



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

2024-2028

Strategic Intentions 2024-2028

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



Foreword from our Minister

The Coalition Government is prosecuting with vigour and a real sense of urgency a reset of our foreign policy so that New Zealanders are in the best possible position to achieve the prosperity and security we all aspire to.

The foundations that have underpinned our foreign, trade, and economic policies in the past decades have seismically shifted in the first quarter of the 21st century. We have witnessed democracy rolling back, increasingly restrictive market barriers, and increasing conflict. These deteriorating trendlines have only accelerated in recent years.

We face stark challenges; never has diplomacy mattered more. It is critical that New Zealand's voice is heard again in the world. Our programme of international engagement, including the connections being built by the Prime Minister, Minister for Trade, Minister of Climate Change, Minister of Defence, and my other Cabinet colleagues, is re-energising our diplomatic partnerships. Over time it will create more opportunities for our exporters.

To realise our foreign policy goals, we need to be forensic about where we can achieve the best gains. By investing in our relationships, we can grow our prosperity and strengthen our security.

This Government's Foreign Policy Reset will see us significantly increase our focus on Southeast Asia, India, and North Asia. We seek to reinvigorate relationships with our traditional and like-minded partners and support them to form new groupings. We will also sustain our deeper focus on the Pacific region. Our multilateral engagements will target issues where we have direct interests, or where core values are at stake. We will also advance a serious step change in New Zealand's export growth.

These priorities reflect the fact that, while New Zealand faces a challenging environment, the Government also sees opportunities, and has an ambitious agenda that we approach with energy and urgency.

The Ministry is reviewing its operations to ensure alignment with these priorities. While we are operating within the constraints of the current fiscal environment, we must also recognise the Ministry of Foreign Affairs and Trade's fundamental role to keep New Zealanders safe and support their prosperity.

Responsible Minister Statement

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

Rt Hon Winston Peters

Minister of Foreign Affairs
Responsible Minister for the Ministry of Foreign Affairs
and Trade



Introduction from our Chief Executive

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

For more than a generation New Zealand has enjoyed a comparatively stable and secure strategic environment, largely favourable to our interests and values.

The current global environment, however, is being shaped by heightened strategic tension, protracted conflicts, greater trade protectionism, and growing climate impacts.

Over the next four years, the Ministry will be pursuing New Zealand's foreign, trade, and development cooperation policies in a less open, less secure, and more volatile world. This will require the Ministry to be agile in adapting to our global context, including by ensuring that our resources remain aligned with our priorities.

Our *Strategic Intentions 2024–2028* sets out our purpose, and what the Ministry aims to achieve over the next four years to deliver the Coalition Government's Foreign Policy Reset priorities and to contribute materially to the lives of New Zealanders.

To support these objectives, the Ministry has identified three strategic focus areas: deepening New Zealand's relationships with India, Southeast Asia, and ASEAN; partnering with Australia to support improved outcomes in the Pacific region; and growing New Zealand's export value and resilience.

Strategic Intentions 2024–2028 also outlines the actions that the Ministry undertakes in pursuing these and other foreign policy goals, including promoting the safety of New Zealanders offshore; helping our businesses succeed internationally; working closely with Pacific and Indo-Pacific partners to support a safe, secure, and prosperous region; and participating in regional and multilateral fora to support the international rules and norms that underpin our prosperity and security.

The Ministry works closely with other New Zealand agencies both onshore and offshore, and through its network of New Zealand diplomatic missions, to progress our foreign, trade, and development cooperation policy goals.

Both in New Zealand and at our posts overseas, the Ministry's foundation is our people. The Ministry remains committed to strengthening our culture, capabilities, and the networks and connections essential to delivering foreign policy outcomes favourable to New Zealand.

The Ministry and its people will be committed and focused on delivering New Zealand's foreign policy objectives, while navigating the challenges that the next four years will bring.

Chief Executive Statement of Responsibility

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

Bede Corry
Secretary of Foreign Affairs and Trade

Our context

Our purpose

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

We engage with countries, and with regional, international, and multilateral bodies, to influence outcomes that align with New Zealand's values and protect our enduring national interests.

A safe, secure and just future

New Zealanders' safety — whether in New Zealand, offshore, or online — can be threatened by international factors, ranging from conflict to cyberattacks. A safe and secure world — underpinned by respect for international rules and norms, and human rights — provides the foundation for our security, prosperity, and sustainable development.

The Ministry provides consular assistance to New Zealanders overseas; responds to global emergencies; and represents New Zealand, regionally and internationally, on issues that impact New Zealand's security. The Ministry's work also contributes to global action for peace and stability, with a focus on the Pacific and Indo-Pacific regions.

A prosperous and resilient future

International trade and investment are essential for New Zealanders to prosper and succeed. One in four jobs in our country depends on exports. The Ministry acts to remove or reduce barriers to trade and investment, secure and defend access to overseas markets, and help exporters. The Ministry also supports, and advocates for, inclusive and sustainable development.

A sustainable future

The well-being of New Zealanders depends on the international community working together to address shared challenges (such as climate change), and to defend and promote international rules that conserve and manage shared natural resources sustainably. The Ministry works with other agencies to ensure that New Zealand's voice is heard on international sustainability issues. We have specific interests in protecting Antarctica and in promoting the sustainable management of natural resources in the Pacific. A strong focus for New Zealand is on working collaboratively with Pacific partners to support their climate resilience.

Our values

The Ministry's values of **impact**, **kotahitanga**, **courage**, and **manaakitanga** guide how we interact with our people within our organisation, and our domestic and international stakeholders.

Our contribution

The Ministry is the Government's principal agent for pursuing New Zealand's international interests and representing our country offshore. We build connections with, and influence, other countries to advance New Zealand's interests, project our values, and secure outcomes that matter to us.

We progress the Government's international priorities and advise the Government on how regional and global events could impact New Zealand.

We lead New Zealand's diplomatic network, which represents the Government and progresses our interests around the world. Our Heads of Missions and Posts are formally appointed and mandated to represent the Government, allowing them to speak with an authoritative voice on matters of importance to New Zealand.

The Ministry provides the Government with specialist advice on foreign, trade, and development cooperation policy. We are the Government's primary adviser on international legal issues and are responsible for delivering New Zealand's International Development Cooperation (IDC) Programme.

The Ministry provides consular services and travel advice to New Zealanders overseas; and coordinates the Government's response to offshore emergencies.

Everything we do involves influencing and working with others. This includes:

- Supporting effective, inclusive, and resilient global rules, norms, and institutions that amplify our voice and influence.
- Building effective international relationships and partnerships, which are vital for us to have international influence and achieve our outcomes.
- Working collaboratively with other government agencies as "New Zealand Inc", in delivering outcomes.

We engage with Māori partners and seek to reflect our Treaty of Waitangi/Te Tiriti o Waitangi responsibilities in our work. We also connect with the public, and our other stakeholders, to support mutual understanding and collaboration.

Our functions

The Ministry has diverse statutory and operational responsibilities, which are reflected in the range of our work. We administer the Foreign Affairs Act 1988, the Russia Sanctions Act 2022, and the Antarctica (Environmental Protection) Act 1994. We also administer other Acts related to foreign affairs; peace, rights, and security; Antarctica; law of the sea; the Realm of New Zealand and the Pacific.

Our key functions align with the Ministry's appropriation structure in Vote Foreign Affairs.

