

Formative evaluation of the International Climate Finance Strategy

Final Report



Disclaimer

This report has been prepared solely for the purposes stated in it. It should not be relied on for any other purpose.

No part of this report should be reproduced, distributed, or communicated to any third party, unless we explicitly consent to this in advance. We do not accept any liability if this report is used for some other purpose for which it was not intended, nor any liability to any third party in respect of this report.

Information provided by the client or others for this assignment has not been independently verified or audited.

We have made reasonable efforts to ensure that the information contained in this report was up to date as at the time the report was published. That information may become out of date quickly, including as a result of events that are outside our control.

MartinJenkins, and its directors, officers, employees, agents, consultants, and advisers, will not have any liability arising from or otherwise in connection with this report (or any omissions from it), whether in contract, tort (including for negligence, breach of statutory duty, or otherwise), or any other form of legal liability (except for any liability that by law may not be excluded). The client irrevocably waives all claims against them in connection with any such liability.

This Disclaimer supplements and does not replace the Terms and Conditions of our engagement contained in the Engagement Letter for this assignment.



Contents

GLOSSARY	2
Different types of data and assessments referred to in the report	3
EXECUTIVE SUMMARY	2
The Climate Finance commitment is a significant investment	2
About the evaluation	2
The evaluation design evolved to meet MFAT's needs	3
Summary of key findings	4
KEQ 1: is implementation going as planned to achieve intended outcomes?	4
KEQ 2: are MERL frameworks, performance reporting, and Activity monitoring in place and fit for purpose to deliver robust, timely results reporting?	7
KEQ 3: What changes or improvements need to be made to ensure intended outcomes are achieved and can be reported?	8
FULL EVALUATION REPORT	12
About the evaluation report	12
The Climate Finance commitment is a significant investment	14
The formative evaluation assessed implementation progress and identified improvements needed	14
Evidence and insights used to answer the KEQs	15
Our evaluation approach	16
The evaluation design evolved to meet MFAT's information needs	16
Five evaluation phases: overview of our methodology	17
Caveat: the formative evaluation was limited by available data and scope	18
157 Climate Principal Activities in scope for the formative evaluation	21
The formative evaluation complements other ICFS oversight and assurance	22
KEQ 1. Our inputs and focus	24
Inputs	24
Focus and scope	24
KEQ 1. Findings: is implementation going as planned to achieve intended outcomes?	26
Assessment – Activities have taken time to get underway, progress is being made	26
Detailed findings and summary views are in Appendix 1	28
Discussion of findings relating to implementation	28
Getting to actual delivery has taken time as new ways of working have been developed	29



Good progress (outputs and outcomes) is being made, but information is hard to access and use	30
KEQ 2. Our inputs and focus	32
Inputs	32
Focus	33
KEQ 2. Findings: are MERL frameworks and reporting fit for purpose?	35
Assessment – at present, MERL frameworks and reporting are mostly focused on Activity management	35
Discussion of findings	37
Assessment of MERL frameworks and performance reporting	37
While Activity-level MERL arrangements are mostly adequate, this information is not easily captured to monitor Portfolio-level insight	45
KEQ 3. What changes or improvements need to be made to ensure intended outcomes are achieved and can be reported?	48
Recommendation 1: improve the current state of Activity-level MERL and performance reporting	48
Recommendation 2: assess performance for groups or bundles of Activities, to better understand what the commitment is achieving	51
Recommendation 3: synthesise lessons and key outcomes from bundles of Activities, to look across the commitment	52

Appendices

Appendix 1 : A3s summarising implementation	54
Appendix 2 : Modality definitions	60
Appendix 3 : Detailed methodology	62
Appendix 4 : Theory of Change for the ICFS	73



Tables

Table 1:	Report glossary	2
Table 2:	Different types of data and assessments referred to in the report, and how they are used	3
Table 3:	Key Evaluation Questions	15
Table 4:	Overview of the 157 Climate Principal Activities in scope for the formative evaluation, and description of the groups of Activities that are out of scope	22
Table 5:	Evaluative assessment summary – is implementation going as planned to achieve intended outcomes?	27
Table 6:	Evaluative assessment summary – MERL frameworks and reporting	36
Table 7:	Summary of MERL framework rapid review, 114 Activities	37
Table 8:	Summary of subsequent review of performance reporting, 56 Activities (in delivery for more than a year)	39
Table 9:	Allocation modalities used in the formative evaluation	60
Table 10:	MERL framework review criteria	65
Table 11:	MERL rapid review thresholds by modality	67
Table 12:	Performance reporting review criteria	68
Table 13:	Overall assessment – 56 Activities in delivery for more than 12 months	69
Table 14:	Overall assessment – Activities in delivery for less than 12 months	70
Table 15:	Overall assessment – Closed Activities	70

Figures

Figure 1:	Scale for making formative evaluation assessments for KEQ1 and 2	16
Figure 2:	MERL framework and performance reporting rapid review sample overview	34
Figure 3:	Summary of MERL framework rapid review and performance reporting, sample of 56 Activities 12 months into delivery	39
Figure 4:	Overview of MERL review findings for Activities not yet 12 months into delivery	42
Figure 5:	Overview of MERL review findings for closed Activities	44
Figure 6:	Activity-level MERL frameworks – overview of quality assessment	49
Figure 7:	Activity-level performance reporting – overview of quality assessment	49
Figure 8:	Activity-level evaluation – overview of recorded intentions to evaluate	50
Figure 9:	Monitoring – Headline Indicator results reporting overview (showing funding modality or pool, where relevant)	50



Preface

This report has been prepared for the Ministry of Foreign Affairs and Trade by Donella Bellett, Mei Lin Harley, Natalie James, and Chelsea Steen-Jones from MartinJenkins (Martin, Jenkins & Associates Ltd).

For over 30 years MartinJenkins has been a trusted adviser to clients in the government, private, and non-profit sectors in Aotearoa New Zealand and internationally. Our services include organisational performance, employment relations, financial and economic analysis, economic development, research and evaluation, data analytics, engagement, and public policy and regulatory systems.

We are recognised as experts in the business of government. We have worked for a wide range of public-sector organisations from both central and local government, and we also advise business and non-profit clients on engaging with government.

Kei te āwhina mātau ki te whakapai ake i a Aotearoa. We are a values-based organisation, driven by a clear purpose of helping make Aotearoa New Zealand a better place. Our firm is made up of people who are highly motivated to serve the New Zealand public, and to work on projects that make a difference.

Established in 1993, we are a privately owned New Zealand limited liability company, with offices in Wellington and Auckland. Our firm is governed by a Board made up of Executive Partners and Independent Directors. Our Independent Directors are Jenn Bestwick and Chair David Prentice. Our Executive Partners are Sarah Baddeley, Nick Carlaw, Allana Coulon, Nick Davis, and Richard Tait. Michael Mills is also a non-shareholding Partner of our firm.



GLOSSARY

The table below lists acronyms frequently used in the report and provides definitions and explanations for how key terms are used in the report.

Table 1: Report glossary

Activity	A project funded by the commitment – 157 Climate Principal Activities are in scope
Activity Manager	MFAT project manager for an Activity
AMA	Activity Monitoring Assessments – produced by MFAT Activity Managers annually, documenting and reporting the progress, outcomes, and impact of Activities, drawing on partner reports – AMAs include ratings of Outputs and Outcomes
ACA	Activity Completion Assessment – as above, produced after an Activity is closed
Climate Principal	Activities where climate change mitigation or adaptation is the primary objective – the evaluation focused on Climate Principal Activities
Climate Significant	Activities where climate change mitigation or adaptation is an important, but not the primary, objective; Climate Significant Activities were not in scope
CPSG	Climate Portfolio Steering Group
Commitment	<p>The \$1.3b of funding that MFAT committed to spend, made up of two funding commitments over 2022-2025:</p> <ul style="list-style-type: none"> • \$500m of baseline funding: a commitment to spend at least 500m from International Development Cooperation baseline allocation on climate Activities <ul style="list-style-type: none"> – this commitment was time-bound to 2022-25, so any portion of Activity spend occurring before or after this period is not counted towards the spending commitment – some of the Activities funded by this commitment started prior to 2022 and some will continue to be implemented and resourced after the commitment period ends in December 2025 • \$800m of new, ringfenced funding which was intended for spend on Climate Principal Activities over the same commitment period (2022 to 2025) to enable achievement of the total \$1.3b commitment
Enquire	Enquire is MFAT's Aid Management System for the International Development Cooperation programme. It is used to plan, track, and record all International Development Cooperation programmes, activities, and contracts (work packages)
Funding modality	The way funding is provided to an Activity; we identified four modalities: project funding, programme funding, Country Flexible Finance, and pooled funding



GEDSI	Gender, Equality, Disability, Social Inclusion
Headline Indicators (HIs)	Quantitative results indicators that Climate Principal Activities report against
ICFS	The International Climate Finance Strategy Tuia te Waka a Kiwa (2022 to 2025) – the strategy guides funding and delivery of the commitment
KEQ	Key Evaluation Question
MERL	Monitoring, Evaluation, Research, and Learning
Partner reporting	Reporting by the organisation or entity that is responsible for implementing and executing Activities
Portfolio	For the purposes of this report, Portfolio refers to the group of 157 Climate Principal Activities funded during the commitment period
RAG statuses	Red, Amber, Green statuses nominated by Activity Manager for Activity progress in Enquire
Work package	Individual contracts and project components within an overarching Activity

Different types of data and assessments referred to in the report

Table 2: Different types of data and assessments referred to in the report, and how they are used

Delivery performance monitoring and reporting	Activity level <ul style="list-style-type: none"> What: data and assessments (quantitative and qualitative) provided by delivery partners in partner reports and by Activity Managers <ul style="list-style-type: none"> The formative evaluation primarily drew on Enquire RAG Overall and Schedule statuses, and AMA and ACA ratings of Outputs and Outcomes Use: to track implementation and support timely decisions and accountability
Headline Indicators – results data	Collected at Activity level and aggregated for a Portfolio view <ul style="list-style-type: none"> What: quantitative results measures reported by delivery partners <ul style="list-style-type: none"> Note that MFAT supplements these results with qualitative feedback and other data in reporting to the CPSG, and will collect qualitative feedback and other data in future evaluations Use: to track common results that contribute to ICFS outcomes; snapshot of progress, interim proxy for outcomes



Evaluation and
impact assessment

Activity level

- What: guided by a bespoke MERL framework for the Activity (note that evaluation is not required for all Activities), the type and extent of evaluation and impact assessment depends on the size and intentions of the Activity; likely to draw on a range of quantitative and qualitative data
- Use: depending on the evaluation design, to assess implementation and outcomes, and learn lessons

Aggregated, looking across multiple Activities

- What: assessment of performance for bundles or groups of Activities; design is currently being progressed by MFAT (building on the original MERL workplan that included outcomes evaluations); likely to involve aggregation and synthesis of findings and results from Activity-level monitoring and evaluations, and commissioning and collection of new cross-cutting evaluations
- Use: to build a picture of collective impact, capture lessons, and inform future investment decisions



Executive summary



EXECUTIVE SUMMARY

The Climate Finance commitment is a significant investment

The Ministry of Foreign Affairs and Trade's (MFAT) International Climate Finance Strategy | Tuia te Waka a Kiwa (ICFS) runs from 2022 to 2025 and was supported by a commitment to spend NZ \$1.3b to deliver to four goals and 12 outcomes. The funding came from two commitments:

- \$500m of baseline funding: a commitment to spend at least 500m from International Development Cooperation baseline allocation on climate Activities
 - this commitment was time-bound to 2022-25, so any portion of Activity spend occurring before or after this period is not counted towards the spending commitment
 - some of the Activities funded by this commitment started prior to 2022 and some will continue to be implemented and resourced after the commitment period ends in December 2025, and
- \$800m of new, ringfenced funding which was intended for spend on Climate Principal Activities over the same commitment period (2022 to 2025) to enable achievement of the total \$1.3b commitment.

Such a significant commitment requires strong accountability, learning, and decision-making to ensure New Zealand and partner countries get maximum value from the investment made to deliver the commitment.

About the evaluation

This formative evaluation has been undertaken to assess how well Activities funded by Climate Finance are being implemented, and to identify improvements needed

The formative evaluation was designed to answer three key evaluation questions (KEQs):

1. Is implementation going as planned to achieve intended outcomes?
2. Are Monitoring, Evaluation, Research, and Learning (MERL) frameworks, performance reporting, and Activity monitoring in place and fit for purpose to deliver robust, timely results reporting?
3. What changes or improvements need to be made to ensure intended outcomes are achieved and can be reported?

The evaluation findings should be read with an understanding of the time taken to design, implement, and complete Activities in complex development contexts where local institutions often have low absorptive capacity to deal with multiple development partners and competing priorities.



The primary users of the formative evaluation are expected to be the Climate Finance Portfolio team. Other users are expected to be the governance groups that have oversight of the commitment, and MFAT Activity Managers. The findings are intended to support accountability, learning, and decision-making to maximise impact.

The evaluation design evolved to meet MFAT's needs

MFAT asked for a greater focus on one of the three KEQs

We worked closely with MFAT to evolve our approach and make sure we focused on what was most important and useful for MFAT. Changes in direction and focus (to put a greater focus on assessing MERL frameworks and performance reporting) required evaluation resource to be reallocated, which had flow-on effects for what could be achieved.

The most material consequence of MFAT's commissioning was that we no longer had sufficient resource to conduct focused inquiries into specific topics or groups of Activities, limiting the depth to which we could answer all three KEQs. This limitation is offset by the new views we built of Portfolio implementation and progress, and the deep dive into MERL quality and practice, which together provide maximum value and insights to inform MFAT's key areas of interest.¹

The evaluation was also made challenging by ongoing difficulties defining the evaluand

Although described as a portfolio, the ICFS does not have the usual features of a portfolio – it is made up of Activities with different management arrangements and intentions, funded under two distinct allocations (including multiple Activities that were designed and implemented before the ICFS was set up, and then subsequently tagged as part of the Portfolio), with different timeframes, and with different intentions. This meant it was not possible to identify a single set of measures or timeframes, or ways of aggregating information that would work for all Activities.

Important caveats and challenges

Our evaluative judgements and conclusions were limited by what we were able to access and focus on.

- Our assessment of implementation (KEQ 1) was limited to document review and review of delivery data held in Enquire. As we did not talk to delivery partners or conduct (or review) Activity-level evaluations, our conclusions may not fully reflect actual performance.
- Our assessment of MERL frameworks and performance reporting (KEQ 2) was based on documents that had to be identified and retrieved manually. It is possible that there may be additional documents we were not able to access.

¹ A further important change from the original evaluation plan was the capture and analysis of Headline Indicator results reported by Activities. This was a significant addition to the scope of the formative evaluation and was resourced by a contract variation.



- Our assessment of implementation excluded financial monitoring and ICFS governance (that is, Activity spend, allocation of spend in line with ICFS preferences, and ICFS governance and decision making). These areas are overseen by the Climate Finance Portfolio Team and the Climate Finance Assurance Programme.

Scope: the Portfolio of 157 Climate Principal Activities

MFAT provided the initial scope for the formative evaluation.

- In scope – Climate Principal Activities currently in design, implementation, closing, or closed stages.
- Out of scope – Activities funded through High Commission and Embassy Funds, Climate Change Programme Activities that have already been evaluated, and Climate Significant Activities.

Our findings are based on analysis of data and documents extracted from Enquire on 25 October 2024 and updated on 3 February 2025.

Summary of key findings

KEQ 1: is implementation going as planned to achieve intended outcomes?

Overall, implementation is assessed as ADEQUATE

Activities have taken time to get underway, progress is being made

Nearly all Activities are now in "true delivery", but many are still in the early stages due to the nature of working in complex development contexts where local institutions often have low absorptive capacity to deal with multiple development partners and competing priorities. This context means planning, contracting, and procurement have all taken time and resource. This was expected: Activities are expected to be country or partner led, and funding has been provided through new modalities that needed new ways of contracting and working to encourage innovation; all of this has taken time to set up.

While individual Activity work package contracts can tell us that most of the funded Activities have moved into delivery, it is more difficult to get a clear view of how far implementation is progressing up the Theory of Change to produce outputs and outcomes. While information is available at the individual-Activity level (in work package contracts and progress and performance reports), this information is not easily aggregated. Other insights to progress are provided by Activity Manager RAG statuses and Output and Outcome ratings in AMAs. According to Activity Manager ratings, most Activities that are in delivery are producing adequate (or better) outputs, and where there are outcomes, they are rated positively.



Our assessments were made using a bespoke dataset. At present, there is no automated aggregation of output or outcome data to allow MFAT to meaningfully track implementation across the Portfolio, or to see the full set of outputs and outcomes being produced. Headline Indicator results (reported and collated for all Activities) give a partial picture of results. They were created by MFAT as an interim proxy for progress, to track common results indicators across domains. However, the usefulness of the results is limited by incomplete reporting, and validity and reliability issues with the data.² MFAT will supplement Headline Indicator results with other qualitative data and examples for future evaluations – doing this will help build a better picture of overall results and progress towards ICFS outcomes.

