

New Zealand Institute of International Affairs
Whare Tawāhi-a-mahi i Aotearoa

ANNUAL GENERAL MEETING

6 May 2025

Begins at 4pm



NZIIA National AGM 2025 - Agenda



- Item 1 Welcome and greetings from the NZIIA Chair
- Item 2 Apologies
- Item 3 Agreement on agenda and last year's minutes
- Item 4 NZIIA Chair's address to the meeting
- Item 5 Presentation and noting of Annual Report, including the financial statements and reports from each Branch
- Item 6 Presentation and vote on a motion from the NZIIA Board to change the NZIIA Constitution to co-opt up to one additional Board member to fill any skills or experience gaps
- Item 7 Executive Director's review of 2024 and presentation of the Annual Plan and Budget for 2025
- Item 8 Noting of Annual Plan and Budget
- Item 9 Any other business for discussion

Formal close of AGM

Item 6: Presentation and vote on a motion from the NZIIA Board to change the NZIIA Constitution to co-opt up to one additional Board member to fill any skills or experience gaps



Proposed changes to the NZIIA Constitution (excluding minor numerical changes):

8.2 Membership of the Board

The Board shall comprise of (up to) ~~eight~~nine members:

- a) Up to seven members appointed in accordance with Rule 11 (Election of Board Members);
- b) One MFAT representative with the same rights as other Board members other than the right to vote;
- c) One member co-opted by the Board at its discretion with the same rights as other Board members other than the right to vote;
- e)d) Any members co-opted by the Board to fill a casual vacancy (refer Rule 8.9).

8.10 Co-option

In order to fill any skills or experience gaps, the elected members of the Board shall have the power, at their discretion, to co-opt to the Board one person from the membership listed in Rule 6.1, for a period up to the next round of board elections.

New Zealand Institute of International Affairs
Whare Tawāhi-a-mahi i Aotearoa

Review of 2024 and Annual Plan 2025

Presentation to the AGM
by the Executive Director
6 May 2025



Areas of strategic focus 2022-24:

- **Expert Discussion**
 - Events
 - Publications / Research
- **Communications**
- **Administration / Governance**
- **Financial**



Expert discussion - events in 2024

- Increase in number of events for National Office and Branches
- Increase in average attendance (both in-person and online)
- Appoint and deploy additional event management resource
- Deliver workshop activity and report on the Pacific region
- Scoping underway for NZIIA Conference 2025
- Panel events in collaboration with other organisations
- National Office events filmed and distributed
- Increased diversity of National Office event speakers
- Event guidance issued to NZIIA Branches.



Partial



Expert discussion - publications and research in 2024

- Appoint editors for *New Zealand in World Affairs 2005-2020* book publication, CfP issued, identify contributors, secure publisher
- Design enhancements for *New Zealand International Review*
- Increased revenue for *New Zealand International Review* through sponsorship
- Increased revenue for *New Zealand International Review* through subscriptions
- Appoint guest editors and expand the number of contributors *New Zealand International Review*.
- Executive Director contributions to *New Zealand International Review*.



Partial



Partial



Communications in 2024

- Increase social media followers 10%+
- Increase NZIIA web traffic 15%+
- Distribute posters around VUW
- Exec Director presents at 2+ external events
- Digital and hard form marketing materials developed and deployed, including Branch pop-up banners
- 4+ edited films to augment social media
- Appoint and deploy additional communications resource
- 85+ articles published on NZIIA website
- Membership pamphlet produced
- Establish NZIIA advisory Network
- Selected 'boosting' on social media
- 13 events filmed and placed on social media
- 4 podcasts produced and promoted
- Graphics to support National Office events











Partial






Partial



Administration / Governance in 2024

- Advice to Board and execution of Board decisions 
- AGM, Annual Report and election delivered, as per the Constitution 
- IOD Membership and professional development 
- Performance reporting to the Board and MFAT 
- Governance policies to be scoped and approved 
- Guidelines document created and distributed to Branches 
- Increase membership 
- NZIIA Events in Dunedin and/or Hamilton 

Finance in 2024

- Deliver \$10k+ of contract services 
- Increase number of corporate/institutional members (70 v 73) 
- Generate \$10k+ in sponsorship for National office events 

