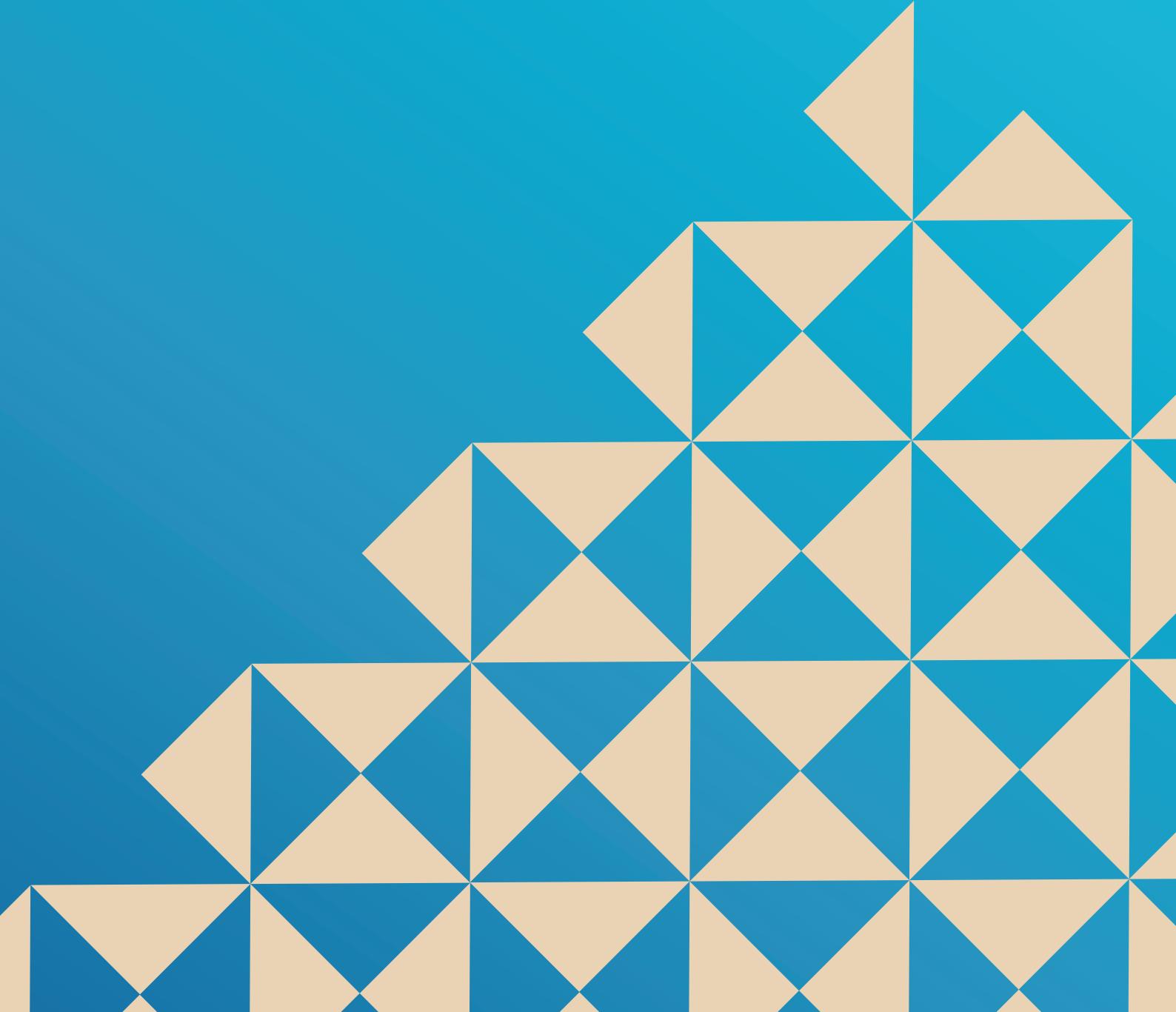




NEW ZEALAND
FOREIGN AFFAIRS & TRADE
MANATŪ AORERE

Strategic Intentions

2019 - 2023



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

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Foreword from our Minister

Pursuing an independent foreign policy based on New Zealand's interests and values has never been more important.

In a challenging global environment, the Government is ensuring that New Zealand has both the vision and the capability to protect our interests internationally, leveraging our country's long and proud record of uninterrupted democracy and promoting our values. We are committed to working with others in the international rules-based system to achieve collective solutions. We nurture our relationships with other countries so that we can achieve valuable outcomes with them.

We are seriously determined to create an international reputation New Zealanders can be proud of, and to grow and share New Zealand's prosperity more fairly. The Ministry of Foreign Affairs and Trade is playing a critical role in delivering on both these Government priorities.

The Government is rebuilding the Ministry's capability and resources so that New Zealand can hold its ground and make its mark internationally. In Budget 2019, an additional \$232 million over four years was invested. This will enable New Zealand to deliver on the Pacific Reset, maintain our official development assistance at 0.28 percent of Gross National Income, accelerate preparations for hosting Asia-Pacific Economic Cooperation (APEC) in 2021, and fund preparatory work for the redevelopment of Scott Base. The investment of \$1 billion over four years in Budget 2018 is substantially boosting our official development assistance and strengthening New Zealand's diplomatic network and foreign policy capability.

The Government's top foreign policy priority is to build deeper partnerships with Pacific countries, reflecting New Zealand's greater strategic ambition in the region. Good progress is being made in building more mature political partnerships with Pacific countries and taking practical action to build a resilient, prosperous, secure Pacific. The heightened tempo of effort and investment across the State sector now needs to become the new normal for New Zealand's Pacific engagement.

Another Government priority is open and inclusive trade policies that provide opportunities for all New Zealanders, as outlined in the 'Trade for All' agenda. The Ministry's work on negotiating free trade agreements, including with the European Union, and helping exporters succeed in offshore markets will help to realise the Government's vision of an economy that is growing and working for all New Zealanders. The rules-based system enables our independent foreign policy, protecting our sovereignty and governing the behaviour of states. New Zealand will continue defending the multilateral trading system, providing international leadership on climate change, advocating for progress on international disarmament and non-proliferation, and addressing global security concerns.

The Government looks to the Ministry to help New Zealand address challenges and maximise opportunities in the complex and dynamic strategic environment in which we live. In doing so, it will contribute materially to New Zealanders' long-term wellbeing.

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 make New Zealanders safer and more prosperous.

The international environment in which we operate is complex and unpredictable. We are contending with intensifying strategic competition between global powers, pressure on the international rules-based system, an increase in protectionism, pervasive challenges such as climate change, and ongoing security threats.

Achieving our objectives as a small country in this complex environment relies on our ability to make ourselves relevant, to project our influence through coalitions of like-minded countries, frameworks and shared rules and norms, and to build and leverage relationships.

The Strategic Intentions set out the impact we aim to achieve for New Zealanders and what we will deliver over

the next four years, in line with the Government's priorities. Delivering on our intentions will make a material contribution to New Zealanders' long-term wellbeing. This reflects New Zealand's interdependence with other countries and our global environment when it comes to securing wellbeing within the Government's Living Standards Framework.

Priorities for the Ministry over the coming year to meet the Government's objectives include implementing the Pacific Reset; international climate change leadership; APEC 2021 preparations; the World Trade Organisation (WTO) Dispute Settlement Mechanism and WTO reform; free trade agreement negotiations; the Bougainville Peace Agreement process; Brexit; the Christchurch Call on elimination of terrorist and violent extremist content online; initiatives with the Association of Southeast Asian Nations (ASEAN); and non-proliferation efforts.

Through these and other initiatives, the Ministry will apply responsibly the significant additional resources that the Government has invested in us in recent Budgets.

The Ministry's New Zealand connections are critical to our work. We will be partnering with around 30 government agencies to deliver on our Strategic Intentions, and working closely with Māori and a wide range of non-government stakeholders with international interests.

The Ministry remains committed to building a happy, healthy and high-performing community, for all. Over the coming year, we will focus on lifting the Ministry's Mātauranga Māori; integrating our refreshed values in the organisation; and implementing our strategy to deliver a more diverse workforce and inclusive workplace.

This organisational development will sustain the Ministry's performance as we pursue the best possible outcomes for New Zealanders in an uncertain world.

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 has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.

CHRIS SEED

SECRETARY OF FOREIGN AFFAIRS AND TRADE

Our purpose



Our values



Our context

Our purpose

The Ministry acts in the world to make New Zealanders safer and more prosperous.

E mahi ana te Manatū i te Ao kia whai haumaru me te whai rawa mo Aotearoa.

New Zealand's security and prosperity depend on the conditions in, and our connections with, the wider world. This means we must engage with – and seek to influence – other countries to our advantage, in line with New Zealand's values and our interests in:

- Collective solutions to global challenges that impact on New Zealand;
- Security environments that keep New Zealand people and activities safe;
- International conditions and connections that enable New Zealanders to prosper; and
- International influence on issues that matter to New Zealand.

Protecting and advancing these interests is the purpose of New Zealand's diplomacy.

Our contribution to New Zealanders' wellbeing

In line with our purpose, the Ministry exists to enhance New Zealanders' wellbeing, as set out in the four areas of value to New Zealanders at the heart of our Strategic Framework. As a result of our work:

- Generations of New Zealanders benefit from sustainable solutions to global and regional challenges (**Kaitiakitanga**).
- New Zealanders are able to live, do business, travel and communicate more safely at home and offshore (**Security**).
- New Zealanders have better job opportunities and incomes from trade, investment and other international connections (**Prosperity**).
- New Zealanders have confidence their country can influence others on issues that matter to them, now and in the future (**Influence**).

The contribution we make to wellbeing in these areas is illustrated in the following pages, and linked to the four capitals in the Government's Living Standards Framework (LSF).

The Ministry's main contribution to wellbeing, as defined in the LSF, is through the four capitals (natural, human, social and financial/physical) – the “foundations of wellbeing that together generate wellbeing now and in the future.” This reflects New Zealand's interdependence with other countries and our global environment when building capital stocks and managing related risks. For our wellbeing, New Zealand relies on global public goods, such as the atmosphere, economic stability, and global institutions and rules. We invest in and benefit from these international assets.

In turn, New Zealand's value proposition internationally is underpinned by the domestic strengths and values that make up the wellbeing capitals. These include our commitment to democracy and the rule of law, the integrity of our public service and governance institutions, the strength of our economic and environmental management, and our values of fairness, openness and tolerance. We leverage these intrinsic advantages to promote New Zealand's interests in the world.

Our values

The Ministry's values guide how we interact with each other and people outside the Ministry. We aspire for our values, which were refreshed in 2018, to make a real difference to how we work and the results we deliver for New Zealand.



MFAT's contribution to New Zealanders'

wellbeing and what we do to deliver this

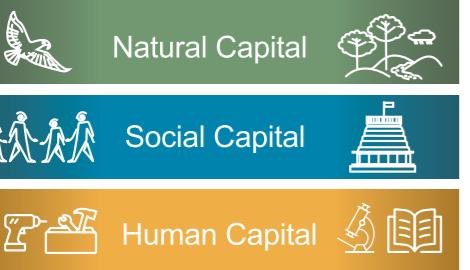


KAITIAKITANGA

Generations of New Zealanders benefit from sustainable solutions to global and regional challenges.



Credit: Pedram Pirnia



SECURITY

New Zealanders are able to live, do business, travel and communicate more safely at home and offshore.



Credit: NZ Defence Force



New Zealanders' ability to operate in safe environments, whether in New Zealand, offshore or online, can be threatened by international factors ranging from conflict to cyber attacks. The Ministry is New Zealand's voice in the forums that address security issues affecting New Zealand, our region and the world. We also provide the consular services that help keep New Zealanders safe and informed when they live or travel overseas. Specifically, we:

- lead New Zealand's contribution to global and regional efforts to promote peace and security, working through the United Nations and Asia-Pacific forums, as well as directly with other countries.
- work with international partners on rules and capacity-building to reduce threats from cyber and terrorist attacks, illegal migration, transnational crime and other threats.
- help advance global disarmament and rules against the proliferation of weapons.
- provide safe travel information, help New Zealanders affected by crises and other problems overseas and ensure their rights are protected.

INFLUENCE

New Zealanders have confidence their country can influence others on issues that matter for them now and in the future.



Credit: John Moore, Getty Images



PROSPERITY

New Zealanders have better job opportunities and incomes from trade, investment and other international connections.



Credit: Paul Sutherland Photography



International trade and investment are essential for New Zealanders' prosperity and standard of living. The Ministry negotiates and defends access to overseas markets and helps exporters succeed. This supports jobs for over 630,000 New Zealanders. Specifically, we:

- help build global and regional trade rules and frameworks through the World Trade Organisation and Asia-Pacific forums. These make it easier for New Zealanders to conduct international business.
- open up and protect diverse exporting and investment opportunities through negotiating free trade agreements and tackling non-tariff barriers.
- defend New Zealand's access rights including through taking dispute settlement action when other countries don't keep their commitments.
- help New Zealanders through our network of overseas posts to succeed in international markets and support international connections in areas such as research.
- promote the New Zealand brand and protect it when it's put at risk.

