#### 3.5 Governance and Project Management:

The project has several layers of governance, and project support which is outlined below.

#### Contract structure

The funding agreement between MFAT and Brownrigg Agriculture as lead provider allows for flexibility in delivery of the project given the unique circumstances in which it is being delivered. The iterative nature of having a robust design and implementation plan ahead of formalising all project work streams reduce risk in scope area and project execution.

#### Governance Group

NZTE and MFAT are both represented on the Government Group with two representatives of Brownrigg Agriculture (David Brownrigg and independent Chairman, Mike Taylor). Al Khalaf is also represented on this group Ex-Officio through Awassi New Zeeland.

The Governance group is responsible for agreeing the individual work stream deliverables, before these will be approved contractually between NZTE and Brownrigg. The Governance Group itself has the ability to vary from each workstream by 15% only.

#### Project Management

Recognising the complex and technical nature of the project. NZTE has undertaken a number of measures to ensure the success of the project.

- Employed technical Rioject Manager, Peter Bailey. Peter is an experienced agricultural consultant, having worked on similar projects for the Government of Victoria, Australia. Peter has also worked for EIC, Fonterra and PGG Wrightsons.
- Managed the project through the Agribusiness High Impact Programme team, noting the strong connection of similar companies.

#### 3.6 Government Stekeholders and Oversight

At the directive of Cabiner, MFAT has been required to engage closely with a number of Government Ministries including NZTE, Treasury and the Office of Control and Auditor General.

Treasury

Treasury has been informed of development of the projects to date and will continue to be briefed following each steering group meeting.

Office of Control and Auditor General (OCAG)

The CAG has engaged with MFAT in some detail on this project, and although they are not entirely comfortable with the business case rationale for the project given its diplomatic rature, accept this but withhold the right to change opinion should they later audit the project.

NZTE will make it dear to MFAT (by letter and in the novation agreement) that any issues or liability relating to the rationale of the project, including compliance to Government policy and legal poligations that arise before the novation will remain with MFAT.

Ministry for Primary Industries (MPI)

AN alaf Partnership approval paper February 2014

NZTE and MFAT are working closely with MPI, with Minister Guy likely to travel to Saudi Arabia in February to sign the Livestock Protocol. Close engagement will continue as we work toward the likely airfreight shipment in 2014 and the sea shipment in 2015. Æ **FUNDING / BUDGET** 4.1 Funding/Budget implications Total baseline budget implications for NZTE total \$750,000 for FY 13/12 14/15. This funding has been rolled over from an initial by oget in Fy 2012/2013.

Total	project	spend:
	عت ت الله الله	Spellu.

	NZTE MFAT
Project Management and OPEX	\$280,000
Saudi-NZ partnership	\$4,000,000
Agribusiness Hub	\$5,590,000
Agribusiness Hub project expansion*	\$1,500,000*
TOTAL	\$750,000 \$11,000,000

<sup>\*</sup> to be approved by Minister(s)

# Agribusiness Hub: Calculation of funds transfer to NZTE

(\( \) \( \)	<u> </u>
Initial Agribusiness investment	\$5,500,000
÷ expansion investment	\$1,500,000
+ NZTE investment	\$500,000
Total Agrihub investment	\$7,500,000
Less MFAT Brownrigg costs to date	\$500,000
Less NZTE prestment	\$500,000
Transfer From WFAT to NZTE	\$6,500,000

withheld under sections 59(2)(b)(ii) + 59(2)(ba)(i)

# 31 Jan 2014 POLI-144-196

# RESTRICTED

NEW ZEALAND FOREIGN #F IRS	TR OE			
31 January 20	014			
Minister of Fo	reign Affairs		For action by	7 February 2014
				)
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Minister's C	Office comments	Provincement of the business and water		Signed / Referred
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#### PAGE 2 OF 6

# SAUDI ARABIA: AL KHALAF PARTNERSHIP Key points

The partnership with Al Khalaf Group in developing a demonstration breeding farm and operation is progressing well, with the contract in place and detailed design work under way in New Zealand and construction in Saudi Arabia.

Note that a protocol enabling the transport of breading stock has been negotiated between New Zealand and Saudi Arabia, and is awaiting signatures by the respective Agriculture Ministers in March.

The arrival of sheep,
an airfreight shipment. This would also provide information on the performance and welfare of New Zealand cross-breeds in Saudi conditions, underpin the science of the larger scale breeding programme envisaged under the partnership, and provide data that would be used to reduce the risk associated with a large delivery of animals in the first consignment.

A one-off airfreight shipment of around 1000 sheep would cost up to NZ\$1.5m. Funds are available for transfer from MFAT to NZTE for this purpose.

### Recommendations

It is recommended that you:

1 Note that a contract is now in place for the Al Khalaf partnership and Yes / No good progress being made with implementation.

2

Yes / No

59(2)(j) 256(9)

2X(1) es6(9)

Agree that an airfreight shipment of sheep should be sent in an attempt to remove this objection earlier than November 2015.

Yes / No

Agree that NZ\$1.5m should be allocated to allow this to occur and that these funds should be transferred from MFAT to NZTE for this purpose.

Yes / No

Note that to enable this it is proposed that to vary the contract for the Yes / No lead provider for the NZ-Saudi Agrihub before, subject to NZTE board agreement, the contract is passed to NZTE for implementation.

John Allen

Sechetary of Foreign Affairs and Trade

POLI-144-196

#### PAGE 3 OF 6

# SAUDI ARABIA: AL KHALAF PARTNERSHIP Report

#### Update on Al Khalaf Partnership:

- In February 2013 Cabinet agreed to invest in a prior agribusiness operation with Al. Khalaf Group in Saudi Arabia as a means to resolve a long-running dispute with Saudi Arabia and as a basis to form a food security partnership with the Kingdom.
- 2 Good progress is being made with our partnership. A public tender led to three applications to design and develop the NZ/Saudi agripub. These were considered by a review panel including MFAT, NZTE, and independent consultant \$2(2)(3), the former CEO of Landcorp. The panel recommended the contract be awarded to Brownrigg Agriculture.
- The contract is being overseen by a steering group comprising New Zealand officials and representatives of Al Khalar. The intent is that NXTE will be responsible for managing the contract following the initial design phase. NZTE has been closely engaged in contractor selection and contract negotiation, and its board will be asked to approve NZTE involvement when it meets on 13 February. In the meantime, MFAT has taken the initial position on the contract and committed \$1,000,000 to the first phase of implementation.
- Brownrigg Agriculture has moved quickly to contract implementation, having already visited Sauch Arabia with a team of experts, and is in the process of designing the agribub (animal feed and water use breeding and fattening units, a processing unit), and selecting which New Zealand technologies will be utilised and showcased in the breeding farm and operation. A detailed design and implementation plan is scheduled to be delivered by March 2013.
- Separately, MFAT and NZTE officials have visited the Al Khalaf farm near Damman where much of the proposed activities will be based. It was apparent that the Al Khalaf Group is investing substantially in anticipation of the partnership activities; up to NZ\$100m worth of breeding, feeding and processing facilities are under development and construction.

