

Briefing to the Incoming Minister

October 6

2014

The Ministry of Foreign Affairs and Trade is responsible for promoting and protecting New Zealand's interests abroad. Its vision is to give New Zealand an edge internationally, and its mission is to create the conditions for New Zealand to thrive and to make its mark as a global citizen.

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A. INTERNATIONAL OPERATING CONTEXT

International engagement is important for a small state like New Zealand whose future prosperity and security is intertwined with a changing world. New Zealand needs to navigate changes, including adjustments in the global economy, geopolitical shifts in power, traditional and new security challenges, and the implications of climate change and resource scarcity. The old distinction between developed and developing countries is no longer definitive, as some 'developing' states become donors in their own right. The lines between what is international and what is domestic are blurring; many domestic policy issues impact on our international connections and obligations, and many international events (such as financial crises) will have extensive domestic effects.

Economic and Trade

Economic challenges remain following the 2008 Global Financial Crisis and as a small open economy New Zealand remains reliant on the health of the world economy. The rebalancing of economic and political power from OECD countries to a range of emerging economies endures, and has impacted on New Zealand's trading profile. Rising middle incomes in developing countries is likely to support demand for the protein-based products that New Zealand is good at producing, providing new opportunities for New Zealand exporters. However, these developments require a wider range of relationships, and continued investment in assisting New Zealand exporters with market access. These global changes also underscore the importance of a trade strategy which provides New Zealand business with market alternatives should trade with any particular country or region slow unexpectedly.

The shift in the 'centre of gravity' towards the Asia-Pacific region, and particularly China's rapid expansion and growing international integration, brings the world closer to New Zealand. While supporting our trading interests, such shifts in focus pose their own challenges around how we do business. Cultural and institutional differences need to be understood and responded to as we seek to deepen our international connections with the region. For example, in areas such as services trade and investment where regulation can act as a significant barrier and relationship building is particularly important.

Trade policy progress on a multilateral basis is limited by the lack of progress in the Doha Round. Free Trade Agreements increasingly define the global trade policy environment for market access and rules. Nevertheless, the World Trade Organization remains important, including through its dispute settlement and monitoring roles.

The global economy will continue to become increasingly interconnected and require some re-thinking of traditional approaches to trade policy. At present, around 60 percent of OECD trade in goods and close to three quarters of trade in services are traded as inputs in supply chains. Alongside this, more attention is being paid to supply chain risk and resilience.

Geopolitical change and security

Shifts away from a comparatively stable geopolitical period continue. Emerging economies are increasingly asserting their interests next to developed economies. Traditional territorial disputes continue to create tension, particularly in North and South East Asia.

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The security outlook in Europe has been significantly challenged by Russia's actions in the Ukraine,
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In South Asia a new Indian government is yet to indicate the direction of its foreign policy but will remain an influential and important geopolitical force. In the Southeast, the countries of the Association of South East Asian Nations (ASEAN)

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the grouping remains an anchor for various regional architectures.

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Africa presents a complex mix of political and security challenges alongside significant economic potential, making for a very uneven prognosis.

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Deepening international connectivity will continue to accelerate the flows of people and trade. This could exacerbate some security threats while creating new opportunities to confront and mitigate others. New Zealand will need to remain alert and agile in order to engage effectively on issues including people smuggling, cyber-security, internet governance, peacekeeping and peace support commitments, disarmament and non-proliferation.

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Multilateralism

The rules-based system remains an essential vehicle for small countries like New Zealand to progress political and security, trade and economic, and resource allocation and environmental agendas. Changing geopolitics, different interests, and increasingly complex agendas, are posing significant challenges for multilateral institutions to find collective solutions to problems whose effects cross national borders.

The United Nations Security Council (UNSC) is mandated to play a central role in setting the agenda for resolving conflict internationally, and legitimising military force. While countries will seek to act outside its auspices, it remains our preferred route to resolution. The UN itself is still the primary forum for transacting multilateral business. New Zealand's candidature for a non-permanent seat on the UNSC for 2015/16 is to be decided in mid-October. The fierce competition for the seat testifies to the continuing centrality of the UNSC, and the interest countries have in accessing it.

Regional and issue-based groups such as Asia-Pacific Economic Cooperation (APEC), the East Asia Summit, the Pacific Islands Forum, the G20, and the African Union are playing increasingly important roles in tackling issues of common interest.

Environment, Resources and Inequality

Climate change and resource scarcity are challenging core elements of the global ecosystem. Climate change is the most urgent and far-reaching threat we face, and the current negotiations on climate change are the most important multilateral negotiation now under way. Positions taken by countries on climate change and their readiness to contribute to global solutions will increasingly define the way that others perceive them politically and economically.

Urgent, collective action is required to address increasing pressures on the world's oceans and its resources, the growing rate of biodiversity loss, and the lack of clean water sources. These pressures will impact on New Zealand's interests, including in Antarctica. New approaches to agricultural production, renewable energy development and the conservation and sustainable management of the world's oceans have become critical to mitigating those pressures globally.

With 700 million fewer people living in extreme poverty in 2010 than in 1990, global investment in economic and social development have delivered significant gains. However, rising inequality is impeding development, causing political fragility and social disruption along the development spectrum. The global development context is being transformed. Emerging-economy donors with different operating styles, philanthropic foundations, and the private sector are growing as viable options to complement traditional forms of development assistance. The world is no longer easily divided into 'developed' and 'developing' nations, with most of the world's poor now living in middle income countries. There is also a growing number of conflict-affected and vulnerable countries which are struggling with governance and achieving growth for their citizens.

B. MINISTRY RESULT AREAS 2014/15

The Ministry of Foreign Affairs and Trade (MFAT) is responsible for promoting and protecting New Zealand's interests abroad. Its vision is to give New Zealand an edge internationally, and its mission is to create the conditions for New Zealand to thrive and to make its mark as a global citizen.

Over the next year and a half the Ministry is engaging in work that will deliver results for New Zealand in nine areas, outlined below. Provided in the Annex is the Ministry's outcomes framework which outlines the Ministry's major strategic priorities.

1. MAXIMISING THE VALUE OF A UNITED NATIONS SECURITY COUNCIL TERM

New Zealand is seeking a seat on the United Nations Security Council (UNSC) in 2015-16. Our candidacy has strong cross-party support, having been launched initially by the Labour-led Government in 2004, and endorsed and carried forward by the National-led Government when it took office in 2008. It is an opportunity for New Zealand to demonstrate its willingness to serve on the world's premier decision-making body and to reaffirm our reputation as a fair-minded and constructive contributor in international affairs.

The UNSC is the preeminent political/security decision making body, and the only one under international law with the mandate to take decisions that are binding on all UN Member States, for example when it imposes sanctions. It has the authority to deploy peacekeeping troops into other UN member states and, in more extreme situations, to authorise the use of coercive force. Five permanent members who can wield the veto (the P5) and 10 non-permanent members serve on the Council. New Zealand is competing with Spain and Turkey for the two non-permanent seats for which we are eligible. The campaign itself has been of diplomatic value as it has allowed New Zealand to broaden its diplomatic outreach and take us into relationships with a range of new partners.

New Zealand acknowledges that the UN generally, and the UN Security Council specifically, have many performance issues to address. If elected to the Council, New Zealand could make a difference both in influencing Council decisions, and in helping to improve the Council's governance and methods of work.

Election

The election for the UNSC will occur in New York on 16 October 2014. New Zealand needs to get 129 of the 193 member states to vote for us. Considerable planning and effort has gone into the campaign, particularly over the last two and a half years with the MFAT network, and in particular New York, focused on securing the necessary votes.

UNSC 'stand up' project

With an election in mid-October, New Zealand Inc (including the NZDF and the NZ Intelligence Community) must be able to manage the UNSC workload and be a credible contributor from when

6(a), 18 (d)

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the Council term begins in January. MFAT has engaged over the last year in improving our policy knowledge on key UNSC issues, and preparing for rapid deployment of staff to deal with the expected increase in workload. The Ministry is confident that it is well prepared to credibly serve on the UNSC.

Should we be elected to the UNSC, a significant proportion of the work of MFAT over 2015 and 2016 will be given over to meeting UNSC responsibilities along with its existing priorities. New Zealand's profile across a range of foreign policy and security issues will be appreciably higher, and the positions taken will be registered and have a significant influence on how New Zealand is perceived.

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2. DELIVERING ECONOMIC BENEFITS

The Ministry actively protects and advances New Zealand's export interests through its trade and economic agenda. While the Free Trade Agreement agenda is a key component of the Ministry's trade and economic work, the Ministry also engages directly with business to assist in the internationalisation process. It is working with other government agencies to ensure that domestic policy settings enhance the international competitiveness of New Zealand firms. The Ministry's policy interest extends beyond those directly aimed at facilitating and improving trade to those that more broadly impact on the flows of capital, people and ideas across borders, and hence the international connectedness of the New Zealand economy.

