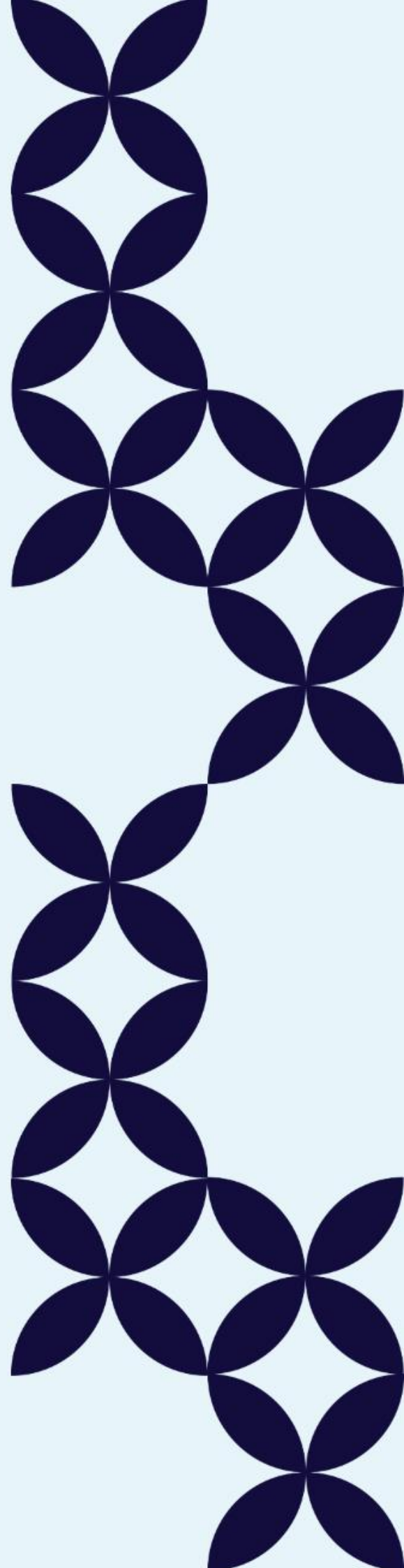
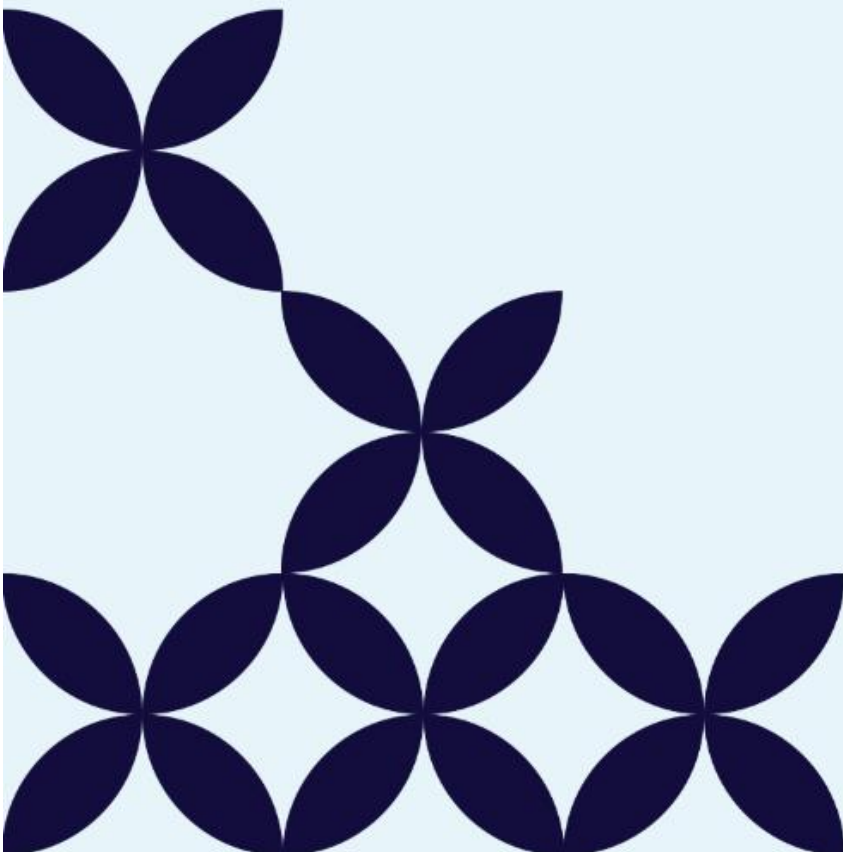


# **Partnerships**

## **Four Year Plan**

**January 2022**



This document is one in a series of Four Year Plans published by the New Zealand Ministry of Foreign Affairs and Trade. For the latest version please go to [www.mfat.govt.nz](http://www.mfat.govt.nz)

ISSN 2744-7278

**Crown copyright ©**

This work is licensed under the Creative Commons Attribution 4.0 International licence<sup>1</sup>. In essence, you are free to copy, distribute and adapt the work, as long as you attribute the work to the Crown and abide by the other licence terms. Any use of flags, emblems, names or words protected by the Flags, Emblems, and Names Protection Act 1981<sup>2</sup> must not infringe any provision of that Act.