Statement of Service Performance

Description and Quantification of Outputs

Outputs	2024	2023
# National Office events	18	14
# average in-person attendees per National Office event	90	80
# of Branch events	90	73
# average attendees per Branch event	55	51
NZIIA Membership Subscriptions		
– Individual Membership (Paid)	542	486
– Corporate / Institutional (Paid)	70	73
– Student (Free)	704	521
– Life (Free)	12	13
Annual Conference attendees	No conference held in 2024	290
AGM and Annual Lecture attendees	170	140
New Zealand International Review publications	6	6
New Zealand International Review subscriptions		
– Hard copy subscribers	321	343
– Email subscribers	902	679
Combined National Office social media subscribers (X, LinkedIn, Facebook, YouTube, Instagram)	7,593	6,464
Individual website users (Google analytics)	21,000	16,000

NEW ZEALAND INSTITUTE OF INTERNATIONAL AFFAIRS

STATEMENT OF FINANCIAL PERFORMANCE AND MEMBERS' FUND

for the year ending 31 December 2024

	2024	2023
REVENUE		
Grant from NZ Ministry of Foreign Affairs & Trade (MFAT)	200,000	200,000
Additional grant from MFAT	-	216,500
Branch membership	19,473	15,685
Corporate & Institutional membership	21,242	17,252
Sponsorship from Victoria University	10,000	10,000
Contract services	30,652	-
Interest received	25,874	9,838
Donations received	2,549	2,500
Other revenue	28,000	-
Publication sales	39	252
	\$ 337,829	472,027
EXPENDITURE		
Staff salaries	179,520	172,577
Operating expenses (note 2)	118,652	69,070
Annual General Meeting & dinner	4,706	4,044
Expenses of presenting seminars	23,265	4,205
Deficit for Annual Conference	-	777
Deficit for NZ International Review (note 3)	15,394	6,607
20% Depreciation of web site asset	15,053	17,067
	\$ 356,590	274,347
SURPLUS (DEFICIT) FOR THE YEAR	\$ (18,761)	197,680
Add funds from branches	89	-
Add total Fund at beginning of the year	446,652	248,972
MEMBERS' FUND AT END OF YEAR	\$ 427,980	446,652

STATEMENT OF FINANCIAL POSITION

as at 31 December 2024

	2024	2023
ASSETS		
Cash at bank held by NZIIA branches (note 1)	\$ 76,764	53,479
Cash at bank and on deposit held by National Office	501,205	528,268
Accounts receivable and prepayments	21,249	1,985
Web site at cost (\$76,076) less depreciation	<u>22,238</u>	<u>37,290</u>
	<u>\$ 621,456</u>	<u>621,022</u>
LIABILITIES AND MEMBERS' FUND		
Accounts Payable	\$ 58,121	43,890
MFAT Operating Grant received in advance	100,000	100,000
Other income received in advance	35,355	30,480
Members' Fund	<u>427,980</u>	<u>446,652</u>
	<u>\$ 621,456</u>	<u>621,022</u>

Note 4 – Branch Revenue and Expenses 2024

NZIIA Branch	Revenue	Expenses	Cash balance as at 31 December 2024
Auckland	2,437	1,123	3,313
Christchurch	925	1,187	10,721
Waikato	-	-	4,026
Hawke's Bay	1,491	134	8,136
Nelson	7,432	8,385	4,974
Palmerston North	28,782	11,100	18,933
Wairarapa	2,883	2,250	5,671
Wellington	8,339	4,947	20,989

Annual Plan 2025

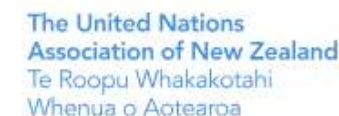


Operating environment

- Turbulent international scene
- Climate change, geostrategic competition, conflict, Asian multipolarity, economics to security, erosion of democratic norms and weakened institutions
- International affairs are increasingly complex and cut across many different areas, including security, environment, technology, economics, human rights etc
- Pacific seen as a strategic theatre, with increased investment from outside the region on diplomacy and security
- Constricted New Zealand public spending and broader inflation
- NZIIA SWOT

New Zealand International Affairs Ecosystem

- Resource constrained and funded precariously
- Growth constrained (especially in Universities)
- Duplicative
- Business and international trade-focussed
- Asia-focussed
- Delivering large numbers of small-scale events
- Lack of research and analysis
- Lack of sophisticated communications channels
- Peak and advocacy bodies
- Governance 'top-heavy'
- Volunteer-staffed
- Wellington or Auckland focus
- Lack of influence within Government?



