



Integrated Country Strategy

NEW ZEALAND

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1. Chief of Mission Priorities

Mission New Zealand will work with partners in New Zealand and Samoa to advance the Chief of Mission's core priorities of combatting climate change, defending a free and open Indo-Pacific, and growing connections with indigenous communities. We will seek to improve Pacific coordination across diplomatic, economic, and security realms to maintain a free and open region that benefits all, starting with stronger coordination between the U.S. and New Zealand governments. We will seek to improve cooperation with New Zealand, as well as Pacific Island partner countries on addressing the global challenges of climate change, addressing a key priority for the governments of New Zealand and Samoa.

The outcome of great power competition in the Asia-Pacific region will determine the future of the world's security and prosperity. New Zealand sits at a pivotal place in that region and in our Indo-Pacific Strategy, making Mission New Zealand's role in the political, economic, and cultural path its government chooses increasingly essential. 2022 marks the 184th year of friendly relations between the United States and New Zealand, since the first U.S. Consul arrived here in 1838. Over the last five years, the relationship has grown ever stronger, especially as New Zealand continues to hold steadfast to its values, including the need to uphold a rules-based international order. We now look to the government of New Zealand for leadership and partnership as we educate the business and academic communities and the general public about growing threats to our shared values. In doing so, we will continue to strengthen and deepen the bilateral relationship in the security, economic, intelligence, and global health spheres. This will require expanding the Five Eyes relationship fully into the diplomatic and economic realm, as well as developing other coalitions based on shared concerns, including environmental security, maintaining a free and open Indo Pacific, and working together to manage the ongoing economic and political impacts of COVID-19, particularly as new variants of the virus emerge. It will also mean defending the rules based international order and making difficult decisions with long term consequences as we help New Zealand and the Pacific protect their sovereignty.

At a time of global upheaval, when alliances and partnership are crucial to the continued success of the rules-based international order, New Zealand has an important role to play. Our shared values and common goals will pave the way for expanded opportunities, enhanced cooperation, and a broad and strong partnership now and for the future. We have a strong partner in New Zealand and we will look to upgrade that partnership – and the relationships that undergirds it – in every facet of our diplomatic engagement. The U.S.-New Zealand relationship has never been stronger on the issues that matter most, and we will strengthen that relationship across all of Mission New Zealand as we move forward.

The U.S.-New Zealand trade and commercial relationship is the best it has ever been. As New Zealand's view of its place in the world rapidly evolves, we see opportunities to do even better. The region is at the center of world commerce, not just the existing flow of goods and services, but also as the framework for the future of the world's economy. Our trade relationship is healthy and broad, and we seek to expand it even further. We will work with the government to find ways to increase two-way trade and investment in both economies, including through the Indo-Pacific Economic Framework with the prospect of an agreement to boost digital trade. We will continue to promote the Kiwi Act as the best vehicle for New Zealand investors to enter the U.S. market.

Most importantly, we will increase our cooperation in the innovation sector, especially tech, entertainment, and space cooperation, ensuring that the United States remains New Zealand's partner of choice in these fields. We will seek to provide opportunities for New Zealand to diversify its economy, including spurring greater economic connections to the Māori and Pasifika business communities. We will also work with the New Zealand government to protect intellectual property rights (IPR), ensure that dual-use technology is properly protected, and educate Kiwi business on IPR protections. We will leverage New Zealand as a valuable partner in our shared pursuit of trade liberalization, a level playing field, and the promotion of rules-based, high-standard regional economic and trade architecture. This will pay strategic dividends as well as economic ones. Lastly, we will work with New Zealand and Pacific partners to build capacity with our partners in the Pacific to better prepare for and mitigate the effects

of global challenges such as misinformation, disinformation, debt trap diplomacy, and the risks of climate change.

Keeping the region free and open for trade and governance also means defending against the darker side of global connectivity – the proliferation and threat of weapons of mass destruction, increases in transnational crime including illicit trade in drugs, terrorism, the exploitation of the world’s most vulnerable by trafficking and smuggling, and illegal, unreported, and unregulated (IUU) fishing. Together, we will enforce United Nations sanctions and bolster the rules based international order – at the United Nations and its affiliates, in North East Asia, and throughout the Pacific and Antarctica. To facilitate the growth and effectiveness of New Zealand’s contributions to future shared security goals – including international coalitions and peacekeeping – we will prioritize steady increases in interoperability, including through joint exercises, training, and security assistance. We will continue our strong security collaboration in New Zealand’s backyard, from Antarctica to the Pacific, which will have the added benefit of helping to promote the health, safety, and welfare of U.S. citizens in the region during emerging crisis events.