For questions on attributing work to the Ministry of Foreign Affairs and Trade please contact:  
cmd@mfat.govt.nz Phone: +64 4 439 8000 Fax: +64 4 439 8511

---

<sup>1</sup> <https://creativecommons.org/licenses/by/4.0/>

<sup>2</sup> <https://www.legislation.govt.nz/act/public/1981/0047/latest/DLM51358.html>



## Purpose of this document

The New Zealand Ministry of Foreign Affairs and Trade (MFAT) has developed this Four Year Plan (4YP) to guide the planning and management of New Zealand's overall engagement with New Zealand International Development Non-Governmental Organisations (NZ NGOs) and in-country partners, and as a platform for dialogue.

The 4YP is used to bring clarity to what work should be prioritised and to help monitor progress to achieve shared outcomes and strategic goals.

This is a living document that will be refreshed annually to ensure it responds to changes in context, including impacts of external shocks such as COVID-19.

### An integrated approach

Aotearoa New Zealand pursues an integrated approach to engagement with New Zealand NGOs and in-country partners in delivering development. We focus on coherence across our diplomatic, trade and economic, climate change, environment, security, and development objectives to deliver sustainable progress in developing countries, and advance New Zealand's interests and values. As such, our development contribution (both policy and financial) is an integral pillar of our foreign policy — it reflects our network of international relationships and commitments, and is an expression of our values.

## Enduring principles for New Zealand's engagement

The **enduring principles** which guide New Zealand's engagement are:

- **Te Puna Manaaki** (Fountain of support):

Our engagement will be underpinned by the values of whakahoahoa (partnership), including honesty, trust and respect. We will listen and consult, and act in partnership with predictability and consistency. We will confidently share New Zealand's views and perspectives, being clear about the things we will do and the things we will not do. The strength of our partnerships empower us to communicate openly even where our views may differ.

- **Raranga te Muka** (Weaving the strands):

New Zealand's global development investments contribute towards global and regional security and prosperity, and to our national interests. Our support helps to address global development challenges and issues that are too big for any country to address on its own, while securing a platform on which to advocate for the things we value, including the Pacific. Through this approach we achieve pānga ngātahi (collective impact).



- **Tātou Tātou** (All of us together):

We will focus on collaborating with partners to upscale our ambition and magnify our impact, especially in the Indo-Pacific region where our engagements will contribute to ensuring New Zealand's own prosperity together with that of our regional and country partners. Through this approach we achieve painga takirua (mutual benefit).

- **Te Pae Tawhiti** (A shared horizon):

Our engagement will bring a long-term pakari (resilience) perspective, consistent with New Zealand's enduring interests. We will seek lasting impact through a focus on human capability development; economic and climate resilience, and kaitiakitanga/ stewardship.



## Programme overview

### Partnerships 4YP context

#### Civil society and international development

Civil society is the term used to describe the multitude of entities around which society voluntarily organises itself and which represent a wide range of interests and connections. Civil society plays a vital role in promoting sustainable development, democratic processes, human rights, good governance, active citizenship and a strong sense of community. An active and vibrant civil society is key to a functioning democracy, by enhancing peoples' voice and their participation in democratic processes. It is also critical to achieving the Sustainable Development Goals (SDGs)<sup>3</sup>, including SDG 17 (strengthen the means of implementation and revitalise the global partnership for sustainable development).

According to the OECD, Civil Society Organisations (CSOs) can be defined as including "all non-market and non-state organisations outside of the family in which people organise themselves to pursue shared interests in the public domain"<sup>4</sup>. The OECD gives the following examples of CSOs: community-based organisations and village associations, environmental groups, women's rights groups, farmers' associations, faith-based organisations, labour unions, co-operatives, professional associations, chambers of commerce, independent research institutes and the not-for-profit media.

CSOs have an important role to play in contributing to global development and humanitarian policy dialogue, sharing best practice, and monitoring and upholding accountability for progress towards the SDGs.

#### Non-Governmental Organisations

NGOs comprise part of civil society. NZ NGOs are New Zealand-based, voluntary, not for profit organisations involved in development and humanitarian work overseas. An NGO in a developing country that is affiliated to or partners with a NZ NGO is usually referred to as the local partner organisation.

NZ NGOs are important actors in New Zealand's international development and humanitarian cooperation. They bring deep development and humanitarian knowledge and experience as well as strong connections and relationships with in-country partners and actors, including CSOs, local communities and authorities. NZ NGOs often work in difficult locations with vulnerable and marginalised populations where other development actors are unable to operate. They also play an important role in raising awareness, and in mobilising support and financial contributions from the New Zealand public for international development.