Unlike some countries, New Zealand is not confronting any acute trade or economic crisis. However, while our exports have increased in recent years, they have only done so at the same rate as our economy has expanded. An export growth target of lifting exports to 40% of GDP by 2025 has been set, in effect doubling our exports from around \$60 billion when the goal was established in 2012 to \$120 billion by 2025. The target is challenging for a range of reasons including New Zealand's already strong policy settings which leave limited room for improvement; our small export community; and the growing importance of global production chains, into which New Zealand is not well integrated.

Against this backdrop the Ministry's current trade and economic priorities are:

a. Work to complete our Free Trade Agreement agenda.

Our ability to prosper through exploiting our natural comparative advantage is constrained by an often hostile, and highly politicised, global trading environment for agriculture/food. For New Zealand the WTO must remain a high priority but there is serious misalignment of expectations amongst the major players. Attention is instead focused on FTAs including the mega-regional agreements, Trans Pacific Partnership and Transatlantic Trade and Investment Partnership. Therefore, while we must continue to invest in the World Trade Organisation, we cannot singularly rely on it.

FTAs under negotiation:

Trans-Pacific Partnership (TPP)

The TPP negotiation is entering its final phases. We are committed to getting TPP across the line as soon as possible. But what we need is an Agreement that achieves the ambition and objectives Leaders agreed for TPP back in 2011 in Honolulu. **6(a), 9(2)(j)**

Korea

Conclusion of the FTA negotiations is now very close. **6(a), 9(2)(j)**

Gulf Cooperation Council (GCC)

Negotiations were concluded in 2009. Efforts continue to begin the process of bringing it into force. **6(a), 9(2)(j)**

India

Nine rounds of negotiations have been held leaving the hard areas (goods liberalisation, services and investment). The new 'Modi' government has placed effectively a 'pause' on their current negotiations while an 'FTA reflection' process is undertaken with reference to India's existing FTAs. We stand ready to take this FTA forward **6(a), 9(2)(j)**

Regional Comprehensive Economic Partnership (RCEP)

Negotiations between the 16 participants (ASEAN, China, Japan, Korea, Australia and NZ) are focused particularly on methods for eliminating tariffs on goods. Negotiations are underway on the range of other topics including competition, intellectual property and economic and technical cooperation. The sixth round of RCEP negotiations will take place 1–5 December 2014 in New Delhi, India.

Russia

Eleven rounds of negotiations have been held, with the most recent being held in Moscow during February 2014. Significant progress has been made, but following the events in Ukraine/Crimea New Zealand suspended negotiations. Officials are monitoring the situation closely.

b. Work to ensure our FTAs are used by the NZ export community.

FTAs are only useful if companies use the preferential access available to them under a specific FTA. Ensuring good FTA utilisation requires constant dialogue with exporters. Much of this work needs to take place onshore via individual company calls, holding seminars/road-shows and speaking at industry conferences. MFAT needs to do more of this, working closely with other partner agencies (New Zealand Trade and Enterprise, Ministry of Primary Industries, and Customs).

c. Work to stabilise our China trading platform.

New Zealand enjoys something of a privileged trading relationship with China. We have had a FTA in place since 2008 and that has acted as a major facilitator of trade flows. It is also evident that the existence of the FTA alone will not protect us from export turbulence.

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Our exports to China have increased more rapidly than has the deepening of our related relationships there. There is a recognised need to invest on this relationship/systems front. This will require MFAT continuing to invest significantly in the China relationship, at the same time as working with other government agencies and key businesses to strengthen personal business ties.

d. Keep doors open for NZ exporters

A key role for MFAT, both onshore and offshore, is to work with exporters and foreign government agencies to overcome challenges and ensure that trade flows can continue. The growing Māori-economy asset base (approximately \$40 billion) has a significant agricultural, and thus 'export', base. In seeking to keep doors open for New Zealand exporters the Ministry's work also supports this Māori asset base, which we are keen to see grow, because of its significance to exporting and as part of the wider Crown-Māori economic partnership.

e. Work with other agencies (NZTE, MPI, Education NZ, Customs, MBIE, IRD, Transport) to more actively support exporters, export opportunities and the international connectedness of NZ firms.

Given the small size of our export pool, and the small size of most of the exporters within it, the Ministry needs to actively support our exporters. This work includes promoting and protecting the New Zealand brand, engaging with major exporters and sectors on an NZ Inc basis, and ensuring domestic policy settings facilitate international trade. One area we consider warrants further investigation is our outward and inward investment flows, which are a key driver of Global Value Chain participation globally.

f. Work to support new export streams

It is assessed that today around 40-50% of global value add trade is services; not just traditional services but also services embodied in goods. Reflecting this trend to services in the economy, the Ministry is looking for new ways to maximise the value of revenues derived from New Zealand's service sector in non-traditional areas. For example, the Ministry has established a joint office to market Government know-how and IT to an international audience and is looking for further ways to support the growth of the weightless economy, in particular New Zealand's commercial service sector.

3. DELIVERING VALUE THROUGH INTERNATIONAL RELATIONSHIPS

The Ministry develops and leverages international relationships to achieve its strategic outcomes. New Zealand will continue to nurture those in a growth phase, strengthen its mature relationships, and explore those new relationships in areas where we are not currently well connected. The Ministry's offshore presence will continue to be flexible and responsive. Emerging opportunities in a number of specific countries may warrant changes to our diplomatic footprint, and we may need to invest more in those Posts supporting our core relationships.

Growth Relationships

Growth relationships are those where we do not yet have the established partnerships evident in more mature relationships. There may be fewer historical and cultural linkages to build on, and the emphasis is on growing these connections alongside the trade and economic elements. These growth relationships have significant potential, justifying a large degree of political, cultural and economic investment.

Most of these relationships are in **Asia**, which is vital to New Zealand's political and security interests and to our prosperity. With seven of our top ten export markets in the region, including our fastest-growing large market in China, there is emphasis on supporting growth in all markets, resolving trade disputes, and working with NZ Inc and business to mitigate risks.

The NZ Inc **China** Strategy sets whole-of-government goals for growth in China by 2015.

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The **ASEAN** region presents increasing opportunities for New Zealand to deepen already substantial economic and historically close defence relationships. Our economic relationship with the region is underpinned by the Australia New Zealand ASEAN FTA. Last year ASEAN overtook the EU as New Zealand's largest 'regional' export market for goods. In 2015, ASEAN will rise to a new level of integration when it forms the ASEAN Community. **6(a)**

Guided by its NZ Inc ASEAN Strategy, New Zealand has responded through strengthening bilateral relationships with Indonesia and other key ASEAN countries as well as through active participation in the evolving regional economic and security architecture and processes. 2015 is the 40th anniversary of New Zealand's dialogue partnership with ASEAN and there is a programme of leveraging activities planned to commemorate that, along with expanding and reforming our development partnership with ASEAN. **6(a)**

India represents an opportunity **6(a)**. By 2030 it will have the largest population in the world, its middle class will more than double in the next two years (from 35 to 90 million consumers), and for the first time in 30 years it has a government elected on a solid base of popular support. The Modi administration is committed to structural reform and if it chooses to use trade as a lever then prospects are strengthened for our FTA negotiations, and new opportunities generated in agriculture, education and investment. India has hitherto eschewed active leadership in the region and on the global stage. But its recent moves to consolidate

relations with Japan and with Australia suggest that this may change, with implications for New Zealand's current policy settings. **6(a)**

Outside Asia, **the Gulf Cooperation Council** has over the last decade been New Zealand's fastest growing major market outside China. The six countries of the GCC (Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and the United Arab Emirates) are extremely wealthy, with economies almost entirely complementary to New Zealand. New Zealand's position as a global leader in Halal food underpins traditional GCC demand for food commodities, but the 2013 NZ Inc GCC strategy envisages stronger growth in transformed products, as well as services. The GCC remains an important source of students and, with the world's largest sovereign wealth funds, a priority source of greater investment. The conclusion of an FTA with the GCC remains a priority.

Mature Relationships

Our most mature relationships have many commonalities which give them a distinctive depth, richness and complexity. They are often relationships built on shared and deeply held values, underpinned by extensive people-to-people links. Leadership engagement is essential, and all ministers, from the Prime Minister down, have an important role to play. They are relationships prosecuted not simply through foreign policy, but through connections and work programmes across a number of portfolios. It is for these same reasons that work on these relationships is sometimes less visible - subsumed into business as usual. But these are the ties we can least afford to take for granted. Despite their commonalities, our mature relationships are also separate and different. Each relationship is on a unique point in its trajectory, requiring calibrated care and attention.

