

17 August 2022

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I refer to your email of 8 August 2022 in which you request the following under the Official Information Act 1982 (OIA):

*'I am interested in whether the Ministry did any analysis of the restructuring done by the previous CEO John Allan in the Ministry of Foreign Affairs. Did it work or not?'*

The Ministry of Foreign Affairs and Trade (the Ministry) has not commissioned a review of the Ministry Business Model adopted in 2012 per se, therefore we refuse your request under section 18(e) of the OIA, as the information you requested does not exist.

As a general comment, over the past ten years the Ministry has adapted various aspects of its business model and processes, including human resources policies, according to business needs and operating environment. Examples include: the Resourcing Up programme in 2018; the creation of several new divisions in the Pacific and Development Group in response to an expanding International Development Cooperation programme; the opening and closing of several posts over the past ten years; and the creation of a new People and Operations Group in 2020, combining the enabling functions of the Ministry.

As an organisation, the Ministry will continue to adapt in response to our operating environment and business needs, as was evident most recently in our response to the COVID-19 pandemic during which we created two new temporary divisions - COVID-19 Policy Response and Organisational Resilience. Details of specific changes to the Ministry's structure are captured in the annual reports published on the Ministry's public website here:

[MFAT annual reports | New Zealand Ministry of Foreign Affairs and Trade](#)

Please note that we may publish this letter (with your personal details redacted) on the Ministry's website.

If you have any questions about this decision, you can contact us by email at: [DM-ESD@mfat.govt.nz](mailto:DM-ESD@mfat.govt.nz). You have the right to seek an investigation and review by the Ombudsman of this decision by contacting [www.ombudsman.parliament.nz](http://www.ombudsman.parliament.nz) or freephone 0800 802 602.

Nāku noa, nā



Sarah Corbett  
for Secretary of Foreign Affairs and Trade