Bank for loans to the Cook Islands Government			
SDR	994	2,150	Telecommunications Loan	SDR	841	1,904
SDR	280	606	Multi-Project Loan	SDR	200	454
SDR	272	588	Development Bank Loan	SDR	236	533
SDR	96	207	Telecommunications Loan	SDR	84	190
SDR	1,642	3,551		SDR	1,361	3,081
			OECD			
EUR	15,231	26,852	Pensions & Healthcare	EUR	12,514	24,169
		30,403	**Total non-departmental contingent liabilities**			**27,250**

Unquantified contingent liabilities

The Crown has an unquantifiable Contingent Liability for site restoration costs at Scott Base Antarctica should New Zealand withdraw from the Antarctic programme (2024: unquantifiable).

In addition to this the Crown has an unquantifiable Contingent Liability for the cost of replacement of Scott Base, the base fit-out, and any other Antarctica New Zealand assets in Antarctica, in the event of any material loss or damage totalling more than $100,000 (2024: unquantifiable).

The Crown also has an unquantifiable Contingent Liability to indemnify vaccine manufactures to allow New Zealand to provide vaccines to Polynesia and the Realm countries.

Contingent assets

The Crown has no contingent assets (30 June 2024: Nil).

The accompanying accounting policies and notes are an integral part of these statements and schedules. These non-departmental balances are consolidated into the Financial Statements of the Government and therefore readers of these statements and schedules should also refer to the Financial Statements of the Government for 2024–25.

Statement of Trust Monies
For the year ended 30 June 2025

As at 2024 $000	Trust Account	Contribution $000	Distribution $000	Revenue $000	Expense $000	As at 2025 $000
-	Construction Contracts Retention Money Trust	202	-	1	-	203
6,991	Enga Electrification Project, PNG Trust	-	-	315	-	7,306
39	Pacific SME Finance Facility Trust Fund	-	-	1	-	40
1,568	Pacific Community CFA Trust	-	(832)	60	-	796
3,217	Solomon Islands Provincial Airfields Trust	-	-	145	-	3,362
5,401	SI Provincial Airfields DFAT Trust Account	-	-	243	-	5,644
15,191	Tonga Parliament Buildings Project Trust	1,105	(1,177)	700	-	15,819
32,407	**Total**	**1,307**	**(2,009)**	**1,465**	**-**	**33,170**

Purpose of Trust Accounts

Construction Contracts Retention Money Trust
The Construction Contracts Retention Money Trust was set up to hold retention money for construction contracts in accordance with the Construction Contracts (Retention Money) Amendment Act 2023.

Enga Electrification Project, Papua New Guinea Trust
The Enga Electrification Project, Papua New Guinea Trust account was set up to enter into a Delegated Cooperation Arrangement with the Australian Government to deliver power line construction and connections in the Enga Province of Papua New Guinea.

Pacific SME Finance Facility Trust Fund
The Pacific SME Trust account was opened to receive funds from the Australian Government to manage the delivery of this pilot programme to enhance financial capability in Pacific SMEs. This was established via a Delegated Cooperation Arrangement with the Department of Foreign Affairs and Trade (DFAT).

Pacific Community CFA Trust
The purpose of this Trust was to enter into a delegated cooperation arrangement with the Australian Department of Foreign Affairs and Trade for the management and delivery of the Pacific Community Coastal Fisheries and Aquaculture Activity project.

Solomon Islands Provincial Airfields Trust
The purpose of this Trust account is to receive funds from the Solomon Islands government towards the delivery of the New Zealand Aid Programme’s Solomon Islands provincial airfields upgrade project.

SI Provincial Airfields DFAT Trust
The purpose of this Trust was to enter into a delegated cooperation arrangement with the Australian Department of Foreign Affairs and Trade to make financial contributions to the management and delivery of the New Zealand Aid Programme’s Solomon Islands provincial airfield upgrade project.

Tonga Parliament Buildings Project Trust
The purpose of this Trust account is to receive funds for the management and delivery of the Tonga Parliament Buildings project in cooperation with the Australian Department of Foreign Affairs.

The accompanying accounting policies and notes form part of these financial statements.

Notes to the non-departmental statements and schedules

For the year ended 30 June 2025

Note 1: Non-departmental statement of accounting policies

REPORTING ENTITY

These non-departmental schedules and statements present financial information on public funds managed by MFAT on behalf of the Crown.

These non-departmental balances are consolidated into the Financial Statements of the Government for year ended 30 June 2025. For a full understanding of the Crown's financial position, results of operations and cash flows for the year, reference should also be made to the Financial Statements of the Government.

BASIS OF PREPARATION

The non-departmental schedules and statements have been prepared in accordance with the accounting policies of the Financial Statements of the Government, Treasury Instructions and Treasury Circulars.
Measurement and recognition rules applied in the preparation of these non-departmental schedules and statements are consistent with New Zealand generally-accepted accounting practice (Tier 1 Public Sector Public Benefit Entity Accounting Standards) as appropriate for public benefit entities.

SIGNIFICANT ACCOUNTING POLICIES

Significant accounting policies are included in the notes to which they relate. Significant accounting policies that do not relate to a specific note are outlined below.

Grants

Grants may be provided as either conditional or unconditional. Where conditional the expense is recognised when the conditions have been met. Where the grants are unconditional the expense is recognised once the Grants contract has been signed.

Where grants are paid in advance of the conditions being met these will be recorded as prepayments and expensed when the conditions are met. The majority of International Development Cooperation (IDC) expenditure is accounted for as discretionary grant funding with conditions and milestones.

Foreign currency transactions

Foreign currency transactions are translated into New Zealand dollars using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the schedule of non-departmental revenue or expenses.

Contingent liabilities

Contingent liabilities and contingent assets are recorded in the Statement of Contingent Liabilities and Contingent Assets at the point at which the contingency is evident. Contingent liabilities are disclosed if the possibility that they will crystallise is not remote. Contingent assets are disclosed if it is probable that the benefits will be realised.

Other liabilities and provisions

Other liabilities and provisions are recorded at the best estimate of the expenditure required to settle the obligation. Liabilities and provisions to be settled beyond 12 months are recorded at their present value.

Goods and Services Tax (GST)

All items in the financial statements, including appropriation statements, are stated exclusive of GST. Receivables and payables are stated on a GST inclusive basis. In accordance with Treasury instructions, GST is returned on revenue received on behalf of the Crown, where applicable. However, an input tax deduction is not claimed on non-departmental expenditure. Instead, the amount of GST applicable to non-departmental expenditure is recognised as a separate expense and eliminated against GST revenue on consolidation of the financial statements of the Government.

Presentation currency and rounding

The non-departmental statements and schedules are presented in New Zealand dollars (NZ dollars), and all values are rounded to the nearest thousand dollars ($000).

Critical accounting estimates and assumptions

There are no critical estimates or assumptions that would have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Note 2: Prepayments

Prepayments relate to the International Development Cooperation (IDC) programme for advances made under contracts for service and New Zealand's membership to Regional Agencies recognised over a calendar year.

Note 3: Financial Instruments — Non Departmental

Accounting Policy

Cash and cash equivalents

Cash and cash equivalents includes balances denominated in foreign currencies translated to New Zealand dollars at the foreign exchange rate at balance date.

MFAT is only permitted to expend non-departmental cash and cash equivalents within the scope and limits of the appropriations.

4A Financial Instrument categories

The carrying amounts of financial assets and financial liabilities in each of the financial instrument categories are as follows:

Actual 2024 $000			Actual 2025 $000
	Financial assets measured at amortised cost		
139,660	Cash and cash equivalents		212,191
1,484	Debtors and other receivables (excluding taxes receivable)		1,304
141,144	**Total financial assets measured at amortised cost**		213,495
	Financial liabilities measured at amortised cost		
70,176	Creditors and other payables (excluding unearned income and taxes payable)		57,696

Liquidity risk

The liquidity risk is the risk that MFAT will encounter difficulty raising liquid funds to meet commitments as they fall due.
In meeting our liquidity requirements, we closely monitor our forecast cash requirements with expected cash drawdowns from the New Zealand Debt Management Office. MFAT maintains a target level of available cash to meet its liquidity requirements.

The table below analyses the Ministry's financial liabilities (excluding derivatives) into relevant maturity groupings based on the remaining period at balance date to the contractual maturity date. The amounts disclosed are the contractual undiscounted cash flows.

	Carrying amount $000	Contractual cash flows amount $000	Cash flows less than 6 months $000	Cash flows 6 months to 1 year $000	Cash flows 1 year to 5 years $000	Cash flows over 5 years $000
2024						
Creditors and other payables (excl. unearned income and taxes)	70,176	70,176	62,059	-	8,117	-
2025						
Creditors and other payables (excl. unearned income and taxes)	58,347	58,347	57,193	-	1,154	-

Statements of expense and capital expenditure for appropriation

Appropriation statements

Statement of departmental expenditure and capital expenditure against appropriations

For the year ended 30 June 2025

Actual 2024 $000		Actual 2025 $000	Appropriation Voted* 2025 $000	Location of end-of -year performance information **
	VOTE: FOREIGN AFFAIRS			
	Annual			
377	Policy Advice and Representation: Other Countries (Permanent Legislative Authority)	94	103	1
	Act in the world to build a safer, more prosperous and more sustainable future for New Zealanders MCA			
77,386	Analysis and advice to inform New Zealand's foreign policy	86,248	91,152	1
266,119	Representation and advocacy on New Zealand's foreign policy	282,580	284,584	1
58,779	Deliver consular, business and diplomatic support services	80,272	83,578	1
124,767	Management of New Zealand's International Development Cooperation	92,927	94,036	1
527,428	Departmental Output expenses Annual	542,121	553,453	
527,428	Departmental Output expenses	542,121	553,453	
527,428	**Total departments expenditure/ Appropriation**	542,121	**553,453**	
	Re-measurements			
4,885	Unrealised (gain) / loss on the re-measurement of foreign exchange contracts	(8,027)	-	
(194)	Movement in discount rate for Long Service Leave and Retirement Leave	73	-	
4,691	**Total re-measurements**	**(7,954)**	-	
532,119	**Total departmental expenditure including re-measurements**	**534,167**	**553,453**	
	Appropriations for Departmental Capital Expenditure			
30,988	Ministry of Foreign Affairs and Trade - Capital expenditure (Permanent Legislative Authority)	59,025	92,600	1
30,988	**Total Capital Expenditure**	**59,025**	**92,600**	

** This includes adjustments made in the supplementary estimates.*
*** The numbers in this column represent where the end-of-year performance information has been reported for each appropriation administered by MFAT, as detailed below:*
1.MFAT’s annual report

Statement of Departmental Expenses and Capital Expenditure incurred without, or in excess of, appropriation or other authority

For the year ended 30 June 2025

The Ministry has not had any departmental expenses and capital expenditure during the year without, or in excess of, authority. (30 June 2024: Nil)

Statement of Departmental Capital Injections and Capital Withdrawals

For the year ended 30 June 2025

Actual 2024 $000		Actual 2025 $000	Approved appropriation 2025 $000
	VOTE: FOREIGN AFFAIRS AND TRADE		
18,175	Ministry of Foreign Affairs and Trade - capital injection	1,350	1,350
(18,623)	Ministry of Foreign Affairs and Trade - capital withdrawal	(16,483)	(16,483)

Statement of Departmental Capital Injections, Capital Withdrawals without, or in excess of, authority

For the year ended 30 June 2025

MFAT has not received any capital injections or paid any capital withdrawals during the year without, or in excess of, authority. (30 June 2024: Nil)

The accompanying accounting policies and notes form part of these financial statements.

Statement of Non-Departmental Expenditure and Capital Expenditure against appropriations

For the year ended 30 June 2025

Actual 2024 $000		Actual 2025 $000	Appropriation Voted* 2025 $000	Location of end-of-year performance information**
	VOTE FOREIGN AFFAIRS			
	Non-Departmental output expenses			
	Annual			
35,466	Antarctic Research and Support	26,936	26,936	2
5,500	Promotion of Asian Skills and Relationships	5,145	5,145	3
1,400	Pacific Cooperation Foundation	-	-	4
42,366	**Total non-departmental output expenses**	**32,081**	**32,081**	
	Non-departmental other expenses			
	Annual			
64,603	Subscriptions to International Organisations	63,346	68,976	5
6,500	Support for Ukraine	14,000	14,000	1
49	Consular Loans Expense	49	50	1
	Non-Annual			
1,201,799	International Development Cooperation *(MYA)	953,134	1,115,649	1
3,219	Disbursements made, and exemptions from taxation - permanent legislative authority	3,605	3,800	1
1,276,170	**Total non-departmental other expenses**	**1,034,134**	**1,202,475**	
1,318,536	**Total non-departmental expenditure**	**1,066,215**	**1,234,556**	
	Non-departmental capital expenditure			
151,000	New Zealand Antarctic Institute	22,000	22,000	2
209	Consular Loans	90	100	1
151,209	**Total capital expenditure**	**22,090**	**22,100**	

** Multi-Year Appropriation*

*** The numbers in this column represent where the end-of-year performance information has been reported for each appropriation administered by MFAT, as detailed below:*

1. *To be reported in the Minister of Foreign Affairs report appended to this annual report.*
2. *To be reported by Antarctica NZ in their Annual Report to be tabled in Parliament.*
3. *To be reported by the Asia New Zealand Foundation in their Statement of Service Performance to be tabled in Parliament.*
4. *To be reported by the Pacific Cooperation Foundation in their Statement of Service Performance to be tabled in Parliament.*
5. *Exemption from reporting performance measures for this appropriation has been granted under section 15D (2) (b) (ii) of the Public Finance Act 1989.*

The accompanying accounting policies and notes are an integral part of these statements and schedules. These non-departmental balances are consolidated into the Financial Statements of the Government and therefore readers of these statements and schedules should also refer to the Financial Statements of the Government for 2024-25.

Multi-year appropriation for Vote Foreign Affairs: International Development Cooperation

For the year ended 30 June 2025

During the year ended 30 June 2025, MFAT had one non departmental multi-year appropriation in Vote Foreign Affairs: International Development Cooperation.

This appropriation funded non-departmental expenses to be incurred by the Crown for the provision of assistance for development activities for Pacific Island and non-Pacific countries (including Asian, African, Latin American, Caribbean, and Middle Eastern countries).

This assistance, which included some humanitarian assistance, was provided to development organisations, partner countries and through other delivery mechanisms, to implement a range of development activities including the design, management, implementation and evaluation of those partner-led activities. This assistance is also provided to multilateral agencies and international voluntary agencies to assist them to provide development.

This appropriation commenced on 1 July 2024 and expires on 30 June 2027.

International Development Cooperation	$000
Original appropriation	2,910,020
Adjustments 2024-25	153,518
Adjusted appropriation	3,063,538
Actual to 2024–25 year end	(953,134)
Appropriation remaining	2,110,404

The accompanying accounting policies and notes are an integral part of these statements and schedules. These non-departmental balances are consolidated into the Financial Statements of the Government and therefore readers of these statements and schedules should also refer to the Financial Statements of the Government for 2024–25.

Statement of Non-Departmental Expenses and Capital Expenditure incurred without, or in excess of, appropriations or other authority

For the year ended 30 June 2025

The Ministry had no unappropriated capital expenditure at as 30 June 2025 (30 June 2024: Nil).

The accompanying accounting policies and notes are an integral part of these statements and schedules. These non-departmental balances are consolidated into the Financial Statements of the Government and therefore readers of these statements and schedules should also refer to the Financial Statements of the Government for 2024-25.

AUDIT NEW ZEALAND
Mana Arotake Aotearoa

Independent Auditor's Report

To the readers of the Ministry of Foreign Affairs and Trade's annual report for the year ended 30 June 2025

The Auditor-General is the auditor of The Ministry of Foreign Affairs and Trade (the Ministry). The Auditor-General has appointed me, Robert Cox, using the staff and resources of Audit New Zealand, to carry out, on his behalf, the audit of:

- The annual financial statements of the Ministry that comprise the statement of financial position, statement of commitments, statement of contingent liabilities and contingent assets as at 30 June 2025, the statement of comprehensive revenue and expenses, statement of changes in equity, and statement of cash flows for the year ended on that date and the notes to the financial statements that include accounting policies and other explanatory information on pages 82 to 107.
- The end-of-year performance information for appropriations of the Ministry for the year ended 30 June 2025 on pages 39 to 64.
- The statements of expenses and capital expenditure of the Ministry for the year ended 30 June 2025 on pages 118 to 121.
- The schedules of non-Departmental activities which are managed by the Ministry on behalf of the Crown on pages 108 to 116 that comprise:
  - the schedules of assets; liabilities; commitments; and contingent liabilities and assets as at 30 June 2025;
  - the schedules of expenses; and revenue for the year ended 30 June 2025;
  - The statement of trust monies for the year ended 30 June 2025; and
  - the notes to the schedules that include accounting policies and other explanatory information.

Opinion

In our opinion:

- The annual financial statements of the Ministry:
  - fairly present, in all material respects:
    - its financial position as at 30 June 2025; and
    - its financial performance and cash flows for the year ended on that date; and
  - comply with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards.
- The end-of-year performance information for appropriations:
  - provides an appropriate and meaningful basis to enable readers to assess what has been achieved with each appropriation; determined in accordance with generally accepted accounting practice in New Zealand; and
  - fairly presents, in all material respects:
    - what has been achieved with each appropriation; and
    - the actual expenses or capital expenditure incurred in relation to each appropriation as compared with the expenses or capital expenditure that were appropriated or forecast to be incurred; and
  - complies with generally accepted accounting practice in New Zealand in accordance with Public Benefit Entity Reporting Standards.
- The statements of expenses and capital expenditure have been prepared, in all material respects, in accordance with the requirements of section 45A of the Public Finance Act 1989.

- The schedules of non-Departmental activities which are managed by the Ministry on behalf of the Crown have been prepared, in all material respects, in accordance with the Treasury Instructions. The schedules comprise:
  - the assets, liabilities, commitments, and contingent liabilities and assets as at 30 June 2025;
  - expenses, and revenue for the year ended 30 June 2025; and
- The statement of trust monies for the year ended 30 June 2025 have been prepared, in all material respects, in accordance with the Treasury Instructions.

Our audit was completed on 30 September 2025. This is the date at which our opinion is expressed.

Basis for our opinion

We carried out our audit in accordance with the Auditor-General's Auditing Standards, which incorporate the Professional and Ethical Standards, the International Standards on Auditing (New Zealand), and New Zealand Auditing Standard 1 (Revised): The Audit of Service Performance Information issued by the New Zealand Auditing and Assurance Standards Board. Our responsibilities under those standards are further described in the Responsibilities of the auditor section of our report.

We have fulfilled our responsibilities in accordance with the Auditor-General's Auditing Standards.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of the Secretary of Foreign Affairs and Trade for the information to be audited

The Secretary of Foreign Affairs and Trade is responsible on behalf of the Ministry for preparing:

- Annual financial statements that fairly present the Ministry's financial position, financial performance, and its cash flows, and that comply with generally accepted accounting practice in New Zealand.
- End-of-year performance information for appropriations that:
  - provides an appropriate and meaningful basis to enable readers to assess what has been achieved with each appropriation; determined in accordance with generally accepted accounting practice in New Zealand;
  - fairly presents what has been achieved with each appropriation;
  - fairly presents the actual expenses or capital expenditure incurred in relation to each appropriation as compared with the expenses or capital expenditure that were appropriated or forecast to be incurred; and
  - complies with generally accepted accounting practice in New Zealand.
- Statements of expenses and capital expenditure of the Ministry, that are prepared in accordance with section 45A of the Public Finance Act 1989.
- Schedules of non-Departmental activities, prepared in accordance with the Treasury Instructions, of the activities managed by the Ministry on behalf of the Crown.
- Statement of trust monies in accordance with the Treasury Instructions.

The Secretary of Foreign Affairs and Trade is responsible for such internal control as is determined is necessary to enable the preparation of the information to be audited that is free from material misstatement, whether due to fraud or error.

In preparing the information to be audited, the Secretary of Foreign Affairs and Trade is responsible on behalf of the Ministry for assessing the Ministry's ability to continue as a going concern.

The Secretary of Foreign Affairs and Trade's responsibilities arise from the Public Finance Act 1989.

Responsibilities of the auditor for the information to be audited

Our objectives are to obtain reasonable assurance about whether the information we audited, as a whole, is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit carried out in accordance with the Auditor-General's Auditing Standards will always detect a material misstatement when it exists. Misstatements are differences or omissions of amounts or disclosures, and can arise from fraud or error. Misstatements are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of readers, taken on the basis of the information we audited.

For the budget information reported in the information we audited, our procedures were limited to checking that the information agreed to the Estimates of Appropriations for the Government of New Zealand for the Year Ending 30 June 2025. For the forecast financial information for the year ending 30 June 2026, our procedures were limited to checking to the best estimate financial forecast information based on the Budget Economic Fiscal Update for the year ending 30 June 2026.

We did not evaluate the security and controls over the electronic publication of the information we audited.

As part of an audit in accordance with the Auditor-General's Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. Also:

- We identify and assess the risks of material misstatement of the information we audited, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- We obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Ministry's internal control.
- We evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Secretary of Foreign Affairs and Trade.
- We evaluate whether the end-of-year performance information for appropriations:
  - provides an appropriate and meaningful basis to enable readers to assess what has been achieved with each appropriation. We make our evaluation by reference to generally accepted accounting practice in New Zealand; and
  - fairly presents what has been achieved with each appropriation.
- We evaluate whether the statements of expenses and capital expenditure, schedules of non-Departmental activities, and statement of trust monies have been prepared in accordance with legislative requirements.
- We conclude on the appropriateness of the use of the going concern basis of accounting by the Secretary of Foreign Affairs and Trade.
- We evaluate the overall presentation, structure and content of the information we audited, including the disclosures, and whether the information we audited represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Secretary of Foreign Affairs and Trade regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Our responsibilities arise from the Public Audit Act 2001.

Other information

The Secretary of Foreign Affairs and Trade is responsible for the other information. The other information comprises all of the information included in the annual report other than the information we audited and our auditor's report thereon.

Our opinion on the information we audited does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

Our responsibility is to read the other information. In doing so, we consider whether the other information is materially inconsistent with the information we audited or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on our work, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

The Minister of Foreign Affairs' reports on the non-departmental statement of performance (Annex 1) and the International Development Cooperation non-departmental appropriation within Vote Foreign Affairs (Annex 2) that are appended to the Department's annual report are not part of the Department's annual report. The Public Finance Act 1989 does not require the information in the Minister's reports to be audited and we have performed no procedures over the information in the Minister's reports.

