

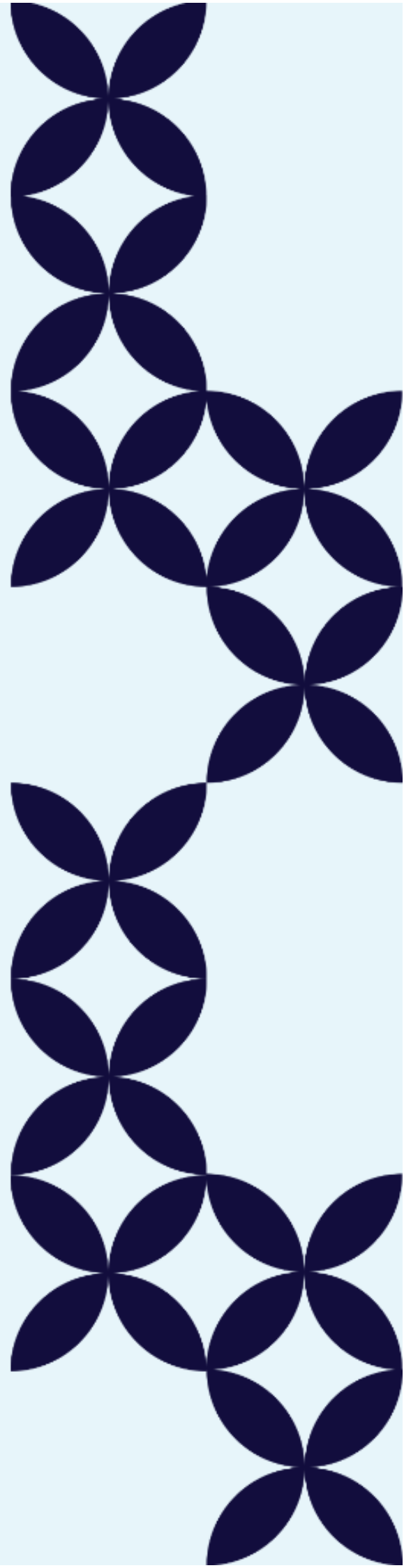
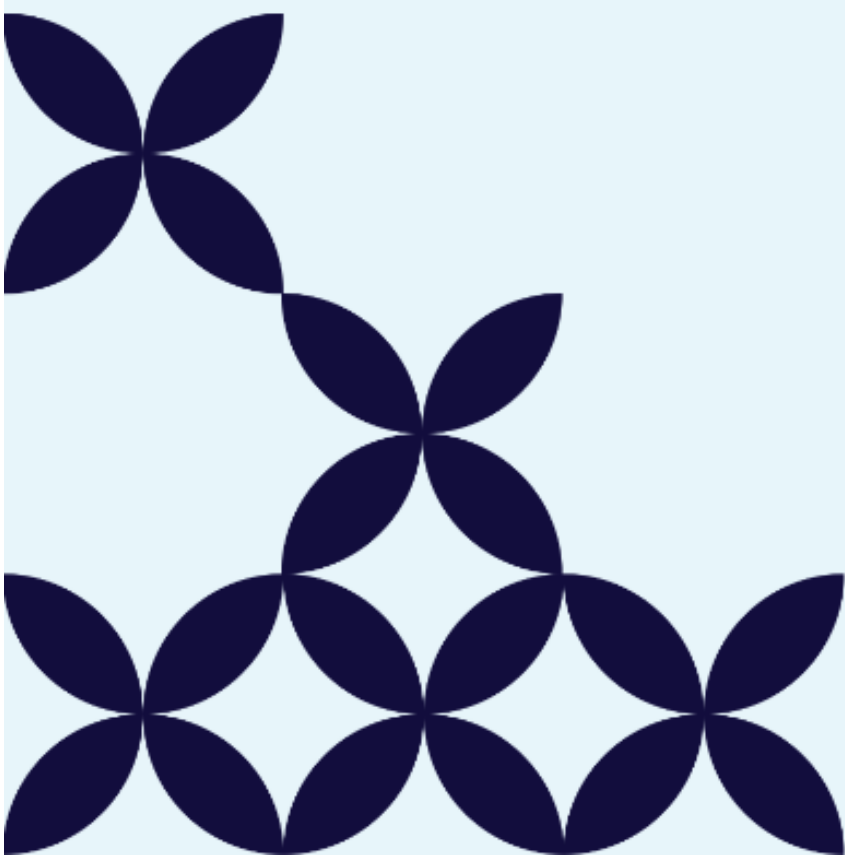