---

<sup>3</sup> The Sustainable Development Goals (SDGs) are a collection of 17 interlinked global goals designed to be a "blueprint to achieve a better and more sustainable future for all". The 17 SDGs are defined in a list of 169 SDG Targets. Progress towards these Targets is agreed to be tracked by 232 unique Indicators. <https://sdgs.un.org/goals>

<sup>4</sup> OECD definition (2009)



Our work with NZ NGOs has an emphasis on ensuring local partners, communities and intended beneficiaries are engaged in all aspects of development and humanitarian programmes supported through this Partnerships 4YP.

### **New Zealand's international development approach**

New Zealand's international development support is guided by *New Zealand's International Cooperation for Effective Sustainable Development (ICESD) Policy*. This policy affirms New Zealand's commitment to supporting our Pacific partners to achieve the SDGs, and frames our support around the SDG pillars of people, planet, prosperity, and peace. In addition, we are committed to pursuing development outcomes that are resilient, effective, inclusive and sustained.

New Zealand's International Development Cooperation (IDC) appropriation (previously known as Official Development Assistance) has a primary geographical focus on the Pacific, which accounts for at least 60% of total IDC funding. South East Asia, particularly its Least Developed Countries, is the secondary geographic focus for New Zealand's IDC funding.

This 4YP is the business plan for achieving New Zealand's international cooperation goals through civil society, specifically NGOs.

### **The Pacific context**

While Pacific countries have made advances towards some SDGs progress is uneven and the region faces some major challenges. One in four Pacific Islanders live below their national poverty line, with greater inequalities for already vulnerable groups such as women, the elderly, people with disabilities, remote, and marginalised communities. The Pacific region has amongst the highest rates of violence against women and of non-communicable disease in the world.

The Pacific region is also extremely vulnerable to natural disasters such as cyclones, earthquakes, tsunamis and volcanos. Four Pacific nations are among the world's top ten countries most vulnerable to natural disasters. Ten Pacific Island countries are included in the world's top 30 countries facing the highest average annual disaster losses in terms of Gross Domestic Product (GDP).

Climate change and declining biodiversity are key ongoing challenges in the region which will exacerbate pressures across economic activity, food security, governance and stability and human development. The Pacific also risks being left behind in the global transition to low carbon, climate-resilient futures.

The Pacific has made gains in some economic sectors, such as increases in tuna fisheries revenue. However, economic trends are volatile and the region remains vulnerable to the high cost of climate change adaptation, external shocks, and catastrophic events such as the COVID-19 pandemic. There is a long-term need for greater economic diversification, enhanced resilience to natural disasters, strengthened governance, increased employment opportunities especially for youth, and improved social safety nets for vulnerable groups. Institutional capacity and capability will remain a challenge



as governments seek to strengthen good governance measures, improve access to justice systems and provide inclusive delivery of services.

Civil society is a vibrant component of society in most Pacific Island countries. Faith based organisations play an active role, including in social service provision, along with local and international NGOs. However, the remote location of some communities present significant logistical and cost challenges in terms of reaching the most vulnerable.

### **The South East Asia context**

From 2015 until the outbreak of COVID-19, the economic dynamism of South-East Asia drove significant development progress, particularly in improving incomes and reducing poverty. The region also experienced an expanding middle class, improving health and education, a growing workforce, and a rapidly rising urban population<sup>5</sup>. However, significant pockets of poverty have persisted across the region. A range of risk factors including age, gender, disability, rural locations, and minority or citizenship status affect the accessibility of social safety nets, education, and healthcare<sup>6</sup>. Political instability and conflict are also intensifying in some countries.

The impacts of climate change will complicate the region's achievement of economic prosperity and resilience, food security, and stability<sup>7</sup>. South East Asia is one of the most vulnerable regions in the world to climate change due to its long coastlines and heavy concentration of populations in low-lying areas. Severe weather events are increasing, and the effects of extreme drought and flooding are acute for countries of the Lower Mekong and East Asia respectively<sup>8</sup>.

The realisation of human rights and the space for civil society engagement continues to be a significant issue in some parts of South East Asia. This hampers both social and economic progress, as well as the achievement of the SDGs and the SDG Agenda 2030 goal of 'leaving no-one behind'.

### **COVID-19 impacts**

The COVID-19 pandemic has highlighted and amplified economic, social, environmental, governance and security vulnerabilities. Around 54 million more people are expected to be forced into poverty across East Asia and the Pacific due to its indirect economic impacts<sup>9</sup>. The effects of the pandemic are likely to increase existing inequalities within countries and have a significant long-term impact, potentially setting back decades of development progress.

The Pacific region faces an average 5.7 percent drop in per capita GDP growth. Tourism, the largest economic sector for many countries, has been devastated by COVID-19 related border closures and this has resulted in the loss of jobs and income. Social inequalities have widened and pressures on

---

<sup>5</sup> ASEAN Secretariat, *ASEAN Socio-cultural Community Blueprint 2025*

<sup>6</sup> Ibid.

