



Strategic Intentions

2020-2024

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

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Foreword from our Minister

Forging a path in the world that delivers benefits to New Zealanders is at the heart of the Ministry of Foreign Affairs and Trade's mission.

Delivering a safer, more prosperous and more sustainable future for New Zealand has always been demanding. The COVID-19 pandemic seriously complicates the international operating context, making the achievement of the Ministry's objectives all the more challenging.

Even before COVID-19, the international environment was becoming more turbulent, characterised by heightened strategic tension and new levels of disruption, disorder and risk. COVID-19 is a global shock that has reshaped the international environment, including through accelerating these trends.

Protecting and progressing New Zealand's interests and values in this environment is the key task of the Ministry of Foreign Affairs and Trade. The Ministry has an important role in helping the Government to understand and limit the impacts of COVID-19 in the short term, and supporting New Zealand's recovery and our wellbeing over the longer term.

To do this, we need to continue to invest in strong bilateral relationships and the architecture that supports a liberal world order. New Zealand will work with friends committed to protecting and championing shared norms and interests, and with regional and multilateral organisations through which we can advance our interests and values.

Sustaining support in these difficult times for our Pacific neighbours who have been seriously impacted by COVID-19 is also critical.

We would like to thank our dedicated diplomats and other professionals working on behalf of New Zealanders' global interests.

The scale of the challenge before us is immense; but we can be confident that the Ministry is well equipped to lead us through.

RESPONSIBLE MINISTER STATEMENT

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



RT HON WINSTON PETERS
MINISTER OF FOREIGN AFFAIRS
RESPONSIBLE MINISTER FOR THE
MINISTRY OF FOREIGN AFFAIRS AND TRADE



Introduction from our Chief Executive

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

Our Strategic Intentions 2020-2024 have been informed by a refresh of our Strategic Framework that was initiated in late 2019, but completed in mid-2020. This has enabled us to re-focus our efforts on areas where COVID-19 will require us to deliver different priorities in different ways as part of the All-of-Government recovery and response.

At the same time, we have taken a long-term view of what the Ministry must focus on to advance New Zealand's interests and values in a global environment that is moving in directions that make our task much harder.

The COVID-19 pandemic has intensified existing challenges and we expect to be operating in a world that is less open, less prosperous, less secure and less free.

But with risk there also comes opportunity. We will work to maintain a sophisticated understanding of our shifting external environment and will act with the urgency, agency and entrepreneurship that will be required to deliver substantive results for New Zealand.

The Strategic Intentions set out the critical things the Ministry needs to deliver over the next four years, with a particular focus on the period to June 2021. Over this period, we will be re-prioritising other work to pursue COVID-19 priorities.

Delivering on our intentions will make a material contribution to New Zealand's recovery from the global shock we are experiencing and to New Zealanders' long-term wellbeing.

CHIEF EXECUTIVE STATEMENT OF RESPONSIBILITY

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



CHRIS SEED
SECRETARY OF FOREIGN AFFAIRS AND TRADE



Our purpose



Our values

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

Our values support the Public Service Commission's focus on spirit of service, and help us deliver to New Zealanders in an increasingly challenging global environment.



Our context

Our purpose

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

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

A safer, more prosperous and more sustainable future for New Zealanders depends on the conditions in, and our connections with, the wider world. We must therefore engage with and seek to influence other countries in line with New Zealand's values and our interests in:

- A rules-based international order that supports New Zealand priorities;
- A security environment that keeps New Zealand people and activities safe;
- International conditions and connections that enable New Zealanders to prosper; and
- Global action on sustainability issues that matter to New Zealand.

Protecting and advancing these interests is the purpose of New Zealand's diplomacy.

Our value propositions: how we contribute to New Zealanders' wellbeing

In line with our purpose, the Ministry exists to deliver value to New Zealanders and contribute to their wellbeing. Our four value propositions are:

- **Kaitiakitanga** – Generations of New Zealanders benefit from sustainable solutions to global and regional challenges.
- **Security** – New Zealanders are able to live, do business, travel and communicate more safely at home and offshore.
- **Prosperity** – New Zealanders have better job opportunities and incomes from trade, investment and other international connections.
- **Influence** – New Zealanders have confidence their country can influence others on issues that matter to them, now and in the future.

The contribution we make to New Zealanders' wellbeing in these four areas is at the heart of our Strategic Framework and is linked to the four capitals in the Living Standards Framework (LSF).

The Ministry's principal contribution to wellbeing as defined in the LSF is through the four capitals (natural, human, social, financial/physical) – the "foundations of wellbeing that together generate wellbeing now and in the future."

New Zealand's interdependence with other countries and the impacts of a shifting global environment mean that the Ministry's role in establishing and maintaining strong international connections, effective relationships with a diverse range of partners, a voice in international fora and a range of robust rules and norms that serve our interests is important to build capital stocks and manage risks related to them. For our wellbeing, New Zealand relies on global public goods, such as the atmosphere, economic stability and global institutions, rules and agreements. We both invest in and benefit from these international assets.

In turn, New Zealand's value proposition internationally is underpinned by the domestic strengths and values that make up the wellbeing capitals. These include our commitment to democracy and the rule of law, the integrity of our public service and governance institutions, the strength of our economic and environmental management, and our values of fairness, openness and tolerance. We leverage these intrinsic advantages to promote New Zealand's interests in the world.



Our value propositions: What MFAT does to contribute to New Zealanders' wellbeing



KAITIAKITANGA

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



Wharf and passage upgrade in Tokelau, co-funded by New Zealand Government 2019. Credit: MFAT

INFLUENCE

New Zealanders have confidence their country can influence others on issues that matter for them now and in the future.



Craig Hawke, Permanent Representative of New Zealand to the United Nations addresses the General Assembly debate 2020. Credit: UN Photo/Loey Felipe



New Zealanders' long-term wellbeing depends on the international community working together to safeguard shared global resources, promote global norms and achieve sustainable development. We lead New Zealand's contribution to these efforts, ensuring New Zealand has a say on decisions that affect it and people around the world now and in the future. Specifically, we:

- support the international and regional institutions that resolve problems which cross borders and impact on global wellbeing.
- work with other countries to address environmental and natural resource challenges by negotiating and implementing agreements on issues such as climate change and over-fishing.
- contribute to global efforts to achieve sustainable development.
- deliver New Zealand's international development cooperation, with a focus on the Pacific region, and lead responses to humanitarian crises and natural disasters.
- promote global rules and legal frameworks on issues such as human rights and support the international justice system.
- protect Antarctica.



SECURITY

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



The first 100 returning ni-Vanuatu Recognised Seasonal Employer scheme workers disembarking the NZDF facilitated repatriation flight on 18 June 2020. Credit: Airports Vanuatu Limited

PROSPERITY

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



NZ export event in Thailand, supported by MFAT 2019. Credit: MFAT



New Zealanders' ability to operate in safe environments, whether in New Zealand, offshore or online, can be threatened by international factors ranging from conflict to cyber attacks. The Ministry is New Zealand's voice in the fora that address security issues affecting New Zealand, our region and the world. We also provide the consular services that help keep New Zealanders safe and informed when they live or travel overseas. Specifically, we:

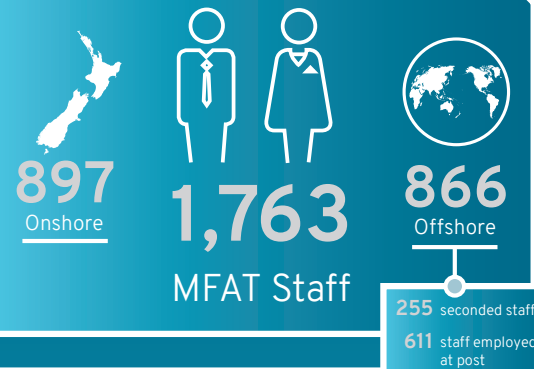
- lead New Zealand's contribution to global and regional efforts to promote peace and security, working through the United Nations and Indo-Pacific fora, as well as directly with other countries.
- work with international partners on rules and capacity-building to reduce threats from cyber and terrorist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



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

- help build global and regional trade rules and frameworks through the World Trade Organisation and fora such as the Asia-Pacific Economic Cooperation. These make it easier for New Zealanders to conduct international business.
- open up and protect diverse exporting and investment opportunities through negotiating free trade agreements and tackling non-tariff barriers.
- defend New Zealand's access rights including through taking dispute settlement action when other countries don't keep their commitments.
- help New Zealanders through our network of overseas posts to succeed in international markets and support international connections in areas such as research.
- promote the New Zealand brand and protect it when it's put at risk.

A Snapshot of MFAT



Where MFAT people work in NZ

Americas and Asia Group	63
APEC NZ	62
Deputy Chief Executive-Policy Group	98
Europe, Middle East and Africa, and Australia Group	36
Multilateral and Legal Group	105
Office of the Chief Executive	9
Pacific and Development Group	214
People and Operations Group	230
Trade and Economic Group	80

Where MFAT people are seconded offshore*

Africa	4	(10)
Americas	37	(48)
Asia	81	(104)
Australia	9	(10)
Europe	59	(74)
Middle East	19	(23)
Pacific	46	(51)

*Numbers represent actual seconded staff at posts at 1 September 2020 reflecting COVID-19 impacts. Pre-COVID numbers are in brackets.

Key data

Vote Foreign Affairs for 2020-21 = **\$1,443.6 million**
(including \$776.6 million for international development cooperation)

Capital expenditure for 2020-21 = **\$73.3 million**

- 4** ministerial portfolios
- 32** pieces of legislation administered
- 13** NZ Inc agency partners offshore
- 168** missions/consular posts resident in or accredited to New Zealand supported
- 51** languages spoken by MFAT staff

Our network

- 59** posts in **52** countries
- 115** accreditations to other countries
- 74** Honorary Consuls
- 2** NZ offices
- 330** properties managed in our portfolio

MFAT locations around the world and in NZ



SEPTEMBER 2020

Our functions

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

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

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

The full range of functions that the Ministry undertakes, both in New Zealand and internationally, is set out in the diagram on page 10.

Māori/Crown relationship

Te Tiriti o Waitangi is New Zealand's founding document that established and governs the relationship between Māori and the Crown. The Ministry recognises its importance by applying the principles of Te Tiriti – including partnership, good faith, and active protection – at the core of our work. As the national and global landscape changes, we appreciate that how we interpret and apply those principles will need to adapt, but the relevance and importance of Te Tiriti will remain.

The Ministry's Māori Engagement Strategy sets out our enduring commitment to and aspirations for our relationship with Māori. In implementing the strategy, we aim to improve the way we engage, partner and consult with Māori in order to ensure Māori are able to influence the development and implementation of Ministry-led issues and activities that affect them.