² Issues are caused by a variety of factors including non-standardised partner reporting of data against indicators using differing timeframes, units of measurement, and definitions.



Overall assessment:	ADEQUATE		
What we looked for:	Activities in delivery	Outputs and (if appropriate) outcomes being delivered	Information about implementation and outcomes is useful and accessible
Summary of key points that were considered for our overall assessment	Good <ul style="list-style-type: none"> Most Activities in the Implementation stage are actually delivering (105 out of 109). Activities are expected to progress at different rates in the development sector – data on implementation shows this is the case, some Activities are progressing quickly, others are making slower progress. RAG Schedule statuses indicate Activity Managers have concerns about the schedule of 24 Activities in Implementation. 	Adequate <ul style="list-style-type: none"> Of the Activities that have been in delivery for at least 12 months, around three-quarters are producing adequate or better outputs and short-term outcomes (according to Activity Managers' AMA ratings). Activity Managers have concerns for the results of around 30% of Activities (RAG Overall statuses). There are many gaps in Headline Indicator results reporting; further work is needed to determine whether these Activities were expected to report results or not. 	Improvements needed <ul style="list-style-type: none"> The nature of the Portfolio and the mix of different Activities means that Activity-level data and results can't be meaningfully aggregated to give a clear view of either implementation progress or Portfolio outcomes. Headline Indicators were created as an interim, partial proxy for progress (rather than a full picture of outcomes). The data provides some insight into results, but their usefulness is limited due to issues with data accuracy, validity, and comprehensiveness. MFAT will supplement these results with qualitative feedback and other data in future evaluations.

Also see Appendix 1 for detailed implementation findings and summary views



KEQ 2: are MERL frameworks, performance reporting, and Activity monitoring in place and fit for purpose to deliver robust, timely results reporting?

Overall, MERL frameworks and reporting are assessed as **IMPROVEMENTS NEEDED**

At present, MERL frameworks and reporting are mostly focused on Activity management; MFAT will be better placed to understand progress in future as they advance their work to design and deliver evaluations of bundles of Activities

Based on the documentation and reporting we were able to find, current MERL frameworks and performance reporting are assessed as **improvements needed**. MERL frameworks and results reporting are mostly fit for purpose at Activity level, reflecting that frameworks have been developed with or by delivery partners.

To assess whether the current arrangements **deliver robust, timely results reporting** (the second part of KEQ 2) we also considered the usefulness of current reporting for informing a full picture of Portfolio performance. This is because MFAT ultimately needs to know if progress is being made towards the goals and outcomes of the strategy. As outlined above, MFAT is aware that the nature of the Portfolio and mix of Activities means that this is unlikely to be possible at this stage. Our assessment confirmed that improvements and changes need to be made to enable a full picture of performance to be built, rather than relying on the information being produced by Activity-level MERL. Recommendations for improvements to performance reporting are given under KEQ 3.

Overall assessment:	IMPROVEMENTS NEEDED		
What we looked for:	Activities have fit-for-purpose MERL frameworks	Activity MERL frameworks are used and performance reporting is fit for purpose	Activity monitoring and performance information can be aggregated to give robust and useful reporting at the Portfolio level
Summary of key points that were considered for our overall assessment	Adequate <ul style="list-style-type: none"> Across the Portfolio, most Activities have MERL frameworks (104 out of 114) – however many could be strengthened. Just over half of Activities have planned an evaluation (67 out of 114) and 46 say they have an evaluation budget. 	Adequate <ul style="list-style-type: none"> Among the 56 Activities that have been in delivery for over 12 months, 30 (54%) have fit-for-purpose or adequate MERL frameworks that are being used for reporting. There are 48 Activities with yet untested MERL frameworks (no reporting yet) that will 	Improvements needed <ul style="list-style-type: none"> Because Activity design is so mixed, Activity-level results are not easily aggregated to give a picture of performance across the Portfolio as a whole. Issues with performance reporting includes: some AMAs not being regularly submitted, lack of alignment between



		require further monitoring.	<p>MERL frameworks and the ICFS for some Activities, many Activities not reporting Headline Indicator results.</p> <ul style="list-style-type: none"> Activities are not well set up to report GEDSI results.
--	--	-----------------------------	--

KEQ 3: What changes or improvements need to be made to ensure intended outcomes are achieved and can be reported?

Recommendation 1: improve the current state of Activity-level MERL and performance reporting

Quick win – low effort, moderate benefit

The quickest and most effective way to improve Portfolio-level performance reporting is to improve the foundational building blocks of MERL frameworks, performance reporting (including qualitative data), and Headline Indicator results reporting. This will enable Activity-level reporting to be aggregated to feed into a picture of performance for clusters or bundles of Activities (see recommendation 2).

- Primary focus should be on the Activities of "highest concern":
 - the 13 Activities with no MERL frameworks – finding out why, and ensuring frameworks are developed unless there is good reason not to
 - improving performance reporting for the 12 Activities that have incomplete or missing MERL frameworks as well as missing or ad hoc performance reporting
 - the 47 Activities with no recorded intention to evaluate – confirming whether they should be evaluated or not (according to MFAT Evaluation Operational Policy criteria), and for Activities that should be evaluated, providing support to develop an appropriate plan, and
 - the 24 Activities in Implementation, funded from the \$800m funding pool not reporting Headline Indicator results.
- Following this, effort should be made to improve the quality of performance reporting for other Activities in the Portfolio, focusing on Activities of "low concern" and "moderate concern".

We understand that efforts are already underway to improve Activity-level MERL and performance reporting. Continuing support and oversight are needed to ensure MERL and performance reporting policies and guidelines are followed, document management is improved, and expectations for data



quality and timeliness is met. We also recommend effort be made to improve the validity and reliability of Headline Indicator results by improving guidance and definitions for capturing results.

Recommendation 2: assess performance for groups or bundles of Activities, to better understand what the commitment is achieving

Higher effort, high benefit

After recommendation 1 has been addressed, we recommend tracking the performance of **bundles of Activities** that focus on a common sector or thematic area. Note that the success of recommendation 2 is dependent on improved Activity-level MERL frameworks and performance reporting, and completion of Activity-level evaluations (recommendation 1).

We understand that this work is currently being progressed by MFAT (building on the original MERL workplan that included outcomes evaluations). Sectors or thematic areas of highest interest should be agreed, and Activities mapped to each bundle.

- For each bundle, create and track a picture of performance by aggregating all the results reported by the **individual Activities in the bundle**.
 - The picture should clearly show the proportion of Activities that it is too early to expect outcomes for, Activities that have not (or have not yet) been evaluated but with other information that can be aggregated (such as AMA ratings), and an overview of findings or ratings for Activities that have been evaluated.
 - Other complementary information should also be captured and aggregated to give a complete picture for the bundle: spend and progress data, Headline Indicator results, qualitative results data, and RAG statuses (Overall and Schedule) and AMA (Output and Outcome) ratings that capture progress.
- Focus on getting quality results and information about outcomes for **individual Activities of high interest** (anchor projects): make sure these Activities have strong MERL frameworks (clearly aligned with ICFS goals and outcomes) and adequate resource to conduct appropriately-designed evaluations.
 - A common evaluation rating scale or rubric could be developed (with additional bundle specific domains and criteria to be developed to capture unique features), to measure relevant aspects of performance and intended outcomes, allowing evaluation ratings to be collated and monitored of each bundle.
 - Not all Activities will need to be evaluated – outcomes can also be captured through case studies and qualitative research.
 - Evaluation plans should be tracked across the bundle, to ensure evaluations are timely and that evaluations for anchor projects are completed, and that key findings (including case study outcomes) are captured and shared.



- Commission additional independent evaluations (or other research) at the **bundle or sector level**, to look across multiple Activities in the bundle (we note this was also signalled in MFAT's original MERL workplan, which included outcomes evaluations). Further work is needed to determine the optimum timing for evaluations at this level, but as a general rule of thumb, they should be timed for when a critical mass of Activities within a bundle have been completed (or other agreed milestones have been reached); alternatively, they could be timed to follow the evaluation of anchor projects within a bundle. These evaluations should be designed to fill information gaps and provide greater insight to what the commitment is achieving for the sector or thematic area.

Recommendation 3: synthesise lessons and key outcomes from bundles of Activities, to look across the commitment

High effort, high benefit

Once performance tracking of bundles of Activities is underway, there will be value in collating and synthesising lessons and key outcomes from each bundle. If a common evaluation rubric is developed for use across all bundles, MFAT will be better able to compare and aggregate findings from each bundle, and track performance trends between and across bundles. Doing so will build a picture of collective impact from the commitment and ensure that relevant lessons are visible and inform future investment decisions. This will support continuous improvement and learning, and help tell the story of the impact and benefits from the commitment to a range of stakeholders.



Full evaluation report

Findings and discussion



FULL EVALUATION REPORT

About the evaluation report

The full evaluation report provides our evaluative assessments and the evidence on which the assessments were made. The report content is outlined below.

- An introductory section – setting out the context, purpose and evaluation questions, methods and caveats, and explanation of which Activities are in scope.
- A section for each of the three key evaluation questions (KEQ); for the two KEQs requiring evaluative judgement we:
 - explain our inputs and areas of focus, and
 - provide a table summarising our assessment and discuss our findings.
- Further detailed information and findings for the first KEQ are appended:
 - five A3s giving an overview of implementation (an interim deliverable for the evaluation, this is in Appendix 1).

NUMBER OF ACTIVITIES REPORTED ON VARIES

The number of Activities vary in different parts of the report – for example, the description and assessment of implementation includes all 157 Activities in scope (scope is explained on page 21), while assessment of MERL frameworks focuses on the subset of Activities that have MERL requirements (Activities in Implementation or Closing/Closed), and assessment of performance reporting focuses on Activities that have been underway for at least a year.

This means that the denominators used to calculate percentages varies.

DATA HAS BEEN UPDATED TO 3 FEBRUARY 2025

Calculations and assessments were originally made using data extracted from Enquire in October 2024 and using documentation available up to the end of 2024. Calculations were updated using a second data extract in February 2025 to ensure the evaluation is as accurate and useful as possible.

This means that some numbers and conclusions in this report have changed from what had been reported in earlier, interim deliverables.

The second data extract on 3 February 2025 changed multiple datasets and numbers (including the numbers of Activities in Implementation and other Enquire stages, and the number of Activities that had missing AMAs and ACAs). We have made every effort to ensure reported numbers are



consistent throughout the report and A3s but note that some minor inconsistencies may remain.³ Where there are differences, they will be small and not meaningful.

³ For example, where the totals in a group (the denominator) have changed over the two time periods it hasn't always been possible to be consistent between the A3s and what is discussed in the report.



The Climate Finance commitment is a significant investment

The formative evaluation assessed implementation progress and identified improvements needed

The Ministry of Foreign Affairs and Trade's (MFAT) International Climate Finance Strategy | Tuia te Waka a Kiwa (ICFS) runs from 2022 to 2025 and was supported by a commitment to spend NZ \$1.3b to deliver to four goals and 12 outcomes. The funding came from two commitments:

- \$500m of baseline funding: a commitment to spend at least 500m from International Development Cooperation baseline allocation on climate Activities
 - this commitment was time-bound to 2022-25, so any portion of Activity spend occurring before or after this period is not counted towards the spending commitment
 - some of the Activities funded by this commitment started prior to 2022 and some will continue to be implemented and resourced after the commitment period ends in December 2025, and
- \$800m of new, ringfenced funding which was intended for spend on Climate Principal Activities over the same commitment period (2022 to 2025) to enable achievement of the total \$1.3b commitment.

Such a significant commitment requires strong accountability, learning, and decision-making to ensure New Zealand and partner countries get maximum value from the investment made to deliver the commitment.

MFAT has commissioned this formative evaluation to assess how well Activities funded by Climate Finance are being implemented, and to identify improvements needed.

The formative evaluation was designed to answer three key evaluation questions (KEQs):

1. Is implementation going as planned to achieve intended outcomes?
2. Are Monitoring, Evaluation, Research, and Learning (MERL) frameworks, performance reporting, and Activity monitoring in place and fit for purpose to deliver robust, timely results reporting?
3. What changes or improvements need to be made to ensure intended outcomes are achieved and can be reported?



The evaluation findings should be read with an understanding of the time taken to design, implement, and complete Activities in complex development contexts where local institutions often have low absorptive capacity to deal with multiple development partners and competing priorities.

The primary users of the formative evaluation are expected to be MFAT's Climate Finance Portfolio team. Other users are expected to be the governance groups that have oversight of the commitment, and MFAT Activity Managers. The findings are intended to support accountability, learning, and decision-making to maximise impact.

Evidence and insights used to answer the KEQs

The formative evaluation was designed to meet the evaluation objectives by answering the KEQs drawing from the following evidence and insights:

- Enquire data about Activities in the Portfolio (Activity and work package data and contracts)
- high-level document review of a sub-set of Activities to give more detailed insight to implementation and MERL (documents included MERL frameworks, Activity Monitoring Assessments (AMAs), Activity Completion Assessments (ACAs), and partner reports), and
- initial interviews and workshop feedback from the MFAT MERL and Climate Portfolio teams and subject-matter experts.

Table 3: Key Evaluation Questions

Objective	KEQ	Areas of focus
1: Test the ICFS Theory of Change relating to implementation	A: To what extent is Activity implementation going as planned to achieve intended outcomes?	<ul style="list-style-type: none"> • Whether Activities have moved beyond design and contracting, into delivery • Whether Activities are making progress as intended (that is, progressing through the Theory of Change to deliver outputs and outcomes) • Whether information about implementation and results is useful and accessible.
2. Review the strength of MERL frameworks and reporting to enable high-quality results reporting	B: Are MERL frameworks, performance reporting, and Activity monitoring in place and fit for purpose to deliver robust, timely results reporting?	<ul style="list-style-type: none"> • Whether Activities have fit-for-purpose MERL frameworks • Whether Activity MERL frameworks are being used and if performance reporting is fit for purpose • Whether monitoring and performance information is being aggregated and used at the Portfolio level.
3. Identify improvements for Activity delivery and MERL to increase effectiveness and reporting quality	C: What changes or improvements need to be made to ensure intended outcomes are achieved and can be reported on?	<ul style="list-style-type: none"> • Practical changes that can be made to improve performance reporting.



Our evaluation approach

The evaluation was conducted over five phases. This report gives a clear evaluative assessment for each of the first two KEQs and makes recommendations in response to the third KEQ. Our evaluative assessments for the first two KEQs are made using the scale shown below.

Figure 1: Scale for making formative evaluation assessments for KEQ1 and 2

Good	Implementation is fit for purpose.
Adequate	Implementation meets expectations and requirements as far as can be determined, there are opportunities for improvements.
Improvements needed	Implementation does not meet expectations/requirements.
Insufficient evidence	Evidence unavailable or insufficient quality to determine an assessment.

The evaluation design evolved to meet MFAT's information needs

MFAT asked for a greater focus on one of the three KEQs

The formative evaluation was guided by an iterative evaluation plan. We worked closely with MFAT to evolve our approach throughout the evaluation to make sure we focused on what was most important and useful.

Changes in direction and focus required evaluation resource to be reallocated, which had flow-on effects for what could be achieved. There were two main drivers of resource reallocation:

- There was no pre-existing complete dataset that could be used for the evaluation – building this took significantly more resource than originally anticipated.
 - To confirm the Activities in scope, and their modalities and statuses, we needed to identify, clean, and review multiple Enquire data fields and Activity-level documentation, and work with MFAT to test and refine methods and framing.⁴
 - Building the dataset was an essential foundational piece that needed to be completed before we could continue to other questions. Once the dataset was built, it continued to be refined and adjusted in response to changes and clarifications on the status of Activities, and when new documentation was found.

⁴ For example, we needed to test different ways to identify Activities that were actually underway ("spades in the ground") from the large group of Activities with an Enquire "implementation" status – this status includes procurement and contracting processes.



- MFAT told us that of the three KEQs, they were most interested in the second: to what extent are Activity MERL frameworks fit for purpose to deliver robust, timely results reporting? We were asked to reallocate resource to conduct a deep dive into MERL documentation and performance reporting at the Activity level. The information we needed was held in different places on Enquire and required a large amount of resource to identify and collate.
 - The necessary information was contained in a variety of different documents (for many Activities, the information was fragmented across multiple documents, and in many cases mislabelled and incorrectly filed).
 - Creating a line of sight between MERL frameworks and performance reporting required linking data in Enquire with data captured at the Activity level, and the finding and review of a variety of performance reports. The data type, format, and quality varied due to the highly varied international contexts, delivery modalities, delivery partners, and subjects covered by the Activities. In addition, MFAT's partner-led approach to design means partner reporting templates are not standardised.

The most material consequence of MFAT's commissioning was evaluation resource was reallocated to closer review of Activity MERL frameworks, and away from focused inquiries into specific topics or groups of Activities. This limited the depth to which we could answer all three key evaluation questions.