Advise the Government		
<ul style="list-style-type: none"> We advise the Government on issues, risks, and opportunities related to New Zealand interests. We work with other agencies to provide advice. 	By	<ul style="list-style-type: none"> Acting as the Government's specialist foreign, trade and development policy adviser, and international legal adviser. Providing ministers with relevant assessments, briefings, and advice. Ensuring NZ Inc advice reflects international dimensions appropriately. Monitoring Crown entities: New Zealand Trade and Enterprise (jointly with the Ministry of Business, Innovation and Employment); Antarctica New Zealand; and Asia New Zealand Foundation.
Influence internationally		
<ul style="list-style-type: none"> We lead and support NZ Inc's international engagement. We establish relationships and connections that allow us to influence on the world stage. We amplify the Pacific's voice internationally 	By	<ul style="list-style-type: none"> Building strong bilateral, regional, and multilateral relationships with international partners. Maintaining an effective network of overseas posts and engaging with the Diplomatic Corps in New Zealand. Supporting diplomatic engagement with international leaders. Participating in regional and international institutions, to set rules and influence actions and decisions.
Deliver foreign policy		
<ul style="list-style-type: none"> We develop, implement, and deliver foreign and trade policy advice and outcomes. We protect and defend the interests and safety of New Zealanders and uphold the rule of law and human rights. 	By	<ul style="list-style-type: none"> Negotiating and implementing international instruments, such as trade and environmental agreements. Acting as the public regulator in relevant areas, including Russia sanctions and export controls. Defending and advancing liberal international norms and rules, and New Zealand's security, territorial, and trade interests, through diplomatic and legal channels and through regional and international bodies. Leading New Zealand's response to international events of significance and managing the international dimensions of New Zealand's response to domestic crises.
Support New Zealanders		
<ul style="list-style-type: none"> We promote the safety of New Zealanders who live or travel overseas. We support New Zealand businesses to succeed in international markets. 	By	<ul style="list-style-type: none"> Providing consular services and safe-travel advice, and leading responses to international events that affect New Zealanders. Providing exporters with services, tools, and market insights to help them operate internationally. Promoting and protecting the New Zealand brand and our intellectual property.
Manage the International Development Cooperation Programme		
<ul style="list-style-type: none"> We support development outcomes that foster a more peaceful, prosperous, and resilient world, especially in the Pacific and Indo-Pacific regions. We deliver humanitarian support that saves lives and relieves suffering during natural and protracted crises. 	By	<ul style="list-style-type: none"> Managing and disbursing funding¹ through the IDC Programme (this work includes strategic planning, performance management, project design, procurement, risk management, monitoring, and evaluation). Working with key agencies (this includes partner governments, NZ Inc, multilateral and regional agencies, NGOs, and the private sector) to deliver development cooperation and humanitarian support.

¹ New Zealand's IDC Programme Ngā Hoe Tuputupu-mai-tawhiti is funded by a non-departmental appropriation within Vote Foreign Affairs. The Ministry disburses this funding to a range of delivery partners.

Our structure and network

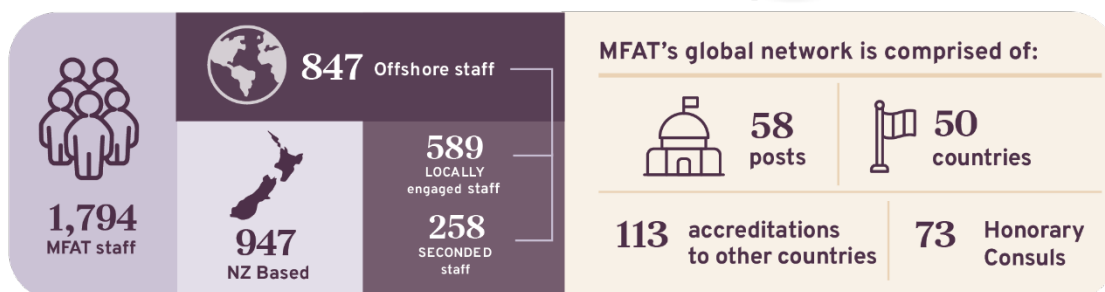
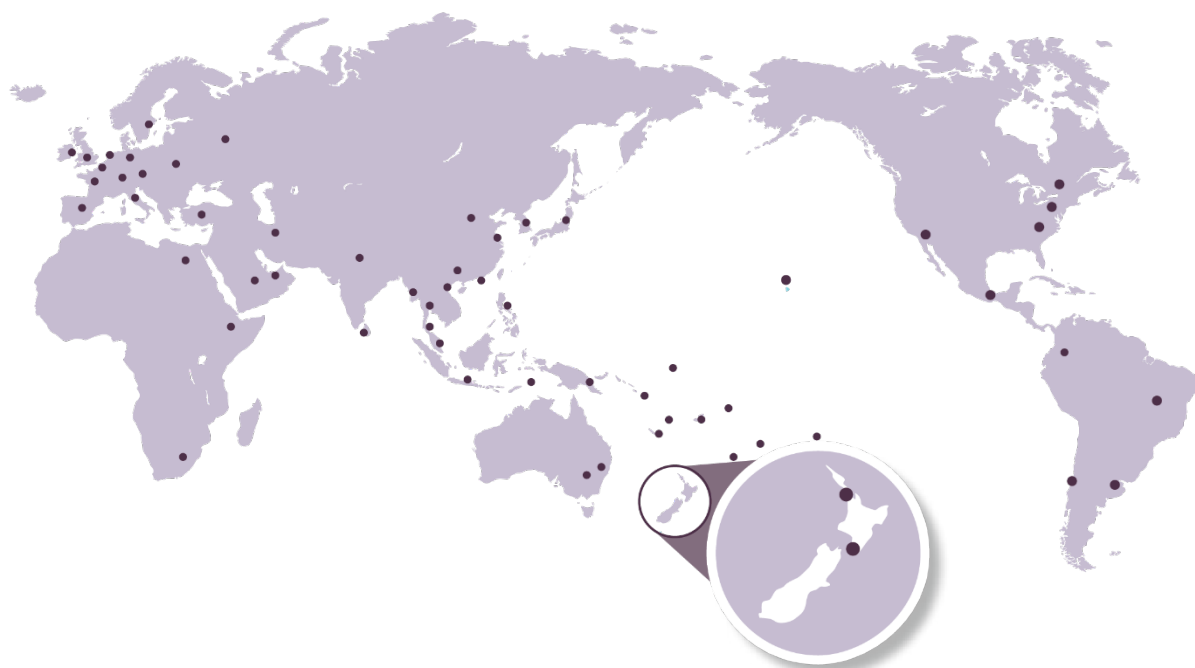
The Ministry's head office in Wellington is structured by geographic regions, policy functions, and corporate functions. It is comprised of:

- Americas and Asia Group.
- Europe, Middle East, Africa, and Australia Group.
- Pacific and Development Group.
- Multilateral and Legal Affairs Group.
- Trade and Economic Group.
- Deputy Chief Executive Policy Group.
- Deputy Chief Executive People and Operations Group.

The Ministry also has an office in Auckland which engages with a broad network of stakeholders (including Pasifika communities throughout the country), facilitates outreach to business stakeholders and Māori partners, hosts high level meetings and visits, and plays a role in emergency management.

The Ministry's global network presently comprises 58 posts in 50 countries. Posts have diplomatic cross-accreditations to a further 113 countries. These cross-accreditations are a cost-effective way to extend the Government's reach beyond those countries in which we have a physical post. In some locations our posts are usefully supplemented by appointing honorary consuls².

Our global network



² Honorary Consuls are locally engaged individuals appointed in an honorary capacity under the Vienna Convention on Consular Relations to represent the interests of New Zealand in regions where New Zealand does not have a diplomatic mission. They can promote economic and cultural ties and provide the first point of consular assistance to New Zealanders abroad.

Our operating environment

Our global environment

The Ministry's 2023 foreign policy strategic assessment *Navigating a shifting world* | *Te whakatare i tētahi ao hurihuri* foresees a challenging period ahead for advancing and defending New Zealand interests and values internationally.

Navigating a shifting world describes New Zealand's strategic context for the next decade. It identifies three 'big shifts' in the international order that will fundamentally alter how we see and shape our place in the world:

1. **A shift from rules to power.** This is a shift towards a 'multipolar' world, characterised by a period during which rules are more contested and relative power between states has a greater role in shaping international affairs.
2. **A shift from economics to security.** This is a shift in which economic relationships are reassessed in light of increased military competition in a more securitised and less stable world.
3. **A shift from efficiency to resilience.** This is a shift in factors driving economic behaviour. Building resilience and addressing social and sustainability issues will become more prominent economic drivers for countries.

Navigating a shifting world asserts that the present – and future – does not, and will not, look like the recent past. It points to a global outlook of increased complexity, disruption, and risk; and heightened strategic tensions. It sees technological development moving at an unprecedented pace. Climate change and environmental degradation will have a significant impact. It also anticipates a world that is less open, less prosperous, less secure, and less free.