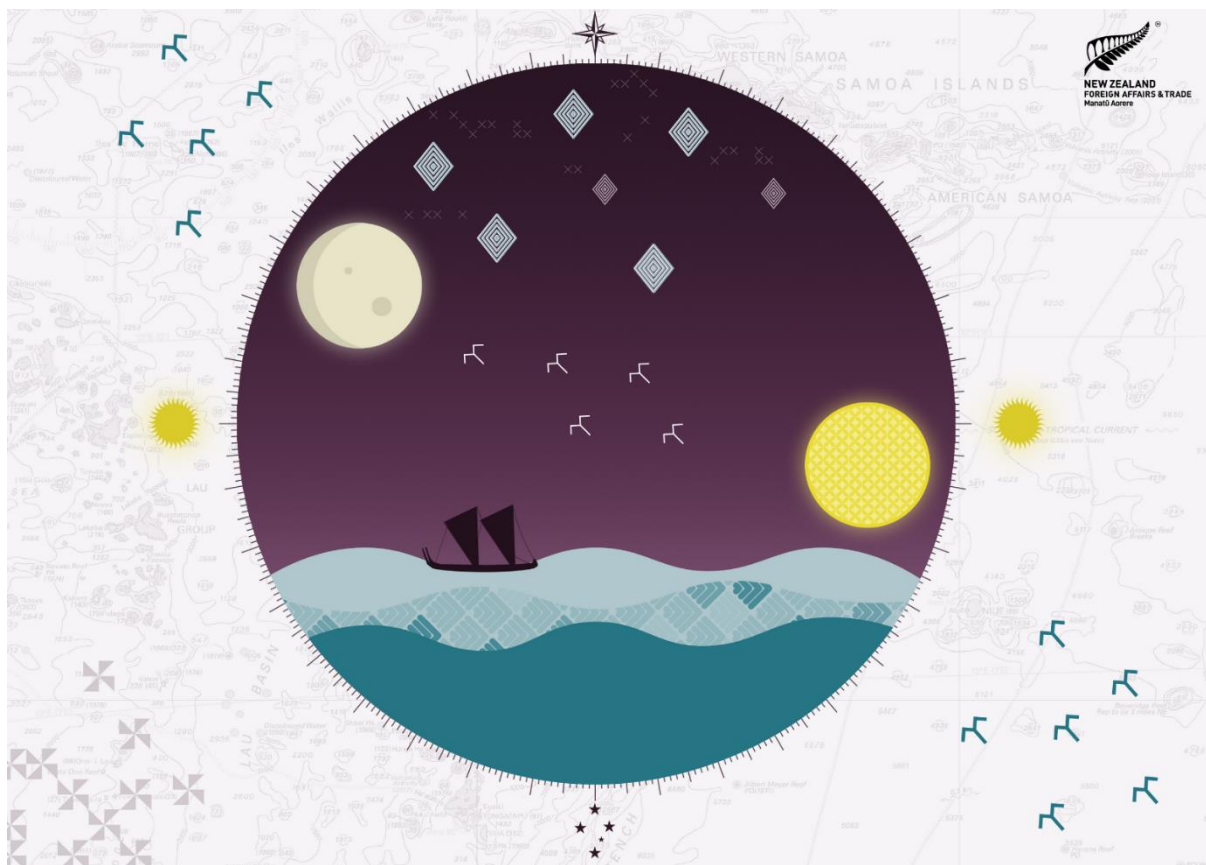
**NEW ZEALAND**  
**FOREIGN AFFAIRS & TRADE**  
Manatū Aorere

**Niue**

# **Four Year Plan**

**December 2021**





Navigating our approach to engagement in the Pacific will require us to draw on all the tools available in our kete to help guide our journey... much like our tupuna, before us.

We have taken this concept and developed a **compass**, built around various elements found in Māori and Pacific navigation narratives.

**Tātai hono**: represented by the **ocean** – and its currents – binding us all through whakapapa and connection.

**Turou Hawaiki**: represented by the **navigation winds**, carrying manu and waka, charting our course and direction, and recognising our shared common values.

**Whāia te Taumata Ohanga**: like the **sun**, setting and rising, but always on the horizon, showing us that although the journey may be different, the long-term perspective remains the same.

**Tātou Tātou**: reflecting the strength of our friendships – and where we are headed – in the faces, and phases, of the **moon**.

**Arongia ki Rangiatea**: represented by **Matariki me nga purapura whetu**, drawing a common architecture across the night's sky that reinforces our integration.

This document is one in a series of Four Year Plans for Pacific Island countries published by the New Zealand Ministry of Foreign Affairs and Trade. For the latest version please go to [www.mfat.govt.nz](http://www.mfat.govt.nz)

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<sup>2</sup> <https://www.legislation.govt.nz/act/public/1981/0047/latest/DLM51358.html>



## Purpose of this document

The New Zealand Ministry of Foreign Affairs and Trade (MFAT) has developed this Four Year Plan (4YP) to guide the planning and management of New Zealand's overall engagement with Niue, and as a platform for dialogue with partners.

The 4YP is used to bring clarity to what work should be prioritised and to help monitor progress to achieve shared outcomes and strategic goals.