<sup>7</sup> Asian Development Bank, *A Region at Risk: the Human Dimensions of Climate Change in Asia and the Pacific*

<sup>8</sup> IFC, *Boiling Point*, September 2018

<sup>9</sup> ASEAN Secretariat, *ASEAN Rapid Assessment: The Impact of COVID-19 on Livelihoods across ASEAN*





communities and families have increased what were already high rates of family and gender-based violence. COVID-19 has also highlighted weaknesses in public health systems and difficulties in providing essential health care, including to remote populations.

The secondary impacts of the COVID-19 pandemic extend to food security and nutrition. Widespread loss of livelihoods and reduced incomes mean there is less money to buy food at the same time that food (especially nutrient-rich food) is becoming more expensive.

CSOs have a critical role to play in supporting governmental efforts to mitigate the social, economic and health-related impacts of COVID-19, as well as holding governments accountable to ensure policy and services are inclusive of those in need.

The effects of the pandemic on international development cooperation include:

- international travel restrictions (affecting the design and monitoring of projects and interaction with local partners)
- restrictions on in-country movements and/or assembly, which hampers delivery of development projects, and
- increased pressure on limited in-country resources and funding, including reduced capacity of governments and CSOs.

NZ NGOs, which have a focus on resilience and can work through established networks of local partners, are well placed to continue development efforts in a range of key areas that are crucial within a COVID-19 context. These include health and well-being (including WASH<sup>10</sup>), inclusive development, human rights and economic resilience (including livelihoods).

While some international development delivery channels have been restricted during the pandemic, NZ NGOs and local partners have largely been able to continue operations, with a shift towards greater localisation. This will need to be supported by strengthening the voice, capacity and capability of local partners and communities, and also by ensuring they are at the forefront of our work.

## **New Zealand's partnership with New Zealand NGOs**

The International Development Cooperation programme (previously known as the New Zealand Aid Programme) has several components to its engagement with NZ NGOs including: long-standing partnerships, Negotiated Partnerships, Manaaki projects, legacy projects from the Partnering for International Development programme (which has been decommissioned), and a limited number of bilateral arrangements (reflected in other 4YPs).

---

<sup>10</sup> Water, Sanitation and Hygiene





## Long-standing partnerships

We have a number of long-standing arrangements which generally support the delivery of services, including to support the NZ NGO sector and for health, education or good governance. These arrangements include:

- **Council for International Development (CID).** CID is the umbrella organisation for the New Zealand international development sector. Its membership of 55 full and associate members is a diverse group of primarily international development NGOs, with constituencies comprising more than 700,000 New Zealand donors. MFAT and CID partner to enhance the development capabilities of CID members and to facilitate NZ NGO-MFAT engagement and coordination, including in responding to emergencies such as Pacific cyclones.
- **Volunteer Service Abroad (VSA).** VSA is Aotearoa New Zealand's largest volunteer agency working in international development. Since the early 1960s VSA, in partnership with MFAT, has supported over 4,000 New Zealanders from a wide range of backgrounds to share their skills, knowledge and experience internationally. VSA's work aligns with New Zealand International Development Cooperation priorities and the development needs of partner countries in the Pacific and Timor Leste.
- **The Fred Hollows Foundation.** The Fred Hollows Foundation was established in 1992 and works in 25 countries, with over 35,000 New Zealand based supporters. The Foundation has restored sight to over two million people worldwide. MFAT has partnered with The Fred Hollows Foundation New Zealand to improve eye care in the Pacific for 17 years.
- **Himalayan Trust:** The Himalayan Trust has delivered education services to remote communities in Nepal since its establishment in 1965 by Sir Edmund Hillary. Through a strong network of local community and government connections, it remains a highly visible legacy of Sir Edmund's and New Zealand's connection with the Himalayas and Himalayan communities.

## Partnering for impact

*Partnering for Impact* is the International Development Cooperation programme's primary mechanism for engaging with other NZ NGOs who are working with local partners to achieve sustainable development impact and empower local communities in the Pacific and Asia.

Partnering for Impact consists of three key mechanisms:

- **Negotiated Partnerships:** five year, multi-country programmes with larger NZ NGOs. At least 60% of programmes must target the Pacific.
- **Manaaki:** an annual contestable fund for smaller projects over two to three years. At least 60% of projects must target the Pacific.
- **Other:** provision for an initiative to support local CSOs/NGOs, which is to be scoped and designed.

Partnering for Impact aims to:



- deliver on New Zealand's International Development Cooperation priorities
- deliver greater resilience and sustainable development impact, including through outcomes based and adaptive programming
- reach the vulnerable and marginalised
- empower local partners and communities, and ensure that their voice is heard in the development process. This includes recognising local and indigenous perspectives and knowledge.
- strengthen civil society
- harness the relationships, expertise and resources of NZ NGOs and leverage their ability to be adaptive and innovate, and
- harness contributions from the New Zealand public to international development, and increase the New Zealand public's understanding of development needs and the difference our work is making. This is achieved through a co-investment approach between MFAT and NZ NGOs.