Our New Zealand connections

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

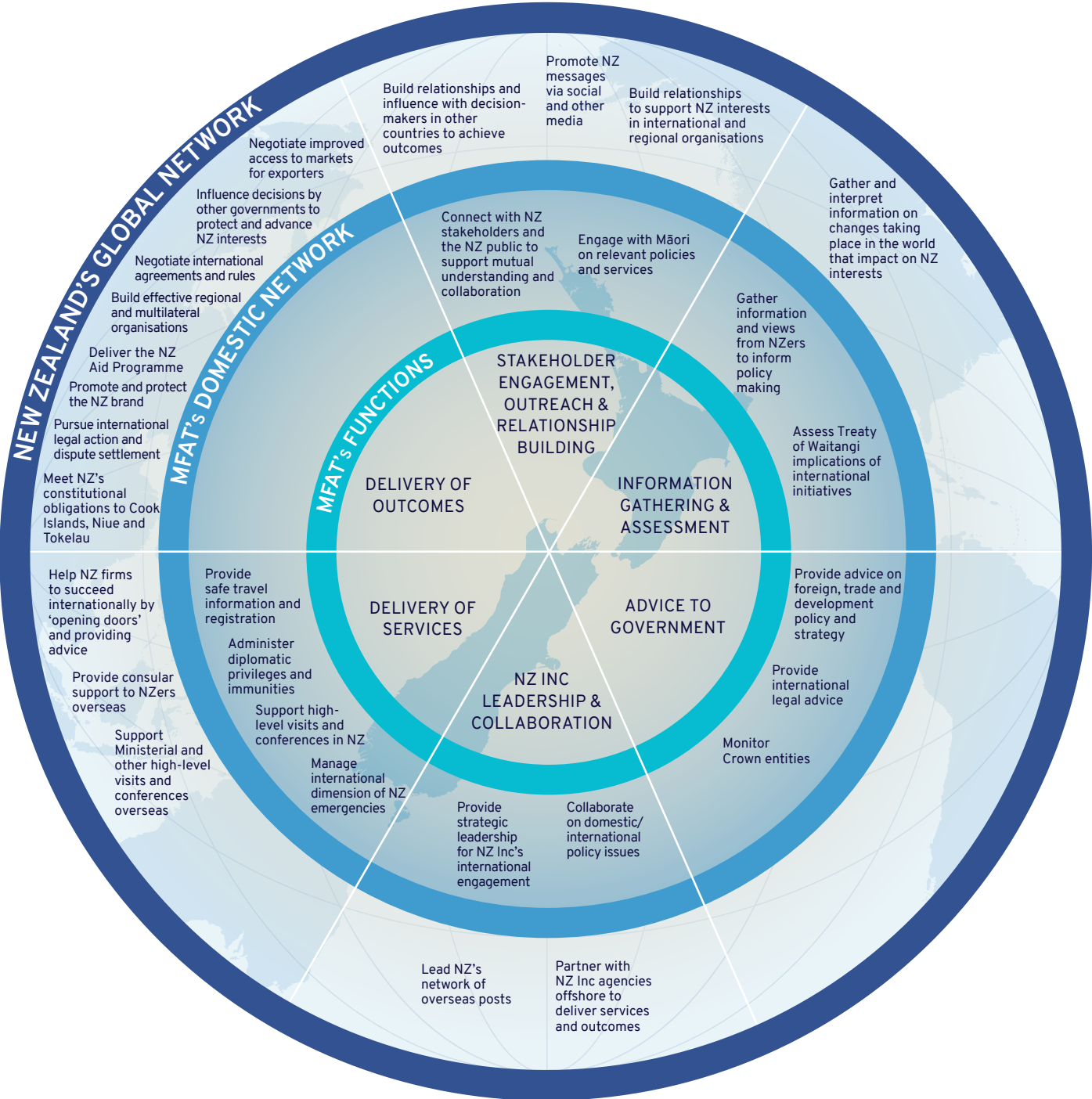
The Ministry is committed to a systematic, collaborative and transparent approach to working with New Zealand partners and engaging with Māori, other stakeholders and the New Zealand public. Our objectives are set out in the "NZ Connections" organisational capability goal on page 30.

Our partnership with other government agencies with external interests ("NZ Inc") is critical to delivery of results for New Zealanders. The Ministry leads and supports an integrated NZ Inc approach, both onshore and offshore, to maximise collective impact in pursuing the Government's objectives internationally. Our work with NZ Inc agencies involves strategic leadership on international issues and engagement, a high level of collaboration on delivery of shared objectives, and practical services for agencies with staff offshore, many of whom are located in Ministry offices.

With domestic and international policy increasingly linked, the Ministry collaborates with NZ Inc agencies and many other agencies in New Zealand by contributing to cross-agency coordination and policy-making on Pacific policy, economic policy, the national security system and climate change/natural resources. The growing complexity of international relations, and the increasing interplay between foreign and domestic policy, are deepening this collaboration. Notably, COVID-19 has increased demand for rapid policy development in new areas and brought new domestic interdependencies to the fore.

The Ministry has extensive engagement with New Zealand stakeholders across business, Iwi, non-government organisations (NGOs), local government, Pasifika and Asian communities, and academia in order to inform development of policy and negotiating objectives and to pursue mutually beneficial partnerships.

What MFAT does in New Zealand and around the world to deliver value to New Zealanders



Our operating environment

The global environment

New Zealand's international operating context is shifting at pace and growing more complex. The global outlook is clouded by heightened strategic tension and new levels of disruption, disorder and risk. Many of the assumptions about global and regional affairs that have underpinned our foreign policy for the last 75 years are coming under real and sustained pressure. The post-World War II global order is receding and no new order is yet emerging to replace it. New Zealand can no longer take for granted the virtue of ever-deepening globalisation; the effectiveness of multilateralism and its institutions; the appeal of liberal democracy and economic models; the interest and capacity of great powers to assume global leadership; or a benign Pacific neighbourhood.

The COVID-19 pandemic is an acute disruptor and is adding layers of complexity to all aspects of New Zealand's operating context. The pandemic has amplified or accelerated existing trends in ways that make the global operating context more challenging. When the world emerges from the pandemic, it will be less open, less prosperous, less secure and less free. We are entering a phase where global power shifts and heightened strategic competition will be felt more acutely. Global authority and governance are becoming more contested in the face of relative shifts in power of the United States, China and others. This is having implications for the established balance of power in the Western Pacific and more widely. Trade and advanced technology are the current frontlines of the United States–China strategic competition and escalation remains a key risk to the outlook. All countries are feeling their strategic space squeezed as a result of these shifts.

The rules-based system is under pressure and fractures are becoming deeper as more and more states retreat behind “country first” agendas amidst sustained domestic anti-globalisation and populist nationalist sentiment. These conditions erode existing norms and create more space for other states to misuse and undermine the system to frustrate effective action.

Economic development is pushing up against planetary thresholds, with the costs of unsustainable growth evident in a growing network of global environmental issues. Climate change will present deep challenges in the next decade in terms of both impacts and responses. Climate change poses risks to development, security and health, and magnifies many other risks. As the negative effects of climate change are felt more acutely, we expect international and social tensions related to climate change will intensify and the pace of countries' economic responses to climate change are likely to accelerate. Other serious environmental issues include plastic pollution, declining ocean health, deforestation and species loss. Fresh water could become a powerful strategic weapon.

We are also witnessing a global retreat from openness and liberal democracy, demonstrated by a steady decline in the quality of democracies, even though the number of democratic states remains high. The failure to address increasing wealth disparities within countries has resulted in a widespread populist backlash among people who feel they have not benefited from globalisation, and a subsequent retreat from liberal economic norms.

In our neighbourhood, COVID-19 is having severe economic impacts on the Pacific region – even as most of its countries remain free of the virus. Traditional revenue sources – drawn from tourism, remittances and labour mobility opportunities – have dried up. The downward impact on living standards could affect the region’s politics and security. Combined with increasingly severe impacts from climate change, existing social, economic and security challenges will intensify. Against this backdrop, strategic competition in the region could accelerate. If the region responds to these challenges by taking on unsustainable commitments, Pacific countries could be exposed to a broader set of risks that affect New Zealand interests.

COVID-19 has also exacerbated existing tensions between the predominant powers in the Indo-Pacific, accentuated regional competition over cooperation and increased risks to the pre-eminence of vital regional architecture. Key regional organisations are under heightened pressure as an increasing number of countries are unwilling to see their strategic and economic interests intermediated by others. The contest for regional influence is also giving rise to new regional formats. Within this context, regional peace, security and stability and the continuation of preferred norms are even less certain. This brings into sharper focus the important role of the Association of Southeast Asian Nations (ASEAN) in bringing countries together and promoting preferred rules and norms, including as the centre of key regional architecture.

On the economic front, COVID-19 has increased the headwinds New Zealand was already facing as a result of nationalism and protectionism becoming more pervasive and respect for trade rules reducing. New challenges include global economic retraction, shortening of supply chains, and an increased focus on self-reliance. Exporters in all countries are also needing to adapt to a low-carbon global economy.

COVID-19 will accelerate the deterioration of New Zealand’s security environment. Trans-border threats directly affecting New Zealand’s security include malicious cyber activities, foreign interference, malign use of emerging technology (including in outer space), transnational crime, irregular migration and terrorism. We can expect these security risks to increase in a COVID environment as a result of greater instability; increased international refugee flows; reduced capacity in countries to address trans-border security threats; and more space for malign actors to operate given distracted governments.

As well as exacerbating many of the more troubling trends in international affairs, the pandemic is creating logistical

impediments to the conduct of diplomacy. While ‘Zoom diplomacy’ has come to the rescue in some circumstances, many multilateral processes have halted or paused. The pace at which safe international travel re-opens will have a significant impact on the international community’s ability to address the kinds of issues that require *kanohi ki te kanohi* engagement.

Over the next four years, it is unclear how long the practical constraints of COVID-19 will limit New Zealand’s engagement with the world and our ability to reconnect in a safe and measured way. The recovery will vary across countries and across regions. But even as borders re-open, we can anticipate a less open world until a safe and effective vaccine has been widely distributed and a future where pre-COVID-19 trends are accentuated.

The domestic environment

The Ministry is attuned to developments in the New Zealand public sector, economic, security and social environments, and to the growing link between domestic and international policy. Our work takes account of:

- the direction in the Public Service Act 2020 regarding a unified public service, strengthening the Crown’s relationships with Māori, employment and workforce, leadership and public service organisations;
- the importance of a coordinated All-of-Government response to COVID-19;
- the confluence of domestic and international dimensions of security concerns such as violent extremism, cyber threats and foreign interference;
- the interplay between domestic and international policy on climate change, environment, health, education, science, poverty eradication, indigenous, and disability issues;
- the connections between Pacific and New Zealand wellbeing;
- expectations of deeper and more transparent engagement to earn the confidence of New Zealanders;
- the growth of the Māori economy;
- the increasing significance of services trade and digital commerce relative to goods exports; and
- expectations of government agencies to focus on intergenerational wellbeing, and better demonstrate and evaluate the impact of their work.