We will work with partners to leverage the wealth of expertise in government, academia, and civil society, to identify and prioritize opportunities to address the region’s environmental security needs and to help ensure climate resiliency—and thus stability—throughout the Indo-Pacific. Prominent U.S. efforts to counter the negative effects of climate change will highlight the United States’ commitment to supporting one of the region’s most important, and immediate, security concerns and will demonstrate the United States’ value as a trusted partner on transnational and global issues. Further, we will work with Māori, Pasifika, and marginalized groups to include their environmental priorities, helping to ensure a just and equitable response to climate change.

The Mission will use outreach initiatives, management actions, public engagement program resources, and private sector engagement to strengthen U.S. connections with Māori communities and targeted Pasifika diaspora in New Zealand, as well as the Pacific Islander communities in Samoa, Cook Islands, Niue, Tokelau, and beyond. These connections will allow

for wider relationship building, the promotion of common values, resource sharing, and the advancement of U.S. policy with these vital Pacific region communities.

One of the many ways in which we will strive to make our expanded partnership sustainable is through broad, considered engagement with the political opposition, and outreach to the full spectrum of the diverse society in New Zealand, including Māori, Pasifika, diaspora, youth, and other communities. That will intensify use of both classic public diplomacy and social media tools, as we push ever deeper and wider into New Zealand society and culture. We will increase people-to-people programs and cultural ties through expanding educational and professional exchanges as well as sports diplomacy. We will increase New Zealanders' awareness of the many values, cultural riches, and policy priorities we share -- engendering stronger support for our global policies. And we will shine a light on malign influences domestically and regionally in order to inform and prepare the people, universities, and businesses of New Zealand to identify and mitigate its impacts.

The breadth of our partnership and Mission staff required to nurture the relationship have continued to grow steadily. The management platform will continue to adapt and grow to maintain a high level of customer service. Finding ways to attract and retain quality local staff will continue to be a challenge.

As the relationship with New Zealand continues to grow and develop, encompassing an expanding variety of regional and multilateral issues, we will meet rising demand for services by better positioning and augmenting our staffing. We will seek to add an additional U.S. direct hire Political/Economic officer in Auckland, as well as a local Public Affairs staffer in Wellington to manage policy and messaging opportunities and counter misinformation. Platforms are important too and we will seek to increase our presence on the South Island and our support for NSF operations in Antarctica by establishing a diplomatic presence in Christchurch with one new USDH Pol/Econ Officer and one new USDH Public Diplomacy Officer, and adding an additional floor to our Consulate-General in Auckland. These additions will allow us to function more effectively and broaden all facets of our relationship with the people and government of New Zealand as well as our regional partners.

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2. Mission Strategic Framework

Mission Goal 1: Partnerships with government and non-government institutions tackle global challenges – especially climate change – and advance a more resilient, prosperous, and secure Indo-Pacific region.

- **Mission Objective 1.1:** U.S. leadership and engagement help New Zealand and Pacific Island partners to mitigate and adapt to climate change and strengthen bilateral partnerships on space, Antarctica, oceans, environment, science, technology, and health.
- **Mission Objective 1.2:** U.S. cooperation on global shared interests and support for New Zealand's leadership in multilateral organizations strengthen the UN system, reduce human trafficking, promote human rights, enforce sanctions, and uphold a rules-based international order.

Mission Goal 2: A modern U.S.-New Zealand security partnership helps ensure a free and open Indo-Pacific region and responds to challenges that threaten the region's security and prosperity.

- **Mission Objective 2.1:** Enhanced capabilities for integration and interoperability, including bilateral and multilateral training and operations, strengthen the international rules-based order and deliver safety and security for South Pacific partner nations.
- **Mission Objective 2.2:** Well-informed defense and regional security decision making enhances regional security.

Mission Goal 3: Sustainable and inclusive economic growth improves the lives of the people of the United States and New Zealand and in the Indo-Pacific.

- **Mission Objective 3.1:** The bilateral economic relationship deepens through the Indo-Pacific Economic Framework by promoting trade facilitation, the digital economy, supply chain resiliency, and worker standards.

- **Mission Objective 3.2:** New Zealand and Pacific business communities have an increased awareness of new commercial and economic threats.

Mission Goal 4: The United States is recognized and respected as a like-minded partner with shared democratic values to advance cross-cultural connections, combat disinformation, and support underrepresented communities, particularly Māori and Pasifika communities.