We have **Negotiated Partnerships** with:

- Save the Children New Zealand
- World Vision New Zealand
- ChildFund New Zealand
- Oxfam Aotearoa
- UNICEF Aotearoa
- Habitat for Humanity New Zealand
- Tearfund NZ
- ADRA New Zealand
- Caritas Aotearoa New Zealand
- Leprosy Mission New Zealand

## Partnerships 4YP strategic goals

Strategic goals	
<b>Goal One – Development:</b> <i>Our partnerships deliver more sustainable development impact and greater economic, social, climate, environment and disaster, intergenerational and cultural resilience.</i>	<p>The purpose of Aotearoa New Zealand's international development cooperation is to contribute to a more peaceful world in which all people live in dignity and safety, all countries can prosper, and our shared environment is protected. Through the Partnerships 4YP we will focus on strengthening resilience and delivering on the SDGs, partner and New Zealand International Development Cooperation priorities, and complementing other 4YPs. Through a portfolio of programmes and projects across Asia and the Pacific, we aim to maximise development impact and reach the vulnerable and marginalised so no one is left behind. Where feasible, our partnerships build systems as well as grassroots level change.</p>



## Strategic goals

**Goal Two – Partnership:**  
*Our partnerships support and empower local partners and communities – leading to a more vibrant and resilient civil society.*

Through our partnerships we will strive to ensure that local partners and communities are at the forefront of our work. This includes ensuring local engagement in project/programme identification, design, implementation and monitoring, learning and evaluation. By contributing to a strong, capable civil society, our partnerships will contribute to long-term sustainable development impact and a functioning democracy.

**Goal Three – Public diplomacy:** *The New Zealand public is well informed about our partnerships and the difference they are making.*

Increasing public awareness and understanding of international development issues and the impact of New Zealand's international development partnerships with New Zealand NGOs will help to build support for this work.

The Partnerships Programme 4YP will contribute to the following SDGs: SDG 1 (No poverty); SDG 2 (Zero hunger); SDG 3 (Good health and well-being); SDG 4 (Quality education); SDG 5 (Gender equality); SDG 6 (Clean water and sanitation); SDG 8 (Decent work and economic growth); SDG 10 (Reduced inequalities); SDG 11 (Sustainable cities and communities); SDG 12 (Responsible consumption and production); SDG 13 (Climate action); SDG 16 (Peace, justice and strong institutions); and SDG17 (Partnerships for the goals).

## Specific outcomes linked to our strategic goals

The logic diagram annexed to this 4YP sets out how our strategic goals, which are long term outcomes, drive more specific medium and short term outcomes. Aotearoa New Zealand will work towards these outcomes in partnership with NZ NGOs and local partners.

## Development outcomes

The approach we take to programme and project concepts and designs is based on deep problem and context analysis, and draws on the expertise and experience of MFAT, NZ NGO partners and local partners to implement more impactful development activities. We also work with long-standing partners to support the delivery of services that contribute to health, education or good governance outcomes. Our development effectiveness will be enhanced by a focus on gathering and utilising insights (including from monitoring), and by encouraging and enabling adaptive programming where relevant in response to changing contexts.



## Partnership outcomes

Building deeper partnerships with NZ NGOs will contribute to the long-term outcome of more capable and empowered local partners and communities, resulting in greater self-reliance and a vibrant and resilient civil society. This will be achieved by supporting local priorities and aspirations, and building on Pacific people's capabilities, including local and indigenous perspectives and knowledge. Our focus on partnership with values of whanaungatanga (kinship), kotahitanga (common purpose) and kaitiakitanga (stewardship and care) provides the foundation for achieving our three long term outcomes.

## Public diplomacy outcomes

Being more effective in our communications, telling our story, and sharing our insights with the New Zealand public (and key stakeholders in-country) will increase awareness of international development needs/challenges and the impact of the International Development Cooperation programme. This will lead to greater engagement by the New Zealand public, and will leverage further support and resources for international development.

## Assumptions

In setting out the logic diagram and outcomes, we have made the following **key assumptions** which we will continue to test and monitor during the implementation of this 4YP:

- The social and economic impacts of the COVID-19 pandemic will set back development in the Pacific and South East Asia by several years. Countries and communities will remain vulnerable to potential new COVID strains and future public health emergencies. COVID-19 is likely to impact our ability, and the ability of our NZ NGO partners, to travel in the short to medium term for design, monitoring and engagement. Local NGOs will by and large be able to continue to operate, albeit in an uncertain and higher risk environment.
- Countries increasingly re-open (or partially re-open) borders in the next one to three years.
- Climate change, extreme weather events and other major natural disasters will continue to significantly impact Pacific Island countries, potentially putting projects at risk.
- The New Zealand public will continue to donate to NZ NGOs, enabling co-investment requirements to be met.
- The level of capacity and capability to implement Partnering for Impact, alongside enhanced systems and processes, will be available within NZ NGOs and MFAT.
- NZ NGO partners will retain the ability and relationships to successfully connect and work alongside local partners and communities.