Australia remains New Zealand's most important relationship. It is our primary ally, our most valuable economic relationship and our natural partner on foreign and trade policy (including in the Pacific). Connectedness with Australia is a cornerstone of New Zealand's wealth and prosperity. **6(a)**

Our relationship with the **United States** remains fundamental to our national interest. We now enjoy a close, mature and collaborative strategic partnership – built on a broad platform of shared values and interests. **6(a)**

Our long-standing relationship with **Europe** remains fundamentally important to New Zealand political, security and economic interests. Our shared values and interests make us natural partners internationally. While its economic recovery is slow and major structural reform challenges remain, the EU remains affluent with over 20% of global GDP and it is our third largest trading partner overall. European investment into New Zealand is also significant. **6(a)**

Commemorations of the First World War Centenary (WW100) and associated public diplomacy actions will be an important opportunity to reinforce among key EU Member States New Zealand's profile and contribution to European peace and security.

Our relationship with the **United Kingdom** is informed by our historical and constitutional links, but the connection is also a contemporary one; vibrant and hugely significant for New Zealand. The UK market provides one of New Zealand's main points of entry into the EU. UK investment into the New Zealand economy is also significant; it is the third largest source of Foreign Direct Investment. The UK Government has designated Christchurch one of 100 global high value opportunities for investment in significant offshore projects.

Japan and **Korea** – our fourth and fifth largest export destinations respectively - are important partners for New Zealand and represent some of our most mature relationships in Asia. Prime Minister Abe is seeking to reinvigorate Japan's economy and enhance its international position. Abe's official visit to New Zealand in July 2014 provided an opportunity to reinforce the relationship, take forward bilateral initiatives, and emphasise New Zealand's expectations for a comprehensive outcome in TPP, in which Japan is a major player. With Korea, the swift conclusion and implementation of an FTA is a priority in our relationship, to help to secure the place of New Zealand companies in the Korean market and provide a platform for further growth.

Canada remains one of New Zealand's closest friends internationally with a high level of cooperation **6(a)**

New Relationships

New relationships present both opportunities and costs. The return on investment varies within and across these regions, but in some cases is likely to be increasingly significant over time.

In **Africa** the picture across 54 countries is one of huge variability **6(a)**

To the extent that it is possible to generalise, the overall trend is one of improving governance and stability with related strong growth out of poverty. In 2012 six of the world's 10 fastest growing countries were in Africa. Returns on investment are among the highest in the world. When combined with rapid population growth, this rise in disposable income presents growing opportunities for New Zealand.

There is also enormous variability across the **Middle East**. While uncertainty and instability have increased in the aftermath of the Arab spring, several countries remain important markets for New Zealand. **6(a)**

Issues in these regions will dominate any New Zealand term on the UN Security Council **6(a)**

New Zealand continues to extend its reach into new geographies and groups. **Latin America** offers new and useful opportunities for New Zealand business and there is renewed interest in pursuing these. **6(a)**

the region's economic weight is growing, it has an outward-looking approach to international economic partnerships. The shifting architecture, through the TPP, the Pacific Alliance, the Central American Integration System (SICA) and the Community of Latin American and Caribbean States (CELAC), could accelerate our political relationships and present new opportunities for business.

The **Caribbean** region has become important in terms of New Zealand's wider strategic objectives, based on our common small state interests, multilateral instincts and historical connections. The Caribbean faces similar challenges to Pacific Island countries, and New Zealand can play a role in forging stronger linkages between the two regions.

4. PROMOTING PACIFIC SECURITY AND PROSPERITY

New Zealand maintains very active engagement in the Pacific across a wide spectrum of activity focused on enabling Pacific Island countries (PICs) to increase their prosperity and to reduce the various risks that they face. New Zealand possesses a unique Pacific demographic contributing to the diversity and richness of its identity. Given the breadth of New Zealand's Pacific connections and the domestic/international interface these create, New Zealand has a deep and multifaceted relationship with the region and a strong national interest in its stability and prosperity.

These factors underscore the need for carefully targeted, collaborative whole-of-government responses involving Pacific partners, key regional and international partners – particularly Australia – and regional and international institutions. A focus on what has worked, definition of practical activities that increase our influence, and commitment to sustained dialogue with PICs and key external partners is important to ensuring opportunities are realised and policy risks appropriately managed.

New Zealand's diplomatic and development engagement in the Pacific is closely integrated, and involves extensive investment in relationships, policy engagement and Aid Programme initiatives to support our objectives in the region. Close linkages at all levels within the organisation, including at

Posts, underpin the alignment of our political and development efforts, both in terms of setting and implementing joint priorities.

There are opportunities to advance our political, trade and economic relations within the region, **6(a)** Engaging with the 'Realm states' (Cook Islands, Niue and Tokelau) to manage joint developmental priorities and risks will remain a priority.

We are increasing our presence in the MFAT Auckland office to improve engagement with the business community to encourage trade in both directions (through the appointment of new Pacific staff in Auckland, and establishment of a Pacific Trade Coordination Network). In Auckland we are also working with Pacific Cooperation Foundation to rebalance their efforts to further strengthen and leverage their networks and partnership focus, as well as taking forward the establishment of a Pacific Institute. The recent appointment of an Ambassador for Pacific Economic Development provides new means and opportunity to engage with Pacific Island countries on fisheries and other resource issues to improve returns.

We will continue to work to maintain unity and a collective sense of purpose within regional groupings where this is being challenged on issues spanning Pacific integration and other regional processes **6(a)** and as the Pacific Agreement on Closer Economic Relations (PACER) Plus negotiations move into more difficult territory.

A commitment to close coordination and consultation with Australia remains important to ensure policy coherence and effective engagement within the Pacific. We are also building our links with other third countries with Pacific interests, both traditional partners (e.g. the US and EU) and emerging ones (e.g. targeted linking with the Caribbean on points of similarity with the Pacific).

5. INVESTING IN INTERNATIONAL DEVELOPMENT

New Zealand's support for sustainable development in developing countries is a core pillar of our international engagement. Our international development objectives are achieved through:

- the New Zealand Aid Programme (investments of approximately \$500m annually);
- policy influence with partner countries and in international negotiations; and
- New Zealand policies that support development, such as the Recognised Seasonal Employer scheme.

Pacific Focus, Global Reach

The geographic focus of the New Zealand Aid Programme continues to be the Pacific region (55-60% programme focus) where we have relationships, scale, influence, and resources to achieve strategic impacts. New Zealand's development engagement in the Pacific is comprehensive – covering policy, aid programme investments, regional cooperation and humanitarian interventions. This engagement is central to our bilateral relationships and commands the attention of key political decision-makers. New Zealand's effectiveness as a Pacific development partner is observed globally as an important indicator of New Zealand's foreign policy influence and impact. New Zealand is investing in sectors that drive economic growth (tourism, fisheries, agriculture) and that enable growth

(energy, transport, private sector development, education including scholarships, health, trade, infrastructure, water and sanitation, and safe and secure communities).

The Aid Programme also aims for global reach. This has two aspects:

- A targeted approach applied to long-standing development relationships in Asia and Latin America, new relationships in the Caribbean and new ways of engaging in Africa (approximately 20% of the programme). Leveraging our comparative advantage, we target investments in agriculture, disaster risk management, renewable energy, knowledge and skills transfer (including scholarships to New Zealand).
- Investment in the global development system through contributions to multilateral development agencies (approximately 20% of the programme). New Zealand negotiates for the interests of the Pacific in these organisations.

Humanitarian and International Disaster Response

MFAT leads and coordinates New Zealand's response to offshore disasters. The profile, scale and impact of disasters have increased, and New Zealand is increasing its rapid disaster response deployment capability. Inter-agency coordination, led by MFAT, is good. The South Pacific is New Zealand's geographic priority for responding to disasters through providing practical assistance (eg relief supplies, aerial surveillance or emergency management services) as well as financial support for government or NGO responses.

The scale of human suffering from conflicts and natural disasters outside the Pacific has not been higher since the world wars. MFAT manages New Zealand Aid Programme contributions to relief efforts by the international humanitarian system, in response to the major conflicts and disasters. Contributions are approved by the Minister of Foreign Affairs.

International Development Deliverables 2014/15

Programme delivery: Delivery of development results in the final year of the current three-year funding appropriations for Vote Official Development Assistance (ODA) is the top priority. The budget is highly committed. Almost 75% of the programme is formally contracted (see Annex for Total New Zealand Aid Programme and Country Spend).

Priority programme initiatives: Deliver tranche one of the Pacific renewable energy portfolio (approximately \$100m); foster a new relationship with Fiji; modernise New Zealand development scholarships; embed New Zealand's Caribbean and Africa portfolios; leverage off the Small Islands Development States Conference; develop a post-2015 ASEAN development agenda; scale-up in Myanmar.