- **Mission Objective 4.1:** U.S. global leadership and democratic values promote understanding of the United States as a valuable long-term partner, particularly with Māori, Pasifika, and other indigenous communities.
- **Mission Objective 4.2:** Partnerships combat disinformation and state malign influence.

Mission Goal 5: A network of New Zealand partners promotes and protects the health, safety, and welfare of U.S. citizens affected by emergent crisis events.

- **Mission Objective 5.1:** Relationships with contacts outside the New Zealand government in the aviation, tourism, health, and security sectors help the Mission assist U.S. citizens during emergent crisis events.
- **Mission Objective 5.2:** A service plan assists U.S. citizens in regions without direct consular support, including the South Island, Realm territories, Samoa, and Antarctica.

Management Objective 1: Financial, physical, and human resources align to appropriately and effectively support the Mission's bilateral and regional goals, to include support of Embassy Apia.

3. Mission Goals and Objectives

Mission Goal 1 | Partnerships with government and non-government institutions strengthened to tackle global challenges – especially climate change – and advance a more resilient, prosperous, and secure Indo-Pacific region.

Description | The Mission will work closely with the governments of New Zealand, Samoa, Cook Islands, and Niue, as well as academics and civil society to strengthen partnerships to advance U.S. policy around global challenges that include combatting climate change and advancing a free and open Indo-Pacific region. By emphasizing our like-minded view of the current risks to the Indo-Pacific, including those challenges within the security and climate change priorities, we can strengthen our partnerships through a shared regional outlook and commercial collaboration. Close communication with our partners to amplify our success is key to advancing these priorities.

Furthermore, Mission New Zealand must strengthen existing cooperation and build new programs to promote U.S. interests in Antarctica, space, and other environmental, science, technology, and health initiatives. The U.S. Antarctic Program (USAP) bases logistical operations in the Antarctic gateway city Christchurch. Close coordination with New Zealand ensures continuous USAP operations and research, as well as global respect for operational norms established by the Antarctic Treaty System, a cornerstone of the rules-based system in Antarctica, to ensure the Antarctic is reserved for peace, science, and marine conservation.

Objective 1.1 | U.S. leadership and engagement help New Zealand and Pacific Island partners to mitigate and adapt to climate change and strengthen bilateral partnerships on space, Antarctica, oceans, environment, science, technology, and health.

- **Justification** | Close coordination with New Zealand and Pacific Island partners on our global climate goals will continue to signal leadership and support to the Pacific on climate change, their number one identified security risk, and reinforce our common values. Engagement with New Zealand and Pacific Island partners on our

core climate change priorities will buttress our commitments to collaborate with partners, increase their climate ambition, and lower the cost of emissions reductions. Close coordination with New Zealand ensures continuous USAP operations and research, as well as global respect for operational norms established by the Antarctic Treaty System, a cornerstone of the rules-based system in Antarctica, to ensure the Antarctic is reserved for peace, science and marine conservation. Closer ties will empower and support conservation and biodiversity efforts throughout New Zealand and the Pacific.

- **Linkages** | Paris Climate Agreement; Indo-Pacific Strategy; JSP Objective 2.1; JSP Objective 2.2.; EAP JRS Goal 1; EAP JRS Goal 5
- **Risks** | Failure to coordinate and advance our partnerships with New Zealand, Samoa, and Pacific Island partners on climate change would undermine the trust Pacific nations have in the United States as a reliable partner. If we are unable to effectively communicate our successes or advance core U.S. priorities on our climate change agenda, our credibility will be undermined, which could encourage some in the region to turn to external partners for assistance with their environmental security needs. Furthermore, without close polar and space coordination, the established treaty systems governing Antarctic and space – which have geostrategic importance and are being threatened by malign actors – could become meaningless. Partnering closely with New Zealand reduces risks to both areas and helps maintain focus on peaceful cooperation and scientific advancement. Without close polar and space coordination, the established treaty systems governing Antarctic and space – which have geostrategic importance and are being threatened by malign actors – could become meaningless. Partnering closely with New Zealand reduces risks to both areas and helps maintain focus on peaceful cooperation and scientific advancement.

Objective 1.2 | U.S. cooperation on global shared interests and support for New Zealand's leadership in multilateral organizations strengthen the UN system, reduce human trafficking, promote human rights, enforce sanctions, and uphold a rules-based international order.