This limitation is offset by the new views we built of Portfolio implementation and progress, and the deep dive into MERL quality and practice, which together provided maximum value and insights to inform MFAT's key areas of interest at this time.⁵

The evaluation was also made challenging by ongoing difficulties defining the evaluand

Although described as a portfolio, the ICFS does not have the usual features of a portfolio – it is made up of Activities with different management arrangements and intentions, funded under two distinct allocations (including multiple Activities that were designed and implemented before the ICFS was set up, and then subsequently tagged as part of the Portfolio), with different timeframes, and with different intentions. This meant it was not possible to identify a single set of measures or timeframes, or ways of aggregating information that would work for all Activities.

Five evaluation phases: overview of our methodology

A full description of the methodology is in Appendix 3.

As explained in the previous section, the size of the groups of Activities focused on varied for the different KEQs and evaluation phases (from the broadest scope and biggest group in Phase 1, to

⁵ A further important change from the original evaluation plan was the capture and analysis of Headline Indicator results reported by Activities. This was a significant addition to the scope of the formative evaluation and was resourced by a contract variation.



smaller groups for Phases 2 and 3 where we only focused on Activities in Implementation or Closing/Closed).⁶

- Phase 1:
 - initial interviews with the MFAT MERL team and subject-matter experts to shape inquiry and assessment focus, and
 - analysis of administrative data and building our bespoke dataset (from Enquire and Activity-level documentation) to define and understand the Activities in scope (including funding modality) and assess actual implementation progress.

The next two phases focused on the group of Activities we could learn the most from: deep dive into MERL documentation and performance reporting for Activities in Implementation or Closing/Closed.

- Phase 2:
 - rapid review of MERL frameworks to assess whether the frameworks were fit for purpose.
- Phase 3:
 - review of performance reporting to assess whether the MERL frameworks were being used to produce robust and timely results reporting.
- Phase 4:
 - capture and analysis of results being reported by Activities against Headline Indicators, and
 - analysis of relevant administrative data (from Enquire) relating to outputs and outcomes.
- Phase 5:
 - update of calculations and numbers using new administrative dataset provided by MFAT on 3 February 2025
 - synthesis of inputs and data to make evaluative assessments and answer the key evaluation questions, and
 - Insights Workshop with MFAT's MERL and Climate Portfolio teams.

Both MartinJenkins and MFAT invested a significant amount of resource collating and aggregating Headline Indicator data; this greatly reduced the amount of time and resource available to be spent on the analysis of other output and outcome data.

Caveat: the formative evaluation was limited by available data and scope

Our evaluative judgements and conclusions were limited by what we were able to access and focus on.

⁶ This means the denominators used to calculate percentages varies.



- Our assessment of implementation (KEQ_1) was limited to document review and review of delivery data held in Enquire. As we did not talk to delivery partners or conduct (or review) Activity-level evaluations, our conclusions may not fully reflect actual performance.
- Our assessment of MERL frameworks and performance reporting (KEQ_2) was based on documents that had to be identified and retrieved manually. It is possible that there may be additional documents we were not able to access.
- Our assessment of implementation excluded financial monitoring and ICFS governance (that is, Activity spend, allocation of spend in line with ICFS preferences, and ICFS governance and decision making). These areas are overseen by the Climate Finance Portfolio Team and the Climate Finance Assurance Programme.

1. We did not evaluate the performance of individual Activities

The formative evaluation provides a high-level assessment across the Portfolio, drawing on multiple sources and information about Activities in the Portfolio including performance reporting by delivery partners and Activity Managers. The information we drew on was taken at face value – independent verification of results and information was out of scope. Interviews with Activities' delivery partners were also out of scope.

This limited our ability to evaluate how well each Activity was performing against its intended outcomes. As a result, our focus was on a high-level assessment of how well the Portfolio is being implemented and identifying opportunities for improvement.

2. There were challenges with accessing information, and gaps and quality issues with data

The formative evaluation was primarily informed by available documentation and administrative data in Enquire. We also drew on data from relevant spreadsheets that were provided (including the Quality Management Review, the [Activity-Based Review](#), and the MERL team's performance dashboard spreadsheet).

To fill gaps and improve the quality of data, we conducted multiple and ongoing document searches and reviews (looking beyond clearly labelled documents to also review emails, drafts, and partial documents saved in Enquire), we engaged with Activity Managers to find missing documentation and to better understand gaps and progress, and we conducted multiple rounds of data cleaning and reconciliation to match data from different sources and address inconsistencies.

Administrative data analysis (Enquire)

Enquire is a large and complex operational database.

- Enquire data is manually entered by Activity Managers, drawing on programme documentation and information on progress that has been self-reported by delivery partners.



- Activity Managers record summary data about Activities into Enquire – if data is not recorded accurately or on time there may be missing fields, inconsistencies between fields, and data may be out of date.
- Enquire draws from AMAs and ACAs completed by Activity Managers – if there is a significant delay between the progress report from the delivery partner and the completion of the AMA/ACA by the Activity Manager, then data may be out of date. If there is missing information in the AMA/ACA, then there may be gaps in the information picked up by Enquire.
- AMAs and ACAs are not always completed on time, and some are missing altogether.⁷

Rapid review of MERL frameworks and performance reporting

Our rapid review was impacted by challenges with document management and data quality in Enquire.

- Finding the required documentation took significant resource. This required a manual search by file name through the Enquire document library for documents that were not consistently tagged and stored (some at the Activity level and some at the work package level). We found information in various locations (different folders, different labels, or embedded in different documents such as emails, Business Cases and Activity Design documents). In many cases we only found draft and incomplete documents.
- Assessing the alignment of Activities with goals and whether MERL frameworks were fit for purpose was difficult due to the challenges of finding accurate information on the goals and intentions of Activities. Examples of inconsistencies include mismatches between Activity documentation about the Activity's objectives and the outcomes alignment that was recorded for the Activity in Enquire; and between outcomes alignment as recorded in the MERL team's performance dashboard spreadsheet and other sources such as partner progress reporting and MFAT's Activity Based Review.

3. Some aspects of the Portfolio operation were out of scope

Some aspects out of scope were out of scope to avoid duplication of monitoring oversight done elsewhere. These aspects were Activity spend (forecasting and spending risk), allocation of spend in line with ICFS preferences, and ICFS governance and decision making.

The way the evaluation complements other oversight and assurance is explained below on page 22. All the aspects of implementation listed above are overseen by the ICFS Portfolio Team, who are actively tracking funding allocation and Activity timelines and providing updates and information to the CPSG.

⁷ This is discussed in more detail on page 33.



The Climate Portfolio Assurance Programme is also providing oversight for these other aspects of implementation.

157 Climate Principal Activities in scope for the formative evaluation

MFAT provided the initial scope for the formative evaluation.

- In scope – Climate Principal Activities currently in design, implementation, closing or closed stages.
- Out of scope – Activities funded through High Commission and Embassy Funds, Climate Change Programme Activities that have already been evaluated, and Climate Significant Activities.

Our findings are based on analysis of data and documents extracted from Enquire on 25 October 2024 for **157 Climate Principal Activities** and updated on 3 February 2025.⁸ Enquire data was used to categorise each Activity by funding modality – the spread of Activities across modality is shown in the first A3 in Appendix 1, and modality definitions are explained in Appendix 2.

The second data extract on 3 February 2025 changed multiple datasets and numbers (including the numbers of Activities in Implementation and other Enquire stages, and the number of Activities that had missing AMAs and ACAs). We have made every effort to ensure reported numbers are consistent throughout the report and A3s but note that some minor inconsistencies may remain.⁹ Where there are differences, they will be small and not meaningful.

⁸ The 157 in-scope Activities were identified from a group of 160 provided to us by MFAT on 7 October 2024. Three were deemed to be out of scope – a Climate Change Programme Activity that should have already been removed from scope, and two Activities that had been placeholders only (not actual Activities).

⁹ For example, where the totals in a group (the denominator) have changed over the two time periods it hasn't always been possible to be consistent between A3s and what is discussed in the report.



Table 4: Overview of the 157 Climate Principal Activities in scope for the formative evaluation, and description of the groups of Activities that are out of scope

Detailed assessment focus	High-level description only	Out of scope
<p>132 Activities, with a total approved budget of \$1.206b:</p> <ul style="list-style-type: none"> • 10 recorded as in Design stages in Enquire • 109 recorded as in Implementation, and • 13 recorded as in Closing or Closed stages. 	<p>25 Activities:</p> <ul style="list-style-type: none"> • 9 curtailed, recorded as in Closed stage in Enquire with a closure comment indicating the Activity had not been progressed or implemented • 8 recorded as in Idea stage • 7 recorded as in Concept stage, and • 1 now recorded as in Design, that was in Concept during the assessment. 	<p>Activities determined as out of scope by MFAT:</p> <ul style="list-style-type: none"> • High Commission and Embassy Funds • Climate Change Programme Activities (2019–22 that have already been evaluated), and • Activities tagged as climate "significant" from the \$500m baseline funding.

The formative evaluation complements other ICFS oversight and assurance

The formative evaluation complements other oversight and assurance processes recently completed or ongoing. These include processes that apply to all MFAT-funded Activities as well as processes specific to the Portfolio.

- MFAT regular processes across its International Development Cooperation programme:
 - Activity-level MERL by Implementing Partners and independent MERL specialists focus on assessing how well an individual Activity within the Portfolio is performing, and to provide evidence to help manage, learn, and make decisions about the individual Activity
 - Activity-level monitoring and reporting by Activity Managers (Activity Monitoring Assessments and Activity Completion Assessments) and independent verification of ratings for a sample of the AMAs and ACAs
 - Quality Management Review undertaken by MFAT's Internal Audit of a sample of Activities to assess extent to which expected Activity Management processes and standards are followed.
- Activity Based Review across International Development Cooperation programme conducted in 2024 where Activity Managers were required to complete a status update of each Activity.
- ICFS specific processes:
 - Climate Portfolio Assurance Programme – **risk-based assurance** programme of work provided by external consultants, focusing on reducing risk in the **management and delivery** of the Portfolio as a whole



- b. CPSG reporting – bespoke performance reporting and dashboards prepared by the Climate Finance Portfolio Team to meet the information needs of the CPSG – to enable **management of risks and issues** relating to **allocation, spend, and progress** towards outcomes.

The formative evaluation is designed to complement these other types of scrutiny, and – where appropriate – to draw on their data, conclusions, and findings.



KEQ 1. Our inputs and focus

A key focus of the formative evaluation was to build a **better understanding of implementation progress** than was previously available, to see if the right things are in place and being done for outcomes to be achieved. With just one year left of the four-year commitment, Activities should be moving beyond planning and into actual delivery (noting that implementation is expected to continue beyond the commitment period for some of the Activities funded from both the \$500m and \$800m commitments).

The size and complexity of the Portfolio, alongside the way operational data is captured in Enquire, makes it difficult to get a clear picture of how far the Activities have progressed into actual delivery. To fill this gap, we built a new dataset about Activity implementation using multiple Enquire fields supplemented by information captured for individual Activities.

Inputs

Our assessment drew on:¹⁰

- Activity-level work package contracts
- Enquire data (Red-Amber-Green [RAG] statuses) and AMA reports (output and outcomes ratings, comments, and other qualitative information)
- data on Activities' results for the ICFS Headline Indicators drawn from partners' progress reports and AMAs, and
- initial interviews with MFAT subject-matter experts.

Focus and scope

We examined implementation by:

- looking for evidence of Activities having moved beyond design and contracting, into delivery
- looking for evidence of Activities in delivery making progress as intended (that is, progressing through the Theory of Change to produce outputs and outcomes), and
- assessing the usefulness of information (about implementation and progress) for understanding whether ICFS outcomes will be achieved.

The commissioned scope **excluded** assessment of:

¹⁰ Full details of our methodology are in Appendix 3.



- Activity spend or whether funding is being allocated in line with ICFS preferences (beyond capturing information to provide as context)
- ICFS governance and decision making, and
- additional support being provided for partners and implementation.

All these aspects of implementation are being overseen by the ICFS Portfolio Team: they are actively tracking funding allocation and Activity timelines and providing updates and information to the CPSG.

The Climate Portfolio Assurance Programme is also providing oversight for these other implementation functions.

It is also important to note that we did not evaluate the performance of individual Activities or independently verify partner reporting or Activity Manager ratings: these things were also out of scope.



KEQ 1. Findings: is implementation going as planned to achieve intended outcomes?

Assessment – Activities have taken time to get underway, progress is being made

Overall, implementation is assessed as ADEQUATE

Nearly all Activities are now in "true delivery", but many are still in the early stages due to the nature of working in complex development contexts where local institutions often have low absorptive capacity to deal with multiple development partners and competing priorities. This context means planning, contracting, and procurement have all taken time and resource. This was expected: Activities are expected to be country or partner led, and funding has been provided through new modalities that needed new ways of contracting and working to encourage innovation; all of this has taken time to set up.

While individual Activity work package contracts can tell us that most of the funded Activities have moved into delivery, it is more difficult to get a clear view of how far implementation is progressing up the Theory of Change to produce outputs and outcomes. While information is available at the individual-Activity level (in work package contracts, and progress and performance reports), this information is not easily aggregated. Other insights to progress are provided by Activity Manager RAG statuses and ratings in AMAs of Outputs and Outcomes. According to Activity Manager ratings, most Activities that are in delivery are producing adequate (or better) outputs, and where there are outcomes, they are rated positively.

Our assessments were made using a bespoke dataset. At present, there is no automated aggregation of output or outcome data to allow MFAT to meaningfully track implementation across the Portfolio, or to see the full set of outputs and outcomes being produced. Headline Indicator results (reported and collated for all Activities) give a partial picture of progress. They were created by MFAT as an interim proxy for progress, to track common results indicators across domains. However, the usefulness of the results is limited by incomplete reporting, and validity and reliability issues with the data.¹¹ MFAT will supplement Headline Indicator results with other qualitative data and examples in future evaluations – doing this will help build a better picture of overall results and progress towards ICFS outcomes.

¹¹ Issues are caused by a variety of factors including non-standardised partner reporting of data against indicators using differing timeframes, units of measurement, and definitions.



Table 5: Evaluative assessment summary – is implementation going as planned to achieve intended outcomes?

Overall assessment:	ADEQUATE		
What we looked for:	Activities in delivery	Outputs and (if appropriate) outcomes being delivered	Information about implementation and results is useful and accessible
	<p>Good</p> <p>Activities are expected to progress at different rates in the development sector.</p> <p>109 (out of 157, 69%) Activities are in the Implementation stage.</p> <ul style="list-style-type: none"> Most of these are in delivery (105) – over two-thirds (72) have been delivering for a year or longer, while 33 are still at a relatively early stage (in delivery for less than a year). RAG Schedule statuses indicate Activity Managers have concerns about the schedule of 24 Activities in Implementation (rated as amber or red). <p>To give a full picture, the remaining Activities are made up of:</p> <ul style="list-style-type: none"> 26 in the initial Idea or Design stage (17% –these Activities may or may not progress to Implementation). 13 that have been completed (8%). 9 that have been curtailed (6%). 	<p>Adequate</p> <p>For the 72 Activities that have been in delivery for at least 12 months:</p> <ul style="list-style-type: none"> Output ratings (AMAs): 57 (79%) were rated adequate or better, and 8 were rated as not adequate (the remainder had no rating) Short-term outcomes ratings (AMAs): 52 (72%) were rated adequate or better, and 9 were rated poor or not adequate (the remainder had no rating). <p>RAG Overall statuses suggest Activity Managers have concerns about the results for 21 Activities in Implementation (rated as amber or red).</p> <p>Headline Indicators capturing results (as an interim proxy for progress) are being collated and monitored across all funded Activities.</p> <ul style="list-style-type: none"> Almost half of the 109 Activities in Implementation have not reported Headline Indicator results. Few Headline Indicator results have been reported for Goal 1 of the ICFS (mitigation). <p>These gaps suggest that some Activities are not yet delivering results; further work is needed to determine whether these Activities are expected to report results or not.</p>	<p>Improvements needed</p> <ul style="list-style-type: none"> The nature of the Portfolio and the mix of different Activities means that Activity-level data and results can't be meaningfully aggregated to give a clear view of either implementation progress or Portfolio outcomes. Headline Indicators were created as an interim, partial proxy for results (rather than a full picture of outcomes). The data provides some insight into results, but their usefulness is limited due to issues with data accuracy, validity, and comprehensiveness. MFAT will supplement Headline Indicator results with other qualitative data and examples in future evaluations – doing this will help build a better picture of overall results and progress towards ICFS outcomes.