Our strategic direction

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

The Framework comes together in the diagram on page 14, which illustrates the interdependencies between:

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

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

- Why the goal matters for New Zealand
- Our ten-year outcomes and results that articulate the impact we are setting out to achieve for New Zealanders
- Quantitative indicators that will add value to an annual qualitative assessment of progress against results
- The enduring work the Ministry undertakes to deliver our outcomes
- The tangible things the Ministry is prioritising for delivery in line with outcomes in the next four years (priority deliverables)
- How priority initiatives and projects (PIPs) are linked to relevant priority deliverables.

The Ministry identifies a higher level set of priority initiatives and projects (PIPs) each year. The current set of PIPs largely have a COVID-19 focus and represent the most critical things the Ministry needs to deliver for the period to June 2021. (PIPs are encompassed in the priority deliverables and designated as such under each goal).

The PIPs are:

1. Recalibrate our trade and economic work to support New Zealand’s economic recovery and longer term resilience;
2. Recalibrate our Pacific work to respond to COVID-19;
3. Assist New Zealanders impacted by COVID-19 offshore and work with others on impacted foreign nationals in New Zealand;
4. Maintain and restore safe international transport connections and people movement;
5. Build Indo-Pacific regional resilience;
6. Support the global system’s response to the COVID-19 crisis;
7. Provide diplomatic support for national health objectives, with a focus on securing a COVID-19 vaccine;
8. Support APEC’s contribution to regional economic recovery and host a successful APEC;
9. Sustain and encourage international cooperation on climate change;
10. Sustain and build relationships and coalitions with key partners;
11. Adapt our diplomatic engagement for a COVID-19 environment.

Strategic Framework

OUR PURPOSE

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





Why this matters:

New Zealand interests are served by an international rules-based system where conflict, trans-border and global challenges are addressed collectively and effectively. The importance of such a system has been highlighted by a range of urgent global challenges, from the overarching COVID-19 crisis to resurgent protectionist trade measures, the erosion of democratic institutions and values, and unprecedented humanitarian crises. At the same time, these challenges have spotlighted weaknesses in the international community’s ability to respond collectively and in the common interest: nations are looking inwards, global leadership is absent, efforts are being made to reshape the global rules-based system in ways inimical to our values, and liberal democracy is under threat. Moreover, the effectiveness of global institutions is challenged as they increasingly become platforms for strategic rivalry.

New Zealand derives security and prosperity from the certainty, stability, universality and safeguards extended by the international order anchored in international law and in the United Nations (UN), the World Trade Organisation (WTO) and other multilateral institutions. We benefit from agreed rules, standards and norms that govern international cooperation on peace and security, trade, financial, investment, environmental, human rights and other economic and social issues, and from the support that a wider set of organisations such as the Commonwealth and the Organisation for Economic Cooperation and Development (OECD) provide for these “public goods”. International standards related to health and pandemics and other issues that undermine the global economy will be vital to post COVID-19 economic recovery.

Multilateral organisations have convening power, enabling us to engage and influence at high levels. Active membership can amplify New Zealand’s influence, advance our interests, promote our national values and deliver international support that benefits the Pacific.

International organisations provide a platform to deliver on New Zealand’s sustainable development objectives under Agenda 2030 at a global scale, thereby efficiently extending the reach and impact of our funding.

Given the challenges to the system, and the vast array of fora open to participation, New Zealand will need to make astute choices about where to invest in rules and institutions, and at what scale. We cannot assume that the system will continue to deliver for us as it has, given both the long-run strategic trends away from the post-war global order and the impact on states’ behaviour and priorities of COVID-19.

We will need to support the effectiveness of those parts of the system that matter most to us and where we can have an impact. Where international rules exist, we need to work with others to ensure they are respected. Where new rules and norms are being developed, we need to pursue consistency and standards that accord with our values and interests. Where institutions are failing to deliver results, we need to seek reform to improve the system’s credibility and sustain broad involvement.

We will deliver our 10 year goal and outcomes through these workstreams, and...

- Advocate for New Zealand’s interests in the governance, priorities and delivery of UN, WTO, World Health Organisation (WHO), International Financial Institutions, the Commonwealth, the OECD and other international organisations and treaty regimes
- Promote adherence to international law, rights and norms through bilateral and regional diplomacy
- Advise on and represent New Zealand in the negotiation of new and amended international rules and norms
- Deliver development, humanitarian and other assistance through multilateral organisations
- Identify and address breaches of New Zealand’s international legal rights
- Advise on New Zealand compliance with international obligations and ensure implementation in the Ministry’s areas of responsibility
- Run targeted NZ Inc candidature campaigns
- Coordinate and provide input to reporting on New Zealand’s international obligations.

Our 10 year outcomes and the key results MFAT aims to deliver:

- New Zealand has used international rules and institutions to progress national interests**
 - Challenges to New Zealand’s international legal rights have been successfully defended
 - New Zealand has secured outcomes through the WTO that advance our economic and wider interests
 - New Zealand has been effective in its efforts to protect core principles of international law, rights and norms, especially in our region
 - New Zealand has contributed to international cooperation that has improved global readiness in relation to pandemics and other health emergencies
 - Rules and norms that respond to emerging global challenges (such as cyber, space, and sea-level rise) reflect New Zealand’s priorities
 - The 2030 Agenda for Sustainable Development has been effectively supported by multilateral institutions and New Zealand has successfully influenced their performance in delivering results for the Pacific
- New Zealand has helped protect and strengthen international rules and the effectiveness of the multilateral system**
 - The relevance, coherence, effectiveness and efficiency of key institutions have been improved through reform and better governance
 - International treaty regimes and norms that are priorities for New Zealand (law of the sea, nuclear testing and transboundary harm) have been defended and, where necessary, strengthened
 - An effective rules-based system for trade centred on the WTO has been re-invigorated
 - The UN has effectively protected and promoted human rights through the Human Rights Council and integration of human rights in its wider operations
 - New Zealand’s advocacy has helped to uphold and universalise international rules on disarmament and non-proliferation
 - New Zealand has met its international obligations

Indicators to help measure success:

- Outcome 1**
- ↑ Maintain or increase volume of concessional financing from Asian Development Bank and World Bank to the Pacific
 - ↑ Assessment of performance of multilateral agencies that receive core funding from New Zealand
- Outcome 2**
- ↑ Subscription to global disarmament treaties
 - ✓ New Zealand candidates elected to key bodies and positions

...these priority deliverables over 2020–2024

- Support the multilateral system’s COVID-19 response and future pandemic preparedness through targeted investment of funding and evaluation of the WHO’s COVID-19 response/functionality of International Health Regulations (PIP 6)
- Build political support within the Pacific and with likeminded states for legal solutions to ensure that coastal states’ resource rights are protected in the face of sea level rise by 2021
- Build support for bringing the multi-party interim arrangement into effect to preserve the effective functioning of the WTO Dispute Settlement Mechanism
- Contribute to the development of international rules, norms and behaviours relating to exploitation and utilisation of outer space resources and avoiding harmful interference with the activities of other space actors
- Lead efforts to achieve a credible disarmament outcome through the 2020 Nuclear Non-Proliferation Treaty (NPT) review process, including at the deferred NPT Review Conference to be held in 2021
- Run campaigns to secure election of New Zealand candidates to the UN Committee on the Rights of Persons with Disabilities in 2020 and the International Law Commission in 2021
- Manage effectively the international implications of New Zealand’s drugs referendum in 2020, including in relation to our treaty obligations.



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

CONTRIBUTES TO:

KAITIAKITANGA

SECURITY

PROSPERITY

INFLUENCE

Why this matters:

Trade and investment are essential for New Zealand's prosperity and New Zealanders' standard of living: one in four New Zealanders' jobs are dependent on exports; exporting firms are more productive, employ more staff and pay better wages; and exports make a valuable contribution to the Māori economy.

Our trade work contributes to New Zealand's overall economic strategy and helps realise the vision of a productive, sustainable and inclusive economy that will be net carbon zero by 2050. Providing secure market access on favourable terms to a diverse range of international markets helps make New Zealand companies become more competitive and able to increase incomes and jobs. It also makes New Zealand more resilient to change and external shocks.

Export recovery will be a critical enabler of a sustained domestic economic recovery from the shock of COVID-19.

The economic impacts of COVID-19 will reshape the international trade environment and impact our exporters as global demand plummets; flows of goods, services, investment and people are constrained by continuing border restrictions; and businesses look to shorten supply chains. Aspects and characteristics of the global trading system that matter deeply to New Zealand – open markets, respect for trade rules and effective multilateral trade architecture – were already under pressure pre-COVID-19. That pressure has now increased, with nationalism, protectionism and disrespect for rules becoming more pervasive. We will need to work harder in the COVID environment to protect liberal economic norms and will need to retool our services to meet the changing needs of our exporters as they seek to recover markets and seize opportunities in the disrupted environment. It will also be important that New Zealand's responses to the economic impact of COVID-19 do not run contrary to what we are advocating internationally.

Over the next 10 years, a transition to a low-carbon global economy would further disrupt our trading environment – with both risks and opportunities – and digital connectivity will transform commerce. To secure resilient and long-term prosperity, the Ministry will need to support exporters to respond to these shifts and capitalise on the opportunities they will offer.

Public support for international trade and investment is important for New Zealand's economic success. Sustained engagement is needed on trade and investment policy that responds to concerns and interests across New Zealand society, helps exporters respond to the COVID-19 pandemic and delivers demonstrable benefits.

We will deliver our 10 year goal and outcomes through these workstreams, and...

- 1. Lead New Zealand trade policy and its contribution to wider New Zealand policy, including ensuring international and domestic policies are mutually supportive
- 2. Pursue New Zealand interests through the WTO, including its monitoring, negotiation and dispute settlement functions
- 3. Negotiate, promote, implement and enforce trade and economic agreements, including free trade agreements (FTAs), and explore new FTA opportunities
- 4. Further develop the Single Economic Market with Australia
- 5. Advocate with other governments to resolve non-tariff barriers (NTBs) and other bilateral trade problems
- 6. Undertake trade and economic research, analysis and evaluation of trade policy impacts, particularly focusing on COVID-19 response
- 7. Provide services, connections and insights to New Zealand businesses operating offshore
- 8. Provide support for trade missions, investment and tourism promotion overseas in collaboration with NZ Inc agencies
- 9. Support supply lines, development of air services, innovation and other economic connections
- 10. Protect the New Zealand brand in offshore markets, including in relation to food safety, environmental considerations and other issues.

