

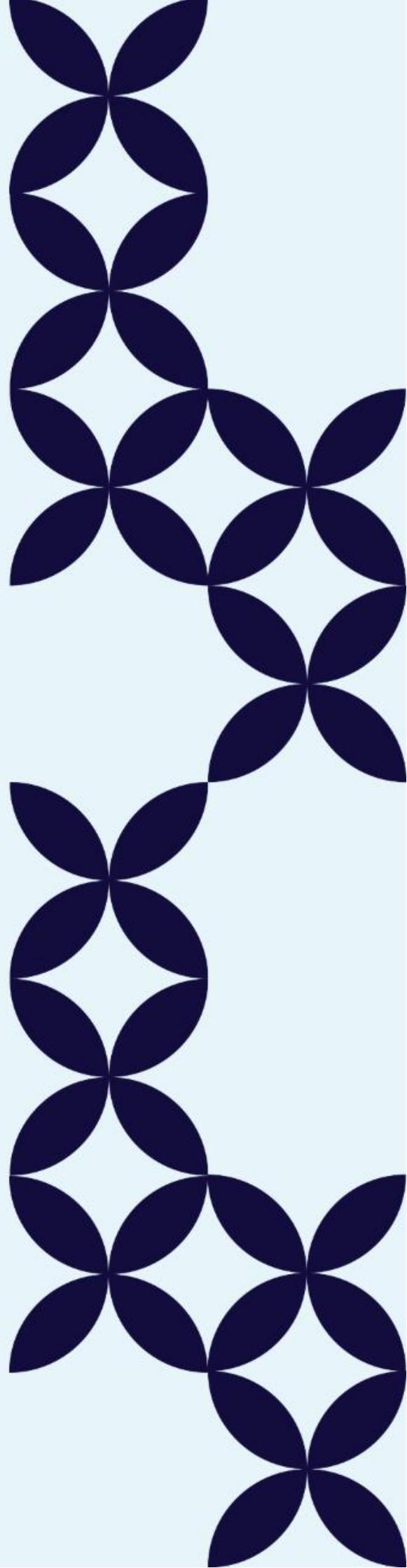
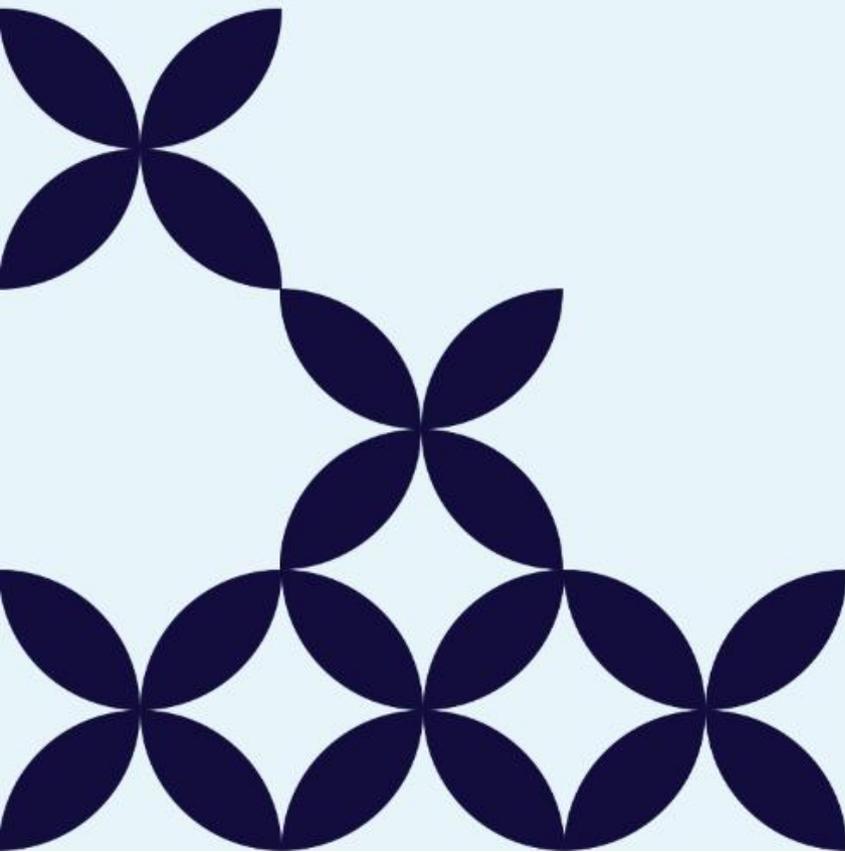