Independence

We are independent of the Ministry in accordance with the independence requirements of the Auditor-General's Auditing Standards, which incorporate the independence requirements of Professional and Ethical Standard 1: International Code of Ethics for Assurance Practitioners issued by the New Zealand Auditing and Assurance Standards Board.

A member of the Auditor-General's Audit and Risk Committee was an independent Chair of the Ministry's Audit and Risk Committee from 13 September 2019 to 26 November 2024. The Auditor-General's Audit and Risk Committee is regulated by a Charter that specifies that it should not assume any management functions. There are appropriate safeguards to reduce any threat to auditor independence, as a member of the Auditor-General's Audit and Risk Committee has no involvement in, or influence over, the audit of the Ministry.

In addition to the audit, we have carried out an assurance engagement over a tender process, which is compatible with those independence requirements. Other than the audit, the assurance engagement, and the relationship with the Auditor-General's Audit and Risk Committee, we have no relationship with or interests in the Ministry.

Robert Cox

Robert Cox
Audit New Zealand
On behalf of the Auditor-General
Wellington, New Zealand

Other matters

Diplomatic immunity cases

For the year ended 30 June 2025

In the interests of transparency, the Ministry of Foreign Affairs and Trade publishes an aggregate list of alleged serious criminal offences committed by foreign representatives and accredited family members, along with requests for waivers of foreign diplomatic immunity.

The dates of the incidents and the names of the countries involved are not published. Given the small number of cases and the small size of the ***Diplomatic Corps*** resident in New Zealand *(see p.53)*, releasing the yearly statistics on immunity cases could lead to the identification of the individual(s) concerned (including the alleged victims). We therefore use a rolling five-year reporting period. Not all requests for waivers of immunity relate to offending; in many cases waivers are requested to enable New Zealand Police to interview members of the Diplomatic Corps when they are witnesses to or victims of crime in New Zealand.

The table below outlines the number of alleged serious offences involving foreign representatives (and members of their families) who held immunity, whether the offences were considered to warrant prosecution by Police, whether a waiver of immunity was sought by the Ministry, and whether a waiver of immunity was granted by the sending Government.

Offence reporting period: July 2020—June 2025	
Number of alleged serious offences	3
Number of alleged serious offences considered to warrant prosecution	2
Waivers of immunity sought	14
Waivers of immunity granted	10
Percentage of cases warranting prosecution where waiver sought	100%
Percentage of waivers granted to waivers sought	71%

Notes:
1. A serious offence is defined as one which carries a penalty of imprisonment for 12 months or more.
2. Police do not prosecute in every serious case for a variety of reasons, for example, strength of evidence, alleged offender no longer in New Zealand.
3. A waiver can be requested for any matter that involves the New Zealand judicial or administrative system.

ANNEX 1: Minister of Foreign Affairs' report on the Non-departmental Statement of Performance

Consular loans (capital)

This appropriation is limited to recoverable financial assistance provided to New Zealanders in distress overseas to help them meet essential and immediate needs, including the costs of repatriation.

Assessment of performance

	Standard	Results				
	2025	2025	2024	2023	2022	2021
Number of New Zealanders assisted in emergency situations overseas through the provision of new consular loans (approved in accordance with policy*)	36–40	19	64	39	25	46
*In terms of "approved in accordance with policy", the Ministry can provide short term financial assistance through a consular loan to New Zealanders and permanent residents in financial difficulty overseas to ensure their immediate safety and well-being or return to New Zealand. The loan must be necessary and in the public interest, no more generous than is necessary, and the New Zealander must have no other financial options available to them, and a plan and commitment to repay the loan.						

Financial performance (figures are GST exclusive)

30/06/24 Actual $000		30/06/25 Actual $000	30/06/25 Appropriation $000	30/06/25 Variance $000
209	Consular loans (Capital Expenditure)	90	100	10

30/06/24 Actual $000		30/06/25 Loans $000	30/06/25 Repayments $000	30/06/25 Impairment $000	30/06/25 Balance $000
418	Consular loans (Asset Balance)	90	(97)	(49)	362

Explanation of significant budget variance

The variance was as expected.

End of year performance is reported under Annex 1: Minister of Foreign Affairs report on the Non-departmental Statement of Performance. The Estimates state that this will be reported under MFAT Annual Report.

Consular loan expenses

This appropriation is limited to unrecoverable financial assistance provided to New Zealanders in distress overseas and expenses arising from any concessional terms and conditions that apply to recoverable financial assistance provided.

Assessment of performance

	Standard	Results				
	2025	2025	2024	2023	2022	2021
Under 10% of opening loans balance is expensed in the year	Met	Not Met	*Not Met	Met	Met	Met

*Correction — result was reported as met in 2023–24 Annual Report.

Financial performance (figures are GST exclusive)

30/06/24 Actual $000		30/06/25 Actual $000	30/06/25 Appropriation $000	30/06/25 Variance $000
49	Consular loans expenses	49	50	1

Explanation of significant budget variance

Loan impairment $0.049 million is the same as last year.

End of year performance is reported under Annex 1: Minister of Foreign Affairs report on the Non-departmental Statement of Performance. The Estimates state that this will be reported under MFAT Annual Report.

Subscriptions to international organisations

This appropriation is limited to non-discretionary payments required as formal obligations arising from New Zealand's membership of international organisations, and as signatory to international treaties and conventions.

An exemption from reporting performance measures for this appropriation has been granted under section 15D (2) (b) (ii) of the Public Finance Act 1989.

Financial performance (figures are GST exclusive)

30/06/24 Actual $000		30/06/25 Actual $000	30/06/25 Appropriation $000	30/06/25 Variance $000
64,603	Subscription to international organisations	63,346	68,976	5,630

Explanation of significant budget variance

This variance is due to foreign exchange movements and expected increases in subscriptions didn't occur to the level expected.

Disbursements made and exemptions from taxation PLA

Refund of New Zealand local body rates for offices and residential premises of overseas diplomatic missions and consular posts pursuant to section 21 of the Diplomatic Privileges and Immunities Act 1968.

Assessment of performance

	Standard	Results				
	2025	2025	2024	2023	2022	2021
Number of rate reimbursements processed	65–80	85	59	58	67	65

Financial performance (figures are GST exclusive)

30/06/24 Actual $000		30/06/25 Actual $000	30/06/25 Appropriation $000	30/06/25 Variance $000
3,219	Disbursements made and exemptions from taxation PLA	3,605	3,800	195

Explanation of significant budget variance

The timing of these refunds is dependent on claims being submitted by the New Zealand based overseas diplomatic missions and the appropriation includes an allowance for prior year claims.

End of year performance is reported under Annex 1: Minister of Foreign Affairs report on the Non-departmental Statement of Performance. The Estimates state that this will be reported under MFAT Annual Report.

Support for Ukraine

This appropriation is limited to the provision of support for Ukraine not within the scope of other appropriations.

Assessment of performance

	Standard	Result	
	2025	2025	2024
Funding to enable the provision of support to Ukraine is delivered as directed by the Government of New Zealand	New measure - achieved	Achieved	—

Financial performance (figures are GST exclusive)

30/06/24 Actual $000		30/06/25 Actual $000	30/06/25 Appropriation $000	30/06/25 Variance $000
6,500	Support for Ukraine	14,000	14,000	-

Explanation of significant budget variance

No budget variance.

NEW ZEALAND
FOREIGN AFFAIRS & TRADE
Manatū Aorere

Annex 2:

Minister of Foreign Affairs' report on the International Development Cooperation non-departmental appropriation within Vote Foreign Affairs 2024–25

This report is prepared under s19B of the Public Finance Act 1989: Provision of end of year performance information by Ministers.

Cover photo: Women preparing flax for weaving. Taratai Village, North Tarawa, Kiribati. Credit: MFAT

New Zealand's International Development Cooperation (IDC) Programme — Ngā Hoe Tuputupu-mai-tawhiti[19] is funded by a non-departmental appropriation within Vote Foreign Affairs. The Pacific and Development Group of the Ministry of Foreign Affairs and Trade (hereafter 'the Ministry') manages the IDC Programme, disbursing the funding provided under this appropriation to a range of delivery partners (including New Zealand government agencies, partner governments, non-government organisations, companies, and regional and multilateral organisations).

The non-departmental IDC appropriation for the triennium July 2024–June 2027 is **$3.064 billion[20].** Three-year appropriations allow expenditure to be managed across years, which enables the Ministry to focus on longer term quality and impact. A separate departmental appropriation is provided under Vote Foreign Affairs to fund the Ministry's management of the IDC Programme.

This report provides an overview of IDC Programme performance for the 2024–25 financial year. The first section features key achievements for the year, including the Ministry's work with other development partners, and delivery against the 2022–25 climate finance commitment.

The second section sets out achievements from across the entire IDC Programme, and impact towards the Ministry's three strategic goals:

- A safe, secure and just future.
- A prosperous and resilient future.
- A sustainable future.

[19] Ngā Hoe Tuputupu-mai-tawhiti can be translated as 'The paddles that bring growth from afar'

[20] As at 1 July 2025. For latest allocation figures see: https://www.mfat.govt.nz/en/aid-and-development/our-approach-to-aid/where-our-funding-goes/our-planned-idc-expenditure

Aerial view of the New Betio Hospital site in Kiribati, showing the maternity ward, paediatric ward, kitchen, laundry, staff areas and traditional maneaba funded by New Zealand and constructed by Reeves International, with engineering services provided by Egis. Credit: Reeves International

International Development Cooperation Programme — Ngā Hoe Tuputupu-mai-tawhiti

The Ministry has primary responsibility for administering New Zealand's international development cooperation, which it does through the IDC Programme. We deliver funding [21], knowledge and skills to improve sustainable development and reduce poverty in developing countries, with a strong focus on the Pacific. Our humanitarian action saves lives and relieves suffering in natural disasters and protracted crises. We seek coherence across development, diplomatic, security, economic, climate change, and environmental objectives to ensure we deliver sustainable progress, and advance New Zealand's interests and values. New Zealand's international development cooperation (policy and financial) is an integral pillar of our foreign policy, reflecting our network of international relationships and commitments, and as an expression of our values.

New Zealand's Policy Statement on International Cooperation for Effective Sustainable Development [22], and the Ministry's Strategic Framework provide an overarching strategic direction for our IDC — including how we allocate and deliver funding, work with partners, and achieve outcomes. We seek effective, inclusive, resilient, and sustained outcomes, and work in line with international development effectiveness principles.

[21] OECD Development Assistance Committee determines at a high level what can be counted and reported as Official Development Assistance (ODA) — i.e. support with a primary purpose of economic development and welfare of developing countries and provided on concessional terms. New Zealand's support under the IDC is more expansive than ODA, as some high-income Pacific countries are also eligible.

[22] ICESD. See: https://www.mfat.govt.nz/assets/Aid-Prog-docs/Policy/Policy-Statement-New-Zealands-International-Cooperation-for-Effective-Sustainable-Development-ICESD.pdf

Overview of 2024–25

As various global challenges transform our world, development needs are intensifying in the Pacific and beyond. We continue to work with likeminded donors to deliver on the needs of our priority partners.

Global challenges and responses

Over the past year, several large donors, including France, Germany, the United Kingdom and the United States, have announced major development funding reductions. Official Development Assistance (ODA) provided by OECD Development Assistance Committee members dropped 7 percent in 2024, and is expected to fall further — reshaping the international development landscape. While the Pacific is insulated to some degree from the reductions, impacts in Southeast Asia, Africa and other regions are likely to be significant. The international humanitarian system, which is already struggling to respond to increasing global humanitarian need, will face significantly declining access to funding. The Ministry continues to assess the impacts of this on our priority partners and work closely with likeminded donor partners as any impacts play out.

New Zealand's development cooperation outside the Pacific has a primary geographic focus on Southeast Asia, and in line with the Government's Foreign Policy Reset, there has been a significant lift in funding for the region in the last year. New Zealand provided targeted support in economic and climate resilience (primarily agriculture and renewable energy), governance, peace and security, and knowledge and skills. We prioritised the least developed countries of Cambodia, Laos, Myanmar, and Timor-Leste; and middle income countries of Indonesia, Philippines, and Viet Nam. New Zealand also delivered a substantial ASEAN [23] regional programme which supports New Zealand's ambition to achieve a Comprehensive Strategic Partnership with ASEAN.

In response to global crises, New Zealand provided IDC funding to conflict-affected areas such as Afghanistan, occupied Palestinian territories, Ukraine, and Myanmar (where conflict-related needs were exacerbated by an earthquake and severe cyclone). As a direct result of New Zealand's support, over 159,000 people were provided with essential humanitarian assistance in 2024–25. IDC was also directed to eastern and southern Africa to support climate and economic resilience, and to a lesser degree to Latin America and Caribbean for low emissions agriculture initiatives, renewable energy, and scholarships.

A Pacific focus

Our engagement in the Pacific is partner-led, supporting each country's determination to chart its own development path, with a shared commitment to the Sustainable Development Goals [24] (SDGs). Of the $953.1 million total IDC expenditure in 2024–25, 60.1 percent was delivered to the Pacific ($573.0 million), demonstrating our strong commitment to our Pacific partners and the region.

We continued working alongside our partners to deliver tangible long-term impact with an emphasis on climate change adaptation, peace and stability, social and economic resilience, and good governance.

A key focus over the year was on taking a more strategic and deliberate approach to collaboration and coordination with Australia, and other likeminded partners, on shared Pacific priorities — including leveraging support into the region.

We provided support to help lessen the impact of crises, including a coordinated response between New Zealand government agencies (NZ Inc) and development partners France and Australia, that delivered timely and effective relief after the Vanuatu earthquake in December. Recovery support has commenced and will remain a focus, particularly the repair and reconstruction of damaged infrastructure.

New Zealand continues to support and invest in regional unity through our membership of regional organisations and advocating for Pacific-led outcomes. We championed the priorities of PIF [25] Leaders through support for Tonga's hosting of the PIF Leaders Meetings in August 2024 (including transport for many Pacific Leaders); support for Samoa's hosting of Commonwealth Heads of Government Meeting in October 2024; and strong engagement in the PIF Review of Regional Architecture. In our engagement with global partners, we consistently advocated for approaches that advance Pacific priorities, are consistent with established regional practices, and support existing regional institutions.

[23] Association of Southeast Asian Nations
[24] The SDGs are a collection of 17 interlinked objectives, adopted by the UN in 2015 as a universal call to action to end poverty, protect the planet, and ensure that by 2030 all people enjoy peace and prosperity. Countries have committed to prioritise progress for those who are furthest behind.
[25] Pacific Island Forum — the region's top political and economic organisation, with 18 members across the Pacific Ocean.

Results at a glance

In the 2024–25 financial year as a direct result of New Zealand's international development cooperation funding:

3,180+
PEOPLE
in the **education workforce** received training or capability-building support

965+
PEOPLE
completed **tertiary or vocational scholarships**

3,390+
PEOPLE
benefitted from **enhanced learning through ICT**

17,300+
PEOPLE
participated in a **labour mobility initiative**

2,100+
PEOPLE
received training or capability-building support **in fisheries and oceans'**

163,842+
PEOPLE
benefitted from **sexual and reproductive health services**

5,995+
PEOPLE
in the **health workforce** received training for capability-building support

21,115+
PEOPLE
received training or capability-building support in **equity and inclusion**

2,999,000+
PEOPLE
benefitted from initiatives which aim to increase resilience to **climate change and environmental degradation**

360,100+
PEOPLE
were provided with essential and useful **humanitarian assistance** following a natural or human-induced disaster

2,192,900+
PEOPLE
benefitted from **improved infrastructure** and services

3,440+
PEOPLE
received training or capability-building support in **infrastructure**

86,970+
PEOPLE
received training or capability-building support in **peace and security**

13,240+
PEOPLE
received training or capability-building support in **governance**

9,829,000+
PEOPLE
were supported to **improve their livelihoods**

Pacific impacts

Each box shows total IDC expenditure in that country and one example of a result achieved during the year

Solomon Islands

TOTAL SPEND: $47.04m

The Solomon Islands Provincial Airfield Upgrades activity sealed Seghe airfield in July 2024, enabling the airport to operate in all weather conditions. The upgrades will boost economic development for Solomon Island's Western Province (population of more than 90,000) through improved and more reliable flight connections.

Nauru

TOTAL SPEND: $4.38m

Public sector governance was strengthened through the launch of Parliament's first Strategic Plan and Community Engagement Strategy, digitisation of civil and legal records, and development of a civic education curriculum for Year 10 students.

Papua New Guinea

TOTAL SPEND: $38.56m

Business Link Pacific provided $2.5 million in loan capital to Kina Bank and Women's Micro Bank, alongside technical assistance on green finance, gender equality, social and disability inclusion. With BLP support, Women's Micro Bank is providing loans to women entrepreneurs to grow their business.

Vanuatu

TOTAL SPEND: $38.23m

The South Paray Wharf was completed through the Vanuatu Interisland Shipping Support Programme, boosting economic development, service access, and resilient inter-island infrastructure.

Fiji

TOTAL SPEND: $37.45m

The Government of Fiji formally adopted the revised National Housing Policy in March 2025, aiming for all Fijians to have access to affordable, safe and climate resilient housing by 2030. This complements the 25 additional houses built in the Koroipita social housing settlement.

Tonga

TOTAL SPEND: $44.63m

A new c-band weather radar at Fua'amotu International Airport has enhanced Tonga's early warnings systems and provided radar coverage for 99,260 people – 95 percent of the Tongan population.

Niue

TOTAL SPEND: $43.30m

The Government of Niue's financial reporting and audit reports are now up to date, marking a significant achievement for the public sector and improving the transparency of government finances for the people of Niue.

North Pacific

TOTAL SPEND: $9.79m

With support from the Private Sector Development Initiative, Palau has launched its Sustainable Tourism Strategy 2025–2028, establishing clear national direction for building a tourism sector that protects Palau's unique environment, strengthens communities, and delivers long-term economic value.

Kiribati

TOTAL SPEND: $40.67m

1,500 students and 80 staff are benefitting from the new Institute of Technology administration and student support services building and outside kitchen. 30 local workers were employed during construction, including graduates gaining practical experience.

Cook Islands

TOTAL SPEND: $12.77m

Polynesian Health Corridors helped Cook Islands secure direct access to Boostrix vaccines in response to the recent Pertussis outbreak.

Samoa

TOTAL SPEND: $51.37m

Through the NZ–Samoa Climate Finance Partnership, a seawall was constructed in Lauli'i Village, on the north coast of the country's most populated island, safeguarding homes and crops.

Tuvalu

TOTAL SPEND: $36.45m

43 students were supported to undertake enrolled nursing training, delivered by Fiji School of Nursing in Tuvalu. This training helps school leavers who do not initially meet registered nurse entry criteria.

Tokelau

TOTAL SPEND: $33.10m

786 Tokelauans had their eyesight screened through the Strengthening Tokelau Health Services Programme, with 52 identified for follow-up treatment, and 23 operations for cataracts and pterygiums carried out.

Working with other development partners

New Zealand collaborates with other development partners across all of our international development cooperation. With our primary focus being the Pacific, New Zealand works closely with Australia to support Pacific development outcomes. We also coordinate and collaborate with other governments who bring valuable resources to the Pacific in support of a Pacific-led approach and the regional priorities set out in the Pacific Islands Forum (PIF) 2050 Strategy for the Blue Pacific Continent. New Zealand advocates for resources to be directed towards the region's priorities in a way that complements, rather than competes with or duplicates, other development support.

Recent examples of successful partnerships to co-finance and deliver development initiatives across the region include:

Landing of the Tuvalu Vaka Cable in Funafuti.
Credit: Australian Infrastructure Financing Facility for the Pacific

- Collaboration with Australia, Japan, Taiwan, and the United States to support construction of Tuvalu's first international undersea telecommunications cable. The Vaka Cable is transformative, significantly improving Tuvalu's internet connectivity, enabling better access to education, healthcare, government services, and economic opportunities. Beyond infrastructure, the Vaka Cable represents a shared vision for a connected Pacific, highlighting the power of regional cooperation in addressing development challenges and ensuring no nation is left behind in the digital age. In December 2024, the cable was landed in Funafuti.

- Securing political commitment from South Korea to financially contribute to construction of a Pacific Community (SPC) research vessel — a Pacific priority to help monitor the impact of climate change on tuna fisheries. This builds on a financial commitment from the United States in April 2024.

- With development partners Australia, the United States, France, Germany, Japan and the United Kingdom, establishing the Pacific Humanitarian Warehousing Programme that supports 14 Pacific Island countries and Timor-Leste to strengthen disaster preparedness and build resilience. The warehouses will provide access to humanitarian relief supplies within 48 hours of a disaster to help meet immediate needs following an emergency.

- With partners Australia and the Pacific Community, supporting experts within Pacific education departments through a multi-year process to enhance the Pacific Assessment for Lower Secondary (PALS) and the primary-level Pacific Islands Literacy and Numeracy Assessment (PILNA). Overall, pilots for PALS and PILNA have engaged 3,471 students, reinforcing a comprehensive, equitable, evidence-driven approach across all levels of education in the Pacific.

- Completion of Phase One construction of New Betio Hospital in Kiribati in January 2025. New Zealand designed and built Phase One, comprising of a maternity ward, children's ward, and hospital management facilities. Japan is funding the necessary fittings and equipment for the unit to be operational, and the Asian Development Bank (ADB) will fund Phase Two construction (adults' in-patient unit, out-patients unit, and emergency department). The hospital serves the Betio population of around 20,000 people.

- With Australia, delivering the Education Sector Support Programme in Solomon Islands. The Programme sought to improve basic education participation and completion, numeracy and literacy outcomes, learning outcomes of disadvantaged children, and education system management. When the programme concluded in April 2025 it had:
    - Delivered 39 infrastructure projects, including new classrooms, dormitories, specialist buildings, and water, sanitation and hygiene facilities.
    - Distributed over 78,000 textbooks and 92,000 learner books and teacher guides, alongside other resources such as sign language books, and computer labs.
    - Supported more than 2,500 teachers to receive professional development training, and 1,000 teachers to attain qualifications from Solomon Islands National University or University of the South Pacific. 902 people received Solomon Islands Sign Language Training.

Students at RC Nicholson College, Western Province, Solomon Islands, celebrating the handover of their new science laboratory, female dormitory, and ablution block. The works benefit 682 students (372 female). Credit: Solomon Islands Education Sector Support Programme

- Working with Australia through our labour mobility development programmes to support Pacific countries to adopt Australia's 'In-country Recruitment Database'. This system seeks to streamline the data collection, recruitment and mobilisation of people participating in labour mobility schemes.