This is a living document that will be refreshed annually to ensure it responds to changes in country context, including impacts of external shocks such as COVID-19.

### An integrated approach

Aotearoa New Zealand pursues an integrated approach to engagement with Niue. We focus on coherence across our diplomatic, trade and economic, climate change, environment, security and development objectives to deliver sustainable progress in developing countries, and advance New Zealand's interests and values. As such, our development contribution (both policy and financial) is an integral pillar of our foreign policy – it reflects our network of international relationships and commitments, and is an expression of our values.

## Enduring principles for New Zealand's engagement in the Pacific

The **enduring principles** which guide New Zealand's overall engagement in the Pacific region are:

- **Tātai Hono** (The recognition of deep and enduring whakapapa connections):

Shared history and meaningful relationships will shape our engagement, reinforcing New Zealand's depth of connection within the region and increasing understanding of Pacific peoples. These connections can further be enhanced by the shared value of reciprocity, shared national and regional priorities, shared language connections, and the recognition and celebration of the diversity between and within our indigenous values and those of Pacific partners.

- **Turou Hawaiiki** (Navigating together):

Our engagement will recognise that we share common values, and will reflect the unique and substantial overlap with New Zealand domestic policy decisions in respect of the Pacific. The development of New Zealand regional and national policies will actively consider their implications for the Pacific. We will also actively consider the impact on Pacific Island countries from international treaties and agreements that Aotearoa New Zealand is negotiating.



- **Whāia te Taumata Ōhanga** (Journey towards a circular economy):

Our engagement will recognise that the journey we each take is different but our horizon is the same. We will collaborate in support of the Sustainable Development Goals, with the long-term inter-generational perspective these Goals bring consistent with New Zealand's and Pacific Island countries' enduring journey together. We will aim to achieve lasting resilience through Pacific Island countries' enhanced capability to deliver on national and regional priorities through supporting sustainable human, economic, and social development. We recognise each country's mana to determine and protect its own kaitiakitanga.

- **Tātou Tātou** (All of us together):

Our cooperation will be underpinned by the principles of whanaungatanga and friendship, including honesty, trust, and respect. We will listen and have conversations. We will act with predictability, consistency, and based on the values we share as people of the Pacific. We will harmonise our efforts with others. We will confidently share New Zealand's views and perspectives, being clear about the things we will do and the things we will not do. The strength of friendship allows us to communicate openly even when our views differ.

- **Arongia ki Rangiātea** (Focus towards Excellence):

We will actively take an integrated approach across each New Zealand Government agency to recognise the centrality of the Pacific. We will amplify our value in the Pacific through encouraging impactful co-investment from actors outside the region, and by supporting regional architecture that reinforces Pacific ownership and priorities.



## Country overview

Niue is a single island country with a land area of 261 square kilometres, located 2,400 kilometres northeast of Aotearoa New Zealand. Aotearoa New Zealand has a special constitutional obligation towards Niue (alongside Cook Islands and Tokelau). Niue is self-governing in free association with Aotearoa New Zealand, and Niueans are New Zealand citizens<sup>3</sup>. Free access to Aotearoa New Zealand and Australia has seen the population of Niue decrease from around 5,500 to 1,500 over the last 40 years. While the population of Niue is now stable, this population loss has eroded the tax base and the size of the workforce, and is an enduring constraint on economic development.

Niue's economy is primarily reliant on the tourism sector, which was estimated to account for 20% of GDP prior to the COVID-19 pandemic and which has grown the national income since 2009 in spite of recent set-backs from COVID-19 related border closures. However, reliance on a single sector has created economic and environmental risk for Niue, and the growth in tourism has also exacerbated underlying problems in essential infrastructure. Climate change impacts may also intensify Niue's water supply and quality issues, and its exposure to natural disasters.

Niue's primary industry sector mainly consists of subsistence agriculture and the processing of organic produce for export (taro, coconut, vanilla, and noni juice). The country imports almost all of its needs (in particular, food and fuel) which means the cost of living can be high.

Niue's National Strategic Plan (2016-2026) focuses on "A prosperous Niue – working together to protect the people and the environment". The pillars of Niue's development plan are: finance and economic development; governance; infrastructure; social services; environment and climate change; tāoga Niue<sup>4</sup>; and the private sector.

Aotearoa New Zealand, recognising its constitutional obligations to Niue, will continue to contribute to public spending on essential services and will support the maintenance and upgrades of critical infrastructure.

## COVID-19 impacts

Niue closed its borders in early 2020 and has remained COVID-free. However, while Niue has been spared the health impacts of COVID-19, the border closures have devastated the tourism industry. Niueans employed in this industry have been supported via a wage subsidy provided by the Government of Niue as part of its economic response plan. Aotearoa New Zealand has provided additional funding of \$17 million to Niue to support this plan. We have provided a further \$2 million to the Niue Tourism Property Trust to ensure the ongoing operation of the Matavai Resort, which is

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<sup>3</sup> Niueans born in Niue are New Zealand citizens. However, there are Niueans born in Australia and elsewhere who may not be automatically entitled to New Zealand citizenship.