New framework for international development: The post-2015 development agenda to succeed the Millennium Development Goals will encompass a set of universal Sustainable Development Goals, and agreement on how these will be financed. New Zealand's priority issues are sustainable economic development, sustainable agriculture and food security, oceans and sustainable energy as well as gender, health and education. A Conference on Financing for Development will be held in Addis Ababa in July 2015, and the framework will be agreed in New York in September 2015.

G20 Meeting: Development is part of the G20 agenda. The priority issue for New Zealand in this context is responding to Australia's call for additional action to reduce remittance costs, with a package of initiatives relevant to the Pacific.

Review of New Zealand's aid: New Zealand is about to have its four-yearly peer review by the OECD. Norway and Ireland will be the reviewers. The review will be an opportunity to share achievements and good practice from New Zealand's international development engagement. The peer review team will visit Wellington 17-21 November 2014. It will also undertake a field visit to Kiribati. The results of the peer review will be discussed by the OECD in June 2015.

International development Strategic Direction

The 2014 Budget increased official development assistance by nearly \$220 million over the next three years. The proposed allocation of the \$1.72 billion three-year budget across the Aid Programme will be submitted for Ministerial approval around April 2015.

A strategic planning process is now underway to guide the increased investment and maximise the impact of the Aid Programme as a whole, including through smart targeting of international development investments to achieve greatest impact and value for money. Current thinking on future direction for the Aid Programme includes:

- differentiating the policy framework we apply in the Pacific, because New Zealand's role as a donor differs significantly between the Pacific and the rest of the world;
 - tightening the sectoral focus in country programmes;
- 9(2)(g)(i)**
- identifying flagships for the New Zealand Aid Programme (e.g. renewable energy, agriculture, internet connectivity) and setting investment targets for these;
 - increasing the scale and length of activities (to greater than five years and \$5 million), while retaining some flexibility to respond to smaller opportunities;
 - better integrating climate change adaptation and disaster risk reduction into development programmes, especially in the Pacific;
 - refreshing our partnership with ASEAN as part of 40th anniversary celebrations;
 - a stronger whole of government approach, through other public sector agencies engaging on policy and aid delivery; and
 - harnessing the full potential of limited resources through whole-of-government approaches, and engagement with the private sector and wider society.

Aid programme management

The reforms of recent years have ensured that MFAT has the fundamentals in place to manage a results-focused Aid Programme that provides value for money. Changes have included: an integrated aid structure; clear policy framework and thematic priorities; embedded focus on the Pacific and sustainable economic development; strong comparative advantage lens; and a results framework to better manage and report results. Integration of cross-cutting issues (gender, human rights and environment) strengthens development outcomes.

Two outstanding requirements include a fit-for-purpose, integrated IT system to support Aid Programme management. A major project is under way to deliver this over the next two years. The second issue is a review of delegation levels to reflect larger and scaled initiatives.

6. SECURING NEW ZEALAND

The Ministry helps to secure New Zealand by working domestically and internationally to address a broad range of security threats. The areas covered include peace support operations, counter terrorism, cyber security and internet governance, people smuggling, disarmament and arms control, and contributing to all-of-government responses to security issues. The Ministry's contribution also includes doing our part to ensure regional stability and contribute to global security. This takes a number of forms, including the role New Zealand plays in international institutions and regional security architecture like the UN, the ASEAN Regional Forum (ARF) and the East Asia Summit (EAS). It also rests on the large number of security initiatives New Zealand runs in the Pacific, including the Pacific Islands Forum Working Group on Counter Terrorism and Transnational Crime.

New Zealand's most significant security partnership is with treaty ally Australia. Our security relationship with the US has been revitalised in recent times, including through the Wellington and Washington Declarations of 2010 and 2012 respectively. All three countries are members of the Five Eyes grouping which has provided much of the foundation for our intelligence and security policy settings in the post-War period. **6(a)**

New Zealand has just completed its 13 year contribution to the International Security and Assistance Force (ISAF) in Afghanistan. The mandate for the eight personnel deployed to the Afghan National Army Officer Academy (ANAOA) expires in April 2015. A Cabinet paper will be prepared outlining options beyond that date. New Zealand also currently contributes to peace support missions in South Sudan, the Sinai, Israel/Syria/Jordan, South Korea, and Timor Leste (NZ Police only). **6(a), 9(2)(g)(i)**

Depending on developments, the UN, EU or NATO may also request assistance with peace support operations (PSO) in Africa and the Middle East. New Zealand's contributions to PSO are appreciated by security partners. They are most effective when they adopt an integrated approach involving diplomatic, military, police, and development dimensions.

Turmoil in the Middle East, notably in Syria, Iraq and Yemen, has provided a rallying-point for Islamic extremists despite the significant blows dealt to Al Qaeda in recent years. The inspiration those conflicts are providing to *jihadis*, their propaganda value, and the terrorist skills obtained in theatre, continue to make terrorism a globally significant risk, including when foreign terrorist fighters return to their countries of origin (including, potentially, New Zealand). New Zealand has made financial contributions in support of humanitarian relief efforts in Iraq. **6(a), 9(2)(g)(i)**

Cyber security and internet governance issues continue to be prominent internationally. **6(a)**

The activities of states online **6(a)** and the debate

regarding the balance between national security and the right to privacy will remain prominent issues over the coming months. **6(a)**

Asian people smuggling syndicates will continue to have interest in organising a mass arrival in New Zealand. **6(a)**

A number of arms control initiatives will require Ministerial input during 2014/15. The Nuclear Non Proliferation Treaty has its five-yearly review next year. **6(a)**

New Zealand is active in work on the humanitarian consequences of any nuclear weapons use, which is gaining increasing support. New Zealand is serving two-year terms on the decision making bodies of the Organisation for the Prohibition of Chemical Weapons and the International Atomic Energy Agency (from May and September 2014 respectively). The Arms Trade Treaty's first Conference of States Parties will take place in the first half of 2015.

The Public Advisory Committee on Disarmament and Arms Control (PACDAC) is a statutory body set up under the New Zealand Nuclear Free Zone, Disarmament and Arms Control Act 1987. PACDAC can advise the government on disarmament issues, and also disburses funds for disarmament projects and research in New Zealand. Cabinet has recently appointed the eight members for a six-month term. The Minister will need to initiate the appointment of the next Committee soon after the election.

7. PROGRESSING ENVIRONMENTAL AGREEMENTS

The Ministry engages in international environment negotiations to ensure a multilateral framework with sensible rules that both protect the environment and support economic growth. In particular, the Ministry leads New Zealand's participation in international climate change negotiations and has a key role in international oceans and fisheries issues, and at regional fisheries management organisations. The Ministry coordinates New Zealand's cross-agency engagement on our approach to whaling through the International Whaling Commission, and on the Southern Ocean and Antarctica.

Climate Change - The Ministry is actively involved in UN Framework Convention on Climate Change (UNFCCC) negotiations to develop a new international climate change agreement. The negotiations are to be concluded in December 2015 and to take effect from 2020. These negotiations are likely to take centre stage on the multilateral agenda over the next 15 months as all countries grapple with the increasingly pressing realities of changes in the global climate. Momentum is building strongly for the new agreement, with major global economies, including the United States, now recognising the need for serious action to address this issue. **6(a)**

The Ministry will seek a refreshed mandate for these negotiations prior to the annual Conference of Parties to the UNFCCC to be held in Lima, Peru, in December 2014. There is a strong expectation that in the first half of 2015, New Zealand will join other participants in the negotiations in tabling an intended mitigation commitment to apply (post-2020) under the new agreement.

International Oceans and Fisheries issues - International focus on the health and sustainable use of oceans is intensifying. In the UN, a decision will be taken in the first half of 2015 on whether to launch negotiations on a new international instrument to govern marine biodiversity in areas beyond national jurisdiction. As a fishing nation with solid conservation credentials, New Zealand is well-placed to engage constructively both to advance our interests as a coastal and a fishing state and to bridge differences. New Zealand has been in the vanguard of efforts at the UN to secure a standalone goal on oceans in the post-2015 development agenda and sustainable development goals. Our support for this Pacific-led effort recognises the crucial role that oceans play for development. Meanwhile, New Zealand continues to play a strong leadership role in the two key bodies responsible for managing Pacific fisheries: the Western and Central Pacific Fisheries Commission and the South Pacific Regional Fisheries Management Organisation.

Ross Sea region Marine Protected Area - Work to advance consideration of the Ross Sea region Marine Protected Area (MPA) is ongoing, in close cooperation with our co-proponents, the United States. This aims to secure its adoption by the Commission for the Conservation of Antarctic Marine Living Resources (CCAMLR) in October this year. **6(a)**

Whaling - During the summer of 2014/15 Japan will not be conducting whaling in the Southern Ocean following the decision of the International Court of Justice declaring the Japanese scientific whaling programme outside the scope of the Whaling Convention. This may result in a relatively quiet summer season. However, Japan has clearly stated that it intends to return to the Southern Ocean in 2015/16 and will in November present a revised lethal whaling programme that it claims will meet the scientific tests arising from the ICJ decision.