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- **Justification** | With malign influence challenging existing norms and the rules-based system within various multilateral bodies, U.S.-New Zealand coordination and alignment on global issues are more important than ever to ensure continuity of the established institutional norms and universal human rights.
- **Linkages** | Summit for Democracy; Presidential Initiative for Democratic Renewal; Five Eyes Partner; Indo-Pacific Strategy; JSP Objective 1.3; JSP Objective 3.2; NSM 4; EAP JRS Goal 3; EAP JRS Goal 5.
- **Risks** | Failure to cooperate and coordinate with New Zealand and our Pacific partners to support the strength of the multilateral system could degrade internationally established systems. If we fail to support New Zealand's leadership within multilateral organizations, we run the risk of weakening New Zealand's role as a strong Pacific voice and undermining its recognized leadership in preserving the integrity of a rules-based international system.

Mission Goal 2 | A modern U.S.-New Zealand security partnership supports a free and open Indo-Pacific region and responds to challenges that threaten the region's security and prosperity.

Description | The Mission will work closely with the Government of New Zealand, U.S. Indo-Pacific Command (INDOPACOM), and like-minded partners to foster a security environment focused on stability, support, and the rules-based order. Enhanced interoperability and a common understanding of the strategic threat environment will increase the resilience of Pacific Island Countries and support a free and open Indo-Pacific region.

Objective 2.1 | Enhanced capabilities for integration and interoperability, including bilateral and multilateral training and operations, strengthen the international rules-based order and deliver safety and security for South Pacific partner nations.

- **Justification** | Integration and interoperability of defense and security capabilities is a key component of regional and global defense cooperation and allows our military

services to work together seamlessly in humanitarian assistance/disaster response, conflict, or pre-conflict operations.

- **Linkages** | This objective supports the Indo-Pacific Strategy; Interim National Security Strategic Guidance, US INDOPACOM Theater Campaign Plan, 2022 National Defense Strategy, and 2022 National Military Strategy Tasks 2, 3, 6 and 7.
- **Risks** | Failure to achieve this objective would limit the U.S. ability to work with partners, which would create a more permissive environment for both state and non-state malign actors that seek to destabilize the rules-based order and limit freedom of movement in the Indo-Pacific region.

Objective 2.2 | Well-informed defense and regional security decision making enhances regional security.

- **Justification** | A common understanding of the strategic operating environment allows for the creation and implementation of combined and supporting security plans, including development, procurement, and employment of resources.
- **Linkages** | This objective supports the Indo-Pacific Strategy, Interim National Security Strategic Guidance, US INDOPACOM Theater Campaign Plan, 2022 National Defense Strategy, and 2022 National Military Strategy Tasks 2, 3, 6 and 7
- **Risks** | Failure to achieve this objective could cause misalignment of posture and policy between the U.S. and like-minded partners. Without a common understanding of the strategic operating environment, the U.S. will be unable to define mutual interests and risks and potentially miscalculate perceptions of the strategic importance of certain actions and policies.

Mission Goal 3 | Sustainable and inclusive economic growth improves the lives of the people of the United States and New Zealand and in the Indo-Pacific.

Description | Bilaterally, Mission New Zealand should focus on market access for U.S. companies in New Zealand, while reinforcing business-to-business ties and supply chain diversity. We should also continue to promote free, fair, and reciprocal trade, and open

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shipping lanes. Recognizing that great power competition extends to the economic sphere and other powers are using debt, IP theft, technology, among other methods to capture elites and undermine sovereignty throughout the region, Mission New Zealand should also partner with New Zealand to promote private investment, intellectual property rights, respect for sovereignty, and international laws and norms, in support of the second pillar of the Indo-Pacific Strategy.

Mission New Zealand can serve as a trusted interlocutor to promote Administration policy on WTO, OECD, MDBs, and other multilateral trade objectives – as well as the deployment of a global COVID-19 vaccine – to ensure close coordination and engagement with New Zealand.

Deepening our economic engagement in the region is critical to advancing our Indo-Pacific Strategy. Supply chain resiliency is a key component of the Indo-Pacific Economic Framework. Principles of transparency, diversity, security, and sustainability should be closely coordinated with New Zealand within the theme of strengthening supply chains.

Objective 3.1 | The bilateral economic relationship deepens through the Indo-Pacific Economic Framework by promoting trade facilitation, the digital economy, supply chain resiliency, and worker standards.