**NEW ZEALAND**  
**FOREIGN AFFAIRS & TRADE**  
Manatū Aorere

# **Tokelau**

# **Four Year Plan**

**October 2021**





Navigating our approach to engagement in the Pacific will require us to draw on all the tools available in our kete to help guide our journey... much like our tupuna, before us.

We have taken this concept and developed a **compass**, built around various elements found in Māori and Pacific navigation narratives.

**Tātai hono**: represented by the **ocean** – and its currents – binding us all through whakapapa and connection.

**Turou Hawaiiki**: represented by the **navigation winds**, carrying manu and waka, charting our course and direction, and recognising our shared common values.

**Whāia te Taumata Ohanga**: like the sun, setting and rising, but always on the horizon, showing us that although the journey may be different, the long-term perspective remains the same.

**Tātou Tātou**: reflecting the strength of our friendships – and where we are headed – in the faces, and phases, of the moon.

**Arongia ki Rangiaātea**: represented by **Matariki me nga purapura whetu**, drawing a common architecture across the night's sky that reinforces our integration.

This document is one in a series of Four Year Plans for Pacific Island countries 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)

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## 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 Tokelau, 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 country context, including impacts of external shocks such as COVID-19.

### An integrated approach

Aotearoa New Zealand pursues an integrated approach to engagement with Tokelau. 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 in the Pacific

The **enduring principles** which guide New Zealand's overall engagement in the Pacific region are:

- **Tātai Hono** (The recognition of deep and enduring whakapapa connections):

Shared history and meaningful relationships will shape our engagement, reinforcing New Zealand's depth of connection within the region and increasing understanding of Pacific peoples. These connections can further be enhanced by the shared value of reciprocity, shared national and regional priorities, shared language connections, and the recognition and celebration of the diversity between and within our indigenous values and those of Pacific partners.

- **Turou Hawaiiki** (Navigating together):

Our engagement will recognise that we share common values, and will reflect the unique and substantial overlap with New Zealand domestic policy decisions in respect of the Pacific. The development of New Zealand regional and national policies will actively consider their implications for the Pacific. We will also actively consider the impact on Pacific Island countries from international treaties and agreements that Aotearoa New Zealand is negotiating.

- **Whāia te Taumata Ōhanga** (Journey towards a circular economy):

Our engagement will recognise that the journey we each take is different but our horizon is the same. We will collaborate in support of the Sustainable Development Goals, with the long-term inter-generational perspective these Goals bring consistent with New Zealand's and Pacific Island



countries' enduring journey together. We will aim to achieve lasting resilience through Pacific Island countries' enhanced capability to deliver on national and regional priorities through supporting sustainable human, economic, and social development. We recognise each country's mana to determine and protect its own kaitiakitanga.

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

Our cooperation will be underpinned by the principles of whanaungatanga and friendship, including honesty, trust, and respect. We will listen and have conversations. We will act with predictability, consistency, and based on the values we share as people of the Pacific. We will harmonise our efforts with others. 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 friendship allows us to communicate openly even when our views differ.

- **Arongia ki Rangiātea** (Focus towards Excellence):

We will actively take an integrated approach across each New Zealand Government agency to recognise the centrality of the Pacific. We will amplify our value in the Pacific through encouraging impactful co-investment from actors outside the region, and by supporting regional architecture that reinforces Pacific ownership and priorities.