<sup>4</sup> Tāoga Niue is the culmination of all elements that symbolise the tagata (people) Niue through its identity, Vagahau Niue (Niuean language), culture and heritage.



critical to the tourism industry, and have also provided MIQ<sup>5</sup> services to Niue. The impacts of COVID-19 are likely to affect Niue's economy for a number of years.

## New Zealand's partnership with Niue

On 26 April 2019, the Governments of Aotearoa New Zealand and Niue signed a [Statement of Partnership](#)<sup>6</sup> setting out the principles and priorities under which we will cooperate, coordinate and partner in shared priority areas. These areas are:

- Partnership: strengthen the capability of Niue's public institutions and links with New Zealand institutions, consult with each other about significant issues, and collaborate regionally.
- Prosperity: support Niue's sustainable economic development, focusing on tourism, infrastructure, and the private sector.
- Resilience, environment and climate change: protect Niue's tāoga and environment, manage the environmental impacts of economic growth, and build Niue's resilience to climate change.
- Peace and security: build inclusive societies, pursue shared security interests, work together to respond to shared security challenges, and cooperate on information exchange.
- People: support leadership and professional capability development, improve educational and health outcomes, promote gender equity and equal rights, and promote and protect tāoga Niue cultural heritage, language, values, and identity.

A number of New Zealand Government agencies have established relationships with their counterpart agencies in Niue either as part of their core business or through MFAT-facilitated programmes. These agencies include the Ministry of Health, New Zealand Police, Maritime New Zealand, Immigration New Zealand, Ministry for Primary Industries, and Civil Aviation Authority of New Zealand. Their connections demonstrate the value of our partnership as they offer targeted, relationship-driven support at the bilateral and regional level in areas of shared interest. They also develop and sustain communities of practice and the exchange of ideas.

Aotearoa New Zealand is represented in Niue by a High Commissioner and Deputy High Commissioner, along with a team of seven employed at post<sup>7</sup>. Niue is represented in Aotearoa New Zealand by a High Commissioner and First Secretary.

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<sup>5</sup> Managed Isolation and Quarantine

<sup>6</sup> <https://mfatgovt.nz/assets/Countries-and-Regions/Pacific/Niue/NZ-Niue-Statement-of-Partnership-signed-version.pdf>

<sup>7</sup> The High Commission includes two seconded staff from Wellington, three staff employed at post working on administration, consular services and the development programme, and four staff working on property (operations, maintenance and housekeeping).



## New Zealand's 4YP strategic goals in Niue

Strategic goals	
<p><b>Goal One:</b>  <b>Niue and Aotearoa New Zealand have a reciprocal and resilient partnership that reflects our whanaungatanga, and promotes kotahitanga and painga kotahi<sup>8</sup></b></p>	<p>The constitutional ties between Aotearoa New Zealand and Niue are fundamental to our relationship. As a microstate, Niue's ability to flourish is intrinsically linked to its relationship with Aotearoa New Zealand. Aotearoa New Zealand seeks a relationship with Niue that extends beyond our obligations and is based on mutual respect and whanaungatanga, and extends across New Zealand state sector partners.</p>
<p><b>Goal Two:</b>  <b>Niue is a likeminded partner working with Aotearoa New Zealand towards a safe and secure Pacific region</b></p>	<p>Building domestic and regional security and resilience contributes to the safety and prosperity of our citizens living in both Niue and Aotearoa New Zealand.</p>
<p><b>Goal Three:</b>  <b>Niue is well-governed with institutions able to respond effectively and provide equitably for the needs of its people</b></p>	<p>Effective, transparent, and accountable governance, including strong public financial management, is an essential enabling factor for delivery of high quality social services and for continued sustainable and resilient economic development. Strengthening governance would make an important contribution to improving the continued well-being of Niueans.</p>
<p><b>Goal Four:</b>  <b>A more resilient, stable, and inclusive Niue economy</b></p>	<p>Despite the recent disruption due to COVID-19, tourism continues to be the most promising driver of the economy and remains a priority. Beyond tourism, support for diversification in niche products and services will contribute to economic resilience and strengthen Niue's private sector. Aotearoa New Zealand will work with Niue to ensure that economic benefits flow through to improved social outcomes across all sections of the community, targeting people and groups at risk of being left behind.</p>

These goals are consistent with Niue's vision for "A Prosperous Niue" and the pillars of Niue's development plan: finance and economic development; governance; infrastructure; social services; environment and climate change; tāoga Niue; and the private sector.

<sup>8</sup> Whanaungatanga can be understood as: our connections or kinship through shared experiences and working together; kotahitanga as collective action; and painga kotahi as mutual benefit.