- The formation of Bula Lima in April 2025 — a development partners' collaboration group for health in the Pacific region, bringing together regional technical health agencies, SPC, the Pacific Islands Health Officers Association, and World Health Organisation, as well as Australia's Department of Foreign Affairs and Trade (DFAT) and the Ministry. The formal collaboration mechanism, focused on long-standing (and emerging) health issues, will look to identify the challenges that the combined capabilities of each organisation are best placed to address, making the most of combined technical and financial resources, and accelerating action on the issues identified at the Pacific Islands Forum Leaders Meeting: health workforce, climate change and health, and non-communicable diseases.

- Working with Australia and other like-minded partners during negotiations on the US$100 billion International Development Association 21 Replenishment (IDA21), to secure outcomes that make financing for small states simpler, larger, and more concessional. Consequently, the Pacific region is expected to receive higher country allocations and increased financing to meet their development needs amidst global fiscal tightness.

- Partnering with the Australian Infrastructure Financing Facility for the Pacific on construction of a second international subsea telecommunications cable for Tonga, following damage to the country's only international and domestic undersea cable in the Hunga Tonga–Hunga Ha'apai volcanic eruption. The cable, due for completion in early 2026, will help Tonga build a knowledge-based economy, while also protecting its cyber security and disaster resilience.

- Commencing Phase 2 of the Accelerated Immunisation and Health System Strengthening programme in Papua New Guinea, with funding from New Zealand, Australia, Gavi, and The Vaccine Alliance. Achievements to date include:
    - Integrated service delivery of immunisation and other primary health care services to over 300 health facilities in 14 provinces and the Autonomous Region of Bougainville.
    - 1,247 Village Health Attendants active in 13 provinces, providing services to support healthcare workers.
    - Development of microplans for all health facilities in 10 provinces to guide efficient delivery of services.
    - Outreach to all 28 zero-dose districts and all 18 districts classified as disadvantaged by access to services.

Construction of reclaimed land under the Tuvalu Coastal Adaptation Project. See p.173 for story. Credit: Rebekah Robertson, MFAT

Supporting climate resilience

Climate change is the most significant security and development issue facing the Pacific. Building resilience to the impacts of climate change is an important focus of New Zealand's engagement with the Pacific.

Supporting our priority partners to develop climate and economic resilience is a focus of the Ministry's development planning for each country and is a key contribution to the 'sustainable future' goal in the Ministry's Strategic Framework. Over the past three years, the Ministry has scaled up the IDC climate portfolio and built a strong foundation of climate and environment programming that can deliver impact in the Pacific and beyond. The portfolio is on track to meet the NZ$1.3 billion climate finance commitment for 2022–25 [26]. IDC projects contributing to climate change and environment outcomes are in advanced stages of delivery, with increasing visibility of positive impact. Independent evaluations are scheduled for 2026 and 2027.

The long-term nature of climate responses, combined with a focus on sustainability and a lasting impact from our investment, means that many benefits will be realised after the end date of the current commitment. However, our investment is making a difference.

Enhancing resilience and adaptation to the impacts of climate change

- The NZ–Samoa Climate Finance Partnership — supported through the Ministry's Country Flexible Finance modality — has supported the construction of a seawall in Lauli'i Village, on the north coast of the country's most populated island, providing vital protection for the community, safeguarding homes and crops. It will be duplicated in other parts of Samoa to improve resilience, protecting people and livelihoods.
- Financial preparedness for the impacts of climate change and natural hazards is being strengthened through the Pacific Insurance and Climate Adaptation Programme (PICAP). This Programme provides market-based meso- and micro-insurance schemes in seven Pacific countries, has delivered financial competency development activities to over 44,500 individuals across over 1,486 initiatives, and has launched tailored products for social welfare recipients and persons with disabilities supporting the most vulnerable. See p.171 for story.

[26] Commitment is for January 2022–December 2025, with a target to invest at least 50 percent in adaptation activities and 50 percent in the Pacific.

- Through the Tonga Climate Change Fund (TCCF), the Water Security Programme has successfully delivered 3,500 rainwater harvesting tanks and 380 latrines across Tonga. This provides access to 17.5 million litres of additional rainwater catchment and storage for approximately 4,000 households, improving water security for 20,460 people. The Programme has significantly enhanced water access, hygiene, and sanitation, particularly benefitting women, children, those with disabilities, and the elderly. This investment has strengthened public health outcomes and provided climate-resilient infrastructure for some of Tonga's most vulnerable communities.

Improving institutional capability and evidence-based decision making

- The Climate Finance Capacity Support Programme supports the Ministry's flexible finance modality and provides technical assistance and personnel to 15 Pacific countries and territories to support their planning, delivery and reporting on climate finance investments. The programme has now filled 32 priority positions across 15 countries helping build capacity within government systems to better prepare for and respond to climate change.
- SPC's Climate Change Flagship Programme supported the training of 30 participants from Fiji's Ministry of Health on guidelines for climate resilient and environmentally sustainable healthcare facilities, and the assessment of five healthcare facilities using the guidelines; the inaugural Pan-Pacific Conference on Climate and Health in Nadi bringing together participants from 11 Pacific Islands alongside 15 partner organisations, facilitating knowledge exchange; a Leptospirosis Early Warning System Model in Fiji, French Polynesia, New Caledonia, and Wallis and Futuna; and regional engagements on vector control and insecticide resistance monitoring, with a focus on diseases likely to be exacerbated by climate change — dengue, chikungunya, and zika viruses.

Accelerating climate change mitigation

- New Zealand's contribution to the ADB's Energy Transition Mechanism (ETM) is supporting the reduction of greenhouse gas emissions in Indonesia, Viet Nam, and the Philippines. These include the early retirement of the Cirebon-1 coal fired power plant pilot (Indonesia), technical assistance to the Mindanao Coal fired power plant early retirement project (Philippines), and the PLN Clean Energy Transition Programme (Indonesia).
- The Ministry is supporting renewable energy development across the Pacific, including the Niue Renewable Energy project which has made steady progress in 2024–25. This will contribute to the Government of Niue's goal to achieve their renewable energy target of 80 percent by 2025 through the installation of a 2.79MWp photovoltaic solar array, 8.19MWh Battery Energy Storage System, and significant upgrades to the Niue electricity network to increase safety and resilience. The project is expected to be completed in 2026 and will result in savings of 816,000 litres of fuel and 2,202 tonnes of carbon dioxide equivalent during its first year of operation, supporting Niue to deliver on its climate goals and Nationally Determined Contributions.

Leveraging investment to achieve greater climate impact

While New Zealand funded projects are making a visible difference, the need for funding is greater than we can support alone. Many activities have been designed to leverage other finance streams, are co-funded by other donors, or are delivered through multilateral funds to increase the impact of our collective investments. We are working closely with likeminded partners, such as Australia (PICAP, Tuvalu Coastal Adaption Project, Weather Ready Pacific), France (Vanuatu Solar, KIWA: Improving Ecosystem Resilience Programme), and the United Kingdom (TiDES — a project aiming to unlock private and public finance to support renewable energy development in the Pacific).

Through partnering with Australia, we have made a significant investment in climate and weather information, and early warning across the Pacific region. This has included an expansion of the Climate and Ocean Support Programme in the Pacific, partnering with Pacific stakeholders to develop climate and weather services for island communities, as well as supporting the development and delivery of the Pacific Islands Forum Leaders-endorsed Weather Ready Pacific Programme and working to crowd in additional donors behind this important Pacific-led programme.

New Zealand also contributes to multilateral organisations and funds to provide support at scale and in areas where we don't have expertise or reach to engage directly. These include the Green Climate Fund (GCF) and The Global Environment Facility (GEF), the Global Fund for Coral Reefs, the Fund for Responding to Loss and Damage, and the Global Biodiversity Framework Fund. Through the current GEF-8 period (2022–2026), GEF-supported activities have protected over 218.4 million hectares of critical ecosystems, restored 8.6 million hectares of degraded land, avoided 1905.4 million tonnes of greenhouse gas emissions, supported transboundary cooperation in 40 shared water ecosystems, and eliminated 261.8 thousand tonnes of hazardous chemicals and waste.

New Zealand’s development and humanitarian programmes in 2024–25

The following pages provide an overview of how the Ministry works to deliver results, the focus on impact across the IDC Programme, and highlights of results achieved through New Zealand’s IDC Programme in 2024–25.

For nearly 65 years, New Zealand Police has been a trusted partner in supporting the Fiji Police Force, evolving from foundational assistance in police dog operations to a comprehensive programme that now spans leadership development and investigative interviewing. A key achievement in 2024 was the graduation of Fiji’s first General Patrol Dog team — trained and certified entirely by the Fiji Police Force. This achievement marks a significant step toward operational independence and sustainability in the role of patrol dogs in frontline policing in Fiji. Photo credit: MFAT

How we deliver results

International development cooperation is delivered through many different partnerships and mechanisms, including:

Support for civil society partnerships

Civil society plays a vital role in achieving sustainable development and resilience in ways that also promote democratic processes, human rights, active citizenship, and a strong sense of community. The IDC Programme supports New Zealand non-government organisations (NGOs) to deliver a range of development and humanitarian outcomes in the Pacific and beyond. NGOs, through their local partners, bring strong relationships with local communities, civil society organisations, and local authorities to their partnerships with the Ministry. These established networks enable New Zealand's international development cooperation to reach communities, and vulnerable and marginalised populations — including in remote and hard to reach places.

In 2024–25, the IDC-funded Partnerships programme worked across 20 countries in the Pacific, Southeast Asia, and other Least Developed Countries, through 30 NGOs and 46 programmes and initiatives. Over the course of the year, NGO partners reported that approximately 213,000 people were supported with development outcomes delivered across a range of IDC priority areas, including social resilience and inclusion, improved livelihoods, human rights, strengthened democratic norms and governance, and climate change resilience and adaptation.

Support to multilateral agencies

The multilateral development system continues to deliver global development and humanitarian outcomes, operating in the context of funding constraints, unprecedented levels of humanitarian need, negative trends on democratic norms and human rights, and reversal in progress toward the SDGs. New Zealand advocates for Pacific priorities, an effective and innovative multilateral system, and principles-driven development. The Ministry works to ensure effective, transparent, and collaborative action focused on development (including sustainable and inclusive social and economic development), peace, human rights, and responding to humanitarian challenges.

In 2024–25, New Zealand delivered $90.65 million in funding to multilateral organisations and participated in the governance mechanisms of those agencies funded. In line with the Government's Foreign Policy Reset, and recommendations from the Ministry's Activity-based Review, investment into the multilateral development system was targeted towards a smaller number of, and higher priority, UN agencies and international financial institutions. The 27 multilateral entities that received funding in 2024–25 were identified by balancing New Zealand's key foreign policy (including development) priorities, our international credibility and standing, and our ability to have the most impact.

Support for Pacific regional agencies

A strong regional architecture, owned and supported by all Pacific countries and territories, enables the Pacific region to deliver its own solutions to regional challenges and take advantage of strategic opportunities. New Zealand's support as a member and key funder of the Pacific regional agencies enables these inter-governmental organisations to apply their technical and policy capacity, established programmes and relationships, and deep knowledge of the region, to support Pacific countries and territories to strengthen their resilience.

New Zealand's core funding to Pacific regional agencies supports delivery of their work programmes and strategic priorities in line with the 2050 Strategy. In 2024–25, the IDC Programme provided $28.6 million in core contributions to the following seven Pacific regional agencies.

- **Pacific Islands Forum Secretariat (PIFS)** — coordinator for implementation of Pacific Leaders' decisions, including policy advice on regional economic growth, political governance, and security.
- **The Pacific Community (SPC)** —scientific and technical services to Pacific countries in agriculture, public health, geosciences, fisheries, statistics, educational assessment, disaster risk reduction, transport, energy, climate change, gender, youth, and human rights.
- **University of the South Pacific (USP)** — research institute and the Pacific region's primary provider of tertiary education, including distance and flexible learning.
- **Forum Fisheries Agency (FFA)** — advice and services to enable Pacific countries to maximise economic and social benefits from the sustainable management of their tuna fisheries.

- **Secretariat for the Pacific Regional Environment Programme (SPREP)** — technical and policy assistance on environmental issues, such as climate change, biodiversity and ecosystem management, waste management, and pollution control.
- **Pacific Aviation Safety Office (PASO)** — aviation safety and security services to the Pacific.
- **Pacific Tourism Organisation (SPTO)** — regional tourism sector umbrella organisation focused on destination marketing and sustainable development, data and statistics.

Manaaki scholarships

The Manaaki New Zealand Scholarship Programme (MNZSP) — from mana to manaaki — supports individuals to develop new knowledge and skills that contribute to development outcomes for their communities and countries. In 2024–25, in line with the Government's Foreign Policy Reset, an additional 150 tertiary Manaaki New Zealand scholarships across Southeast Asia boosted people-to-people links and strengthened technical capability in the region.

Across all MNZSP programmes, 967 scholars completed their study. Of those, 209 studied at a tertiary institution (including 113 female), 556 studied on thematic or vocational short-term training scholarships (including 273 female), and 202 undertook English Language Training for Officials (including 111 female). Regionally, the largest number of completing scholars came from ASEAN countries followed by the Pacific.

Humanitarian assistance

Throughout the year, New Zealand disbursed a total of $74.2 million [27] in humanitarian assistance in response to humanitarian crises and disasters. We provided support in 19 countries or regions, with $3.87 million (5 percent) going to responses in the Pacific, $17.6 million (24 percent) to responses in Southeast Asia, and $52.7 million (71 percent) to global responses. Overall, in 2024–25, as a direct result of New Zealand support, over 360,000 [28] people were provided with essential humanitarian assistance.

We provided core funding to global humanitarian organisations, including the UN Office for the Coordination of Humanitarian Affairs (UN-OCHA), the Central Emergency Response Fund, the International Committee of the Red Cross (ICRC), and the International Federation of Red Cross and Red Crescent Societies (IFRC). New Zealand also provided support in many of the world's largest and most severe humanitarian crises, including Gaza and the West Bank, Myanmar (where conflict related needs were exacerbated by an earthquake and severe cyclone), Ukraine, Sudan, Afghanistan, and the Rohingya refugee response in Bangladesh. Supporting humanitarian responses remains a central pillar of New Zealand's response to global crises, alongside clear and consistent advocacy for upholding international humanitarian law; the protection of civilians; and ensuring safe, rapid, and unimpeded humanitarian access.

In the Pacific, New Zealand responded to the needs of the Vanuatu Government following the magnitude 7.3 earthquake in December 2024 through provision of relief supplies and support to non-governmental organisations, as well as deploying personnel to provide engineering, health, response planning and logistical support.

New Zealand also contributed to ongoing Pacific preparedness initiatives, including investment in disaster resilience among our Pacific partners — for example, through contributions to the Pacific Humanitarian Warehousing Programme and Pacific Islands Emergency Management Alliance, and to regional Emergency Medical Team development through the World Health Organisation. The funding ensured New Zealand's operational readiness to respond to requests for assistance from our Pacific partners, including New Zealand's deployable capabilities held by the National Emergency Management Agency (NEMA), Fire and Emergency New Zealand (FENZ), the New Zealand Medical Assistance Team (NZMAT), New Zealand relief supplies held in Auckland, and early warning information provided by the Meteorological Service of New Zealand.

[27] This figure excludes funding for the Ministry's humanitarian preparedness investments.

[28] Reported figures are an estimate of the number of affected people provided with humanitarian relief. Some Pacific response calculations are partly based on an estimated average number of people per household. For New Zealand contributions to appeals/response plans by global humanitarian partners, we have only included figures where specific New Zealand attribution data is available.

FIGURE 1: HUMANITARIAN ASSISTANCE — PACIFIC & SOUTHEAST ASIA

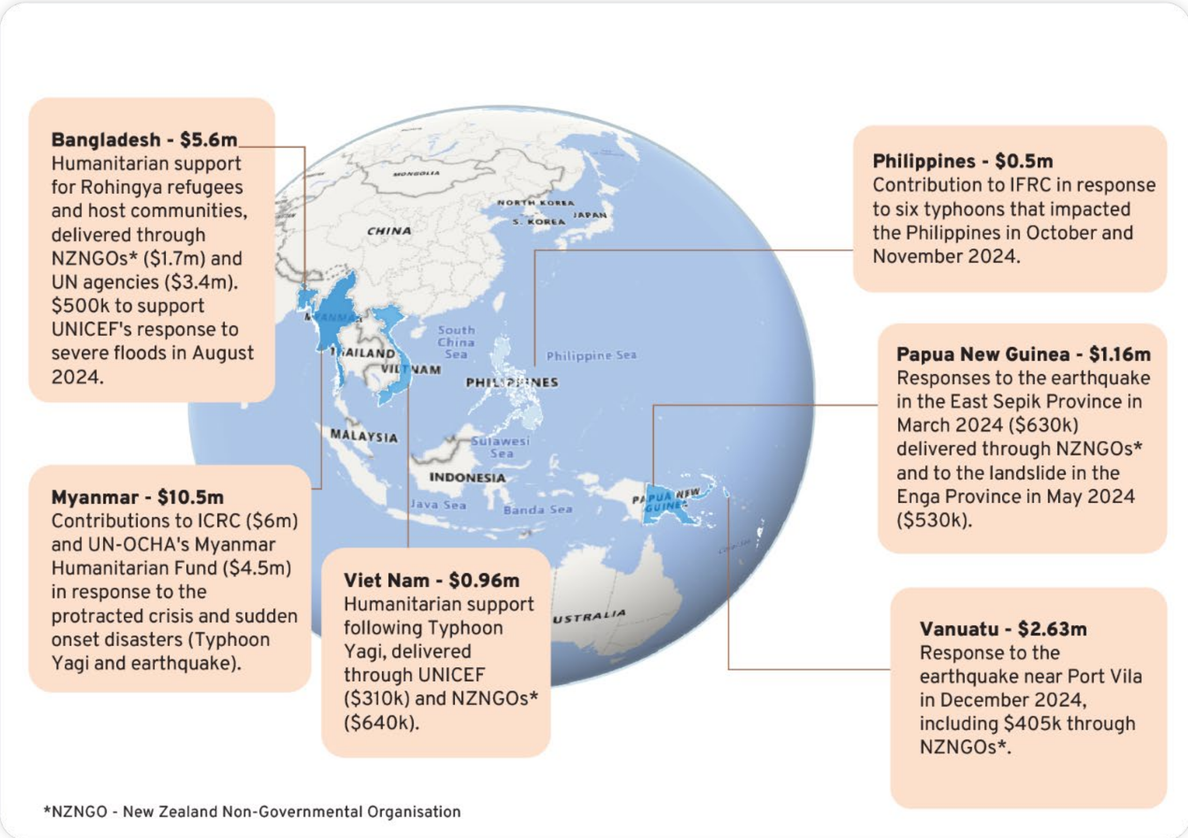
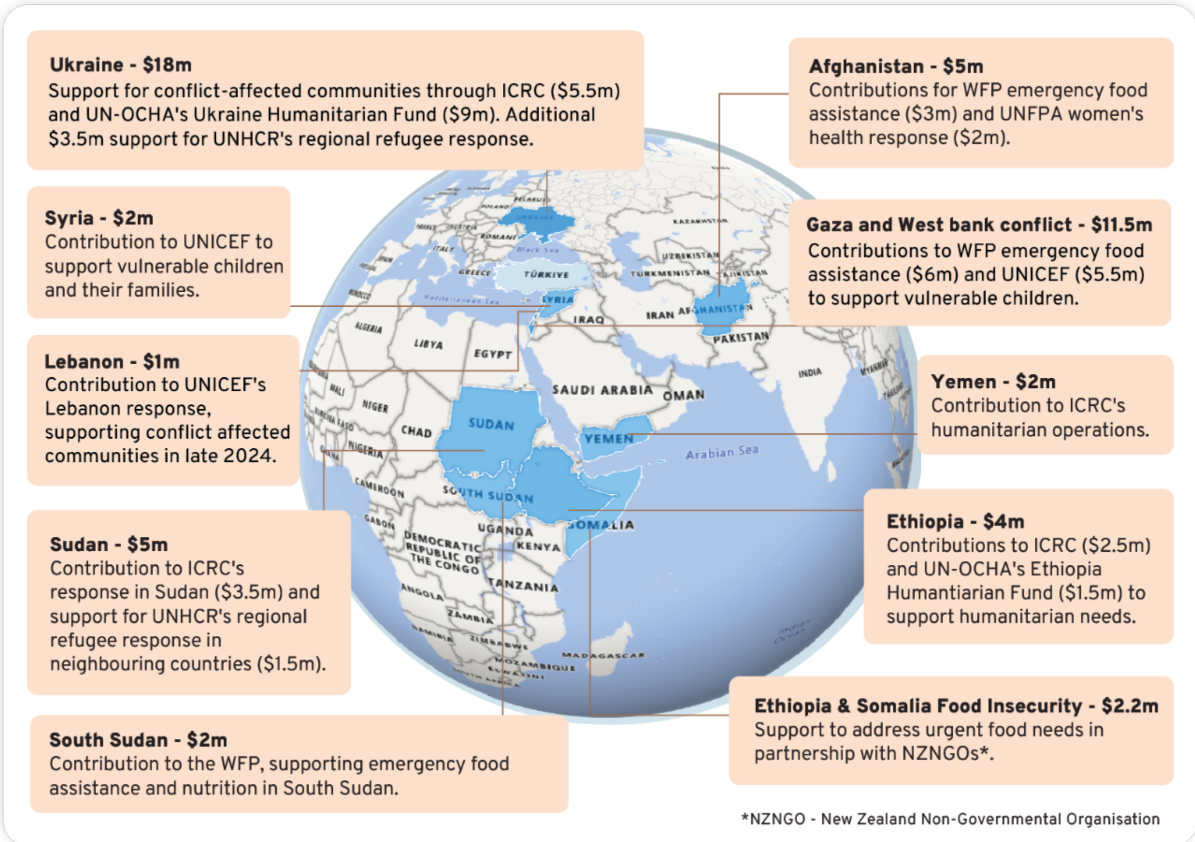


FIGURE 2: HUMANITARIAN ASSISTANCE — REST OF THE WORLD



Focus on impact

The IDC Priorities Framework[29] demonstrates how the IDC Programme contributes to the Ministry's three strategic goals[30] and sets out the key outcomes sought.