## Country overview

Tokelau is a non-self-governing territory of Aotearoa New Zealand, and Tokelauans are New Zealand citizens. Aotearoa New Zealand has a special constitutional obligation towards Tokelau (alongside Cook Islands and Niue) and is New Zealand's only Pacific territory. There is a greater degree of interconnectedness, commitment and reciprocity with Cook Islands, Niue and Tokelau than with our other partnerships in the Pacific.

**Climate change** remains the single greatest threat to Tokelau's future prosperity, security and well-being. Tokelau's three low lying atolls have a land area of 12 km<sup>2</sup> and a highest point of 0.5 m. The environmental, economic and humanitarian damage caused by cyclones, droughts and tidal surges is exacerbated by slow-onset disasters like sea-level rise, coastal inundation and rising average temperatures. Aotearoa New Zealand and Tokelau share a commitment to the goals of the Paris Agreement including its focus on low emissions and climate resilient development.

Tokelau's high level goals are outlined in **Tokelau's Interim Strategic Plan 1 July 2020 – 30 June 2021**. Its strategic vision is "Healthy and active communities with opportunities for all". The five national strategic goals are: good governance, human development, infrastructure development, sustainability, and climate change. Taking these goals into account, New Zealand's focus is on supporting Tokelau to increase its resilience to climate change; to improve its self-governance; to support improved well-being; and to strengthen Tokelau's connectivity (between atolls, with Aotearoa New Zealand and the diaspora population, and within the region).

While constitutionally non-self-governing, in practice Tokelau exercises a high degree of autonomy in its governance. It controls its own political institutions, judicial system, public services and budget. Tokelau has a population of 1,647 (2019), with 55.9% aged under 30. Approximately 8,600 Tokelauans live in Aotearoa New Zealand. Over the next four years Aotearoa New Zealand will aim to support Tokelau to increase its ability to **govern** effectively, sustainably and inclusively, and to deliver core public services, including justice, to a level commensurate with our shared citizenship.

Key **health challenges** for Tokelau include high rates of non-communicable diseases (cardiovascular disease, diabetes and cancer), as well as challenges associated with **youth health** and general **well-being**. The development and rollout of a new **Health Strategy** and collaboration with New Zealand's Ministry of Health will be key to strengthening health services across the atolls.

Tokelau is one of very few places in the world to remain free of **COVID-19**. Tokelau's economy has remained relatively stable throughout the pandemic, notwithstanding the disruptions to infrastructure projects, international study, and travel for health and family reasons. An effective **vaccine rollout** programme will be essential to the reopening of borders.

A broad range of study and career pathways will open up for young people over the next four years as Tokelau advances its new secondary and digital **education** strategies in collaboration with New Zealand's education sector. Safeguarding **Tokelau's language** can contribute to the goal of making Tokelau vibrant and resilient. The preservation of culture and traditional practices play a role in contributing to a state of general **well-being** in Tokelau, as demonstrated through the practice of *inati* (the tradition of sharing



communal resources). However, traditional approaches to governance and gender also limit opportunities for women and younger people in governance institutions. Aotearoa New Zealand will support innovations to increase economic and political participation by women and, where appropriate, youth.

As a non-self-governing territory, Tokelau is not eligible for many forms of financial assistance available to other Small Island Developing States. Tokelau's two principal sources of revenue are licensing revenue from fisheries and **official development assistance** from Aotearoa New Zealand. It also has a \$100 million Trust Fund from which (now that the targeted capitalisation has been achieved) earnings can begin to be disbursed.

While opportunities for economic growth have traditionally been limited due to Tokelau's geographic isolation, over the next four years Tokelau's connection to the outside world will improve through the expansion of the **internet** and potential introduction of **air services**. This will not only improve connection between the atolls but also between Tokelau and Aotearoa New Zealand, its diaspora and the region, providing many new **opportunities**.