Detailed findings and summary views are in Appendix 1

A3s summarising implementation

1. ICFS overview – 157 Climate Principal Activities.
 - Summary to provide context: number of Activities by spend (split across the \$500m baseline funding and the \$800m new Climate Finance funding); distribution of activities by funding modality, region, ICFS goals, and policy marker.
 - Summary view of all Activities by stage recorded in Enquire and funding modality.
 - Overview of all Activities – progress (Enquire status and whether they are in actual delivery), presence of MERL frameworks, presence of AMAs and output ratings.
 - Figure showing Activities in Implementation that will continue beyond the end of the ICFS commitment.
 - Table showing MERL framework status for the Activities in Implementation or Closed/Closing.
2. Information about the 90 Activities funded by the **project** modality.
 - Contextual information – spend to date, delivery partners, region, ICFS goals, and policy markers.
 - Information broken down by Enquire stage, with detailed delivery and performance reporting information for Activities in Implementation.
3. Information about the 30 Activities funded by the **programme** funding modality (information as for the project modality).
4. Information about the 5 Activities and 1 Project funded by the **country flexible finance** funding modality (as for the project modality).
5. Information about the 30 Activities funded by the **pooled** funding modality (as for the project modality).

Discussion of findings relating to implementation

This discussion is provided to give further insight to the A3s in Appendix 1.



Getting to actual delivery has taken time as new ways of working have been developed

Most Activities in Implementation have begun delivery (96%) and outputs are being progressed

Across all the Activities funded through the commitment, **nearly all Activities have at least one work package for delivery** (105 out of 109 Activities in Implementation, with an allocated budget of \$1.1b), indicating that these 105 Activities are all underway with some form of actual "work on the ground" happening.

Note that a small number of Activities in scope (26, 17%) have yet to move from Idea/Concept/Design and into Implementation.

A sub-set of Activities have been relatively slow to progress, others are well into delivery

While it is positive that most Activities have begun delivery, capacity constraints of local institutions in partner countries dealing with many development partners and competing priorities has contributed to delays in agreeing workplans, contracting, and procurement. Enquire RAG Schedule statuses indicate that Activity Managers have concern over the timeliness of some Activities.

- RAG Schedule statuses indicate that some additional effort or support may be needed to keep 24 Activities (22%) on track – three have a red "schedule" status, and 21 have an amber "schedule" status.
- Note that some Activities have been in delivery for longer than others – 72 Activities have been in delivery for more than a year, and 33 Activities have been in delivery for less than a year.
 - **Project modality Activities are more likely to have been in delivery for a longer time** – of the Activities in Implementation, more than two-thirds (38 out of 54 Activities) had their first delivery contract more than 12 months ago.
- For the 72 Activities that have been in delivery more than a year, we looked at Activity Manager assessments of progress for the outputs that the Activities are producing (in AMAs). Based on the assessments of Activity Managers most are making adequate (or better) progress, but some are not.
 - **Four-fifths (57, 79%) of the Activities were rated in AMAs as making at least adequate progress towards outputs** – 22 were assessed as adequate (most planned outputs have been achieved, or progressed as planned), and 35 as good or very good (all planned outputs achieved or better than planned).
 - **8 of the 72 Activities (worth \$42m) were rated in AMAs as not making adequate progress.**
 - There is **no data for the remaining 7 Activities** (6 with no AMA, and 1 with an AMA but no progress rating due to lack of information, too early to tell).



- These Activities mostly sit in the Project modality – 5 of the 8 Activities not producing adequate outputs are Projects, and 3 of the 7 Activities missing data are Projects.
- The other 4 Activities missing data are from Programmes.
- AMAs also contain Activity Manager ratings for short-term outcomes – of the 72 Activities that have been in delivery for at least a year, 52 (72%) were rated adequate or better, and 9 were rated as not adequate (the remainder had no rating).

Information about delays is hard to find and patchy

Activity RAG statuses and AMA ratings for outputs and outcomes are captured in Enquire, but do not provide the visibility needed across the Portfolio.

- Information about progress and delays is often described by Activity Managers in AMAs for individual Activities. The information can't be easily aggregated to get a picture across all of the Activities funded through the commitment. In addition, some of the Activity-level information appears to be inconsistent.¹²
 - There are examples of Activities where output progress is rated as adequate, even when the narrative commentary shows little progress has been made or there are concerns with delays.
 - There are examples where the RAG Schedule status is green, even when delays are evident from the AMA narrative, and statuses are not consistently updated.

Enquire data shows that of the 109 Activities in Implementation in Enquire, 69 (63%) will continue delivery after 2026 – 28 of these are funded out of the \$500m baseline funding pool, and 41 are funded out of the new \$800m funding pool.

Good progress (outputs and outcomes) is being made, but information is hard to access and use

Activity-level assessments and results reporting indicates good progress is being made

- Enquire data: RAG Schedule statuses for the 109 Activities in Implementation indicate that Activity Managers think most Activities are on track (most are green, while 19 Activities had an amber status, and two had a red status).
- AMA assessments of outcomes that draw on delivery partner reports are also positive – for the 64 Activities in Implementation that have a rating for outcomes, 55 (86%) have outcomes rated as adequate or better, with only 9 (14%) rated as poor or not adequate. According to the AMA

¹² MFAT would need to review these individual Activities to understand whether this is an issue with the accuracy of reporting, or whether something else is driving apparent inconsistencies.



guidance, the rating of adequate is intended to indicate that "most short-term outcomes have been achieved or are on track as planned". The rating does not distinguish between achieved and on track as planned.

- Headline Indicator data also show that results are being achieved. However, there are significant gaps in this data suggesting that some Activities are not yet delivering results (further work is needed to determine whether these Activities are expected to report results or not):
 - almost half the Activities in Implementation have not reported any Headline Indicator results, and
 - there are few results being reported for indicators aligned with Goal 1 (accelerated climate change mitigation) – including no results at all for fossil fuel reduction.

Data that is being collected does not provide a sufficient picture of performance

A key factor affecting our assessment of the quality and accessibility of performance data is that data must be manually found and recorded, drawing from multiple non-standardised sources about Activity-level results and outcomes.

A standardised data set exists with the Headline Indicators, developed to provide an interim proxy for results. As outlined above, we understand MFAT intends for the Headline Indicator results to be supplemented by qualitative feedback and other data in future evaluations.

While the Headline Indicator results provide some interesting information, there are challenges with completeness, validity and reliability:

- the indicators are not focused solely on outcomes; they also include counts of inputs (such as FTE to provide support) and outputs (such as training provided); as baselines and targets have not been set, it is not possible to assess whether the reported results met expectations or not
- data capture lacks precision due to the absence of clear definitions, varied reporting timeframes, and currencies – all of which lead to both over and under counting
- only selected quantitative data is aggregated and reported; as this data does not cover all the ICFS goals and outcomes, there is not sufficient evidence to assess effectiveness, efficiency, effectiveness, or sustainability for the commitment as a whole
- there is more information on some outcomes and goals than others, and
- it is very difficult to access the data that exists.



KEQ 2. Our inputs and focus

The review of MERL frameworks, performance reporting, and Activity monitoring was a key part of the formative evaluation as they **need to be fit for purpose to enable quality and timely assessment of progress, performance, and results reporting**. MERL is also essential to support implementation by gathering feedback to **inform decision-making and any course correction that is needed**.

Assessing the effectiveness and suitability of monitoring, evaluation, and reporting systems before the end of the commitment will allow any gaps or weaknesses to be addressed, and adjustments to be made for better performance management to achieve the intended outcomes. This is designed to support continuous improvement and informed decision making, to ensure the ICFS remains on track and delivers its intended results successfully.

Each Activity in the Portfolio is required to have its own MERL framework and there is guidance about what the MERL frameworks need to consider and include. Once an Activity is in Implementation, implementing partners are asked to provide progress reports, and Activity Managers are required to provide regular assessment of progress (AMAs are due annually and an ACA needs to be completed when an Activity is closed).

Despite these clear requirements, practice varies greatly, and document management is poor. In many cases these documents were missing, incomplete, in draft form, or (for MERL frameworks) had components sitting across multiple documents in different locations. This means that prior to our review, MFAT only had a partial, fragmented picture of MERL practice and quality across the Portfolio.

Inputs

Our assessment involved extensive document searches followed by review of available documentation. We drew on:¹³

- Activities' MERL frameworks, including intervention logics (showing what the Activity intends to deliver), results or measurements tables (showing what evidence will be collected), and MERL workplan components (setting out the monitoring and evaluation approach, timing, and resources)
- business case documents, where they contained information relevant to MERL
- related documentation, including Activity data, emails, and business records where contextual information about MERL frameworks (or lack of) could be found
- Enquire data

¹³ Full details of our methodology are in Appendix 3.



- the most recently available partner annual progress reports, or where this was not available, bi-annual or quarterly reports
- the most recently available AMAs (either in draft or approved),¹⁴ and
- AMAs and ACAs (for completed Activities).

Caveat – assessment based on available documentation

Caveats and limitations are outlined in full on page 18. It is important to remember that our assessment is based on the information we have been reasonably able to find and access by December 2024. We have sought to verify (as of 3 February 2025) where AMAs were submitted after 1 December in an effort to ensure that our assessment is as accurate as possible, given the information constraints.

Focus

Our review was conducted to produce new information and useful insight about the fitness for purpose of the MERL frameworks and performance reporting documents for Activities funded through the commitment.

We assessed MERL frameworks and performance reporting, to assess whether:

- Activities in Implementation or Closing/Closed have fit-for-purpose MERL frameworks
- Activities in delivery are using MERL frameworks and whether performance reporting is fit for purpose, and
- monitoring and performance information can be aggregated and used at the Portfolio level (as MFAT ultimately needs to know if progress is being made towards the goals and outcomes of the strategy).

Our rapid review looked at documentation for 114 Activities:¹⁵

- MERL framework assessment only:
 - 43 Activities in the first year of delivery (and therefore not yet requiring performance reporting)
 - 10 Activities that have Closed, or were Closing as of October 2024, and

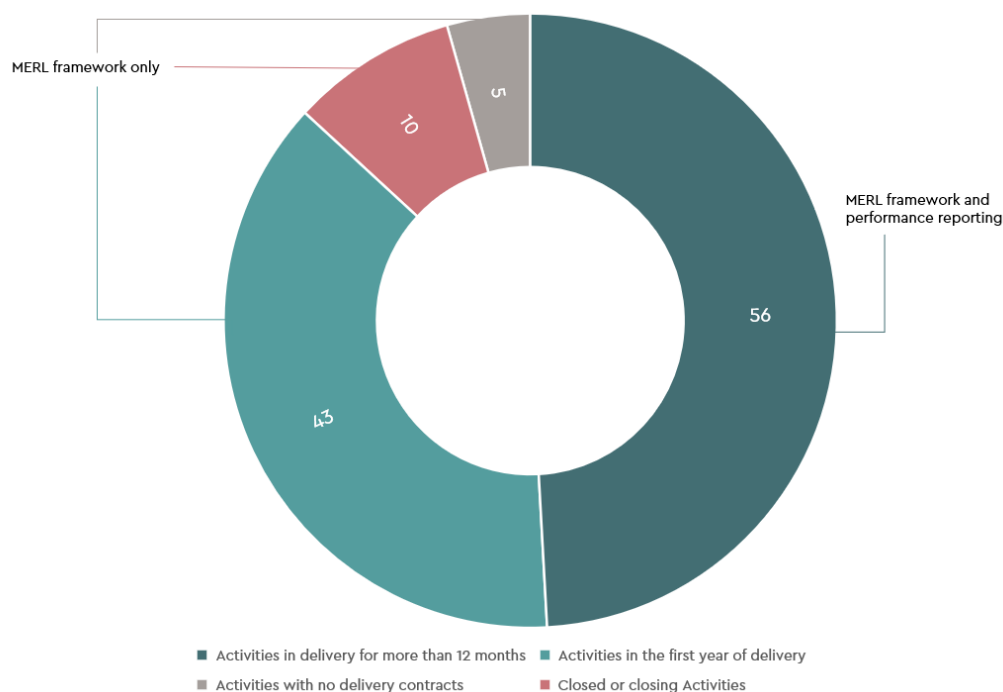
¹⁴ We were unable to find AMA documentation for five Activities at the time of our review in December 2024–January 2025. To fill these gaps, we drew upon the updated information from Enquire provided to us on 3 February 2025 (using the “Key Achievements to Date” field). It is important to note that the late stage at which these AMAs were made available to us meant we were not able to review the source AMA documentation for these five Activities.

¹⁵ We did not look at documentation for eight Activities in Implementation that are designed to provide support only (with no delivery component), 26 Activities in the Concept, Design, or Idea stages (as it is too early to expect MERL documentation or reporting), and the nine Activities that were curtailed.



- 5 Activities that were marked in Enquire as in Implementation, but where no delivery contracts had yet been signed, indicating that actual delivery was not yet underway.
- MERL framework assessment **and** assessment of performance reporting:
 - 56 Activities that have been in delivery for one year or more.

Figure 2: MERL framework and performance reporting rapid review sample overview



Source: MartinJenkins analysis of Enquire administrative data

Notes

- 1 The figure doesn't include the 43 Activities we did not assess (eight designed to provide support only, 26 in Design, Concept, or Idea stages, and nine curtailed Activities).
- 2 The 11 Climate Finance Community Resilience Activities are included in the above diagram, but we have assessed them as fit for purpose on the basis that they are being reviewed elsewhere.



KEQ 2. Findings: are MERL frameworks and reporting fit for purpose?

Assessment – at present, MERL frameworks and reporting are mostly focused on Activity management

MFAT will be better placed to understand progress in future as they continue to advance their work to design and deliver evaluations of bundles of Activities

Overall, MERL frameworks and reporting are assessed as IMPROVEMENTS NEEDED

Our assessment included a rapid review of Activity-level MERL arrangements to see if Activity-level MERL frameworks are fit for purpose to assess the Activities themselves, and if Activity-level MERL will produce the right information to feed into an overall picture of the ICFS outcomes that are being achieved.

Following this we reviewed performance reporting for a sample of 56 Activities that have been in delivery for 12 months or longer, to see whether the Activities' MERL frameworks are being used.¹⁶

Based on the documentation and reporting we were able to find, current MERL frameworks and performance reporting are assessed as **improvements needed**. MERL frameworks and results reporting are mostly fit for purpose at Activity level, reflecting that frameworks have been developed with or by delivery partners.

To assess whether the current arrangements **deliver robust, timely results reporting** (the second part of KEQ 2) we also considered the usefulness of current reporting for informing a full picture of Portfolio performance. This is because MFAT ultimately needs to know if progress is being made towards the goals and outcomes of the strategy. As outlined above, MFAT is aware that the nature of the Portfolio and mix of Activities means that this is unlikely to be possible at this stage. Our assessment confirmed that improvements and changes need to be made to enable a full picture of performance to be built, rather than relying on the information being produced by Activity-level MERL. Recommendations for improvements to performance reporting are given under KEQ 3.

¹⁶ Our analysis was conducted in December 2024 and completed in January 2025 for the Activities that met our criteria at that stage. The 3 February 2025 Enquire extract identified another 15 Activities that have been in delivery for over a year, and our analysis was updated with summary data captured for those 15 Activities.



Table 6: Evaluative assessment summary – MERL frameworks and reporting

Overall assessment:	IMPROVEMENTS NEEDED		
What we looked for:	Activities have fit-for-purpose MERL frameworks	Activity MERL frameworks are being used, and performance reporting is fit for purpose	Activity Monitoring and performance information can be aggregated to give robust and useful reporting at Portfolio level
	<p>Adequate</p> <p>Across the Portfolio, most Activities have MERL frameworks (104 out of 114) – however many could be strengthened.</p> <p>10 Activities have no MERL framework.</p> <p>Available data indicates that just over half of Activities have planned an evaluation (66 out of 114) and 46 say they have an evaluation budget. We note that MFAT has guidance about what should be evaluated, but that evaluation is not a requirement.</p> <ul style="list-style-type: none"> As the information this is drawn from is not consistent or reliable, it is not possible to assess whether this is a reasonable number of planned evaluations or not. 	<p>Adequate</p> <p>Among the 56 Activities that have been in delivery for over 12 months, 54% (30) have fit-for-purpose or adequate MERL frameworks that are being used for reporting.</p> <p>5 Activities have incomplete or missing MERL frameworks with ad hoc reporting, and 7 Activities have missing or ad hoc reporting, despite having MERL frameworks in place.</p> <p>There are 48 Activities with yet untested MERL frameworks (no reporting yet) that will also require further monitoring.</p>	<p>Improvements needed</p> <p>Because Activity design is so mixed, Activity-level results are not easily aggregated to give a picture of performance across the Portfolio as a whole.</p> <p>AMA reports are not always regularly submitted, limiting the availability of up-to-date information.</p> <p>Activities are not well set up to report GEDSI results.</p> <ul style="list-style-type: none"> Only 34 out of 82 (41%) of GEDSI tagged Activities have a MERL framework with GEDSI indicators. 4 Headline Indicators capture people results – only 37 Activities disaggregated people results by gender. <p>We identified 23 MERL frameworks where conceptual alignment with the ICFS could be stronger or more explicit – most (13) were started prior to the ICFS strategy being put in place.</p> <p>Of the 56 Activities in delivery, only 19 had complete Headline Indicator results; further work is needed to determine if they were expected to report results.</p>



Discussion of findings

Assessment of MERL frameworks and performance reporting

The following section summarises our findings for:

1. Rapid review of MERL frameworks (114 Activities)
2. Subsequent review of performance reporting (56 Activities in delivery for more than a year)
3. Activities that haven't been in delivery for a year (48 Activities)
4. 10 Closed Activities.