## Specific outcomes linked to our strategic goals

The logic diagram annexed to this 4YP sets out how our strategic goals, which are long term outcomes, drive more specific **medium and short term outcomes**. Aotearoa New Zealand will work towards these outcomes in partnership with Niue.

### Assumptions

In setting out the logic diagram and outcomes, we have made the following **key assumptions** which we will continue to test and monitor during the implementation of this 4YP:

- Niue remains free from uncontrolled community transmission of COVID-19.
- Aotearoa New Zealand continues to manage COVID-19 at the border, and there is no widespread outbreak of community transmission.
- Two-way quarantine-free travel will be established in the latter part of 2021 and largely stay open until normal border settings can resume.
- The rollout of vaccines is successful and there is an uptake across the eligible population that provides adequate community immunity.
- There are no major constitutional changes in either country that have implications for the constitutional relationship.
- Niue's population remains stable.
- There are no catastrophic natural disasters in Niue or Aotearoa New Zealand.
- There are no catastrophic security threats to Niue or Aotearoa New Zealand.

### Risks

We have noted the following **key risks** which we will continue to monitor and develop mitigation measures for during the implementation of this 4YP:

Strategic level risks	Mitigation measures
Uncontrolled spread of COVID-19 in Niue and / or Aotearoa New Zealand	We will continue to work with Niue to support safe border settings, including as we look ahead to establishing two-way quarantine-free travel. Planning for quarantine-free travel includes ensuring there are systems in place to respond quickly and take steps to prevent the uncontrolled spread of COVID-19.
Other communicable disease outbreaks	New Zealand's Ministry of Health is providing support to Niue through the Polynesian Health Corridors programme, which includes strengthening the wider health system and information sharing.
Niue is impacted by extreme weather events or other natural disasters, resulting in significant damage, loss of life or	We will offer support when required, drawing on our humanitarian partnerships and national capabilities in responses phases, and through bilateral programmes in the recovery phase. Through our development investments, we support countries to be better prepared for and reduce risks





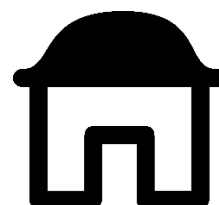
Strategic level risks	Mitigation measures
disruption to New Zealand development investments.	from disasters, including through integrating climate change adaptation and disaster risk reduction measures into development investments where relevant.
Significant economic downturn in Niue or Aotearoa New Zealand	Aotearoa New Zealand has continued to provide economic support to Niue to respond to COVID-related economic shocks. We will continue to discuss with Niue how it will continue to manage fiscal risks and identify other sources of revenue if required (such as the Niue International Trust Fund).
Significant tourism hesitancy beyond the short term	We will work with the Niue Tourism Office to support its marketing of Niue as a safe destination, once two-way quarantine-free travel commences.
Rapid de-population of Niue	We will continue to support Niue's efforts to avoid rapid de-population, through mechanisms such as continuing the wage subsidy during the tourism downturn, and ensuring Niueans can easily return to Niue (through two-way quarantine-free travel ), as well as continuing to promote policies that support retention of the population (for example, pension portability).
Security threats to Niue or Aotearoa New Zealand	We will continue to share information with Niue about potential security threats. We will also support the strengthening of Niue's systems to resist cyber threats. This will be achieved through the New Zealand High Commission and partnerships with our security agencies.

## Key themes supporting these outcomes

Aotearoa New Zealand has adopted a number of thematic focus areas for its engagement with the Pacific region, recognising that thematic policy, insights and technical expertise are vital to building strong and resilient partnerships. For our engagement with Niue the key thematic focus areas are as follows.

### Governance, including improved economic governance and public financial management

Our focus on improved economic governance and public financial management extends to strengthening the public sector more broadly. Working with Niue to strengthen its own governance and accountability systems and to invest in the next generation of leadership is central to this. Our continued support for **tourism recovery and sustainability** recognises its importance to the development of a prosperous, resilient, and inclusive economy in Niue.

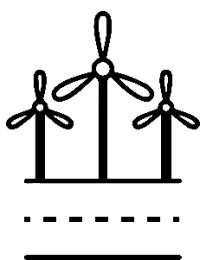


## Health

Niue provides primary and secondary care to patients in Niue, but necessarily relies on Aotearoa New Zealand to provide specialist and tertiary care. We will continue to support the strengthening of Niue's health system so it can withstand health security threats (from communicable diseases including COVID-19) and deliver inclusive, affordable and accessible health services to improve the health of Niueans. This work is undertaken in partnership with New Zealand's Ministry of Health and District Health Boards, in particular Counties Manukau District Health Board.



## Infrastructure and energy



Promoting access to high quality infrastructure and services contributes to environmental sustainability outcomes and resilience in the face of climate change. Maintaining and improving critical infrastructure supports both essential service delivery and economic development. We support the development and ongoing maintenance of high quality infrastructure and services, with a focus over this 4YP on resurfacing Niue's runway and improving asset maintenance.