STRATEGIC GOAL 1: A SAFE, SECURE AND JUST FUTURE

New Zealand promotes security and stability in the Pacific and Indo-Pacific through bilateral partnerships and engagement with regional fora. We deliver initiatives that address trans-boundary security issues; champion the rule of law; deliver regional capacity-building initiatives; and support well-governed institutions and established regional architecture. We also support our partners to prepare for, respond to, and recover from natural disasters and other crises. Our objectives for 2024–27 are:

- Pacific countries have strengthened democratic norms, accountable institutions, and public services.
- The Pacific has enhanced ability to address wide-ranging trans-boundary security threats.
- Pacific national security sectors can manage internal security challenges, consistent with human rights.
- Partner governments and other humanitarian actors in the Pacific are prepared for, and lead effective and inclusive humanitarian responses to, disasters and crises.
- New Zealand's global development assistance contributes to peace, security, and stabilisation.
- Crisis affected countries and communities can access the assistance and protection they need, especially those most vulnerable.

STRATEGIC GOAL 2: A PROSPEROUS AND RESILIENT FUTURE

We work with partners to strengthen and support the social and economic resilience of Pacific and Indo-Pacific partners. We support inclusive human development, including in health, education, civic empowerment, and social protection; invest in sustainable economic development, including through trade, employment, labour mobility, food security, debt management, and support for private sector investment; and promote investment in essential services. Our objectives for 2024–27 are:

- Strengthened social resilience and inclusion supports achievement of the SDGs in the Pacific.
- Functioning Pacific economies, with strong and stable institutions, support livelihoods and benefit from trade, labour mobility and other safe people movement.
- South and Southeast Asia benefit from enhanced resilience and economic integration.
- Climate-smart agriculture creates increased economic returns and food security benefits.

STRATEGIC GOAL 3: A SUSTAINABLE FUTURE

New Zealand promotes international cooperation to address climate change and other global environmental and natural-resource challenges. We enable, and advocate for, action to enhance resilience of Pacific countries to climate impacts and natural hazards. We support developing countries to mitigate and adapt to climate change and deliver initiatives that address water insecurity and threats to biodiversity; champion climate-resilient infrastructure and emissions-reducing technologies; and support sustainable management of natural and shared resources, including fisheries. Our objectives for 2024–27 are:

- Pacific countries have enhanced resilience and adaptation to the impacts of climate change.
- Across the Pacific, biodiversity is sustainably used and managed, and ecosystems valued, maintained, and enhanced.
- Developing countries accelerate action on their mitigation priorities in a cost-effective way.
- Developing countries increasingly adopt emissions-reducing technologies and practices in agriculture, land-use, forestry, tourism, energy, and land and maritime transport.

The following pages provide highlights of key achievements from across the entire IDC Programme toward each of the Ministry's three strategic goals

[29] See: https://www.mfat.govt.nz/assets/Aid/Aid-General/IDC-Priorities-Framework-2024.pdf

[30] See the Ministry's Strategic Intentions: https://www.mfat.govt.nz/assets/About-us-Corporate/MFAT-strategies-and-frameworks/Strategic-Intentions-2024-2028.pdf

Staff at Labasa Branch of Fiji Women's Crisis Centre advocate for women's rights. Credit: J Anderson, MFAT

Goal 1: A safe, secure and just future

Tackling gender-based violence across the Pacific

The Pacific region reports some of the highest rates of violence against women globally, with up to 67 percent of women in Kiribati, Fiji, Solomon Islands, Papua New Guinea, and Vanuatu experiencing violence in their lifetime. Our partnerships with governments, civil society, and regional and international agencies improve accessibility and quality of services for survivors of gender-based violence (GBV) and make efforts to shift harmful norms that lead to GBV.

- In Vanuatu, the GBV Prevention and Women's Empowerment programme promoted gender-equitable norms, improved access to quality services for survivors, and enhanced national and provincial leadership and coordination capacity. During the year, a National Gender Equality Policy (NGEP) and six Provincial Gender Equality Action Plans (PGEAPs) were developed and disseminated. The launch of the NGEP by the Prime Minister of Vanuatu marked a significant milestone, reflecting decades of advocacy and partnership. In addition, New Zealand funding to the Vanuatu Kaljoral Centre enabled the Centre to engage with chiefs, provincial government, and community members to raise awareness that GBV is a human rights violation and to shift harmful norms that lead to acceptance of violence; and support to the Vanuatu Women's Centre contributed to supporting survivors and collecting data for a second national GBV prevalence study.
- In Fiji, together with other development partners, our long-term support to the Fiji Women's Crisis Centre enabled over 2,500 survivors (including disabled and rural women) to access support, such as legal advice, counselling, and referrals. The Centre also delivered training to over 1,800 service providers, leaders, and community members, including the Fiji Police, aimed at challenging attitudes that tolerate violence, and leading to more respectful, rights-based responses.
- IDC funding at the regional level supports leadership and accountability for implementation of family violence laws. The Ministry has supported the Regional Working Group (RWG) on the Implementation of Domestic Violence/ Family Protection Legislation since 2019. Hosted by SPC, the RWG brings together ministries that coordinate national implementation of domestic violence legislation across the Pacific, providing technical guidance and shared tools, coordinating responses, sharing learning on effective approaches, and promoting alignment with regional commitments on family and gender-based violence. Over the reporting period, SPC provided specialised technical assistance to RWG members in 12 Pacific countries, improving their capacity to monitor implementation of national family protection legislation. This included development of a rights-based, Survivor Counselling Framework for the Pacific that will be used by Pacific countries to improve survivors' pathways to support, healing, and better outcomes.
- With IDC funding support, the International Planned Parenthood Federation (IPPF) has prioritised empowerment of frontline staff. Pacific Niu Vaka Strategy Phase II is focused on strengthening IPPF's member associations to become national leaders in survivor-centred sexual and gender-based violence (SGBV) services. In the past year, the first cohort of SGBV Fundamentals trainers from member associations have delivered nine SGBV training

courses to over 120 staff and partners. Solomon Islands, Samoa, and Cook Islands trainers have gone on to deliver customised SGBV trainings for youth volunteers, clinical staff, and community partners, constituting a major leap in regional ownership. IPPF also launched Youth OCEANS — a regional platform to amplify youth leadership and advocacy on SGBV and Sexual and Reproductive Health Rights (SRHR) across the Pacific; member associations launched regional advocacy campaigns and integrated SGBV into emergency response programmes; and stronger referral systems have led to over 140 clinical referrals for SGBV survivors.

Pacific Maritime Safety Programme

The Ministry continued to support maritime safety across the Pacific, working closely with Maritime New Zealand and local Pacific maritime authorities. The Pacific Maritime Safety Programme (PMSP) delivered capacity building and in-country support for safe ship management, improved regulatory frameworks, operational safety standards, marine pollution and emergency response capabilities across Cook Islands, Kiribati, Niue, Samoa, Tokelau, Tonga, and Tuvalu.

- In Cook Islands, PMSP's maritime technical advisors provided extensive support ahead of an International Maritime Organisation Member State Audit Scheme assessment. PMSP delivered a maritime casualty investigation course to 16 participants; helped develop a revised Maritime Transport Strategy; and conducted a mock internal audit to identify where the gaps are in anticipation of the formal audit later this year.
- In Samoa, PMSP helped update the Samoan Shipping Act, including establishing a quality management system in legislation to enable Samoa's maritime authorities to regulate the ships under their jurisdiction.
- In Tonga, the 'Be Ready, Be Safe' campaign was launched. Delivered by Tonga Police and the Tonga Maritime Administration Office, and aimed at small craft operators, it promotes safe behaviours and maritime safety equipment through workshops, social media, safety videos, and public awareness material.
- PMSP delivered the Water Skills for Life (WSFL) programme in Niue where 15 teachers were provided with WSFL refresher training, and around 200 primary school children participated in water safety classes. Alongside the training, the teachers identified WSFL champions for each year group to support it being embedded in the Niue curriculum.

Children participating in the Water Skills for Life programme in Niue. Credit: Maritime New Zealand

A multi-pronged approach to strengthening public financial management in Solomon Islands

New Zealand provides reform-linked budget support to the Solomon Islands Government (SIG), through the SIG-led Joint Policy Reform Group (JPRG), as a way of incentivising and supporting the Government to address an agreed set of systemic fiscal policy challenges. Comprising ADB, Australia, the European Union, Japan, New Zealand, and the World Bank, the JPRG provides direct budget support to Solomon Islands once the Government has successfully implemented jointly agreed reforms. New Zealand also provides funding to ADB to strengthen Solomon Islands domestic revenue mobilisation and provides technical assistance directly to the Solomon Islands' Ministry of Finance and Treasury (including funding for the Accountant-General position), and to the Office of the Auditor General to strengthen transparency and accountability mechanisms. Additionally, New Zealand provides co-financing to key regional technical assistance facilities — including the Pacific Financial Technical Assistance Centre (PFTAC) and Private Sector Development Initiative (PSDI) — that provide complementary support to SIG's reform programme.

SIG has remained ambitious in its reform agenda and, while it has not achieved all its policy reform priorities, it has continued to make satisfactory progress towards its targeted economic and financial reforms in the view of JPRG donor partners. This includes positive progress in developing budget regulations, and Cabinet approval of a Value Added Tax Bill which is set to simplify the taxation system. Progress has also been made on financial governance, with Cabinet approval of policy enhancing the independence of the Office of the Auditor General.

On 17 December 2024, a 7.3 magnitude earthquake that struck Vanuatu caused significant destruction, claiming 14 lives and displacing thousands. New Zealand provided a coordinated whole-of-government response, alongside development partners Australia and France, that delivered timely and effective assistance to the needs of the Government of Vanuatu. This included New Zealand Defence Force aerial surveillance and transportation of humanitarian supplies and personnel; deployments from FENZ Urban Search and Rescue, National Emergency Management Agency, and a New Zealand Medical Assistance Team; and funding to support the responses of Child Fund, World Vision, ADRA, and Red Cross. Credit: FENZ

Technical assistance in support of the wider Vanuatu earthquake response and recovery

In addition to the humanitarian assistance provided to the Government of Vanuatu following the December 2024 earthquake, New Zealand provided engineering capability as part of the multi-pronged response. During the humanitarian response phase, engineering firm Beca was engaged to provide post-disaster assessments of New Zealand-funded projects (Port Vila seafront and South Paray Wharf), alongside other critical infrastructure in Port Vila, providing guidance for the Government of Vanuatu, the Ministry, and other partners to support prioritisation of effort. PacificTA (a local government technical assistance programme) leveraged Canterbury earthquake experience and existing trusted relationships to provide timely assistance to Port Vila City Council (PVCC) and the Public Works Division to manage the central business district cordon and damaged buildings.

Subsequently, engineering advisers were provided to support the Vanuatu Ministry of Education and Training with earthquake recovery efforts, including structural and geotechnical engineers deployed from New Zealand to advise and prepare repair plans for damaged schools, working alongside local engineers to ensure suitability to local conditions.

Engineering assessment of a school in Port Vila. Credit: © CHartnett

Additional support was mobilised to address urgent infrastructure needs, including a temporary correctional facility to ensure detainee safety. Future funding will focus on repair and reconstruction of damaged schools, in alignment with priorities identified by the Vanuatu Ministry of Education and Training, reinforcing New Zealand's ongoing commitment to strengthening secondary education in Vanuatu. The support underpins a broader recovery plan, including repairs to the Port Vila waterfront, building on post-cyclone investments from 2022–23.

Pacific aviation safety and security

The Ministry's programme of aviation activities has strengthened resilience across the Pacific by mitigating security threats and enhancing aviation safety for Pacific Islanders and New Zealanders. In collaboration with NZ Inc partners, such as Civil Aviation Authority; regional agencies, such as Pacific Aviation Safety Office; and local airport authorities, we have delivered targeted support in capacity and capability building, regulatory oversight, and training and technical assistance, enabling Pacific states to maintain robust and compliant aviation transport systems.

In 2024–25, under the Pacific Aviation Security Programme, we supported installation of new airport security screening equipment in seven airports across Tonga (Fua'amotu and Vava'u international airports), Solomon Islands (Henderson airport), Kiribati (Cassidy and Bonriki airports), Samoa (Faleolo International Airport), and Niue International Airport. This included upgrades to critical security infrastructure, new Computed Tomography (CT) X-Ray imaging devices, walk through metal detection systems, and other important threat detection systems, alongside technical training and capacity building support for airport operating staff. These upgrades have enhanced safety and improved operational efficiency, ensuring Pacific airports remain safe, resilient, and secure hubs for the transport of people and goods.

Screening equipment at Faleolo International Airport.
Credit: Civil Aviation Authority of New Zealand

Ahead of the Commonwealth Heads of Government Meeting (CHOGM) in August 2024, New Zealand completed installation of a package of new airport security screening equipment at Faleolo International Airport in Samoa, accompanied by operator training. The installation of security screening equipment strengthened safety and security in line with International Civil Aviation Organisation standards. The Hold Baggage Screening Equipment includes a CT X-Ray machine that provides high-resolution 3D images for quick and accurate threat detection in space or weight restricted environments.

In 2023–24, the Solomon Islands Aviation Sector Support programme funded repairs and upgrades for two airport fire trucks, new personnel protective equipment, an on-site fire rescue refresher training course, and establishment of an on-site water supply.

In 2024–25, we built on that, providing 18 Airport Rescue and Fire Fighting personnel (17 male, one female) with live simulated 'hot' fire training in New Plymouth, New Zealand. The fire fighters practiced practical tactics and techniques used to control and extinguish live 'hot' aircraft fires in a range of scenarios. All personnel had no prior experience with wearing breathing apparatus or participating in real-life firefighting. The training significantly enhanced the team's operational competency, instilled confidence under pressure, and fostered leadership skills. These outcomes ensured that Airport Rescue and Fire Fighting personnel can respond swiftly, decisively, and safely to real-world aircraft fire emergencies, strengthening the overall emergency preparedness and resilience of Honiara airport.

On-ground training of the ARFF crew, supported by Woods' trainers. Credit: ©Riddell

Community security support in Timor-Leste

A suco police officer visiting a community as part of her routine duties.
Credit: The Asia Foundation

New Zealand has been a long-standing partner in supporting the Timor-Leste Police force (Policia Nacional de Timor-Leste — PNTL) to strengthen its capability to effectively fulfil its functions, including through deployment of New Zealand Police advisors. The Community Security Support Programme (Programa Apóiu Seguransa Komunidade — PASK), implemented by The Asia Foundation, is focused on improving the quality of community policing, strengthening customary dispute resolution processes, reducing burden on the formal justice system, and contributing to more peaceful communities.

Since its commencement in 2021, PASK has supported:

- 57 percent increase in domestic violence case registrations in target municipalities, indicating improved reporting and police responsiveness.
- Re-establishment of Community Policing Councils in 48 priority sub-districts.
- Enhanced access to justice for over 2,250 people in vulnerable groups, including women, youth, and persons with disabilities, through community dialogue and legal information sessions.
- Revision of 'Tara Bandu' (customary law) in many sucos (sub-districts) to align with national law and reduce discriminatory practices.
- A new land rights guide, helping women secure land ownership through customary and legal channels.
- Paralegal support to resolve disputes and access court information for 101 communities cases.
- Publishing of 15 articles and reports by local NGO Fundasaun Mahein, which has been credited with influencing public discourse, police accountability, and youth security; reducing election-related conflict; and increasing transparency in the security sector.

Police Officers meeting with Community Policing Council and community members to discuss community security issues. Credit: The Asia Foundation

Coordinating Pacific anti-corruption leadership

The Teieniwa Vision Taskforce, hosted by the PIF Secretariat, is a foundation for regional coordination in the Pacific's collective anti-corruption response. The Taskforce transforms the principles of the Teieniwa Vision into coordinated, practical actions across 14 Pacific Island countries, and strengthens Pacific ownership in advancing the United Nations Convention against Corruption. It also serves as a constructive platform for mutual accountability, where members are encouraged to share progress, showcase national achievements, and collaborate on national efforts. Through the Taskforce, Pacific countries have enhanced coordination, reduced duplication, and accelerated reform efforts. Results supported by the Taskforce over the past year include:

- A comprehensive review of Samoa's *Crimes Act* (2013), which will support alignment of legislation with international anti-corruption standards, criminalising new offences, such as passive foreign bribery and misappropriation, and enhancing Samoa's investigative and prosecutorial capacity.
- Drafting of National Anti-Corruption Strategies in Nauru and Palau, and National Anti-Corruption Strategy implementation support for Solomon Islands, in response to those countries' requests for technical assistance through the Taskforce mechanism.
- Increased peer-learning and information sharing on anti-corruption related issues through collaboration with diverse stakeholders, such as a recent UNESCO-led briefing on Freedom of Information policies and avenues for engagement.

Regional approaches to Pacific policing

CHOGM 2024 — Pacific unity in action

In October 2024, Samoa successfully hosted a safe and secure Commonwealth Heads of Government Meeting (CHOGM), which proudly centred fa'asamoa (the 'Samoan Way') and Pacific priorities. In support of this effort, over a dozen New Zealand Government agencies worked alongside Samoa agencies to address capability and capacity gaps — providing training and technical advice, supporting planning, and procuring essential equipment. This close partnership strengthened core systems and skills in Samoa in areas such as border management, emergency response and event logistics, leaving a lasting foundation for future cooperation. As a result, Samoa safely and successfully showcased the realities and aspirations of Pacific Small Island Developing States to Commonwealth partners, while also positioning itself as a vibrant tourism and conference destination.

The hosting of CHOGM by Samoa marked a milestone in Pacific regional security cooperation, as domestic deployment of Police was supported by other Pacific partners. The event showcased the strength of Pacific policing partnerships and the inter-operability of Pacific Police Services.


New Zealand and Pacific police, deployed to support Samoa's hosting of CHOGM, at an event to meet the Prime Ministers of Samoa, New Zealand, and Australia. Credit: MFAT

New Zealand contributed the largest contingent of international policing support, with nearly 150 officers (many of Samoan heritage) being deployed to ensure the safety and security of attending leaders and delegates New Zealand's contribution included 96 Constables, 17 Specialist Search Group members, 24 Police intelligence and administration personnel, and 4 explosive ordinance detector dogs, as well as their police/defence handlers. New Zealand Police conducted crucial operational pre-event planning with Samoa Police counterparts, conducting venue assessments, perimeter security planning, and collaborating on emergency response simulations.

Pacific Detector Dog Programme — a regional force against transnational crime

The Pacific Detector Dog Programme (PDDP), led by New Zealand Police and Customs, is a cornerstone of regional security in the Pacific, enhancing capacity of Pacific Island nations to detect and disrupt trafficking of illicit substances. The training programme, hosted at the New Zealand Police Dog Training Centre in Trentham, provides detector dog handlers from across the Pacific instruction in canine handling, operational deployment, and scent detection techniques. To date, 18 PDDP trained detector dogs have been deployed across the Pacific, stationed at key border points, airports, and seaports in Fiji, Samoa, Tonga, and French Polynesia. Their presence has enhanced the region's ability to detect narcotics, firearms, and currency smuggling, acting as a frontline defence against transnational crime.

A flagship success is the Fiji Detector Dog Unit (FDDU), which is a model for regional cooperation and operational excellence. Since its establishment in 2016, the FDDU has played a critical role in Fiji's domestic drug enforcement efforts, successfully intercepting narcotics valued at over NZ$13 million, and including significant quantities of cocaine, methamphetamine, and marijuana. These seizures have disrupted local drug distribution networks, contributing to public health and safety.

In the reporting period, the FDDU conducted 417 drug-related seizures, resulting in 363 arrests across a range of offenses, from possession and trafficking, to organised criminal activity. In 2024, the FDDU was instrumental in uncovering two major international methamphetamine shipments, totalling 4.2 tonnes. These seizures, among the largest in Pacific history, were linked to transnational criminal syndicates attempting to use Fiji as a transit hub. The operation, conducted with international partners, highlighted the FDDU's role in regional security and its capacity to contribute to global counter-narcotics efforts.

Supporting humanitarian responses to extreme weather events in Southeast Asia

Southeast Asia experienced a range of extreme weather events in the second half of 2024. Typhoon Yagi was the strongest cyclone to impact Viet Nam in 30 years, also displacing over 330,000 people in Myanmar. The Philippines experienced a particularly intense cyclone season, with six consecutive tropical cyclones impacting the country in quick succession between late October and mid-November 2024. In response to these events, the Ministry mobilised a range of contributions to help humanitarian response partners on the ground meet needs amongst affected communities.

In Viet Nam, funding supported three New Zealand NGOs and their local partners to provide humanitarian assistance. World Vision New Zealand delivered cash assistance and hygiene support for over 500 households, ChildFund New Zealand supported over 1,700 affected children with education materials and counselling and provided dignity kits to over 800 girls, and Habitat for Humanity New Zealand supported approximately 50 households with significant household repairs and worked to reconstruct an evacuation centre.


A recipient of a New Zealand Disaster Response Partnership-funded response to the impacts of Typhoon Yagi in Viet Nam receives disaster relief, including a water tank and hygiene supplies. Credit: World Vision

In the Philippines, the Philippine Red Cross (via the IFRC appeal) provided urgently needed support for affected communities, including cash assistance, shelter and essential household items, water and sanitation services, healthcare, and psychosocial support.

In Myanmar, New Zealand contributed to the Myanmar Humanitarian Fund, administered by UN-OCHA, shortly after Typhoon Yagi's impacts. The Myanmar Humanitarian Fund and its partners delivered a broad range of protection and assistance, including shelter and non-food items, food security, WASH (water, sanitation, and hygiene), and education.

Ukraine stabilisation

Since 2024, New Zealand has contributed NZ$6 million to the World-Bank administered Ukraine Relief, Recovery, Reconstruction and Reform Trust Fund (URTF). This is complementary to the NZ$18 million in humanitarian support provided to Ukraine in 2024–25.

The URTF supports the Government of Ukraine to deliver critical functions in the face of destruction caused by the Russian invasion. It protects existing essential services, mitigates against further humanitarian needs, and lays the ground for recovery and reconstruction to take place once the situation stabilises.

New Zealand is one of 17 likeminded donors [31] to the URTF, which together mobilised US$2 billion in donor support by the end of 2024. In 2024, the URTF reached over 20 million Ukrainians, providing housing, education, health, and other vital assistance. Critical results delivered in 2024 include [32]:

- health services to 6.3 million people and 5.2 million doses of essential childhood vaccines
- improved secondary education for 380,000 secondary students
- 20,000 teachers trained
- free school transportation for 12,000 vulnerable children
- access to finance for 33,000 famers to improve food supply and resilience.