SMART Objectives

In 2025-2027, NZIIA aims to:

1. **KNOWLEDGE** - Enhance international affairs knowledge amongst key audiences to improve New Zealand's economic, social and environmental wellbeing & security
2. **FINANCE** - Improve financial sustainability
3. **GOVERNANCE AND ADMINISTRATION** - Progress the Institute's governance and administration to mitigate risk and help achieve organisational objectives



Enhance International Affairs Knowledge

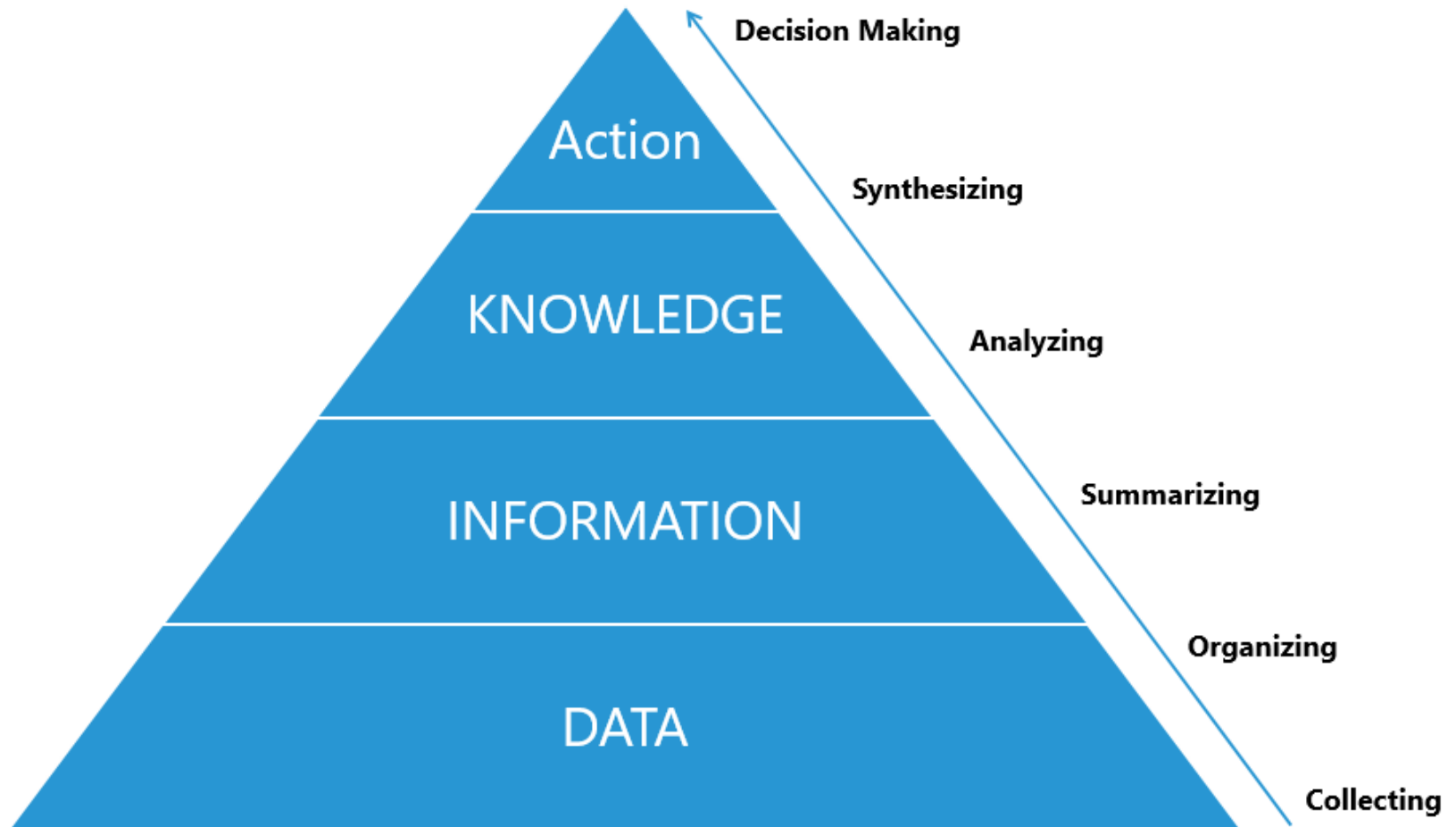
Strategic Approach



New Zealand international affairs community

University students <ul style="list-style-type: none">• Social sciences• Humanities• Law• Commerce• Government Characteristics: <ul style="list-style-type: none">• Time-rich• Anxious about careers• Want peer socialising• Idealistic• Diverse• Early adopters of trends• Shorter form content	Early-mid career professionals <ul style="list-style-type: none">• Government / politics• Diplomatic Corps• Academia• Business and industry groups• NGOs Characteristics: <ul style="list-style-type: none">• Can influence NZ's economic, social and environmental well-being• Time poor• Ethnically diverse• Career advancement – including OE• Seek specific knowledge for decision-making, competitive