1. Rapid review of MERL frameworks, 114 Activities

Table 7: Summary of MERL framework rapid review, 114 Activities

Key messages	Details
Most Activities have a MERL framework in place	<ul style="list-style-type: none">• 104 out of 114 (91%) have a MERL framework that includes at least an intervention logic and a results table<ul style="list-style-type: none">– This includes 9 Activities in the process of developing a MERL framework• 10 out of 114 (9%) are missing a MERL framework (in its entirety or the results table component).
Available information indicates that just over half of Activities have an evaluation planned	<ul style="list-style-type: none">• 66 out of 114 (58%) have recorded an intention to undertake an evaluation• 46 out of 114 (40%) have an allocated evaluation budget. <div><p>IMPORTANT NOTE:</p><p>These figures were calculated using available information. The nature of the information we were drawing on means that these numbers should be treated with caution: information about planned evaluations and budgets was contained in various types of documents, and we found many gaps and contradictions. Consequently, it is not possible to assess whether the number of Activities planning evaluation is sufficient to adequately inform a picture of Portfolio progress or not. We note that MFAT has operational guidelines for when an evaluation should be conducted, but that evaluation is not a requirement.</p></div>

Source: MartinJenkins rapid review of ICFS programme documentation and Enquire data Review of performance reporting



FOCUS ON GEDSI – ACTIVITIES ARE NOT WELL SET UP TO TRACK RESULTS

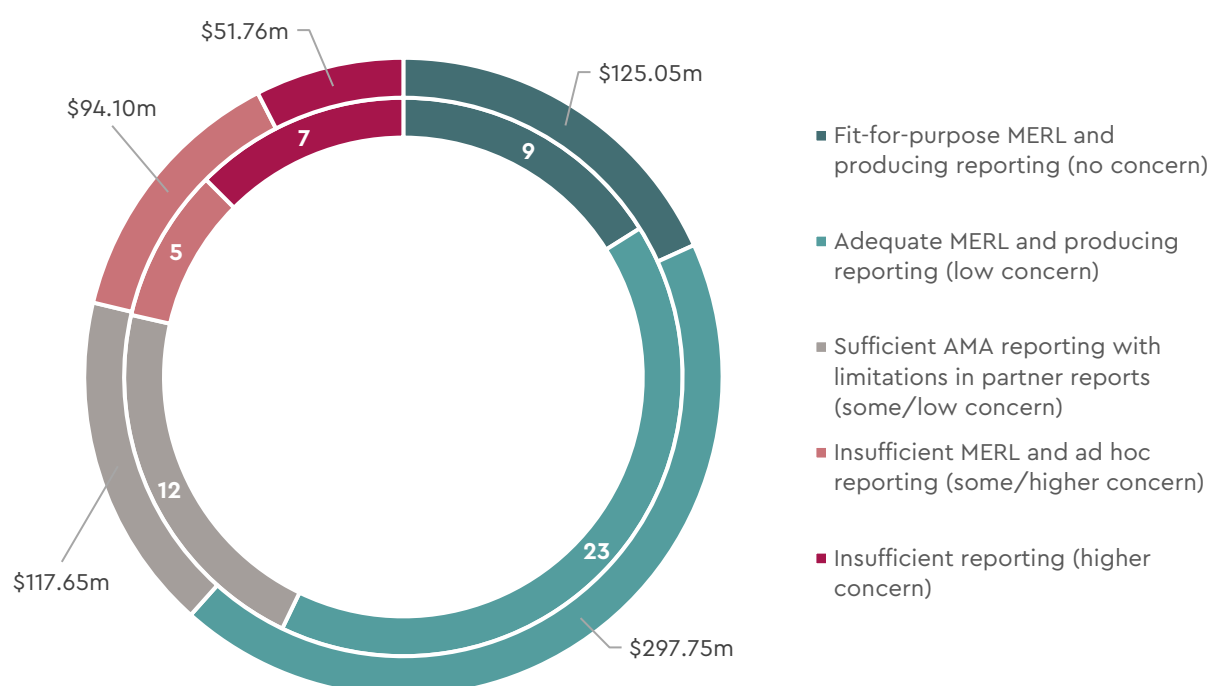
Although many Activities are GEDSI Significant or Principal, few are reporting relevant results

- Of the Activities in scope, 91 were tagged for a field relevant to GEDSI in Enquire, including either Gender Equity, Human Rights, Child & Youth, or Disability.
 - 82 of these were tagged for a field relevant to Gender Equity, the most prominent GEDSI category (79 as Significant and three as Principal):
 - 68 of the 82 are in Implementation or Closing/Closed and are therefore expected to have a MERL framework: we found that 55 of these Activities do have a MERL framework.
 - 34 of the 55 with a MERL framework (62%) had appropriate GEDSI indicators in their results table.
- There are four Headline Indicators that count people, and results are expected to be disaggregated by gender.
 - Overall, 55 Activities out of 122 Activities either in Implementation or Closing/Closed reported Headline Indicators related to people, but only 37 out of the 55 (67%) disaggregated their results by gender.
 - 28 of the 37 Activities reporting people-level results are tagged as Gender Equity, and only 16 of these disaggregated their people-level results by gender.
 - Only one of the three Gender Equity Principal Activities reported people-level results, and this Activity did not disaggregate their results by gender.



2. Subsequent review of performance reporting, 56 Activities in delivery for more than a year

Figure 3: Summary of MERL framework rapid review and performance reporting, sample of 56 Activities 12 months into delivery



Source: MartinJenkins rapid review of ICFS programme documentation and Enquire data

Table 8: Summary of subsequent review of performance reporting, 56 Activities (in delivery for more than a year)

Key messages	Details
<p>No or low concern for 30 out of 56 Activities</p> <ul style="list-style-type: none"> MERL frameworks (fit for purpose or adequate) that are being used for reporting 	<ul style="list-style-type: none"> 9 out of 56 (16%) have a fit-for-purpose MERL framework that is being used for performance reporting – these Activities have a total budget of \$125 million. <ul style="list-style-type: none"> 7 of them plan to undertake (or have already conducted) an evaluation or endline assessment. 2 of them do not require an evaluation (a project worth only \$1.29 million, and a pooled funding programme with few donors, worth \$6 million).



Key messages	Details
	<ul style="list-style-type: none"> 23 out of 56 (41%), have an adequate MERL framework that is being used for performance reporting – these Activities have a total budget of \$297.8 million. The reasons MERL frameworks were assessed as adequate (instead of fully fit for purpose) included: <ul style="list-style-type: none"> 12 had unclear alignment with ICFS goals and outcomes or gaps in the results table where Headline Indicators should be included.¹⁷ 5 GEDSI targeted Activities did not contain relevant GEDSI indicators or reported people-related indicators that had not been disaggregated by gender. 10 Activities did not disaggregate Headline Indicator reporting by gender. 8 were missing their MERL workplan (or lacked any meaningful detail about how the MERL framework was to be implemented). As these Activities are producing reporting, this limitation appears to have been overcome in practice.
<p>Some/low concern for 14 out of 56 Activities</p> <ul style="list-style-type: none"> Fit-for-purpose AMA but missing partner reports 	<ul style="list-style-type: none"> 12 out of 56 (21%) had no partner report (either unavailable, missing, or lacked sufficient detail) – these Activities have a total budget of \$117.7 million. However, this appears to have been overcome through other channels as the AMA reports are sufficient.
<p>Higher concern for 5 out of 56 Activities</p> <ul style="list-style-type: none"> Incomplete or missing MERL frameworks and ad hoc reporting 	<ul style="list-style-type: none"> 5 out of 56 (9%) where the MERL framework was missing key components or absent. Together, these Activities have a total budget of \$94.1 million, with more than half (\$54.2 million) already spent. <ul style="list-style-type: none"> 2 have AMAs that do not provide the information required to monitor progress. These are of higher concern and may require intervention.¹⁸ 3 have adequate AMAs despite limitations with the MERL frameworks underpinning the programme and may require additional monitoring.¹⁹

¹⁷ This can have implications for reporting – looking at these 12 Activities: 7 had partner reports that only partially addressed the ICFS strategic goals and outcomes; 9 reported only partial Headline Indicator results.

¹⁸ (1) A project (with a total budget of \$4.9 million, and only \$1.6 million spent) with an insufficient MERL framework that is over 12 months into delivery. The MERL consists of just a high-level intervention logic, with 7 outcomes listed. Similarly, partner reporting contains insufficient information. The AMA provides an update of progress towards key delivery milestones but does not provide a meaningful update on progress towards outputs and outcomes. The AMA does acknowledge that the MERL framework is not fit for purpose and requires a refresh to support ongoing monitoring. We did not have access to the most recent AMA (submitted in November 2024) and instead considered the 2023 AMA to inform our assessment. (2) A pooled funding (with few donors) Activity with a total budget of \$10.0 million and \$5.0 million total spend. The MERL framework contains an intervention logic, but does not include any detail regarding outputs, what is funded, or how that funding will lead to outcomes. In the business case, it is stated that the MERL framework for a similar Activity will be expanded to include this. However, this MERL was updated in May 2024 and does not appear to have expanded its scope. Partner reporting is insufficient, and the AMA does not provide a robust assessment of outcomes given this lack of information.

¹⁹ (1) A project (total budget \$40.0 million with \$17.8 million spent) with no MERL framework on file, that is over 12 months into delivery. An update from the Activity Manager confirms that the MERL framework is not approved but was expected to be completed in early 2025. This is a complex project, with multiple implementing partners, and many contracts at different stages and maturity, some of which are underway and reporting well, others which are delayed. This has contributed to a lack of fit-for-purpose partner reporting. However, the AMA for this Activity (due in May 2024) was submitted at the end of January 2025 with adequate information for reporting. (2) A project with a total Activity budget of \$11.9 million (with \$4.9 million already spent) with a basic MERL framework in place. The business case stipulates that a full MERL strategy is to be developed by the implementing partner within the first six months of implementation. However, this Activity is now over 12 months into delivery, and we did not find any evidence on file that



Key messages	Details
	<ul style="list-style-type: none"> As of February 2025, all 5 Activities remain in implementation, and range between 28% and 85% complete (in days). MFAT should monitor these Activities to ensure MERL framework gaps are addressed, and future reporting is timely and remains fit for purpose.
<p>Higher concern for a further 7 out of 56 Activities</p> <ul style="list-style-type: none"> MERL frameworks in place but insufficient reporting 	<ul style="list-style-type: none"> 7 out of 56 (13%) (4 Projects, 2 Programmes, and 1 Pooled funding (few donors)) have insufficient partner reporting and AMAs, despite having fit-for-purpose or adequate MERL frameworks in place. The total budget for these Activities is \$51.8 million, of which \$21.9 million has already been spent. <ul style="list-style-type: none"> 2 Activities submitted an interim (email) AMA in July and August 2024 respectively and, as of February 2025, have not submitted an updated AMA for approval. 1 Activity submitted its most recent AMA in August 2024 for the 2022 reporting period and has not submitted any recent reporting since. 1 Activity has not submitted an AMA since 2022, which contained information regarding the 2021 calendar year. AMAs for 2 Activities contain insufficient information regarding progress towards outputs and outcomes but reference the need for better partner reporting to enable improved monitoring. Finally, 1 Activity AMA does not provide quantitative measures at the output level, focusing instead on a narrative-based justification for outcome-level achievements. The most recent AMA only covers reporting up until December 2023. As of February 2025, all of these Activities remain in implementation, and range between 25% and 195%²⁰ complete (in days). MFAT should monitor these Activities to ensure all reporting is timely and fit for purpose.

this had occurred. The partner report consists of a brief email update. However, the AMA (submitted in June 2024, covering May 2023 – May 2024) provides an adequate level of information to enable reporting. (3) The third Activity had a very comprehensive partner report, including a refreshed intervention logic and results table. This suggests that the limitations with the MERL framework identified in our review were related to document management practices, rather than the MERL framework being missing.

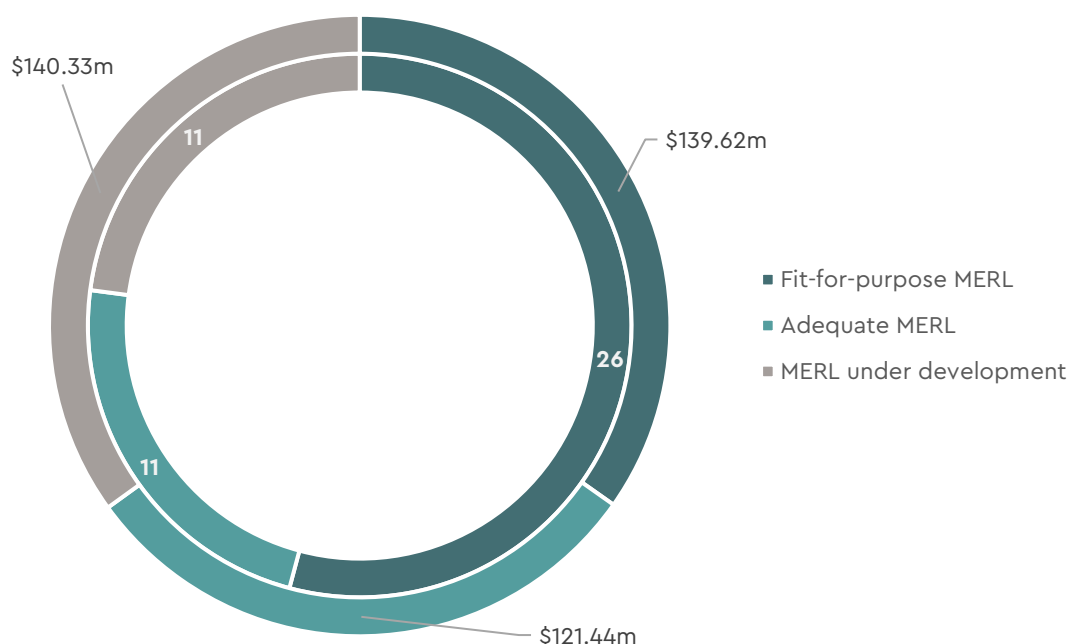
²⁰ 195% complete means that the estimated time in implementation has been exceeded, to almost double what was originally estimated.



3. Activities that haven't been in delivery for a year (48 Activities)

There are 48 Activities with yet untested MERL frameworks that will require further monitoring.

Figure 4: Overview of MERL review findings for Activities not yet 12 months into delivery



Source: MartinJenkins rapid review of ICFS programme documentation and Enquire data

Notes

3 Includes 11 CFCR Activities assessed as fit for purpose that are undergoing review elsewhere.

According to Enquire data, as of February 2025 there are 43 Activities that are currently in implementation and have been in delivery for less than 12 months, and an additional 5 that do not yet have a delivery contract in place, suggesting that delivery is also yet to begin. Given the stage of these Activities, these MERL frameworks are yet to be implemented, however, we have reviewed them to assess the programme logic and preparedness for future reporting.

- Just over half of the Activity MERLs (26 out of 48, 54%) are fit for purpose. These Activities appear to have the main components in place to report on progress towards outputs and outcomes in the near future. It will be important to monitor the quality and timeliness of partner reporting which provides a good indication of whether there is the capacity and capability to implement the MERL framework that has been designed.



- This includes 11 Climate Finance for Community Resilience Activities, which are monitored through a single MERL framework, which has been reviewed separately and assessed as fit for purpose.²¹
- The total value of these Activities is \$139.6 million, with a current spend of \$72.8 million to date.
- An evaluation is planned (and budgeted for) for 12 of these Activities (not including the CFCR Activities, which we did not review). The remaining 3 Activities do not plan to undertake an evaluation. However, these Activities are all under \$1.5 million in terms of their total budget.
- We identified a further 11 Activity MERLs (23%) that are adequate but could be strengthened either in terms of monitoring and evaluation rigour, or in its alignment with the ICFS.
 - The total value of these Activities is \$121.4 million, and the total spend so far is around \$77.7 million.
 - 5 of these Activities plan to undertake an evaluation and 4 of these have budget set aside for this purpose. The remaining 6 do not have an evaluation planned, despite the individual Activity budgets ranging from \$2.5 million to \$20.0 million.²²
 - MFAT should monitor forthcoming partner reporting and AMAs to ensure the MERL framework is enabling meaningful reporting for both the Activities and Portfolio.
- The remaining 11 Activities did not have a MERL framework in place but had either planned or made progress towards developing a MERL framework.
 - The total value of these Activities is \$140.3 million, and so far, a significant proportion of this budget has been spent (\$74.6 million), which is significant given that the Activity MERL isn't yet in place.
 - 3 of these Activities plan and have budget to undertake an evaluation, and one further intends to but has not explicitly set aside budget. The remaining 7 have not considered an evaluation in their MERL framework planning, despite Activity budgets that would warrant it.