New Zealand will need to navigate a wider range of global threats and new risks, in a fundamentally different strategic context. The Ministry will need to

understand where New Zealand's challenges and opportunities lie and reflect this new reality in our foreign policy.

Against this backdrop, the frequency and magnitude of unexpected international events that affect New Zealand may increase. In the past three years, the Ministry has responded to significant global crises, including the COVID-19 pandemic, Russia's illegal invasion of Ukraine, and the Israel– Hamas conflict.

Our domestic environment

There are strong connections between New Zealand's domestic settings and foreign policy. To successfully pursue our international interests, the Ministry needs strong relationships at home. The Ministry gives effect to the Public Service Act 2020 by acting in the spirit of service to the community, and by seeking to be impartial, accountable, trustworthy, respectful, and responsive.

The Ministry engages extensively across New Zealand, including with Māori to reflect our Treaty/Te Tiriti responsibilities. We engage proactively with business, non-government organisations (NGOs), local government, community, and academic stakeholders, to inform policy advice. We also partner with NGOs to deliver humanitarian assistance and development cooperation.

As New Zealand's strategic context becomes more complex, we will face difficult decisions more often. To pursue New Zealand's foreign policy and deliver development cooperation offshore effectively, it is important that we have a strong social license.

Domestically, talking about our foreign policy settings helps raise public awareness of New Zealand's priorities, risks, challenges, and opportunities. It builds better understanding also of the rationale behind difficult choices and positions we may take, in pursuit of a safer, more prosperous, and more sustainable world.

Our NZ Inc connections

The Ministry's work with NZ Inc agencies involves strategic leadership on international issues and engagement; working together in a lead or support role to deliver shared objectives; funding development cooperation, especially in the Pacific region; and providing practical services to agencies that have staff offshore (many of whom are co-located in Ministry offices).

Our NZ Inc connections deepen New Zealand's, and the Ministry's, international relationships, mana, and influence.



Our NZ Inc partners for Security

- Department of the Prime Minister and Cabinet
- Ministry of Defence
- New Zealand Customs Services
- New Zealand Security Intelligence Service
- Government Communication Security Bureau
- New Zealand Police
- Ministry of Business, Innovation and Employment
- Ministry of Health
- Ministry of Justice
- Inland Revenue Department
- Department of Corrections
- Crown Law Office
- Audit New Zealand
- Office of the Auditor-General
- Public Service Commission
- National Emergency Response Team New Zealand
- Civil Aviation Authority
- Fire and Emergency New Zealand



Our NZ Inc partners for prosperity

- Ministry for Primary Industries
- Ministry of Business, Innovation, and Employment
- New Zealand Customs Services
- New Zealand Trade and Enterprise
- The Treasury
- Callaghan Innovation
- Tourism New Zealand
- Ministry of Education
- Manaaki Whenua Landcare Research
- Plant and Food Research NZ
- Education New Zealand
- Ministry of Health
- Pharmaceutical Management Agency (PHARMAC)
- Health New Zealand
- Statistics New Zealand
- New Zealand Qualifications Authority
- Education Review Office
- Te Kura
- Ministry for Women
- Asia New Zealand Foundation



Our NZ Inc partners for sustainability

- Ministry for the Environment
- Department of Conservation
- Land Information New Zealand
- Ministry of Health
- Maritime New Zealand
- GNS Science
- Institute of Environmental Science and Research
- Meteorological Service NZ
- National Institute of Water and Atmospheric Research
- Ministry for Primary Industries
- Manaaki Whenua Landcare Research
- Plant and Food Research NZ
- Antarctica New Zealand

We work with our NZ Inc partners to deliver foreign, trade, and development outcomes. In some areas the Ministry takes a leadership role, in others we coordinate or support other agencies. Our delegations to international meetings regularly include agency subject-matter experts. Our free trade agreement negotiating teams include specialists from New Zealand Customs, Ministry for Primary Industries, and Ministry of Business, Innovation, and Employment, among others. We work closely with NZ Inc to address non-tariff barriers to trade. In the Pacific we partner with over 30 other New Zealand government agencies to progress our foreign policy priorities, deliver our overseas development assistance, respond to crises, and provide technical assistance and support. Offshore NZ Inc agencies usually co-locate at our Embassies, High Commissions and Consulates, and the Ministry's Heads of Mission provide a leadership and coordination role.

In addition, the Ministry participates in a range of NZ Inc Boards. For example, the Ministry's Chief Executive attends: the Border Executive Board, an inter-departmental executive board that coordinates the management of New Zealand's borders; the Climate Change Chief Executives Board; the National Security Board, which governs the National Security Strategy; the Economic Chief Executives; and the New Zealand Story Board, among others.

Our strategic direction



Strategic Framework

The Ministry's Strategic Framework defines our purpose and the impact we want to make. It articulates the Ministry's contribution to New Zealand's security, prosperity, and sustainability over a 10-year horizon, and identifies medium-term focus areas, which are aligned with the Government's priorities. The Strategic Framework also provides a basis to measure and assess our performance and link our resources to our priorities. The Ministry reviewed the Strategic Framework in 2023, in light of *Navigating a shifting world*, and it was relaunched in early 2024.

The responsive nature of some of the Ministry's work, such as responding to unexpected events and crises, requires a flexible approach that allows us to surge resources as needed. We anticipate that the increased frequency of such events in recent years is a trend that will continue and may intensify.

Our Goals and Outcomes

Derived from our purpose statement ("The Ministry acts in the world to build a safer, more prosperous, and more sustainable future for New Zealanders") the Strategic Framework identifies three enduring goals. Each goal has three outcomes, which set out our objectives over the longer term.

A safe, secure and just future

- New Zealand and its people are safer abroad and at home.
- The rule of law, human rights, and global security are protected and advanced.
- The Pacific and Indo-Pacific regions are secure and stable.

A prosperous and resilient future

- The international trade and economic environment is fair and favourable for New Zealand businesses.
- New Zealand exporters have the tools, knowledge and support they need to thrive in overseas markets.
- The Pacific and Indo-Pacific regions are more prosperous and resilient.

A sustainable future

- Antarctica is protected, and the natural environment, particularly in our region, is conserved and sustainably managed, including its oceans and biodiversity.
- The impact of climate change is mitigated through an effective global response.
- Pacific countries have increased resilience to natural hazards and the intensifying impacts of climate change.

These goals represent the enduring elements of our Strategic Framework, and are reflected in our foreign and trade policy, and our IDC Programme.

These goals are elaborated further on pages 14-19.

Our Focus Areas

Focus areas are a new feature of the refreshed Strategic Framework. Aligned with the Government's priorities, the three focus areas are medium-term priorities that the Ministry will make significant progress on:

- Partnering for the Pacific.
- Deepening our relationships with India, Southeast Asia, and ASEAN.
- Growing export value and resilience.

These focus areas reflect the evolving global environment outlined in *Navigating a shifting world*. Each one is an area the Ministry intends to give additional attention, to ensure that we take a strategic and targeted approach.

These focus areas are elaborated further on pages 21- 23.

Our performance system

The Ministry reports annually on our progress toward building a safer, more prosperous, and more sustainable future for New Zealanders, using a range of qualitative and quantitative approaches to demonstrate performance.

Qualitative assessment

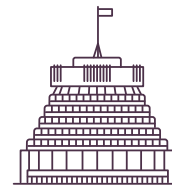
This involves reporting on achievements related to our goals, outcomes, and focus areas, and how they relate to the Government's priorities. Supported by case studies, this reporting highlights our major efforts and achievements.

Quantitative assessment

Our qualitative assessment is supplemented by reporting on outcome indicators. We also set out service performance information (this consists of output measures and performance targets) to demonstrate how we have used Ministry funding.

Our performance system is set out in more detail on pages 28-29.

Government priorities



The Strategic Framework supports the Ministry's delivery of the Government's foreign policy priorities.