Our functions

The Ministry of Foreign Affairs and Trade (MFAT) is the New Zealand Government's principal agent for pursuing the country's interests and representing New Zealand internationally. We also help the Government understand global issues and events and the implications of those for New Zealand.

We lead the Government's diplomatic network, a unique national asset that is safeguarded by international law and able to speak with an authoritative voice. Heads of mission and post are formally charged with representing the state.

We are the Government's specialist foreign, trade and development policy adviser, international legal adviser and negotiator. We are responsible for delivering New Zealand's international development cooperation and for providing consular services for New Zealanders overseas.

The full range of functions that the Ministry undertakes, both in New Zealand and internationally, is set out in the diagram on the following page.

Māori/Crown relationship

Te Tiriti o Waitangi is New Zealand's founding document that established and governs the relationship between Māori and the Crown. The Ministry recognises its importance by applying in our work the principles of the Treaty, including partnership, good faith and active protection. As the national and global landscape changes, we appreciate that how we interpret and apply these principles will need to adapt, but that the Treaty's relevance and importance will remain.

The Ministry's Māori Engagement Strategy sets out our enduring commitment to, and aspirations for, our relationship with Māori. In implementing the strategy, we aim to improve the way we engage, partner and consult with Māori in order to ensure Māori are able to influence the development and implementation of MFAT-led issues and activities which affect them.

Our New Zealand connections

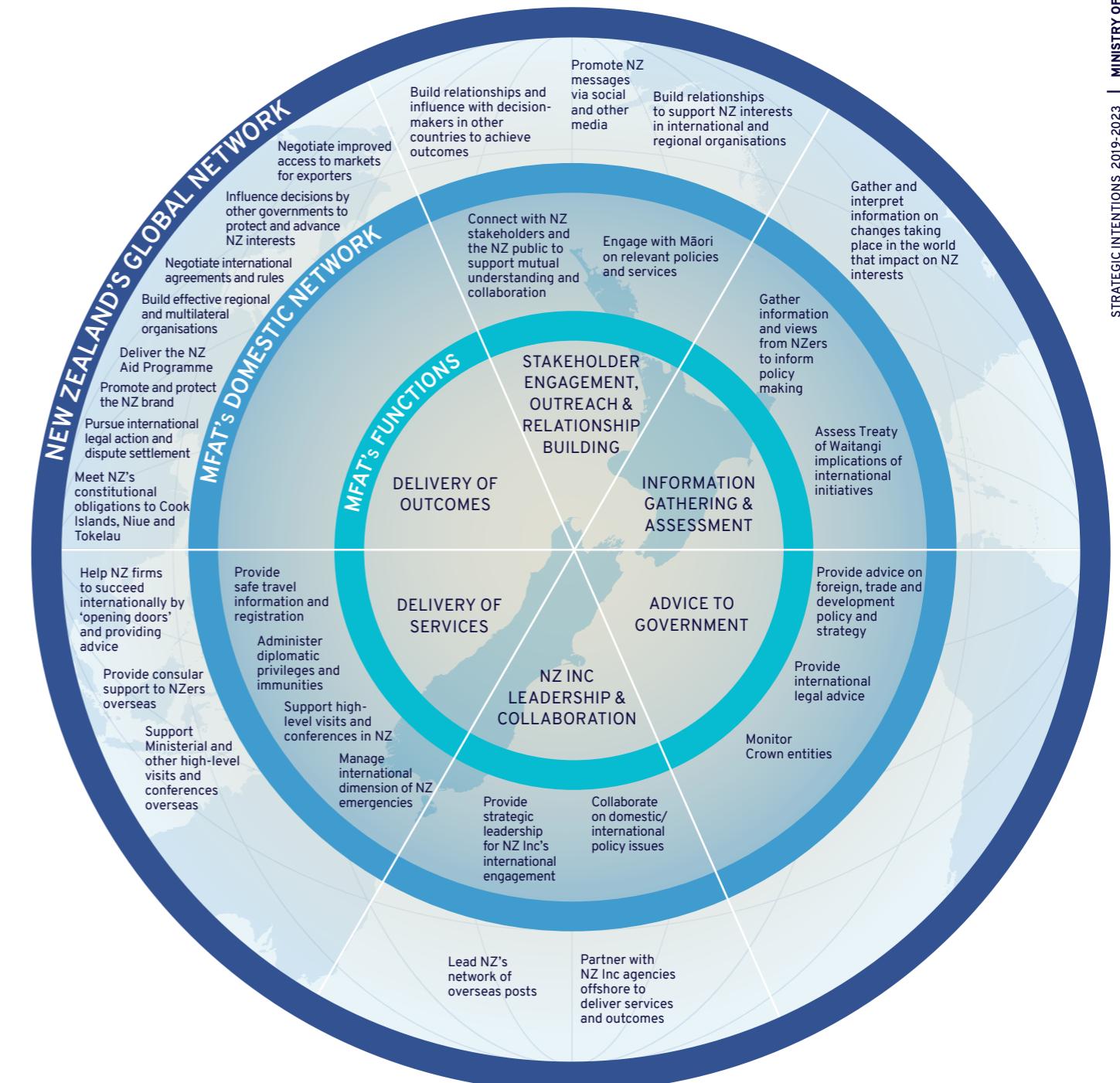
The Ministry's performance as a New Zealand public sector agency and our success in pursuing New Zealand's interests internationally rely on strong connections at home.

The Ministry is committed to a systematic, collaborative and transparent approach to working and engaging with partners, stakeholders and the New Zealand public. Our objectives are set out in the "NZ Connections" organisational capability goal on page 34.

Our partnerships with other government agencies which have external interests ("NZ Inc") are critical to delivering results for New Zealanders. The Ministry leads and supports an integrated NZ Inc approach, both onshore and offshore, to maximise collective impact in pursuing the Government's objectives internationally. With domestic and international policy increasingly linked, we contribute to cross-agency coordination and policy-making on Pacific, economic, national security and climate change/natural resources issues.

The Ministry has extensive engagement with New Zealand stakeholders across business, non-government organisations (NGOs), local government, Pasifika, and academia with the aim of fostering mutually beneficial partnerships.

What MFAT does in New Zealand and around the world to deliver value to New Zealanders



Ministry at a glance

- ▶ We have 60 posts in 53 countries
- ▶ We employ a total of 1,673 staff
- ▶ We work for Ministers in four portfolios:
 - Foreign Affairs
 - Disarmament and Arms Control
 - Trade and Export Growth
 - Climate Change
- ▶ We administer two Votes:
 - Foreign Affairs and Trade
 - Official Development Assistance
- ▶ We monitor:
 - Antarctica New Zealand
 - The Pacific Cooperation Foundation and the Asia New Zealand Foundation
 - The performance of New Zealand Trade and Enterprise, with the Ministry of Business, Innovation and Employment
- ▶ We solely administer 32 pieces of legislation.

Our operating environment

The global environment

New Zealand's external operating environment remains challenging, while still offering opportunities from which New Zealand can benefit.

Pressures continue to build in systems and parts of the world that matter deeply to our country. Most pressingly, there is a sense of impending transition in the international order – but what we are transitioning to and the extent of the transformation are not yet clear. Earlier expectations of a multipolar world order, or one characterised by cooperation between the major powers, have not eventuated. Instead, we face a situation where powers are unwilling or unable to provide global leadership at a time when we are also seeing a weakening of the United Nations and related institutions that anchor the international rules-based system.

New Zealand relies heavily on that system – multilateralism, international law and international norms work to distribute power more evenly between larger nations and smaller ones. The system has been under strain for some time as institutions have expanded in scope and membership, states have competed for position, and non-state actors have exerted greater influence. There is no imminent risk that this system will collapse and progress continues to be made on issues such as oceans and climate change. The perilous state of the WTO Appellate Body and withdrawals from various international agreements and institutions are nevertheless concerning developments.

More broadly, visible economic and security issues over the last decade have fuelled widespread populist sentiment and further buffeting of the international system. Elected leaders are pursuing nativist and protectionist policies and rejecting globalisation and the institutions that support and enforce it. Civil unrest and political paralysis are troubling democracies around the world. These trends will have negative implications for multilateralism, for adherence to values New Zealand supports, for democracy and for solutions to global problems.

On the economic front, demand from expanding middle class markets in Asia and elsewhere for New Zealand goods and services offers opportunities. While the multilateral trading system faces challenges, there remains good momentum behind regional trading arrangements. And digital technology provides opportunities for distant trading nations like New Zealand. At the same time, risks to global growth tilt to the downside. Further escalation of trade tensions between the United States and China remains a key risk to the outlook. A range of other issues taken together could also affect growth, especially given global debt levels. Potential triggers include a “no-deal” withdrawal of the United Kingdom from the European Union and a greater-than-envisioned slowdown in China.

Within our region, the balance of risk and opportunity remains. The overall prosperity of the Asia-Pacific region is real, growing and of great benefit to New Zealand. But regional peace and stability and continuation of preferred norms cannot be taken for granted. This is a region where strategic trust is tenuous, the security architecture is nascent and sources of tension are many. ASEAN has been successful in supporting peace in South East Asia, but its centrality may come under strain as pressures rise for greater shared leadership. In addition, strategic rivalry between the region's predominant powers, and its interplay with regional

fault-lines such as the South China Sea and the Taiwan Straits, remains a feature of the regional security landscape. The United States' significant efforts to engage at the leader level with North Korea have in some respects led to an easing of tensions on the Korean peninsula, but North Korea continues to sustain its nuclear weapons capability, menace the region with missile launches, and repress the rights of its people.

Intensifying challenges are buffeting the Pacific. The combined effects of climate change, mixed governance records, transnational crime, narrowly-based economies and enduring lack of scale and isolation create social, economic and security problems that are becoming more acute. Pacific countries are countering these challenges through regional action (for example, the Boe Declaration on Regional Security) and an increasingly effective regional voice on the international stage. Strategic competition in the Pacific region is increasing the donor base but is also exposing Pacific countries to a broader set of risks that affect New Zealand interests.

Further afield, instability in the Middle East, arising from Israeli-Palestinian conflict, the Sunni-Shia divide and strategic competition between Iran and its neighbours, has global implications. Continuing conflict in Syria and Yemen are having major humanitarian consequences, driving large-scale migration and violent extremism in the region and around the world. Nevertheless, there is some room for optimism as the Da'esh threat diminishes.

Finally, trans-border security threats also pose risks to New Zealand and place further pressure on the international system. These threats include malicious cyber activities, foreign espionage and interference, transnational crime, irregular migration and terrorism. In addition, today's cyberspace creates new vulnerabilities for data, privacy, intellectual property and 'truth.' Action on climate change is one area where international cooperation remains most evident. Steps toward a low-carbon economy are being taken. Nevertheless, the current level of ambition in climate change pledges falls short of what is necessary to stay below a 1.5°C temperature increase.

Climate change and an array of other significant environmental issues are highlighting how much development is pushing up against critical planetary boundaries. Significant changes in world production and consumption patterns will put further pressure on limited global strategic resources already under pressure from climate change effects (for example, water, food, land, energy and minerals) and bring forward the tipping point for conflict.

The stressors are building and we are poised for further significant movement in the tectonic plates that underpin the international order. Ultimately, a quite different international landscape will emerge as a result of these movements. Most likely, those movements will continue over the next four years to be slow and gradual, punctuated by small blips and contained crises, though there is also the potential for more significant, sharper jolts along the way.

The domestic environment

The Ministry is attuned to developments in the New Zealand public sector, economic, security and social environments, and to the growing link between domestic and international policy. Our work takes account of:

- expectations of deeper and more transparent engagement to earn the confidence of New Zealanders;
- the growth of the Māori economy;
- the increasing significance of services trade and digital commerce relative to goods exports;
- the confluence of domestic and international dimensions of security concerns such as violent extremism, cyber threats and foreign interference;
- the interplay between domestic and international policy on climate change, environment, health, education, science, poverty eradication, indigenous, and disability issues;
- the connections between Pacific and New Zealand wellbeing; and
- expectations of government agencies to focus on intergenerational wellbeing, and better demonstrate and evaluate the impact of their work.

Our strategic direction

The Ministry's Strategic Framework sets out the impact we are seeking to achieve over a ten-year horizon. It also identifies the shorter term deliverables we are prioritising; articulates the Ministry's contribution to New Zealanders' wellbeing; and provides a basis for measuring and evaluating our performance and linking our priorities and resources.

The Framework comes together in the diagram on page 14, which illustrates the interdependencies between:

- the Ministry's contribution to New Zealanders' wellbeing (our value to New Zealanders);
- the seven strategic goals that express the impact the Ministry aims to achieve over the next ten years; and
- the critical capability we need to achieve our strategic goals as expressed in the four organisational capability goals.