## Education

We support effective and inclusive education service delivery that reflects and enhances Niuean culture and language so that Niue has a population with the skills, values and knowledge to deliver its long term plans. This includes working with the New Zealand Ministry of Education on policy changes that affect learners in Niue and with the New Zealand Qualifications Authority to ensure Niuean learners achieve in NCEA<sup>9</sup> and other New Zealand qualifications. It also includes work under The Pacific Agreement on Closer Economic Relations (PACER) Plus<sup>10</sup> to improve qualification recognition.



## Achieving development outcomes that are effective, inclusive, resilient and sustained

New Zealand's International Cooperation for Effective, Sustainable Development policy statement identifies four development principles that guide New Zealand's work with partner countries: effective, inclusive, resilient and sustained<sup>11</sup>.

<sup>9</sup> National Certificates of Educational Achievement (NCEA) are New Zealand qualifications for senior secondary school students.

<sup>10</sup> <https://www.mfat.govt.nz/en/trade/free-trade-agreements/free-trade-agreements-in-force/pacer-plus/>

<sup>11</sup> <https://www.mfat.govt.nz/assets/Aid-Prog-docs/Policy/Policy-Statement-New-Zealands-International-Cooperation-for-Effective-Sustainable-Development-ICESD.pdf>



**Effective development** is values driven, partnership focused, adaptive, outcomes focused, and evidence based.

In Niue we deliver effective development outcomes by delivering assistance through the Government of Niue's systems. This allows us to enhance the mana of our partner by prioritising the strengthening of Niue's own systems. It also means we avoid establishing parallel project structures wherever possible, and we deliver support at a sector level rather than a project level.

**Inclusive development** addresses exclusions and inequality created across all dimensions of social identity, while promoting human rights, and equitable participation in the benefits of development.

In Niue we deliver inclusive development outcomes by taking a sector-based approach and working with the Government of Niue to support inclusive service delivery. We will ensure that economic benefits flow through to improved social outcomes across all sections of the community, targeting people and groups at risk of being left behind. We will also work to ensure that some of the potential negative outcomes of this growth are mitigated. This includes sensitively raising human rights issues. It also includes offering support to locally developed responses to these issues in relation to inequitable development outcomes, including for women, young people and children (including addressing domestic and gender-based violence), and other vulnerable/marginalised groups (such the economically disadvantaged, disabled, LGBTQI+ community, and migrants).

**Resilient development** strengthens the environment, economy, and societies to withstand shocks and manage crises while protecting future well-being.

In Niue we deliver resilient development outcomes by focusing on strengthening the public sector and developing ongoing, long-term relationships between Niuean agencies and New Zealand state sector agencies. We support the building of resilient, climate-resilient infrastructure, with a focus on asset maintenance, to extend its longevity.

**Sustained development** enables lasting progress and is locally owned to uphold results in the long term.

In Niue we deliver sustained development outcomes by working in partnership with Niue and aligning our programme with its own development priorities to ensure ownership of development outcomes.



## How we put this plan into action

To operationalise this 4YP and therefore contribute to achievement of agreed goals Aotearoa New Zealand uses a range of actions and works with multiple partners. International development cooperation funding for this 4YP is managed over a three year period. Over this period, there is flexibility to move funds into and between 4YPs in order to respond to rapidly changing contexts. Current information about New Zealand's International Development Cooperation appropriation is on the MFAT website<sup>12</sup>.

Our primary implementing partner is the Government of Niue, working through Niue's own systems. This approach is complemented by the work of state sector partners and regional agencies.

Aotearoa New Zealand delivers most of its development funding to Niue through the Government of Niue's own systems. This delivery model depends on a strong partnership with a high level of trust. Trust is built and strengthened through regular dialogue, sharing of information, and forming long-standing relationships.

A priority over this 4YP period is to consolidate a number of our activities into our existing budget support activity. This is intended to reduce the administrative burden on Niue and signal a shift to a higher trust model based on strengthened public financial management and open dialogue.

Following programme consolidation, development funding to Niue will be delivered through three broad modalities: budget support, infrastructure investment, and New Zealand partnerships.

### **Goal One: Niue and Aotearoa New Zealand have a reciprocal and resilient partnership that reflects our whanaungatanga, and promotes kotahitanga and painga kotahi**

Aotearoa New Zealand and Niue's constitutional relationship forms the foundation of our partnership. Aotearoa New Zealand and Niue both invest in building and strengthening our relationship to achieve our shared objectives.

Policies enacted in Aotearoa New Zealand can affect New Zealand citizens in Niue (as well as the Cook Islands and Tokelau); and likewise Niue's policies can have implications for Aotearoa New Zealand. By working together, Niue and Aotearoa New Zealand can ensure our policies are in the best interests of New Zealanders and Niueans, and avoid any unintended consequences.