[31] Austria, Belgium, Canada, Iceland, Indonesia, Ireland, Japan, RoK, Latvia, Lithuania, Netherlands, Norway, Sweden, Switzerland, United Kingdom, and United States.
[32] Results not disaggregated for New Zealand contribution, which was approximately 0.15 percent of all donor contributions for the calendar year.

Enhanced security cooperation through disposal of unexploded ordinances

New Zealand's security relationship with Kiribati has been strengthened through cooperation in reducing the hazards of Explosive Remnants of War (ERW). Funded under the Pacific Security Fund, the New Zealand Defence Force (NZDF) undertook a scoping visit to South Tarawa in September 2023 to engage with Kiribati Police Service, who have responsibility for ERW within Kiribati. The scoping visit confirmed that there were over 300 recovered ERWs located in an unsecured storage facility on Tarawa (Bonneyman's Bunker). Current storage of ERW is inadequate to mitigate the significant hazards to the local community of an explosive event at the bunker.

In July 2024, NZDF conducted reconnaissance of ERW unearthed at critical infrastructure project sites in Tarawa, including at the New Betio Hospital construction site and the Betio Pipeline construction site. Kiribati Police Service assisted NZDF with locating, identifying, and removing ERW to storage in preparation for disposal.

Kiribati Police Service explosive ordinance device operator setting up Line Main disposal of six sub-munitions with NZDF assistance. Credit: NZDF

In April 2025, three Kiribati Police Service officers completed explosive ordnance disposal training with NZDF in New Zealand. The training resulted in all three officers receiving certification to International Mine Action Standards (IMAS) Level 2 Operator standard. With this new international standard of certification, these officers will strengthen the capability of the Kiribati Police Service to safely identify, contain, and dispose of ERW.

Further work will continue in 2025 and 2026, with NZDF supporting Kiribati Police Service to safely dispose of remaining ERW. This ongoing partnership enhances New Zealand's standing as a responsive security partner and builds Kiribati capacity to manage ERW in the future.

Supporting disaster response readiness in Cook Islands

In August 2024, through the Pacific Disaster Risk Management Programme, NEMA supported Emergency Management Cook Islands with development and delivery of their national exercise. The Programme worked closely with Emergency Management Cook Islands and partnered with Cook Islands Green Climate Fund Programme Manager to design Exercise Uriia Turanga Toru, simulating a Category 3 cyclone impacting Aitutaki and Rarotonga, and testing the emergency management system's ability to respond to outer island impacts and potential international assistance needs.

The hybrid functional/table-top exercise ran for three days and covered pre-event, landfall, and post-landfall cyclone response. There was strong participation, with over 90 attendees from across the Cook Islands emergency management system, including senior government officials, emergency services, emergency management volunteer groups, welfare and advocacy organisations, and international partners from Pacific National Disaster Management Offices, the New Zealand and Australian High Commissions, and deployable response teams.

Post-exercise, an evaluation identified strengths and areas for improvement within the Cook Islands emergency management system. The exercise highlighted strong planning frameworks and interagency collaboration and identified opportunities for system-wide enhancements. Exercise recommendations will inform updates to the forthcoming Disaster Risk Management Act, Policy, and Plan, creating an opportunity for long-term improvements in disaster preparedness and response.

Changing lives in Fiji

The Ministry is halfway through a five-year partnership with Tearfund New Zealand that works in Sri Lanka, Myanmar, Solomon Islands, Fiji, and Vanuatu to protect vulnerable households from exploitation and enhance economic self-sufficiency.

Childcare facility and playground at Homes of Hope Campus in Suva, Fiji.
Credit: Tearfund New Zealand

In Suva, Tearfund partnered with Homes of Hope — Fiji's only long-term residential care facility for young women and children who have survived, or are vulnerable to, sexual abuse. With Tearfund support, Homes of Hope has developed community action plans and conducted awareness training to protect children and young people from sexual exploitation.

Sio's (a pseudonym) life was turned around after she attended a Homes of Hope awareness session in her community. After her father died from COVID when she was 15 years old, Sio was forced to seek work to ensure her family had an income stream. She left school and fell into alcohol and drug use, giving birth to a son when she was 17 years old. Sio's sense of hopelessness led her deeper into a lifestyle of drugs, alcohol, and other negative influences. At the community awareness event, Sio spoke to a Homes of Hope Field Officer who introduced her to available training, life skills lessons, counselling, and therapy. Sio struggled to overcome her sense of despondency and poor self-image but was determined to complete the training and support offered. In doing so, she was able to leave the Homes of Hope after a year to live independently. Sio is now in training so she can help transform the lives of others.

Manaaki scholarships strengthening the justice sector in Tonga

New Zealand's IDC contributes to the safety and security of Pacific neighbours through investments in the education of those in the justice sector. With the support of a Manaaki New Zealand Scholarship, Lisi Ki Moana Tupou (Senior Policy Officer, Tonga Police) graduated with a Bachelor of Arts in Business in 2018.

Lisi Ki Moana, Senior Policy Officer, Tonga Police Force, and Manaaki New Zealand Scholarship Programme alumnae. Credit: Education New Zealand Brand Lab

Being from a rural island group, Vava'u, in the north of Tonga, access to tertiary education is not a given for many people in Lisi's community. Lisi attributes her career success to her studies. "*The Manaaki Scholarship gave me the knowledge and the skills I bring to my role now."*

Lisi follows a long line of relatives committed to an effective Tonga Police Force and a just Tongan society. *"I want the policies that I draft to help members of the Tonga Police and to strengthen their passion for law enforcement."*

Lisi is committed to continuous improvement and believes she has already made contributions to achieve this. *"When we're better at policing, the community is safer*."

Lisi also reports that the manaaki she received in New Zealand instilled in her the importance of connection and helping others. In addition to her policy work, Lisi is involved in her community. Through her connections with New Zealand, she was able to fill the shelves of her community hall with books, providing local children with access to reading material.

Preventing violent extremism in the Philippines

New Zealand collaborates with the Global Community Engagement and Resilience Fund (GCERF), supporting community-based initiatives to address the root causes of violent extremism in the Philippines. GCERF works in fragile and conflict-affected locations, delivering social cohesion and peacebuilding initiatives through local organisations who work closely with communities to identify early signs of radicalisation. The programme delivers rehabilitation support for ex-combatants, women, children, and youth returnees, helping them play a valued economic and social role in their communities, including promoting peace. Results over the past year include:

- 54 former rebels participated in a ProPEACE reconciliation process led by Mahintana Foundation in General Santos City. Participants received psychosocial assistance to support their reintegration into society and foster community cohesion, and dialogue was facilitated to address past conflicts and rebuild trust.
- 145 youth completed youth leadership training programmes run by Initiatives for Dialogue and Empowerment through Alternative Legal Services (IDEALS) in Lanao del Sur and Basilan. IDEALS also delivered a media literacy workshop in Iligan City that trained youth and media practitioners to counter disinformation and hate speech during the upcoming election period.
- Over 1,300 participants were reached through Teach Peace Build Peace Movement (TPBPM) peace education and youth leadership programmes in Lanao del Sur, Maguindanao del Sur, and Metro Manila. Participant evaluations indicated that families are becoming more open to peaceful communication.
- The Consortium of Bangsamoro Civil Society helped 38 local administrative divisions create development plans and trained 80 farmers to boost economic opportunities from agriculture and improve livelihoods. This recognises unemployment and poverty as a driver of violent extremism.

IDEALS youth radio programme in Maguindanao and PROTECT PEACE Project handing over various farming materials. Credit: GCERF

Strengthening governance through electoral reform, digitisation, and youth engagement

In 2024, the Nauru Accountable and Inclusive Governance programme (NAIG) supported a suite of initiatives aimed at strengthening public sector governance in Nauru. Funded by New Zealand and Australia, and delivered by the UNDP, this included a comprehensive legal review of the Electoral Act, launch of the Parliament's first Strategic Plan and Community Engagement Strategy, digitisation of civil records, and development of a civic education curriculum for Year 10 students. The Electoral Commission also continued its flagship youth engagement initiative — the Nauru Secondary School (NSS) Prefect Elections — providing students with hands-on experience in democratic processes.

The Electoral Commission's legal review produced a detailed reform proposal, and while not adopted by Cabinet, the process built institutional knowledge and capability around governance advocacy. Parliament's Strategic Plan led to improved internal governance, staff training, and the launch of its first Facebook page and Open Day. Meanwhile, the digitisation of civil registry improved data integrity and accessibility, reducing reliance on unreliable paper systems. The civic curriculum, piloted in schools, and the NSS elections helped build electoral literacy and leadership skills among youth, fostering a new generation of informed citizens.

These initiatives are embedding transparency, participation, and resilience into Nauru's institutions. Digitisation ensures critical records are preserved and accessible, while civic education empowers young people to engage in public life. Together, these efforts strengthen democratic processes and build public trust — key foundations for long-term stability and inclusive development.

The Asian Mega-Deltas, home to millions of people, are facing increasing threats from climate change that have a direct impact on agricultural productivity and food security. To combat climate change impacts in the agricultural systems of the Ganges Delta regions of Bangladesh and India, technological innovations and community-driven strategies are being invested in, such as Integrated Aquaculture-Agriculture (IAA) that integrates fish farming with crop cultivation on the same land. IAA provides farmers with diverse food sources, improves water efficiency, and enhances nutritional and economic outcomes for farming communities. Credit CGAIR

Goal 2: A prosperous and resilient future

Improving food security through low emission agriculture practices

Southeast Asia is highly vulnerable to climate change impacts, while also comprising some of the highest-ranking carbon emitting countries. Low emission agriculture production is key to addressing food insecurity challenges and improving livelihoods. New Zealand's contribution to the CGIAR [33] Asian Mega-Deltas Initiative (AMD) initiative has developed climate-smart agriculture innovations and policies to improve food security and reduce emissions in the fertile but climate-vulnerable Asian mega-deltas. Across the AMD target countries (Bangladesh, Cambodia, India, Myanmar, and Viet Nam) new climate information tools have directly benefitted over 340,000 farmers. Advanced warning of weather events and providing advice on adapting farming to manage the impacts of climate change has increased crop yields and profits.

In Viet Nam, AMD has assisted the government to implement its national programme to sustainably produce one million hectares of high value and low-emissions rice in the Mekong River Delta by 2030. Results include increased production and a reduction in Global Green House Gas (GHG) emissions by up to 50 percent and farmer profits increased by up to 50 percent.

In Cambodia, AMD rice-fish model pilots have resulted in a 50 percent increase in farmer profits, from increased fish and rice yields, and greater access to affordable, nutritious food. This has been boosted through AMD's support to develop and implement national nutrition and food system strategies in Viet Nam, Cambodia, and Bangladesh.

AMD has also collaborated with the Ministry's Climate Smart Agriculture project to implement 'RiceMoRe' — a regional rice GHG measurement, reporting and verification system, that supports adoption of low-emission practices and provides the basis for a carbon credit system. RiceMoRe is being implemented by 28 provinces, covering 75 percent of Viet Nam's rice planting areas.

[33] CGIAR is a global research partnership, that supports countries to sustainably improve food security and respond to climate change issues. Key centres for the AMD work include World Fish, the International Rice Research Institute, and the International Potato Centre.

The Climate Smart Agriculture Initiative is a partnership between the Ministry, Ministry of Primary Industries (MPI), New Zealand Agricultural Greenhouse Gas Research Centre, and overseas partners. It delivers on New Zealand's obligations as a member of the Global Research Alliance on Agricultural Greenhouse Gases (GRA), which has a goal to grow food production without increasing greenhouse gas emissions. The Climate Smart Agriculture Initiative supports partner countries across six ASEAN and nine African countries to quantify agricultural greenhouse gas emissions, and understand the contributions made by different livestock, by developing emission inventories. The inventories enable accurate counting of emissions from livestock based on international best practice, and therefore, allow international climate reporting obligations to be met.

Science technicians at Viet Nam's National Institute for Animal Science (NIAS) conducting a New Zealand-funded experiment to determine emissions from pig manure. Technicians were trained using New Zealand expertise. Credit: MPI

The Initiative has set up science hubs in Viet Nam, the Philippines, Kenya, and South Africa to lead mitigation research across each region, with scientists undertaking research on options that will reduce greenhouse gas emissions while continuing to produce the same or more food. It has also hosted policy dialogues and created policy briefs for government stakeholders. The policy briefs provide a guide on how countries can reduce emissions while growing food production, boost food security, develop climate smart food systems, and create better policy and planning for climate change adaptation and mitigation.

CGIAR's Ukama Ustawi initiative worked with the Rwandan Agriculture Board to update land-use maps for fertiliser application that were last updated in 1960s, and then partnered with the private sector to provide the content online to 90 percent of Rwanda's farmers (2.8 million people) and other key actors in the supply chain. This single source of data has enabled farmers to maximise crop production and reduce losses such as those caused by fertiliser over-use. In eastern and southern Africa, New Zealand supported crop diversification, improved farm irrigation and mechanisation through trials, demonstrations, and digital services. These tools and changes to farm practices assisted over 1.4 million people [34] to improve productivity, climate-resilience, nutrition, and social inclusion.

High yield maize harvest in Rwanda supported by FtMA.
Credit: Michael Upton, MFAT

In Rwanda, through the World Food Programme Farm to Market Access (FtMA) programme, farmer uptake of climate-smart agriculture practices resulted in a 48 percent increase in agriculture income. The average yield from maize, beans, and potatoes more than doubled from 2023 to 2024 (to 4.75 metric tonnes per hectare). Since FtMA programme inception, the proportion of maize sourced locally by the WFP for humanitarian relief efforts has increased from 10 to 60 percent.

[34] Defined as 632,000 beneficiaries attributable to New Zealand's IDC funding, as a 45 percent donor of the programme.

Polynesian Health Corridors support for Samoa's Pertussis response

In November 2024, Samoa declared a pertussis (whooping cough) outbreak that posed a health threat, particularly to babies and children too young to be vaccinated. The Samoa Ministry of Health (SMOH) identified pregnant women and frontline health workers as priority groups for vaccination but was unable to procure the vaccines directly through existing mechanisms. New Zealand and Samoa's long-standing partnership, as well as established relationships with relevant domestic partners such as the IDC-funded Polynesian Health Corridors (PHC) programme, proved critical in securing the necessary support.

Patient receiving a Boostrix shot in Samoa.
Credit: Samoa Ministry of Health

The SMOH urgently requested assistance, via the PHC programme, to access 6,000 doses of the Boostrix vaccine. And while Tokelau did not have any confirmed pertussis cases, their Department of Health (DOH) also requested 30 doses for pregnant women in anticipation of potential risks, given travel patterns between Samoa, Tokelau, and New Zealand. PHC coordinated with the Ministry, MedSafe, Pharmac, and logistics partners to source, purchase and transport the vaccines, and worked with UNICEF to support SMOH and Tokelau DOH with vaccinator training and other wrap-around services once the vaccines arrived and were cleared for use.

The SMOH implemented a timely and effective vaccination rollout, with the first shipment of 3,000 Boostrix vaccines arriving in Apia in late January 2025. Another shipment of 3,030 doses was delivered in late February for Samoa and Tokelau. Tokelau's 30 doses were successfully delivered in all three atolls, on 14 March, with the support of Samoa MOH and UNICEF, ensuring that the vaccines reached those most at risk. PHC also supported Niue with communication materials and Cook Islands to secure direct access to Boostrix vaccines.

The success of these interventions underscores the impact of strong, pre-existing relationships with Pacific Island countries, that ensured a rapid and effective response to the pertussis outbreak and health security in the region.

Enhancing infrastructure quality

New Zealand focuses on supporting the broader Pacific infrastructure ecosystem through tailored support to Pacific partners. In 2024–25:

- Through our partnership with Standards New Zealand, 56 Pacific institutions gained free access to 230 Australian and New Zealand construction standards (AS/NZS), and workshops and e-learning in infrastructure standards, and in conformance systems.
- The Pacific Region Infrastructure Facility (PRIF) delivered technical assistance support across energy, infrastructure, transport, climate change and disaster risk reduction projects. This included supporting Vanuatu to update its National Building Codes, updates to Solomon Islands' and Federated States of Micronesia's National Infrastructure Investment Plans, a feasibility study for a Pacific National Building Codes Regional Secretariat, and Pacific Aviation Safety Office sustainability studies.
- The PacificTA Local Government Technical Assistance Facility established new partnerships with Luganville Municipal Council (Vanuatu) and Nasinu Town Council (Fiji). It delivered Asset Management NZ Study Tours for Cook Islands and Samoa agency partners and an Urban Planning NZ Study Tour for Honiara City Council (HCC) staff, Minister and Permanent Secretary of Home Affairs; advised on Vanuatu's post-earthquake building management/ compliance and demolition plan; delivered two-day training on 'Introduction to Plumbing' in Suva for Port Vila City Council, HCC, Lami, Nasinu and Nausori Town Councils; and structural performance training for HCC building inspectors.
- The Pacific Infrastructure Technical Assistance Fund (PITAF) supported nine projects, including energy infrastructure technical and organisational reviews in Tonga and Timor-Leste, design upgrades for an airport facility in Cook Islands, hydrological modelling and planning of the Waimanu and Sigatoka Catchments in Fiji, construction supervision of roads in Niue, and training support to Solomon Islands Airport Rescue and Fire Fighting. Across each of these projects, the technical assistance provided supports our partners to seek funding for subsequent project development from other development partners or donors.

Leadership in inclusive early childhood development


At the 2025 ECD Forum, hosted by the Government of Samoa, children from across the Pacific took the stage in a talanoa session, sharing their hopes and dreams for the future through powerful artworks and heartfelt messages to leaders. Source: UNICEF Pacific

IDC supports UNICEF to lead the Building Better Brains initiative, that strengthens early childhood development (ECD) across the Pacific. This collaborative effort brings together policy and programming approaches across education, health, welfare, and child protection, helping Pacific countries deliver coordinated, impactful support for children and their families.

New Zealand's IDC funding is a catalyst for Pacific countries [35], enabling support to develop national ECD policies and increase government funding to the sector. In many Pacific nations ECD is now embedded as a strategic priority, ensuring children receive vital support during their formative years and providing a foundation for learning, health, and wellbeing which, in turn, contributes to a more equitable, productive, and healthy society.

Since 2022, New Zealand's support for the Building Better Brains initiative has contributed to meaningful progress in ECD across the Pacific. In collaboration with national governments and partners, every Pacific nation has made measurable progress to strengthen its ECD sector:

- 10 Pacific nations have adopted national ECD policies and five are in implementation.
- 11 Pacific nations have incorporated ECD into their national development plans.
- 15 Pacific nations have established parent programmes, supporting parents and communities to nurture children in their first five years of life.
- 12 Pacific nations have implemented continuous training for ECD professionals.

New Zealand's support for multi-sector ECD initiatives in the Pacific has positioned us as a preferred partner and regional leader in ECD. Continued ministerial leadership by Pacific nations has played a vital role in driving progress and visibility of this work, reaffirming New Zealand's commitment to equitable development outcomes — starting with the youngest children in the Pacific.

Boosting retirement savings through labour mobility

The Recognised Seasonal Employer (RSE) scheme sees more than 16,000 people travel to New Zealand from the Pacific to work in the horticulture and viticulture sectors each year. The Ministry of Business, Innovation and Employment's Toso Vaka o Manū (TVOM) team — IDC-funded through the Strengthening Pacific Labour Mobility development programme — has led a project to increase long-term economic security by supporting RSE workers to contribute to their home-country superannuation schemes.

TVOM is focused on increasing the number of workers that access the benefits of retirement savings and the amount individuals contribute to retirement funds. TVOM hosts webinars connecting RSE employers with Pacific National Provident Funds on Pacific retirement saving schemes and facilitates awareness sessions with workers at RSE accommodation and farm sites around New Zealand about the benefits of retirement savings. Since 2020, workers have sent more than NZ$13.2 million in voluntary contributions to their home-country retirement savings schemes. In the last year, the number of workers registered with the project increased by 29 percent and the combined value of remittances increased by 32 percent. Some workers are even contributing through this project to their children's retirement savings. In the coming year, TVOM will expand access to workers from Tuvalu, Kiribati, and Nauru.

[35] New Zealand funds the BBB Programme in eight countries: Fiji, Tuvalu, Tokelau, Vanuatu, Solomon Islands, Kiribati, RMI, and FSM, with support for ECD in other Pacific countries coming from other donor partners.

Targeted support and market facilitation creates economic opportunities for Pacific businesses

The Ministry supports regional economic development through the Pacific Trade and Invest Partnership, which includes funding for Pacific Trade and Invest New Zealand (PTI NZ). PTI NZ works closely with Pacific Island exporters to promote their products and services internationally and attract investment into Pacific businesses. PTI NZ supports Pacific-based businesses seeking to expand into the New Zealand market, connecting them with importers, distributors, and wholesalers. It also works with Pacific enterprises and state-owned entities to attract investment from New Zealand and international financiers. In 2024, PTI NZ assisted 466 businesses and entrepreneurs, and facilitated a 6 percent increase in the value of New Zealand imports from Pacific Island Forum economies.

Vanuatu Mini Trade Forum held in September 2024, Port Vila. Credit: MPI

Over the past year, the Ministry partnered with MPI and PTI NZ to hold fresh produce 'Mini Trade Forums' — in Vanuatu in September 2024 and in Tonga during the Pacific Week of Agriculture and Forestry in May 2025. The forums were aimed at enhancing Pacific exporters' understanding of the New Zealand fresh produce market and brokering and building trade connections with New Zealand importers. They successfully brought together 150 participants from Pacific growers, exporters, and government agencies, with New Zealand importers and development partners, providing valuable insights into compliance requirements, trade facilitation processes, and market access challenges and opportunities. The forums also provided market intelligence on New Zealand's fresh produce sector and connected farmers and exporters directly to support services.

Key results from the Tonga forum included a signed contract with growers to supply the New Zealand market, commitment from an importer to support exports of a new product, and a trial shipment to New Zealand to test out existing systems.

In 2024, PTI NZ launched the New Zealand Market Insights Series — a practical guide designed to help Pacific farmers and exporters understand New Zealand market demand and export potential. The first edition focused on root crops, turmeric, and ginger, followed by a second release covering coconut, Tahitian lime, pineapple, and mango. These insights help Pacific producers make informed decisions about crop selection and export readiness. A feasibility study on fresh pineapple farming and export to New Zealand was also initiated in response to New Zealand market demand and interest in diversifying Pacific agricultural exports.