## New Zealand's partnership with Tokelau

New Zealand's relationship with Tokelau is one of the closest we have in the Pacific because of our constitutional links. The executive government of Tokelau is exercised by an Administrator based in Aotearoa New Zealand. In practice, however, most of the Administrator's powers have been delegated to Tokelau's governance institutions in line with New Zealand's obligations under article 73 of the UN charter to develop Tokelau's self-government. As a result, the Administrator's engagement in Tokelau's Council for Ongoing Government and General Fono is mostly in an advisory capacity. Aotearoa New Zealand stands ready to support Tokelau to examine its options for self-determination in detail if/when it chooses to do so.

Our partnership with Tokelau is guided by the principle of manaakitanga (kindness and reciprocity of goodwill) and our cooperation is underpinned by the values of whanaungatana and friendship, including honesty, trust and respect.

The **2003 Joint Statement of the Principles of Partnership** is the formal statement of the relationship between Aotearoa New Zealand and Tokelau. It outlines our respective responsibilities, including that we will work together in a partnership based on trust, openness, respect, and mutual accountability. It also sets out New Zealand's obligations to provide economic and administrative assistance to Tokelau which, at Tokelau's request, is focused on improving the quality of life on the atolls. At High Level Consultations in February 2021, Aotearoa New Zealand and Tokelau agreed to develop a 'Statement of Partnership' which will identify Tokelau and New Zealand's shared priorities for the next four years.

A number of New Zealand Government agencies (including the Public Service Commission, Ministry of Health and Ministry of Education) have established relationships with their counterpart agencies in Tokelau, some of which are supported by memoranda of understanding. These connections demonstrate the value of our partnership as they offer targeted, relationship driven support at the bilateral level in areas of shared interest, and they also support the exchange of ideas.



A New Zealand Trustee (appointed by the Minister of Foreign Affairs) helps govern the Tokelau Trust Fund, along with a Tokelau representative (the Ulu) and an independent Chair. This Fund represents an important intergenerational asset and requires effective governance to ensure that the asset base is managed productively and in support of Tokelau's national strategic objectives.

There is scope to deepen Tokelau's relationships with its diaspora and the region. As mentioned earlier, about 8,600 Tokelauans live in Aotearoa New Zealand. This community displays deep pride in Tokelauan culture and has the potential to collaborate on important areas including preventing domestic violence and preserving the Tokelau language.

Aotearoa New Zealand does not have a diplomatic mission in Tokelau. The New Zealand based Administrator is supported by officials in Wellington and the Tokelau Development Programme is managed from Wellington.

## New Zealand's 4YP strategic goals in Tokelau

New Zealand's 4YP strategic goals in Tokelau are as follows. These goals are aligned as far as possible with the strategic priorities articulated in Tokelau's Interim Strategic Plan.

Strategic goals	
<b>Goal One: Support improved climate change resilience</b>	Tokelau and Aotearoa New Zealand prioritise strengthening Tokelau's resilience to the effects of climate change because this is essential to Tokelau's preservation and development. Investing in coastal resilience investments and normalising the concept of climate change resilience across government will help Tokelau respond effectively to climate hazards and environmental challenges.
<b>Goal Two: Support more effective, inclusive and resilient self-governance</b>	Tokelau and Aotearoa New Zealand prioritise strengthening effective governance because transparent, accountable, capable, inclusive and democratic government systems are important enablers of positive, resilient development.
<b>Goal Three: Strengthen the health and cultural vibrancy of Tokelau's people to support human development and improved well-being</b>	This goal supports Tokelau's aspirations and strategic vision for its human development agenda, as outlined in its Interim Strategic Plan. The focus is on improved health and education outcomes and the social well-being of communities, as well as on vibrant communities grounded in cultural tradition and sustainable economic development. It includes an effective rollout of vaccines to protect against COVID-19. It also gives effect to New Zealand's aspiration to support the social well-being of Pacific communities, making sure that language and cultural identity are promoted and that Tokelauans are afforded the same human rights as all New Zealand citizens.