### Political Developments:

Our corecreent to the export of livestock for breeding and a restorative partnership with Al chalaf intended to create at the same time a model for broader food security partnership activity in the region. This has been well received in Saudi Arabia, around the Calf, and by the GCC Secretariat. Assuming all goes as planned we have cause to be optimistic s (a) e s 9(2)(j) and are already enjoying some early fruits: the JEC process with Saudi Arabia has been rejuvenated; you signed a cooperation arrangement with the GCC Secretariat during your visit to Riyadh on 21 January; and our efforts to address Al Khalaf's grievances have been explicitly linked by one GCC

#### PAGE 4 OF 6

#### SAUDI ARABIA: AL KHALAF PARTNERSHIP

Sovereign Wealth Fund to a renewed investment interest in M2. We can take this for granted, however.

We cannot afford to

The next step in the process is to sign a protocol for the export from New Zealand to Saudi Arabia of livestock (including both sheep and cattle) for breeding. This arrangement will be signed during the proposed visit of Minister Guy to the region in the first week of March. Separately, arrangements are being made for Saudi agriculture officials to visit New Zealand in March to inspect animal export arrangements. That visit will be followed up by the first New Zealand/Soudi Arabia Joint Esonomic Commission (JEC) since 2010. Minister Balghunaim will head the Saudi delegation to the JEC, to be held in New Zealand and hosted by Minister Groser over the period 9-11 April.

#### Shipment timing

- The Al Khalaf Group is keen to proceed with the export of breeding animals from New Zealand, preferably using a new state-of the art vessel it has been building in Singapore. This vessel will carry up to 50,000 sheep in fully enclosed and considerably more advanced temperature-controlled conditions. The performance of the vessel has yet to be tested, however, and its launch date has been repeatedly delayed.
- Qurrent technical standards, which are based on Australia's, for the export of animals by sea do not allow the shipment of pregnant animals between 1 May and 31 October, due largely to the temperatures on board ships in the Gulf at this time of year. Although Al Khalaf has indicated a desire to have these changed based on the controlled temperature conditions onboard its new vessel, it is unlikely that performance data would be available this year to persuade either Australian or New Zealand regulators to change current rules. Al Khalaf Group could apply for the certification required to export non-pregnant breading animals during the April to October period but this would go against their wish to have "New Zealand made" lambs and reduce the economic viability of the exercise. In any case, regulators are unlikely to allow a shipment which would have animals arriving in the Gulf in the very high summer heat.
- Mindful of the pressure to have sheep in Saudi Arabia in 2014, Al Khalaf has indisared a desire to make a shipment this year. Due to the regulations, November is the first available opportunity. This timing will be challenging: it is well outside the mating window for New Zealand ewes and performance of the breeding animals is likely to be significantly degraded. A shipment this year would not be in the interest of a longer term breeding programme and food-security partnership between New Zealand and Saudi Arabia.

<sup>&</sup>lt;sup>1</sup> Sheep have a 145 day gestation period. Pregnant sheep may not be transported by sea when they are more than 96 days pregnant. If a shipment was made on 1 November, this would require impregnation in late July, well subside the February-April regular mating time in New Zealand. This is expected to have a significant detripmental effect on impregnation rates and lambing percentages.

#### PAGE 5 OF 6

# SAUDI ARABIA: AL KHALAF PARTNERSHIP

11 An alternative approach would be the one-off airfreight shoment of research flock of up to 1000 animals. This would:

- provide earlier 2014 demonstration to the Saudis of the sincerity of our efforts to solve this problem.

- allow the partnership to scientifically research the performance and welfare of different cross-breeds, in advance of a larger, and economically viable, shipment of breeding stock.

12 The timeframe for an airfreight shipment in 2014 would be as follows:

Monthly	Number of	Temperature in
timelines	Dave	Saudi Arabia
1/2 6		(average "high"
		C)
February 2014()	<u></u> 120	23
March to June	-120 - 0	23 - 27 - 32 - 38 -
		41
June ())	0	41
September	70	40
September/October	70 - 115	40 - 34
October	115	34
	(as per	
//	protocol)	
October	115	34
November	155	27
February 2015	250	23
	February 2014  March to June  September/October  October  November	February 2014 -120 March to June -120 - 0  June 0 September/October 70 - 115  October 115 (as per protocol)  October 155  November 155

13

s 6 (a)

The Al Khalaf Group has indicated a willingness to experiment with an airfreight shipment but has said it is not economically viable for them to do this alone. It would POLI-144-196

#### PAGE 6 OF 6

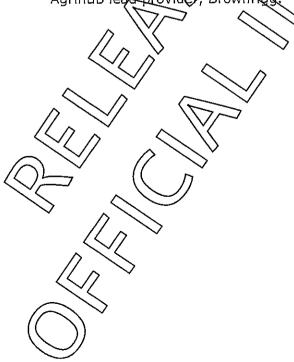
#### SAUDI ARABIA: AL KHALAF PARTNERSHIP

want significant financial support from New Zealand. An appreight consignment is technically straightforward and there is recent experience airfreighting cattle and horses from New Zealand. Due to the small numbers as well as short and temperature-controlled transit, the regulations around air transport of live administration are nuch less onerous than for seafreight. The cost of an airfreight shipment (livestock, aircraft charter, fuel, fit-out, veterinary and related costs) is estimated at up to NZ\$1.5m. Associated costs in Saudi Arabia would be met by Al Khalaf.

It is proposed that the arrangements for the air reight shipment would be managed by the Agrihub lead provider, Brownrigg Agriculture, through a variation to their existing contract with MFAT (which is intended to be novated to NZTE via a separate process). The company is highly experienced with live animal exports by air. Purchasing the research flock would need to take place within the next few weeks, however, if transport arrangements are to be made in 2014, so that the ewes can be mated prior to shipment during the New Zealand 2014 mating season.