Our 10 year outcomes and the key results MFAT aims to deliver:

- 1. **New Zealand trade policy has been a key enabler of economic recovery from the COVID-19 pandemic, diversified market access and increased export earnings and resilience to future shocks**
 - 1.1 Market access for a wider range of higher value New Zealand goods, and especially services, exports by market and sector has been protected and improved
 - 1.2 Balanced digital trade rules have been developed that enable New Zealand businesses to succeed
 - 1.3 More NTBs have been resolved which have high commercial materiality across diverse markets
 - 1.4 New Zealand's supply chains for essential products have remained open, connected and resilient
 - 1.5 Opportunities for New Zealand businesses to invest in export markets and attract investment have been supported
- 2. **Trade and investment have grown in a way that is sustainable and benefits all sectors of New Zealand society and enjoys wider public support**
 - 2.1 Trade agreements and initiatives have advanced New Zealand's sustainability objectives and supported New Zealand businesses to transition to and succeed in a low emissions global economy
 - 2.2 Trade agreements and initiatives have enhanced trade participation of the regions, Māori, women, and small and medium-sized enterprises (SMEs)
- 3. **International connections have supported New Zealand businesses to compete better in the global economy**
 - 3.1 New Zealand companies have been able to compete more effectively overseas as a result of services, connections and insights provided by MFAT including through NZ Inc collaboration
 - 3.2 New Zealand has benefited from stable air and maritime connections

Indicators to help measure success:

Outcome 1

- ↑ FTAs cover 75% of New Zealand goods and services exports by 2028
- ↑ Estimated trade value of NTBs resolved

Outcome 2

- ↑ New Zealanders' confidence in MFAT's trade and investment work increases
- ✓ Effective provisions on environment and labour standards in New Zealand FTAs

...these priority deliverables over 2020-2024

- 1. Develop and implement a plan for recalibrating MFAT's trade and economic work to support the All-of-Government economic recovery strategy (PIP 1)
- 2. Identify, in consultation with exporters and NZ Inc partners, how the Ministry can best support development of a more diverse, high value and sustainable New Zealand export profile through the COVID-19 recovery period and beyond (PIPs 1 and 9)
- 3. Deliver FTA priorities: conclusion and entry into force of European Union FTA and Regional Comprehensive Economic Partnership (RCEP); conclusion of FTA negotiations with the United Kingdom; expansion of the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP)
- 4. Increase emphasis on digital trade issues in New Zealand trade and economic policy through expanding membership of Digital Economy Partnership Agreement, championing New Zealand priorities in the WTO negotiations on E-commerce and FTA negotiations, and other digital trade initiatives
- 5. Support All-of-Government COVID-19 supply chain activities (PIP 4)
- 6. Intensify action across the Ministry to address trade barriers impeding New Zealand goods and services exporters in the COVID environment (PIP 1)
- 7. Increase emphasis on cross border trade in professional and commercial services in New Zealand trade and economic policy, including through conclusion of the WTO negotiations on Services Domestic Regulation, and translating increased engagement with services exporters into improvements to services market access in FTAs
- 8. Review workstreams to mainstream and champion inclusive and sustainable approaches to trade and implement agreed priorities that support trade and economic recovery
- 9. Deliver, with New Zealand Trade and Enterprise, a "re-tooled" suite of services including market insights from the post network that respond to business needs in the COVID environment and enhance exporters' ability to benefit from FTAs (PIP 1)
- 10. Lead negotiations to re-establish quarantine-free travel connections with Australia, the Pacific and support other initiatives on reciprocal border arrangements (PIP 4)
- 11. Support recovery of tourism and international education (PIP 1).



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

CONTRIBUTES TO:

- KAITIAKITANGA
- SECURITY
- PROSPERITY
- INFLUENCE

Why this matters:

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

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

While the global economic shift toward the Indo-Pacific is to New Zealand’s advantage, with 70 percent of our trade now with countries in the region, the outlook is deeply uncertain given the sharpening of geopolitical tension within the region; the emergence of competing regional constructs; the impact of COVID-19 on regional economies; and enduring regional flashpoints, including nuclear proliferation, terrorism, displaced populations and maritime disputes.

These trends reinforce the need for an inclusive and effective regional system while also challenging its realisation. ASEAN-centred regional architecture including the East Asia Summit has a vital role to play but ASEAN’s capacity as a strategic centre of gravity and regional integrator is strained. Nonetheless, it remains in New Zealand’s interests to champion ASEAN both for the role it can play in stabilising and mediating great power interests, as well as the economic and sustainable development gains that such a connection enables.

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

At the same time, new regional formats are emerging as the contest for regional influence unfolds. These include ‘Free and Open Indo-Pacific’ constructs, the Belt and Road Initiative, and the (United States, Australia, India, Japan) Quad. New Zealand’s approach to these fora will continue to need to reflect our support for systems which align with our interests in an Indo-Pacific which respects sovereignty, upholds international law including freedom of navigation and overflight, and enables free and open trade.

We will deliver our 10 year goal and outcomes through these workstreams, and...

1. Lead the development of NZ Inc positions and represent New Zealand in processes and meetings of the APEC forum
2. Lead the development of NZ Inc positions and represent New Zealand at ASEAN-related fora (including the ASEAN Regional Forum, East Asia Summit, and ASEAN Defence Ministers’ Meeting)
3. Develop coalitions to support New Zealand security, environmental and economic interests in regional fora, including through support of cross-regional fora including the Asia-Europe Meeting and the Forum for East Asia and Latin America Cooperation
4. Encourage the major powers to engage constructively in regional cooperation mechanisms in the Indo-Pacific
5. Provide advice and assessments on areas of opportunity and risk to New Zealand in evolving architecture initiatives in the region
6. Manage New Zealand’s relationship with ASEAN
7. Deliver effective international development and humanitarian assistance in South East Asia.

Our 10 year outcomes and the key results MFAT aims to deliver:

1. **The existing Indo-Pacific architecture has delivered greater regional prosperity and security outcomes that advance our interests**
 - 1.1 New Zealand’s hosting of APEC 2021 contributed to the region’s recovery from COVID-19 through realisation of APEC’s post-2020 Vision
 - 1.2 New Zealand advocacy and diplomacy in key capitals has been effective in encouraging the region’s major powers to remain committed to peaceful, open and cooperative regionalism underpinned by the rule of law
 - 1.3 The East Asia Summit has become the leading regional forum for strategic dialogue, valued for its convening authority and delivery of tangible results
 - 1.4 New Zealand’s contribution and leadership within the Indo-Pacific regional architecture has enhanced its effectiveness
 - 1.5 Like-minded partners from outside the region have been substantively and constructively engaged in supporting New Zealand’s regional economic and security goals
2. **Emerging Indo-Pacific regional and sub-regional systems include New Zealand, support free and open regional development, and champion the rule of law**
 - 2.1 New Zealand is included in emergent regional initiatives which align with our interests
 - 2.2 New Zealand’s interests have been addressed in the structure and functions of regional initiatives
3. **Levels of integration and engagement with ASEAN have delivered significant benefits to New Zealand in economic and security terms**
 - 3.1 Effective New Zealand cooperation initiatives have strengthened ASEAN’s capacity to remain central to the region’s security and prosperity
 - 3.2 New Zealand’s targeted development cooperation in South East Asia has contributed to regional integration, prosperity and stability, a greater New Zealand profile and stronger connections to New Zealand

Indicators to help measure success:

Outcome 2

- ✓ The benefits identified for the hosting of APEC in 2021 are realised

...these priority deliverables over 2020–2024

1. Refresh New Zealand’s strategic approach to supporting rules, norms and regionalism in the Indo-Pacific in 2020 (PIP 5)
2. Revise planning for New Zealand’s APEC hosting year in light of COVID-19 (in 2020) and deliver APEC (in 2021) (PIP 5)
3. Deliver New Zealand’s priority policy outcome of a strong APEC contribution to regional economic recovery (PIP 8)
4. Reinforce New Zealand’s relationship with ASEAN via a virtual Summit by mid-2021 and implementation of the new five year ASEAN Plan of Action 2021-25
5. Recalibrate New Zealand’s development assistance to South East Asia to address COVID-19 (PIP 5).



Promote a stable, prosperous and resilient Pacific in which New Zealand’s interests and influence are safeguarded

CONTRIBUTES TO:

- KAITIAKITANGA
- SECURITY
- PROSPERITY
- INFLUENCE

Why this matters:

New Zealand’s interests in a safe, resilient, sustainable and prosperous Pacific have been under increasing pressure and now face a further significant challenge from the wide-ranging social and economic impacts of COVID-19.

New Zealand is a Pacific country, linked by history, culture, politics, geography and demography. Decisions, actions and events in New Zealand have greater consequence and meaning for the Pacific than any other region. The Pacific, in turn, shapes New Zealand’s identity and influences our security and prosperity. New Zealand is home to significant Pasifika populations and one in ten New Zealanders will identify as being of Pacific Island heritage by 2026. We have deep links with Polynesia, including close constitutional ties with the Realm countries; the people of the Cook Islands, Niue, and Tokelau share New Zealand citizenship. New Zealand also has growing links with Melanesia and is a committed member of the key Pacific regional bodies, supporting effective Pacific regional action.

Pacific island countries face unique challenges and vulnerabilities. The increasingly severe impacts of climate change are the region’s key long-term challenge. The unprecedented impact of COVID-19 will profoundly affect development gains made over recent years and exacerbate existing governance, social, economic and security challenges. Pacific countries will lose income from tourism and remittances, and governments may face challenges meeting the basic needs of their people.

New Zealand’s strategic environment is influenced by how resilient, well-governed and economically sustainable Pacific island countries are, and by their ability to manage conflicts and combat transnational security threats. It is also affected by the Pacific becoming an increasingly contested strategic space, with more external players active in the region creating layers of opportunity and risk for Pacific countries. In this environment, it is vital that New Zealand sustains its influence and the ability to protect its interests, and that values important to New Zealand are shared across the region. Shared principles of understanding, friendship, mutual benefit, collective ambition, and sustainability guide New Zealand’s regional engagement, and New Zealand’s policy statement on International Cooperation for Effective Sustainable Development drives deeper collaboration with Pacific countries, greater coherence between domestic and Pacific policy, and more ambitious and partnership-driven development cooperation.

The significant and multifaceted challenges presented by COVID-19 will require us to reassess our support in line with pressing need and extreme vulnerability. We will need to work with Australia and other partners to deliver significant support. New Zealand’s ability to respond to these challenges effectively will affect how our close partners view our contribution to shared global and regional goals.