## Strategic goals

### Goal Four: Support improved connectivity

This goal supports improved internet and transport connectivity as well as deepening people-to-people connections. Investing in improved internet connectivity, digital technologies and safe and reliable transport services will connect the atolls and also connect Tokelau to Aotearoa New Zealand, its diaspora and the region (including Cook Islands and Niue) for mutual long term benefit.

## 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 Tokelau.

### 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 impacts of climate change will worsen.
- The Government of Tokelau will continue to develop its policy and priorities while applying a climate change lens, and maintaining a strong focus on building resilience in an environmentally sustainable way.
- Tokelau remains free of COVID-19 and the vaccine roll-out will be successful.
- Tokelau's borders will reopen to essential workers in the short term so infrastructure projects can go ahead.
- Tokelau will seek to revisit the question of its constitutional status in the lead-up to 100 years of New Zealand administration (in early 2026).

### 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 enters Tokelau and spreads amongst the population.	We will continue to support Tokelau's preparedness and the planning and rollout of vaccines through the Polynesian Health Corridors Programme.
Tokelau is impacted by extreme weather events or other natural disasters,	We will offer support when required, drawing on our humanitarian partnerships and national capabilities in responses phases, and through bilateral programmes in the recovery phase. Through our development

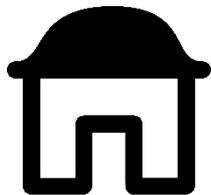


resulting in significant damage, loss of life or disruption to New Zealand development investments.	investments, we support countries to be better prepared for and reduce risks from disasters, including through integrating climate change adaptation and disaster risk reduction measures into development investments where relevant.
Improved internet connectivity has unintended consequences.	We will support Telecommunications Tokelau Corporation (TELETOK) and the Government of Tokelau to access technical and legal advice on cybersecurity, e-government and digital technologies.
Economic shock significantly impacts Tokelau’s fisheries revenue.	We will maintain a close relationship with the Government of Tokelau and ensure we have a good understanding of the key financial risks, pressures and relationships in the fisheries sector.

### Key themes supporting these outcomes

Aotearoa New Zealand has adopted a number of thematic focus areas for its engagement with the Pacific region, recognising that thematic policy, insights and technical expertise are vital to building strong and resilient partnerships. For our engagement with Tokelau the key thematic focus areas are **climate** and **governance and institutions**.

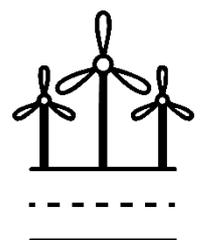
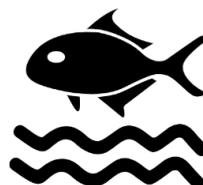
Our focus on **climate** drives our engagement to strengthen Tokelau’s climate change resilience because this is essential to Tokelau’s preservation and development.



Our focus on **governance and institutions** is to support Tokelau to achieve more effective, inclusive and resilient self-governance because transparent, accountable, inclusive, democratic government systems are important enablers of positive development.

Secondary focus areas include **education, health, fisheries, and infrastructure and energy**. Our focus on governance will contribute to the investments we are making in these areas and in infrastructure activities, including renewable energy.

Our 4YP strategic goals and outcomes for Tokelau are also supported through non-bilateral programmes such as multilateral, humanitarian and partnerships programmes that may be working outside of key thematic areas identified in this 4YP. Alongside the bilateral programme, non-bilateral programmes have a key role in realising strategic goals and outcomes. For example, MFAT’s Pacific Regional Team supports Tokelau’s Fisheries and Justice sectors, while MFAT’s Humanitarian team has supported Tokelau’s preparedness for and response to COVID-19.



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

New Zealand's International Cooperation for Effective, Sustainable Development policy statement identifies four development principles that guide New Zealand's work with partner countries: effective, inclusive, resilient and sustained<sup>3</sup>.