- **Justification** | To increase New Zealand foreign direct investment (FDI) in the United States and U.S. jobs, we will strengthen U.S.-New Zealand innovation economy ties – in digital services, entertainment, and space – to encourage New Zealand to diversify its economy away from the PRC and toward the United States as the partner of choice in the innovation field. A key priority is to advance the development of the Indo-Pacific Economic Framework as a pillar of the Indo-Pacific Strategy. These efforts will also include the Space Framework Agreement, continued E1/E2 visa implementation, SelectUSA promotion, and an ecosystem of investors and corporate collaborations. We will work with the New Zealand Consulate in Los Angeles and MFAT counterparts as well as the private sector across the Pacific. As circumstances allow, we also look to continued sales and interoperability in the defense sector. In addition, we will explore opportunities for U.S. industry to diversify New Zealand’s supply chain options. We

want to promote robust cybersecurity mechanisms between our countries as well as the responsible design, development, and deployment of emerging technologies in line our democratic values, respect for human rights, and sustainable and inclusive economic growth.

- **Linkages** | Indo-Pacific Strategy and Space Framework Agreement
- **Risks** | Failure to show that the United States is economically invested in the region would result in weakened credibility and decreased economic influence in the region. Lack of tangible progress toward a free trade agreement could deepen New Zealand's reliance on the PRC. Failed talks could anger the New Zealand public or lead to charges of U.S. protectionism and hypocrisy.

Objective 3.2 | New Zealand and Pacific business communities have an increased awareness of new kinds of commercial and economic threats.

- **Justification** | Increase awareness among New Zealand business, academics, and civil society of the dangers of IP theft, tech transfer, supply chain risk, and cyber intrusion. Partner with New Zealand to protect Pacific Island nations from IP theft, cyber intrusion, and dependence on unsecure networks. This could include working with New Zealand to promote good governance and fight corruption and elite capture across the Pacific in line with the Indo-Pacific Strategy.
- **Linkages** | EAP JRS Goals 4 and 5 and JSP Objective 2.1 and 2.2.
- **Risks** | Balancing USG outreach and partnership engagement is key. Overly intrusive USG action could be deemed interference by GNZ or Pacific counterparts and/or alienate academics and others, burning bridges and jeopardizing relationships. Lack of outreach to key government, academic, and private sector contacts could result in the failure to build critical networks.

Mission Goal 4 | The United States is recognized and respected as a like-minded partner with shared democratic values to advance cross-cultural connections,

promote racial equity, combat disinformation, and support underrepresented communities, particularly Māori and Pasifika communities.

Description | The Mission will strengthen the perception of the United States as a valuable like-minded partner with a shared history and a shared commitment to democratic values. By emphasizing our common regard for principles like the protection of human rights, rule of law, diversity and inclusion, and entrepreneurship, we will highlight the strength and depth of the U.S. partnership with New Zealand and the Pacific region. The Mission will build values-based local and regional connections particularly by connecting our indigenous communities and emphasizing our Pacific ties. This will stand in stark contrast to authoritarian regimes that flaunt international norms in the Indo-Pacific region. Mission programs will support efforts to counter state malign and other disinformation risks that undermine democratic institutions and regional security.

Objective 4.1 | U.S. global leadership and democratic values promote understanding of the United States as a valuable long-term partner, particularly with Māori, Pasifika, and other indigenous communities.

- **Justification** | Mission New Zealand seeks to build long term relationships and understanding based on our shared commitment to democratic values that stand in stark contrast to malign state actors who seek to increase their influence in the region. The targeted and focused support of a variety of public engagement programs in New Zealand and the Pacific Islands will tie into U.S. social values and highlight our shared belief in international norms and human rights. Programs will emphasize the strength of our history and relationship by promoting the mutual pursuit of common interests including in the fields of STEAM (Science Technology Engineering Arts Mathematics) and Pacific and indigenous connections.
- **Linkages** | Summit for Democracy; Presidential Initiative for Democratic Renewal; EAP JRS Goal 4; JSP Objective 3.3; JSP Objective 1.3; and JSP Objective 2.2; NSM 4.

- **Risks** | Failure to connect our people through our common democratic values could give authoritarian regimes an opportunity to increase malign influence programs in the region that seek to undermine trust in democratic institutions and generate instability in the Indo-Pacific.

Objective 4.2 | Partnerships combat disinformation and state malign influence.