In his address to the New Zealand Institute of International Affairs on 1 May 2024, the Minister of Foreign Affairs articulated New Zealand's Foreign Policy Reset. This seeks to reinvigorate and refocus New Zealand's foreign, defence, and trade policy. The Foreign Policy Reset identifies these priorities:

- To significantly increase New Zealand's focus on and resources applied to Southeast Asia, South Asia (in particular India), and North Asia.
- To apply renewed attentiveness to traditional and like-minded partners.
- To sustain our deeper and comprehensive focus on the Pacific, working closely with Pacific leaders, Australia, and like-minded partners.
- To target multilateral engagement to global or transboundary issues where we have direct interests or where there are core New Zealand values and freedoms at stake.
- To support new mini-lateral groupings that can effectively and efficiently advance our interests and capabilities.
- To deliver an intensive, targeted programme of trade and economic diplomacy to support the Government's goal of doubling export value over the next decade.

Delivering these priorities will make a significant contribution to the Ministry's three enduring goals and medium-term focus areas.



Foreign Affairs Minister Rt Hon Winston Peters outlining the Coalition Government's foreign policy priorities to NZIIA. Credit: X @NewZealandMFA.

Goals



Goals

The Ministry's Strategic Framework identifies three enduring goals. These are: *a safe, secure and just future, a prosperous and resilient future, and a sustainable future*. Each goal has three outcomes, which set out our objectives over the longer term.

A safe, secure and just future

Why this matters

New Zealand strives to help build a safe, secure, and just world, so that all people can thrive. A safe and secure world, based on a rules-based international system, which reflects New Zealand's interests and values, provides the foundation for prosperity and sustainable development.

A significant pillar of New Zealand's foreign policy is supporting liberal global rules and principles that help create a stable, predictable global operating environment, and supporting collective action towards durable and equitable solutions to international challenges. When we participate in the rules-based international system, smaller nations like New Zealand and our Pacific partners can have a greater voice and more influence on a range of issues.

New Zealand also contributes to regional cooperation supporting peace and stability, with a particular focus on the Pacific and Indo-Pacific regions, which are critical to our foreign and trade policy interests.

Outcome: New Zealand and its people are safer abroad and at home

How we support this outcome

We ensure that New Zealanders living or travelling overseas can readily access high-quality travel advice and consular assistance, including when they are affected by an international crisis or natural disaster. We also cooperate closely with key partners on trans-boundary security issues. These include terrorism, malicious cyberactivity, trans-national crime, foreign interference, and disinformation.

Indicators of progress*

Indicator	Quality of consular services
Description	80% or more of responders are satisfied with the quality of the Ministry's consular services

Outcome: The rule of law, human rights, and global security are protected and advanced.

How we support this outcome

We protect and strengthen liberal international rules and norms, and actively engage in the rules-based international system with our partners, to support New Zealand's core interests and values. This includes upholding fundamental elements of international law that underpin our sovereignty, security, and prosperity; supporting new norms governing emerging threats, which are consistent with New Zealand's interests and values; upholding human rights; promoting disarmament, arms control, and responsible behaviours in outer space; and delivering development cooperation and effective humanitarian responses through the multilateral system. The Ministry engages in a range of international fora, including the United Nations, and related mechanisms and institutions, including the United Nations Convention on the Law of the Sea, and International Atomic Energy Agency.

Related to this outcome, we implement the export controls regime and sanctions under the Russia Sanctions Act 2022. We also work directly with other countries on initiatives that promote global peace, security, and development cooperation to advance human rights.

*See note on indicators of progress**

Outcome: The Pacific and Indo-Pacific regions are secure and stable

How we support this outcome

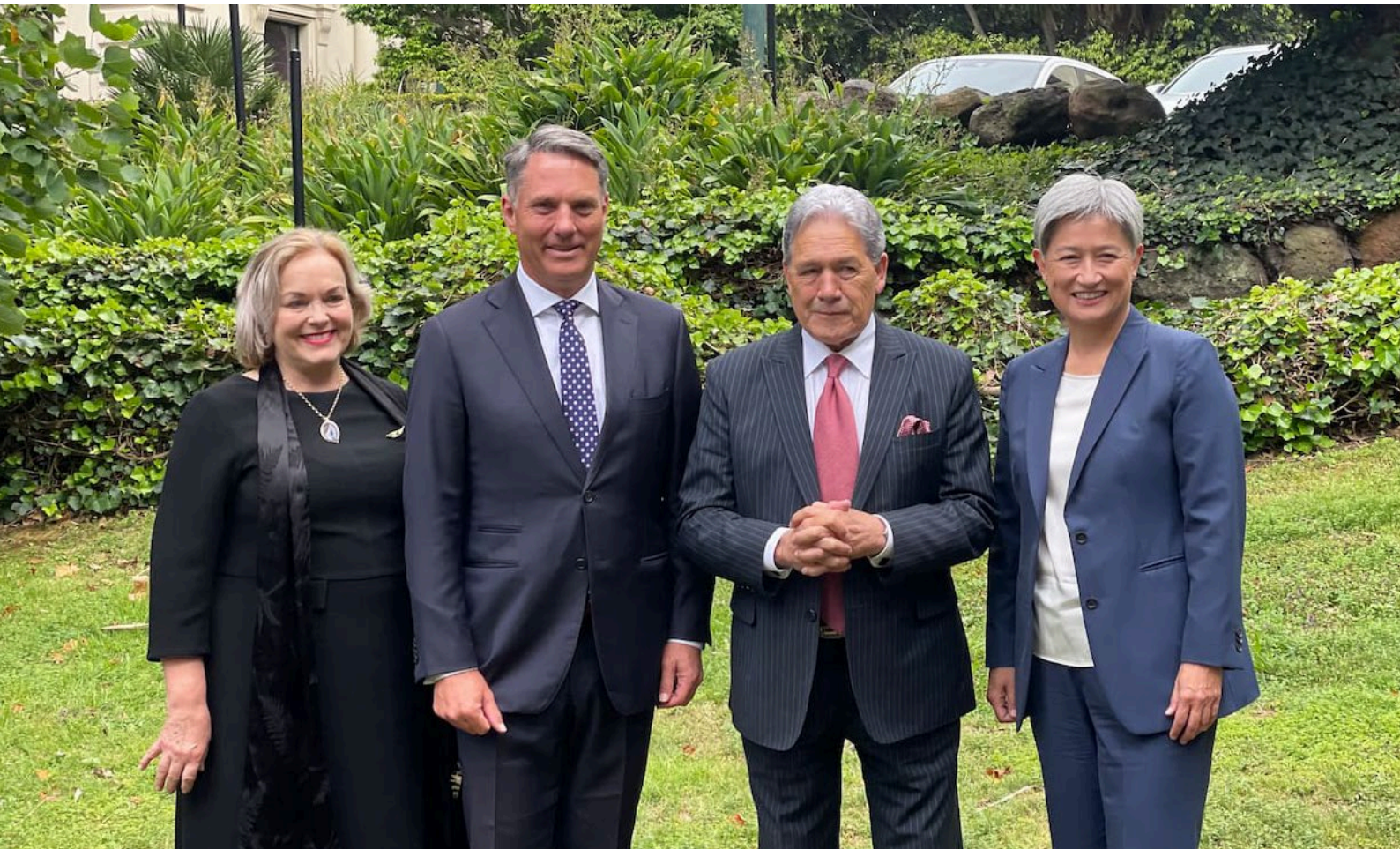
We promote security and stability in the Pacific and Indo-Pacific through our bilateral partnerships and engagement with regional fora, such as the Pacific Islands Forum, Association of Southeast Asian Nations (ASEAN), and the East Asia Summit. Our work in this area includes delivering initiatives that address trans-boundary security issues; championing the rule of law; delivering regional capacity-building initiatives; and supporting well-governed institutions and regional architecture in the Pacific. We also support our partners to prepare for, respond to, and recover from natural disasters and other crises.

Indicators of progress*

Indicator	Government Effectiveness for Pacific bilateral partners
Description	Number of Pacific bilateral partner countries showed improving trend

The International Development Cooperation Programme security-related priorities for 2024-2027 include:

- Pacific countries have strengthened democratic norms and accountable institutions and public services.
- The Pacific has enhanced ability to address wide-ranging trans-boundary security threats.
- Pacific national security sectors are able to manage internal security challenges in a manner consistent with human rights.
- Partner governments and other humanitarian actors in the Pacific are prepared for, and lead effective and inclusive humanitarian responses to, disasters and crises.
- New Zealand's global development assistance contributes to peace, security, and stabilisation.
- With support from New Zealand, crisis affected countries and communities are accessing the assistance and protection they need, especially those most vulnerable.