advantage• Business development and extending networks• Want to consume information on own terms with degree of exclusivity	Late career and retired Characteristics: <ul style="list-style-type: none">• Time-rich• Professional achievements• Well-connected• Motivated by curiosity and community service• Lack diversity• Relatively slow adopters of new tech• Longer form content

Expert International Affairs Knowledge DIKA Model



Expert International Affairs Knowledge Content

Differentiate NZIIA from other organisations and make a unique contribution to the international affairs community, through:

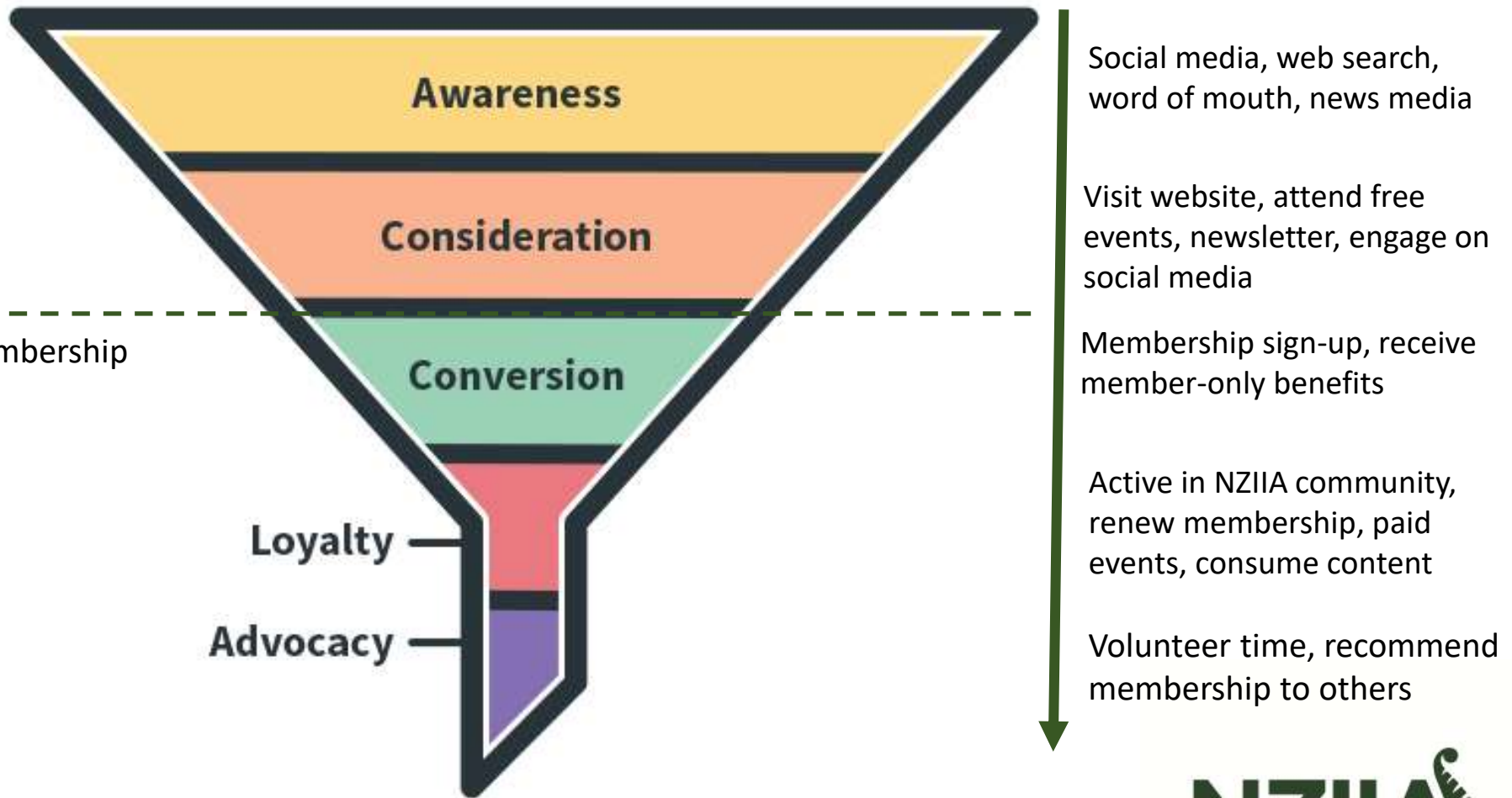
- Moving up the DIKA pyramid with more sophisticated content, delivering actionable knowledge for international affairs decision-makers
- Thematic, rather than regionally focussed (with exceptions, eg Pacific)
- Focus on international affairs that materially affects New Zealand economy, society, environment and security
- Cut across and combine different aspects of international affairs including security, economics, environment, technology and human rights
- Focus on the Pacific region
- Bring together expert perspectives from Government, business, academia and NGOs – both from overseas and New Zealand.