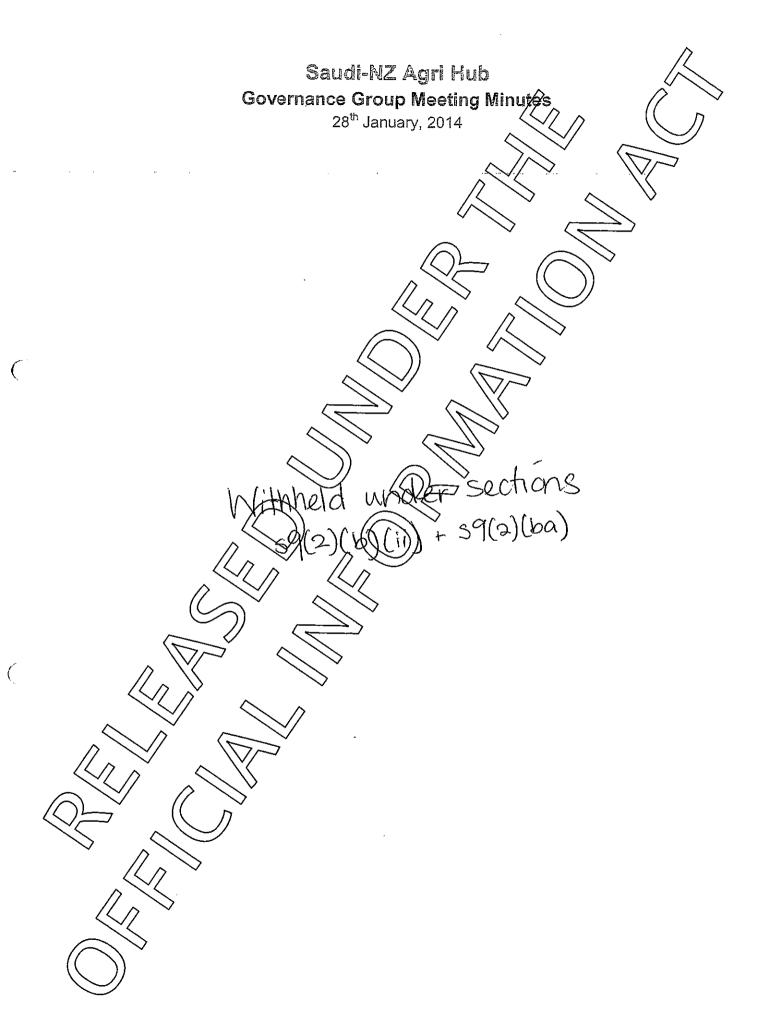
Once the protocol has been signed and the research flock delivered to Al Khalaf Group in Saudi Arabia, any subsequent shipments by either air or sea would be a commercial matter for Al Khalaf Group to pursue. The baseline data from the research flock would then be used to make the case for regulatory approvals for these shipments.

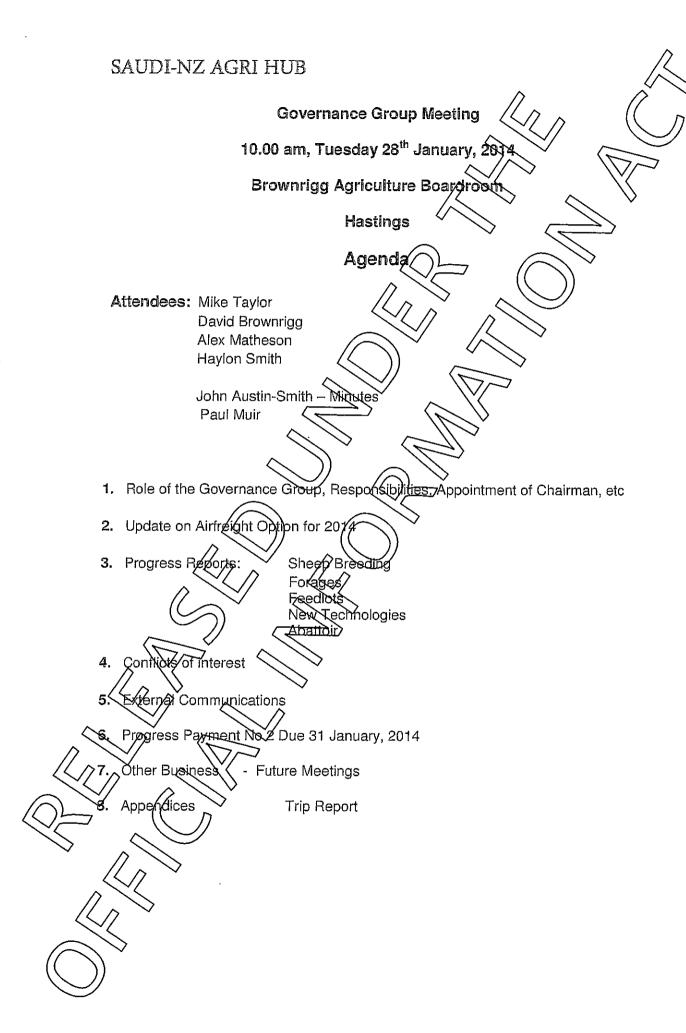
MFAT has funds available within the 2013/14 FY budget to accommodate this cost. As noted above, it would not be viable for this to be funded commercially, and the data obtained from the research flock would also be valuable to both New Zealand and Saudi regulators. As with the broader contract, however, officials consider that it would be more appropriate given the scope of the MFAT appropriation for these funds to be transferred to NZTE so as to allow NZTE to fund the shipment via the contract with the Agrihub lead provider, Brownrigg.