Weave Cacao from Papua New Guinea with PTI NZ at Wellington's Chocstock event. Credit: PTI NZ

PTI NZ's responsiveness to market opportunities is demonstrated by its collaboration with the Wellington Chocolate Factory. Following a request from the company to source Pacific-grown ingredients for a new Pacific chocolate bar, PTI NZ facilitated connections with suppliers. The resulting product showcased at Wellington's Chocstock festival, highlighting the value of Pacific ingredients and strengthening brand visibility for Pacific producers.

Labour mobility addressing skill shortages around the Pacific

The PACER Plus Labour Mobility Secretariat is facilitating a Niue–Solomon Islands Labour Mobility Pilot, currently underway, where three Solomon Islands nurses with significant experience have travelled to Niue to work predominantly in the Niue Aged Care Unit.

The pilot is the first managed intra-Pacific labour mobility programme for the Pacific and targets Niue's acute labour shortages, which are a critical development constraint. This Inter-Agency Understanding serves as the prototype for future labour mobility into Niue.

Uto Bulabula — Healthy Hearts: A regional solution to a regional problem

Many Pacific countries face challenges in providing cardiac care locally and sending patients overseas for treatment can be expensive. Recognising this gap, the Uto Bulabula — Healthy Hearts initiative was developed as a regional solution to a regional problem. Funded by IDC, through the New Zealand Medical Treatment Scheme (NZMTS), the Uto Bulabula initiative brought together thirty-five medical professionals from New Zealand's Hearts4Kids Foundation and provided life-saving cardiac surgeries to 15 children from Fiji, Samoa, Vanuatu, Kiribati, and Tuvalu. The initiative is a united effort between local and regional organisations, marking a milestone in Pacific-led, regional healthcare collaboration and stems from the critical need for accessible and affordable paediatric cardiology care in the region. Pacific values were upheld throughout the initiative by providing comprehensive cultural and safety briefings for visiting specialists and tailored support for families.

Dr Kiki Maoate, Paediatric Surgeon, Urologist and PMA President, states: *"The primary objective of the medical treatment scheme is to alleviate health burdens and enhance the quality of life across the region. Through this programme, we have collaborated with countries to fortify their healthcare systems, build capacity, facilitate overseas referrals, and deploy medical experts to achieve this mission… The Uto Bulabula initiative goes beyond just conducting surgeries; it also focuses on developing the local Fijian workforce, strengthening partnerships, and reinforcing our commitment to a regional approach in our efforts*."

From a Ni-Vanuatu mother whose four-year-old daughter successfully underwent cardiac surgery: "*Our lives have pretty much been on hold until we could get the surgery. This means the world to us. To be able to move past this and to support her in the best way possible — that's a huge thing for us*".

Shaping futures in Timor-Leste

The Ministry partners with the Adventist Development and Relief Agency (ADRA) in Vanuatu, Papua New Guinea, Timor-Leste, and Myanmar to increase protection and economic resilience for women and girls, increase the food and income security of farming communities, and improve the health of rural communities.

In Timor-Leste, ADRA Timor-Leste, is achieving significant success improving household income security and economic resilience through village-level savings and loans schemes, as well as a focus on value chain agriculture. In 2023–24, 124 village savings and loans groups were established, with average savings of US$3,918 per programme.

Jelaurina making ginger candies. Credit: ADRA New Zealand

One community member who benefitted from the value chain programme that supports farmers to link their products to the domestic market, was Viqueque-based mother of three, Jelaurina, who is president of the local cooperative. The programme transformed the cooperative's traditional coconut oil processing techniques by providing advanced training, state-of-the-art machinery, improved packaging, and enhanced marketing strategies. As a result, the cooperative was able to join others in producing for a local coconut oil brand MINUVI (Mina Nuu Viqueque). From there, the cooperative moved into ginger candy production, leveraging Viqueque's reputation as a leading ginger producer in Timor-Leste. By mid-2024, the cooperative was known for producing high-quality products and had secured a contract with a national retailer.

Before the programme, Jelaurina had struggled to meet household needs, but like other cooperative members, she has seen a significant increase in income. Jelaurina has been able to secure the education of her children and improve the family house. She has also resumed the university course she had earlier stopped due to affordability.

Modernising business laws and tax systems in the Pacific

New Zealand funds the ADB's Pacific Private Sector Development Initiative (PSDI), a technical assistance centre designed to improve the business enabling environment in the Pacific region. PSDI supports Pacific countries to establish online business registries, providing a platform to streamline registration processes and regulatory compliance. To date, Pacific countries have adopted online registries later than most global regions, with many relying on labour-intensive processes, such as paper-based systems, that drive up costs, reduce tax compliance, and heighten the risk of non-compliance with anti-money laundering requirements.

As of 2025, PSDI has supported development of online business registries in Cook Islands, Papua New Guinea, Solomon Islands, Tonga, and Vanuatu, and is continuing to work with Kiribati and Palau. In 2025, PSDI partnered with Tonga's Ministry of Economic Development to launch an upgraded online registry featuring online payments, investment certification, digital filing and access to business information, and secure storage of personal property records. This is one of many reforms that PSDI are supporting to address private-sector challenges and help the Tongan economy fulfil its long-term growth potential.

New Zealand also supports the Pacific Financial Technical Assistance Centre (PFTAC). Through the Pacific Taxation Digitalisation project, PFTAC is modernising tax systems across Kiribati, Nauru, Niue, Palau, and Tuvalu. In Nauru, PFTAC worked with the Nauru Revenue Office to support its transition to a modern tax system, reviewing capacity development and training needs, assessing progress against previous recommendations, and developing a digitalisation roadmap. This work supports Nauru to progress their digital transformation, including implementing a digital system for tax filing that improves tax revenues and compliance, and reduces administrative burden.

PHAMA Plus Programme promoting 'green gold'

Pacific Horticultural and Agricultural Market Access (PHAMA Plus) operates across nine Pacific countries and works directly with Pacific businesses to provide practical and targeted assistance to manage regulatory aspects associated with exporting primary and value-added products. Three years into the current phase, PHAMA Plus has helped Pacific businesses earn, or protect export revenue valued at, more than NZ$25 million, benefitting almost 42,000 people. PHAMA Plus's work has been particularly prominent in the kava sector — also called 'green gold'. It has conducted research into kava varieties and plant disease, supported partner governments to establish kava legislation and regulations, established national and regional kava standards, and co-invested with kava exporters to boost their processing capacity, improve quality, and add value to exports. Kava is now the leading agricultural export in Fiji and Vanuatu. Between 2011 (when the programme commenced) and 2023, the value of Fiji's kava exports rose from FJ$6.6 million to FJ$47.8 million.

Adre Canakaicina, 25, once saw homeownership as an impossible dream. After dropping out of school, he returned to Nalidi village in Ra province, Fiji with an uncertain future. But kava farming changed everything. Lami Kava, an established Kava retailer and exporter, began buying green kava from his village, providing a steady market and transforming Canakaicina's future. Guided by elders, he and other young kava farmers formed a group, committing to three years of disciplined kava production. His goal, to build a house before marriage.


Adre and Lite Canakaicina outside their newly built house. Credit: PHAMA Plus

Lami Kava was able to provide market confidence for farmers like Adre because of accelerated business growth. PHAMA Plus de-risked Lami Kava's expansion with a wash bay, industrial microwave for sanitisation, laboratory facilities, and training videos for farmers, making green kava farming more viable, boosting prices, and securing better livelihoods for farmers. More recently, the partnership also helped Lami Kava to diversify its product line and secure improved export market access through key developments, such as business certifications and in-house food safety testing capabilities. Their business has expanded 73 percent since 2020 and opportunities for kava farmers continue to grow.

In 2024, Canakaicina completed his home with his wife, Lite Marama. "*Owning our house and living on our terms is incredible. We rule our own lives and come and go as we please. This is freedom.*" Canakaicina added that with their income from kava, Lite can finally finish her studies in teaching. *"I'm also planning to start my own kava business one day. We will need to have this to help pay for the education of our children sometime in the future. So many plans and dreams to achieve, and we know with kava, many things are possible!"*

Pacific Disability Forum's Growing Stronger Together programme

Around 1.7 million people in Pacific countries live with disability. Through the Growing Strong Together initiative, funded by New Zealand and Australia, the Pacific Disability Forum supports organisations of persons with disabilities (OPDs) across the region. Over the three-year programme (2022–25), 26 OPDs across 14 Pacific countries were supported to lead disability inclusive development and advocate for the rights of people with disabilities. In Fiji, this support led to the inclusion of disability-related questions in Fiji's 2023 Labour Force Survey, meaning data on employment barriers and opportunities for persons with disabilities was collected for the first time.

Growing Stronger Together is guided by the principle 'nothing about us, without us' and was designed and delivered by Pacific OPDs — a localised approach that ensures governance, financial management, human resources, and monitoring and evaluation systems are strengthened from within each organisation, fostering ownership, sustainability, and cultural relevance. The programme has been recognised by development partners, including the UN, as a best practice example of movement-led organisational strengthening and resilience.


16 OPDs from 12 countries attended the OPD Reflection Workshop in Fiji to share their experiences under Growing Stronger Together. Credit: Pacific Disability Forum

Through the programme, over 200 OPD staff and volunteers gained governance, leadership, and finance skills; OPDs have engaged more effectively in national policy forums to promote rights-based legislation and secure budget commitments; and 16 OPDs from 12 countries participated in regional peer learning and future planning at an inaugural Reflection Workshop in Fiji in 2024.

Manaaki scholarships driving prosperity

The Ministry recognises the importance of high-quality, efficient transport systems in enabling business and prosperity, with the Manaaki New Zealand Scholarship Programme seeking to advance the skills of transport professionals in eligible countries. Through the Programme, William Sabandar (Willy) completed a PhD in Geography in New Zealand in 2004.


William Sabandar, Chief Operating Officer, Indonesian Business Council, and Manaaki New Zealand Scholarship Programme alum. Credit: Education New Zealand Brand Lab

Soon after returning to Indonesia, Willy began a role as operations lead for Jakarta's Mass Rapid Transport System project. *"After completing my PhD, I was filled with hope that I can bring my experience in New Zealand to Indonesia."*

Later, Willy became the Chief Operating Officer for the Indonesian Business Council, and Commissioner for Mass Rapid Transport System. At the time, Jakarta was the fourth most congested city in the world. *"I want to change the culture of Jakarta's transportation, moving from using private vehicles, to public transport."*

Willy notes there is still progress to be made, but under his management, Jakarta has graduated from the fourth most congested city in the world to the thirtieth. *"In New Zealand, I learnt it's not just about building infrastructure, but changing people's way of life."*

In Willy's role with the Business Council, he seeks to promote the economic welfare and business competitiveness of the country. Like many Manaaki alumni, Willy is an overachiever. While in New Zealand Willy connected with several coffee importers, and upon his return home, founded an Association that connects importers with Indonesian coffee growers. Focused in the Toraja District, this Association improves coffee farming practices, and seeks to expand market access.

Public health support in Kiribati

New Zealand has invested substantially in critical health infrastructure in the Pacific region to help countries provide quality and resilient health systems. In Kiribati, Phase One construction of the New Betio Hospital has been completed, comprising a new maternity ward, children's ward, and hospital management facilities, providing a major boost to maternity, birthing, and paediatrics capacity in the country, while significantly reducing patient travel times. The hospital serves the Betio population of around 20,000 people. New Zealand is also funding construction of 25 public health clinics in the outer islands through the Kiribati Ministry of Health and Medical Services (MHMS). Five clinics were completed in 2024–25, strengthening critical primary health care services to 9,536 people.

In addition to healthcare infrastructure, New Zealand is improving access to public health services through partnerships with MHMS and UNICEF Pacific, including supporting the delivery of the Kiribati Non-Communicable Diseases Strategic Plan 2020–23 and delivery of training to 12 nurse trainees who will become Medical Assistants in outer island health centres. The Ministry also funds UNICEF to work with MHMS to strengthen healthcare services for mothers and children that address malnutrition and stunting in Kiribati.

Sexual Wellbeing Aotearoa (SWA) worked with Kiribati Family Health Association (KFHA) to strengthen sexual reproductive health and rights, and reduce sexually transmitted infections and unplanned pregnancies. 7,646 people benefited from improved SRHR services and 2,851 people received SRHR training and capability building support. SWA and KFHA completed the Identifying Future Priorities to Improve Sexual and Reproductive Health in Kiribati research report, which provides a roadmap for KFHA to improve effective delivery of SRHR services in Kiribati.

UNICEF's 1st 1000 Days programme supported Kiribati to introduce National Nutrition Guidelines and School Food Policies and reviewed the Breastfeeding Policy and Kangaroo Mother Care (KMC) Guidelines. KMC is a revolutionary skin-to-skin technique supporting survival of preterm babies.

Productivity and diversification through the RISE initiative

While Timorese farmers can generally meet their subsistence needs, earning a cash income from cash-crops is more difficult, with a lack of post-harvest handling systems and poorly developed commodity markets. The New Zealand-funded RISE (Raising Incomes through Sustainable Exports) project addresses these constraints and contributes to increased cash income from coffee, cocoa, and spices for participating farmers.

Coffee is Timor-Leste's largest non-petroleum export product, however, the trees can become unproductive with insufficient fertiliser and pruning [36]. To address this, RISE facilitated the pruning of 2.6 million coffee trees across 10,200 participating farms.

Cooperativa Café Timor coffee bean quality control line in Dili. Credit: John Claasen, MFAT

In 2025, with strong yields and favourable market conditions, farmers are seeing meaningful improvements in income. Record high coffee prices, combined with significant productivity gains, are on track to more than triple incomes for farmers by the end of the year, compared to pre-tree-pruning income. As more pruned trees mature and diversified crops reach harvest, the positive impacts are expected to significantly increase.

Beyond coffee, the project is also enhancing household income and resilience by promoting crop diversification. Over 2,500 cocoa farmers are receiving support to raise the quality and amount of cocoa produced by their trees. With improved post-harvest quality control, farmers began producing premium-grade cocoa beans. In 2024, this culminated with the export of cocoa to Singapore, marking the first commercial sales to an international market. The competitive price of Timorese cocoa is drawing attention from potential buyers across Southeast Asia and has scope for expansion. Vanilla, pepper, and cloves are also being promoted through RISE, and all are showing promising signs of providing good returns to growers.

By 2034, CCT estimates that RISE project farmers will receive total additional income of an estimated US$5 million per year, due to cash crop productivity gains following RISE support.

[36] Pruning brings substantial benefits over time — a RISE on-farm study in May 2025 confirmed pruned trees yield 3.2 times more coffee beans than un-pruned trees.

Building resilient livelihoods through inclusive community-based training

Since 2020, the Ministry has partnered with the Commonwealth of Learning (COL) and the University of the South Pacific to expand access to education and training. Open, Distance, and Flexible Learning (ODFL) brings the classroom to learners and reduces barriers to education. To date, 4,671 people across the Pacific have benefited from ODFL courses, with more than 1,700 learners accessing training in 2024–25. The programme anticipates reaching an additional 600 learners by December 2025.

Mrs Melanie John, a 30-year-old mother of three from Middle Jimi in Papua New Guinea's Jiwaka Province, demonstrates the life-changing impact of vocational education. Having left school in Grade 10, and with her husband working away from home, Melanie faced limited opportunities to support her family. Her circumstances began to change in 2024 when she enrolled in a basic accounting and book-keeping course, funded through the Ministry's partnership with COL.

Mrs Melanie John in her general store.
Credit: Commonwealth of Learning

The training ignited Melanie's entrepreneurial spirit. *"The best thing in training was the courage given. It empowered me to venture into doing small business in the community. I have the lecture notes whereby I regularly look back and rely on for the business opportunity and how it should be shaped into reality."* Today, Melanie runs a small general store along the local highway — a business she launched using the skills and confidence gained from the course. *"I am using the business skills taught and renting a store after discussion with my family. I believe in self-reliance to sustain life with the skills and knowledge gained."*

Melanie's story is one of many that reflects how vocational training changes lives. The programme equips women and youth with practical skills, opening pathways to education, employment, and economic independence for those who might otherwise be left behind.

Preventing and controlling noncommunicable disease across the Pacific

Noncommunicable diseases (NCDs) are the leading cause of mortality in the Pacific, and are a key intervention focus for the Ministry. In the past year:

- SPC and WHO provided technical assistance to 12 Pacific Island countries to update the Pacific Monitoring Alliance for NCD Action (MANA) dashboard. The dashboard tracks countries' NCD policies and programmes to identify gaps, monitor progress, and enable data-driven decision-making on NCD initiatives.
- WHO technical assistance supported Cook Islands, Samoa, and Solomon Islands to develop health tax policy proposals for alcohol, tobacco, and sugar-sweetened beverages, which have been submitted to their respective governments for approval.
- WHO supported Solomon Islands to develop a sustainable model for diabetes foot care, with scaling potential across the Pacific. Together, they reached 362 health workers in diabetes management (94 percent of Honiara's health workers), and 273 in diabetic foot screening and care (71 percent of Honiara's health workers). Quality improvement work is underway at five clinics, that will be replicated throughout Honiara, that is showing success in transforming clinic systems, with staff and patients noting improvements in efficiency, quality of care, and client satisfaction. The programme will also procure and provide essential resources to targeted health facilities throughout the country to enable health workers to carry out their roles and deliver high quality primary care.
- SPC supported Cook Islands, Fiji, Kiribati, Nauru, PNG, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu, and Vanuatu to increase noncommunicable disease prevention and control capability through health promotion and education resources tailored to the Pacific, delivery of training and awareness programmes on NCD risk factors, and expansion of diabetes care services at primary health care level.
- WHO technical assistance enabled Fiji, Kiribati, Nauru, Niue, and Tuvalu to implement the WHO STEPS survey to NCD risk factor surveillance. STEPS is a globally recognised tool that assesses prevalence of key NCD risk factors, generates data to inform national policies and interventions, and strengthens local capacity in public health monitoring. The survey plays a critical role in generating standardised, population-based data.
- PHC carried out cancer control country surveys and stakeholder engagements across Cook Islands, Niue, Samoa, and Tonga, and have now finalised design of their Noncommunicable Diseases (Cancer Control) Workstream.

Danny Shadrech, Oceanographer and University Lecturer, and Manaaki New Zealand Scholarship Programme alum. Credit: Education New Zealand Brand Lab

Goal 3: A sustainable future

Manaaki scholarships boosting capability in ocean science

Danny Shadrech, Oceanographer and University Lecturer, Solomon Islands, completed a Bachelor of Science in 2018, majoring in oceanography and geology —a key priority area for Solomon Islands given that only two percent of its territory is land.

Danny is passionate about how Solomon Islanders interrelate with the ocean. After graduation he became the only oceanographer in the country, although this title may be short-lived. Since returning, Danny has introduced oceanography as a subject at the Solomon Islands National University, where he now teaches.

Danny exemplifies the reason New Zealand invests in scholarships. By training one scholar, many more benefit. *“My favourite thing about teaching is to give back what I’ve learned.”*

Danny notes that Solomon Islanders are reliant on the ocean for their livelihoods. *“The climate change issues we’re facing in the Solomons affect the sea surface temperature, fisheries, and cause coral bleaching. It is important for us to understand these aspects, so that we can keep our ocean productive.”*

Danny is also now managing an ocean monitoring system. *“I am teaching others how to collect the data and turn it into something useable.”* In addition to ocean health, Danny has introduced the routine monitoring of swells for ocean safety. This has resulted in fewer capsizes, boating incidents, and drownings.

Danny attributes his career successes to the Manaaki New Zealand Scholarship Programme. Facing the challenges of climate change requires the skill and knowledge of people like Danny and their commitment to pass that learning on to others.

Eradicating pests on Palmerston Atoll

Palmerston Atoll, Cook Islands. Credit: DOC

"Rats infested the Atoll for over a century. They ate our crops, invaded our homes, and harmed wildlife. We saw the rat problem becoming worse, with the potential to seriously undermine our resilience in the face of climate change impacts."

This was the reality for Arthur Neale, Executive Officer on Palmerston Atoll, a remote outer island in Cook Islands. The Atoll community, in partnership with New Zealand's Department of Conservation (DOC) and Cook Islands' Te Ipukarea Society, have now successfully removed rats from their island.

The Restoring Island Resilience project, delivered through SPREP's Pacific Regional Invasive Species Management Support Service (PRISMSS), responds to climate adaptation and biodiversity priorities in 14 Pacific countries and territories. Working with communities to remove invasive animals and plants transforms island ecosystems, not just on land but in the surrounding reefs due to improved nutrient flows. Since June 2023, the programme has benefited 5,869 people across Pacific communities. Key successes have been protecting and enhancing 13,009 hectares of critical habitat, including through eradication work, delivery of safely tested biocontrols, and locally led restoration initiatives; and establishing regional databases that track 217 invasive species, to underpin evidence-based decision-making.

Palmerston Atoll is just one of many Pacific islands benefiting from this expertise and support, which makes a huge impact on island lives. Arthur reflects on the significant benefits the community is already seeing following eradication. *"Our food security has improved massively. Fruits like guava, mango, and star fruit are now abundant and free from rat damage. Our nu mangaro are thriving. Vegetables, especially cucumbers, have seen an astonishing increase in yield."*

By building local capacity to manage the significant impacts of invasive species, PRISMSS is strengthening communities beyond the direct ecological benefits. Other benefits include:

- Reviving traditional food sources by protecting native crops.
- Creating green jobs in biosecurity and restoration.
- Preserving cultural sites from invasive plant encroachment.
- Enabling people in 127 communities to contribute to monitoring and ownership of projects, through 'citizen science' approaches and ensuring long term sustained impact.

New Zealand's unique expertise in managing invasive species is highly valued to other island nations. And New Zealand is also gaining from strengthened capability within the Pacific — the SPREP Protect Our Marine Areas programme, supported by New Zealand's National Institute of Water and Atmospheric Research, is significantly increasing our own understanding and management of tropical marine invasive species.

The ongoing success of PRISMSS has attracted the attention of other partners. The United Kingdom have now joined as donors, complementing New Zealand's investment and increasing the impact and scope of PRISMMS.

With climate and biodiversity challenges intensifying globally, the services delivered by PRISMSS are being expanded to support more communities across the Pacific. Work is also underway to access additional funding from global climate funds to ensure continued sustainability of the work, which is helping Pacific islands to achieve their targets under the Kunming-Montreal Global Biodiversity Framework.

Pacific Insurance and Climate Adaptation Programme

Over the past four years, the United Nations Capital Development Fund's (UNCDF's) Pacific Insurance and Climate Adaptation Programme (PICAP), with funding from Australia, New Zealand, and other partners, has been a catalyst for climate resilience in the Pacific. It was established to improve the financial preparedness and resilience of Pacific governments and communities against climate change and natural hazards through innovative and inclusive Climate Disaster Risk Financing and Insurance (CDRFI) instruments. These instruments, like parametric insurance, are a new medium for reaching low-income people and those left behind — vulnerable populations comprising women, youth, and individuals employed in micro, small, and medium enterprises from the agriculture, fisheries, and tourism sectors.