MFAT should actively monitor progress towards completing these MERL frameworks in accordance with timeframes agreed in the business case (where timeframes have been given), ensure that it is fit for purpose and aligned with the ICFS goals and Headline Indicators, and take steps to ensure Activities consider whether an evaluation is appropriate as part of their MERL planning.

²¹ A MERL specialist was engaged to undertake a review of the CFCR programme, and we did not conduct our own assessment of this MERL framework to reduce duplication of effort.

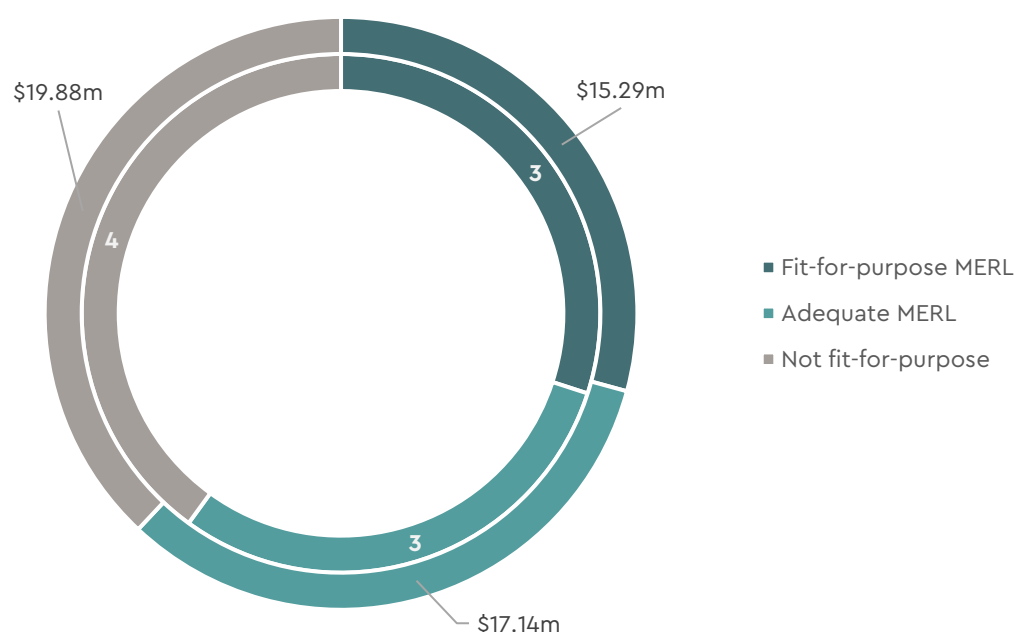
²² One of these Activities has a total budget of \$1.3 million, meaning that in this case an evaluation may not be required.



4. Closed Activities

There are 10 closed Activities, where four do not have a fit-for-purpose MERL framework.

Figure 5: Overview of MERL review findings for closed Activities



Source: MartinJenkins rapid review of ICFS programme documentation and Enquire data

For these four Activities, we found that:

- key components, such as the intervention logic and the results table, were missing from the MERL frameworks, and
- outcome statements listed in the business case and indicators within the results tables that were present did not reference the ICFS or demonstrate alignment with these goals or Headline Indicators; note that all four Activities were funded from the \$500m baseline funding pool and therefore preceded the ICFS goals and Headline Indicators – this explains why they weren't aligned (for the purposes of this review however, they are still assessed as "not fit for purpose" to understand progress towards ICFS outcomes).

However, it should be noted that we did not review the associated performance reporting for these Activities and therefore are unable to comment on whether limitations in the MERL framework were overcome in practice.



It should also be noted that across these 4 Activities, there is an underspend of \$7.3 million (from a total budget of \$19.9 million).

- One Activity appears to have been curtailed as there is no associated AMA or ACA; we note that \$976,000 was spent on this Activity. Because there was no AMA or ACA, we do not know what happened with the Activity and recommend that the reasons for it being closed be documented.

While Activity-level MERL arrangements are mostly adequate, this information is not easily captured to monitor Portfolio-level insight

AMA reports are not always regularly submitted, limiting the availability of up-to-date information

Delays in AMA completion have important implications for the timeliness of information available to decision-makers both at the Activity and Portfolio levels. There are instances where AMA reporting does not provide an up-to-date view of progress towards Activity outputs and outcomes. For example, as of 3 February 2025, there are 73 Activities with an AMA that has been approved in either 2024 or 2025. The 73 Activities included:

- seven Activities that covered a period ending 30 June 2023 or earlier, and
- two Activities that covered a period ending 31 December 2022 or earlier.

In other cases, interim AMAs, in the form of brief emailed updates or case studies, have been submitted in place of full AMAs when partner reporting has been unavailable. These interim AMAs were intended to be followed by updated AMAs once partner reporting became available. However, we found that the updated AMAs are not always completed.

It is recognised that delays in partner reporting can often lead to delays in AMA completion. However, this is challenging to monitor, because AMAs that have been approved (whether interim, or containing reporting from a previous year) are accepted by the Enquire system and marked as approved for that 12-month period. Additionally, as AMAs are due 12 months after an Activity has moved into delivery, each has its own reporting cycle.

Many other reporting challenges stem from the Activities being partner led (in line with the ICFS preferences). This means that while Activity-level monitoring and reporting may be good quality, results may not easily feed into reporting that can tell a story across all Activities funded through the commitment.

- Partner reporting frequency and timeframes are bespoke for each Activity depending on the nature of the contract and relationship with the implementing partner.
- Templates and structures for partner reports also vary, depending on partner preferences and practices. This means that Activity Managers need to pull together updates with a selection of



results provided in the text and graphs of partners' progress updates or follow up with partners via email to get Headline Indicator results if they are not included in partner reporting.

- The variability in reporting timeframes and structure across the Activities funded through the commitment makes it particularly challenging to aggregate results for Headline Indicator reporting. Information can be captured too late to feed into reporting, resulting in gaps, inaccurate data, or data being counted in the wrong year.

Overall, Activity MERLs need stronger alignment with the ICFS goals and Headline Indicators

During our rapid review, we identified a key insight: there is a significant need for stronger alignment between Activity-level monitoring and the ICFS goals. Throughout the review, it became apparent that MERL frameworks are primarily focused on reporting Activity-level outputs and outcomes. However, they often overlook the broader Portfolio MERL considerations during their design. For example:

- Many of the MERL Frameworks (intervention logic and results table) are conceptually aligned with the goals of the ICFS as they are generally focused on climate related issues. However, we identified 23 Activity MERLs²³ that needed stronger alignment with ICFS goals and outcomes. In 6 of these cases, we were unable to see conceptual alignment at all.
 - This issue was not solely limited to Activities funded under the original core \$500 million funding. Of the 23 Activities that were not well aligned, 15 Activities received funding from the core \$500 million pool, and 8 were from the \$800 million funding pool.
 - As of 25 October 2024, the total budget for these Activities totalled \$250.75 million.
- Analysis of the partner reports also showed how a lack of alignment in the MERL design can impact reporting. From our sample of 56 Activities (which have been in delivery for over 12 months), we identified 13 partner reports with no information about how the Activity contributed to the broader ICFS goals and outcomes, and another 11 where this was only partially provided. However, 25 Activity partner reports did provide this information.²⁴
- Finally, analysis of the Headline Indicator reporting shows that Activity Managers are not consistently recording this data as part of their regular reporting (as discussed elsewhere in this report). Of the 56 Activities (with reporting) included in the scope of the rapid review:
 - only 19 had fully reported all relevant Headline Indicators
 - 29 had only partially reported results (either for a subset of relevant Headline Indicators, or only reported expected results), and

²³ Out of the 56 Activities that had been in implementation for longer than 12 months.

²⁴ The remaining 7 Activities are unknown due to a lack of available reporting for analysis.



- four had not reported Headline Indicator results at all.²⁵

Across the Portfolio, we also observed inconsistencies in terms of how specific information (in particular, Headline Indicators) is defined, and when it is captured. This enables Activity-level information to be captured but – in cases where results are defined and captured differently by different Activities – means results can't be meaningfully aggregated to create a picture of the Portfolio overall.

We also observed some confusion regarding which of the ICFS goals Activities aligned with, and therefore, what Headline Indicator results they should be reporting. For example, while the indicator for the number of people trained appears to have the most reporting, there is some duplication and confusion on whether it should be reported under Goal 2 or 3. We also saw instances where Headline Indicator reporting had been submitted against goals that were not listed as relevant to that Activity in Enquire.

²⁵ Headline Indicator reporting was not due for two Activities at the time of the review. Separate to these four Activities, another two multilateral fund Activities did not report Headline Indicator results. MFAT (in line with international best practice) does not require quantified results to be attributed to individual donor contributions. MFAT will be capturing qualitative case studies for these Activities instead.



KEQ 3. What changes or improvements need to be made to ensure intended outcomes are achieved and can be reported?

Our answer to this KEQ draws from our findings for the first two KEQs and an Insights Workshop with the MFAT MERL and Climate Portfolio teams to explore ways to improve Portfolio-level performance reporting.

Recommendation 1: improve the current state of Activity-level MERL and performance reporting

Quick win – low effort, moderate benefit

The figures below (Figure 6, Figure 7, Figure 8, and Figure 9) show the strengths and weaknesses of Activity-level MERL and performance reporting at a glance.²⁶ Each figure identifies a group of Activities that are not currently well set up to produce quality, useful performance reporting – Activities of “highest concern” (shaded red).

The quickest and most effective way to improve performance reporting is to improve these foundational building blocks, of MERL frameworks, performance reporting (including qualitative data), and Headline Indicator results reporting. This will enable Activity-level reporting to be aggregated to feed into a picture of performance for clusters or bundles of Activities (see Recommendation 2).

1. Primary focus should be on the Activities of “highest concern”:
 - the 13 Activities with no MERL frameworks – finding out why, and ensuring frameworks are developed unless there is good reason not to
 - improving performance reporting for the 12 Activities that have incomplete or missing MERL frameworks as well as missing or ad hoc performance reporting
 - the 47 Activities with no recorded intention to evaluate – confirming whether they should be evaluated or not (according to MFAT Evaluation Operational Policy criteria), and for Activities that should be evaluated, providing support to develop an appropriate plan, and

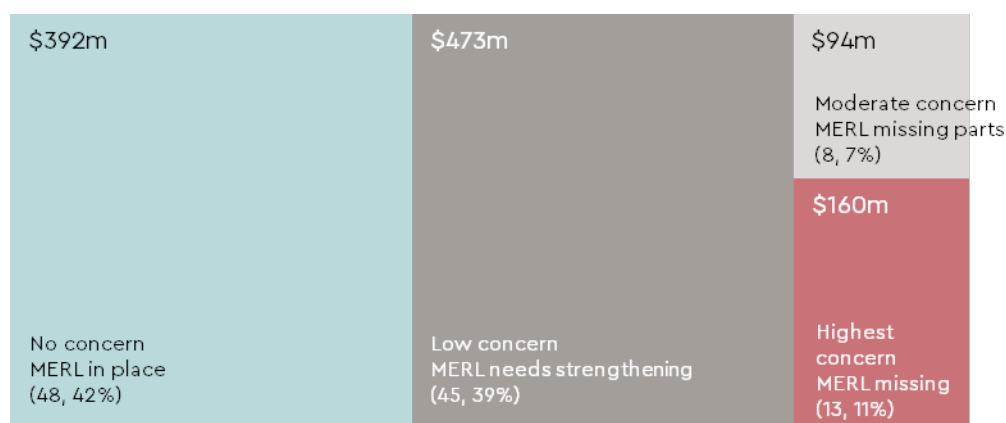
²⁶ The information in the figures is drawn from KEQs 2 and 3, and there is detailed discussion previously in the report.



- the 24 Activities in Implementation, funded from the \$800m funding pool not reporting Headline Indicator results.
- Following this, effort should be made to improve the quality of performance reporting of other Activities in the Portfolio, focusing on Activities of "low concern" and "moderate concern."

We understand that efforts are already underway to improve Activity-level MERL and performance reporting. Continuing support and oversight are needed to ensure MERL and performance reporting policies and guidelines are followed, document management is improved, and expectations for data quality and timeliness is met. We also recommend effort be made to improve the validity and reliability of Headline Indicator results by improving guidance and definitions for capturing results.

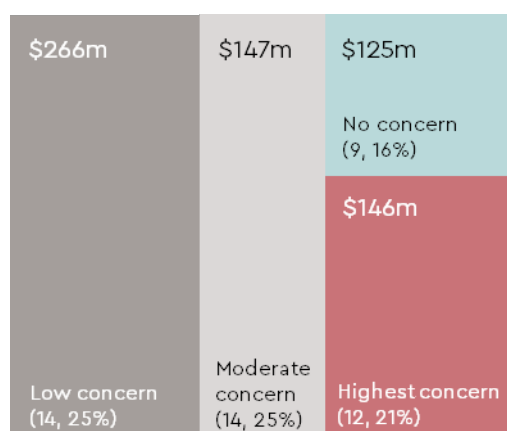
Figure 6: Activity-level MERL frameworks – overview of quality assessment



1 n = 114 Activities in Implementation or Closing/Closed

2 Note the Portfolio also includes 26 Activities still in Design/Idea/Concept, and 8 Activities with no delivery component.

Figure 7: Activity-level performance reporting – overview of quality assessment



KEY:

No concern: Fit-for-purpose MERL, used for performance reporting

Low concern: Adequate MERL, used for performance reporting

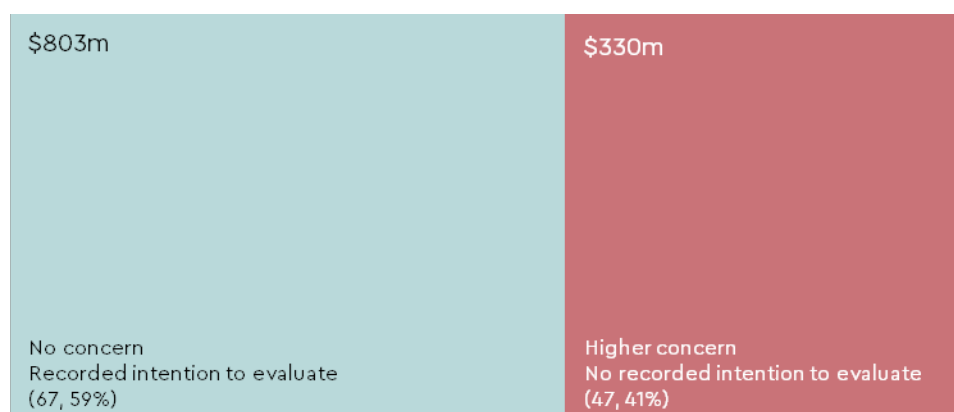
Moderate concern: Mix of MERL quality, no partner reporting

Highest concern: Mix of incomplete or missing MERL and ad hoc reporting, and MERL in place but missing performance reporting



1 n = 56 Activities that have been in Implementation for 12 months or longer.

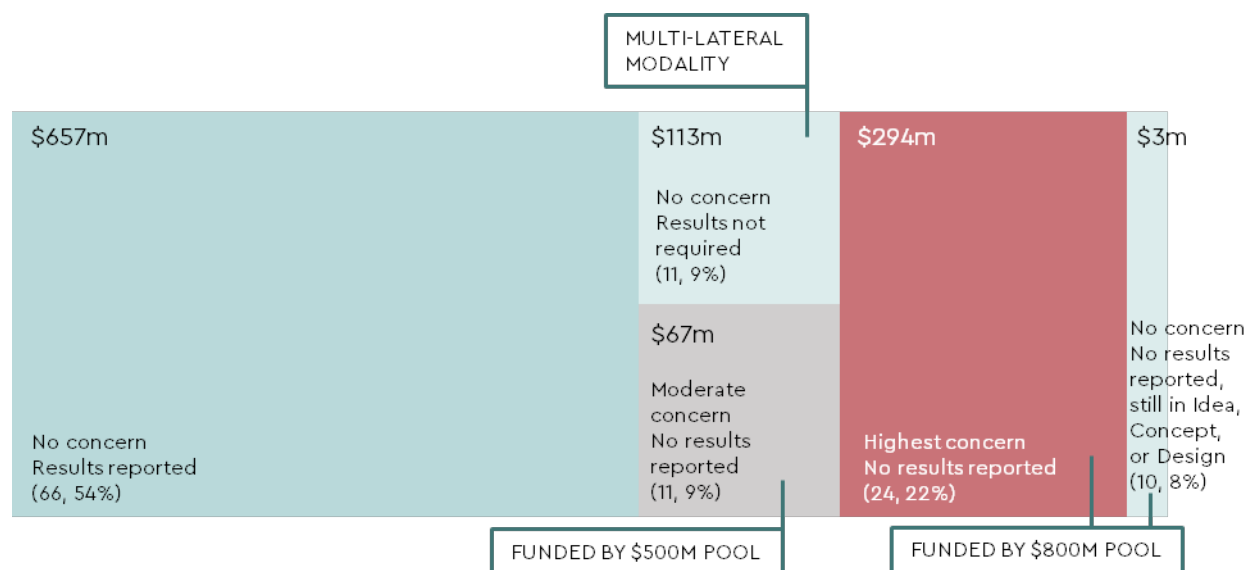
Figure 8: Activity-level evaluation – overview of recorded intentions to evaluate



1 n = 114 Activities in Implementation or Closing/Closed.