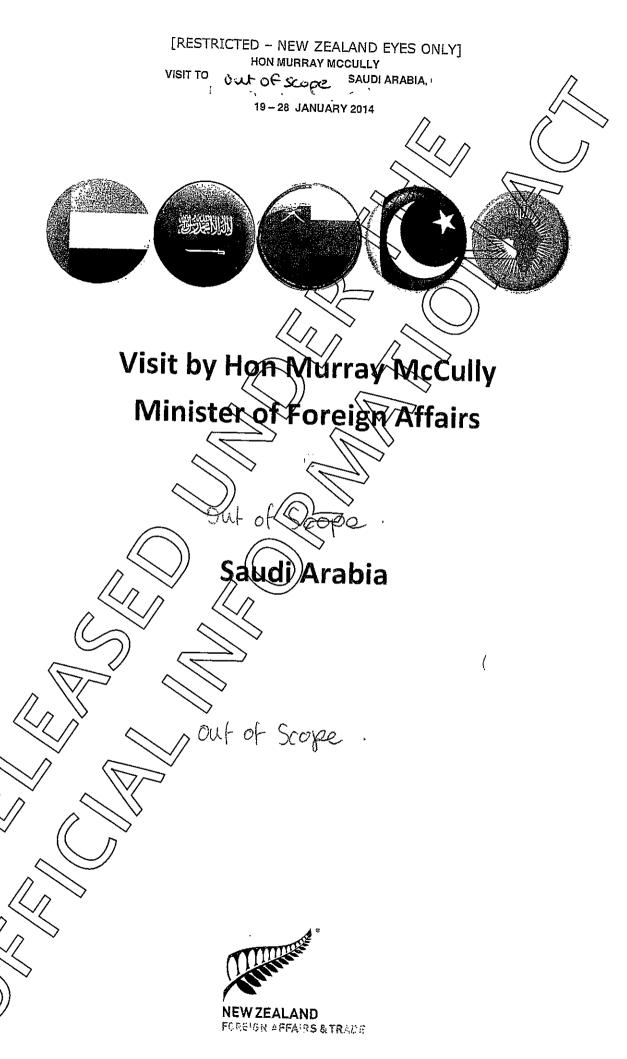


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Disclosures of Interest Refer to NZTE policy of	เ Policy on SuperTED for guidand	
Declaration	·	
I, <u>David John Brownrigg</u> <	- MIKE TAYLO	
_ Director of Brownrigg Agriculture G	iroup Ltd (BAGL) MICHA	LE GRAIG THY WOR (BAG
(Position / Job title / Office location)		
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As an employee of / contractor to * New	v Zealand Trade & Enterpise ("NZTE")	ectoral do not house envi
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trading, in relation to NZTE or	any of its current clients.	
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Financial Ha	s a financial value or Party is expected to	gain some financial benefit or loss from the interest.
Gifts / Hospitality received Ha	is received gifts or hospitality greater the	<del>)20</del> 0
Professional Ha	virio professional contacts with other orga	nizations, association and trusts.
Research Wh	tere research is funded by an independen	it organisation and this funding may compromise or
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Whanau / Relationship	rangu relationships, acquaintances and fri	iendships which could be perceived as a conflict.
Non-Financial An	employee's position or authority is used to	o influence or make decisions that lead to any form
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	BL Land Co Ltd	BAGL own 50%
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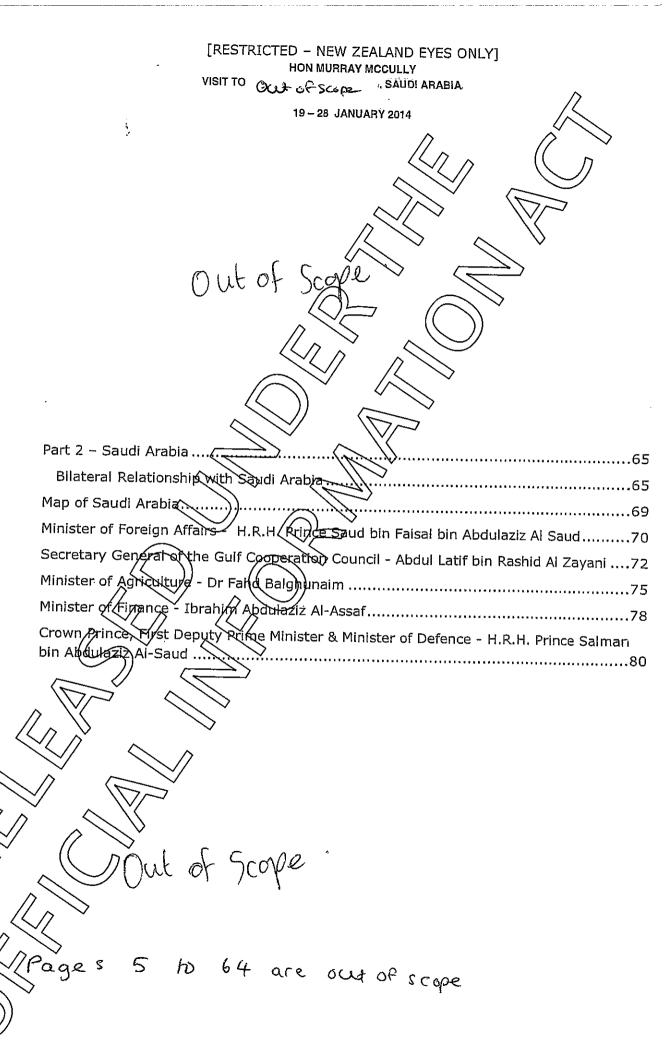


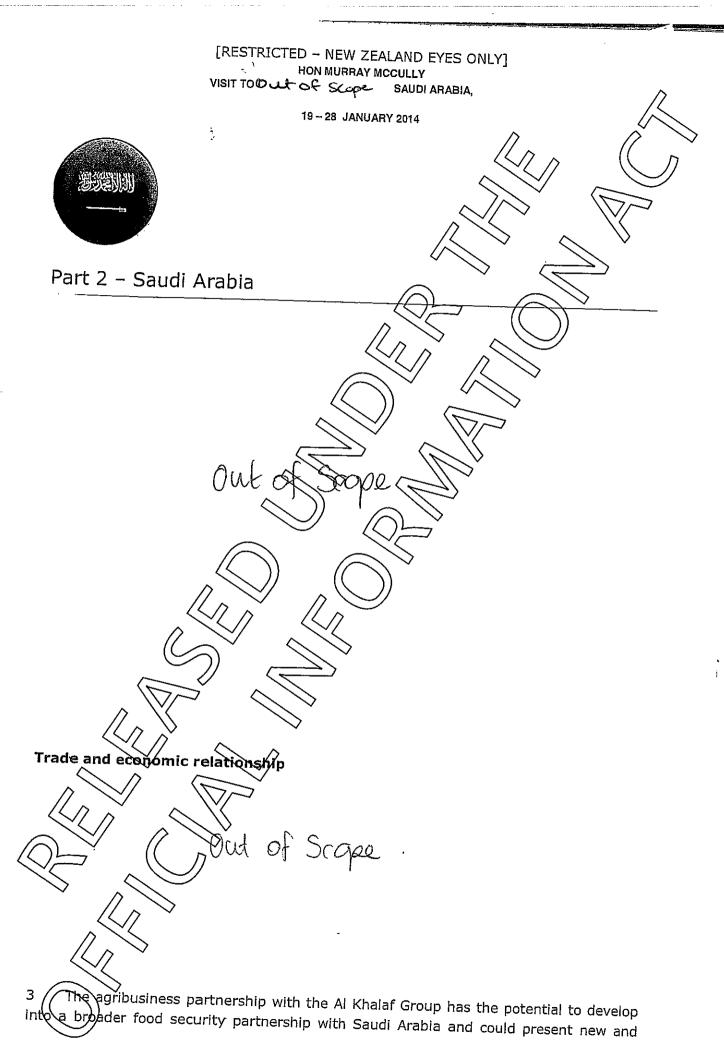




# [RESTRICTED - NEW ZEALAND EYES ONLY] HON MURRAY MCCULLY VISIT TO OUTOFSCOPE SAUDI ARABIA, 19 - 28 JANUARY 2014 Page of Contents Page of Contents ..... Map of the region ..... Overview of the visit..... Contact Details..... There is no document

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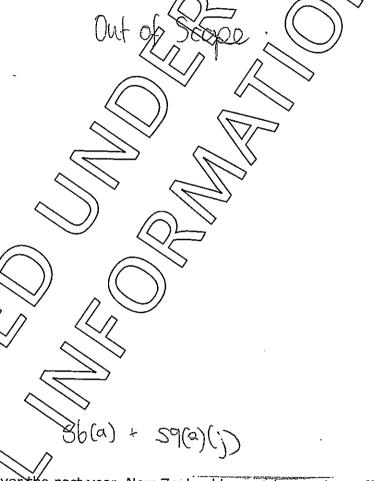




# [RESTRICTED - NEW ZEALAND EYES ONLY] HON MURRAY MCCULLY VISIT TO OUT OF SCENE. SAUDI ARABIA,

19 - 28 JANUARY 2014

lucrative opportunities for New Zealand companies. In Sauch Arabia, and across the Gulf more broadly, food security is an important preoccupation due to the virtual absence of arable land. This makes New Zealand a natural partner. The current value of New Zealand agricultural exports to Saudi Arabia and the wider Gulf countries could be increased by securing the entry into force of the FTA and exporting higher value products and services.