Minister of Defence Hon Judith Collins KC, Australian Minister of Defence Hon Richard Marles, Minister of Foreign Affairs Rt Hon Winston Peters, and Australian Minister of Foreign Affairs Hon Penny Wong. Credit: RNZ.

**The Ministry uses a range of tools to measure performance including qualitative assessments and the use of case studies. We supplement this with quantitative indicators of performance where meaningful. See pages 28–29 for more details on our performance system.*

A prosperous and resilient future

Why this matters

New Zealand's prosperity, standard of living, and resilience are underpinned by international trade and investment. To enable inclusive, sustainable economic development – in New Zealand, our region, and the world – we advocate for free and open trade, and an effective rules-based global trading system. We also strive to support New Zealand businesses operating overseas, and to increase exports, incomes, and jobs.

To achieve these outcomes, the Ministry works to:

- Reduce or remove barriers to trade and investment, to support access for our exporters to a diverse range of international markets.
- Defend market access we have secured under existing agreements and hold our trading partners to their commitments under those agreements.
- Help build and maintain global and regional trade rules and frameworks, and actively engage in norm-building institutions.
- Ensure that more New Zealanders can access the opportunities and benefits afforded by international trade.
- Protect and promote Māori interests, consistent with our Treaty/Te Tiriti responsibilities.
- Navigate the global transition to a low carbon economy, ensuring New Zealand and New Zealand businesses are well placed to succeed.

Supporting the prosperity and resilience of the Pacific and Indo-Pacific is a shared regional priority. This includes our strong advocacy for effective, inclusive, and sustainable regional development through our IDC Programme.

Outcome: The international trade and economic environment is fair and favourable for New Zealand businesses

How we support this outcome

We aim to expand and protect diverse export and investment opportunities. We do this by: negotiating and implementing free trade agreements; supporting the expansion of new members to existing plurilateral agreements; working with NZ Inc partners to address non-tariff barriers faced by our exporters; protecting, and improving existing access to international markets; and supporting work to ensure supply chains for essential products remain open, connected, and resilient.

We also strive to make it easier for New Zealanders to conduct international business, by building and defending global and regional trade rules and frameworks, through the World Trade Organisation (WTO) and other fora.

Indicators of progress*

Indicator	FTA coverage
Description	FTAs cover 75% of New Zealand's exported goods and services by 2028
Indicator	Resolving non-tariff barriers
Description	Estimated trade value, and number of non-tariff barriers resolved

Outcome: New Zealand exporters have the tools, knowledge, and support they need to thrive in overseas markets

How we support this outcome

We provide New Zealand exporters with services, tools, and insights, to help them succeed in international markets, including through market intelligence reporting, the export helpdesk, and the tariff-finder online tool. We also aim to increase the value of New Zealand's exports and promote and protect the New Zealand brand. We do this by working with NZ Inc agencies; through our network of overseas posts; and advocating for New Zealand businesses in regional and global trade fora. We also support ministerial-led trade missions.

To support the wider New Zealand economy, we support businesses to take advantage of 'green' and inclusive trade and engage in economic diplomacy to contribute to economic development.

Indicators of progress*

Indicator	The Ministry's suite of export services to support the New Zealand export community
Description	Rate of subscription to the market intelligence report; % of readers who find the report useful
Description	Number of new requests received by the export helpdesk; number of requests resolved
Description	Number of tariff-finder searches recorded
Indicator	Government support for businesses that profiles New Zealand and helps to strengthen economic connections
Description	Number of ministerial-led trade missions

Outcome: The Pacific and Indo-Pacific regions are more prosperous and resilient

How we support this outcome

We work with partners to strengthen and support the social and economic resilience of Pacific and Indo-Pacific partners, including through our IDC Programme. We aim to ensure New Zealand is integrated into the Indo-Pacific and is included in regional initiatives, including through Asia-Pacific Economic Cooperation (APEC) and ASEAN-centred regional architecture, that support regional developments of relevance to New Zealand interests.

Indicators of progress*

Indicator	Growth rate of GDP (% per year) of our Pacific bilateral partners
Description	Average growth rate across all Pacific bilateral partners that have data available
Indicator	Progress towards Sustainable Development Goals (SDGs) by our Pacific bilateral partners
Description	Number of Pacific bilateral partners, with data available, that are improving their performance on 50% or more of the SDGs

The International Development Cooperation Programme prosperity-related priorities for 2024-2027 include:

- Strengthened social resilience and inclusion supports achievement of the Sustainable Development Goals in the Pacific.
- Functioning Pacific economies with strong and stable institutions support livelihoods and benefit from trade, labour mobility and other safe people movement.
- Enhanced resilience and economic integration in South and Southeast Asia.
- Increased economic returns and food security benefits from climate-smart agriculture.



Minister for Trade Hon Todd McClay with India's Commerce and Industry Minister Piyush Goyal, July 2024. Credit: X @toddmccclaymp.

**The Ministry uses a range of tools to measure performance including qualitative assessments and the use of case studies. We supplement this with quantitative indicators of performance where meaningful. See pages 28–29 for more details on our performance system.*

A sustainable future

Why this matters

Climate change, biodiversity loss, pollution, and other global environmental challenges threaten the security and prosperity of New Zealand, our people, our region, and the world. Consistent with the concept of kaitiakitanga, we take collective global action that benefits the long-term well-being of New Zealanders and others, now and in the future. New Zealand promotes international cooperation to address climate change and other global environmental and natural-resource challenges.

New Zealand has a particular interest in ensuring Antarctica retains its special status as a natural reserve devoted to peace and science. Our geographic location means we also have a particular interest in ensuring that the Pacific region's natural environment and resources are conserved and sustainably managed, and that the region is supported to adapt to the increasingly severe impact of climate change.

The Ministry works closely with other government agencies to ensure New Zealand fulfils its international responsibilities on climate change and sustainability, and that our international engagement and domestic action are mutually reinforcing.

Outcome: Antarctica is protected and the natural environment, particularly in our region, is conserved and sustainably managed, including its oceans and biodiversity

How we support this outcome

We work in the Antarctic Treaty System to maintain Antarctica as a place devoted to peace and science. We work with other countries to shape international rules and frameworks to govern conservation and sustainable use of the ocean and global biodiversity. We also support developing countries, through our IDC Programme, to conserve and sustainably use the ocean, environment, and biodiversity.

Indicators of progress*

Indicator	Proportion of key tuna stocks within biologically sustainable levels in the Pacific (SDG indicator: 14.4.1)
Description	Number of the four key tuna stocks (skipjack tuna, yellowfin tuna, bigeye tuna, and albacore tuna) that have been assessed as being within biologically sustainable levels (that is, not depleted)

Outcome: The impact of climate change is mitigated through an effective global response

How we support this outcome

We work with other countries, particularly through the UN Framework Convention on Climate Change and the Paris Agreement, on effective global action to mitigate climate change and adapt to its effects. This includes cooperating with other governments that support our climate policy priorities; and negotiating international trade rules and economic arrangements that support New Zealand's transition to a low-emissions and climate resilient future.

We support developing countries to mitigate and adapt to climate change, through our IDC Programme. The Ministry also works with domestic stakeholders to ensure that New Zealand contributes to an effective global response to climate change.

*See note on indicators of progress**

Outcome: Pacific countries have increased resilience to natural hazards and the intensifying impacts of climate change

How we support this outcome

We support, and advocate for, action to enhance the resilience of Pacific countries to climate impacts and natural hazards. Pacific countries are particularly vulnerable to climate change because of their densely populated low-lying coasts, natural resource and tourism-dependant economies, and high exposure to weather-related hazards and ocean changes. The direct impacts of climate change threaten the overall security of countries and present ever-growing risks to habitability, resilience, and economic viability.

The Ministry prioritises ambitious action to build resilience to the impacts of climate change, including those prioritised in countries' national adaptation plans and national infrastructure investment plans.