We will deliver our 10 year goal and outcomes through these workstreams, and...

1. Provide advice on implications for New Zealand of political, security, economic, environmental and social trends and events in the Pacific
2. Coordinate cross-government support for Realm countries in line with New Zealand’s constitutional commitments
3. Deliver and manage New Zealand’s development cooperation in the Pacific
4. Participate in the governance of regional organisations and support Ministerial and Prime Ministerial engagement
5. Lead New Zealand’s response to Pacific emergencies and humanitarian crises
6. Manage emerging security and environmental threats in the region
7. Manage New Zealand’s official engagement with Pacific governments
8. Influence other governments to take decisions aligned with New Zealand interests
9. Cultivate and leverage relationships with key decision-makers in government, business, media, academia, and NGOs
10. Coordinate engagement with international donors, civil society and non-traditional actors in the Pacific
11. Promote New Zealand’s profile, values and interests through social/other media and public and cultural diplomacy.

Our 10 year outcomes and the key results MFAT aims to deliver:

1. **New Zealand has supported Pacific island countries to weather the storm of COVID-19 and resume a pathway to enduring economic and social wellbeing**
 - 1.1 Functioning Pacific economies have continued to support livelihoods despite COVID-19 impacts and benefited from trade, labour mobility and other safe people movement
 - 1.2 Pacific Island populations facing vulnerability and marginalisation have benefited from New Zealand’s inclusive development approach
 - 1.3 Pacific health systems deliver improved health outcomes for Pacific peoples and benefit from closer links with New Zealand’s health system
 - 1.4 Pacific learners at all levels have improved access to high-quality, equitable and relevant education
 - 1.5 Strengthened economic governance has supported Pacific island countries to manage COVID-19 impacts and sustain responsible use of resources
 - 1.6 Pacific countries have improved access to sustainably financed public infrastructure
2. **Partnership with New Zealand has enabled a stable, secure, resilient and well-governed region**
 - 2.1 The Pacific has an enhanced ability to address transboundary security threats
 - 2.2 Pacific national security sectors are able to manage internal security challenges in a manner that is consistent with human rights
 - 2.3 Pacific countries are leading effective humanitarian responses, with support from New Zealand as required
 - 2.4 Pacific countries have increased resilience to natural hazards and the intensifying impacts of climate change
 - 2.5 Pacific natural resources have been sustainably managed and the environment protected
 - 2.6 Pacific states have more effective and accountable institutions and better public services
 - 2.7 Regional organisations have been effective and well-governed
3. **A Pacific strategic environment conducive to New Zealand’s interests and values has been preserved and our influence as a preferred and prominent partner maintained**
 - 3.1 Strong and collaborative Pacific partnerships have enabled effective shared responses to the region’s challenges
 - 3.2 Domestic and international policy decisions by Pacific island countries have been aligned with New Zealand values and interests
 - 3.3 New Zealand has reinforced its coordination and engagement with Australia on shared Pacific objectives
 - 3.4 External actors have been engaged in the Pacific in a way which promotes the region’s objectives and supports New Zealand’s values

Indicators to help measure success:

- Outcome 1**
- ↑ Measures of Sustainable Development Goal (SDG) progress in Pacific Island countries
 - ↓ Proportion of youth (aged 15-24 years) not in education, employment or training (SDG: 8.6.1 🌐)
 - ✓ Amount and percentage of official development assistance resources spent on Aid for Trade (SDG: 8.a.1 🌐)
- Outcome 2**
- ↑ New Zealand responses to natural disasters in the Pacific that are launched within mandated timeframes
 - ➔ Proportion of key tuna fish stocks within biologically sustainable levels, in the Pacific (SDG: 14.4.1 🌐)
 - ↑ Government Effectiveness Index in bilateral partner countries
- Outcome 3**
- ✓ Evidence of partnerships between New Zealand and Pacific bilateral partners strengthened

 Sustainable Development Goal indicator

...these priority deliverables over 2020–2024

1. Recalibrate New Zealand’s overall Pacific support and engagement including our Pacific Realm work programme over 2020-2024 to respond to COVID-19 (PIP 2)
2. Design and implement a new signature Health Corridors programme through strengthened linkages between Polynesian and New Zealand health systems, including for pandemic preparedness and response
3. Develop and operationalise strategic action plans to scale up our development programming in gender, child and youth wellbeing, and human rights by 2021
4. Implement a dedicated programme of climate change support in the Pacific and ensure climate change is mainstreamed across the aid programme by 2023
5. Develop and implement a work programme designed to create jobs and employment opportunities for Pacific peoples over 2020-2024
6. Deliver a programme of work to support the Pacific to assess and invest in strategic infrastructure by 2024
7. Target action to strengthen democracy, governance and stability in the Pacific over 2020-2024
8. Support Bougainville and Papua New Guinea in ongoing consultations under the umbrella of the Bougainville Peace Agreement on the future political status of the autonomous region
9. Raise awareness of New Zealand’s engagement in the Pacific through targeted communications and increased transparency around decision-making by 2022.



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

CONTRIBUTES TO:

- KAITIAKITANGA
- SECURITY
- PROSPERITY
- INFLUENCE

Why this matters:

Climate change and other threats to the world’s natural environment pose risks to the security and prosperity of New Zealand, our region and the world. Adverse effects of climate change are already locked in, evident and accelerating, with negative social and economic consequences that further exacerbate security risks. Many environment threats – and their solutions – cut across national borders. The international community has resolved to take action; six of the 17 Sustainable Development Goals under Agenda 2030 are environment focused.

Consistent with the concept of Kaitiakitanga, we have a responsibility to act as guardians of the natural environment and to support collective global action. We do this by shaping international rules and norms and promoting action to implement them. New Zealand is party to global environment treaties, including on climate change and biodiversity. We need to ensure those treaties and other international action deliver tangible global progress, reflect New Zealand’s economic imperatives and societal values, and support our Pacific interests.

International responses to these challenges can bring economic costs but may also open up opportunities for New Zealand. For example, disruption associated with the transition to a low emissions global economy has the potential to inspire innovation and create opportunities. We need to be agile in our domestic decision-making and international approach.

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

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

We will deliver our 10 year goal and outcomes through these workstreams, and...

- Negotiate and influence international climate change rules, norms and implementation guidelines, including effective operation of the Paris transparency framework and ambition cycle
- Advocate for international support and finance that delivers for the Pacific
- Support New Zealand’s domestic climate action and transition to a low-emissions economy, including through linking arrangements and standards for carbon markets that ensure environmental integrity
- Advocate to strengthen global climate ambition and action including through trade agreements and building and leveraging international coalitions
- Provide policy leadership for Antarctica, in support of New Zealand’s strategic interests, including engagement with NZ Inc agencies on logistics, assets and science, and facilitating access to Antarctica for other National Antarctic Programmes
- Represent New Zealand in Antarctic Treaty System meetings and manage New Zealand activity in Antarctica and the Southern Ocean
- Pursue the reduction and elimination of IUU fishing, harmful fisheries subsidies and commercial whaling
- Pursue New Zealand’s interests in biodiversity fora and negotiations
- Pursue New Zealand’s interests in oceans, conservation, chemicals and wastes, food sustainability and environmental governance and financing.

Our 10 year outcomes and the key results MFAT aims to deliver:

- The global response to climate change reflects New Zealand’s ambitions, including for Pacific climate resilience**
 - The Paris Agreement and other international mechanisms are effective and fairly accommodate New Zealand’s circumstances
 - Pacific climate resilience is improved through multilateral support and finance
 - Robust and effective guidelines for environmental integrity are in place and support credible options for international carbon trading
 - New Zealand has successfully influenced global action on climate change mitigation
- Antarctica and New Zealand’s place in it are protected**
 - New Zealand has sustained a fit for purpose and permanent presence in Antarctica
 - The Antarctic Treaty System continues to ensure the effective governance and management of Antarctica and its environment
 - New Zealand’s specific interests in the Ross Sea region have been promoted, including through an enhanced leadership role
 - Christchurch continues to be an Antarctic gateway of choice for country partners
- International stewardship of oceans, especially Pacific and Southern Oceans, has improved**
 - IUU fishing has been maintained at zero in the Southern Ocean and reduced in the Pacific
 - Marine pollution, in particular marine plastic debris, has been reduced through effective regional and international action
 - The International Whaling Commission has been reformed and the moratorium on commercial whaling maintained
 - Harmful fisheries subsidies have been eliminated
- Better international stewardship of biodiversity has halted its global decline and reflected New Zealand’s national and regional priorities**
 - Marine biological diversity of areas beyond national jurisdiction has been sustainably conserved and managed, and its benefits are equitably distributed
 - A post-2020 Global Biodiversity Framework and resulting workstreams which address global biodiversity loss, support sustainable use, and are science-based, are adopted and implemented

Indicators to help measure success:

- Outcome 1**
- ↑ Pacific initiatives delivered with multilateral climate finance
 - ↑ Number of Pacific Island Countries that submit reports, inventories, Nationally Determined Contributions (NDCs) and long-term low emissions and development strategies (LT-LEDs)
 - ✓ Credible options for linking carbon markets are developed, consistent with New Zealand standards for environmental integrity

...these priority deliverables over 2020–2024

- Complete Paris Agreement guidelines, including for international carbon trading, by 2022
- Pursue increased multilateral climate finance for the Pacific through our engagement with international climate finance institutions, including the Green Climate Fund
- Update New Zealand’s Nationally Determined Contribution and submit long-term low emissions development strategy in 2020-21
- Develop options for future governments to use international carbon markets after 2020 under certain circumstances
- Conclude the Agreement on Climate Change, Trade and Sustainability (ACCTS) with initial partners in 2021 and expand membership
- Provide assurance for Budget cycles and during the build phase that Scott Base re-development is fit for purpose and delivers value for money
- Establish a Ross Sea cooperation framework by 2023 to increase cooperation between all states operating in the region
- By June 2021, update the strategic directions and priorities for Antarctic and Southern Ocean science, in support of New Zealand’s interests in Antarctica
- Build international support for prohibitions on environmentally harmful subsidies, including to conclude the WTO fisheries subsidies negotiation by December 2020 and action on fossil fuel subsidies through development of trade disciplines
- Develop and pursue New Zealand objectives for the UN treaty on marine biological diversity and the post-2020 global biodiversity framework.



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

CONTRIBUTES TO:

SECURITY

PROSPERITY

INFLUENCE

Why this matters:

New Zealand’s security interests include the security of the country and people within national borders, the security of domains that New Zealanders use, such as oceans, air navigation, cyber and space, and international and regional environments that affect offshore activities (for example, trade and travel). Our security environment is deteriorating, with greater security challenges and instability in our region and beyond. The 2019 Christchurch terrorist attack brought into stark relief New Zealand’s vulnerability to significant global security threats, with a lasting impact on our terrorism threat profile and wide-ranging implications for national security policy and practice.