Over the past year, New Zealand has made a serious effort to resolve this and we have worked with Saudi ministerial counterparts, officials and commercial ers to

Conclude a protocol enabling the export of live pregnant ewes for breeding. We hope to sign the proctol during a potential visit by Minister Guy to Riyadh (possibly in February);

Settle commercial issues with a prominent Saudi investor in NZ;

• Set aside \$6m of NZ Government investment for a pilot programme to transfer agricultural expertise to Saudi Arabia, partnering with Saudi interests,

#### [RESTRICTED - NEW ZEALAND EYES ONLY] HON MURRAY MCCULLY

VISIT TO .

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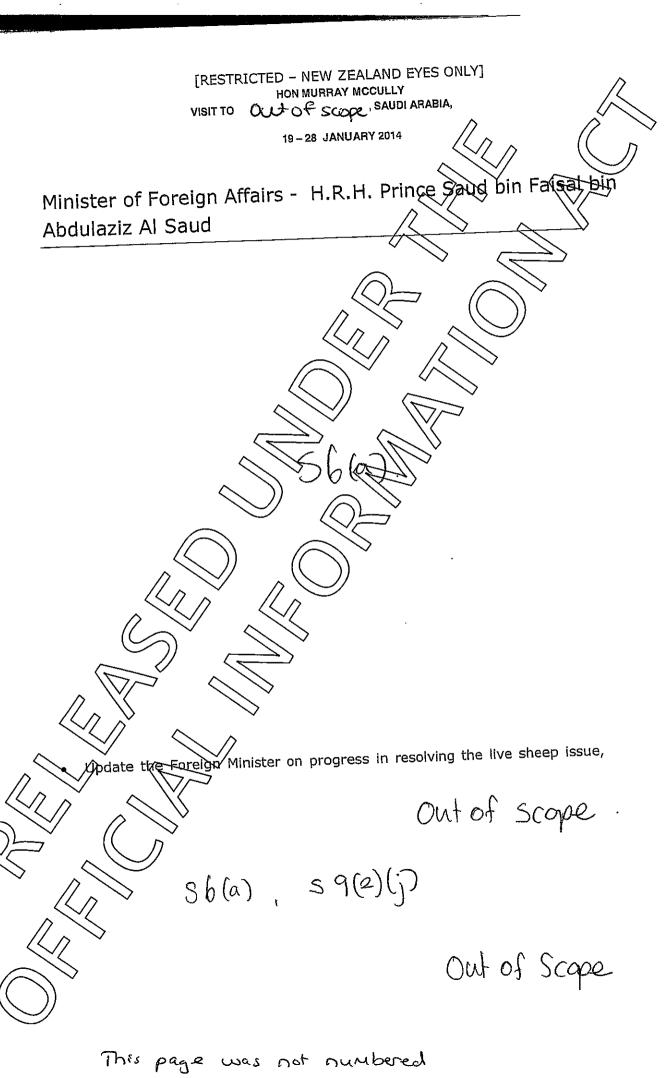
19 - 28 JANUARY 2014

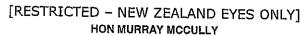
. Engage, both bilaterally and through the GCC, to better inderstand the Kingdom's and region's food security needs - and where we may best assist

56(a),5(9)(2)(j)

Your meeting with Minister Balghunaim presents an opportunity to reinforce our commitment to the export of livestock for breeding purposes and the wider food security partnership, highlighting that once the Protocol (s signed (most likely in February 2014) resumption of trade will become a commercial decision beyond the scope of the NZ Government



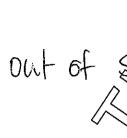


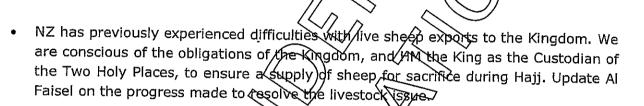


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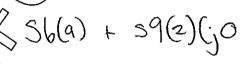
SAUDI ARABIA,

OW OF SCOPE 19-28 JANUARY 2014





• Since you last met Prince Sand in September an agricultural delegation from the private sector, along with agricultural officials visited the Kingdom to review agricultural cooperation possibilities. New Zealand stands ready to assist the Kingdom with its food security needs.