2 Note that 46 Activities (40%) have an allocated evaluation budget.

Figure 9: Monitoring – Headline Indicator results reporting overview (showing funding modality or pool, where relevant)



3 n = 122 Activities in Implementation or Closing/Closed.



Recommendation 2: assess performance for groups or bundles of Activities, to better understand what the commitment is achieving

High effort, high benefit

After recommendation 1 has been addressed, we recommend tracking the performance of **bundles of Activities** that focus on a common sector or thematic area. Note that successful implementation of recommendation 2 is dependent on improved Activity-level MERL frameworks and performance reporting, and completion of Activity-level evaluations (recommendation 1).

We understand that this work is currently being progressed by MFAT (building on the original MERL workplan that included outcomes evaluations). Sectors or thematic areas of highest interest should be agreed, and Activities mapped to each bundle.

1. For each bundle, create and track a picture of performance by aggregating all the results reported by the **individual Activities in the bundle**.
 - The picture should clearly show the proportion of Activities that it is too early to expect outcomes for, Activities that have not (or have not yet) been evaluated but with other information that can be aggregated (such as AMA ratings), and an overview of findings or ratings for Activities that have been evaluated.
 - Other complementary information should also be captured and aggregated to give a complete picture for the bundle: spend and progress data, Headline Indicator results, qualitative results data, and AMA ratings that capture progress.
2. Focus on getting quality results and information about outcomes for **individual Activities of high interest** (anchor projects in each bundle): make sure these Activities have strong MERL frameworks (clearly aligned with ICFS goals and outcomes) and adequate resource to conduct appropriately designed evaluations.
 - A common evaluation rating scale or rubric could be developed (with additional bundle-specific domains and criteria to be developed to capture unique features), to measure

Our evaluation findings indicate that the Portfolio (the full group of Activities funded through the allocation) does not meet the test for a summative outcomes evaluation.

Although described as a portfolio, it does not have the usual features of a portfolio:

- The Climate Finance Portfolio is made up of Activities with different management arrangements and intentions, funded from different pools (including multiple Activities that were designed and implemented before the ICFS was set up, and then subsequently tagged as part of the Portfolio), with different timeframes, and with different intentions.
- As a result, it is not possible to identify meaningful measures, evaluation timing, or ways of aggregating information that will work for all Activities.

It is unlikely that lessons about the Climate Finance Portfolio will be useful for future MFAT Portfolios or programmes of work due to its unique characteristics.



relevant aspects of performance and intended outcomes, allowing evaluation ratings to be collated and monitored for each bundle.

- Not all Activities will need to be evaluated, outcomes can also be captured through case studies and qualitative research.
 - Evaluation plans should be tracked across the bundle – to ensure evaluations are timely and that evaluations for anchor projects are completed, and that key findings (including case study outcomes) are captured and shared.
3. Commission additional independent evaluations (or other research) at the **bundle or sector level**, to look across multiple Activities in the bundle (we note this was also signalled in MFAT's original MERL workplan, which included outcomes evaluations). Further work is needed to determine the optimum timing for evaluations at this level, but as a general rule of thumb, they should be timed for when a critical mass of Activities within a bundle have been completed (or other agreed milestones have been reached), alternatively, they could be timed to follow the evaluation of anchor projects within a bundle. These evaluations should be designed to fill information gaps and provide greater insight to what the commitment is achieving for the sector or thematic area by:
- exploring outcomes and benefits relating to the way funding has been provided (modalities) and the impacts of ICFS preferences and enablers
 - assessing the relevance and coherence of the range of Activities in the bundle and other investments in the sector, and
 - assessing the value and collective impact that Climate Finance has delivered for the sector.

Recommendation 3: synthesise lessons and key outcomes from bundles of Activities, to look across the commitment

High effort, high benefit

Once performance tracking of bundles of Activities is underway, there will be value in collating and synthesising lessons and key outcomes from each bundle.

If a common evaluation rubric is developed for use across all bundles, MFAT will be better able to compare and aggregate findings from each bundle, and track performance trends between and across bundles. Cross-bundle synthesis should be based on a structured framework to build a standardised picture for each bundle, considering such factors as:

- outcomes achieved
- unintended outcomes produced
- enabling factors and barriers, and
- lessons learnt.



Doing so will build a picture of collective impact from the commitment and ensure that relevant lessons are visible and inform future investment decisions. This will support continuous improvement and learning and help tell the story of the impact and benefits from the commitment to a range of stakeholders.



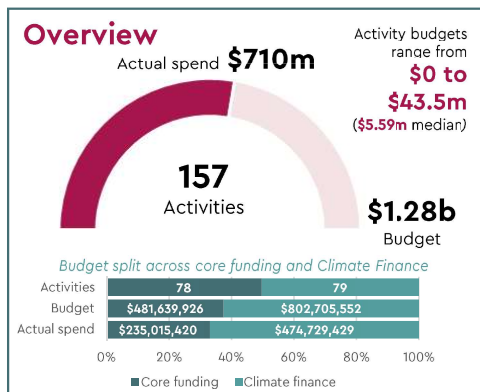
Appendix 1: A3s summarising implementation



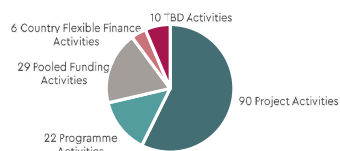
ICFS overview – 157 Climate Principal Activities

ALL NUMBERS SUBJECT TO CHANGE
28 November 2024

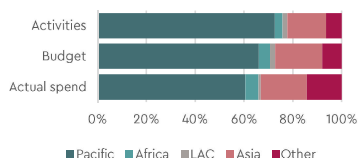
Summary of ICFS Portfolio



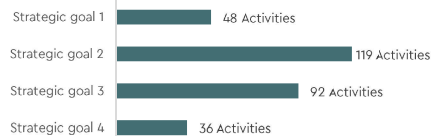
Modalities



Activities by region



Activities by ICFS goals



Activities by policy marker



54

Biodiversity
• 22 Principal
• 32 Significant



5

Ocean

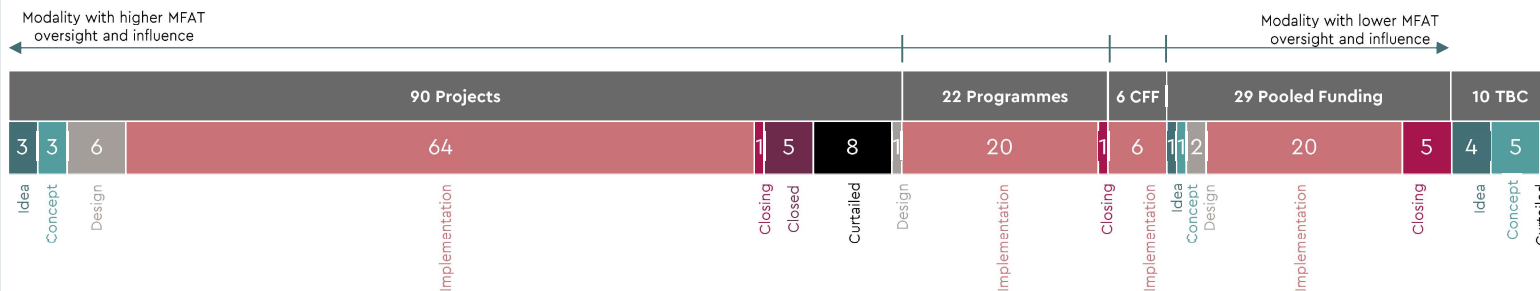


91

GESDI
• 4 Principal
• 87 Significant

ICFS Portfolio progress

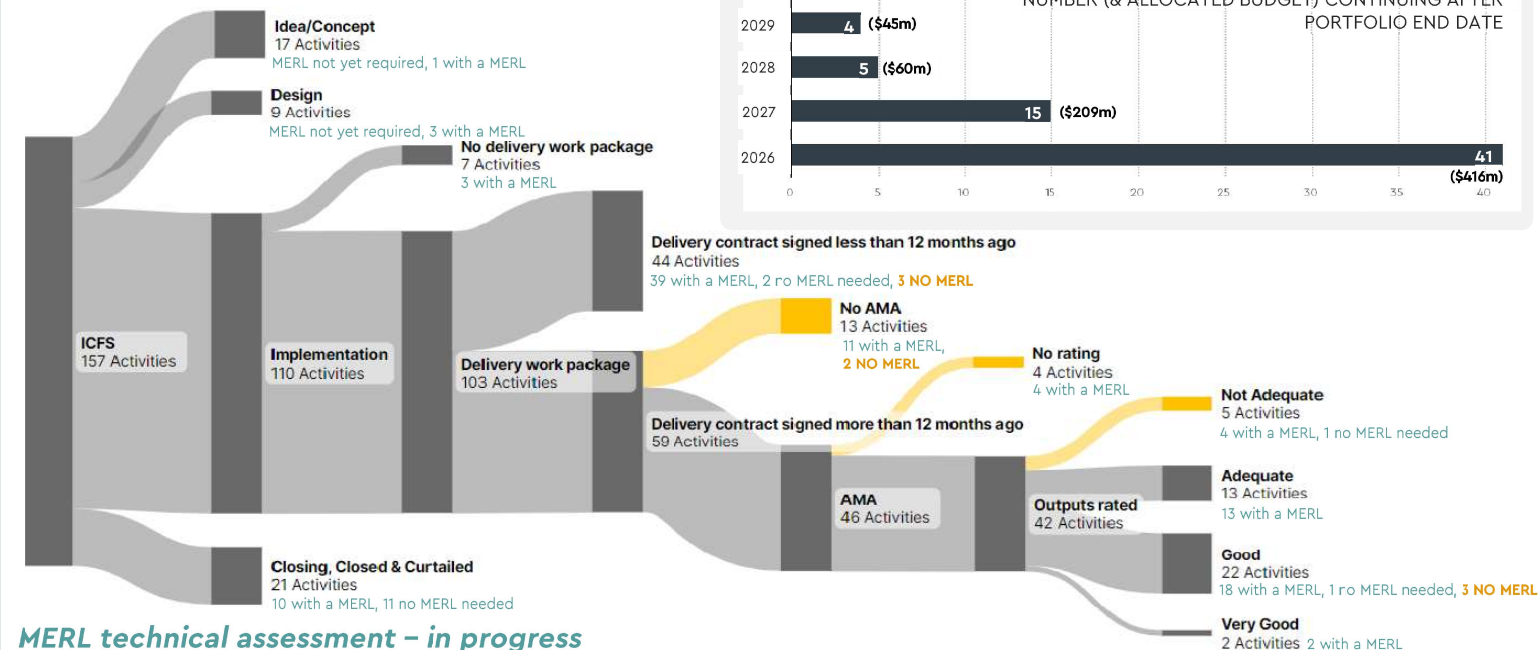
Activities by stage recorded in Enquire and funding modality



Overview of Portfolio

Insight to delivery, performance reporting, and MERL frameworks

Delivery and performance reporting



MERL technical assessment – in progress

Technical assessment will report on the number that are fit for purpose, have a MERL budget, and are able to report against Portfolio goals.

Following this, we will assess how MERL frameworks are being used.

Do activities have a MERL framework in place?

109

Yes

8

Not needed

23

Too early

9

Curtailed (N/A)

8

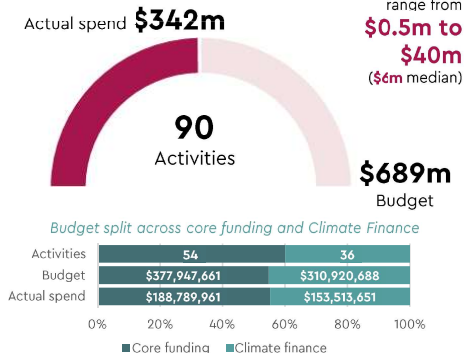
No

Project modality – 90 Activities

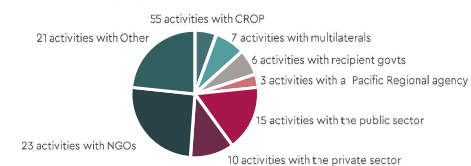
ALL NUMBERS SUBJECT TO CHANGE
28 November 2024

Summary of modality

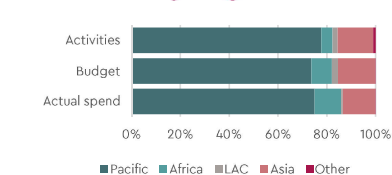
Overview



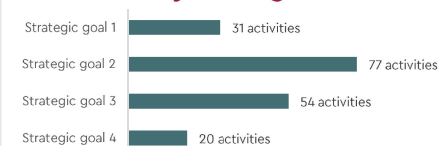
Delivery partners



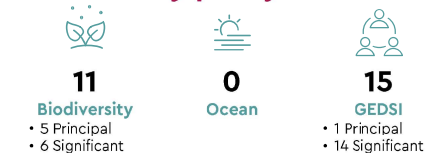
Activities by region



Activities by ICFS goals

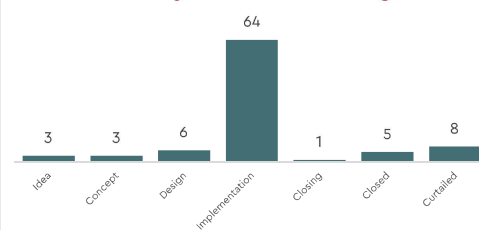


Activities by policy markers

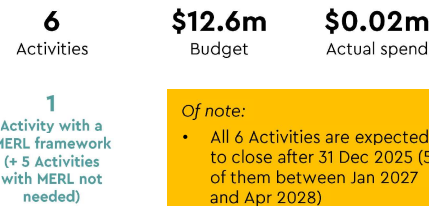


Activities by stage recorded in Enquire – insight to delivery, performance reporting, and MERL frameworks

Activities by recorded stage



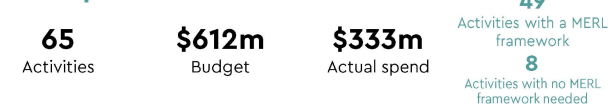
1. Idea + Concept



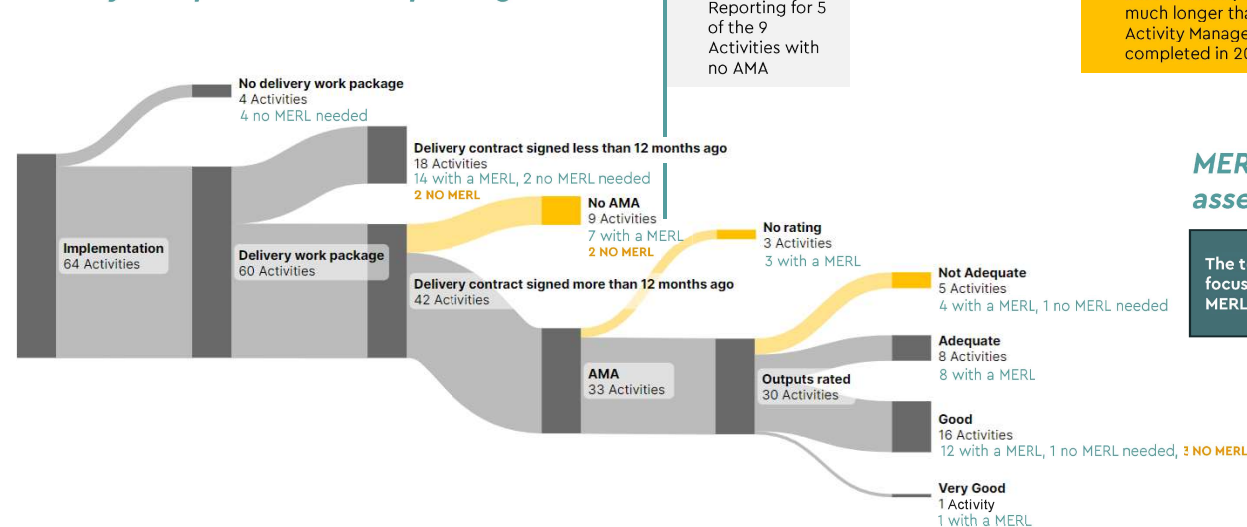
2. Design



3. Implementation



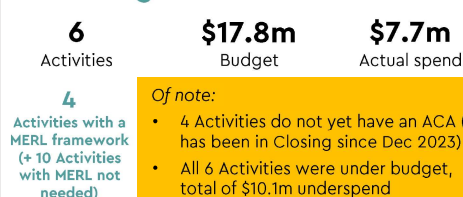
Delivery and performance reporting



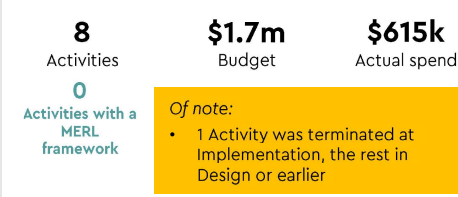
MERL technical assessment – in progress

The technical assessment will focus on the 49 Activities with a MERL framework

4. Closing + Closed



5. Curtailed



Modality summary

The 65 Activities marked in Implementation are 55% through approved budget, and on average 55% through expected timeframes.