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

In Tokelau we deliver effective development outcomes by having a shared understanding of what we seek to achieve, how we will measure progress towards outcomes, and agreed processes to enable change to occur.

**Inclusive development** addresses exclusions and inequality created across all dimensions of social identity, while promoting human rights, and equitable participation in the benefits of development.

In Tokelau we deliver inclusive development outcomes by normalising inclusivity across all our activities and advancing gender equality through addressing gender-based violence and equal access to justice through the Justice Sector reform work. We also seek to ensure that any proposed changes to Tokelau's constitutional status will work in favour of an increased voice for women, youth and (any) marginalised groups.

**Resilient development** strengthens the environment, economy and societies to withstand shocks and manage crises while protecting future well-being.

In Tokelau we deliver low emissions, climate resilient development outcomes by: supporting the normalising of climate change resilience through Tokelau's policy and planning, based on the best available evidence; strengthening sustainable management of its fisheries; and supporting Tokelau's endeavours to sustainably grow and use its Trust Fund.

**Sustained development** enables lasting progress and is locally owned to uphold results in the long term.

In Tokelau we deliver sustained development outcomes by supporting the country's resilient self-governance. We do this by using partner government systems to the fullest extent possible. We will also promote institutional accountability and transparency and align our support to Tokelau's priorities, and the fulfilment of the shared values inherent in joint citizenship.

## How we put this plan into action

To operationalise this plan and contribute to the achievement of agreed goals Aotearoa New Zealand uses a range of actions and works with multiple partners.

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<sup>3</sup> <https://www.mfat.govt.nz/assets/Aid-Prog-docs/Policy/Policy-Statement-New-Zealands-International-Cooperation-for-Effective-Sustainable-Development-ICESD.pdf>



New Zealand officials will work closely with Tokelau’s senior officials (based in Tokelau, Apia and in Aotearoa New Zealand) to put this plan into action. It will be delivered by multiple divisions within MFAT and by New Zealand Government agencies.

### **Goal One: Support improved climate change resilience**

Aotearoa New Zealand will work alongside Tokelau to:

- support economic development that is environmentally and socially sustainable, is resilient to both slow and rapid-onset disasters (and is also aligned to Tokelau’s strategic vision for enhancing its resilience to climate change and related hazards: Living with Change 2017-30)
- respond to humanitarian assistance requests when natural disasters occur
- ensure that policy plans and actions to strengthen resilience are based on the best available evidence
- ensure that Tokelau’s interests are promoted in international and regional fora (including our shared commitment to the goals of the Paris Agreement and its focus on low emissions and climate resilient development)
- support low emissions, climate-resilient planning and operations for the maintenance and replacement of capital infrastructure
- invest in critical areas of water security and coastal resilience to support community resilience, and
- support the environmental priorities articulated in Tokelau’s Interim Strategic Plan.

#### **Key indicators of progress**

##### **Goal One: Support improved climate change resilience**

- There is increased water security through more effective water capture, storage and sustainable use
- Vulnerable coastal areas are better able to withstand severe storm events
- Emergency shelters are constructed and the bridge on Nukunonu is replaced
- Infrastructure upgrades and development are climate resilient

### **Goal Two: Support more effective, inclusive and resilient self-governance**

To promote more effective, inclusive and resilient self-government we will:

- support the strengthening and capacity development of Tokelau’s government in critical areas such as the management of fisheries, finances, human resources and information
- support the realisation of human rights by helping to normalise climate resilience across government
- supplement capacity by providing access to services in Aotearoa New Zealand
- share platforms, processes, policies and knowledge that support good governance
- deepen and broaden the partnerships between our respective health and education systems
- improve the governance of the Tokelau Trust Fund through New Zealand’s position on the Board



- strengthen law and justice systems by working collaboratively with the New Zealand Ministry of Justice, the Office of the Chief Justice and Tokelau representatives
- explore the potential for New Zealand Crown Research Institutes to systematically support evidence-based policy making in Tokelau to enhance well-being in the context of climate change, and
- stand ready to support Tokelau in examining its options for self-determination in detail if/when it chooses to do so.