- **Justification** | Working in concert with partners in government, civil society, and the media, Mission New Zealand seeks to raise awareness of disinformation as a global challenge and increase support for counter malign state influence programs. The Mission will increase U.S.-New Zealand collaboration dis/misinformation threats and risks and support increased training opportunities for partner institutions. By leveraging tools, including exchange programs, media reporting tours, access to USG officials, and media literacy programs, the Mission will raise awareness of the malign goals of authoritarian regimes in the region.
- **Linkages** | EAP JRS Goal 1; EAP JRS Goal 4.2; JSP Objective 1.3; JSP Objective 2.2; and JSP Objective 3.3
- **Risks** | Failure to raise awareness of disinformation as a global threat undermines democratic institutions as it erodes trust in government and in civil society like independent media. Disinformation can also decrease the ability to respond to threats like current and future pandemics. Failure to raise awareness of malign state influence as a global challenge and failure to fund opportunities to engage with the United States and other like-minded partners as an alternative could lead to further entrenchment and reliance on the programs and resources offered by authoritarian regimes in the region.

Mission Goal 5 | A network of New Zealand partners who promote and protect the health, safety, and welfare of U.S. citizens affected by emergent crisis events.

Description | New Zealand is regularly affected by natural and man-made crisis events, including earthquakes, volcanoes, pandemics, and terrorist activity. These events often affect

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U.S. citizens and require swift and open communication with the New Zealand government and other partners to effectively manage a crisis response.

Objective 5.1 | Relationships with contacts outside the New Zealand government in the aviation, tourism, health, and security sectors help the Mission assist U.S. citizens during emergent crisis events.

- **Justification** | The New Zealand government provides the vast majority of support during emerging crisis events, but they often have shortages of staff and privacy issues that inhibit information sharing with diplomatic counterparts. Mission New Zealand staff have a variety of contacts throughout the country, but they are not often approached to assist U.S. citizens in a crisis.
- **Linkages** | Mission NZ Emergency Action Plan; JSP Objective 1.5 and 3.3; JSP Strategic Objectives 5.1 and 5.2
- **Risks** | Without the help of New Zealand's non-government actors, we risk delayed action in resolving emergencies that affect U.S. citizens.

Objective 5.2 | A service plan assists U.S. citizens in regions without direct consular support, including the South Island, Realm territories, Samoa, and Antarctica.

- **Justification** | The Consular section in Auckland is the sole provider of U.S. citizen services for the entirety of New Zealand, Cook Islands, Niue, Pitcairn Islands, and Antarctica. Auckland also provides substantial support to Apia, Samoa, including regular consular visits and case processing by mail for most standard cases. With the rise of PRC consulates throughout the region, it is imperative that U.S. consular officers show up in person to answer questions about visas, U.S. citizen services, and the United States in general.
- **Linkages** | JSP Strategic Objectives 5.1 and 5.2
- **Risks** | Without continuous outreach to the popular tourist destinations of the South Island of New Zealand and neighboring island nations, U.S. citizens will not contact the USG in a timely manner and will rely on hearsay and unofficial information, weakening

the important role the consular section plays for overseas citizens in delivering factual information related to security threats, health issues, and other important issues.

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4. Management Objective

Management Objective 1 | Financial, physical, and human resources align to appropriately and effectively support the Mission's bilateral and regional goals, to include support of Embassy Apia.

As the Mission implements its ambitious goals, management and security staff support will become more critical. We will need to increase the size and strength of the management platform, including human resources, information technology, financial management, general services, and security, to achieve our strategic goals.

- **Justification** | As the Mission implements its ambitious goals, management and security staff support will become more critical. We will need to increase the size and strength of the management platform, including human resources, information technology, financial management, general services, and security, to achieve our strategic goals.
- **Linkages** | Administrative, management, and security personnel support to the offices as they carry out all the Mission goals indicated above in New Zealand and Samoa. Management and security offices also undertake tasks supporting these goals directly, such as improving energy efficiency and joining outreach efforts.
- **Risks** | Without adequate management support and administrative staff, the Mission will not be able to implement its goals. Mission staff require secure, safe, healthy, and productive work, residential, and representational spaces, with operational IT platforms and equipment, to include telework and remote work capability, to accomplish our goals. They also require all administrative support to facilitate such things as travel, procurement, payroll, accounts payable, hiring, training, and securing appropriate housing.

Identified potential risks include lack of office space as staffing grows; a limited pool of applicants from which to recruit due to the small population and shortage of particular skill sets; delayed funds arriving to Post; slow pace of recruiting due to the many steps

required; lockdowns due to the pandemic; lack of personally owned technology to work from outside the office; and lack of security setback at the Embassy.

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