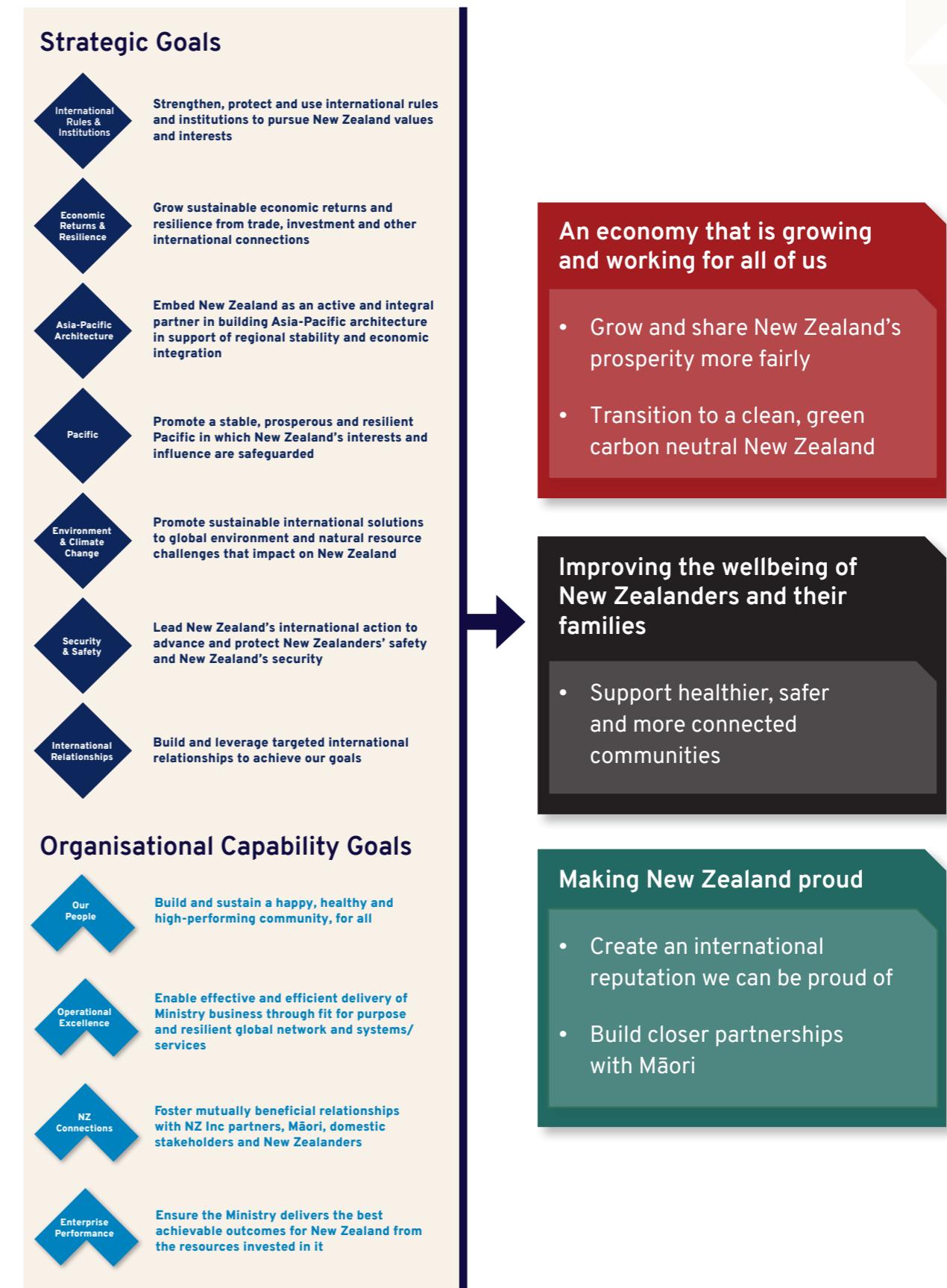
Our Strategic Framework is linked to the Government's priorities in the diagram on page 13. Specific action in line with these priorities is listed in priority deliverables under each goal on the subsequent pages. For example:

- the deliverables on free trade agreement negotiations and the 'Trade for All' agenda, under the Economic Returns and Resilience Goal, contribute to the Priority Outcome 'Grow and share New Zealand's prosperity more fairly', and
- the Security and Safety Goal deliverable on securing implementation of the Christchurch Call contributes to the Priority Outcomes 'Support healthier, safer and more connected communities' and 'Create an international reputation we can be proud of'.

An overview of each goal is set out on pages 16-37, showing:

- Why the goal matters for New Zealand**
- The impact we aim to achieve through our ten-year outcomes and key results within each of these**
- Quantitative indicators that will add value to an annual qualitative assessment of progress against results**
- The tangible things the Ministry is prioritising for delivery in line with outcomes in the next four years (priority deliverables)**
- The enduring work the Ministry undertakes to deliver our outcomes.**

MFAT Strategic Framework contribution to Government priorities



Strategic Framework





**International
Rules &
Institutions**

Strengthen, protect and use international rules and institutions to pursue New Zealand values and interests

CONTRIBUTES TO:

KAITIAKITANGA

SECURITY

PROSPERITY

INFLUENCE

Why this matters:

New Zealand's interests are best served by an international rules-based system where conflict, trans-border and global challenges are addressed effectively.

Having agreed rules, standards and norms that govern international cooperation on peace and security, economic, financial, human rights, and social issues provides stability and certainty. Rules, rather than simply power, provide small, internationally connected countries like New Zealand with protection.

New Zealand funds international organisations to deliver on a global scale and efficiently extend the reach of our actions. When effective, these organisations can achieve positive outcomes, for example in response to humanitarian crises.

The international rules-based system underpins our economic prosperity. We use it to promote values that are important to New Zealanders, to showcase best practice and to share our experiences. We use it to pursue international support that brings benefit to the Pacific.

The United Nations (UN) and other international organisations have unparalleled convening power. They afford us an opportunity to engage and influence at the highest level, and to help us understand and assess the wider international context for New Zealand. While there have been notable successes, the international-rules based system is challenged by long-standing, intractable conflicts, as well as newly emergent issues. Global governance is more contested than ever. Geopolitical changes and the assertion of different values and national interests impact on the primacy and effectiveness of the system. Some parts are working well; others less so.

The multilateral system needs to adapt and change in response. Where there are international rules, we need to work with others to ensure they are respected. Where there are new rules and norms, we need to pursue consistency and high standards. Where institutions are failing to deliver results, we need to seek improvements. In turn, this will help improve the system's credibility in the eyes of states and their citizens. Our impact is amplified when influential New Zealanders hold key roles in the system.

We will deliver our 10 year goal and outcomes through these workstreams, and...

1. Advocate for New Zealand's interests in the governance, priorities and delivery of UN, International Financial Institutions and other international organisations, and treaty regimes
2. Promote adherence to international law, rights and norms in our region and globally
3. Advise on and represent New Zealand in the negotiation of new and amended international rules and norms
4. Deliver development, humanitarian and other assistance through multilateral organisations
5. Advise on New Zealand compliance with international obligations and ensure implementation in the Ministry's areas of responsibility
6. Identify and address breaches of New Zealand's international rights
7. Run NZ Inc candidature campaigns and appropriately support New Zealanders working in international organisations
8. Coordinate and provide input to reporting on New Zealand's international obligations.

Our 10 year outcomes and the key results MFAT aims to deliver:

1. **International rules and institutions protect and progress New Zealand interests**
 - 1.1 Make progress through our advocacy on the 2030 Agenda for Sustainable Development, conflict prevention and human rights, particularly in the Asia-Pacific
 - 1.2 Progress the international rules on disarmament and a strengthened non-proliferation regime
 - 1.3 Challenges to New Zealand's international legal rights are defended
 - 1.4 Core principles of international law, rights and norms are protected, especially in our region
 - 1.5 UN agencies and International Financial Institutions deliver better results for the Pacific
 - 1.6 New Zealand's reputation and influence in the UN and key institutions is enhanced
2. **International rules are respected and institutions are strengthened**
 - 2.1 The relevance, coherence, effectiveness and efficiency of key institutions is improved through UN reform and sound governance
 - 2.2 Respect for the UN Charter and compliance with fundamental principles of international humanitarian law is improved through New Zealand advocacy
 - 2.3 International treaty regimes for law of the sea, international environmental and climate law and international criminal law are strengthened
 - 2.4 Human Rights Council's mechanisms strengthened and human rights more effectively integrated into the wider UN system
 - 2.5 An effective rules-based system for trade centred on the WTO is sustained
 - 2.6 Dispute settlement and compliance mechanisms are effective and respected
 - 2.7 Sound rules and norms are developed to respond to emerging global challenges (such as cyber, space, and sea-level rise) and the standards and integrity of the system are maintained

Indicators to help measure success:

Outcome 1

- ↑ Subscription to global disarmament treaties
- ↑ Maintain or increase volume of concessional financing from Asian Development Bank and World Bank to the Pacific
- ↑ Assessment of performance of multilateral agencies that receive core funding from New Zealand
- ✓ New Zealand candidates elected to key bodies and positions

...these priority deliverables over 2019 – 2023

1. Implement refreshed Human Rights work plan for 2019-23 to increase New Zealand's international advocacy and impact in the areas of disabilities, death penalty and gender in support of the multilateral system
2. Implement long-range candidature plan, including running 2-3 successful UN candidatures by 2022
3. Engage effectively in the 2019 mid-term review of implementation of the Small Island Developing States Accelerated Modalities of Action (SAMOA) Pathway
4. Seek from Asian Development Bank and World Bank maintenance or increase in funding to the Pacific through 2019 and 2020 replenishment negotiations
5. Develop a strategic relationship with the UN in the Pacific, including through ensuring increased funding of the operation of the Resident Co-ordinator's office
6. Champion the progressive development of international law on sea level rise to protect coastal states' resource rights, particularly in the Pacific
7. Advocate for the core obligations of the Nuclear Non-Proliferation Treaty through the 2020 treaty review process and for the Treaty on the Prohibition of Nuclear Weapons
8. Pursue a strategy for WTO Reform, including to maintain the effective functioning of, and compliance with, the WTO Dispute Settlement Mechanism
9. Support Samoa to host the Commonwealth Heads of Government Meeting in 2022
10. Manage effectively the international implications of New Zealand's drugs referendum in 2020, including in relation to our treaty obligations
11. Develop a multilateral policy framework and action plan to guide New Zealand's support for the multilateral rules-based system in 2019.



Grow sustainable economic returns and resilience from trade, investment and other international connections

CONTRIBUTES TO:

KAITIAKITANGA

SECURITY

PROSPERITY

INFLUENCE

Why this matters:

Trade and investment are essential for New Zealand's prosperity and New Zealanders' standard of living. Overseas markets allow businesses to grow to a scale that could not happen in New Zealand alone. More than 630,000 jobs depend on export markets. High quality foreign investment contributes capital necessary for economic growth and overseas investment helps our businesses obtain greater value from customers offshore.

The dynamic global environment in which New Zealand exporters operate presents opportunities and challenges. The transition to a low-carbon global economy is gathering pace. Digital connectivity is transforming commerce. Protectionism is a growing threat.

MFAT's trade work contributes to New Zealand's overall economic strategy and helps realise the Government's vision of a productive, sustainable and inclusive economy that will be net carbon zero by 2050. Providing secure market access and diversified international connections aligned with wider economic strategy helps make New Zealand companies more competitive and able to increase incomes and jobs. This also makes New Zealand more resilient to change and external shocks.

Public support for open trade and investment is important for New Zealand's economic success. Greater engagement is needed with New Zealand society on trade and investment policy that responds to their concerns and interests, and delivers demonstrable benefits.

We will deliver our 10 year goal and outcomes through these workstreams, and...

1. Pursue New Zealand interests through the WTO, including its monitoring, negotiation and dispute settlement functions
2. Negotiate, promote, implement and enforce free trade agreements (FTAs) and explore new FTA opportunities
3. Further develop the Single Economic Market with Australia
4. Advocate with other governments to resolve Non-Tariff Barriers (NTBs) and other trade problems, including through NZ Inc collaboration
5. Lead New Zealand trade policy and its contribution to wider New Zealand policy, ensuring international and domestic policies are mutually supportive
6. Undertake trade and economic research and analysis
7. Provide services, connections and insights to New Zealand business operating overseas
8. Provide support for trade missions, investment and tourism promotion overseas in collaboration with NZ Inc agencies
9. Support development of air services, innovation and other economic connections
10. Protect New Zealand interests and brand in relation to food safety in offshore markets.