The rules-based international order – the long-term foundation of New Zealand’s security – is under pressure from state and non-state actors alike. State sovereignty and agreed norms of state behaviour are being undermined. Growing strategic competition is becoming a greater destabilising influence on global security, particularly in the Indo-Pacific. The global nuclear disarmament and non-proliferation regime remains under threat, with disarmament efforts stalled, and the potential for miscalculation and risk of proliferation on the rise.

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

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

COVID-19 has further fuelled geostrategic tension, already high especially in the Indo-Pacific. This will require careful navigation of New Zealand’s security partnerships as we seek to protect and uphold the values we hold dear and preserve relationships of vital importance to our national interests.

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

Pre-COVID-19, New Zealanders made more than 2.8 million overseas trips each year, while an estimated one million New Zealanders lived outside the country. Supporting those in need offshore is a fundamental part of the Ministry’s role. COVID-19 has increased risks to the safety of New Zealanders overseas and required an unprecedented consular response. For as long as the virus remains unmitigated, these risks will persist and require enhanced effort.

We will deliver our 10 year goal and outcomes through these workstreams, and...

1. Provide advice to Ministers and the national security sector on defence, national security and intelligence matters to advance foreign policy interests and/or manage foreign policy risks
2. Contribute to regional and global counter-terrorism/violent extremism initiatives through coalition, multilateral, plurilateral and bilateral mechanisms, in coordination with the national security system
3. Manage New Zealand’s export controls on strategic goods and contribute to global export control regimes and counter-proliferation efforts
4. Manage international dimensions of our outer space and cyber interests, foreign interference and emerging security risks (including new technologies)
5. Provide advice on New Zealand’s international engagement on maritime security and irregular migration issues, and build support and capacity in South/South East Asia to avert mass maritime arrivals in line with New Zealand’s Mass Arrival Prevention Strategy
6. Administer security capacity building fund to support New Zealand’s security and foreign policy goals
7. Advise government on the management of military, diplomatic and development contributions to international security and peace-support initiatives
8. Deepen New Zealand’s international security cooperation with priority partners (particularly in the Indo-Pacific region) in line with country and regional strategies
9. Provide consular services to New Zealanders travelling or living overseas.

Our 10 year outcomes and the key results MFAT aims to deliver:

1. **Reduced risk to New Zealand from trans-border security issues, including terrorism, malicious cyber activity, irregular migration, transnational crime, foreign interference and weapons proliferation**
 - 1.1 New Zealand’s international programme for countering terrorism and violent extremism aligned with the lessons learnt from the 2019 Christchurch terrorist attack, and provided a constructive contribution to global policy and practice
 - 1.2 New Zealand’s engagement in South East Asia has had a demonstrable impact on mitigating the risk of the region being either a target or source of terrorism
 - 1.3 New Zealand has enhanced the region’s capacity to prevent irregular migration
 - 1.4 New Zealand’s contributions to global counter-proliferation efforts, including our own strategic goods regime, have helped prevent the further spread of weapons of mass destruction and conventional weapons
 - 1.5 New Zealand diplomatic efforts have mitigated cyber, space and emerging security risks
2. **New Zealand’s participation in international military and peace support operations has mitigated security threats, contributed to a more stable global environment, and delivered benefits to our major relationships**
 - 2.1 Targeted contributions of defence, intelligence, development and diplomatic support have made a material positive impact on international military and peace support operations
 - 2.2 New Zealand’s major security partners value our contributions to collective security efforts
3. **New Zealand’s security partnerships have directly contributed to New Zealand’s security**
 - 3.1 Our fundamental security partnerships with Five Eyes countries (including our alliance with Australia) have made New Zealand more secure
 - 3.2 New Zealand’s targeted security cooperation in our region and beyond has advanced our own national and regional security interests
4. **New Zealanders are safer overseas**
 - 4.1 New Zealanders have been provided with information that enabled them to make informed decisions about travelling overseas
 - 4.2 New Zealanders abroad have been able to access easily high-quality consular advice and assistance
 - 4.3 The Ministry has effectively planned for, and responded to, events and emergencies affecting New Zealanders overseas

Indicators to help measure success:

- Outcome 1**
- ✓ Government policies to mitigate the risk from emerging security issues contain clearly-articulated international engagement priorities
- Outcome 4**
- ↑ Percentage of respondents satisfied with the quality of consular services rated at 85% or above

...these priority deliverables over 2020–2024

1. Lead establishment of structures to ensure ongoing implementation of the Christchurch Call to eliminate terrorist and violent extremist content online on a multi-stakeholder basis over the longer term
2. Build cross-agency prioritisation to ensure effective implementation of the whole-of-government counter-terrorism engagement strategy for South East Asia (2019-2022)
3. Advance Missile Technology Control Regime objectives through credible chairing until October 2020 and as troika member until October 2021
4. Refresh New Zealand’s international cyber-security engagement plan in 2020
5. Lead development of international elements of New Zealand’s space security strategy, addressing key challenges including weaponisation by end 2021
6. Develop and implement the new online SafeRegistration application in 2020-21, to complete the SafeTravel Suite of consular projects
7. Deliver consular support to meet evolving demands from the COVID-19 crisis (PIP 3)
8. Evaluate the Ministry’s COVID-19 consular response and review policies, procedures and systems to inform future practice (PIP 3).



Why this matters:

New Zealand’s prosperity and security is dependent on building and deriving value from relationships with other countries. This is typically accrued over time, and can be achieved through commonality of values and interests, economic inter-dependencies, security relationships, strong people-to-people links, and – more often than not – a willingness to accommodate the other country’s interests or requirements so as to develop relationship capital over time. Strong and enduring relationships may encompass all these elements, others some of them, and a few will be sustained by time-bound arrangements of convenience.

In a more fast-paced, turbulent and disorderly world the orderly maintenance of predictable and profitable relationships is being further challenged. The sharpening of geostrategic tensions and choices is a further factor influencing the way in which countries like New Zealand need to manage their connections with the world. At the same time, COVID-19 has highlighted the extent of New Zealand’s dependency on others, and the risks arising from a world in which our range of relationships is too narrow and their depth too shallow.

To anchor our interests against such a backdrop, New Zealand will need to continue to invest more in, and demand more of, our bilateral relationships. Australia’s centrality to our interests has been brought into even sharper relief by COVID-19. Finding equilibrium in our relationship with China – one which acknowledges its rise, derives benefit from the economic opportunity it offers, but which preserves our independence of thought and action – will remain an enduring priority. We will need to work closely with our traditional friends (Australia, United States, United Kingdom, Canada). We will also need to work deliberately with other groupings and countries with the motivation and means to protect common interests and values.

It will always be in New Zealand’s interests to hold and manage a broad-based portfolio of relationships, but we will need to calibrate expectations and effort in cases where COVID-19 has arrested partners’ ability to engage. In the medium-term, some relationships will become relatively more important and across all relationships there is a need to realign our effort to pursue specific COVID-19 recovery priority initiatives and projects. While the COVID environment challenges our ability to sustain relationships, it may also open opportunities to deepen particular relationships and build new coalitions. It likewise reinforces the importance of building connections with non-state actors (international NGOs, multinational companies, powerful individuals, cities) who are increasingly influential international players.

Adaptation in our diplomatic engagement will be required in a COVID world due to constraints around physical summits and multilateral conferences, regular face-to-face meetings and over-the-table negotiations. There are opportunities for innovation in this space that might outlast the COVID-19 constraints.

We will deliver our 10 year goal and outcomes through these workstreams, and...

1. Manage New Zealand’s official engagement with other governments and regional organisations
2. Influence other governments to take decisions aligned with New Zealand interests
3. Cultivate and leverage relationships with key decision-makers in government, business, media, academia, NGOs and cities
4. Provide advice on the implications for New Zealand of political, security, economic and social trends and events in other countries
5. Deliver and leverage New Zealand’s international development cooperation in countries outside the Pacific and ASEAN countries
6. Provide host government services to the diplomatic/consular corps, including on foreign national welfare issues
7. Manage and leverage New Zealand’s network of Honorary Consuls
8. Protect and improve evolving conditions for New Zealanders living offshore
9. Promote New Zealand’s profile, values and interests through social/other media and public and cultural diplomacy
10. Support connections between New Zealand individuals/organisations and international counterparts
11. Support programmes to build New Zealanders’ and public sector capability for operating in Asia/China.

Our 10 year outcomes and the key results MFAT aims to deliver:

1. **Our diplomacy is aligned to changing global realities**
 - 1.1 Our relationships with Australia, the United States, the United Kingdom, Canada, and the European Union have been sustained through continued investment so that our closest partners have supported us when we have needed them
 - 1.2 Our comprehensive strategic partnership with China has remained on a sound basis to realise benefits, work constructively on mutual interests and manage risks
 - 1.3 A deliberate programme of investing discretionary effort has grown our relationships with Singapore, Japan, Germany, India and Indonesia and delivered tangible benefits for New Zealand
2. **The quality of all our relationships enables us to achieve our objectives**
 - 2.1 The relationships we invested in have delivered tangible results for New Zealand
 - 2.2 Significant differences with other countries have been managed in a way that preserved New Zealand’s interests and values and built resilience for key relationships
3. **We adapt to ensure we continue to create impactful connections and leverage benefits**
 - 3.1 Investment in new tools and practices has enhanced our ability to build relationships
 - 3.2 The coalitions we have built and participated in with other countries and organisations have delivered results for New Zealand
 - 3.3 New Zealanders’ skills and comfort in operating in Asian cultures have increased

Indicators to help measure success:

Outcome 3

- ↑ New Zealanders’ confidence in engaging with Asian cultures increases

...these priority deliverables over 2020–2024

1. Reinvigorate the New Zealand-United Kingdom relationship, agreeing new priorities for cooperation in the new environment
2. Lift our strategic cooperative partnership with Japan by 2022-23
3. Implement the Singapore Enhanced Partnership across all domains and with a new emphasis on COVID-19 recovery objectives
4. Develop a deeper strategic relationship with Germany by 2022
5. Refine and focus engagement with India and Indonesia to strengthen bilateral cooperation in support of strategic objectives
6. Ensure New Zealand is well placed to advance interests with the United States Administration following 2020 Presidential election
7. Plan and implement action to adapt our diplomatic engagement for a COVID environment (PIP 11)
8. Strengthen our digital public diplomacy to support our international priorities in a COVID environment
9. Lead the international engagement pillar of New Zealand’s Vaccine Strategy to secure a COVID-19 vaccine over 2020-22 (PIP 7)
10. Contribute to inter-agency border policy work arising from the COVID-19 pandemic and manage implications for international relationships and commitments (PIP 4).