8. LEVERAGING MAJOR EVENTS

Major international events present opportunities to leverage wider relationship benefits, whether by hosting, co-hosting, directly supporting or actively participating. These events can range from raising New Zealand's international profile, through to enhancing our reputation in particular fields, building relationships of influence with leading international decision-makers, and targeting opportunities to progress, or build support for, specific policy outcomes.

G20

The invitation from Australia to participate as an invited guest during its G20 presidency in 2014 provides us with a rare opportunity. New Zealand will participate in, and influence at the margin, the direction of key international economic issues with a group of countries that account for nearly three quarters of our exports. This invitation allows us to demonstrate our economic and foreign policy credentials on the world stage, in areas such as trade and outreach to the Pacific.

WW100

New Zealand's engagement in the First World War centenary programme provides opportunities to reinforce and develop some of our most important international relationships. The centenary activities will help underline the unique nature of our relationship with Australia, give weight to our efforts to build an even stronger partnership with Europe, and give momentum to a closer economic

relationship with Turkey. None will do this so comprehensively as the 100th anniversary of Gallipoli on 25 April. **6(a)**

The commemorations will create forums to engage with over 70 nations, many times over a five year period; the first when the Prime Minister travels to Albany in Western Australia in late October. These repeated engagements will allow us not only to deliver and participate in commemorations on the international stage, but also to reinforce shared interests and values, including with younger generations less sighted on our contribution. Our involvement will ensure key partners understand and value New Zealand's long history of contributing to global peace and security.

Sport

New Zealand will co-host the Cricket World Cup and host the FIFA Under-20 Football World Cup in 2015. These will provide opportunities for MFAT and other NZ Inc agencies to promote New Zealand's international interests. MFAT's core objectives for these World Cups are to foster new and existing relationships with partner countries by hosting government VIP visitors; and to support wider NZ Inc efforts in the areas of tourism, education and internationalising New Zealand firms. One of the core aspects of these events is the MFAT-led Guest of Government programme, focused on the organising and leveraging of international political VIP visits.

9. ASSISTING NEW ZEALANDERS OVERSEAS

The Ministry is responsible for assisting New Zealanders in distress overseas, including in the event of a natural disaster or other large-scale emergencies. In 2013/14 we provided consular support to 2,317 New Zealanders in distress overseas and responded to over 52,000 general consular enquiries. The Ministry receives consistently positive feedback on our consular service performance with a very high 86% client satisfaction rate.

Expectations of the travelling New Zealand public continue to grow. Each case is unique and our assistance will depend on the circumstances and availability of consular resources. We encourage all New Zealanders travelling or living overseas to register on www.safetravel.govt.nz, and staff at New Zealand embassies also help New Zealanders who get into difficulties overseas.

C. HOW WE DELIVER: ORGANISATIONAL STATE

Our network

The Ministry currently operates a network of 57 posts in 50 countries. Recent changes to the Ministry's diplomatic footprint include taking leadership of the Consulate General in Guangzhou in China, and opening new posts in Abu Dhabi (United Arab Emirates), Addis Ababa (Ethiopia), Bridgetown (Barbados), Honolulu, and Yangon (Myanmar). The Ministry's new post in Chengdu, western China will be operational in temporary premises in late November 2014, and the ASEAN Ambassador takes up her role in Jakarta in early November 2014. (See the attached New Zealand Offshore Footprint Map for locations of Posts.)

In countries where New Zealand does not have diplomatic posts, relationships are managed by New Zealand Ambassadors or High Commissioners who hold accreditations to additional nations. New Zealand currently has accreditations to 103 countries, up from 76 last year. The Ministry also supports a network of Honorary Consuls. These are residents of the country who are formally appointed to represent New Zealand. There are 70 Honorary Consuls, up from 60 last year.

Our people

As at 30 June 2014, the Ministry employed 1,328 full-time equivalent staff. Of these, 580 are employed in New Zealand and 748 overseas. Of the overseas staff, 217 are seconded from New Zealand and 531 are locally employed. The Ministry continues to prioritise frontline business needs over back office support. The current ratio of front office to back office staff is 75% to 25% respectively.

Budget

The Ministry's annual appropriation is spread across two Votes. The Ministry's total appropriation is \$996.955 million, with the Vote Foreign Affairs and Trade appropriation \$407.659 million and the Vote Official Development Assistance appropriation \$589.296 million.

The Ministry is operating within a reduced baseline with significant cost pressures that are being managed within the context of the Four-year Plan. The Ministry looks forward to a discussion with the incoming Minister on the budget pressures being experienced and how these might best be managed.

Property assets

The Ministry manages a portfolio of around 281 properties located in 50 countries and 57 cities. Its 84 owned properties are valued at \$365 million. Its 197 leased properties cost around \$28 million to rent per annum.

The Overseas Property Advisory Panel (OPAP) is an independent advisory panel engaged by the Ministry's Chief Executive. It provides independent property process assurance to the Ministry to help ensure that decisions on property assets are robust and well considered. The OPAP meets bi-monthly and has an endorsing role in significant property decisions. The OPAP is also able to provide advice directly to the Minister.

As part of the Ministry's 10 year capital plan, there are 18 chancery and residence construction or refurbishment projects (approximately \$130 million) either committed or in planning. Another 19 chancery and residence projects (approximately \$78 million) are planned by 2020/21. **9(2)(b,a), 9(2)(f)(iv)**

D. HOW WE DELIVER: LEADING NZ INC OFFSHORE

Leading for results and building collective impact across the public sector are features of the Public Services' Briefing to the Incoming Government, with which the Ministry agrees. This applies equally to achieving results for New Zealand through international engagement, where success relies on a whole-of-government collaborative approach, both onshore and through New Zealand's offshore network.

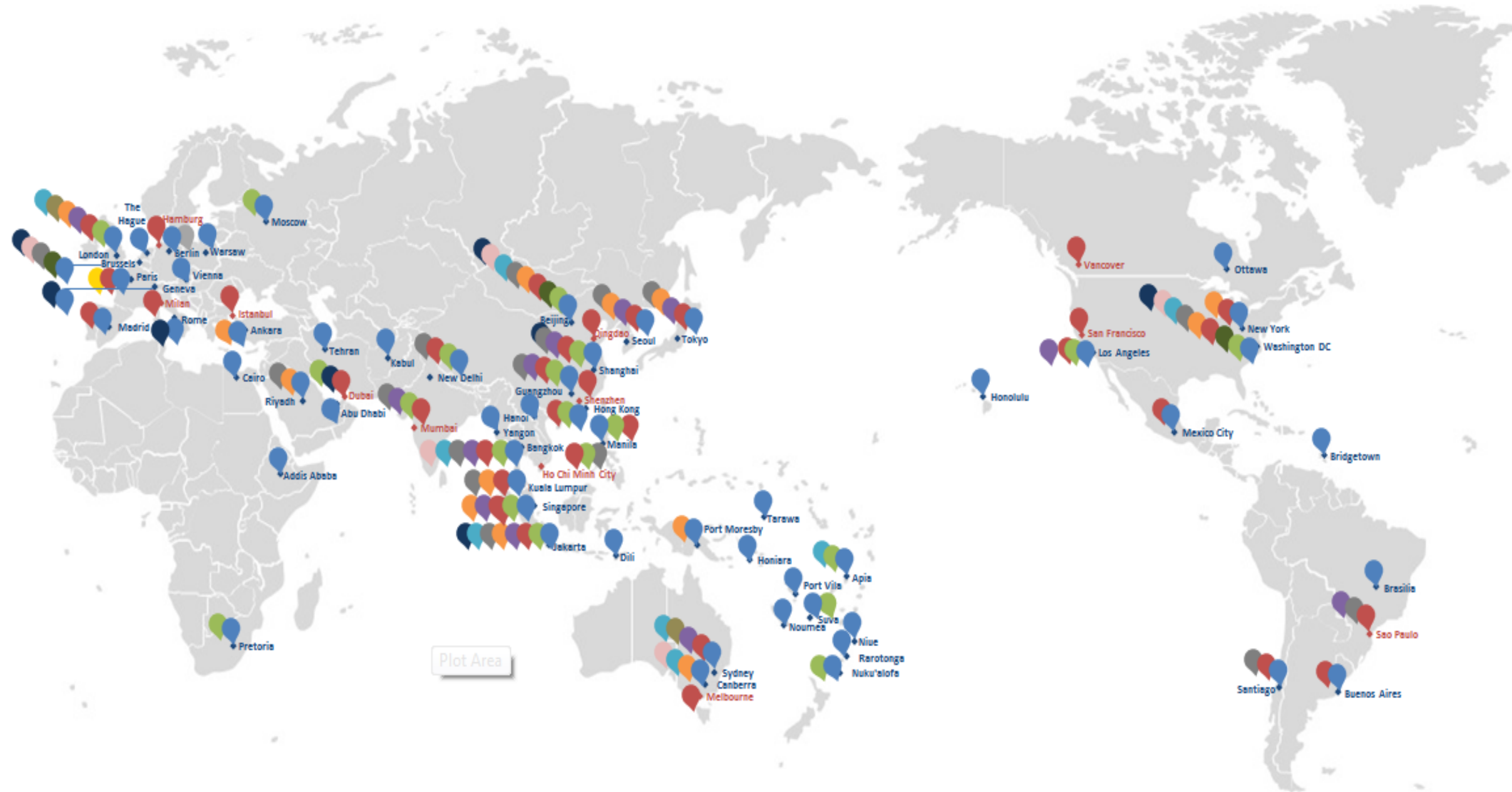
The Ministry is placing greater emphasis on working together with those government agencies that have significant interest and investment in New Zealand's international engagement. 'NZ Inc' is the term used to describe those agencies that work at home and abroad in partnership with business, industry groups, ethnic communities, alumni, creative and sporting bodies and others in pursuit of the government's international priorities. A permanent steering group of NZ Inc chief executives, chaired by the Ministry, drives the implementation of NZ Inc strategies (see below), and promotes greater efficiency and effectiveness in New Zealand's offshore network.