Indicators of progress*

Indicator	Vulnerability of Pacific bilateral partners to climate change
Description	Thirty-six indicators contribute to Notre Dame Global Adaptation Initiative (ND-GAIN)'s measure of vulnerability (the indicators cover food, water, health, ecosystem services, human habitat, and infrastructure). Index scores are aggregated for Pacific countries that have data available

The International Development Cooperation Programme sustainability-related priorities for 2024-2027 include:

- Enhanced resilience and adaptation to the impacts of climate change.
- Biodiversity is sustainably used and managed; and ecosystem functions valued, maintained, and enhanced, supporting the achievement of sustainable development.
- Developing countries accelerate action on their mitigation priorities (including those in their Nationally Determined Contributions) in a cost-effective way.
- Developing countries increasingly adopt emissions-reducing technologies and practices in agriculture, land-use, forestry, tourism, energy and land and maritime transport.



Minister of Climate Change Hon Simon Watts, Minister of Finance Hon Nicola Willis, Australian Treasurer Hon Dr Jim Chalmers, Australian Minister for Climate Change and Energy Hon Chris Bowen, meeting in Brisbane to discuss climate resilience and economic growth. Credit: LinkedIn Simon Watts.

**The Ministry uses a range of tools to measure performance including qualitative assessments and the use of case studies. We supplement this with quantitative indicators of performance where meaningful. See pages 28–29 for more details on our performance system.*

Focus areas



Focus Areas

Focus areas are medium-term priorities where the Ministry will focus resources and attention. These are: *Partnering for the Pacific; Deepening relationships with India, Southeast Asia and ASEAN; and Growing export value and resilience.*

Each focus area has a designated lead and senior responsible officer who sits on the Ministry’s Board³, ensuring dedicated oversight and accountability.

Partnering for the Pacific

Why this matters

New Zealand has a critical interest in a stable, prosperous, and resilient Pacific. As our home, the Blue Pacific Continent is a significant and enduring focus of New Zealand’s foreign policy. We are committed to partnering with Pacific countries to deliver improved outcomes for our region.

The Pacific is increasingly contested and complex. Alongside Australia, we have a non-discretionary interest in supporting the resilience of Pacific countries to address short and long-term challenges, including those related to climate change, security, human development and economic prosperity.

Australia is our indispensable partner in this work. Working together, we can contribute at scale and speed, and in ways that directly address the needs and priorities of our Pacific partners.

The Partnering for the Pacific focus area seeks to maximise New Zealand’s and Australia’s comparative strengths, and coordinate our countries’ support to the region. This includes ensuring that our development programmes, policy dialogues, and other Pacific-focused initiatives are complementary and coordinated.

We will work closely with Australia to support Pacific sovereignty, enhance the centrality of the Pacific Islands Forum, and ensure regionalism remains at the heart of our collective engagement.

The Ministry will focus extra effort into achieving these objectives:

Objective One: Enhanced coordination and knowledge management within the Ministry and New Zealand Government to give transparency, visibility and coherence to how we interact with Australia on Pacific issues.

Objective Two: More structured engagement with Australia on Pacific issues, drawing on our respective strengths.

Objective Three: Increased opportunities to work with Australia, in the region and in multilateral settings, in support of Pacific priorities.



Minister of Foreign Affairs Rt Hon Winston Peters with Minister of Health Hon Dr Shane Reti in Rarotonga. Credit: MFAT

³ The MFAT Board is comprised of our senior leadership team.

Deepening our relationships with India, Southeast Asia and ASEAN

Why this matters

As home to 9 percent of the world’s population and collectively the world’s fifth-largest economy, Southeast Asia is critical to New Zealand’s prosperity and security.

As we look to diversify trade and double the value of exports over the next decade, the region represents strong potential that is supported by the comprehensive regional trade architecture we already have in place.

For New Zealand, maintaining and strengthening our partnerships in the region is important for our security, for keeping supply chains and connectivity open, and for upholding the international rules-based system that we depend on. People-to-people links, and the growing Southeast Asian communities who now call New Zealand home, mean that we are increasingly inter-linked with the region.

India is an increasingly important global actor, asserting its interests in the Indo-Pacific and engaging in the Pacific. India is home to the world’s largest population and has a powerful military. It is the world’s fifth largest economy and is projected to become the

third largest by 2028. Having a broad-based relationship with India will strengthen our resilience, as we seek to balance and spread risk by diversifying our trading profile.

The Ministry will focus extra effort into achieving these objectives:

Objective One: Enhanced bilateral relationships with: Indonesia, Malaysia, Philippines, Singapore, Thailand, and Viet Nam.

Objective Two: Demonstrated commitment to the Indo-Pacific and our long-standing relationship with ASEAN, particularly through establishing a comprehensive strategic partnership.

Objective Three: A closer, more mature relationship with India – including a deeper economic partnership and ultimately increased market access through a Free Trade Agreement – achieved through a sustained, coordinated, and carefully sequenced whole-of-government effort, with support from business, sporting, and ethnic communities.



Prime Minister Rt Hon Christopher Luxon with then Prime Minister of Singapore Hon Lee Hsien Loong during a trade mission to Southeast Asia. Credit: Ministry of Digital Development and Information, Singapore.

Growing export value and resilience

Why this matters

Given that New Zealand has a small domestic market, our future prosperity requires us to maintain, and improve access to, export markets. This enables New Zealand businesses to maximise opportunities and supports broad-based economic growth. However, the international environment is increasingly less conducive to exporters. Global growth has slowed, and there has been a shift away from open markets and efficiency, and towards resilience and protectionism. New Zealand is not immune to these shifts. Therefore, building a diverse set of trading relationships is critical to our economic security and resilience.

This focus area articulates how the Ministry, working with NZ Inc partners, plans to integrate New Zealand more deeply into the global economy and support New Zealand exporters.

The Ministry will focus extra effort into achieving these objectives:

Objective One: Expanding and deepening New Zealand's trade architecture is critical to expanding exports. The Ministry will focus on securing bilateral free trade agreements (FTAs) with high-value markets while supporting the expansion of existing plurilateral agreements and the WTO.

Objective Two: We will seek to extract maximum value from the implementation of existing FTAs. This will include the effective use of FTA institutional structures to tackle trade barriers and agree additional mechanisms to support free trade. Using trade data, the Ministry will also identify and implement policy interventions to support our exporters.

Objective Three: The Ministry, along with our partners across NZ Inc, will identify and address non-tariff barriers that hinder export growth. This will involve cooperation across government as well as in regional, plurilateral and multilateral fora.

Objective Four: The Ministry will facilitate export promotion and support across government to undertake an unprecedented number of trade missions. This will provide our exporters opportunities to form business connections, broker deals and develop new markets. Our overseas posts will provide actionable insights to New Zealand businesses via our Economic Diplomacy Programme.

Objective Five: The Ministry will engage with rules and norm building and support the multilateral rules-based trade system with a focus on engagement through the WTO, Organisation for Economic Cooperation and Development (OECD), Indo Pacific Economic Framework (IPEF) and APEC. This will ensure that New Zealand's interests are represented, while we also resist more protectionism in the multilateral trading system. We will utilise plurilateral instruments including the Digital Economic Partnership Agreement, the Agreement on Climate Change, Trade and Sustainability, and the Indigenous Peoples Economic and Trade Cooperation Arrangement to advance New Zealand's interests in emerging areas of trade policy.

Objective Six: The Ministry will continue to support New Zealand's economic resilience, with a particular focus on enhancing international engagement on economic security issues, countering economic coercion, successfully engaging in the green economy, and working to strengthen our global supply chains, including through the IPEF.



European Union Ambassador Lawrence Meredith with Minister for Trade Hon Todd McClay. Credit: X@toddmclaymp.

Our foundations

The background features a complex, abstract geometric pattern. It consists of numerous overlapping, semi-transparent shapes in various shades of green, ranging from a deep forest green to a bright lime green. These shapes are primarily triangles and quadrilaterals, arranged in a way that creates a sense of depth and movement, resembling a stylized architectural or crystalline structure. The overall effect is a rich, textured green field.

Organisational Foundations | Our enablers, capabilities, and relationships

The Ministry's organisational foundations are its people, culture, capabilities, structures, and ways of working that enables us to conduct business efficiently, effectively, and affordably. By fostering and strengthening our internal systems and connections, we are better able to: achieve our strategic and organisational objectives; fulfil our Treaty/Te Tiriti responsibilities; and engage constructively within the Ministry, and with NZ Inc agencies and other stakeholders.