Our 10 year outcomes and the key results MFAT aims to deliver:

- 1. Improved and more diverse market access increases export earnings and resilience to shocks**
 - 1.1 Market access for a wider range of higher value New Zealand goods and services exports by market and sector protected and improved
 - 1.2 More NTBs resolved which have high commercial materiality
 - 1.3 Opportunities for New Zealand businesses to invest in export markets and use digital trade increased
- 2. Trade and investment grown in a way that is sustainable and benefits all sectors of New Zealand society and enjoys wider public support**
 - 2.1 New Zealand trade policy contributes to New Zealand's transition to a sustainable and low emissions global economy
 - 2.2 Agreements and trade initiatives enhance trade participation of the regions, Māori, women, and small and medium-sized enterprises (SMEs)
 - 2.3 New Zealand values and sustainability ambition reflected in international trade and investment policy engagement and negotiations
- 3. International connections strengthen returns to New Zealand from participation in the global economy**
 - 3.1 New Zealand companies able to compete more effectively overseas as a result of services, connections and insights provided by MFAT including through NZ Inc collaboration
 - 3.2 Increased high quality Foreign Direct Investment attracted to New Zealand

Indicators to help measure success:

Outcome 1

- ⬆ FTAs cover 80% of New Zealand goods exports by 2028
- ✓ Successful dispute settlement cases
- ⬆ Value of commercially material NTBs resolved by NZ Inc grows by 7.5% compound annual growth rate by 2028; Key Performance Indicators met

Outcome 2

- ⬆ New Zealanders' confidence in MFAT's trade and investment work increases
- ⬆ More countries take up key 'Trade for All' concepts, including through new New Zealand FTAs and Inclusive Trade Action Group initiatives
- ✓ Effective provisions on environment and labour standards in New Zealand FTAs

...these priority deliverables over 2019 – 2023

1. Implement and capitalise on the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP), (especially in Japan, Mexico, Canada, Peru, in 2019) including to pursue CPTPP expansion through accession (2019 onwards)
2. Conclude negotiations on: China FTA Upgrade; Pacific Alliance FTA; Regional Comprehensive Economic Partnership (RCEP) FTA; ASEAN Australia New Zealand FTA (AANZFTA) Upgrade; European Union FTA; United Kingdom FTA
3. Preserve market access and regulatory continuity through Brexit and support New Zealand business to navigate that process
4. Further diversify New Zealand export profile through exploring possibility of Latin American and United States FTAs
5. Deliver 'Trade for All' Agenda in 2019, Leaders' meeting of Inclusive Trade Action Group at APEC 2019 and develop new trade policy initiatives through 2019/2020
6. Develop attributable measures for (i) trade intensity, and (ii) enhanced trade participation of the regions, Māori, women and SMEs in 2019-20
7. Promote New Zealand's engagement in "public good" forums that can influence international trade policy, including by obtaining biennial invitation to G20 trade workstream by 2022, and advancing Commonwealth Closer Economic Relations by 2022
8. Roll out MFAT Economic Diplomacy programme in 2019.

Asia-Pacific Architecture

Embed New Zealand as an active and integral partner in building Asia-Pacific architecture in support of regional stability and economic integration

CONTRIBUTES TO:

SECURITY

PROSPERITY

INFLUENCE

Why this matters:

For national prosperity and security, New Zealand needs peace and stability in the wider Asia-Pacific region of which we are a part. We can have positive impacts in shaping New Zealand's environment through actions in regional organisations and bilaterally by working with a broad network of partners on our shared regional interests. We need to maintain a trajectory towards the free flow of goods, services, people and capital within a rules-based trading and economic system. We need a system in the region in which conflicts and disputes are managed consistent with international law, rights and norms. New Zealand needs to be an active and innovative participant working for greater regional security and prosperity.

The global economic shift toward Asia is to New Zealand's advantage. Protecting gains to date and growing the 70 percent of our trade that occurs with Asia-Pacific countries underpins our prosperity. There is, however, considerable flux in the external environment. Geopolitical change in the Asia-Pacific impacts on New Zealand's economic and security environment. The main trends are complex and interdependent. Uncertainty and contested issues raise levels of risk to New Zealand: volatility in the global macro-economy, major power rivalry across a range of economic and security issues, new expression and alignments of interests across the Indo-Pacific, and regional flashpoints - nuclear proliferation, terrorism, displaced populations, and maritime disputes. These trends and challenges need clear, considered, and coherent responses.

Regional mechanisms involve New Zealand in circles of influence and international standard setting. Hosting the Asia-Pacific Economic Cooperation (APEC) in 2021 is an opportunity to shape enduring regional economic policy. Membership of the East Asia Summit and other forums enables us to influence regional security settings.

The regional architecture is strained, however, and new systems are emerging. New Zealand needs to work harder than ever to shape and promote the kind of regional integration, architecture, and institutions which best serve our interests and reflect our core principles. The next ten years will require nimble, adaptive, and energetic prosecution of our interests to underpin the place of inclusive and consultative regional practices and institutions in determining regional conduct, inter-state behaviour, and outcomes.

We will deliver our 10 year goal and outcomes through these workstreams, and...

1. Lead the development of NZ Inc positions and represent New Zealand in processes and meetings of the APEC forum
2. Lead the development of NZ Inc positions and represent New Zealand at Association of Southeast Asian Nations (ASEAN)-related forums (including the ASEAN Regional Forum, East Asia Summit, and ASEAN Defence Ministers' Meeting)
3. Develop coalitions to support New Zealand security and economic interests in regional forums, and cross-regional forums including the Asia-Europe Meeting and the Forum for East Asia and Latin America Cooperation
4. Encourage the major powers to engage constructively in the international architecture of the Asia-Pacific
5. Provide advice and assessments on areas of opportunity and risk to New Zealand in evolving architecture initiatives in the region
6. Manage New Zealand's relationship with ASEAN
7. Deliver effective international development and humanitarian assistance in South East Asia
8. Provide active support for Track Two and other partner organisations' diplomacy, including with Indo-Pacific stakeholder groups in New Zealand.

Our 10 year outcomes and the key results MFAT aims to deliver:

1. **The existing Asia-Pacific architecture delivers greater regional prosperity and security outcomes that advance our interests**
 - 1.1 New Zealand's hosting of APEC 2021 enhances New Zealand's reputation and influence as a leader in the region and supports achievement of APEC's post-2020 Vision
 - 1.2 New Zealand advocacy and diplomacy in key capitals is effective in encouraging the region's major powers to remain committed to peaceful, open and cooperative regionalism underpinned by the rule of law
 - 1.3 The East Asia Summit, centred on ASEAN, is embedded as the leading regional forum for strategic dialogue, valued for its convening authority and delivery of tangible results
 - 1.4 New Zealand's contribution and leadership within the Asia-Pacific regional architecture enhances its effectiveness
2. **Emerging Asia-Pacific regional and sub-regional systems include New Zealand, support free and open regional development, and champion the rule of law**
 - 2.1 New Zealand has an opportunity to participate in new regional political, security or economic governance, architecture, and initiatives
 - 2.2 New Zealand is valued for playing a useful and constructive role
 - 2.3 New Zealand's interests are addressed in the structure and functions of regional initiatives
3. **Levels of integration and engagement with ASEAN deliver significant benefits to New Zealand in economic and security terms**
 - 3.1 Innovative New Zealand cooperation initiatives catalyse ASEAN and broader regional cooperation
 - 3.2 New Zealand's targeted development cooperation in South East Asia contributes to regional integration, prosperity and stability, a greater New Zealand profile and stronger connections to New Zealand
 - 3.3 New Zealand is widely acknowledged as a reliable and principled partner, responsive and aligned with evolving needs

Indicators to help measure success:

Outcome 2

- ✓ The benefits identified for the hosting of APEC in 2021 are realised

...these priority deliverables over 2019 – 2023

1. Prepare for (over 2019-2020) and deliver (over 2021) New Zealand's APEC hosting year
2. Develop a coherent strategy to protect and advance New Zealand interests in respect of evolving Indo-Pacific initiatives, in 2019
3. Implement agreed approach to Belt and Road Initiative
4. Negotiate, agree, and launch an enhanced ASEAN/New Zealand Plan of Action in 2019, and deliver a 45th Anniversary Leaders' Summit in 2020.



Pacific

Promote a stable, prosperous and resilient Pacific in which New Zealand's interests and influence are safeguarded

CONTRIBUTES TO:

KAITIAKITANGA

SECURITY

PROSPERITY

INFLUENCE

Why this matters:

New Zealand is a Pacific country, linked by history, culture, politics, and demographics. Decisions, actions and events in New Zealand have greater consequence and meaning for the Pacific than any other region. The Pacific, in turn, shapes New Zealand's identity and influences the safety and prosperity of New Zealand and New Zealanders. This is reflected in the broad range of New Zealand institutions and actors active in the region.

New Zealand is home to significant Pasifika populations and one in ten New Zealanders will identify as being of Pacific Island heritage within a decade. We have close links with Polynesia and constitutional arrangements with the Realm countries. The people of the Cook Islands, Niue and Tokelau share New Zealand citizenship and their improved social and economic wellbeing reduces risk for New Zealand.

Pacific nations face challenges in achieving the goals set out in the 2030 Agenda for Sustainable Development and climate change and increasing health issues have wide ranging impacts across the region. Addressing the social, economic and environmental challenges is critical to stability and prosperity of the region and Pacific Island countries.

New Zealand's security is directly affected by the ability of the Pacific to increase resilience, grow sustainable economies, manage conflicts and combat crimes that transgress borders. Transboundary issues such as aviation and maritime security require shared resources and our leadership to support a regional approach.

The increasingly contested strategic environment in the Pacific, with more external players active in the region, creates opportunities and risks for Pacific countries and New Zealand. The perception of New Zealand by Pacific leaders is changing. This reflects a new generation of post-colonial Pacific leaders who are increasingly confident, independent and assertive regionally and internationally.

These trends present opportunities for New Zealand as well as challenging our ability to maintain true partnerships in a region where we have vital interests at stake.

In 2018, the New Zealand Government committed to a Pacific Reset, which is a reenergised approach for how we engage in the Pacific – moving away from a traditional donor-recipient relationship to one based on partnership, friendship and mutual benefit. This signals a fundamental change to how our government works that includes deeper collaboration with Pacific partner countries, greater coherence and connectivity between domestic and Pacific policy, more ambition for our Pacific development programme, and increased resources to use our voice and connections internationally to raise awareness for Pacific issues.

We will deliver our 10 year goal and outcomes through these workstreams, and...

1. Deliver and manage New Zealand's international development cooperation in the Pacific
2. Manage New Zealand's official engagement with Pacific governments
3. Influence other governments to take decisions aligned with New Zealand interests
4. Participate in the governance of regional organisations and supporting Ministerial and Prime Ministerial engagement
5. Cultivate and leverage relationships with key decision-makers in government, business, media, academia, and NGOs
6. Coordinate engagement with international donors, civil society and non-traditional actors in the Pacific
7. Lead New Zealand's response to Pacific emergencies and humanitarian crises
8. Manage emerging security threats in the region
9. Fulfil our constitutional commitments to Realm countries
10. Provide advice on implications for New Zealand of political, security, economic and social trends and events in the Pacific
11. Promote New Zealand's profile, values and interests through social/other media and public and cultural diplomacy.