In recent years this new way of working has been driven through the development and implementation of several NZ Inc strategies, aiming to strengthen strategic planning and operational coordination amongst agencies. NZ Inc strategies target countries and regions where New Zealand has existing or emerging relationships, and there is potential for significant growth or strengthening of the economic, political and/or security dimensions of those relationships. To date, NZ Inc strategies have been developed for India, China, Australia, ASEAN, and the Gulf Cooperation Council (GCC) region. The strategies set ambitious, five-year goals, as well as the actions the Government will take, often working with business, to achieve them. The NZ Inc India and China strategies will conclude in 2015. Agencies will review the NZ Inc strategy programme and provide advice on the future of the programme, including the development of a 2nd generation of strategies.

<i>NZ Inc Strategy country/region</i>	<i>Implementation timeframe</i>
India, China	January 2011 - December 2015
Australia	January 2012 – December 2016
ASEAN, GCC	January 2013 – December 2017

The Ministry is also working in other areas to deliver better results across NZ Inc agencies. This includes work underway on building a China Capable Public Service, the development of a NZ Inc Heads of Communication group to better join up global communications delivery, and work to align the services delivered to various agencies through our offshore network. Good progress is being made, that is acknowledged by our NZ Inc partners. There is more work to be done and further alignment we can achieve, including to improve the joined up NZ Inc service experience for our business customers.

NZ Offshore Network – agency details as at September 2014



Ministry of Foreign Affairs and Trade (MFAT)	Ministry of Business, Innovation and Employment (MBIE)		New Zealand Trade and Enterprise (NZTE)	Tourism New Zealand (TNZ)	New Zealand Defence Force (NZDF)	The Department of Internal Affairs (DIA)	Education New Zealand (ENZ)	New Zealand Police (NZP)	New Zealand Customs Service (NZCS)	Ministry for Primary Industries (MPI)	The Treasury (TSY)
	Immigration New Zealand	Science and Innovation									

6(a), 18

This docu

◆ New Zealand Diplomatic Posts managed by MFAT

◆ New Zealand offices and consulates managed by NZTE

E. ANNEXES

6(a), 18 (d)

This document has been proactively released. Redactions made to the document have been made consistent with provisions of the Official Information Act 1982.

Annex 1: Forward Calendar of Engagements – for discussion (Minister of Foreign Affairs = MFA, Minister of Trade = MOT, Minister for Climate Change Negotiations = MCC, Prime Minister = PM)

		Event/Visit	Location	Minister
SEPTEMBER	23 Sept	Leaders' Week UN General Assembly 69 UNSG "Climate Summit 2014"	New York	MFA
	30 Sept – 3 Oct	South Pacific Regional Environment Programme (SPREP) Meeting	Majuro, RMI (Marshall Islands)	TBD
OCTOBER	Early Oct	Opening of new High Commission	Bridgetown, Barbados	
	Early Oct	Opening of new Consulate General	Honolulu, USA	
	16 Oct	UN Security Council (UNSC) Vote Day	New York	MFA
	16-17 Oct	Asia Europe Meeting (ASEM) 10 Summit	Milan	Jim Bolger tbc
	17 Oct	Niue 40 th Anniversary of self-government	Niue	TBD
	Early-Mid	UNSC related visits	Managua, Nicaragua	
	30 Oct-2 Nov	All Blacks vs US Eagles Game	Chicago	
	31 Oct – 2 Nov	Albany Commemoration (World War 100)	Western Australia	
NOVEMBER	4-7 November	Preparatory conference - Conference of the Parties to the UN Framework Convention on Climate Change (UNFCCC)	Caracas, Venezuela	
	7-8 Nov	Asia-Pacific Economic Cooperation (APEC) Ministers' Meeting	Beijing	
	10-11 Nov	APEC Economic Leaders' Meeting	Beijing	
	12-13 Nov	East Asia Summit	Nay Pyi Taw, Myanmar	
	15-16 Nov	G20 Leaders Summit		
	17-20 Nov	Organisation for Economic Cooperation and Development (OECD) Development Assistance Committee Review of NZ Aid Programme	Wellington	
DECEMBER	8-12 Dec	20 th Conference of Parties to the UNFCCC		
JANUARY 2015	1 Jan	Beginning of NZ UNSC Tenure tbc	New York	
	Jan 2015	Beginning of 40 th Anniversary Year of ASEAN		
FEBRUARY 2015	Feb -Mar	Cricket World Cup		
		All redactions come under sections 6(a) and 6(c)		
MARCH 2015				

6(a), 18 (d)

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Annex 2: Ministry Parliamentary Business

Items of Parliamentary business for the Minister of Foreign Affairs to seek to have reinstated in the next (51st) Parliament:

Bills

There are no Ministry bills that require reinstatement in the new Parliament. However, the Statutes Amendment Bill (No. 4), introduced on 17 February 2014, includes two items sponsored by the Ministry:

- Amendments to the Antarctica (Environmental Protection) Act 1994 to implement new obligations under the Antarctica Treaty relating to conservation of Antarctic flora and fauna
- Amendments to the Tokelau (Territorial Sea and Exclusive Economic Zone) Act 1977 to bring the penalties for breaching Tokelau's fishing regulations into line with New Zealand's

The Ministry will also be advising the Minister on progress on the following bills, yet to be introduced to the House:

- The Maritime Crimes (2005 Protocols) Amendment Bill
- Autonomous Sanctions Bill
- International Crimes and International Criminal Court (Amendment) Bill

International treaty examinations referred to committees

The following international treaty examinations were in progress in the previous Parliament:

- International Treaty Examination of the UNESCO Asia-Pacific Regional Convention on the Recognition of Qualifications in Higher Education (Ministry of Education)
- International Treaty Examination of the International Telecommunication Union, Provisional Final Acts World Radiocommunication Conference (WRC-12), Geneva, 23 January – 17 February 2012 (MBIE)
- International treaty examination of the Instrument amending the Constitution and Convention of the International Telecommunication Union, Final Acts of the Plenipotentiary Conference (Guadalajara, 2010) (MBIE)

6(a), 18 (d)

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Annex 3: Ministry Mission and Votes

Our vision is to give New Zealand an edge internationally.

Our mission is to create the conditions for New Zealand to thrive and to make its mark as a global citizen by:

- Being in the right place at the right time to actively drive new opportunities for New Zealand as well as to manage threats
- Building connections at home and internationally that enable us to achieve more than we could alone
- Taking a distinctly New Zealand approach, reflecting our diversity and heritage of integrity in foreign affairs
- Maintaining the highest standards of professional excellence in diplomacy, negotiations, international development, and consular services.

Who we are

The Ministry of Foreign Affairs and Trade promotes and protects New Zealand's interests abroad. It works for Ministers in three ministerial portfolios:

- Foreign affairs
- Trade
- International climate change negotiations.

The Ministry manages New Zealand's official development assistance and disarmament and arms control as part of the foreign affairs portfolio.

The Ministry administers two votes: Vote Foreign Affairs and Trade, which also provides funding to one Crown entity (New Zealand Antarctic Institute) and two Crown charitable trusts (Pacific Cooperation Foundation and Asia New Zealand Foundation), and Vote Official Development Assistance. The Ministry has a joint role with the Ministry of Business, Innovation and Employment to monitor the performance of New Zealand Trade and Enterprise.

Vote ODA consists of two multi-year appropriations. The next multi-year period covers 2015/16–2017/18. The multi-year approach allows for predictability of aid volume in out-years and increases effectiveness.