## Risks

We have noted the following **key risks** which we will continue to monitor and develop mitigation measures for during the implementation of this 4YP:



Strategic level risks	Mitigation measures
COVID-19 or subsequent variants enter Pacific Island countries and there is significant community transmission across the region.	MFAT will continue to support Pacific Island countries to maintain closed borders and strengthen their quarantine facilities through direct financial and technical assistance. We will work closely with NGO partners to monitor COVID-19 and its impacts in partner countries and to manage programmes / projects accordingly. Empowering and strengthening the resilience of local partners and communities will help mitigate risks.
Immediate COVID-19 responses divert available resources from long-term development priorities.	Through coordinated monitoring and decision making, we will actively manage tensions and risks around the trade-offs between immediate economic and health needs and investments in the long-term resilience of the region.
COVID-19 related international travel restrictions impact on monitoring of programmes and projects, and on in-person engagement with local partners.	We will work closely with our partners to ensure effective monitoring is undertaken. This will include working with Posts, and building capability and supporting in-country partners to undertake monitoring. We will explore new opportunities to engage with, and hear the views of, in-country partners (this includes greater use of technology).
Pacific Island and other priority countries are impacted by major natural disasters or extreme weather events, resulting in significant damage, loss of life and disruption to development initiatives.	We will closely monitor the impacts of natural disasters and extreme weather in partner countries and manage our programmes / projects accordingly. We ask our partners to integrate climate and disaster resilience measures into projects as relevant to mitigate the impacts of climate change and disasters. Through the Partnerships 4YP we will support initiatives that strengthen climate change adaptation as well as disaster preparedness and risk reduction.
The Partnering for Impact approach is not successfully implemented and does not deliver on, or only partially delivers on, its objectives.	We will ensure the Partnerships Unit is adequately resourced. Regular monitoring, evaluation, reflection and learning will be undertaken to track progress and enable an adaptive management approach.
The Partnering for Impact approach privileges large NGOs to the detriment of local partners.	A key aim of Partnering for Impact is to empower local partners and communities, and ensure that their voice is heard in the development process. This includes recognising local and indigenous perspectives and knowledge. We will closely monitor progress against this ambition to inform our programming.



## Key themes supporting these outcomes

The Partnerships 4YP will deliver development outcomes in the following thematic areas, where the interests of partner countries and communities and the International Development Cooperation programme intersect and where NZ NGOs are well placed to deliver impact. In many cases, the Partnerships 4YP will directly intersect with the thematic areas of individual country 4YPs. In other cases, it may complement a country 4YP's strategic goals and outcomes.

Through our programmes and projects with NZ NGOs and local partners we engage in a variety of ways to achieve greater resilience and sustainable development impact. This includes targeted or mixed approaches including community/ grassroots, local, provincial, national and regional levels.

Our programmes and projects will also focus on intergenerational and cultural resilience. This includes preservation and celebration of each Pacific country's unique cultural identity, and making longer term investments to improve education, skills and knowledge and to promote inclusion.

We will empower local partners and communities, and ensure that their voice is heard in the development process. This includes recognising local and indigenous perspectives and knowledge.

### Human development - health and education

We support education through the development of skills, knowledge and values that people need to access equitable opportunities for economic, social and cultural well-being and to thrive in a changing world. We support health through the strengthening of health systems so people can withstand health security threats and so these systems can deliver inclusive, affordable and accessible services to improve population health.



Our Partnerships Programme includes focus on: improved access to quality education, including early childhood education; improved eye care and reduction in avoidable blindness in the Pacific; improved access for children and communities to safe, equitable, and affordable WASH; strengthened capabilities and improved systems, processes and policies in partner organisations; and support for community health and well-being through access to quality health services.



### Equity and inclusion

We promote and protect equity, inclusivity and human rights across all our programming. This is achieved through supporting gender equality and women's empowerment; child and youth well-being; and support for indigenous peoples, people with disabilities, and SOGIESC<sup>11</sup> communities.




---

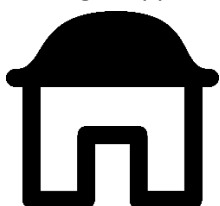
<sup>11</sup> Sexual Orientation, Gender Identity and Expression, and Sex Characteristics



Our Partnerships Programme includes focus on: protecting children, youth, girls and women from violence; enhancing well-being and life skills for children and youth; protecting communities from trafficking and exploitation; helping children and adults with disabilities to gain autonomy and access to health and education services to improve their life opportunities; and helping women to achieve more equitable access to resources and opportunities.

### **Governance and institutions**

We promote the building of more effective and inclusive systems of national and local governance through support for democratic institutions, representative and responsive decision-making, and



improved access to justice for all. Our Partnerships Programme includes focus on: increased civil society participation in decision-making which impacts on communities; strengthened capabilities and improved systems, processes and policies in partner organisations; and more inclusive, accountable and gender responsive governance systems affecting resilience.