Our 10 year outcomes and the key results MFAT aims to deliver:

1. Improved economic and social wellbeing in Pacific Island countries, which reduces risk for New Zealand and promotes shared prosperity
 - 1.1 Pacific Island countries make meaningful progress towards achieving the Sustainable Development Goals (SDGs) in areas that New Zealand is supporting
 - 1.2 Gender equality and women's empowerment is improved in Pacific countries
 - 1.3 Unemployment among young people is reduced
 - 1.4 Two-way trade between New Zealand and the Pacific is increased
 - 1.5 Mutual benefits from labour mobility are increased
 - 1.6 The implementation of the Pacific Agreement on Closer Economic Relations (PACER Plus) supports the Pacific's wider regional and global economic integration
2. A more stable, secure, resilient and well-governed Pacific
 - 2.1 The Pacific has an enhanced ability to address transboundary security threats
 - 2.2 Robust national security sectors manage internal security challenges
 - 2.3 Pacific countries are leading effective humanitarian responses, with support from New Zealand as required
 - 2.4 Pacific countries have an increased resilience to natural hazards and the impacts of climate change
 - 2.5 The Pacific can sustainably manage natural resources and protect the environment
 - 2.6 Pacific states have more effective and accountable institutions and better public services
 - 2.7 Regional organisations are effective and well-governed

3. A Pacific strategic environment conducive to New Zealand's interests and values, with our influence as a preferred and prominent partner maintained

- 3.1 Strong collaborative Pacific relationships enable effective shared responses to regional challenges
- 3.2 External actors engage in the Pacific in a way which promotes the region's objectives and supports New Zealand's values
- 3.3 Decisions by Pacific Island countries align with New Zealand interests in regional and international fora

Indicators to help measure success:

Outcome 1

- ↑ Measures of SDG progress in Pacific Island countries
- ↑ Measures of gender progress in Pacific Leaders Gender Equality Declaration
- ↓ Proportion of youth (aged 15-24 years) not in education, employment or training (SDG: 8.6.1)
- ✓ Amount and percentage of official development assistance resources spent on Aid for Trade (SDG: 8.a.1)

Outcome 2

- ✓ New Zealand responses to natural disasters in the Pacific that are launched within mandated timeframes
- ↑ Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030 (SDG: 13.1.2)
- Proportion of key tuna fish stocks within biologically sustainable levels, in the Pacific (SDG: 14.4.1)
- ↑ Government Effectiveness Index in bilateral partner countries

Outcome 2

- ✓ Evidence of partnerships between New Zealand and Pacific bilateral partners strengthened

Sustainable Development Goal indicator

...these priority deliverables over 2019 – 2023

1. Deliver a refreshed NZ Inc regional security approach by 2021
2. Develop and implement Pacific Labour Mobility Strategy and Action Plan with NZ Inc by 2020
3. Deliver the PACER Plus readiness package by 2019 followed by the 5-year Economic and Development Cooperation programme
4. Develop and operationalise a strategic framework for gender by 2021
5. Develop and operationalise a strategic framework for youth by 2021
6. Implement a dedicated programme of climate change support focused on adaptation in the Pacific by 2023
7. Support the Bougainville Peace Agreement process, including through the referendum and post-referendum period
8. Deliver a programme of work across a broad range of bilateral and regional interactions to support building of the relationship with Fiji by 2021
9. Implement New Zealand's Pacific Realm policy work programme by 2020
10. Deliver a programme of digital transformation in the Pacific region over 5 years, to improve human development, governance, economic resilience and security
11. Scale up our governance support in Pacific countries by 2021 targeting transparency and accountability, public sector institutional strengthening, justice, and inclusive governance
12. Strengthen health services in Polynesia by 2023 through better linkages between the New Zealand and Polynesia health systems.



Promote sustainable international solutions to global environment and natural resource challenges that impact on New Zealand

CONTRIBUTES TO:

KAITIAKITANGA

SECURITY

PROSPERITY

INFLUENCE

Why this matters:

Complex threats to the world's natural environment pose risks to the security and prosperity of New Zealand, our region and the world. Some threats are acute; others will play out over the medium to long term.

Many of the threats, and the solutions, cut across national borders. The international community has resolved to take action. Six of the 17 Sustainable Development Goals for 2030 are environment focused.

New Zealand is party to the global treaties in place on climate change, biodiversity and other issues. We need to ensure those treaties, and other international action, reflect New Zealand's economic profile and societal values, which can be different from others. For example, New Zealanders' opposition to whaling translates into our active engagement on the issue.

International responses to these challenges can bring economic costs and also open up opportunities for New Zealand, for example in the transition to a low emissions global economy. We need strong situational awareness of what actions others are taking, to inform New Zealand's domestic decision-making.

New Zealand has a particular interest due to our geographic location in ensuring that the Pacific and Southern Oceans and Antarctica are effectively governed and sustainably managed. They are currently under threat, including from fishers and maritime traffic operating outside international rules and norms, and the cumulative impact of marine pollution. There is opportunity for us to help influence and shape action in these near geographies.

We will deliver our 10 year goal and outcomes through these workstreams, and...

1. Advocate for international support and finance that delivers for the Pacific
2. Support New Zealand's domestic climate action and transition to a low-emissions economy, including linking arrangements and standards for carbon markets that ensure environmental integrity
3. Advocate to strengthen global climate ambition including through building and leveraging international coalitions
4. Negotiate and influence international climate change rules, norms and implementation guidelines, including effective operation of the Paris transparency framework and ambition cycle
5. Provide policy leadership for Antarctica, including engagement with NZ Inc agencies on logistics, assets and science
6. Represent New Zealand in Antarctic Treaty System meetings and manage New Zealand activity in Antarctica and the Southern Ocean
7. Provide assurance and monitoring of Antarctica New Zealand
8. Pursue the reduction and elimination of illegal, unreported and unregulated (IUU) fishing, harmful fisheries subsidies and whaling
9. Pursue New Zealand's interests in key biodiversity forums and negotiations
10. Pursue New Zealand's interests in oceans, conservation, chemicals and wastes, and environmental governance and financing.

Our 10 year outcomes and the key results MFAT aims to deliver:

1. An effective global response to climate change to which New Zealand responsibly contributes and through which Pacific climate resilience improves
 - 1.1 The Paris Agreement and other international mechanisms are effective and fairly accommodate New Zealand's circumstances
 - 1.2 Pacific climate resilience is improved through multilateral support and finance
 - 1.3 Robust and effective guidelines for environmental integrity in place that support credible options for international carbon trading
2. Antarctica and New Zealand's place in it are protected
 - 2.1 New Zealand sustains a fit for purpose and permanent presence in Antarctica
 - 2.2 The Antarctic Treaty System ensures the effective governance and management of Antarctica and its environment
 - 2.3 New Zealand's specific interests in the Ross Sea region are promoted including through an enhanced leadership role
 - 2.4 Christchurch continues to be an Antarctic gateway of choice for country partners
3. Better international stewardship of oceans, especially Pacific and Southern Oceans
 - 3.1 IUU fishing is maintained at zero in the Southern Ocean and reduced in the Pacific
 - 3.2 Marine pollution, in particular marine plastic debris, is reduced through effective regional and international action
 - 3.3 Whaling eliminated in the Southern Ocean
 - 3.4 Harmful fisheries subsidies are eliminated
4. Better international stewardship of biodiversity to halt its global decline and reflecting New Zealand's national and regional priorities
 - 4.1 Marine biological diversity of areas beyond national jurisdiction is sustainably conserved and managed, and its benefits are equitably distributed
 - 4.2 A post-2020 global framework that encourages the reduction of direct pressures on biodiversity and its sustainable use

Indicators to help measure success:

Outcome 1

- ↑ Pacific initiatives delivered with multilateral climate finance
- ✓ At least two options for use of international carbon markets identified

...these priority deliverables over 2019 – 2023

1. Complete Paris Agreement guidelines, including for international emissions trading, by 2020
2. Pursue increased multilateral climate finance for the Pacific through our engagement with international climate finance institutions, including the Green Climate Fund
3. Recommunicate New Zealand's Nationally Determined Contribution and submit long-term low emissions development strategy by 2020
4. Develop options for future governments to use international carbon markets after 2020 under certain circumstances
5. Launch an international initiative on managing agricultural emissions by 2022
6. Build international support for reducing fossil fuel subsidies including through WTO trade disciplines
7. Provide assurance for future Budget cycles and during the build phase that Scott Base re-development is fit for purpose and delivers value for money
8. Establish a Ross Sea cooperation framework by 2022 to increase cooperation between all states operating in the region
9. By end of 2019, ensure policy framework and new institutional arrangements deliver science which supports New Zealand's strategic interests in Antarctica and the Ross Sea region
10. Build international support for prohibitions on environmentally harmful subsidies, including to conclude WTO fisheries subsidies negotiation in 2019
11. Develop and pursue New Zealand objectives for the UN treaty on marine biological diversity and the post-2020 global biodiversity framework.



**Security
& Safety**

Lead New Zealand's international action to advance and protect New Zealanders' safety and New Zealand's security

CONTRIBUTES TO:

SECURITY

PROSPERITY

INFLUENCE

Why this matters:

New Zealand is navigating an increasingly complex and dynamic international security environment, with greater security challenges and instability in our region and beyond.

The rules-based international order – the long-term foundation of New Zealand's security – is under pressure from state and non-state actors alike. State sovereignty and agreed norms of state behaviour are being increasingly undermined. Growing strategic competition is becoming a greater destabilising influence on global security, particularly in the Asia-Pacific. North Korea's nuclear capability raises the potential for miscalculation and increases proliferation risks, at a time of ever-decreasing global support for nuclear disarmament.

At the same time, a growth in trans-border security threats, such as malicious cyber activities, foreign espionage and interference, transnational crime, irregular migration and terrorism, all directly impact on New Zealand's security, as well as placing further pressures on the international system. These pressures erode state sovereignty, amplify other threats and add greater complexity to – and intersections between – national security and foreign policy decision-making.

In this volatile environment New Zealand needs to be proactive and deliberate in mitigating these security threats. This requires us to take action in response to direct threats to national security, particularly in light of the Christchurch terror attack. It also requires us to broaden and deepen our bilateral security cooperation. And it requires us to advance collective security and defend the rules-based international order through contributions to global peace and security and disarmament initiatives. This is also both an investment in, and expectation of, mutual security relationships and improves our ability to advance other foreign policy interests.

New Zealanders make more than 2.8 million overseas trips each year, while an estimated one million New Zealanders live abroad. Supporting those in need offshore is a fundamental part of the Ministry's business.

We will deliver our 10 year goal and outcomes through these workstreams, and...

1. Contribute to global counter-terrorism/violent extremism initiatives through coalition, multilateral and bilateral mechanisms, in coordination with the national security system
2. Manage New Zealand's export controls on strategic goods and contribute to global export control regimes and counter-proliferation efforts
3. Manage international dimensions of our outer space and cyber interests, foreign interference and other emerging security risks, ensuring a credible and appropriately robust New Zealand response to increasing threat levels
4. Provide advice on New Zealand's maritime security interests and irregular migration issues, and build support and capacity in South East Asia to avert mass maritime arrivals in line with New Zealand's Mass Arrivals Prevention Strategy
5. Advise government on a broad range of military, diplomatic and development contributions to international security initiatives, including military and other peace support missions, and help to manage those contributions
6. Provide advice to Ministers and the national security sector on defence, national security and intelligence matters to advance foreign policy interests and/or manage foreign policy risks
7. Administer security capacity building funds to support New Zealand's security and foreign policy goals
8. Advance New Zealand's international security interests with priority partners, in line with country and regional strategies
9. Deliver consular services, provide travel advice, and respond to significant consular events offshore.

Our 10 year outcomes and the key results MFAT aims to deliver:

1. **Reduced threats to New Zealand from trans-border security issues, including terrorism, cyber activity, irregular migration, transnational crime, foreign interference and weapons proliferation**
 - 1.1 New Zealand's engagement in South East Asia has a meaningful impact on mitigating the risk of the region being either a target or source of terrorism
 - 1.2 New Zealand enhances regional capacity to support our approach to averting mass arrivals
 - 1.3 New Zealand's contributions to global counter-proliferation efforts, including our own strategic goods regime, help prevent the further spread of weapons of mass destruction and conventional weapons
 - 1.4 New Zealand diplomatic efforts mitigate cyber and other emerging security risks
2. **New Zealand's participation in international military and peace support operations mitigates security threats, contributes to a more stable global environment, and delivers benefits to our major relationships**
 - 2.1 Targeted contributions of defence, intelligence, development and diplomatic support make a material positive impact on international military and peace support operations
 - 2.2 New Zealand's major security partners value our contributions to collective security efforts
3. **New Zealand's security partnerships directly contribute to New Zealand's security**
 - 3.1 Our close security partnerships with Five Eyes countries, and particularly our alliance with Australia, make New Zealand more secure
 - 3.2 New Zealand deepens its security cooperation with targeted Asia-Pacific partners; and our engagements with those countries advance our own national and regional security interests
4. **New Zealanders are safer overseas**
 - 4.1 New Zealanders are provided with accurate and timely information that enable them to make informed decisions about travelling overseas
 - 4.2 New Zealanders abroad can easily access high-quality consular advice and assistance; and the Government effectively plans for, and responds to, events and emergencies affecting New Zealanders overseas

Indicators to help measure success:

Outcome 4

- ✓ Percentage of respondents satisfied with the quality of consular services rated at 85% or above

...these priority deliverables over 2019 – 2023

1. Secure implementation of the Christchurch Call on elimination of terrorist and violent extremist content online in 2019
2. Build cross-agency prioritisation to ensure effective implementation of the whole of government counter-terrorism engagement strategy for South East Asia (2019-2022); lead strategy refresh in 2020
3. Advance Missile Technology Control Regime objectives through credible chairing in 2019-20 and as troika member 2018-21
4. Deliver a robust, refreshed system for managing New Zealand's Export Control obligations, including strengthening "catch all" controls by 2020
5. Develop foreign policy elements of an all-of-government New Zealand policy on cyber deterrence by 2020
6. Develop and implement a comprehensive programme of cyber-security capacity building in the Pacific and South East Asia, with Pacific roll-out beginning in 2019
7. Define the scope of an increased NZ Inc footprint and strengthened relationships in South/South East Asia to enhance New Zealand capacity to prevent mass maritime arrivals, by 2020
8. Develop New Zealand policy on space weaponisation and international space engagement by 2020
9. Establish objectives and priority initiatives for a new peace and stability fund to deliver international development cooperation support to conflict-affected areas in line with the Government's international security interests, for delivery over 2019-2022 triennium.