### Key indicators of progress

#### Goal Two: Support more effective, inclusive and resilient self- governance

- The Pacific Public Service Fale assists Tokelau to identify and support Tokelau's human resources priorities (*Number of Terms of Reference for established positions within Tokelau's Public Service is updated – TISP GG2i*)
- The Office of the Auditor-General works with Tokelau to complete its financial audits (*Number of outstanding audits completed – TISP GG2ii*)
- Tokelau implements Justice Sector reforms
- Tokelau's Information Management System is updated and implemented (*TNSP GG2vi*)

#### Goal Three: Strengthen the health and cultural vibrancy of Tokelau's people to support human development and improved well-being

Supporting an increase in **well-being** and improved **human development** outcomes on multiple fronts (including health, education, and cultural and linguistic resilience) is another key focus for our Four Year Plan. The New Zealand Ministry of Health will hold regular meetings with Tokelau's Director of Health to share information and experiences relating to the global COVID-19 pandemic. This assistance is provided through a MFAT-funded Ministry of Health Programme called Polynesian Health Corridors. This programme aims to strengthen and broaden the linkages between Polynesian country health systems (including Tokelau) and the New Zealand health system to improve the health of our peoples.

We will also continue our efforts to strengthen pathways for Tokelau students to the New Zealand education system. This is achieved by helping Tokelau's Department of Education to engage New Zealand education agencies and suppliers to implement its secondary and digital education strategies and to integrate successfully with the New Zealand education qualifications system. We will also offer targeted Short Term Training scholarships. Aotearoa New Zealand will continue to support regional education organisations working in Tokelau including the University of the South Pacific and the Educational Quality and Assessment Programme. In 2021, we intend to work with partners in Tokelau (and Cook Islands and Niue) to develop a programme to deliver specialist education support to students with disabilities.

MFAT will support the Ministry for Pacific Peoples' efforts to revitalise and maintain Pacific languages in Aotearoa New Zealand and will seek to leverage these efforts in Tokelau. In addition, Tokelau's approaches



to language experts in New Zealand's Tokelau community will help to establish a Tokelau Language Commission.

We will draw on the expertise developed as part of the Pasifika Proud programme (a partnership between New Zealand's Pacific communities and the Ministry of Social Development) to nurture families and communities in Tokelau that are safe, resilient and enjoy well-being. An example of this is the introduction of the Kaiga Maopoopo Tokelauan family violence prevention programme. We will also draw on our experience in Cook Islands and Niue, where the Ministry of Social Development has worked in partnership with MFAT to deliver various programmes that support and build leadership and capability.

### Key indicators of progress

#### Goal Three: Strengthen the health and cultural vibrancy of Tokelau's people to support human development and improved well-being

- Tokelau implements its new Health Strategy and Implementation Plan (*coverage of essential health services improve - SDG 3.8.1<sup>4</sup>*) and adopts Massey University's recommendations for addressing serious youth health issues identified in the WHO Global Student Health Survey 2017
- Tokelau's Education Strategies broaden the career pathways for young Tokelauans (*improving secondary school pathways in all three Nuku – TISP*)
- Tokelau's Language Commission is operating effectively (*TISP HD3i*)

#### Goal Four: Support improved connectivity

This goal supports improved internet and transport connectivity as well as deepening people-to-people connections. Investing in improved internet connectivity, digital technologies and safe and reliable transport services will connect the atolls and also connect Tokelau to Aotearoa New Zealand, its diaspora and the region (including Cook Islands and Niue) for mutual long term benefit.

MFAT will also support deeper connections between Tokelau and New Zealand Government agencies to help operationalise this Four Year Plan. In particular, this will be in the areas of climate change, health, education, justice reform, infrastructure, community well-being, language and culture.