Niueans access many services in Aotearoa New Zealand, and Aotearoa New Zealand works closely with Niue to support the delivery of government services. By strengthening the relationships between Aotearoa New Zealand and Niue state sector agencies, we can achieve better outcomes for the residents of Niue. While MFAT plays a critical role in the partnership, these relationships are maintained across a range of agencies in Aotearoa New Zealand.

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<sup>12</sup> [www.mfat.govt.nz/en/aid-and-development/our-approach-to-aid/where-our-funding-goes/our-planned-aid-expenditure/](http://www.mfat.govt.nz/en/aid-and-development/our-approach-to-aid/where-our-funding-goes/our-planned-aid-expenditure/)



### Key indicators of progress

**Goal One:**  
**Niue and Aotearoa New Zealand have a reciprocal and resilient partnership that reflects our whanaungatanga, and promotes kotahitanga and painga kotahi**

- *Relevant SDG indicator<sup>13</sup>:* 17.15.1 Extent of use of country-owned results frameworks and planning tools by providers of development cooperation
- Number of New Zealand agencies with partnership with Niue (placeholder relationship indicator)

### Goal Two: Niue is a likeminded partner working with Aotearoa New Zealand towards a safe and secure Pacific region

Niue and Aotearoa New Zealand work together to protect our borders and maritime zones and also to enhance community safety, including freedom from sexual and physical violence. Aotearoa New Zealand works alongside Niue at a regional level to promote regional security including at the Pacific Islands Forum and Pacific Community.

Aotearoa New Zealand also provides direct support to Niue towards this goal which is delivered via partnerships with New Zealand Police, Maritime New Zealand, border agencies, and via regional activities focused on strengthening borders, including monitoring maritime zones.

### Key indicators of progress

**Goal Two:**  
**Niue is a likeminded partner working with Aotearoa New Zealand towards a safe and secure Pacific region**

- Number of monitoring missions for Niue's Exclusive Economic Zone per year
- *Relevant SDG indicator:* 5.2.1 Proportion of ever-partnered women and girls aged 15 years and older subjected to physical, sexual or psychological violence by a current or former intimate partner in the previous 12 months, by form of violence and by age
- *Relevant SDG indicator:* 16.1.3 Proportion of population subjected to physical, psychological or sexual violence in the previous 12 months

<sup>13</sup> The Sustainable Development Goals (SDGs) are a collection of 17 interlinked global goals designed to be a "blueprint to achieve a better and more sustainable future for all". The 17 SDGs are defined in a list of 169 SDG Targets. Progress towards these Targets is agreed to be tracked by 232 unique Indicators. <https://sdgs.un.org/goals>



### Goal Three: Niue is well-governed with institutions able to respond effectively and provide equitably for the needs of its people

Improving governance and public sector effectiveness is critical for the delivery of essential services to improve well-being and build public confidence in those services. With the ongoing threat of communicable disease outbreaks including COVID-19, which could overwhelm Niue's small health service, there is a particular focus on strengthening health force capability in partnership with the New Zealand Ministry of Health, through the Polynesian Health Corridors Programme.

Aotearoa New Zealand's support towards this goal is primarily delivered via budget support and targeted sector support. New Zealand state sector agencies also play a critical role in responding to the impacts of climate change, health, and education, along with Pacific regional agencies. This is complemented by regional governance programmes that build capability and invest in the next generation of leadership.

The Asian Development Bank undertakes public expenditure and financial accountability (PEFA) assessments of all member countries, including Niue, which provide a useful snapshot of current practice and areas for strengthening. Niue recently undertook a PEFA (early 2020) which will inform priorities for improving public financial management.

#### Key indicators of progress

##### Goal Three: Niue is well-governed with institutions able to respond effectively and provide equitably for the needs of its people

- Number of public financial management reforms implemented<sup>14</sup>
- Improved capability and capacity of Niue health professionals to meet primary and secondary health needs
- Niue implements its nationally determined contribution (NDC)<sup>15</sup>
- *Relevant SDG indicator:* 3.4.1 Mortality rate attributed to cardiovascular disease, cancer, chronic respiratory disease or diabetes
- *Relevant SDG indicator:* 4.1.1 Proportion of children and young people: (a) in grades 2/3; (b) at the end of primary; and (c) at the end of lower secondary achieving at least a minimum proficiency level in (i) reading and (ii) mathematics, by sex
- *Relevant SDG indicator:* 16.6.1 Primary government expenditures as a proportion of original approved budget, by sector (or by budget codes or similar)

<sup>14</sup> Dependent on availability of latest PEFA assessment.

<sup>15</sup>: <https://pacificndc.org/pacific-ndcs/niue#:~:text=Niue%20submitted%20their%20Intended%20Nationally%20Determined%20Contribution%20%28INDC%29,generation%2C%20or%20to%20even%20higher%20levels%2C%20by%202025> .