Build and leverage targeted international relationships to achieve our goals

CONTRIBUTES TO:

KAITIAKITANGA

SECURITY

PROSPERITY

INFLUENCE

Why this matters:

Our ability to build and leverage international relationships is central to ensuring New Zealand's prosperity and security.

Global interconnectedness is increasing, driven by trade and investment, people-to-people links, technological developments and the emergence of a global popular culture. At the same time, major power relationships are in transition and centres of economic and geo-strategic weight are shifting. The increasing influence on international relations of individuals, companies and organisations operating outside the ambit of governments adds a further layer of complexity.

Against this backdrop we pursue our interests through our connections with others in our region and globally. We maximise our chances of success by working at different levels (fostering and leveraging relationships between leaders, individuals, agencies and institutions) and across different channels (building relationships between governments; securing frameworks for, and actively supporting, trade and business relationships; and encouraging and maximising the positive impact of people-to-people links).

We invest in relationships not for their own sake, but for the outcomes they can secure for New Zealand. This means actively sustaining deep and complex relationships to advance and protect our interests; investing new effort to 'shift the dial' in key relationships with influencers on the global stage; and ensuring we have the base of understanding, built through our connections, to identify new opportunities and manage risks.

We will deliver our 10 year goal and outcomes through these workstreams, and...

1. Manage New Zealand's official engagement with other governments and regional organisations
2. Influence other governments to take decisions aligned with New Zealand interests
3. Cultivate and leverage relationships with key decision-makers in government, business, media, academia, NGOs and cities
4. Deliver and leverage New Zealand's international development cooperation in countries outside the Pacific and ASEAN states
5. Promote New Zealand's profile, values and interests through social/other media and public and cultural diplomacy
6. Provide advice on the implications for New Zealand of political, security, economic and social trends and events in other countries
7. Support connections between New Zealand individuals/organisations and international counterparts
8. Provide host government services to the diplomatic and consular corps in New Zealand
9. Plan and deliver major visits and events in New Zealand
10. Manage and leverage New Zealand's network of Honorary Consuls
11. Support programmes to build New Zealanders' and public sector capability for operating in Asia/China
12. Protect and advance evolving conditions for New Zealanders living offshore.

Our 10 year outcomes and the key results MFAT aims to deliver:

1. Our diplomacy is aligned to changing global realities
 - 1.1 Our relationships with Australia, the United Kingdom, the European Union and the United States are sustained so that our closest partners support us when we need them
 - 1.2 Our comprehensive strategic partnership with China remains on a sound basis to realise benefits, work constructively on mutual interests, and manage risks
 - 1.3 A deliberate programme of investing discretionary effort grows our relationships with Japan, Singapore, Germany, India and Indonesia, delivering tangible benefits for New Zealand
2. The quality of all our relationships enables us to achieve our objectives
 - 2.1 Effective leveraging of all the relationships we have invested in delivers tangible results for New Zealand over time
 - 2.2 Significant differences with other countries are managed in a way that preserves New Zealand's interests and values
 - 2.3 New Zealand is positioned to take advantage of opportunities and manage risks across all our relationships
3. We adapt to ensure we continue to create impactful connections and leverage benefits
 - 3.1 Investment in new tools and practices enhances our ability to build relationships
 - 3.2 We identify and support impactful links (political, business, social, cultural and people-to-people) between individuals, influencers, institutions and agencies
 - 3.3 The coalitions we build and participate in with other countries and organisations deliver results for New Zealand
 - 3.4 New Zealanders' skills and comfort in operating in Asian cultures increases

Indicators to help measure success:

Outcome 3

- ↑ New Zealanders' confidence in engaging with Asian cultures increases

...these priority deliverables over 2019 – 2023

1. Embed new United Kingdom relationship architecture post-Brexit
2. Lift our strategic cooperative partnership with Japan by 2021-22
3. Implement the Singapore Enhanced Partnership for new high-value economic, defence, scientific and community cooperation opportunities with Singapore, Australia and South East Asia
4. Build new and enduring mechanisms to lift our engagement with Germany by 2022
5. Build institutional platforms and relationships for deeper strategic engagement with India by 2022
6. Intensify engagement with Indonesia following the official 60th anniversary year and elevation to Comprehensive Partnership by 2022-23
7. Maximise the value of hosting APEC21 for our relationships in the Asia-Pacific
8. Develop an effective approach to transitioning development relationships, especially in South East Asia, in 2019-20
9. Develop a framework for the Ministry's strategic use of communication channels, by December 2020.



Build and sustain a happy, healthy and high-performing community, for all

CONTRIBUTES TO:

KAITIAKITANGA

SECURITY

PROSPERITY

INFLUENCE

Why this matters:

Our people are our greatest asset and through their efforts we will realise our strategic objectives. Our people undertake many roles, across a range of job families, in a number of locations around the world. Together we contribute solutions to global challenges, and help our country and region towards improved prosperity, resilience and security.

In order to achieve the aspirations of One Ministry we must have shared and meaningful values that are contributed to, and owned by all staff as the way we do things and behave in the Ministry. We will build capability to ensure great managers and authentic leaders.

We aspire to be an employer of choice that attracts, retains and utilises diverse talent for the benefit of our high-performing organisation. Success is highly competent and capable people onshore and offshore, with the right work place environment enabling them to reach their maximum potential.

We know from analysis of current and future changes in the world of work, and from what staff have told us, that to be able to attract and retain the best talent, we require Ministry policy and practice to deliver on these new and changing requirements.

We want all of our people to be highly capable with the right mix of skill and expertise that enables them to be successful in their careers. We will support them by providing high quality development, feedback and career advice.

We will know we have achieved our goal when we have a happy, healthy, high-performing community for all, across all locations and all job families.

We will deliver our 10 year goal and outcomes through these workstreams, and...

1. Manage recruitment, promotion and rotations
2. Undertake workforce planning
3. Develop people capability including through learning and development
4. Manage and recognise staff performance and development
5. Implement talent management frameworks
6. Maintain and enhance internal communications
7. Maintain and develop Human Resources policies and processes
8. Deliver a set of organisational improvement workstreams that support this goal (including Values, Diversity and Inclusion, and Speak up Safely)
9. Provide Human Resources advice and support
10. Measure and increase employee engagement.

Our 10 year outcomes and the key results MFAT aims to deliver:

1. **We have the right people in the right places at the right time**
 - 1.1 Workforce planning enables the Ministry to meet future capability and capacity requirements
 - 1.2 We achieve clearer alignment of people resources with organisational priorities and are more flexible and agile in accommodating emerging issues and short-term operational needs
 - 1.3 Flexible and innovative ways of working are standard practice of how we resource roles
2. **We develop our people for the future**
 - 2.1 Improved access to development opportunities aligned with talent management gives our staff the skills and expertise to be successful in their current and future roles
 - 2.2 Investment in building great managers and authentic leaders translates into higher levels of capability in leading staff and managing resources
 - 2.3 Leaders consistently provide staff with regular, honest and constructive feedback on their performance and appropriately deal with poor performance
3. **We care for and value our people**
 - 3.1 Investment in our offshore facilities ensures that, as far as practicable, all our working environments are safe and healthy
 - 3.2 Changes in our organisational culture increase work-life balance and staff wellbeing
 - 3.3 Staff are recognised and rewarded for their good performance and positive behaviours
 - 3.4 The Ministry's internal communications are supporting high levels of staff engagement
4. **We are diverse and inclusive**
 - 4.1 Valuing and utilising diverse and inclusive thinking, people and behaviours enables the achievement of the Ministry's goals
 - 4.2 Our staff reflect the diversity of New Zealand and the countries we work in
5. **We live our values, every day, everywhere**
 - 5.1 Our staff embrace our values and this positively influences behaviours
 - 5.2 We recruit, develop and reward our staff in line with the values

Indicators to help measure success:

All Outcomes

- ↑ People leaders engagement index increases
- ↑ Staff engagement index increases

Outcome 1

- ↑ Workforce planning maturity increases to an advanced level by 2028

Outcome 3

- ↑ 90% of our offshore buildings have had a health and safety assessment and have an agreed management plan in place for those risks that have not been eliminated
- ↑ Staff wellbeing index increases to 85% by 2028

Outcome 4

- ↑ Inclusion index score of 90% by 2028
- ✓ Meet the 40 Diversity and Inclusion Strategy goals and targets by 2028
- ↓ Gender pay gap reduced to zero by 2028

Outcome 5

- ↑ Values index increases to 90% by 2028

...these priority deliverables over 2019 – 2023

1. Design a workforce management framework in 2019 and implement in 2020
2. Develop a leadership strategy in 2019 and implement in 2019-2023
3. Establish and implement a career management and progression framework in 2019-2020
4. Establish and implement the Health and Safety at Work (HSW) programme of work over 2019 to 2022 to support the HSW strategic approach
5. Deliver and implement an internal communication strategy in 2019-2020 and deliver an upgraded intranet (Te Aka) by the end of 2022
6. Install and implement the Diversity and Inclusion Strategy in 2019-2023
7. Install and implement the new set of Values in 2019-2023.



Enable effective and efficient delivery of Ministry business through fit for purpose and resilient global network and systems/services

CONTRIBUTES TO:

KAITIAKITANGA

SECURITY

PROSPERITY

INFLUENCE

Why this matters:

The Ministry is critically dependent on the quality of our support functions and systems to enable 24/7 delivery of the Ministry's frontline functions and those of many New Zealand agencies operating offshore. As well as the property portfolio and IT network that enable the Ministry to function as a global organisation, we rely on excellent financial management, commercial, legal, security, facilities, business processes and project management systems, services and advice. Administrative support, visits and events delivery, and representational support services onshore and offshore likewise enable the Ministry's frontline functions.

Evolving government priorities and shifts in the complex global environment require us to be adaptable. Available resources, a drive for greater efficiency and effectiveness, a changing technological landscape along with requirements to comply with legal obligations, All of Government standards and expectations from our international security partners, will also impact on how we operate and service our onshore and offshore networks, physically and virtually.

Rapid changes in the digital age require the Ministry to understand and adopt new technology where possible. Not only will this improve productivity and our engagement with different audiences, it will also mitigate the risks associated with emerging threats such as cyber-crime and terrorism.

External reviews of the Ministry have highlighted the need to ensure that our systems and processes are resilient and fit-for-purpose to keep pace with business needs and expectations of our stakeholders and staff.

We will deliver our 10 year goal and outcomes through these workstreams, and...

1. Provide portfolio, programme and project management standards and support for activities and projects
2. Maintain and manage our locations, buildings and assets across our global footprint
3. Maintain and manage our ICT systems, information assets and processes, and deliver related services across our global network
4. Keep our people, information, and assets safe from security threats, emergencies and disasters and discharge the Ministry's statutory responsibility for the international dimension of a major civil defence response
5. Provide NZ Inc Agency Services and coordinate NZ Inc offshore operations
6. Provide executive, administrative, representational and logistics services and other support onshore and at posts
7. Deliver and continually improve our financial, commercial, legal, Ministerial, research, and business support practices.

Our 10 year outcomes and the key results MFAT aims to deliver:

1. Our networks, systems and services are adapted to respond to future opportunities and challenges for the Ministry's business
 - 1.1 Evolution in our virtual and physical work environments enables staff to work more flexibly and productively as well as securely
 - 1.2 The Ministry takes full advantage of innovation in digital technology within appropriate security risk parameters
 - 1.3 Our post network model sustains fit for purpose representation and operations across the range of locations and circumstances we work in
 - 1.4 Initiatives to improve infrastructure, systems, processes and services deliver clear and measurable benefits including for staff and their delivery of the Ministry's strategic goals
 - 1.5 Our systems and processes are kept resilient to cope with unexpected events
2. Property/IT networks and systems, and operational business services form an effective backbone for 24/7 frontline functions
 - 2.1 The Ministry's offshore property portfolio is effectively managed and kept fit for purpose, enabling optimal results to be delivered for New Zealand
 - 2.2 Fit for purpose, reliable information technology and information management systems/services enable staff in all locations to do their jobs and collaborate with ease
 - 2.3 Staff and the information and assets for which we are responsible are kept secure
 - 2.4 The Ministry's finances are effectively managed and spent efficiently
 - 2.5 All operational services and systems meet targeted quality standards and are aligned with customer needs
 - 2.6 Simple operational policy and processes enable staff to work effectively and efficiently
 - 2.7 Our NZ Inc partners operate and collaborate easily with the Ministry onshore and offshore
3. The Ministry's operations are legally compliant and meet standard All of Government best practice

Indicators to help measure success:

Outcome 1

- ↑ Investor Confidence Rating (ICR) Five – Increase Organisational Change Management Maturity to 3.1 (out of 4)
- ↑ Organisational resilience assessment

Outcome 2

- ↑ ICR One – Increase Asset Management Maturity to 83%
- ↑ ICR Two – Increase NZP3M portfolio and project level maturity to 3 (out of 5)
- ↑ ICR Four – Increase Procurement Capability Index maturity to 3.4 (out of 4)
- ICR Seven – Maintain Project Delivery Performance at 10 (out of 10)
- ICR Eight – Maintain Asset Performance at 10 (out of 10)
- ✓ Score in the MFAT Internal Client Satisfaction Survey maintained at 4 or above
- ✓ Agency Services Survey satisfaction scores maintained at 3.5 or above

Outcome 3

- ↑ ICR Nine – Increase System Performance (compliance) to 4 (out of 5)
- ✓ Audit Management rating maintained at 'Good' or above
- ↑ Year-on-year improvements towards Protective Security Requirements self-assessment targets
- ↑ Privacy self-assessment ratings

...these priority deliverables over 2019 – 2023

1. Deliver improvements to the Ministry's approaches to managing change by December 2020
2. Complete delivery of increased business continuity capacity through improved backup and recovery capabilities by March 2021
3. Establish refreshed system for developing and managing property assets in the Pacific by June 2021
4. Deliver key property projects in London, Riyadh, Moscow, Washington, New Delhi and Suva over 2019-23
5. Deliver a new contact and relationship management system by 2023
6. Facilitate the delivery of the NZ Inc offshore operations improvement programme by June 2020
7. Deliver the Human Resources Information System (HRIS) modernisation by July 2022
8. Deliver the Financial Management System (FMIS) modernisation by December 2021
9. Deliver the Protective Security Programme, including security awareness training suite, by April 2023
10. Digitise process and content for visit and events to improve efficiencies and build customer experience by 2021
11. Deliver a suite of corporate training and resources for staff at posts by December 2019.