Expert International Affairs Knowledge Form

- NZIIA-generated research and analysis (as well as relying on research and analysis of other scholars and organisations)
- Discursive events featuring a range of voices from Government, business, NGOs and academia
- Greater diversity of experts
- Focus on larger-scale events with greater impact
- Fuse different NZIIA workstreams into the larger-scale events
- Multi-channel communication including on demand, AV, short and longer form (website, social media, film, podcast, online magazine)
- Publications used to generate communications content

Communications

Strategic Approach - Marketing Funnel



Strategic Approach – Key Messages

- **EXPERT** – NZIIA fosters expert discussions and understanding of international affairs
- **IMPORTANT** – It is important for New Zealanders to have knowledge of international affairs
- **BENEFICIAL** – NZIIA activities benefit New Zealand economically, socially and environmentally
- **HERITAGE** – NZIIA has long-standing, authentic connections to the international affairs community throughout New Zealand.
- **NON-PARTISAN** – NZIIA is a non-political organisation that does not advocate for political causes or adopt positions

Tactics and Measurement:

Area of Focus – Enhance international affairs knowledge

Objective	Strategy	Tactics	Measured by	Timebound
Enhance international affairs knowledge amongst key audiences to improve New Zealand's economic, social and environmental wellbeing	Move up the DIKA pyramid with more sophisticated content, delivering actionable knowledge for international affairs decision-makers	1 x piece of research and analysis on key theme or Pacific region delivered annually, supported by events and communication.	Report delivered on time and within budget, with 700+ engagements. Positive anecdotal feedback from key audiences. Positive feedback in stakeholder survey.	1 Jan – 31 Dec 2025
	Generate and communicate content that: <ul style="list-style-type: none"> Is thematic, rather than regionally focussed (with exceptions, eg Pacific) materially affecting New Zealand economically, socially and/or environmentally Cutting across and combining different aspects of international affairs including security, economics, environment, technology and human rights Bringing together diverse views from Govt, NGOs, business and academia. 	<p>National Office to deliver small-scale events that meet the agreed content criteria.</p> <p>Deliver a book publication (New Zealand in World Affairs), accompanied by communications.</p> <p>One large scale event per annum that meets the content criteria, with other NZIIA workstreams integrated.</p> <p>Appoint an editor and establish terms of reference for New Zealand International Review.</p> <p>Executive Director to generate content that enhances understanding of international affairs as they relate to NZ.</p>	<p>6+ small scale events delivered by National Office annually.</p> <p>Book published in 2025, with 500+ sales, positive stakeholder feedback</p> <p>Conference delivered in 2025, with stakeholder feedback, diversity of speakers and attendance exceeding that of 2023.</p> <p>50%+ women and 50%+ ethnically diverse speakers at NZIIA conference and NO small scale events.</p> <p>NZIR Editor appointed and terms of reference established.</p> <p>HM 2+ public speaking appearances to discuss international affairs per annum.</p> <p>HM 2+ written pieces per year</p> <p>HM attendance at track II events and conferences.</p>	1 Jan – 31 Dec 2025
	Communicate key messages to target audiences, in particular mid-career professionals in Govt, business, NGOs and academia in ways that moves them down the marketing funnel and diversifies the audience	<p>Multi-platform AV communications deployed for research report, conference, book publication New Zealand International Review and small-scale events.</p> <p>Podcasts, films.</p>	<p>+10% in social media followers and engagement year on year. +5% increase in NZIIA web traffic, year on year</p> <p>12+ neutral / positive mentions of NZIIA in news media</p> <p>Increase in key message recognition in survey</p> <p>10+ films deployed annually, including short and long form.</p> <p>5+ podcasts deployed annually.</p>	