## Goal Four: A more resilient, stable, and inclusive Niue economy

Recovery from the impacts of COVID-19 on Niue's economy will be a priority over the period of this 4YP. Tourism remains the central and most promising sector for equitable growth in Niue, and supporting a COVID-safe recommencement of tourism will contribute to sustainable economic development. It is important to ensure that economic benefits flow through to improved social outcomes across all sections of the community, targeting people and groups at risk of being left behind. We will work with Niue to explore opportunities afforded by PACER Plus.

Aotearoa New Zealand's support towards this goal includes support for the Niue Tourism Office and the Niue Chamber of Commerce.

Quality, climate-resilient infrastructure underpins sustainable economic development as well as the delivery of social services. The priority over this 4YP will be resurfacing the runway of Niue's international airport, which is a lifeline for both tourism and essential cargo, and improving Niue's asset maintenance to ensure the longevity of critical infrastructure.

### Key indicators of progress

**Goal Four:**  
**A more resilient,**  
**stable, and inclusive**  
**Niue economy**

- Visitor numbers and yield returns
- Reduction in costs related to ICT connectivity
- SDG 7.2.1 % of energy from renewable sources

## How we assess progress against this plan

We report back on progress towards our goals in the Pacific overall via MFAT's Annual Report<sup>16</sup>. We also report back on this 4YP to the Government of Niue via our Annual High level Consultations and regular dialogue about our development funding (known as the Forward Aid Plan). This not only gives us an opportunity to discuss what has been achieved in partnership but also to test whether our plan remains fit-for-purpose or we need to change anything.

Shared progress against the key indicators listed for each strategic goal above helps us to monitor progress at the highest level. We also support and use country-owned statistics and data to monitor country progress at the macro level, and therefore will not develop a separate country-level measurement framework.

In addition, we monitor and evaluate our development activities to ensure their effectiveness and ongoing strategic alignment. The results and any lessons learned from this process are compiled annually and fed into an Annual Reflection discussion and report on progress against the 4YP outcomes. This in turn informs the annual updates of the 4YPs.

<sup>16</sup> <https://www.mfat.govt.nz/en/about-us/mfat-annual-reports/>





Every 6-8 years we will commission an independent evaluation of MFAT's overall engagement in Niue in partnership with the Government of Niue. This evaluation, which will consider progress against outcomes, the challenges and any lessons learned, will inform continued improvement.

**For further information**

Contact details for the New Zealand High Commission to Niue are available on the MFAT website<sup>17</sup>. To find out more about New Zealand's engagement with Pacific Island countries also go to the MFAT website, at [www.mfat.govt.nz/en/countries-and-regions/australia-and-pacific/](http://www.mfat.govt.nz/en/countries-and-regions/australia-and-pacific/)

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<sup>17</sup> <https://www.mfat.govt.nz/en/countries-and-regions/australia-and-pacific/niue/new-zealand-high-commission-to-niue/>





# Appendix: Logic diagram for Niue 4 Year Plan

## STRATEGIC GOALS

### STRATEGIC GOAL 1:

Niue and Aotearoa New Zealand have a reciprocal and resilient partnership that reflects our whanaungatanga, and promotes kotahitanga and painga kotahi.

### STRATEGIC GOAL 2:

Niue is a likeminded partner working with Aotearoa New Zealand towards a safe and secure Pacific region.

### STRATEGIC GOAL 3:

Niue is well-governed with institutions able to respond effectively and provide equitably for the needs of its people.

### STRATEGIC GOAL 4:

A more resilient, stable, and inclusive Niue economy.

## MEDIUM TERM OUTCOMES

### MO1.1:

Partnerships across Aotearoa New Zealand and Niue state sector agencies are strengthened.

### MO1.2:

Aotearoa New Zealand and Niue advance shared domestic and bilateral priorities.

### MO2.1:

Community and regional safety is enhanced.

### MO3.1:

More accountable and transparent public sector governance.

### MO3.2:

Improved outcomes in health and education.

### MO4.1:

Niueans benefit from sustainable, resilient economic development.

### MO4.2:

Critical infrastructure is built and maintained and is climate-resilient.

## SHORT TERM OUTCOMES: key changes expected to result from MFAT activities and engagement in 3–5 years

### STO1:

NZ Government agencies recognise New Zealand's special constitutional obligations to Niue and support Niue's development.

### STO2:

Aotearoa New Zealand actively considers implications of domestic policies that impact Niue and Niueans.

### STO3:

Aotearoa New Zealand and Niue engage constructively on issues of shared regional and global interest, including security and climate issues.

### STO4:

Transparency, accountability, and performance of Niue's public service agencies is improved.

### STO5:

Improved health workforce capability and capacity, and equitable access to health services.

### STO6:

Improved quality of education services.

### STO7:

Domestic revenue recovers from COVID-19 and continues to grow.

### STO8:

Priority infrastructure projects are progressed and asset maintenance is improved.

Increasing influence of external/ contextual factors

MFAT has more influence