How we organise ourselves

Our core foundation is our people. Some of our staff will work on a range of issues throughout their Ministry careers. Some of our staff bring specialist skills, for example as legal advisers or trade negotiators. Other specialist staff contribute to our organisation by keeping the Ministry running, both onshore and offshore. Many of our staff offshore are employed locally, reflecting the importance of local skills, knowledge, and networks to our work.

Our staff develop expertise not only within the Ministry, but also through work across the public and private sectors. Through secondments, lateral and mid-career recruitment, and a focus on diversity in recruitment, the Ministry is focused on bringing fresh knowledge and experience into our organisation. Our peoples' collective body of knowledge, experience, and learning is the foundation for the Ministry's success. We harness this to fulfil our purpose, through the application of robust, tailored internal systems and processes.

Directional shifts

As the world changes around us, we need to adapt and evolve how we operate; this can be complex for a Ministry that operates across a global network.

The Ministry also faces fiscal pressures, including the impact of inflation on the cost of doing business and implementing major projects, technology moving to cloud services, increasing cybersecurity risk, new and emerging technologies, and the impact of climate change, natural disasters, and pandemics on people and operations.

We need to continue investing in improving our organisation by working more efficiently and managing change. Our managers will actively support innovation and continuous improvement and support staff to identify, mitigate, and manage risks appropriately.

Our ability to adapt to a changing world requires our leaders to provide a clear vision, strong communication skills, effective knowledge transfer, diversity of thought, a clear understanding of, and commitment to,

our responsibilities under the Treaty/Te Tiriti, and strong judgement. As an organisation, we will value collective achievement, collaborative working, and transparency.

Pillar One: The Ministry works to function as a happy, healthy, and high performing community for all

All our staff members have a role to play in ensuring that organisational culture and behaviours align with our Ministry's values. The Ministry values diversity and inclusion in terms of the Ministry's people, ideas, and behaviour. We expect our leaders to be effective custodians of our values and role models for our organisational culture.

The Ministry supports our staff to grow and develop, by providing meaningful work opportunities in a safe and enabling environment. We expect and support all our staff members to contribute to the health, safety, and well-being of our people.

Pillar Two: The Ministry has effective and efficient global networks, systems, and services

For the Ministry to have effective and efficient services, it needs affordable property, information, and communications technology (ICT) networks, systems, and security settings that align with our business needs. We need networks, systems, and services that enable our people to work together, flexibly, securely, and effectively.

Every leader and staff member has a role to play in operating secure, well-functioning systems. We work together to ensure: our people, information, and assets are kept safe; our policies and processes are simple, accessible, fit-for-purpose, and up to date; our operations are affordable and sustainable; our analytical frameworks are robust, and support us to prioritise, plan our business, and monitor Ministry performance; and our organisation's systems have the resilience to respond to unexpected events and operate effectively in emergency situations.

Pillar Three: The Ministry's commitment to its Treaty/Te Tiriti partnership with Māori is understood and embedded in our work

Every staff member has a role to play in fulfilling the Ministry's responsibilities as a Treaty/Te Tiriti partner. We work with integrity and authenticity, to ensure tirohanga Māori is understood and reflected appropriately across our work.

Pillar Four: The Ministry engages with a spirit of public service and fosters constructive relationships with other agencies, suppliers, and partners

We provide high-quality and timely policy advice to our ministers, and communicate effectively and collaboratively with other agencies, partners, and stakeholders. Our staff work collaboratively, and

effectively with: NZ Inc counterparts onshore and offshore; our suppliers; our partners; and the organisations and people for whom we deliver services. When we are the lead agency, we lead; when we are not, we contribute constructively. We will look proactively for opportunities to integrate effort to avoid duplicated effort and incorporate multiple perspectives.

Māori-Crown relationship

Under the Public Service Act 2020 the Ministry supports the Crown in its relationship with Māori under the Treaty of Waitangi/Te Tiriti o Waitangi. The Ministry is committed to ensuring its staff are capable to engage with Māori and understand Māori perspectives.

This work is supported by the Ministry’s Te Reo Māori Strategy and Mātauranga Māori Capability Framework. The Ministry has developed more resources and tools to ensure our staff are better equipped to engage with Māori and develop appropriate policy advice. This work is led and supported by the Ministry’s Māori Division, Houtina.

The Hurumanu is a partnership group, which has been established to work alongside our chief executive and Senior Leadership Team. The Ministry also engages regularly with Māori, including with the Federation of Māori Authorities the Iwi Chairs Forum, Te Taumata, and Ngā Toki Whakarururanga. This reflects our commitment to improve the way we engage, partner, and consult with Māori.



Ministry of Foreign Affairs and Trade graduate cohort with the Deans of the 2024 intake. Credit: MFAT.

Managing our functions and operations



Our Governance Framework

The Governance Framework refers to the Senior Leadership Team Board (the Ministry's Board) and its governance committees:

- International Development Cooperation Committee.
- Resources and Organisational Development Committee.
- Investment Committee.
- Strategy, Policy, and Strategic Initiatives Committee.
- Health, Safety, and Well-being Governance Group.

The Ministry's Board and its committees advise on matters of organisational significance. They prioritise effort and investment, to ensure that key programmes are delivered as planned.

The governance committees make decisions and provide direction to the Ministry. They also advise and provide assurance to the Board.

The Ministry has established another committee called the Pākura Programme Board. This Board provides strategic guidance on and makes significant decisions in relation to the Ministry's new head office and ways of working.

Our strategic performance

Every three years, the Ministry assesses New Zealand's strategic environment and its implications for foreign policy. We also contribute to long-term insights briefings that are relevant to the Ministry's work (this is a requirement of the Public Service Act 2020). These assessments inform the Ministry's Strategic Framework.

The Ministry has robust systems in place to ensure we achieve the Strategic Framework. We have simplified these systems and aligned them to the refreshed Framework.

Our Senior Leadership Team is responsible for the three enduring goals in the Strategic Framework. Senior responsible owners coordinate and account for work on the focus areas. The Ministry has focus area plans to help ensure each focus area is successfully delivered. These plans include a 'light touch' monitoring, evaluation, research, and learning framework; governance arrangements; and biannual monitoring.

The Strategic Framework informs our staff about the Ministry's priorities for the next four years, and the impact we expect to have. The Strategic Framework cascades into teams' work through business planning processes, and into individuals' work through

performance and development plans. Our leaders continually monitor our operating environment. They adjust resources and effort to respond to changes in our environment, and to ensure they remain aligned with the Government's priorities.

The Ministry has an IDC priorities framework, which aligns with the three enduring goals of the Strategic Framework. The priorities framework is the basis for the IDC programme's planning; funding allocations; governance; and reporting on progress and impact.

Complementing organisation-wide plans, the Ministry has 10-year bilateral strategies for each major bilateral partner in the Pacific. These strategies guide New Zealand's foreign policy and development cooperation in those countries. They inform the Ministry's four-year country plans and Statements of Partnership, which integrate our development cooperation and foreign policy objectives for those Pacific countries.

The Ministry's Board will use annual reports by each of the Ministry's groups to assess progress in implementing the Strategic Framework. The Board will also use biannual focus area reports to assess the impact the Ministry is having in the focus areas. This will include qualitative assessments of delivery and risk, supported by quantitative results where meaningful to support the assessment.

The Ministry is strengthening its ability to measure the impact of our foreign policy, by evaluating the focus areas. This will enable us to better understand and demonstrate their impact, and encourage innovation based on what we learn.

Our performance system

The Ministry monitors, evaluates, and reports on its work using a range of tools. We conduct qualitative assessments of our achievements, related to our goals, outcomes, focus areas, and the Government's priorities. We use case studies to highlight major achievements and efforts.

We supplement qualitative assessments with quantitative indicators of outcomes, where these add meaningfully to our performance story. For outcomes that are difficult to measure and track with pre-defined quantitative indicators, we use other methods. These include snapshots of activities, that demonstrate a clear link between the Ministry's inputs, outputs, and impact. The Ministry is also considering indicators that will help assess the impact of the focus areas.