Foster mutually beneficial relationships with NZ Inc partners, Māori, domestic stakeholders and New Zealanders

CONTRIBUTES TO:

KAITIAKITANGA

SECURITY

PROSPERITY

INFLUENCE

Why this matters:

To successfully deliver its strategic objectives the Ministry needs to be well grounded in, connected to and informed by New Zealand's society and economy.

As a small connected country, a joined up approach can amplify New Zealand's influence overseas through smart connections and mutually beneficial partnerships.

Our domestic partners expect government agencies to be proactive, transparent, interactive and collaborative in their relationships and engage in genuine two-way conversations.

Benefits of stronger connections include:

- high quality policy and advice and better understanding of issues, risks and opportunities
- authentic partnership with Māori and deeper understanding of Mātauranga Māori and its contribution to the Ministry's work
- enhanced collaboration with NZ Inc partners
- enhanced reputation, influence and social licence.

The Ministry's stakeholder research and external reviews suggest there is room for improvement in the style and depth of our engagement with New Zealand government agencies, Māori, domestic stakeholders (including the business sector, civil society, Pasifika and Asian communities and academia) and the New Zealand public. Our existing domestic engagement is improving, but there is scope to be more systematic, customer focused and interactive.

Ultimately, building strong connections will underpin the Ministry's ability to lead the delivery of results in international relations, development and trade.

We will deliver our 10 year goal and outcomes through these workstreams, and...

1. Provide strategic leadership for and coordinate with NZ Inc agencies in New Zealand and offshore to support all strategic goals
2. Engage with Māori and non-government stakeholders to support all strategic goals
3. Communicate the Ministry's work to the New Zealand public through campaigns, digital tools and media
4. Provide information on Ministry activities and outcomes to the New Zealand public
5. Provide tools, training and systems to support relationship management organisational capability.

Our 10 year outcomes and the key results MFAT aims to deliver:

1. **Effective leadership and partnership enhances NZ Inc delivery of the government's international objectives**
 - 1.1 MFAT's leadership enables a high-functioning New Zealand government team
 - 1.2 MFAT works as a team player with NZ Inc agencies on shared objectives
 - 1.3 Domestic policy is informed by the international context and takes into account New Zealand's international objectives
2. **Māori interests and New Zealand's Māori identity are understood and embedded in our work**
 - 2.1 The Ministry is delivering on its duties as a Treaty partner with authenticity and integrity
 - 2.2 Māori interests are being advanced in our international work
3. **Mature and sustainable relationships with New Zealand domestic stakeholders enhances the Ministry's policy development and international engagement and reputation**
 - 3.1 The Ministry has professional and co-ordinated processes for engaging with domestic stakeholders
 - 3.2 The Ministry is attuned to the values and issues that matter to domestic stakeholders
 - 3.3 The Ministry works in partnership with domestic stakeholders to deliver mutually beneficial results
4. **MFAT has raised understanding and support among the New Zealand public for New Zealand's international objectives and the work we do**
 - 4.1 The Ministry's reputation with New Zealanders has improved and social licence to operate on behalf of the government is enhanced
 - 4.2 The Ministry's value to New Zealanders is better demonstrated and understood
 - 4.3 New Zealand publics are satisfied with their participation in MFAT-led consultations, initiatives and hui and with how the Ministry responds to inquiries
 - 4.4 Public has easy access to accurate and relevant information about New Zealand's international relations, development and trade policies and activities

Indicators to help measure success:

All Outcomes

↑ Stakeholder satisfaction with MFAT's effectiveness representing New Zealand interests

Outcome 1

↑ Ratings for leadership and collaboration from NZ Inc agencies

✓ Evidence of MFAT advice informing domestic decision making, particularly in relation to a) Pacific impacts and b) policy areas targeted for post reporting

Outcome 2

↑ Confidence of Māori in their partnership with the Ministry

↑ MFAT staff who are able to apply Mātauranga Māori in their mahi

Outcome 3

↑ Domestic stakeholders satisfaction with engagement with MFAT

Outcome 4

↑ Ministry reputation measures (leadership, trust, fairness, social responsibility)

↑ Understanding of Ministry's role and what it delivers for New Zealanders

↑ Visit numbers and user satisfaction with MFAT's websites and social media platforms

↑ Timeliness of response to Official Information Act requests and ministerials

...these priority deliverables over 2019 – 2023

1. Embed Ministry-wide processes and culture for stakeholder engagement by June 2020 to strengthen the Ministry's network
2. Refine and rollout new approach to partnering with NGOs on shared development objectives based on lessons from the pilot phase by 2020
3. Complete implementation of the Māori Engagement Strategy by 2021
4. Develop a programme to improve policy engagement and collaboration with NZ Inc agencies by December 2019
5. Undertake strategic outreach campaigns around benefits of trade, our role in the Pacific and environment issues by December 2019 and develop a programme of campaigns to 2022
6. Deliver a programme of engagement by MFAT leaders and Head of Missions to strengthen the Ministry's network by December 2020 and leverage off the 2019/2020 Leaders Week.



Ensure the Ministry delivers the best achievable outcomes for New Zealand from the resources invested in it

CONTRIBUTES TO:

KAITIAKITANGA

SECURITY

PROSPERITY

INFLUENCE

Why this matters:

Enterprise performance is about how we lead, assess and organise ourselves. Good enterprise performance creates the platform for achieving our strategic outcomes and for operational excellence. It should mean that our delivery as an organisation is more than the sum of our parts (our business units onshore and offshore).

Fundamental to enterprise performance is how we navigate the complex and changing context in which we seek to achieve our outcomes – and evaluate our success. Fundamental too are the investment decisions we make – we need to have the right people and resources in the right place at the right time. Our enterprise performance is underpinned by our leadership, including our organisational strategies and frameworks.

The Government has ambitious goals for our foreign, trade and development achievements. It expects the Ministry's enterprise performance to be deliberate and consistent and to result in optimal outcomes being achieved within the taxpayer funding provided. The Ministry is also expected to participate in and be responsive to systems for driving government agencies' performance, in particular the Performance Improvement Framework (PIF).

If stakeholders view MFAT as a successful organisation, they are more likely to work with and support us, which in turn further lifts our enterprise performance. Similarly, if staff consider they are able to achieve because of (rather than despite) the way the Ministry is led and organised, their performance further lifts our enterprise performance.

We will deliver our 10 year goal and outcomes through these workstreams, and...

1. Undertake strategic and business planning, and strategic performance monitoring and evaluation
2. Undertake high level strategy development and strategic assessment
3. Plan, manage and account for the Ministry's portfolio of investments and develop investment management practice
4. Lead, participate in and support governance at organisational and programme level
5. Provide and contribute to the Ministry's assurance, public sector compliance and risk management systems
6. Promote and develop frameworks, tools and working practices to deliver policy and strategy
7. Discharge line management responsibilities and provide management support to Ministry leaders.

Our 10 year outcomes and the key results MFAT aims to deliver:

1. **Strong strategic performance means MFAT delivers demonstrable results in changing international and domestic contexts**
 - 1.1 Strategic planning, performance and risk management are aligned
 - 1.2 Our Strategic Framework is founded on a programme of strategic assessment
 - 1.3 We compellingly demonstrate the impact of the Ministry's work
 - 1.4 Systematic approaches to monitoring and evaluating our performance improve our decision-making, learning, accountability and communication
2. **MFAT's investment of resources is grounded in our Strategic Framework and a strong evidence base**
 - 2.1 Our Long Term Investment Plan supports delivery of our strategic outcomes now and in the future
 - 2.2 Decisions on strategic prioritisation and resource allocation are underpinned by assessments of benefits and impact, and consistent evidence-based frameworks
 - 2.3 Benefits of investments are systematically identified, monitored and evaluated
3. **MFAT's excellence in governance, leadership and management ensures we achieve our strategic outcomes and meet all legal obligations and public sector requirements**
 - 3.1 Well-considered, quality decisions are taken in a timely fashion by the appropriate person or body
 - 3.2 Risk is identified, mitigated and managed in ways that are proportionate to its potential impact and that support innovation
 - 3.3 A culture of sustained organisational improvement and adaptive change lifts our enterprise performance
 - 3.4 Our organisational strategies and frameworks drive performance and allow the Ministry to operate as a modern organisation

Indicators to help measure success:

Outcome 1

- ↑ Performance Improvement Framework (PIF) ratings for Results; Review; and Purpose, Vision and Strategy
- ↑ Progress towards policy maturity target

Outcome 2

- ✓ Investor Confidence Rating (ICR) of at least a 'B'
- ↑ ICR Three – Increase in the quality of the Long Term Investment Plan to 6 (out of 10)
- ICR Six – Maintain Benefits Delivery Performance at 16 (out of 20)

Outcome 3

- ↑ PIF ratings for Leadership and Governance
- ↑ Internal Control Assessment of Departments (ICAT) overall ratings
- Risk maturity rating
- Environment, Systems and Controls (ESCO) audit rating of good

...these priority deliverables over 2019 – 2023

1. Establish and maintain a high level view of organisational change initiatives by 2019
2. Embed a Ministry-wide approach to evaluating performance by the end of 2021
3. Deliver a fit-for-purpose Long Term Investment Plan by December 2019
4. Deliver improvements to the Ministry's approaches for end-to-end investment management so that the capital investment portfolio is integrated, responsive and fit-for-purpose by June 2023
5. Embed a Ministry-wide International Policy Framework by June 2020
6. Embed a consistent approach to identifying and monitoring realisation of benefits from change initiatives by December 2020
7. Operationalise application of the Relationship Prioritisation Framework to resource allocation decision-making by June 2021.

Managing our functions and operations

Our governance framework

The Governance Framework is a mechanism for exercising strategic leadership of the Ministry and overseeing its organisational performance. The framework privileges the long-term over the immediate, and allocates responsibilities and resources to develop, implement and enable strategic performance, and to deliver Ministry operational outputs.

Collectively, the framework refers to the MFAT Board and its committees – the Strategy & Policy Committee; the Coordination & Performance Committee; the Health, Safety and Wellbeing Committee; and the Resources Committee. It is a mechanism for making organisational-level decisions; prioritising effort and investment; providing assurance that key programmes and activities are being delivered as planned; and providing advice on matters of organisational significance.

The four committees take decisions and provide direction to the Ministry, and provide assurance and advice to the MFAT Board. Among them, they oversee the development of strategy and policy, oversee investment and resource allocation, and review delivery, compliance, risk and performance.

Managing risk

We use risk management to ensure the key potential impediments to long-term strategies and goals are identified early and that the appropriate interventions are made to mitigate these. The Ministry's approach to risk management is based on international risk management standards, and has been designed to be both holistic and add value to fit our context. It is holistic because it considers both organisational risks and strategic policy risks. It adds value because risk management is positioned in the Ministry as an enabler; it is designed to facilitate better decision-making in pursuit of opportunities, rather than the traditional risk management approach which emphasises caution at the expense of innovation and progress.

Risk management at the Ministry sits at the juncture between good governance and strategic performance, and assists and enables both. In order to do so effectively, the Ministry has been on a risk maturity journey and is currently in its final stages. Risk management is aligned with the Ministry's Strategic Framework and affects and is affected by the performance monitoring of plans, deliverables and outcomes under the Ministry's Strategic Framework.