### Key indicators of progress

#### Goal Four: Support improved connectivity

- Tokelau is connected to the trans-Pacific Southern Cross NEXT cable system and engages in the e-government regional workshops
- Tokelau's domestic ICT network is upgraded
- Tokelau has affordable internet which improves service delivery
- Options for establishing an air service and related inter-atoll travel are scoped and costed for decision making

<sup>4</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>



- Our cooperation with Tokelau in health, education, community well-being, language and culture, and climate change resilience is enhanced through strengthened coordination between relevant New Zealand Government agencies, as well as with Cook Islands and Niue
  - Tokelau's international vessels maintain international accreditation
- 



## How we assess progress against this plan

We report back on progress towards our goals in Tokelau overall via MFAT's Annual Report<sup>5</sup>. We also report back on this 4YP to the Government of Tokelau via our annual High level Consultations and engagement with senior officials. This not only gives us an opportunity to discuss what has been achieved in partnership, but also to test whether our plan remains fit-for-purpose or we need to change anything.

Shared progress against the key indicators listed for each strategic goal help us to monitor progress at the highest level. We also support and use country-owned statistics and data to monitor progress at the macro level, and therefore will not develop a separate country-level measurement framework.

In addition, we monitor and evaluate our development activities in Tokelau and other Pacific Island countries to ensure their effectiveness and ongoing strategic alignment. The results and any lessons learned from this process are compiled annually and fed into an Annual Reflection discussion and report on progress against the 4YP outcomes. This in turn informs the annual updates of the 4YPs.

Every 6-8 years we will commission an independent evaluation of MFAT's overall engagement in Tokelau in partnership with the Government of Tokelau. This evaluation, which will consider progress against outcomes, the challenges and any lessons learned, will inform continued improvement.

### For further information

To find out more about New Zealand's engagement with Pacific Island countries go to the MFAT website at [www.mfat.govt.nz/en/countries-and-regions/australia-and-pacific/](http://www.mfat.govt.nz/en/countries-and-regions/australia-and-pacific/)

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<sup>5</sup> <https://www.mfat.govt.nz/en/about-us/mfat-annual-reports/>





# Appendix: Logic diagram for Tokelau 4 Year Plan

## STRATEGIC GOALS

### STRATEGIC GOAL 1:

Support improved climate change resilience

### STRATEGIC GOAL 2:

Support more effective, inclusive and resilient self-governance

### STRATEGIC GOAL 3:

Strengthen the health and cultural vibrancy of Tokelau's people to support human development and improved well-being

### STRATEGIC GOAL 4:

Support improved connectivity

## MEDIUM TERM OUTCOMES

### MO1:

Economic, fisheries and asset development is environmentally and socially sustainable, and resilient to slow-and rapid-onset disasters

### MO2:

Tokelau effectively responding to climate hazards and environmental challenges

### MO3:

Critical governance and management performance and service delivery improved, consistent with the values associated with New Zealand citizenship

### MO4:

Core education and health services on Tokelau are increasingly comparable to that of remote mainland New Zealand and promote Tokelau's language and culture

### MO5:

Regular safe transport services

### MO6:

Tokelau has improved internet connectivity

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

### STO1:

Climate change resilience is mainstreamed (Tokelau can access the information it needs for climate-resilient decision making)

### STO2:

Strengthened capacity for sustainable management of fisheries

### STO3:

Strengthened financial management policies and capacities

### STO4:

Tokelau's Language Commission is operating effectively

### STO5:

Justice reforms are implemented

### STO6:

Strengthened capacity to implement Tokelau's Health and Education Plans

### STO7:

Effective rollout of COVID-19 vaccines

### STO8:

Improved access to affordable internet

### STO9:

Options for establishing an air service are scoped and costed for decision-making

### STO10:

Tokelau develops a range of relationships with New Zealand agencies, and Cook Islands, Niue, Tokelau and New Zealand engage and partner on shared bilateral, regional and global priorities

Increasing influence of external/ contextual factors

MFAT has more influence