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

CONTRIBUTES TO:

- KAITIAKITANGA
- SECURITY
- PROSPERITY
- INFLUENCE

Why this matters:

To successfully deliver its strategic objectives the Ministry needs to be well-aligned with other government agencies, authentically engaged with Māori, attuned to the needs of business and the perspectives of civil society, and able to communicate effectively not only with these stakeholders but with New Zealanders in general.

The growing complexity of international relations, and the increasing interplay between foreign and domestic policy, are requiring the Ministry to collaborate ever more deeply with a wide range of government agencies. Our Pacific engagement alone, for example, entails deep engagement with over 30 government departments. The Government’s diplomatic network can provide policy insights from other countries to advance domestic priorities other agencies lead on. COVID-19 has increased demand for rapid policy development in new areas and brought new domestic inter-dependencies to the fore.

The Ministry is committed to strengthening our engagement with Māori, so that we are an authentic partner in respect of a widening portfolio of policy issues. This includes being more systematic about building our capability through the prioritisation of Mātauranga Māori and more active recruitment of Māori staff.

Our domestic stakeholders, including business, Pasifika and Asian communities, NGOs and academia, appreciate deeper and more collaborative conversations and partnerships with the Ministry. The Ministry values this engagement to harness the benefit of policy positions which are both domestically sustainable as well as internationally successful.

Engaging *kanohi ki te kanohi* with our partners and stakeholders is critical. The Ministry is also innovating in its use of digital platforms for communication and consultation with wider New Zealand audiences.

We will deliver our 10 year goal and outcomes through these workstreams, and...

1. Provide tools, training and systems to support relationship management organisational capability
2. Provide strategic leadership for and coordinate with NZ Inc agencies in New Zealand and offshore
3. Provide international insights from our post network on policy issues relevant to NZ Inc agencies
4. Engage with Māori to ensure that Māori interests and priorities are reflected in our strategic goals
5. Engage with non-government stakeholders to support all strategic goals
6. Communicate the Ministry’s work to the New Zealand public through campaigns, digital tools, media and other engagement
7. Provide information on Ministry activities and outcomes to the New Zealand public, proactively and under the Official Information Act.

Our 10 year outcomes and the key results MFAT aims to deliver:

1. **Effective leadership and partnership has enhanced NZ Inc delivery of the government’s international objectives**
 - 1.1 MFAT’s leadership has enabled a high-functioning New Zealand government team
 - 1.2 MFAT has worked as a team player with NZ Inc agencies on shared objectives
 - 1.3 Domestic policy has been informed by the international context and has taken into account New Zealand’s international objectives
2. **MFAT’s commitment to its Treaty partnership with Māori is understood and embeded in our work**
 - 2.1 The Ministry has delivered on its obligations as a Treaty partner with authenticity and integrity
 - 2.2 Māori interests have been advanced in our international work
3. **Mature and sustainable relationships with New Zealand domestic stakeholders have enhanced the Ministry’s policy development and international engagement and reputation**
 - 3.1 The Ministry has used professional and co-ordinated processes for engaging with domestic stakeholders
 - 3.2 The Ministry has been attuned to the values and issues that matter to domestic stakeholders
 - 3.3 The Ministry has worked in partnership with domestic stakeholders to deliver mutually beneficial results
4. **MFAT has raised understanding and support among the New Zealand public for New Zealand’s international objectives and the work we do**
 - 4.1 The Ministry’s reputation with New Zealanders has improved and social licence to operate on behalf of the government has been enhanced
 - 4.2 The Ministry’s value to New Zealanders is better demonstrated and understood
 - 4.3 New Zealand publics have been satisfied with their participation in MFAT-led consultations, initiatives and hui and with how the Ministry has responded to inquiries
 - 4.4 Public has had easy access to accurate and relevant information about New Zealand’s international relations, development and trade policies and activities

Indicators to help measure success:

- All outcomes**
- ↑ Stakeholder satisfaction with MFAT’s effectiveness representing New Zealand interests
- Outcome 1**
- ↑ Ratings for leadership and collaboration from NZ Inc agencies
- Outcome 2**
- ↑ Confidence of Māori in their partnership with the Ministry
 - ↑ MFAT staff who are able to apply Mātauranga Māori in their mahi
- Outcome 3**
- ↑ Domestic stakeholders’ satisfaction with engagement with MFAT
- Outcome 4**
- ↑ Ministry reputation measures (leadership, trust, fairness, social responsibility)
 - ↑ Understanding of Ministry’s role and what it delivers for New Zealanders
 - ↑ Visit numbers to MFAT’s websites and social media platforms
 - ↑ Timeliness of response to Official Information Act requests and ministerials

...these priority deliverables over 2020–2024

1. Develop a Trade and Economic Outreach and Engagement Strategy in 2020
2. Embed the stakeholder engagement maturity model by December 2021
3. Enhance our value-add to NZ Inc agencies from our offshore network in 2020-21
4. Complete implementation of the Māori Engagement Strategy by 2021
5. Contribute to the WAI262 whole-of-government process with a particular focus on international instruments through Kete 3: Kawenata Aorere/Kaupapa Aorere.



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

CONTRIBUTES TO:

KAITIAKITANGA

SECURITY

PROSPERITY

INFLUENCE

Why this matters:

Strong organisational foundations – our people, our international network, systems, and corporate services – enable the Ministry to deliver our strategic goals and to be confident that we are delivering the best achievable outcomes for New Zealand. We need to invest in this capability both to optimise delivery of the Ministry’s current business and to position the Ministry to sustain delivery as the world, technology and government priorities change. The impacts of COVID-19 are being felt throughout the organisation, in particular in the post network, and are demanding rapid adaptation to maintain business continuity, support staff wellbeing and reprioritise resources.

Our people are our greatest asset. Through our global efforts, the Ministry helps make New Zealanders safer and more prosperous and the world more sustainable. We aspire to be an employer of choice with diverse and highly capable people, whom we support in their careers and development to reach their maximum potential. Ministry policy and practice need to support a diverse global workforce, keep our people safe, and reflect changing ways of working to attract and retain talent. Success will mean that Ministry staff across all locations and job families are happy, healthy and performing at their best for New Zealand.

Operational excellence and the quality of our corporate delivery underpin the Ministry’s ability to represent New Zealand’s interests internationally and to deliver frontline services 24/7. It also supports the 13 other New Zealand agencies operating offshore. Only with resilient and fit-for-purpose systems and processes can the Ministry deliver efficiently and effectively, respond to emergencies, take advantage of opportunities and manage risks. Our property portfolio needs to provide a fit for purpose platform for New Zealand diplomats to achieve influence and outcomes. ICT systems need to enable information to be shared reliably and securely around the network and with key partners. Reliance on effective mobile and remote working has increased exponentially with COVID-19.

The Ministry has a responsibility to deliver the best achievable outcomes from the taxpayer funds invested in us. Through the way we lead, assess and organise ourselves, we aim to build strong enterprise performance: navigating the complex context in which we work, setting strategic direction, aligning resources behind this, managing risk and evaluating our success. In this way we build confidence among stakeholders that the Ministry is meeting its responsibilities and inspire our people to deliver best value for New Zealanders.

Ensuring our organisational foundations support frontline delivery requires integrated cross-Ministry functions and strategies that respond to business needs and enable us to adapt to the COVID environment.

We will deliver our 10 year goal and outcomes through these workstreams, and...

1. Develop and enhance internal policies, processes, frameworks and training
2. Provide specialist corporate services and advice
3. Support staff engagement, performance, careers and development
4. Provide operational and business support services
5. Provide NZ Inc Agency Services and coordinate NZ Inc offshore operations
6. Deliver capital projects relating to our buildings and systems
7. Plan, manage and deliver the Ministry’s response to unexpected events and emergencies
8. Discharge line management responsibilities and provide management support to Ministry leaders
9. Undertake strategy development, research, data analysis, planning, reporting, performance monitoring and evaluation
10. Plan, manage and account for the investment of Ministry resources
11. Provide and contribute to the Ministry’s governance, assurance, compliance and risk management systems
12. Provide Ministerial and Parliamentary services
13. Monitor Crown entities.

Our 10 year outcomes and the key results MFAT aims to deliver:

1. **The Ministry functions as a happy, healthy and high-performing community for all**
 - 1.1 Our organisational culture and behaviours align with the Ministry’s values – manaakitanga, impact, kotahitanga and courage
 - 1.2 Staff are supported through development opportunities and performance feedback to be successful in current and future roles
 - 1.3 Investment in building staff capability creates great managers and authentic leaders
 - 1.4 Staff feel cared for, valued, and confident the Ministry prioritises their health, safety and wellbeing
 - 1.5 The Ministry values diverse and inclusive thinking, people and behaviours
2. **Excellent global networks, systems and services enable Ministry business to be delivered effectively and efficiently**
 - 2.1 Fit-for-purpose property, ICT networks and systems are optimally aligned with business needs and enable staff in all locations to work flexibly and collaboratively while promoting sustainability
 - 2.2 Corporate services meet established quality standards aligned with customer needs
 - 2.3 Our staff, information, and assets are kept secure
 - 2.4 Policies and processes are simple, accessible, and kept up-to-date
 - 2.5 The Ministry operates effectively in unexpected events and emergency situations
 - 2.6 The Ministry meets all legal and public sector requirements
3. **The Ministry ensures it delivers the best achievable outcomes for New Zealand from the resources invested in it**
 - 3.1 Clear strategic direction, sound planning, and robust performance evaluation enable the Ministry to deliver demonstrable results
 - 3.2 Investment of resources and people are prioritised in line with our strategy and frameworks
 - 3.3 Excellence in governance, leadership and management ensures we achieve our targeted outcomes
 - 3.4 Risks are identified, mitigated and managed in ways that are proportionate to impact and support innovation
 - 3.5 Investments in organisational improvement and well-managed change lift our performance
 - 3.6 The Ministry’s finances are effectively managed

Indicators to help measure success:

- Outcome 1**
- ↑ Year-on-year increase in Wellbeing, Inclusion, and Values indexes from the Engagement Survey
 - ↓ Year-on-year decrease in our Ethnic and Gender pay gap
- Outcome 2**
- ✓ 80% of our chanceries meet the New Zealand (or equivalent local) building standards by 2024
 - ✓ 90% of offshore buildings have had a H&S assessment and agreed management plan for risks that have not been eliminated by 2023
 - ↑ Year-on-year improvements in our ToiTu Enviromark accreditation toward sustainability
 - Score in the MFAT Internal Client Satisfaction Survey maintained at 4 or above
 - Agency Services Survey satisfaction scores maintained at 3.5 or above
 - ✓ Continue to meet Protective Security Requirements
 - ↑ Year-on-year improvements on Privacy self-assessment ratings
 - Maintain or improve Internal Control Assessment of Departments (ICAT) ratings
- Outcome 3**
- Environment, Systems and Controls (ESCO) Audit Management rating maintained at ‘Good’ or above
 - ✓ Investor Confidence Rating (ICR) of at least a ‘B’
 - ✓ The Ministry’s expenditure is within appropriations
 - Maintain risk maturity rating at 4

...these priority deliverables over 2020–2024

1. Assess risks to post resilience and staff safety by August 2020, and deliver a prioritised work programme to address these risks by July 2021
2. Review Human Resources-related functions and implement changes to improve efficiency and effectiveness by December 2020
3. Implement flexible work policy, remote working tools and training to support staff wellbeing and effective staff performance by July 2021
4. Deliver stage one of the Human Resources Information System (HRIS) modernisation by August 2021
5. Transition to the maintenance management model for Pacific properties by July 2021
6. Develop a financial strategy and conduct a baseline review to help align resources with priorities by December 2020.