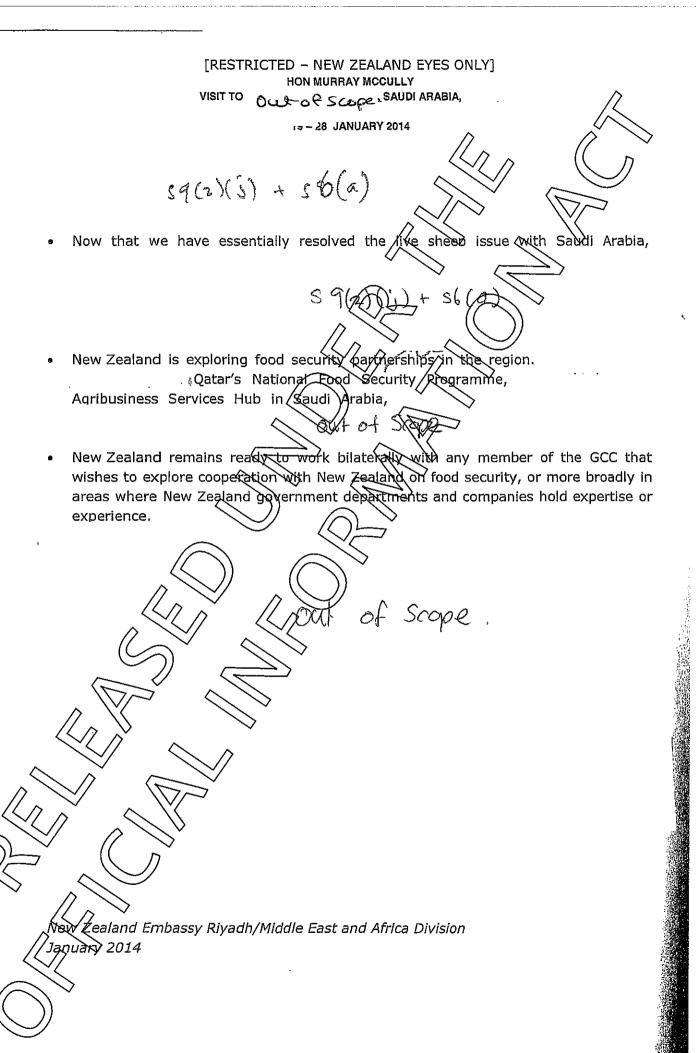


Out of Scope

NZ Embassy Riyadh

Ministry of Foreign Affairs and Trade, January 2014

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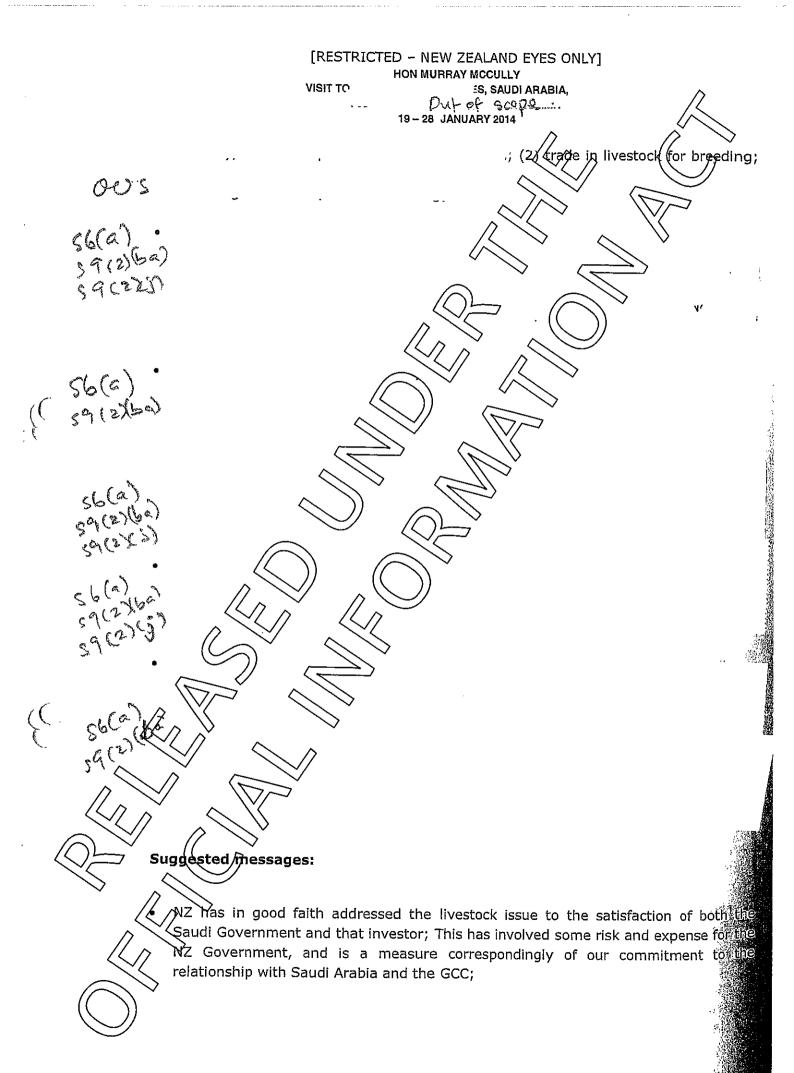
[RESTRICTED - NEW ZEALAND EYES ONLY] HON MURRAY MCCULLY VISIT TO: , SAUDI ARABIA, I Out of scorpe Minister of Agriculture - Dr Fahd Balghunaim 36(a) 5 b(a) **Objectives**  Update Balghunaim on the progress made with the A Khalaf partnership and our commitment to a longer-term food) ecurity partnership with Saudi Arabia. 56(a) 59(2)(1 **Key Points** You last met with Minister Balghunaim in Riyadh in March 2013. Since that meeting, negotiations between MPI and the Saudi Ministry of Agriculture on the livestock protocol allowing the export of livestock for breeding have been The protecol is ready for signature, hopefully during a visit by Minister Guy to Saudi Arabia in Q1 of 2014. The partnership with Al Khalaf Group is underway with Brownrigg Agriculture appointed as the lead provider. The elements of the partnership are currently being refined but will centre on a large scale breeding and demonstration facility on the Al