To date, PICAP has:

- Introduced market-based parametric insurance solutions in Fiji, Kiribati, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu, and Vanuatu to strengthen the financial resilience of these vulnerable communities.
- Supported the design and launch of 37 inclusive insurance and digital products, demonstrating UNCDF's 'leave no one behind' approach. Working closely with governments and non-governmental organisations, the programme has supported tailored parametric insurance solutions for women, persons with disabilities, and social welfare recipients. With over 47,500 households registered, PICAP is actively promoting inclusivity — 48 percent are women; 3,836 are social welfare recipients; 1,864 are persons with disabilities.
- Reached 47,603 individuals through capacity-building interventions, enhancing climate risk insurance awareness and financial literacy.

PICAP has made climate risk insurance more accessible, especially in remote areas, through its iOnboard platform which simplifies registration, transfers data to the insurer and reinsurer, and improves scalability. A facilitated partnership between Tower Insurance and the global InsurTech firm, CelsiusPro, allowed for a tailored distribution system for cyclone response cover, which now provides rapid payouts following cyclonic weather events. Informed by meteorological data, and geographic information systems, parametric insurance provides automatic payouts based on predefined weather thresholds, helping communities recover quickly and efficiently from climate-related events.

PICAP has also contributed to advancements in disaster risk financing across the Pacific through participation in the Disaster Risk Finance Technical Working Group. In 2024, PICAP supported development of national disaster risk financing and financial inclusion strategies in Fiji, Solomon Islands, Tonga, and Vanuatu, and collaborated with regional central banks to enable introduction of climate risk insurance solutions through regulatory sandboxes [37]. These efforts have significantly strengthened institutional capacity and embedded disaster risk financing into national planning, enabling Pacific countries to enhance their capacity for financial preparedness and resilience in the face of climate change.

[37] A regulatory sandbox is a controlled environment where businesses can test innovative products, services, business models, or delivery mechanisms under regulatory supervision. Regulatory authorities provide a framework where insurers can experiment with new ideas and concepts without facing the total regulatory burden.

Conservation International Aotearoa expedition to Tokelau

At the northern end of Atafu's lagoon Iuta Isaako, the Tokelau climate change programme manager summons students from Matauala School around an underwater frame. Their job is to pick posies of live coral from the adjacent reefs and fix them to netting to grow. Surviving coral will be transplanted on cooler reefs — an insurance policy for a warming world.
Credit: Conservation International

With IDC support, Conservation International Aotearoa works with communities and schools across Samoa and Tokelau, implementing environmental programmes that aim to foster a new generation of ocean stewardship and climate champions. During March and April 2025, an expedition to Tokelau focused on co-developing an environmental education programme, conducting scientific marine assessments, and supporting sustainable ocean management policies across Tokelau's three atolls: Nukunonu, Atafu, and Fakaofo.

Community consultations were conducted with aumaga (men's groups), fatupaepae (women's groups), and local youth to gather Tokelauan perspectives on environmental issues and priorities, helping to strengthen collaborative environmental conservation efforts, and informing development of environmental education programmes and ocean management policies. Citizen science training was delivered to raise awareness about conservation and empower communities to act.

The expedition included a review of marine research sites that had not been surveyed for a decade, employing cutting-edge research techniques to conduct avian and invasive species monitoring, fish surveys, photogrammetry, and environmental DNA sampling. Dive teams conducted surveys at two sites on Atafu's northern and southwestern points, documenting diverse marine ecosystems featuring healthy populations of fish across all trophic levels including globally endangered species, such as humphead wrasse, bumphead parrotfish, and various shark species. This was documented with high-resolution 360-degree cameras to create immersive virtual reality educational resources for schools that will bridge Tokelauan traditional knowledge with modern conservation science.

Advancing climate and economic resilience through women-led enterprises in ASEAN

The Ministry partners with UN Women and the UN Environment Programme to deliver EmPower: Women for Climate-Resilient Societies Phase II. EmPower aims to expand access to finance and low-carbon technologies for women-led enterprises and promote participatory approaches to climate change in policy and planning.

Mobilising finance and private sector investment for renewable energy and low-carbon technologies across Southeast Asia is a core priority of EmPower, and in 2024, the programme established partnerships with nine financial institutions, three climate technology providers, and three business associations, and mobilised US$19.45 million through the establishment of seven financial mechanisms that promote low-carbon, climate-resilient livelihoods. 4,053 micro-businesses from 28 climate-vulnerable provinces in the Philippines accessed funding for local retail, agriculture and food processing, fishing, and trading. Seven small- and medium-sized businesses received loans for procuring renewable energy/low-carbon technologies, such as solar photovoltaic (PV) systems for clean drinking water and biofertilizers in Indonesia.

EmPower also strengthened women's leadership across ASEAN in climate and disaster risk reduction. A total of 68 women's civil society organisations were supported to participate in the twenty-ninth Conference of the Parties to the UNFCCC (COP29) preparatory processes, and the Regional Multi-Stakeholder Dialogue on Gender Equality and Climate Action. EmPower also supported development of five national Climate/Disaster Risk Reduction (DRR) frameworks.

Piloting weather radar for Tonga

Weather radar at Fua'amotu International Airport.
Credit: NZ MetService

Tonga, like many Pacific nations is frequently impacted by severe weather events, including tropical cyclones, thunderstorms, damaging winds, and high swells. The Tongan Meteorology Service's ability to accurately forecast these events is critical to ensuring an effective early warning system. The Pacific-led Weather Ready Pacific programme addresses the need for enhanced forecasting technology, such as weather radar. In support of the Weather Ready Pacific vision, New Zealand has funded Weather Radar programmes — with Tonga selected as the first pilot in 2024.

Installation of a new weather radar at Fua'amotu International Airport has enhanced Tonga's early warnings systems, provided radar coverage for 99,260 people across all three main island groups (95 percent of the population), and improved the Tongan Meteorological Service's ability to forecast, prepare, and respond to severe weather. Though a partnership with New Zealand's MetService, training has been provided to over 20 staff across multiple agencies to ensure proactive use of the information and continued maintenance of the radar infrastructure.

Following the success of the radar pilot in Tonga, the programme will next be expanded to Solomon Islands, equipping its National Meteorological Service with this vital technology to strengthen the multi-hazard early warning system.

Applying a health focus to climate change

Health systems play a critical role in safeguarding the well-being of communities in the face of risks associated with climate change. Investments are being made in climate-resilient health infrastructure, enhancing healthcare delivery, and developing the capacity of climate specialists and agencies to provide high-quality evidence for resilient health systems.

In 2024, SPC's Climate Change Flagship Programme included:

- Training of thirty participants from the Fijian Ministry of Health on guidelines for climate-resilient and environmentally sustainable healthcare facilities, and assessment of five healthcare facilities using the guidelines.
- The inaugural Pan-Pacific Conference on Climate and Health in Nadi, bringing together participants from 11 Pacific Islands alongside 15 partner organisations, facilitating knowledge exchange.
- A Leptospirosis Early Warning System Model in Fiji, French Polynesia, New Caledonia, and Wallis and Futuna, piloting a dashboard that will help to make the results more accessible for users and decision makers.
- Regional engagements on vector control and insecticide resistance monitoring — with a focus on dengue, chikungunya, and Zika viruses.

Through Weather Ready Pacific's Climate and Ocean Support in the Pacific programme, NIWA supported the Solomon Islands Government Meteorological Service to operate a malaria early warning system, utilising weather information such as temperatures and rainfall to help predict malaria outbreaks.

The Polynesian Health Corridor programme helped to prepare health systems in the Pacific for climate-exacerbated health crises (for example, increased epidemics and vector-borne diseases) through activities such as investment in the pertussis outbreak response in Samoa, and support for capability building, including the WHO Joint External Evaluation meeting in Cook Islands.

Fresh water, improved futures

Toka Rakobu, Tobaraoi-Green Living WaSH Officer, and Tabomoa Tinte, from the Ministry of Health and Medical Services (MHMS).
Credit: Engineers Without Borders New Zealand

In Kiribati, having sustainable access to safe drinking water is critical to improving health outcomes. With IDC support, Engineers Without Borders New Zealand are supporting local organisations, Tobaraoi-Green Living and Kiribati Local Government Association, to improve water security for communities.

Their work started in June 2023 on Tabiteuea North and after the first year of activity, the impact was clear: 54 percent of sampled households that had initially tested positive for E. coli were now testing negative. Much of this decrease was due to establishment of 21 Village WaSH (Water, Sanitation, and Hygiene) Champion groups — one for every community ward — and increased hygiene awareness in the community. Community education campaigns were carried out by these groups to highlight the importance of clean drinking water and to discuss basic actions to improve household water safety.

Rurueta Tebwanei, Tobaraoi-Green Living WaSH Officer, undertakes a water quality test as part of a household water safety outreach.
Credit: Engineers Without Borders New Zealand

Toka, a Tobaraoi-Green Living WaSH Officer states: *"We already have seen the changes of the mindsets of people that we have visited. People are now reluctant to drink water that is not boiled. But we continue to tell them that it's good you are thinking about boiling water, but everything else needs to be cleaned as well, such as containers and hands, and so on."*

In addition, thirty solar still distillation farms were also established in Tabiteuea North, enabling the conversion of sea water into fresh, potable water. The distillation farms are managed and maintained by the Village WASH Champion groups. Working closely with Kiribati's Ministry of Health and Medical Services, and local partner Tobaraoi-Green Living, this support is helping to deliver against the Government of Kiribati's goal of ensuring all households have access to potable water by 2036.

Tuvalu coastal adaptation

Strengthening resilience against the impacts of climate change is Tuvalu's key priority, and the Tuvalu Coastal Adaptation Project (TCAP) forms a central part of the Government of Tuvalu's agenda - reflecting its focus on addressing sea level rise and the associated threats. Recognising this priority, New Zealand increased its contribution to the TCAP in 2025.

The first phase of TCAP — delivered through the United Nations Development Programme — was funded by the Green Climate Fund, the Government of Tuvalu, and Australia. This phase involved the successful reclamation of 7.3 hectares of land (730 metres long and an average of 90 metres wide) in Funafuti. It demonstrated the feasibility of the approach, and generated interest across the region and beyond.

Building on this proven success, New Zealand contributed NZ$6.15 million to the Southern Extension in 2024, in partnership with Australia and the UNDP. The implementation of the southern extension has now been executed successfully, with reclamation completed in mid-2025. Significant planning has also been undertaken for the Northern Extension, which will benefit from the preliminary work underpinning phase one, and existing human resources and logistical structures, if delivered consecutively.

New Zealand's contribution to the second phase of the TCAP is a significant example of our climate financing in action, producing tangible results through reclaimed land that is now available for the people of Tuvalu through the Tuvalu Government's land use planning. This additional funding also demonstrates a strong working relationship with Australia's DFAT, which sought additional funding for the project to cover an unexpected shortfall.
New Zealand has recently contributed NZ$3 million to the planning and feasibility stage for the Northern Extension, with implementation expected over the coming year.

Protecting forests for a sustainable future

The Ministry's partnership with Live and Learn Environmental Education is delivering the Carbon Financed Community Forest Conservation (CFFC) project in Solomon Islands, which supports communities to formally protect forests and access the voluntary carbon market. The project aims to improve the environmental and economic sustainability of Solomon Islands' communities by introducing a carbon financing mechanism — the Nakau Programme— that enables rural landowners to protect their forests, and at the same time, generate revenue to fund community development. It provides an alternative income stream to logging, strengthens livelihoods, and offers a replicable model for community-led conservation.

The project is active across five sites: Padezaka, Vuri, and Garasa in the Babatana rainforest, Choiseul Province; Lake Tegano in Rennell and Bellona Province; and Lupa Vangunu-Zaira in Western Province. Progress varies by site, each with unique challenges. Some key milestones in 2024–25 include:

Protected Area Rangers in the Babatana Conservation Project undertaking forest monitoring training. Rangers are a key element of successfully managing, projecting and maintaining the integrity of protected and conserved areas. They help identify potential threats to biodiversity and species, collect data on wildlife, and work closely with the Protected Area Committee to conserve the areas and natural resources. Credit: Babatana Rainforest Conservation Project

- Babatana: having already achieved Protected Area status, Padezaka and Vuri continue to advance toward carbon market readiness. In October 2024, Vuri Clan Association signed a Payment for Ecosystem Services [38] agreement, with Padezaka Tribal Association (PTA) following in June 2025. These agreements enable financial returns and technical assistance in exchange for forest protection. PTA conducted its first Carbon Project Audit Verification in June and is on track to begin selling carbon credits by the end of 2025.
- Lake Tegano: following awareness-raising through CFFC, and the GEF-funded Ensuring Resilient Eco-Systems and Representative Protected Areas in Solomon Islands project, 12 of 14 tribes around Lake Tegano agreed to pursue Protected Area declaration and carbon project development. Participatory land-use and benefit-sharing planning has now commenced.
- Lupa Vangunu-Zaira: progress remains challenging due to ongoing logging pressure. However, in January 2025, local rangers pushed back against a key logging operator, preserving forest areas while efforts toward legal protection continue. Despite receiving a development consent, the company opted out of proceeding with logging operations due to strong opposition from the local Zaira community who depend on the area for hunting, gathering wild fruits and nuts, collecting water, and obtaining building materials.

Culturally-informed engagement has been essential in this project — building trust, navigating natural resource tensions, and supporting community consensus. This work requires long-term commitment, flexible resources, and deep understanding of local context.

The CFFC activity complements New Zealand's broader support to Solomon Islands' climate policy framework, including development of a Carbon Trading Policy with Global Green Growth Institute through the Low Emissions Climate Resilient Development in the Pacific activity. The policy aims to strengthen the enabling environment for forest carbon projects — under both Article 6 of the Paris Agreement, which enables emissions trading between countries and the voluntary carbon market, where projects can sell credits to companies or individuals.

With continued support, these sites are on track to access carbon finance, demonstrating a viable, community-led alternative to logging that supports both environmental conservation and economic resilience.

[38] Payments for Ecosystem Services (PES) represent a game-changing approach to development in the Pacific by targeting the protection and enhancement of economically valuable and resilience-enhancing ecological infrastructure. Trading carbon instead of rainforest timber is one example of this approach. PES mechanisms like carbon trading leverage the international private sector, which can provide most of the financing for scaling ecosystem-based development, harnessing a largely untapped source of funds outside the public purse for doing good.

New Zealand's global geothermal expertise accelerates renewable energy

New Zealand's world-leading geothermal expertise is highly sought-after through our long-running geothermal support programmes to Indonesia, East Africa, and the Caribbean. Our global geothermal technical assistance programmes partner with regional institutions, such as the Africa Union Commission, Organisation of Eastern Caribbean states, national governments, and state-owned geothermal development companies to provide demand-driven technical assistance and capacity supporting all aspects of geothermal development, including planning and exploration, commercial powerplant operations, managing assets and socio-environmental issues, and exploring direct uses of geothermal heat.

New Zealand's assistance has catalysed progress, providing expertise that builds local capability, drives progress, and helps to unlock significant investment for geothermal development. Key achievements in 2024–25 include:

- The launch of the Indonesia–New Zealand Geothermal Energy Partnership Programme (PINZ) with a localised delivery hub. While still in the early stages, PINZ is delivering assistance for critical regulatory reforms at the Directorate General of New Renewable Energy and Energy Conservation (EBTKE). It will support development of clearer sector policies, improve the feasibility of public geothermal projects, strengthen exploration planning, and help build a skilled and diverse geothermal workforce. Improved regulations will enable faster, more inclusive energy transition.
- Through the New Zealand–Caribbean Facility for Renewable Energy (FRENZ) programme, the provision of comprehensive technical, environmental, and social advisory assistance to the Government of Grenada as it prepares to drill its first geothermal well in 2026. The resulting plan provided sufficient confidence to expand the funding envelope and secure a GB£10 million grant from the UK — an essential step in de-risking a project that can provide over 50 percent of the electricity needs for the country, without adding to government debt. In St Lucia, FRENZ support helped secure US$22 million in funding from the World Bank to explore unchartered geothermal areas of the country. In Dominica, New Zealand's support helped the Government of the Commonwealth of Dominica assess the size, scale, and location of a new geothermal resource — information that will help secure future financing.

Flow testing a geothermal well in Dominica. Credit: JRG Energy

- Training and capability-building support for 232 African geothermal professionals (of which 20 percent were women), through the New Zealand–Africa Union Geothermal Facility (AGF). Ensuring sustainability through asset management of drilling equipment was a specific focus, bringing eight drilling specialists from Ethiopia, Kenya, Tanzania, and Djibouti to New Zealand to undertake three-week residential training at world class facilities in Taupō. Follow-up support from the AGF enabled participants to share customised asset management systems and skills with their colleagues.
- Intensive AGF technical support to help prepare the Tanzania Geothermal Development Company to drill the first geothermal well in the country's history, which could be used to establish Tanzania's first geothermal power plant. In addition, New Zealand helped partners to de-risk geothermal exploration and secure financing, including for two projects that qualified for US$7 million in Geothermal Risk Mitigation Facility (GRMF) funding. Since 2017, AGF has helped partners unlock US$22 million in new finance for exploration across nine GRMF projects and has been instrumental in leveraging a further US$56 million of World Bank funding for drilling in Ethiopia.

Supporting sustainability of fisheries

Climate science ensures Pacific tuna access

The Western and Central Pacific Ocean — home to the world's largest wild capture tuna fisheries — is seeing the adverse effects of climate change degrading coral reefs and changing the distribution of tuna. Oceans modelling forecasts that tuna in equatorial areas will likely shift progressively to the east, and into subtropical waters, as the ocean continues to warm. Redistribution of tuna would have profound implications for Pacific national economies, that derive as much as 70 percent of their (non-aid) government revenue from tuna fishing, and may also impact decisions on tuna processing plant locations and bilateral fisheries access negotiations.

Currently, Pacific tuna fisheries are managed at biologically sustainable levels. However, with a greater proportion of tuna populations moving into areas beyond national jurisdiction, that is, into high seas areas, Pacific island countries will face challenges retaining control over the management of tuna fisheries. Through the Climate Science for Ensuring Pacific Tuna Access (CSEPTA) project, SPC are supporting Pacific island governments to transform the way they manage tuna fisheries. SPC is developing the Tuna Climate Intelligence System, which combines climate, oceanographic, fisheries, and economic models to forecast and monitor shifts in tuna populations in response to impacts of climate change.

The project has also funded a new region-wide tuna genetic sampling programme and an expanded genetics analytical laboratory at SPC, which includes a section dedicated to cutting-edge genomics — and the only DNA sequencing capabilities in the South Pacific. These new capabilities have already resulted in a new understanding of Pacific tuna population structure (including tuna in New Zealand waters) and has accelerated the use of a world-leading genetics-based fisheries stock assessment approach in Pacific fisheries, which will result in more precise estimates of tuna population sizes and sustainable catches.

To further support tuna fishery management, funding has also allowed for doubling the capacity of the SPC Taxonomy Laboratory and the associated Pacific Marine Specimen Bank that stores fish samples from around the Pacific. The Bank provides vital information to fisheries models by improving our understanding of the ocean ecosystem (that is what eats what, where, and when) and of fish reproduction, age, growth, and contaminant concentrations. Funding has also supported training of 374 people from across 21 Pacific island countries and territories in related skills, such as taking genetic samples from tuna, data management, and incorporating climate change considerations into policy analysis and advocacy.

This work, alongside the recently established Green Climate Fund programme 'Adapting tuna-dependent Pacific Island communities and economies to climate change', provides opportunities to apply new insights and techniques to better understand and manage climate change impacts on coastal fisheries and aquaculture, which are critical to livelihoods and food security in the Pacific.

Tuvalu fisheries support

New Zealand also provides bilateral support to individual Pacific countries. For example, the fisheries sector is critical for Tuvalu, where around 55 percent of Tuvaluan households fish for food or income — rising to 75 percent in the outer islands. The Tuvalu Fisheries Support Programme focuses on sustainable fisheries management, improved coastal fisheries, and a stronger enabling environment for fisheries development. In 2024–25, the Programme supported national consultations on draft legislation to transition the Tuvalu Fisheries Department to a Fisheries Authority. This facilitated bipartisan support for the establishment of the Authority in Tuvalu and helped form a strong base for the new institutional framework, with the legislation passed and taking effect on 1 July 2025. The transition to a Fisheries Authority represents a major step forward in reforming fisheries governance in Tuvalu and will improve efficiency and management within the sector.

The Programme also supported fisheries sustainability and resilience through the commissioning of a Mariculture hatchery for giant clams (fasua in Tuvaluan), including design and construction of the building and procurement of equipment. The hatchery became fully operational in March 2025 and has been holding clam broodstock since April. One species of giant clam has been spawned successfully but the larvae did not survive to the settlement stage. The hatchery's work on restocking efforts and culturing giant clams will improve Tuvalu's food security and enhance conservation efforts.

Strengthening water resource management

In the absence of surface water resources, people living on atolls and raised limestone islands in the Pacific face significant risk of water insecurity. These communities rely on rainwater collected from roofs, shallow groundwater harvested from bores, wells or galleries, and supplementary sources, such as desalination and bottled water. Water supply is further impacted by the accelerating impacts of disasters and climate change, and small variations have an impact on health, quality of life, food security, economic development, and the ability for communities to stay in place.

Through the New Zealand-funded Managing Water Scarcity through Strengthened Water Resource Management project, SPC works with the governments of Pacific atoll countries and raised limestone islands [39] to engage with their most at-risk communities and develop multi-year investment plans based around essential water capture and storage infrastructure; water monitoring, assessment and management systems; sustainable management of water infrastructure and resources; and drought preparedness and drought crisis response activities. To date, each of the countries involved is successfully progressing their multi-year implementation plans, making targeted communities more resilient. Results include:

- 8,845,000 litres of new or refurbished rainwater collection and storage capability
- 644,000 litres of new desalinated water supply per week
- 540,000 litres of refurbished groundwater supply per day
- Improved water security and increased resilience to climate change for 36,148 people across 74 communities.


EDNRE completing installation of community rainwater harvesting system at Fakaofo, Tokelau
Credit: Government of Tokelau

In Tokelau, SPC supported the Department of Economic Development, Natural Resources & Environment (EDNRE) to successfully repair leaking, damaged and inadequate domestic, community and school rainwater harvesting systems on each of Tokelau's three atolls and install new community and household water tanks —including 48 polyethylene rainwater tanks delivered by HMNNZS *Canterbury*. In total, this has resulted in 1.12 million litres of improved and new water storage.