### **Economics**

We support the development of prosperous, resilient, and inclusive economies in our partner countries. Our Partnerships Programme includes focus on: stronger and more resilient livelihoods; food and income security; strengthened capabilities and improved systems, processes and policies in partner organisations; and ensuring that families have resources to meet basic needs.



### **Climate change, environment and disaster resilience**



We help strengthen adaptive capacity to the slow- and rapid-onset impacts of climate change. We support the mitigation of greenhouse gas emissions, protection and restoration of natural systems and ecosystems, and reduction of risk from natural disasters. Our Partnerships Programme includes focus on: keeping children and wider communities safe from disaster, climate and COVID-19 risks and impacts; more inclusive, accountable and gender responsive governance

systems that affect resilience; strengthened climate and livelihoods resilience in communities; and housing that is more resilient to disaster and climate change risks.

In addition to the above, we partner with the Council for International Development to deliver the following outcomes: increased skills and effectiveness amongst CID members and partners; increased understanding and effective implementation of locally-led development; and increased sector and partner coordination and alignment.





## Achieving development outcomes that are effective, inclusive, resilient and sustained

This 4YP is guided by New Zealand's International Cooperation for Effective Sustainable Development (ICESD) Policy which describes how we will achieve our development outcomes.

**Effective development** is values driven, partnership focused, adaptive, outcomes focused, and evidence based.

Our Partnerships Programme has partnerships and relationships with NZ NGOs and in-country partners at its centre. We will deliver effective development through robust and rigorous design, and implementation that is adaptive and outcomes focused as well as evidence based. Our approach focuses on:

- agreeing from the outset where our interests coincide, what we seek to achieve, and how we will measure progress toward outcomes and work together
- an approach to engagement that reflects Aotearoa New Zealand values
- mutually accountable partnerships
- outcomes based, adaptive approaches that are driven by local context, and
- fostering a culture of results using evidence-based decision making.

**Inclusive development** addresses exclusions and inequalities that have been created across all dimensions of social identity, while promoting human rights and equitable participation in the benefits of development. Our Partnerships Programme requires sharp focus on inclusive development if we are to be successful in delivering effective development, especially for the vulnerable and marginalised. Our approach focuses on:

- addressing barriers to development and social inequalities, and advancing human rights
- advancing gender equality, women's empowerment, and child and youth well-being
- understanding and responding to the causes and incidence of poverty and exclusion
- supporting duty bearers and rights holders to ensure benefits are equitably shared, and
- enabling groups which are potentially affected by an activity to participate meaningfully in the development process.

**Resilient development** strengthens the environment, economy, and societies to withstand shocks and manage crises while protecting future well-being. Our Partnerships Programme will support the long term resilience of local communities and civil society. Our programmes and projects will contribute to economic, environmental/climate change and disaster resilience, governance, social and intergenerational and cultural resilience. Our approach focuses on:

- strengthening adaptation to climate change, and supporting countries' transition away from fossil fuel use
- increasing economic and social resilience to disasters and other external shocks



- supporting durable and inclusive peace and security, particularly in addressing causes of instability
- identifying and managing negative impacts on the environment, and promoting sustainable management of natural resources, and
- promoting the protection and enhancement of ecosystems.

**Sustained development** enables lasting progress and is locally owned to uphold results in the long term. Our Partnerships Programme will deliver sustainable development by supporting local priorities and aspirations and recognising local capabilities, including indigenous and local perspectives. We will design and implement projects and programmes with strong local ownership and direction that build lasting capability of our in-country partners. Our approach focuses on:

- providing ongoing benefits through our development cooperation
- pursuing partner ownership and developing local civil society's capacity to engage
- fostering more accountable institutions, and
- ensuring relevance to partner priorities and needs, without compromising the future.

## How we put this plan into action

To operationalise this 4YP and therefore contribute to achievement of agreed goals, Aotearoa New Zealand uses a range of actions and works with multiple partners.

### Goal One – Development

***Our partnerships deliver more sustainable development impact and greater economic, social, climate, environment and disaster, intergenerational and cultural resilience***

- We will prioritise partners with capability to deliver on SDGs, relevant New Zealand International Development Cooperation priorities, and New Zealand's other country and thematic 4YPs and associated indicators.
- We will work across MFAT in appraising and monitoring partnership projects to ensure alignment and complementarity between the Partnerships Programme 4YP and New Zealand's other country and thematic 4YPs. This will also enable our development and policy levers and resources (financial and our network of Posts and staff) to support the achievement of this goal.
- We will ensure that our partnerships incorporate the priorities of local partners, communities and authorities and that their efforts and resources support achievement of agreed goals and ambitions.