We report on our service performance, based on output measures and performance targets that reflect how we have used the Ministry's funding.

The Ministry is also responsible for reporting results achieved by the IDC Programme. Every year, the Minister of Foreign Affairs report on IDC (this is generally referred to as 'the IDC Annex') is tabled in Parliament alongside the Ministry's annual report. The IDC Annex provides quantitative evidence of specific results, based on indicators describing the programme's impact. It also provides substantial qualitative assessment of progress that the partners we work with are making towards priority development goals; outcomes that New Zealand has helped its

partners achieve; and the specific impact those outcomes are making. This report is an essential part of our accountability to Parliament, the New Zealand public, and our partners and beneficiaries.

The IDC Annex is supported by the Ministry's multi-year, independent, strategic evaluation, and research programme. This is another way that we assess the effectiveness, sustainability, and impact of New Zealand's IDC Programme.



Bede Corry (left) being officially welcomed back to Head Office and into his new role as the Ministry's Chief Executive. Credit: MFAT.

Our risk management

Appropriately engaging with risk is a fundamental part of the Ministry's business. We must consider risk in every decision we make. To deliver our strategic intent safely, effectively, and efficiently, we often need to take carefully calculated risks that align with our values and our risk appetite.

The Ministry's Risk Management Framework helps us understand risk. By carefully considering the risks and rewards of different courses of action, we can position ourselves to achieve our priorities carefully and efficiently. To achieve this, we need a culture where risks are discussed openly and honestly; are actively managed; and are escalated and communicated to senior leaders appropriately.

The Ministry's Audit and Risk Committee provides the Ministry with external advice on managing risk.

Public release and dissemination of information

The Ministry is committed to releasing and disseminating the Ministry's information, proactively and publicly, where possible and appropriate. We will continue to release high-value public data for re-use and make other information publicly available as soon as practicable. This accords with the Official Information Act 1982 and the Declaration of an Open and Transparent Government.

Diversity and inclusion

The Ministry values diversity in our ideas, people, and skills. We recognise that diversity allows us to be more innovative in how we think and act, which enhances the quality of our advice and services. When our people feel a sense of belonging, we see higher engagement, performance, well-being, and retention.

The Ministry's 10-year Diversity and Inclusion Strategy sets out our goals, measures, and targets for creating a more diverse and inclusive workplace. Building on progress we have already made in this area; we are refreshing this strategy to align with the renewed Strategic Framework.

Aligned with the Diversity and Inclusion Strategy, the Ministry has a 2023-24 Gender, and Ethnic Pay Gap Action Plan. The overarching objective of this plan is to continue removing barriers and creating opportunities for our diverse workforce.

The Ministry's goals for diversity and inclusion are:

- We know what a diverse Ministry looks like, and our inclusive culture supports a diverse workforce.
- We address inequalities.
- We attract and retain a diverse workforce.



Ministry staff participating in "Pink shirt Day". Credit: MFAT.

Asset management and investment intentions

Asset portfolio

The Ministry's asset base comprises property (land and buildings), furniture, equipment and plant, ICT assets, and motor vehicles.

The Ministry actively manages an international portfolio of owned and leased properties, which support the Government to achieve its foreign policy objectives.

Investment planning and management

The Ministry's 10-year plan contains three categories of property, ICT, and security projects and programmes:

1. Projects and programmes that are already underway or expected to start within the next four years.
2. Projects that are 'placeholders'. These are expected to start within the next 5 to 10 years, but no commitments have yet been made to them.
3. Maintenance and aggregate funds for smaller projects.

This investment plan indicates the Ministry will invest \$637.875 million in the 10-year period starting 2024–25, of which \$406.175 million is anticipated to be invested in the first four years. Approximately 87 percent of the 10-year investment forecast is for property; 9.5 percent is for ICT software and hardware; and 3.5 percent is for security assets.

This investment primarily reflects the Ministry's asset-replacement cycle, which is funded from accumulated depreciation.

Property

The Ministry's property asset management framework is based on an orthodox asset life-cycle approach. The nature of the Ministry's property investments is influenced by our need to ensure the health, safety, and well-being of our people; and our need to provide flexible and innovative working environments that make use of evolving ICT.

Information and communications technology

Investment in information and digital services supports the Ministry achieve its strategic and organisational goals. Our investment priorities for information and digital services are influenced by a variety of factors, including:

- Rapidly changing technologies such as Generative Artificial Intelligence.
- Increasing industry focus on delivered services via cloud technologies.
- Intensifying cyber risks requiring greater focus on information security.
- Addressing the growing impacts of misinformation.
- The need to adapt the Ministry's skills and practices to keep pace with these external influences.

Major capital projects under way or planned for 2024–2028

This table lists the Ministry’s major current and planned capital expenditure over the next four years. We define “major” as property projects over \$4 million and ICT and business system projects over \$1 million.

Capital projects	2024–25	2025–26	2026–27	2027–28
Property projects				
Leased chancery and relation/fitouts	<ul style="list-style-type: none"> London (New Zealand House) Kuala Lumpur 	<ul style="list-style-type: none"> London (New Zealand House) 	<ul style="list-style-type: none"> London (New Zealand House) 	
Chancery building construction	<ul style="list-style-type: none"> Suva Port Moresby Rarotonga 	<ul style="list-style-type: none"> Suva Port Moresby Rarotonga 	<ul style="list-style-type: none"> Port Moresby Rarotonga Washington (refurbishment) 	<ul style="list-style-type: none"> Port Moresby Rarotonga Washington (refurbishment)
Infrastructure upgrades	<ul style="list-style-type: none"> Apia Nuku’alofa 	<ul style="list-style-type: none"> Apia Nuku’alofa 	<ul style="list-style-type: none"> Pacific 	<ul style="list-style-type: none"> New Delhi
Staff housing	<ul style="list-style-type: none"> Tarawa 	<ul style="list-style-type: none"> Honiara 	<ul style="list-style-type: none"> Pacific 	<ul style="list-style-type: none"> Pacific
Official residence upgrades		<ul style="list-style-type: none"> Honiara Suva 	<ul style="list-style-type: none"> Honiara Suva 	<ul style="list-style-type: none"> Pacific
Head office accommodation	<ul style="list-style-type: none"> Wellington 	<ul style="list-style-type: none"> Wellington 		
Information technology and business system projects				
Information technology and business systems	<ul style="list-style-type: none"> Platforms and Infrastructure Maintenance Programme (Capex & SaaS) Global Document Management replacement (SaaS) Te Aka upgrade (SaaS) Enquire Cloud and Partner Collaboration (SaaS) Financial Management Information System (SaaS) SafeTravel website rebuild (SaaS) Digital Workspace Transformation (SaaS) Protective Security Monitoring (SIEM) System (SaaS) 	<ul style="list-style-type: none"> Platforms and Infrastructure Maintenance Programme (Capex & SaaS) Global Document Management replacement (SaaS) Te Aka upgrade (SaaS) 	<ul style="list-style-type: none"> Platforms and Infrastructure Maintenance Programme (Capex & SaaS) Asset Information Management System (SaaS) 	<ul style="list-style-type: none"> Platforms and Infrastructure Maintenance Programme (Capex & SaaS) Asset Information Management System (SaaS)

Forecast capital expenditure for 2024–2028

	2024-25	2025-26	2026-27	2027-28
	\$000	\$000	\$000	\$000
Buildings	54,144	91,164	75,978	29,812
Plant and equipment	2,500	2,500	2,500	2,500
Furniture and fittings	52,244	26,271	19,262	16,658
Motor vehicles	1,500	1,500	1,500	1,500
Computer hardware	6,142	5,400	5,000	5,000
Computer software	500	600	1,000	1,000
Total	117,030	127,435	105,240	56,470

Forecast SaaS-project operating expenditure for 2024–2028

	2024-25	2025-26	2026-27	2027-28
	\$000	\$000	\$000	\$000
SaaS projects	27,139	13,100	4,292	3,200
Total	27,139	13,100	4,292	3,200

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MINISTRY OF FOREIGN AFFAIRS AND TRADE
MANATŪ AORERE



Te Kāwanatanga o Aotearoa
New Zealand Government