Financial

Strategic Approach



Strategic Approach – FINANCIAL

- Board to set level of financial risk appetite to enable achievement of strategic objectives, balanced against future risk of revenue reduction
- Aim to have cash in bank to cover two years of operating expenses (with 5% growth each year)
- Diversify (aim to decrease percentage of revenue from MFAT annual grant)
- Grow revenue:
 - Identify areas of growth, including projects, sponsorship, corporate memberships, large-scale events and possibly philanthropy
 - Build capability and governance to pitch for and manage projects

Tactics and Measurement: Area of Focus – Finance

Objective	Strategy	Tactics	Measured by	Timebound
Improve financial sustainability	Establishing and maintaining National Office cash reserves for at least 24 months of operating expenses, adjusted 10% per annum for inflation.	Budgets, spending and revenue to be managed to retain two years of operating cash reserves, plus 5% per annum.	<p>\$548,000 National Office cash reserves at year end 2025.</p> <p>\$575,400 National Office cash reserves at year end 2026.</p> <p>\$604,170 National Office at year end 2027.</p>	By 31 December 2027
	Diversify revenue beyond the annual MFAT grant.	<p>Establish funding strategy that fits with NZIIA vision and strategy.</p> <p>Identify, bid for and win project work.</p> <p>Deliver the EU project at profit.</p> <p>Secure sponsorship for NZIIA conference.</p> <p>Grow NZIIA project capability through contractor pool and in-house resource.</p>	<p>Funding advice sought and approved by the Board.</p> <p>Decrease the annual \$200k MFAT grant as a percentage of total revenue [(78% in 2024)].</p> <p>EU project delivered at 20% profit margin per annum.</p> <p>1+ additional contract services work per year.</p> <p>\$100,000+ secured in conference sponsorship.</p> <p>Increase number of corporate and institutional members – (69 at end of 2024), year on year.</p>	By 31 December 2025

Governance and Administration



Strategic Approach – GOVERNANCE AND ADMINISTRATION

- Understand and meet NZIIA's constitutional and legal obligations
- Evaluate and evolve governance to facilitate organisational change and growth of revenue
- Develop greater awareness and mitigation of organisational risk
- Enhanced resilience through upskilling staff and adding in-house and contractor capability
- Improve Board performance through efficient use of technology
- Streamline interaction between National Office and branches and guidance provided to the Branches to manage governance and operational issues and mitigate risk

Tactics and Measurement:

Area of Focus – Governance and Administration

Objective	Strategy	Tactics	Measured by	Timebound
Progress the Institute's governance and administration to mitigate risk and help achieve organisational objectives.	Understand and meet NZIIA's constitutional and legal obligations.	<p>Deliver AGM, Board Elections, annual report and Charities NZ filing</p> <p>Undertake a review of NZIIA's legal obligations against the relevant legislation.</p> <p>Undertake a review of NZIIA's audit obligations</p>	<p>Reporting outputs delivered on time and to Constitutional and legal specification.</p> <p>Legal advisor appointed and annual report provided to the Board.</p> <p>Audit review undertaken and continuity planning in place.</p>	By end of 2025.
	Develop greater awareness and mitigation of organisational risk	Board to compile a risk matrix and measures to mitigate risk for the most likely and consequential risks.	Risk matrix established and approved by the Board	By end of 2025.
	Evaluate and evolve governance to facilitate organisational change and growth of revenue.	Review the Constitution to ensure fit for purpose and delivers good practice governance – including investigating the use of co-opted Board members.	Constitution reviewed and any amendments put forward by April AGM.	By April 2025.
	Enhanced resilience through upskilling staff and adding in-house and contractor capability	<p>Review existing policies and identify new policies that need to be established, including human resources</p> <p>Additional staff training for the Executive Director and Administrator as required.</p>	<p>Human resources policy in place, including draft contract templates in place.</p> <p>Executive Director maintains membership of IoD through CPD points.</p> <p>Executive Director to complete further governance training course.</p>	<p>By end of 2025</p> <p>By end of 2025.</p>
	Improve Board performance through efficient use of technology	Scope, test and implement new technology to make Board meetings more efficient.	Board management software implemented	By end of 2025
	Streamline interaction between National Office and branches and guidance provided to the Branches to manage governance and operational issues and mitigate risk	<p>Regular National Office and Board chair meetings.</p> <p>Percentage level established on membership fees retained by the National Office. Guidelines enhanced</p>	<p>Percentage level agreed by Branches and ready for implementation in 2026.</p> <p>Branch guidelines revised and recirculated, informally and formally.</p>	By end of 2025.

Budget 2025

Revenue

AGM and Annual Lecture Income	4,000
Contract Services	15,000
Conference	152,000
Donations	1,000
EU Public Diplomacy and Policy Dialogue	89,000
Grants – Ministry of Foreign Affairs	200,000
Grants – Other	5,000
Interest Received	25,000
NZIIA Membership – Corporate/Institutional	22,000
NZIIA Membership – Individual	12,000
NZIR – Advertising & Royalties	1,400
NZIR - Branch Sales	12,000
NZIR – Sales Miscellaneous	150
NZIR Sponsorship	4,000
NZIR Subscription – Corporate/Institutional	6,000
NZIR Subscriptions – New Zealand	2,000
NZIR Subscriptions – Overseas	1,700
Publication Sales	100
Sponsorship – Seminars & Functions	5,000
Sponsorship – Victoria University of Wellington	10,000

Total Revenue

Budget

2025

4,000
15,000
152,000
1,000
89,000
200,000
5,000
25,000
22,000
12,000
1,400
12,000
150
4,000
6,000
2,000
1,700
100
5,000
10,000

567,350

Less Operating Expenses

ACC Levy	550
Accounting Fees	4,000
Advertising	3,200
AGM and Annual Lecture Expenses	4,000
Bank fees	250
Board Expenses	3,000
Contractors – Communication	15,000
Contractors – Sundry	5,000
Depreciation	15,100
Donations to Branches	2,200
EU Project Contractors and expenses	60,000
General Expenses	500
Hospitality	1,000
Insurance	1,500
IT Expenses	1,500
Legal Fees	5,000
KiwiSaver Employer Contributions	5,200
NZIR – Artwork & Printing	25,000
NZIR – Honorarium	10,000
NZIR – Mailouts	1,000
NZIR – Postage	9,000
National Conference Expenses	151,000
Postage & Courier	500
Seminar & Function Expenses	5,000
Special Projects	10,000
Staff Training	1,000
Stationery & Printing	2,000
Stripe Fees	1,000
Subscriptions	3,500
Telephone	650
Travel	8,000
VUW Sponsorship Expense	10,000
Wages	180,000
Website Costs	15,000

Total Operating Expenses

559,650

Budget Summary

Income	567,350
Expenses	559,650
Surplus/(Deficit)	7,700

Noting of 2025 Annual Plan and Budget

NZIIA National AGM 2025 - Agenda



- Item 1 Welcome and greetings from the NZIIA Chair
- Item 2 Apologies
- Item 3 Agreement on agenda and last year's minutes
- Item 4 NZIIA Chair's address to the meeting
- Item 5 Presentation and noting of Annual Report, including the financial statements and reports from each Branch
- Item 6 Presentation and vote on a motion from the NZIIA Board to change the NZIIA Constitution to co-opt up to one additional Board member to fill any skills or experience gaps
- Item 7 Executive Director's review of 2024 and presentation of the Annual Plan and Budget for 2025
- Item 8 Noting of Annual Plan and Budget
- Item 9 Any other business for discussion

Formal close of AGM

NZIIA Annual Lecture 2025



**Hon Judith Collins KC,
Minister of Defence**