Driving strategic performance

The Ministry has robust systems in place to ensure we deliver on our Strategic Framework. The diagram below outlines our model for strategic planning, delivery, and performance reporting, linked to our governance framework.



Each goal is led by a Senior Responsible Owner (SRO) who is also a member of the Senior Leadership Team. SROs coordinate and account for the delivery of goal outcomes.

Goal Summaries (set out on pages 16-37 of the Strategic Intentions) provide guidance to staff on the impact the Ministry is setting out to achieve and what it is prioritising for delivery over the coming four years. Business planning cascades the Strategic Framework into unit business plans and individual performance and development plans. Direction of effort data is gathered by workstream and priority deliverable to ensure that they are appropriately resourced.

Goal plans are used to plan and monitor delivery of priority deliverables in each goal. Risk registers include the key risks that have the potential to impact on the goal and treatments to manage the risks.

The Ministry has implemented a refined approach to monitoring performance against the Strategic Framework. The approach drives delivery of the priority deliverables through quarterly monitoring of delivery and risk, and will assess the impact the Ministry is making at the outcome/result level through an Annual Goal Assessment. This will be applied for the first time in July/August 2019 for the 2018-19 year, and will include a qualitative assessment against all results, supported by measurement of progress where quantitative indicators have been identified.

Every three years, the Ministry undertakes a strategic assessment that analyses New Zealand's strategic environment and the implications for our foreign policy. This is used to update the Ministry's Strategic Framework. An assessment covering the period 2020-30 will be completed in 2019.

The Ministry will establish an evaluation function extending beyond New Zealand's international development cooperation in 2019-20, to evaluate the wider organisation's delivery of results and value to New Zealand.

Delivery of New Zealand's international development cooperation and Pacific foreign policy

Complementing Ministry-wide planning, long-term strategies have been developed to provide guidance for New Zealand's foreign policy and development cooperation for all of our major bilateral partners in the Pacific region. These strategies inform our country plans and Statements of Partnership that reflect the Pacific Reset principles and a more comprehensive approach to our development cooperation and foreign policy in the Pacific.

A business case approach has been adopted to improve design and implementation of development activities. The approach promotes planning and investing for outcomes, ensuring early collaboration between stakeholders, and evidence-based decision-making.

Cross-group and cross-agency governing boards have been established to support governance of New Zealand's international development cooperation. These boards assess progress against the country plans, review business cases and monitor the risk and performance of our programmes.

Organisational improvement programme

The Ministry has an ongoing organisational improvement programme to ensure we continuously lift our performance and agility in delivering our strategic goals.

As part of the Ministry's commitment to cultural transformation, the three organisational improvement priorities for 2019 are:

- lifting the Ministry's Mātauranga Māori,
- integrating our refreshed organisational values into the fabric of the Ministry,
- implementing our Diversity and Inclusion Strategy to deliver a more diverse workforce and inclusive workplace.

A wide range of other improvement initiatives are listed among the priority deliverables in the organisational capability goals.

Diversity and Inclusion

The Ministry's ten-year Diversity and Inclusion Strategy is designed to grow the diversity of our workforce and the inclusiveness of our workplace. The Ministry aspires to be a workplace that values and utilises diverse and inclusive thinking, people and behaviours. We want our staff to reflect the diversity of New Zealand and the countries we work in. At the core of our ambition is a focus on leadership, talent, training and development, and flexible work options. We want to demonstrate to our global partners and to New Zealanders that the Ministry represents the aspirations of the country we represent: a tolerant, diverse, inclusive and welcoming society.

Release and dissemination of publicly available information

We want to be seen as an effective communicator in releasing and disseminating our information proactively and publicly, where possible. We will seek to achieve this by releasing high-value public data for reuse, and making more of our other information publicly available, in accordance with the Declaration on Open and Transparent Government.

Asset management and investment intentions

Asset portfolio

The Ministry's \$708 million asset base comprises property – land, buildings, furniture, equipment and plant (83%); information and communications technology assets (15%); and motor vehicles (less than 2%).

The Ministry actively manages a portfolio of 330 owned and leased properties around the world to support the Ministry's goals.

Asset investment management

The Ministry's Long Term Investment Plan (LTIP) 2019 will outline the Ministry's investment direction over the next ten years. The LTIP draws on the Ministry's Strategic Framework, sets out the ten year trajectory of change in the Ministry's operating model, and provides an assessment of the current state of assets to inform and explain intended investments, and the financial impact of these intentions. The LTIP is informed by a number of functional-level strategies such as the Global Property Asset Report, the Workplace Strategy, Information Systems Strategic Plan and the Security Strategy.

The Ministry has a focus on improving its investment management systems and processes. The planned level of investment over ten years set out below is materially lower than last year's figure reflecting a much sharper focus on prioritisation and deliverability.

The Ministry has introduced an Investment Management Cycle aligned to The Treasury's "Think, Plan, Do, Review" framework that includes an enhanced and more strategic Budget setting process.

This focus on improving investment management will continue in the coming year.

Property

The Ministry's property asset management framework is based on a suite of three, tiered asset management plans:

- Global Property Asset Report
- Regional Asset Management Plans
- Post Asset Management Plans.

The nature of the Ministry's property investment intentions is being influenced by the need to ensure the health, safety, and wellbeing of staff; the need to support flexible and innovative working environments leveraged by the evolution of communications technology; an increasingly regional-based approach to property given the vast differences between regional property markets; and an increasing preference for owning staff housing given the risks of over-investing in leased properties.

Information and communications technology

The Ministry's Information Systems Strategic Plan describes the future direction of investment in information and communications technology assets. It articulates a portfolio of initiatives that digitally enables the Ministry to meet its business needs.

Information and communications technology investment priorities centre on replacing obsolescent assets, and delivering new services that support the Ministry to achieve its strategic and organisational capability goals.

The nature of the Ministry's ICT investment intentions is being influenced by the ongoing proliferation of cloud-based services, the use of which needs to be balanced with security considerations; the need to improve the Ministry's knowledge management and data analytic functionality; the need to support increased work flexibility and mobility; and the increased use of communications and social media to achieve foreign policy objectives and engagement with New Zealanders.

A contact and relationship management system will strengthen the Ministry's capabilities to build relationships and engage with its stakeholders.

Increasing adoption of mobile devices and mobile access to applications will provide Ministry staff more options for flexible working.

Investment plan

The Ministry is planning to invest capital of over \$514 million over the period of our 10 year plan from 2019-20.

Approximately 77% of forecast investment is in Property (\$396 million), and 23% is in ICT software and hardware (\$118 million).

Major capital projects underway or planned 2019-2023

The following table lists major capital expenditure projects that are underway or in planning over the next four years. 'Major' is defined as IT and business system projects over \$1 million and property projects over \$4 million.

Capital Projects	2019/20	2020/21	2021/22	2022/23
	Underway	Planned		
Property Projects				
New posts	Bogotá Colombo	Bogotá Colombo		
Leased chancery relocation fit-outs	Moscow	Moscow	Moscow	
Chancery building construction	Honiara Suva	Suva	Suva	
Chancery refurbishment/ infrastructure upgrade	London - Temporary Accommodation New Delhi Port Moresby Riyadh	London - Temporary Accommodation New Delhi Port Moresby Riyadh	New Delhi Rarotonga Riyadh Washington	New Delhi Rarotonga Riyadh Washington
Official Residence upgrades			Washington	Washington
Head Office Accommodation		Wellington	Wellington	Wellington
Information Technology and Business System Projects				
Information Technology and Business Systems	Information Technology Network Maintenance Programme	Information Technology Software Maintenance Programme	Information Technology Systems Maintenance Programme	Information Technology Systems Maintenance Programme
	Expense Management system (Phase 2)	Financial Management Information System centralisation/upgrade	Financial Management Information System centralisation/upgrade	
		Global Document Management replacement	Global Document Management replacement	
	Integrated and upgraded Aid Management System – Enquire (Release 3)	Integrated and upgraded Aid Management System – Enquire (Release 3)		
	Data centre – Ozone	Data centre – Ozone	Data centre refresh	Data centre refresh
	Contact & Relationship Management system	Contact & Relationship Management system	Contact & Relationship Management system	
		Te Aka Upgrade		
	Human Resources Information System upgrade	Human Resources Information System upgrade	Human Resources Information System upgrade	
	Video conferencing project (Phase 1)			

Forecast details of departmental capital expenditure for the period 2019–2023

	2019/20 \$000	2020/21 \$000	2021/22 \$000	2022/23 \$000
Buildings	11,320	26,341	18,361	21,755
Plant and equipment	2,500	2,500	2,500	2,500
Furniture and fittings	31,105	30,251	14,503	31,625
Motor vehicles	1,000	1,000	1,000	1,000
Computer hardware	7,150	4,075	4,350	6,725
Computer software	5,555	11,482	7,382	2,400
Total	57,630	75,649	48,096	56,005

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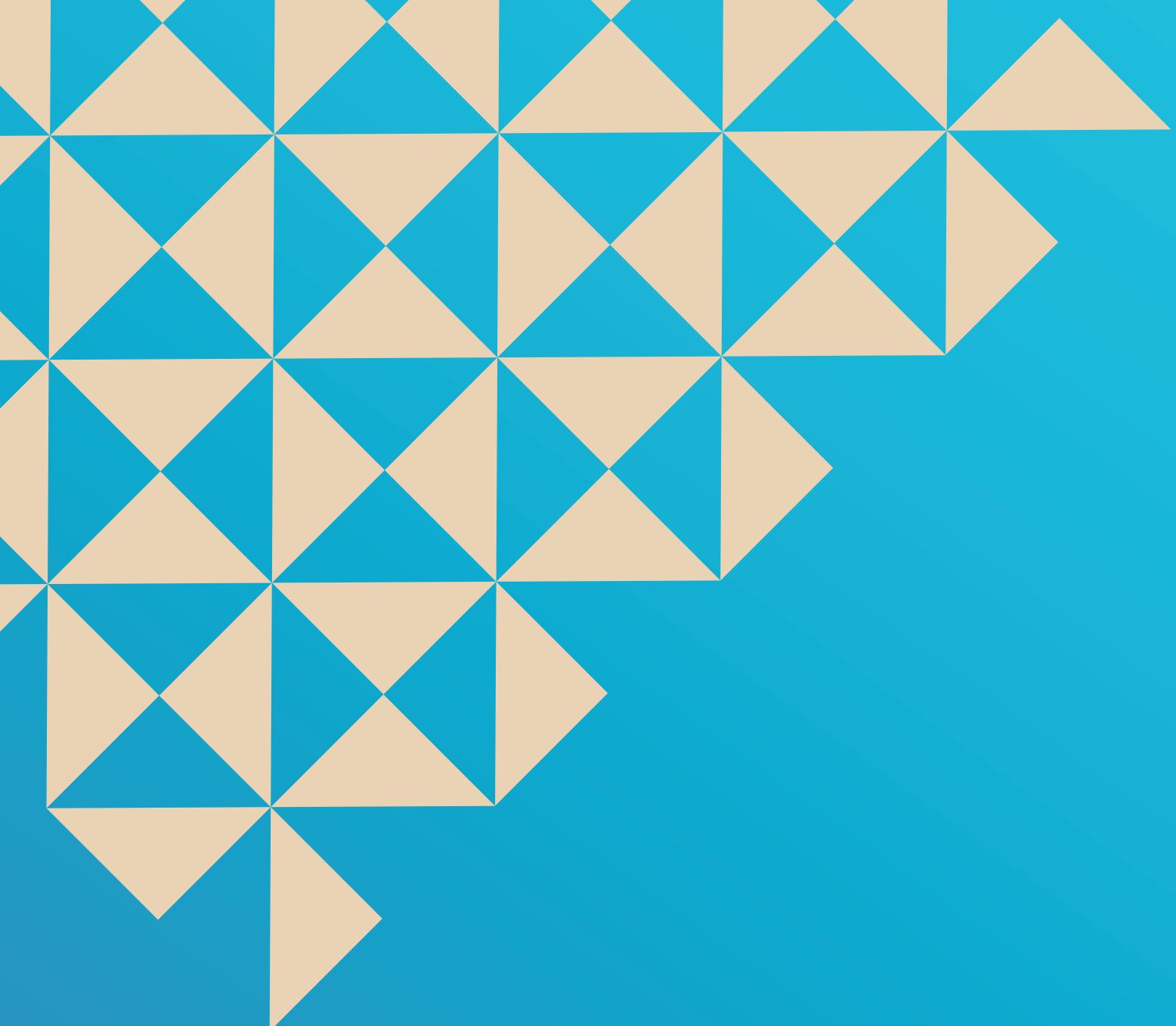
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MINISTRY OF FOREIGN AFFAIRS AND TRADE
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New Zealand Government