Community impact statements indicate the significant importance of this work. Schools are no longer closing for days due to lack of access to water for students; households have improved water security, enabling them to tend to home food gardens, improving food security and healthy eating; and office areas have adequate water on site. In response to a survey of rainwater harvesting infrastructure systems undertaken across all islands, and with SPC's ongoing support, EDNRE has delivered three water security awareness raising events, established a pilot water demand monitoring initiative, and developed a leakage maintenance plan, including training of local plumbers to support sustainable water use and management and improve resilience.

In Tuvalu, the first of four new 360,000 litre water cisterns was completed providing safe water to 581 residents in Nukufetai and increasing water security and drought resilience for the island. The remaining three cisterns are under development in the communities of Nui, Vaiaku and Fakaifou. The project also provided 40 x 10,000 litre water tanks for desalinated water storage for outer islands communities.

In Kiribati, groundwater surveys on all 14 islands of the Gilbert Group have identified potential new groundwater sources of water for wells and galleries. As a result, five new groundwater galleries have been developed, with the groundwater complementing existing water supplies to make the villages more climate resilient.

In Niue, more than 270 people (20 percent of the total population) now have access to safe, secure and sustainable water supplies through strengthened water supply infrastructure in the villages of Liku, Lakepa and Tuapa, coupled with improved water monitoring and management systems. The communities and the Department of Utilities are also co-developing drinking water safety plans.

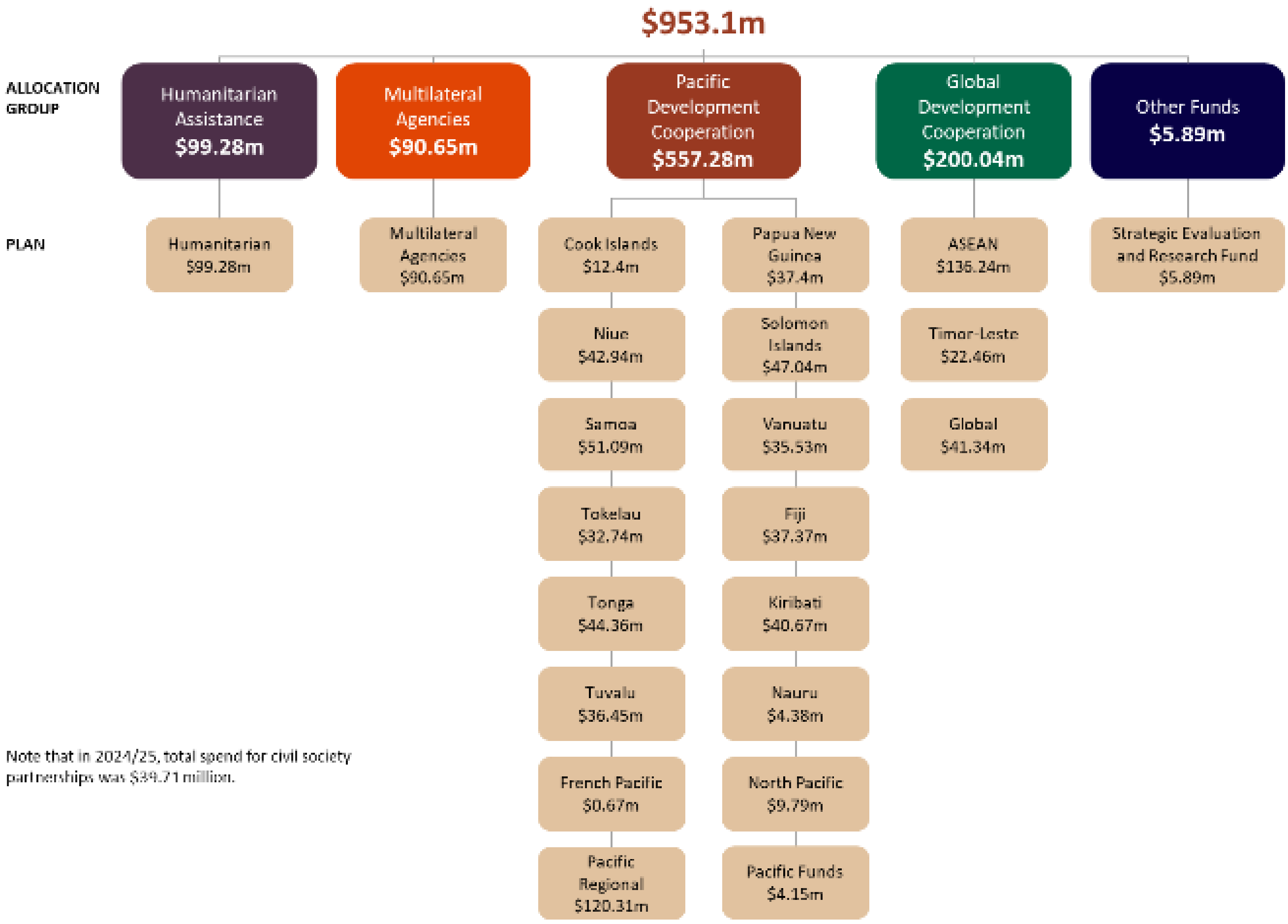
[39] Cook Islands, Kiribati, Nauru, Niue, Republic of Marshall Islands, Tokelau, Tonga and Tuvalu.

Delivery of the IDC in 2024–25

New Zealand's total IDC spend for 2024–25 was NZ$953.1 million. The following pages provide an overview of where IDC Programme expenditure was delivered, the sectors it contributed to, and performance against key indicators.

The Crown IDC appropriation is split into five allocation groups (Humanitarian Assistance, Multilateral Agencies, Pacific Development Cooperation, Global Development Cooperation, and Other Funds). For each of these allocation groups, multi-year plans provide strategic direction for how funding is planned and spent. The below diagram shows expenditure over the year by allocation group and plan. Each bilateral and regional plan includes expenditure on scholarships, multi-country activities, partnership activities, and High Commission Embassy Funds for that country or region.

FIGURE 3: IDC 2024–25 EXPENDITURE BY ALLOCATION GROUP AND PLAN



The following table provides a geographic view of IDC expenditure, by region and sub-region. Individual countries are specified where they received more than NZ$1 million in IDC. This view includes all spend apportioned to relevant countries, including humanitarian assistance.

New Zealand's primary focus is on the Pacific, where we spent NZ$572.95 million, or 60.1 percent of IDC. Our secondary focus is on Southeast Asia (ASEAN and Timor-Leste), where we spent NZ$166.21million (17.4% of total IDC).

TABLE 1: IDC 2024–25 EXPENDITURE BY REGION, SUB-REGION AND COUNTRY.

REGION, SUB REGION & COUNTRY	EXPENDITURE 2024-25 ($)	% OF TOTAL IDC
PACIFIC	**572,954,708**	**60.1%**
Polynesia	**223,530,537**	**23.5%**
Cook Islands	12,765,151	1.3%
Niue	43,299,208	4.5%
Samoa	51,370,120	5.4%
Tokelau	33,103,122	3.5%
Tonga	44,634,953	4.7%
Tuvalu	36,445,364	3.8%
Polynesia regional / Other Polynesia	1,912,619	0.2%
Melanesia	**163,809,252**	**17.2%**
Fiji	37,453,151	3.9%
Papua New Guinea	38,560,945	4.0%
Solomon Islands	47,040,899	4.9%
Vanuatu	38,228,116	4.0%
Melanesia regional / Other Melanesia	2,526,141	0.3%
Micronesia	**55,174,161**	**5.8%**
Kiribati	40,668,903	4.3%
Republic of the Marshall Islands	3,486,700	0.4%
Federated States of Micronesia	2,929,667	0.3%
Nauru	4,378,057	0.5%
Palau	3,370,764	0.4%
Micronesia regional	340,071	0.0%
Pacific regional	**130,440,758**	**13.7%**
Pacific regional	130,440,758	13.7%
ASIA	**207,147,930**	**21.7%**
South & Southeast Asia	**179,223,673**	**18.8%**
Bangladesh	9,253,967	1.0%
Cambodia	24,986,706	2.6%
India	1,279,044	0.1%
Indonesia	23,460,016	2.5%
Laos	18,004,549	1.9%
Malaysia	4,835,037	0.5%
Myanmar	28,871,304	3.0%
Philippines	13,913,723	1.5%
Sri Lanka	2,167,157	0.2%
Thailand	5,553,614	0.6%
Timor-Leste	22,680,765	2.4%
Viet Nam	22,505,179	2.4%
South & Southeast Asia regional / Other South & Southeast Asia	1,712,613	0.2%
Central Asia	**8,845,101**	**0.9%**
Afghanistan	8,400,000	0.9%
Asia Central regional / Other Central Asia	445,101	0.0%
Middle East	**17,803,446**	**1.9%**
Lebanon	1,000,000	0.1%
Occupied Palestinian Territories	11,512,267	1.2%
Syria	2,000,000	0.2%
Yemen	2,000,000	0.2%
Other Middle East	1,291,178	0.1%
Asia Regional	**1,275,710**	**0.1%**
Asia Regional	1,275,710	0.1%

AFRICA		**33,762,133**	**3.5%**
	Ethiopia	6,295,106	0.7%
	Kenya	2,204,993	0.2%
	Tanzania	1,864,966	0.2%
	Zambia	1,341,366	0.1%
	Rwanda	1,528,741	0.2%
	South Sudan	2,000,000	0.2%
	Somalia	1,080,000	0.1%
	Sudan	3,500,000	0.4%
	Africa regional / Other Africa	13,946,962	1.5%
EUROPE		**21,075,000**	**2.2%**
	Ukraine	17,500,000	1.8%
	Europe regional / Other Europe	3,575,000	0.4%
AMERICAS		**8,825,667**	**0.9%**
MULTILATERAL & WORLDWIDE		**109,368,158**	**11.5%**
GRAND TOTAL		**953,133,596**	**100.0%**

New Zealand's IDC funding is strategically directed to sectors that align with the needs of partner countries and New Zealand's strengths. These sectors address critical global and regional challenges while promoting sustainable, inclusive development. The three sectors with the highest expenditure in 2024–25 were multi-sector activities (core support to multilateral and regional agencies), government and civil society, and humanitarian aid.

TABLE 2: IDC 2024–25 EXPENDITURE BY SECTOR

SECTOR GROUP	TOTAL
MULTISECTOR AND GENERAL SUPPORT	**302,795,715**
Multisector / Cross-Cutting	206,172,421
General Budget Support	78,651,276
Administrative Costs of Donors	8,783,795
Sector Unspecified	5,808,223
Debt Relief	3,380,000
GOVERNANCE	**180,885,167**
Government And Civil Society	157,008,147
Other Social Infrastructure and Services	23,877,020
HUMANITARIAN	**111,277,101**
Humanitarian Aid	111,277,101
EDUCATION	**107,554,288**
Education	107,554,288
AGRICULTURE, TRADE AND OTHER PRODUCTION SERVICES	**100,269,028**
Agriculture	54,551,413
Fishing	27,782,058
Trade Policies and Regulations	5,999,398
Tourism	5,630,874
Industry	3,290,299
Construction	2,221,389
Forestry	793,598
ECONOMIC INFRASTRUCTURE AND SERVICES	**78,077,680**
Energy	36,097,651
Communications	16,957,316
Transport and Storage	14,697,302
Banking and Financial Services	6,768,224
Business and Other Services	3,557,187
HEALTH	**72,274,617**
Health	47,844,030
Population Policies/Programmes and Reproductive Health	13,820,140
Water and Sanitation	10,610,448
GRAND TOTAL	**953,133,596**

The Ministry has various targets and commitments associated with the way that IDC expenditure is managed. The tables below show how we are performance against key targets.

TABLE 3: IDC 2024–25 PERFORMANCE AGAINST KEY TARGETS

Commitment	Target	2024–25 actual	Commitment source
IDC spend in the Pacific	At least 60% of IDC	$572.95 million 60.1% of total IDC	ICESD Policy Statement
IDC spend on Aid for Trade in the Pacific [40]	At least 20% of IDC	$113.5m 11.9% of total IDC 19.8% of IDC in the Pacific	PACER Plus Implementation Arrangement
IDC spend on initiatives where gender equality and women's empowerment is a principal objective	4% of IDC	$47.9m 5.0%	Ministry internal target, based on OECD DAC average
IDC spend on initiatives where gender equality and women's empowerment is a significant objective	60% of IDC	$477.0m 50.0%	Ministry internal target, based on OECD DAC average
IDC spend with NGO Partnerships	3.5% of IDC over the 2024–27 triennium	$39.7m 4.2%	Ministry internal target for allocation of IDC

TABLE 4: IDC PERFORMANCE AGAINST 2022–25 CLIMATE FINANCE COMMITMENT

Climate Finance Commitment January 2022 to December 2025		
	Target for 2022–25 Commitment	**Actual to date, at 30 June 2025**
Expenditure	$1.300 billion	$1.152 billion
Proportion of climate finance expenditure applied to the Pacific.	At least 50% in the Pacific	59% ($682.1 million)
Proportion of climate finance expenditure applied to adaptation.	At least 50% for adaption	86% ($989.2 million)

[40] Aid for Trade is an initiative developed by the World Trade Organisation to promote development assistance to developing countries to improve their ability to reap the benefits of trade liberalisation. New Zealand is a participating donor in this initiative, with a focus on enabling better outcomes for the Pacific.

Measuring effectiveness of IDC expenditure

We measure results and impact at all levels of the IDC Programme, including through annual assessments of all activities, independent evaluations of programmes, and qualitative and quantitative measurement of impact across the entire IDC.

All IDC-funded activities have a monitoring and evaluation framework that includes measurable indicators of success. Internal assessments of progress are carried out through implementation, and at their conclusion, to appraise achievement of outcomes.

We also have independent evaluations of projects, and of entire country or region programmes, to assess whether IDC interventions were relevant, cohesive, achieved the outcomes sought, and delivered results in an efficient and sustainable way. This allows us to trace the impact of IDC over time. Over the 2024–27 funding triennium the Ministry will evaluate progress against all plans that guide the delivery of the IDC. Fiji and Vanuatu have been completed to date, and several others are under way. Evaluation findings inform the design of new activities and activity phases, and evaluation reports are published on the Ministry's website, making findings and recommendations publicly available.

Performance measures for the IDC appropriation are reported on the next page. In addition, the Ministry is also measured on its effectiveness in managing the IDC Programme under the departmental appropriation category 'Management of New Zealand's International Development Cooperation'. The full set of measures against this appropriation is set out on page 177 of the Ministry's Annual Report 2024–25 and include key areas of focus such as mainstreaming of climate objectives and gender objectives across the Programme, channelling of funding through Pacific partner governments, and quality of activity management.

Improving how we manage the IDC Programme

Over the past year, in response to the Government's Foreign Policy Reset and the 2024 Activity-based Review of the IDC Programme, significant effort has been placed into streamlining and reshaping the Programme to generate greater impact, drive efficiency, and provide headroom for new priorities in the Pacific and Southeast Asia. We have developed strategic plans for each of our bilateral and regional programmes, consolidated activities across the IDC, and reduced the number of core-funded multilateral agencies to focus on high impact and priority UN agencies and international financial institutions. Work is ongoing to generate greater impact - including increasing the use of reform-linked budget support in the Pacific and implementing more strategic approaches to working with others.

During 2024-25, we also reviewed and restructured the IDC Programme governance model and assurance ecosystem, implementing changes to increase governance focus on strategic oversight and direction.

International Development Cooperation (MYA)

13/14 MET BUDGET STANDARD

What we intend to achieve

This appropriation is intended to achieve progress by Pacific island and developing countries against their sustainable development priorities and against the 2030 Agenda and Sustainable Development Goals.

TABLE 5: ASSESSMENT OF PERFORMANCE

	2024–25		2023–24	2022–23	2021–22
INTERNATIONAL DEVELOPMENT COOPERATION RESULTS	**Budget Standard**	**Actual**	**Actual**	**Actual**	**Actual**
Number of Pacific island countries that remain on track on their economic and public sector reform programme	Maintain or improve trend	7/7 countries assessed as on track (Kiribati, Nauru, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu)	8/8 countries assessed as on track (Fiji, Kiribati, Nauru, Samoa, Solomon Islands, Tonga, Tuvalu, PNG)	5/6 countries assessed as on track (Kiribati, Samoa, Tonga, Tuvalu, Solomon Islands)	8/8 countries assessed as on track (Fiji, Kiribati, Nauru, Samoa, Solomon Islands, Tonga, Tuvalu, PNG)
Number of people participating in a labour mobility initiative	Maintain or improve trend	17,348 people (M: 15,872; F: 1,476)	17,911 people (M: 16,214; F: 1,697)	15,792 people (M: 14,357, F: 1,418, unspecified: 17)	14,882 people (M:13,722; F:1,148, unspecified: 12)
Number of people directly benefitting from activities that aim to increase resilience to climate change and environmental degradation	Standard dependent on need [41]	2,999,155 people (M: 747,102; F: 723,185; gender diverse: 84,152; Unspecified: 1,444,716)	79,994 people (M: 37,290; F: 38,276; unspecified: 4,428)	5,947 people (M: 2,344, F: 2,216, unspecified: 1,387)	9,795 people (M:2,538; F:2,256; gender diverse: 5; unspecified: 4,996)
Number of people supported to improve their livelihoods	Standard dependent on need	9,829,596 people (M: 4,721,871; F: 4,694,797; unspecified: 412,928)	480,518 people (M: 246,297; F: 203,453; gender diverse: 71; unspecified: 28,528)	184,255 people (M: 72,459, F: 92,763, unspecified: 19,033)	69,880 people (M: 34,873, F: 32,519, unspecified: 2,488)
Number of people directly benefitting from improved infrastructure and services	Standard dependent on need	2,192,954 people (M: 395,735; F: 400,177; unspecified: 1,397,042)	136,272 people (M: 48,164; F: 47,910; unspecified: 39,526)	64,145 people (M: 9,453, F: 9,491, unspecified: 45,201)	45,271 people (M: 3,922, F: 3,903, unspecified: 37,447)
Number of people benefitting from sexual and reproductive health services	Standard dependent on need	163,842 people (M: 18,701; F: 136,727; unspecified: 8,414)	192,424 people (M: 713; F: 96,732; unspecified: 94,979)	172,123 people (M: 56,339, F: 115,784)	177,310 people (F: 83,001, unspecified: 94,309)
Number of people benefitting from enhanced learning through ICT	Standard dependent on need	3,394 people (Male: 97; unspecified: 3,297)	8,347 people (M: 3,325; F: 4,371; unspecified: 651)	12,598 people (M: 5,030; F: 5,434; gender diverse: 39; unspecified: 2,095)	8,037 people (M: 1,331; F: 2,470; unspecified: 4,236)

[41] Performance measures with standard 'dependent on need' aggregate the number of beneficiaries reached through a collection of IDC-funded initiatives every year. In general, where funding increases, we would expect the number of beneficiaries reached to slowly increase. However, this varies gently from year to year depending on the stage of delivery of individual initiatives. As such, it is not appropriate to assign a specific overall target of 'increasing trend' standard to these aggregated measures, and this could lead to perverse incentives around volume of delivery.

Number of people receiving training or capability-building support in priority sectors [42]	Standard dependent on need	140,068 people (M: 40,947; F: 47,120; gender diverse: 7; unspecified: 51,994)	92,325 people (M: 44,404; F: 37,714; gender diverse: 519; unspecified: 9,452)	101,536 people (M: 26,480; F: 26,828, gender diverse: 5; unspecified: 48,222)	88,441 (M: 31,090, F: 42,495; unspecified: 14,856)
Number and percentage of people who have been awarded scholarships, that complete tertiary or vocational/professional scholarships	>90% of people who were awarded scholarships	Vocational/professional: 100%. 758/758. (M: 372; F: 384; unspecified: 2) Tertiary: 100%. 209/209 (M: 95; F: 113; unspecified: 1)	Vocational/ professional: 100%. 702/702. (M: 368; F: 330; unspecified: 4) Tertiary: 100%. 174/174. (M: 69; F: 105)	Vocational/ professional: 100%. 332/332. (M: 145; F: 185; unspecified: 2) Tertiary: 82%. 164/201. (M: 75; F: 89)	Vocational/ professional: 87%. 345/399. (M: 150; F: 194; unspecified: 1) Tertiary: 97%. 295/303. (M: 130; F: 165)
Number of affected people provided with essential and useful assistance following a natural or human induced disaster	Standard dependent on need	360,136 people (M: 95,234; F: 110,281; unspecified: 154,621)	159,652 people (M: 15,360; F: 18,828; unspecified: 125,464)	251,633 people (M: 75,934; F: 87,091; unspecified: 88,608)	552,135 people (M: 6,258; F: 6,870; unspecified: 539,007)
Number of hectares of natural resources and natural ecosystems strengthened by NZ supported activities	New measure — establish baseline	1430.4 hectares			
Number of countries NZ is supporting to deliver on, and accelerate delivery of, their National Adaption Plan or equivalent	New measure —establish baseline	17 countries			
Tonnes of CO2 emissions reduced as a result of NZ's IDC Activities	New measure — establish baseline	47.81 tonnes [43]			
Quality					
Percentage of Activities with effectiveness rated as good or better [44]	Maintain or improve trend	72.5%	70%	73%	62%

Financial Performance (figures are GST exclusive)

30/06/24 Actual $000		30/06/25 Actual $000	30/06/25 Appropriation $000	30/06/25 Variance $000
1,201,799	International Development Cooperation (MYA)	953,134	1,115,649	162,515

Explanation of significant budget variance

Expenditure for the year was lower than planned due to several factors, including a review and subsequent changes to the focus of the Programme to ensure greater alignment with the Government's Foreign Policy Reset, and delays arising from partner country constraints, such as elections and natural disaster recovery. This is a multi-year appropriation, to be delivered over a triennium, and as such, year one under-expenditure will be transferred to the two remaining years of the triennium to fund delayed activities.

[42] Priority sectors are Health, Education, Equity and Inclusion, Infrastructure, Fisheries and Oceans, Governance, and Peace and Security.
[43] The Ministry has few emission reduction activities where outcomes can be directly attributable to New Zealand. Our investment approach utilises Multilateral investments to achieve our mitigation goals and outcomes reflecting our focus on the Pacific (low emissions) and higher order modalities. These Multilateral funds are reported via other performance data.
[44] Ministry Activity Completion Assessments

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