Legislation we administer

- MFAT administers 31 pieces of legislation, as well as administering jointly with the Ministry of Justice the International Crimes and International Criminal Court Act 2000 and the Terrorism Suppression Act 2002. We administer export controls on strategic goods under the Customs Export Prohibition Order 2011.
- Refer to the Annual Report for a complete list of legislation and statutory regulations.

Responsibility for Crown Entities

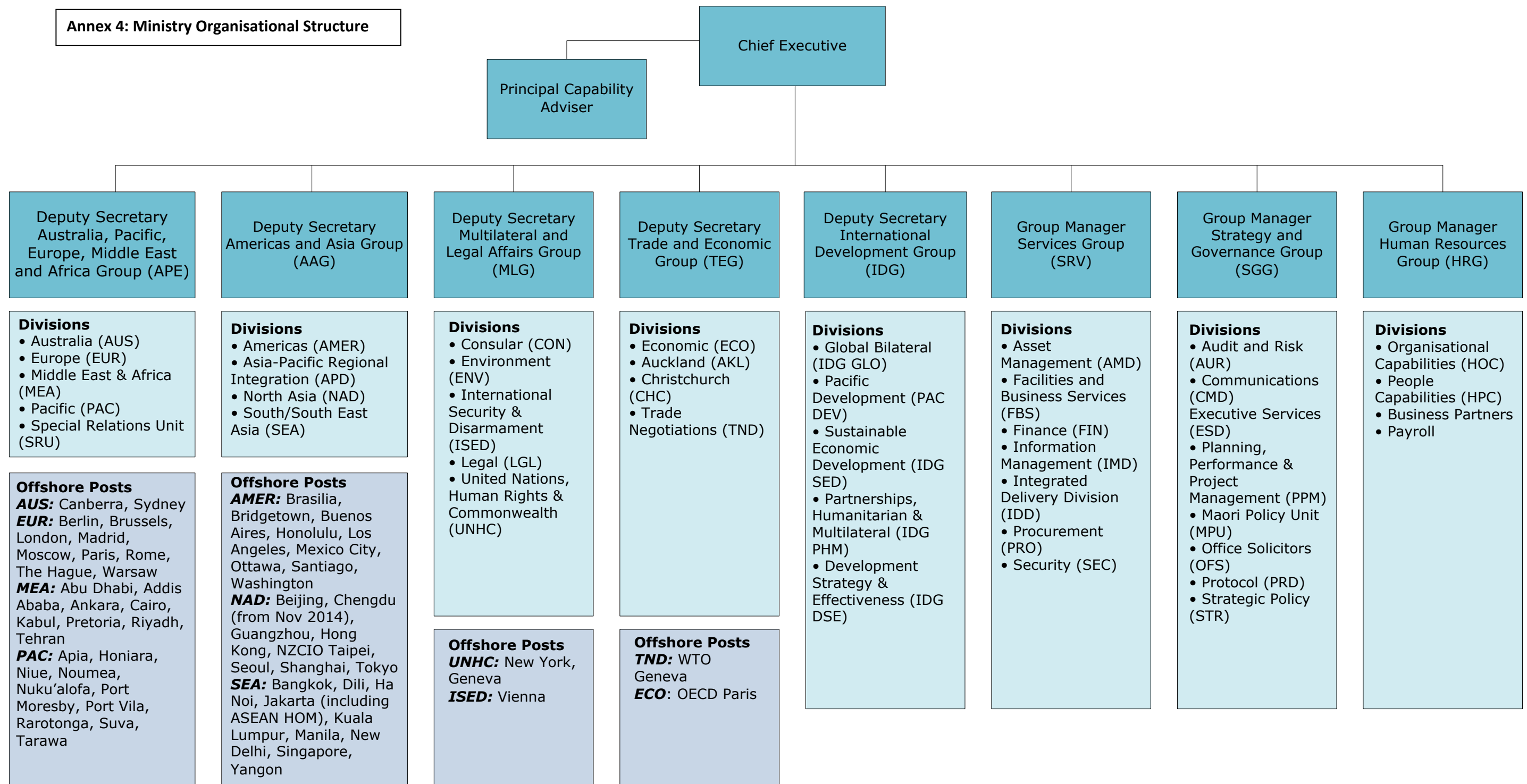
MFAT is the monitoring department for Antarctica New Zealand, a Crown Entity established under the New Zealand Antarctic Institute Act to develop, manage and execute New Zealand's activities in Antarctica and the Southern Ocean.

Governance

Our senior leadership team is led by the Chief Executive and comprises five Deputy Secretaries, three Group Managers and the Principal Capability Adviser. Our wider leadership team comprises divisional managers in New Zealand and senior diplomats around the world.

The Ministry operates an independent Audit and Risk Committee, which comprises three external members. It reports to the Chief Executive and its purpose is to provide the Chief Executive with independent advice and observations. The Committee meets approximately quarterly.

Annex 4: Ministry Organisational Structure



- Divisions**
- Australia (AUS)
 - Europe (EUR)
 - Middle East & Africa (MEA)
 - Pacific (PAC)
 - Special Relations Unit (SRU)

- Offshore Posts**
- AUS:** Canberra, Sydney
- EUR:** Berlin, Brussels, London, Madrid, Moscow, Paris, Rome, The Hague, Warsaw
- MEA:** Abu Dhabi, Addis Ababa, Ankara, Cairo, Kabul, Pretoria, Riyadh, Tehran
- PAC:** Apia, Honiara, Niue, Noumea, Nuku'alofa, Port Moresby, Port Vila, Rarotonga, Suva, Tarawa

- Divisions**
- Americas (AMER)
 - Asia-Pacific Regional Integration (APD)
 - North Asia (NAD)
 - South/South East Asia (SEA)

- Offshore Posts**
- AMER:** Brasilia, Bridgetown, Buenos Aires, Honolulu, Los Angeles, Mexico City, Ottawa, Santiago, Washington
- NAD:** Beijing, Chengdu (from Nov 2014), Guangzhou, Hong Kong, NZCIO Taipei, Seoul, Shanghai, Tokyo
- SEA:** Bangkok, Dili, Ha Noi, Jakarta (including ASEAN HOM), Kuala Lumpur, Manila, New Delhi, Singapore, Yangon

- Divisions**
- Consular (CON)
 - Environment (ENV)
 - International Security & Disarmament (ISED)
 - Legal (LGL)
 - United Nations, Human Rights & Commonwealth (UNHC)

- Offshore Posts**
- UNHC:** New York, Geneva
- ISED:** Vienna

- Divisions**
- Economic (ECO)
 - Auckland (AKL)
 - Christchurch (CHC)
 - Trade Negotiations (TND)

- Offshore Posts**
- TND:** WTO Geneva
- ECO:** OECD Paris

- Divisions**
- Global Bilateral (IDG GLO)
 - Pacific Development (PAC DEV)
 - Sustainable Economic Development (IDG SED)
 - Partnerships, Humanitarian & Multilateral (IDG PHM)
 - Development Strategy & Effectiveness (IDG DSE)

- Divisions**
- Asset Management (AMD)
 - Facilities and Business Services (FBS)
 - Finance (FIN)
 - Information Management (IMD)
 - Integrated Delivery Division (IDD)
 - Procurement (PRO)
 - Security (SEC)

- Divisions**
- Audit and Risk (AUR)
 - Communications (CMD)
 - Executive Services (ESD)
 - Planning, Performance & Project Management (PPM)
 - Maori Policy Unit (MPU)
 - Office Solicitors (OFS)
 - Protocol (PRD)
 - Strategic Policy (STR)

- Divisions**
- Organisational Capabilities (HOC)
 - People Capabilities (HPC)
 - Business Partners
 - Payroll

- Consulates**
- AUR:** Perth (Australia)
- EUR:** Antwerp (Belgium), Athens (Greece), Attard (Malta), Barcelona (Spain), Budapest (Hungary), Copenhagen (Denmark), Dublin (Ireland), Edinburgh (Scotland), Kyiv (Ukraine), Lisbon (Portugal), Ljubljana (Slovenia), Londonderry (Northern Ireland), Nicosia (Republic of Cyprus), Prague (Czech Republic), Sagu (Finland), Tallinn (Estonia), Vladivostok (Russia), Zagreb (Croatia)
- MEA:** Amman (Jordan), Cape Town (South Africa), Casablanca (Morocco), Istanbul (Turkey), Jeddah (Saudi Arabia), Lusaka (Zambia), Muscat (Oman), Nairobi (Kenya), Port Louis (Mauritius), Tel Aviv (Israel), Tripoli (Libya), Tunis (Tunisia)
- PAC:** Papeete (French Polynesia)
- AMER:** Asuncion (Paraguay), Atlanta (United States), Bogotá (Colombia), Boston (United States), Calgary (Canada), Chicago (United States), Guam, Guatemala City (Guatemala), Houston (United States), Kingston (Jamaica), Lima (Peru), Montevideo (Uruguay), Oregon (United States), Panama City (Panama), Port of Spain (Trinidad and Tobago), Rio de Janeiro (Brazil), Sacramento (United States), Salt Lake City (United States), San Diego (United States), San Francisco (United States), San Salvador (El Salvador), Seattle (United States), Shelburne (United States), Toronto (Canada)
- NAD:** Busan (South Korea), Fukuoka (Japan), Nagoya (Japan), Osaka (Japan), Sapporo (Japan), Sendai (Japan), Ulan Bator (Mongolia)
- SEA:** Bandar Seri Begawan (Brunei), Chennai (India), Colombo (Sri Lanka), Dhaka (Bangladesh), Karachi (Pakistan), Kathmandu (Nepal), Malé (Maldives)