Managing our functions and operations

Our governance framework

The Governance Framework is a mechanism for exercising strategic leadership of the Ministry and overseeing its organisational performance. The framework privileges the long-term over the immediate, and allocates responsibilities and resources to develop, implement and enable strategic performance, and to deliver Ministry operational outputs.

Collectively, the framework refers to the MFAT Board and its committees – the Strategy & Policy Committee; the Coordination & Performance Committee; the Health, Safety and Wellbeing Committee; and the Resources Committee. The framework is a mechanism for making organisational-level decisions; prioritising effort and investment; providing assurance that key programmes and activities are being delivered as planned; and providing advice on matters of organisational significance.

The four committees take decisions and provide direction to the Ministry, and provide assurance and advice to the MFAT Board. Among them, they oversee the development of strategy and policy, oversee investment and resource allocation, and review delivery, compliance, risk and performance.

Managing risk

We use risk management to ensure the key potential impediments to long-term strategies and goals are identified early and that the appropriate interventions are made to mitigate these. The Ministry's approach to risk management is based on international risk management standards, and has been designed to consider both organisational risks and strategic policy risks. The framework adds value because risk management is positioned in the Ministry as an enabler; it is designed to facilitate better decision-making in pursuit of opportunities, rather than the traditional risk management approach which emphasises caution at the expense of innovation and progress.

Risk management at the Ministry sits at the juncture between good governance and strategic performance, and assists and enables both. Risk management is aligned with the Ministry's Strategic Framework and contributes to the performance monitoring of plans, deliverables and outcomes under the Ministry's Strategic Framework.

Driving strategic performance

The Ministry has robust systems in place to ensure we deliver on our Strategic Framework. Each goal is led by a Senior Responsible Owner (SRO) who is also a member of the Senior Leadership Team. SROs coordinate and account for the delivery of goal outcomes.

Goal Summaries (set out on pages 16-33 of the Strategic Intentions) provide guidance to staff on the impact the Ministry is setting out to achieve and what it is prioritising for delivery over the coming four years. Rigorous prioritisation of what the Ministry will deliver has taken place as a result of COVID-19. Business planning cascades the Strategic Framework into unit business plans and individual performance and development plans. Direction of effort data is gathered by workstream and priority deliverable to ensure that they are appropriately resourced.

Goal plans are used to plan and monitor delivery of priority deliverables and priority initiatives and projects (PIPs).

The MFAT Board assesses the impact the Ministry is making at the outcome/result level through biannual Goal Assessments. This includes a qualitative assessment against all results, supported by measurement of progress where quantitative indicators have

been identified, and managing strategic risk. SROs are responsible for driving delivery of the priority deliverables/PIPs in their goals through regular monitoring of delivery and risk.

The Ministry periodically undertakes a strategic assessment that analyses New Zealand's strategic environment and the implications for our foreign policy. We will explore how these assessments link to the long-term insights briefings required under the Public Service Act 2020. These assessments/briefings will be used to update the Ministry's Strategic Framework.

The Ministry is currently assessing the scope for an evaluation function extending beyond New Zealand's international development cooperation to evaluate the wider organisation's delivery of results and value to New Zealand.

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

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

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

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

Organisational improvement programme

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

The four organisational improvement priorities for 2020 are:

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

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

In addition, the Ministry’s COVID-19 Continuous Improvement Project is intended to gain a deeper understanding of how we contributed to the government’s COVID-19 response through to June 2020, and to build our collective and individual resilience

and effectiveness. The project will review whether MFAT’s staffing configurations, communications, systems and equipment made the most of MFAT’s deep experience and professional commitment; whether they enabled us to remain effective and flexible as demands evolved; how well we supported each other across our global network; and ways our interaction with external partners and stakeholders helped to contribute to an effective New Zealand response, and how – with the establishment of an Organisational Resilience Division – they might be refined further to improve our ongoing contribution as NZ Inc grapples with the long-term implications of COVID-19.

Release and dissemination of publicly available information

We want to be seen as an effective communicator in releasing and disseminating our information proactively and publicly, where possible. We will seek to achieve this by releasing high-value public data for reuse, and making other information as publicly available as possible, in accordance with the Official Information Act 1982 and the Declaration on Open and Transparent Government.

Diversity and Inclusion

The Ministry’s ten-year Diversity and Inclusion Strategy is designed to grow the diversity of our workforce and the inclusiveness of our workplace. The Ministry aspires to be a workplace that values and utilises diverse and inclusive thinking, people and behaviours. We want our staff to reflect the diversity of New Zealand and the countries we work in. At the core of our ambition is a focus on leadership, talent, training and development, and flexible work options. We want to demonstrate to our global partners and to New Zealanders that the Ministry represents the aspirations of the country we represent: a tolerant, diverse, inclusive and welcoming society.

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

Asset management and investment intentions

Asset portfolio

The Ministry’s \$554 million¹ asset base comprises property – land, buildings, furniture, equipment and plant (91%); information and communications technology assets (8%); and motor vehicles (less than 1%).

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

Investment planning and management

The Ministry’s Long Term Investment Plan (LTIP) 2019 outlines the Ministry’s investment direction over ten years. The LTIP draws on the Ministry’s Strategic Framework, sets out the ten year trajectory of change in the Ministry’s operating model, and provides an assessment of the current state of assets to inform and explain intended investments, and the financial impact of these intentions. The LTIP is informed by a number of functional-level strategies such as the Global Property Asset Report, the Workplace Strategy, the Information Systems Strategic Plan and the Security Strategy.

The Ministry is planning to invest capital of \$552 million over the ten year period starting in 2020-21. Approximately 76% of forecast investment is in property (\$423 million), and 24% is in ICT software and hardware (\$129 million).

This investment primarily reflects the Ministry’s asset replacement cycle that is funded from existing resources (including those that will accumulate over the period). It also includes capital contributions of \$48 million for Pacific infrastructure projects between 2020 and 2024.

The Ministry has a focus on improving its investment management systems and processes, and uses The Treasury’s Investor Confidence Rating as an external benchmark of the Ministry’s asset management and investment capabilities. For 2019-20, the Ministry received a B rating (77%)², down from an A rating (81%) in 2016-17. The Treasury stated that the result showed clear improvements made by the Ministry and, under a revised assessment method, continues to demonstrate strong results.

¹ This is the Note Book Value.
² The 2019-20 result is provisional and subject to Cabinet confirmation.

Property

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

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

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

Information and communications technology

The Ministry’s Information Systems Strategic Plan describes the future direction of investment in information and communications technology assets. It articulates a portfolio of initiatives that digitally enables the Ministry to meet its business needs.

Information and communications technology investment priorities centre on replacing obsolescent assets, and delivering new services that support the Ministry to achieve its strategic and organisational capability goals.

The nature of the Ministry’s ICT investment intentions is being influenced by the ongoing proliferation of cloud-based services, the use of which needs to be balanced with security considerations; the need to improve the Ministry’s knowledge management and data analytic functionality; in response to COVID-19 the global need to meet increased requirements to support remote and flexible working at scale, and adapting the Ministry’s diplomatic engagement to conduct effective virtual diplomacy; and the increased use of communications and social media to achieve foreign policy objectives and engagement with New Zealanders.

Increasing adoption of mobile devices and mobile access to applications will provide Ministry staff more options for flexible working.

Major capital projects underway or planned 2020-2024

The following table lists major capital expenditure projects that are underway or in planning over the next four years. ‘Major’ is defined as IT and business system projects over \$1 million and property projects over \$4 million. The plan is to be updated in December 2020 to reflect COVID-19 impacts.

Capital Projects	2020-21	2021-22	2022-23	2023-24
	Underway or Planned			
Property Projects				
New posts	Colombo			
Leased chancery relocation fit-outs	Moscow	Moscow		
Chancery building construction	Suva	Suva	Suva	
Chancery refurbishment/ infrastructure upgrade	London - Temporary Accommodation Riyadh Port Moresby	London - NZ House Riyadh Port Moresby Rarotonga Washington Apia Nuku'alofa	London - NZ House Riyadh Tokyo Bangkok Rarotonga Tehran Washington Apia Nuku'alofa New Delhi	London - NZ House Tokyo Bangkok Rarotonga Ha Noi Tehran Washington Apia Nuku'alofa New Delhi
Staff Housing		Honiara	Honiara	Honiara
Official Residence upgrades				Washington
Head Office Accommodation			Wellington	Wellington
Information Technology and Business System Projects				
Information Technology and Business Systems	Information Technology Systems Maintenance Programme	Information Technology Systems Maintenance Programme	Information Technology Systems Maintenance Programme	Information Technology Systems Maintenance Programme
	Data and Analytics	Data and Analytics		
		Global Document Management replacement	Global Document Management replacement	
		Financial Management Information System	Financial Management Information System	
	Te Aka (Intranet) upgrade			
	Integrated and upgraded Aid Management System – Enquire (Release 3)			
	Data centre – Ozone			
	Contact & Relationship Management system	Contact & Relationship Management system	Contact & Relationship Management system	
	Human Resources Information System upgrade	Human Resources Information System upgrade		

Forecast details of departmental capital expenditure for the period 2020-2024

	2020-21	2021-22	2022-23	2023-24
	\$000	\$000	\$000	\$000
Buildings	5,352	20,282	18,145	28,502
Plant and equipment	2,500	2,500	2,500	2,500
Furniture and fittings	28,829	15,349	34,274	40,203
Motor vehicles	1,000	1,000	1,000	1,500
Computer hardware	8,305	4,525	6,875	5,620
Computer software	15,333	11,604	5,210	2,400
Total	61,319	55,260	68,004	80,725

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MFAT

MINISTRY OF FOREIGN AFFAIRS AND TRADE
MANATŪ AORERE

New Zealand Government