### Key indicators of progress

- Progress against relevant SDG indicators covering thematic / sectoral focus areas<sup>12</sup>
- Number of people in targeted partner countries reached and benefiting from partnerships<sup>13</sup>
- Progress against relevant MFAT Aggregated Results Indicators

## Goal Two – Partnership

*Our partnerships support and empower local partners and communities – leading to a more vibrant and resilient civil society.*

- We will work in partnership with NZ NGOs and local partners in a way that enables deeper impact and leverages our collective and individual reach, influence, relationships, knowledge and skills.
- We will work in partnerships that reflect the priorities of local partners and communities. We will build local capacity and capability, and strengthen participation and empower local communities.
- We will work in partnership to build on Pacific peoples' own specific and existing capabilities, including local and indigenous perspectives and knowledge.
- We will work in partnership to reflect our values of whanaungatanga (kinship), kotahitanga (common purpose) and kaitiakitanga (stewardship and care).
- We will explore opportunities to engage with, and hear views from, a wider range of New Zealand stakeholders, including Māori and Pasifika groups.
- We will work closely with our NGO partners to discuss and share learnings, build capacity and capability, and streamline processes to deliver further efficiencies and improve the focus on delivery.

### Key indicators of progress

- Evidence of strengthened and more resilient civil society in the Pacific
- Local partners value the Aotearoa New Zealand partnership as empowering and enhancing local capacity
- Evidence of enhanced capability of local partners to deliver and support local priorities
- MFAT/NZ NGO perceptions of the 'health' of the relationship

<sup>12</sup> The key SDGs, described earlier in this 4YP, include SDGs 1-6, 8, 10-13, 16 and 17.

<sup>13</sup> This reach indicator will be used alongside other indicators to assess outcomes and impact.



## Goal Three – Public diplomacy

*The New Zealand public is well informed about our partnerships and the difference they are making*

- We will work closely with the NZ NGO sector and individual NZ NGOs to effectively communicate the difference that development partnerships are making.
- We will draw on the collective experience, expertise and good practice of MFAT, our NZ NGO partners and local partners to support this goal.

### Key indicators of progress

- Evidence of increasing awareness by the New Zealand public of New Zealand's International Development Cooperation and its work
- Number of formal communications and information sharing products with the New Zealand public

## How we assess progress against this plan

We monitor and periodically evaluate this 4YP and development projects to ensure accountability, effectiveness and ongoing strategic alignment. Information through MERL<sup>14</sup> processes will support an adaptive management approach to programme management.

The results and lessons learned from programme and activity level monitoring and evaluations are compiled annually. This feeds into an Annual Reflection discussion and report on progress against the 4YP outcomes which in turn informs the annual updates of the 4YPs.

We will undertake periodic reviews and will commission an independent evaluation of the Partnerships Programme 4YP / Partnering for Impact every 5-6 years. This is to assess progress against plan outcomes, challenges and lessons learned, and to inform continued improvement.

### For further information

To find out more about MFAT's Partnerships programme go to our website, at <https://www.mfat.govt.nz/en/aid-and-development/working-with-the-aid-programme/funding-opportunities/partnering-for-impact/partnering-for-impact-a-new-approach-to-partnering-with-new-zealand-ngos/> or contact [PartneringForImpact@mfat.govt.nz](mailto:PartneringForImpact@mfat.govt.nz).

<sup>14</sup> Monitoring, evaluation, research and learning



## Appendix: Logic diagram for the Partnerships 4 Year Plan



### STRATEGIC GOALS

#### STRATEGIC GOAL 1 - Development

Our partnerships deliver more sustainable development impact and greater economic, social, climate, environment and disaster, intergenerational and cultural resilience.

#### STRATEGIC GOAL 2 - Partnership

Our partnerships support and empower local partners and communities – leading to a more vibrant and resilient civil society.

#### STRATEGIC GOAL 3 – Public Diplomacy

The New Zealand public is well informed about our partnerships and the difference they are making.

**Increasing influence of external/ contextual factors**

### MEDIUM TERM OUTCOMES

#### MO1:

Medium-term development outcomes are supporting inclusive sustainable development impact

#### MO2:

Projects and programmes are delivering greater effectiveness and efficiencies

#### MO3:

Deeper partnerships/ relationships between MFAT and NGOs, and greater sector capability and collaboration

#### MO4:

Local partners and communities have strengthened voice, and people and institutional capabilities

#### MO5:

Governments, local partners and communities are positive about New Zealand's engagement through NZ NGO partners

#### MO6:

Evidence of increased New Zealand public awareness of New Zealand's partnerships with NGOs and the difference they are making

### SHORT TERM OUTCOMES: key changes expected to result from MFAT activities and engagement in 3–5 years

#### STO1:

Short-term development outcomes are supporting inclusive sustainable development impact

#### STO2:

MFAT and partners are engaging on development policy, and applying ICESD principles and development good practice – in management and delivery of programmes and projects

#### STO3:

Impactful collaboration between partners, including capacity strengthening

#### STO4:

Local partners and communities are being supported in line with local priorities, and are actively participating in programmes and projects (including local and indigenous perspectives and knowledge)

#### STO5:

Enhanced MFAT and NGO communications and information sharing with the New Zealand public

**MFAT has more influence**