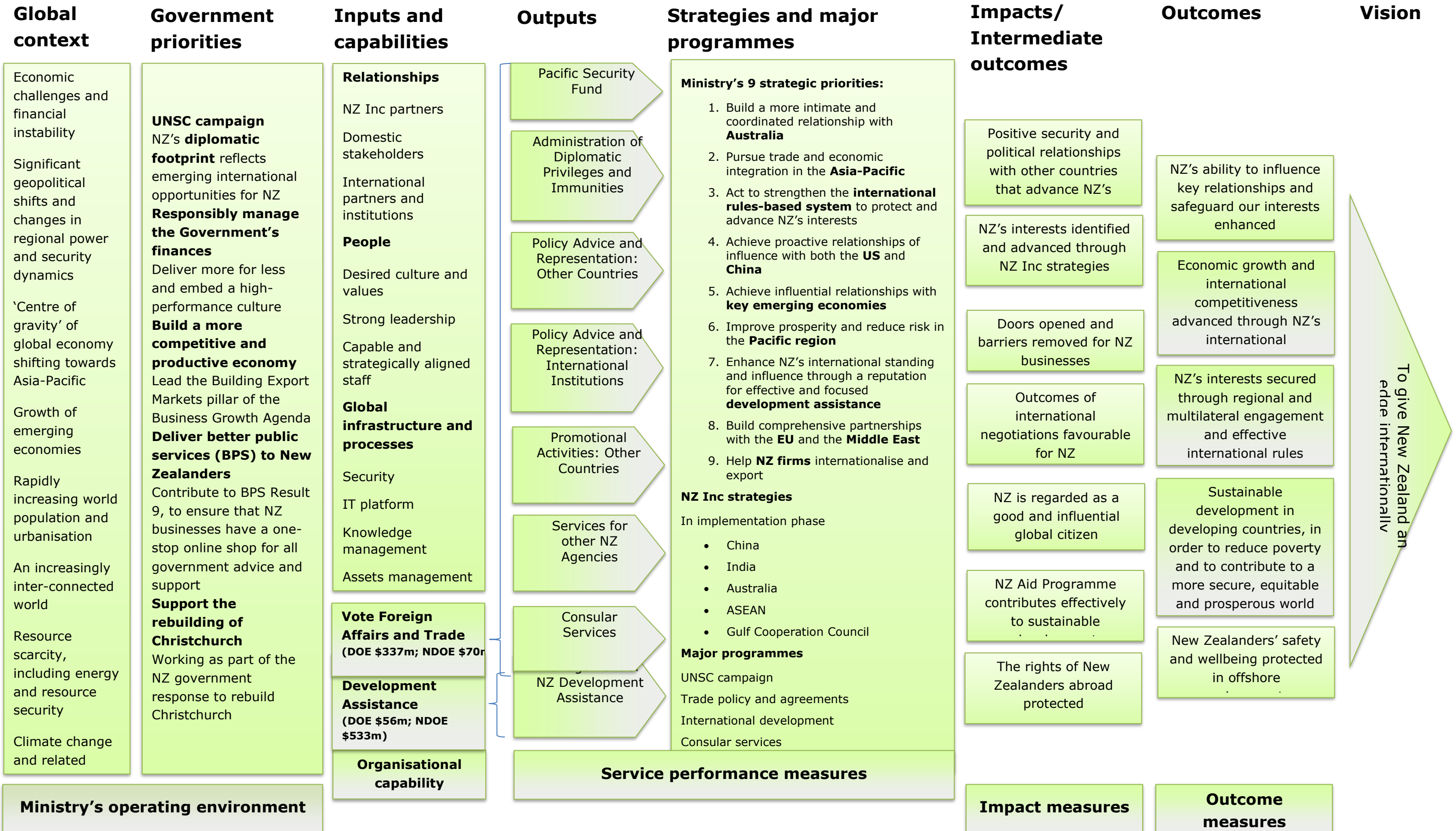
- Consulates-General managed by NZTE:**
- Dubai (United Arab Emirates), Hamburg (Germany), Ho Chi Minh City (Viet Nam), Melbourne (Australia), Milan (Italy), Mumbai (India), New York (United States), Qingdao (China), Sao Paulo (Brazil), Shenzhen (China), Vancouver (Canada)

Annex 5: Ministry of Foreign Affairs and Trade Outcomes Framework 2014-2018

VISION: To give New Zealand an edge internationally

MISSION: To create the conditions for New Zealand to thrive and make its mark as a global citizen

VALUES: Respect, Professionalism, Leadership, Innovation, Collaboration



Annex 6:

Total New Zealand Aid Programme and Country Spend								
Programme Spend					Total Country Aid Flow			
	2010/11	2011/12	2012/13	2013/14	2010/11	2011/12	2012/13	2013/14
Programme	\$M	\$M	\$M	\$M	\$M	\$M	\$M	\$M
Cook Islands	18.8	19.0	6.8	24.0	18.9	19.4	8.2	25.5
Niue	23.7	16.2	13.6	14.2	23.7	16.2	13.8	14.4
Tokelau	20.5	23.3	19.2	30.9	20.5	23.3	19.2	30.9
Fiji	4.4	3.2	5.1	5.1	4.5	6.6	8.4	9.1
Kiribati	8.8	21.4	3.4	14.3	8.9	22.0	5.8	17.5
Nauru (2)	3.4	2.5	2.3	2.2	3.4	2.5	2.5	2.7
Papua New Guinea	28.1	23.7	14.7	15.1	31.4	27.6	26.4	23.6
Samoa	17.9	18.8	16.0	16.5	18.5	20.4	25.6	23.2
Solomon Islands	32.7	32.6	32.3	28.5	33.4	33.6	39.3	35.2
Tonga	14.2	25.1	9.8	15.9	14.6	25.5	14.1	20.8
Tuvalu	1.7	6.9	3.1	11.2	1.8	7.4	4.2	12.4
Vanuatu	16.3	16.5	7.7	18.9	16.7	18.2	14.5	23.6
Afghanistan	7.8	7.1	20.8	5.2	9.2	7.1	21.1	5.2
Indonesia	13.6	18.8	2.3	10.6	16.4	19.5	8.2	14.6
Timor-Leste	8.5	9.8	4.4	10.4	9.4	9.9	8.0	13.7
Pacific Economic Development	14.8	15.6	18.5	25.6				
Pacific Human Development	19.3	20.2	10.6	21.0				
Pacific Regional Agencies	20.7	20.3	19.1	22.0				
Viet Nam (3)	7.9	9.3	-	-				
Mekong (3)	-	-	15.7	16.8				
ASEAN Regional (3)	21.9	24.8	5.2	8.7				
Africa Regional	6.0	3.9	1.1	5.9				
Latin America Regional	4.7	2.3	0.8	2.4				
Scholarships	-	-	51.4	46.4				
Partnerships	32.3	31.0	44.5	42.2				
Humanitarian	16.8	20.1	14.6	20.6				
Multilateral	123.8	114.1	92.1	96.8				
Other Non-programme	6.5	3.9	1.9	1.5				
Grand Total (4)	495.0	510.5	437.0	532.8				
<p>Note 1: In 2012/13 the first year of a three year multi-year appropriation, the programme framework has been updated from previous years. In particular a new scholarships programme has been developed. The cost of scholarships was previously included as part of bilateral country programmes in 2009/10, 2010/11 and 2011/12. Other specific changes are noted below.</p> <p>Note 2: From 2012/13 Nauru is a separate country programme. In previous Annual Reports, payments made to Nauru were included in 'Other Non-programme' expenditure. The total payments made to Nauru in prior years have been shown</p> <p>Note 3: Previously Vietnam, Laos, Cambodia and Myanmar were shown a separate programme or included within ASEAN Regional. From 2012/13 these have been combined as a new Mekong programme.</p> <p>Note 4: Total Country Flow includes amounts flowing directly to the partner country through programmes other than the bilateral programme, for example from the Scholarships, Partnerships, and Humanitarian programmes.</p>								

6(a), 18 (d)

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