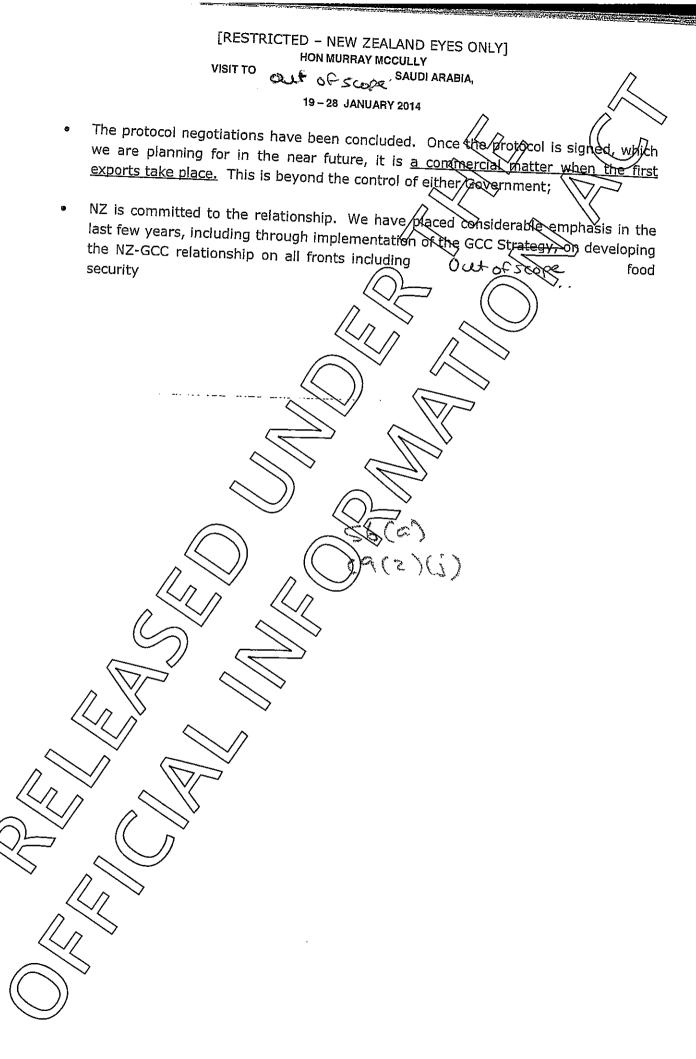
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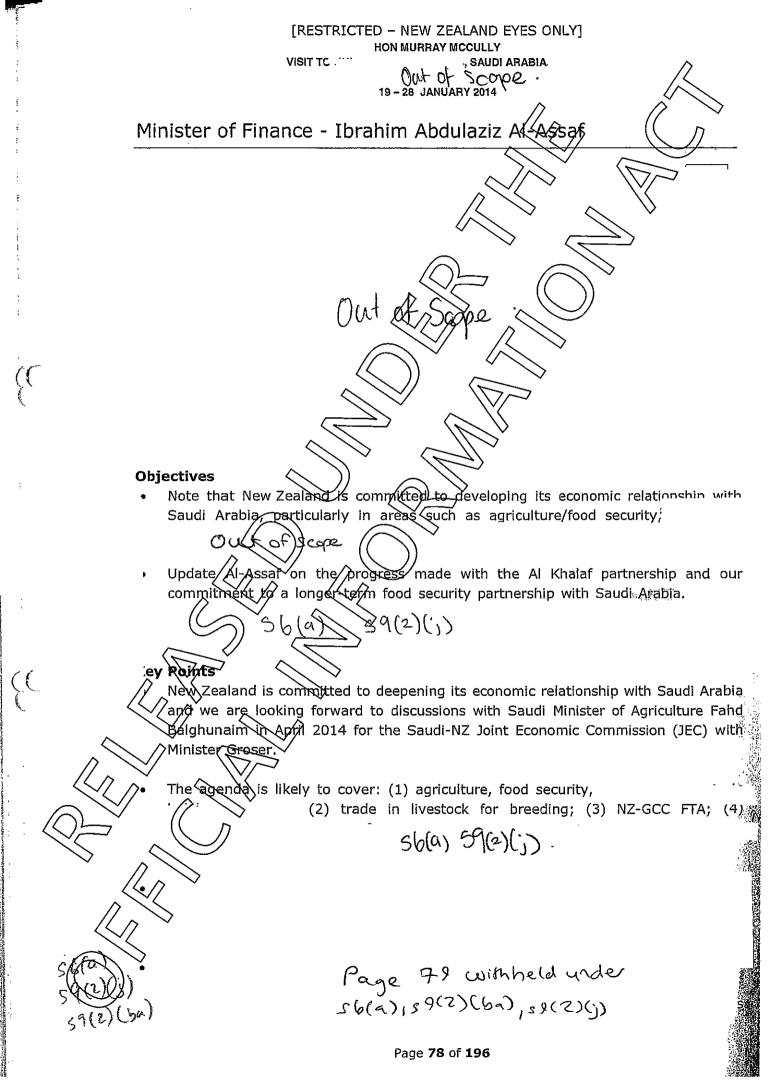
• During his farewell call in December 2013, former Ambassador Harris briefed Minister Balghunaim on progress towards the protocol, agribusiness hub,

Out of Scape

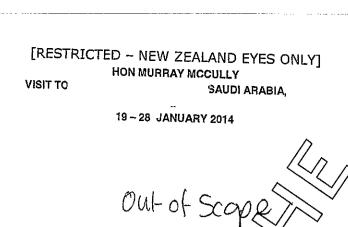
Khalaf farm hear Damman.







[RESTRICTED - NEW ZEALAND EYES ONLY] HON MURRAY MCCULLY VISIT TO . SAUDI ARABIA. Outofscope Crown Prince, First Deputy Prime Minister - H.R.H. Prince Salman bin Abdulaziz Al-Out of Scope Update the Crown Prince on progress in resolving the live sheep issue, outlining NZ's credentials as a country tolerant and welcoming towards Muslims, and how our agricultural expertise could assist Saudi Arabia meet its food security needs. Key Points Out of Scope



Since your last meeting with Prince Salman in March 2013, New Zealand has made considerable progress on arrangements to provide for the export of live sheep for breeding to Saudi Arabia. Update Prince Salman on these developments.

A NZ agricultural delegation from the private sector visited Saudi Arabia several times since your last meeting with Prince Salman (most recently in December) to work with Saudi officials assist with Saudi food security needs.



NZ Embaşsy Riyadh/Middle East and Africa Division Ministry of Foreign Affairs and Trade

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HON MURRAY MCCULLY

VISIT TO (

SAUDI ARABIA.

19 - 28 JANUARY 2014

New Zealand And The GCC Strategy: Implementation

#### Key points

- The countries of the Gulf Cooperation Council (GCC) are the economic powerhouses of the Middle East. Small populations combined with large hydrocarbon resources have provided these countries with considerable disposable income, and an appetite for high quality imports and investment opportunities.
- With its combination of large state resources and particular needs that match New Zealand's comparative strengths, the GCO presents opportunities for New Zealand to grow our economic and political relationship with the region.
- These opportunities lie in niche goods and services areas in which New Zealand excels, including food,

New Zealand governance and public sector expertise also has considerable commercial potential in the GM.

- Though distant from our area of direct strategic concern, New Zealand has significant security, economic and trading interests in the region. In working with the GCC states, New Zealand needs to demonstrate that it is a valuable partner across a range of international and security issues as well as in the trade and economic arena.
- To best position New Zealand to grow our relationship with GCC countries and to capitalise on economic opportunities in the region, a five year strategy for the GCC has been under development. This is based on a much closer collaboration between Government agencies and the business community, reinforced by high level political engagement. The strategy aims to:
  - Double high value exports (manufacturing, processed food and commercial services) to the Suff;

Out of scope

Generate a new source of income through commercialising Government IP.

The strategy is designed around the following priorities:

- (Stronger in-market support for New Zealand firms;
- Public private projects to commercialise New Zealand public and private sector technology, skills and expertise;
- § Improved air linkages;
  - Continued advocacy to conclude the FTA with the GCC;
- Better visa arrangements for New Zealanders within the GCC;
- Stronger political engagement.

# [RESTRICTED - NEW ZEALAND EYES ONLY] HON MURRAY MCCULLY VISIT TO OUT OF SCOPE SAUDI ARABIA.

19 - 28 JANUARY 2014

#### **Background information**

The GCC was established in 1981 between Saudi Arabia the United Arab Emirates (UAE), Kuwait, Oman, Qatar and Bahrain. These six countries, all sitting astride major oil and trade routes, are also socially and politically diverse.

#### **Trade and Economic Opportunities**

The GCC is New Zealand's seventh largest export destination<sup>2</sup> with goods exports worth \$1.5bn in the year to June 2012. Exports of goods have grown by an average 10% per year over the last decade. In addition, the countries of the GCC are an entry point into the region for some New Zealand companies and a base from which to penetrate the wider Middle East and beyond to Central Asia and Africa.

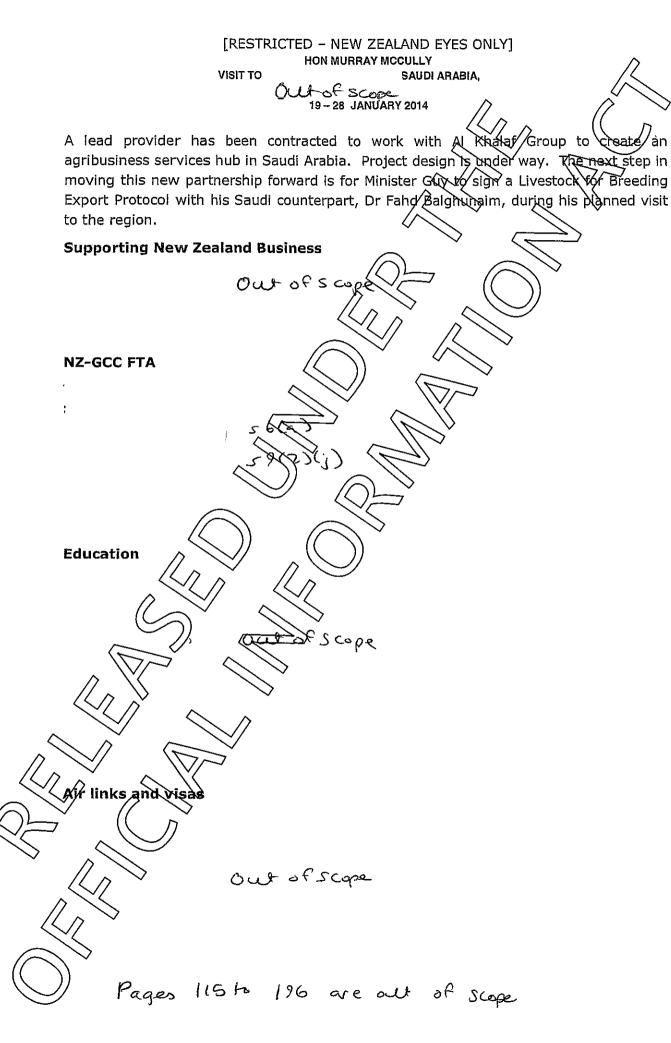
The six states of the GCC in themselves represent a substantial market opportunity for New Zealand. Comprising around 50 million people, the GCC countries are among the wealthiest in the world (e.g. Qatar with a per capita GDP of over US\$84,000). The GCC economies are largely hydrocarbon-based, sitting atop an estimated third of global oil reserves and a fifth of global gas reserves. The resulting foreign exchange reserves have created sovereign wealth funds among the world's largest with a combined value estimated at US\$2 trillion. Their global investments provide a spread risk portfolio and future economic insurance.

Despite their substantive wearth, GCC members share a problem: the virtual absence of arable land. There is strong demand for imported food and beverages that are of high quality, healthy and hala. Future food security is a preoccupation for GCC members. This makes New Zealand a natural partner. The current value of New Zealand agricultural exports to Gulf countries - not only goods but services too - could be increased significantly, by securing the entry into force of a Free Trade Agreement (FTA) and exporting higher value products and services.

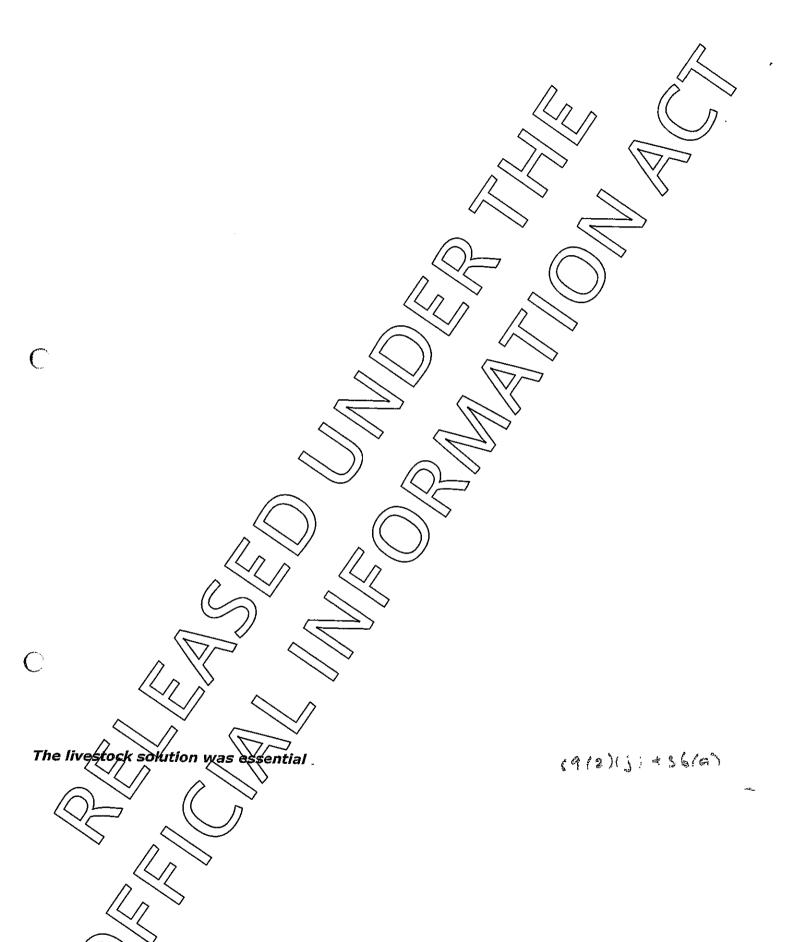
Government-Commercial Partnerships

Out of Scope

Behind Australia, China, the EU, ASEAN, the US and Japan.



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`ubject:	FORMAL MESSAGE: VALEDICTORY FROM RIVADH	
[RESTRICTED]		
<b>Handling Instructions</b> MoE		
WZTE 'NZ		
NOT FOR CABLE EXCH	ANGE	
Hon Murray McCully Minister of Foreign Affair		
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The blunt messages you

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received during your own visit to Riyadh in April 2011 were confirmation that doing nothing could be a costly option.

It is difficult, therefore, to overstate the significance of the solution which eventually energed nor the importance of fully following through on it. This solution - namely, our agreement to export of livestock for breeding and a restorative partnership with al Khalaf (nterided) to create at the same time a model for broader food security partnership activity round the Gulf - has been well received in Saudi Arabia, round the Gulf, and by the GCC Secretariat. Out of scope 4,5,6,728 are out of scope