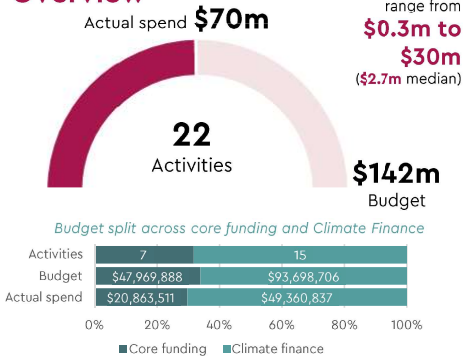
Almost all have a delivery work package, and two-thirds have a MERL framework.

Programmatic funding modality – 22 Activities

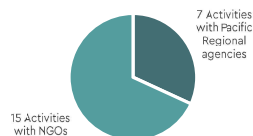
ALL NUMBERS SUBJECT TO CHANGE
28 November 2024

Summary of modality

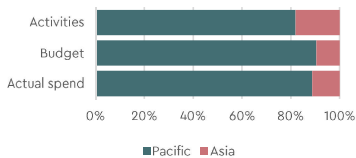
Overview



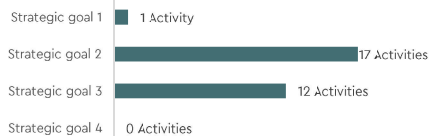
Delivery partners



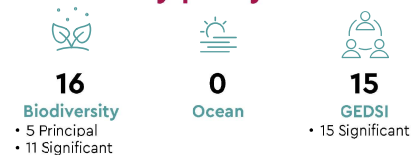
Activities by region



Activities by ICFS goals

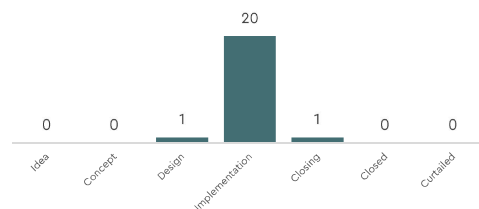


Activities by policy markers



Activities by stage recorded in Enquire – insight to delivery, performance reporting, and MERL frameworks

Activities by recorded stage



1. Idea + Concept

No Programmatic funding Activities are in Idea or Concept stages

2. Design

1 Activity
\$0.3m Budget
\$0.3m Actual spend

1 Activity with a MERL framework

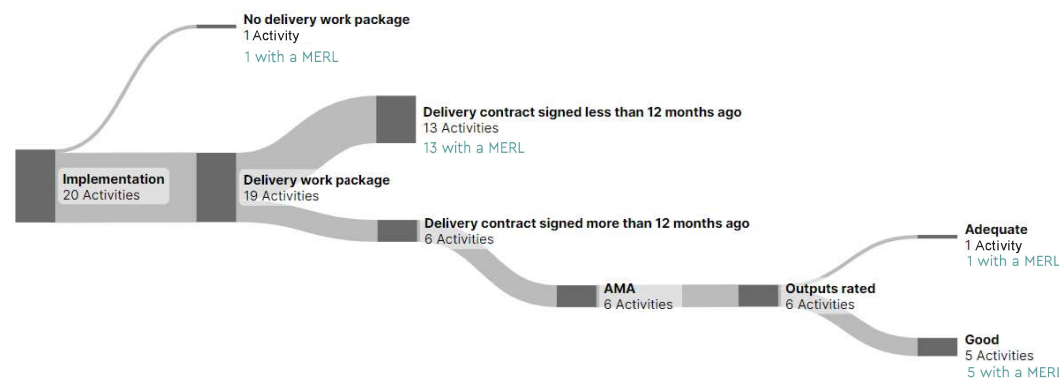
Of note:

- The Activity has been in design for a year, it is not expected to close until Jun 28

3. Implementation

20 Activities
\$139m Budget
\$70m Actual spend
20 Activities with a MERL framework

Delivery and performance reporting



MERL technical assessment – in progress

The technical assessment will focus on the 20 Activities with a MERL framework, noting many of these use existing MERL processes of the implementing organisation

4. Closing + Closed

1 Activity
\$2.4m Budget
\$0.12m Actual spend

1 Activity with a MERL framework

Of note:

- The Activity is still in the Closing stage and does not yet have an ACA, it has been in this stage since Jun 2023
- The Activity was underspent by \$2.28m

5. Curtailed

No Programmatic funding Activities have been curtailed (closed in the early stages of design or implementation)

Modality summary

The 20 Activities marked in Implementation are 50% through approved budget, and on average 42% through expected timeframes.

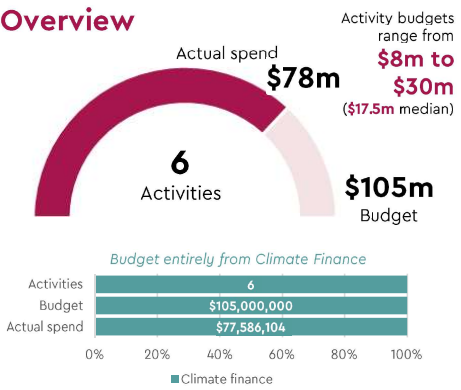
19 out of 20 have a delivery work package, and 18 have a MERL framework.

Country Flexible Finance modality – 5 Activities, 1 project

ALL NUMBERS SUBJECT TO CHANGE
28 November 2024

Summary of modality

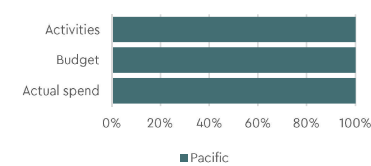
Overview



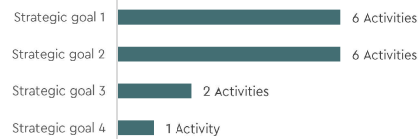
Delivery partners

- 5 Activities: sector budget support for Pacific governments.
- 1 Activity: project modality providing delivery support to 15 Pacific countries (including the 5 CFF countries) contracted to a private sector partner

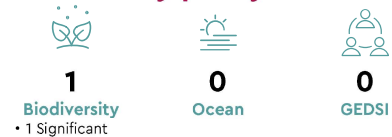
Activities by region



Activities by ICFS goals

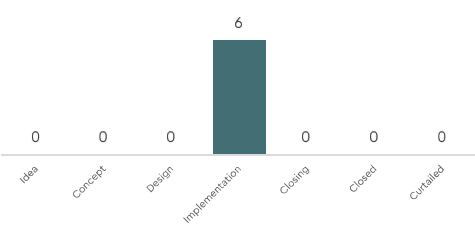


Activities by policy markers



Activities by stage recorded in Enquire – insight to delivery, performance reporting, and MERL frameworks

Activities by recorded stage



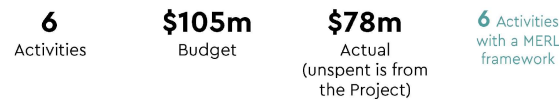
1. Idea + Concept

No Country Flexible Finance Activities are in Idea or Concept stages

2. Design

No Country Flexible Finance Activities are in Design stage

3. Implementation



Delivery and performance reporting



MERL technical assessment – TBD with MERL team and Activity Manager

To determine if any assessment is needed at this stage given that the sector budget support Activities intend to use partner country MERL systems and the project Activity has comprehensive MERL and oversight

4. Closing + Closed

No Country Flexible Finance Activities are in Closing or Closed stages

5. Curtailed

No Country Flexible Finance Activities have been curtailed (Closed in the early stages of Design or Implementation)

Modality summary

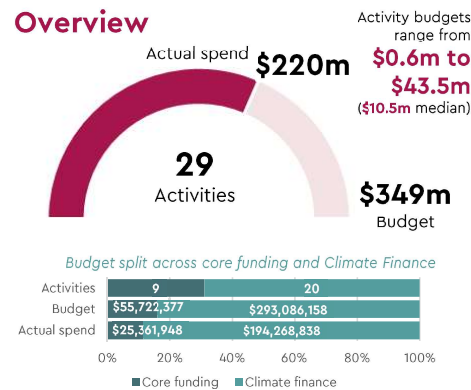
Country Flexible Finance differs from other modalities – 5 Activities are 'sector budget support' where all funding is distributed at the start to the recipient government. 1 Activity (\$30m) is a project providing delivery support to 15 countries.

All work is currently in implementation, there are delivery work packages for all Activities.

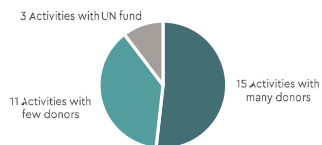
Pooled Funding modality – 29 Activities

ALL NUMBERS SUBJECT TO CHANGE
28 November 2024

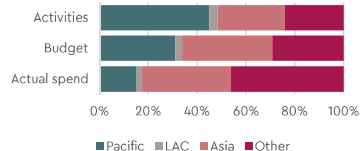
Summary of modality



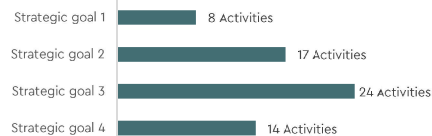
Delivery partners



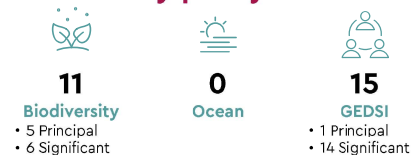
Activities by region



Activities by ICFS goals

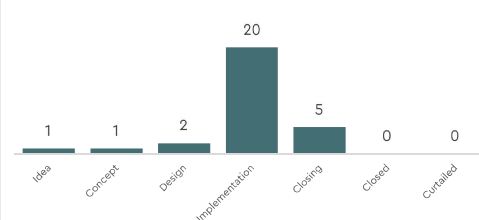


Activities by policy markers

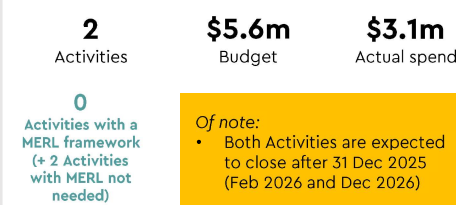


Activities by stage recorded in Enquire – insight to delivery, performance reporting, and MERL frameworks

Activities by recorded stage



1. Idea + Concept



2. Design



3. Implementation



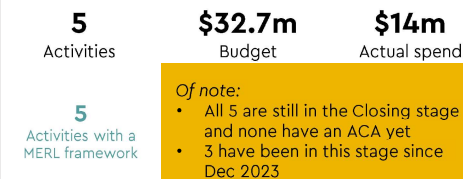
Delivery and performance reporting



MERL technical assessment – in progress

The technical assessment will focus on the 19 Activities with a MERL framework, noting many of these use existing organisational MERL

4. Closing + Closed



5. Curtailed

No Pooled Funding Activities have been curtailed (closed in the early stages of design or implementation)

Modality summary

The 20 Activities marked in Implementation are 77% through approved budget, and on average 42% through expected timeframes.

Almost all have a delivery work package, and two-thirds have a MERL framework.

Appendix 2: Modality definitions

Modalities were determined using Enquire data (the primary categorisation was informed by the Classification, and the secondary classification was informed by the Channel), along with data provided by Activity Managers for the ABR. Modalities for selected Activities were sense-checked with the MERL team and others.

Table 9: Allocation modalities used in the formative evaluation²⁷

Level of MFAT oversight and influence	Primary categorisation Modality – HOW funding allocated	Secondary categorisation WHO funding allocated to
Highest	Project	Pacific Regional Agencies NGOs Multi-lateral Organisations Private Sector Public Sector Recipient government Other
	Programme, core funding	Pacific Regional Agencies NGOs
	Climate Flexible Finance	Recipient government (Pacific)
Lowest	Pooled funding	Small pool Large pool United Nations funding pool

- Projects are mostly made up of Activities classified as *C01 – Project-type intervention*.
- Programme, core funding is mostly made up of Activities classified as *B03 – Contributions to specific-purpose programmes...* and *C01 – Project-type interventions through the NGO Channel*.
- Climate Flexible Finance Activities were pre-identified by MFAT (classified as *A02 – Sector budget support* plus one *C01 – Project-type interventions*).

²⁷ Our modality titles align with the categories used in the ABR as follows: Project Activities were captured under "other" or "outcome-based contracting to NGOs or other partner"; Programmatic core funding Activities were captured under "Core Funding to Regional or Multilateral Organisations"; Climate Flexible Finance Activities were captured under "Sector-based, reform linked or general Budget Support"; and Pooled funding Activities were captured under "contributions to pooled funds/vertical funds".



- Pooled Funding is mostly made up of Activities classified as *B01*, *B02* and *B03* through the *Public Sector Institutions* and *Multilateral Organisations* channels.



Appendix 3: Detailed methodology

Overview

This evaluation was conducted over five phases, and took a mixed-methods approach to gather evidence to support the findings presented in this report.

- Phase 1: Initial interviews with MFAT MERL team and subject-matter experts to shape enquiry and assessment focus; and analysis of administrative data (from Enquire) to define and understand the Activities in scope and assess implementation progress.
- The next two phases focused on the group of Activities we could learn the most from: Activities in Implementation or Closing/Closed:
 - Phase 2: Rapid review of MERL frameworks to assess whether the frameworks are fit for purpose.
 - Phase 3: Review of performance reporting to assess whether the MERL frameworks are being used to produce robust and timely results reporting.
- Phase 4: Capture and analysis of results being reported by Activities against Headline Indicators to get insight into Portfolio progress; and analysis of relevant administrative data (from Enquire) relating to outcomes and progress.
- Phase 5: Triangulation of inputs and data to make evaluative assessments and answer the key evaluation questions.

Initial discovery

The initial file we received was the performance dashboard that the MERL team had updated for June 2024 results. The Activities were Climate Principal only (with the full performance dashboard also including Climate Significant Activities).

While waiting for system access, we did some initial analysis on the performance dashboard to identify where there were gaps in the performance information that was being reported. We looked for trends by strategic goals, Activity Manager, current state, programme, modality, and sector. This helped us become familiar with the Activities, the types of data available, and the Headline Indicators of interest. We also started analysis based on the estimated stage dates to see which Activities were on track or not on track.

From the performance dashboard, we agreed the list of Activities in scope for the review, and the cut off for new items from 25 October, noting that Activities were being added and recategorized regularly.



System onboarding

We were set up with Enquire access to be able to pull the relevant Activity documentation and system-level data. We prepared the linked guide above to help our team navigate Enquire to find the relevant information for the review.

Documents extracted included:

- 154 document lists (can be generated for each Activity to summarise the documents available)
- 112 design documents
- 170 business cases
- 127 MERL frameworks
- 172 AMAs
- 34 additional documents, and
- over 1,000 partner and performance monitoring reports.

Our review of documents was supplemented with system reports generated by MFAT, including AMA summary, work package spend, STO alignment, and ARI results.

MERL review analysis

We combined data on Activities and added our own analysis to create new categories.

Fields that we pulled from existing data:

- Activity budget and actual spend
- classifications for desertification, disaster risk reduction, gender equality, biodiversity, oceans, good governance, trade development, human rights, infrastructure / investment, child & youth, reproductive / child health, and disabilities
- RAG status – Overall and Schedule
- current and expected Activity stage dates
- actual number of work packages
- number of Activity documents, and the first and last dated document, and
- AMA status, Output and Outcome ratings.

Fields that we calculated:

- how far an Activity was in terms of planned days and budget
- the mix of work packages between design, delivery, evaluation, and support



- the age of the Activity, and if there had been a delivery contract in place for at least 12 months, and
- alignment with strategic goals, firstly based off alignment by the Headline Indicators in the performance dashboard, then supplemented with STO alignment flagged by Activity Managers where there was no performance information.

Fields that we categorised:

- modality, being either Project, Programme, Pooled Funding, or Climate Flexible Finance
- where there was an approved business case saved
- what types of MERL documents were saved, including ILM, measures, and workplan
- if there was a budget for MERL
- if there was partner reporting saved
- an assessment of the adequacy of the MERL and reporting, and
- AMA status if an AMA is required (where there was a delivery contract in place for at least 12 months).

MERL rapid review

Purpose and scope

The rapid review was conducted to produce new information and useful insight about the quality of the MERL frameworks and reporting documents in the ICFS Portfolio.

To inform our assessment, we reviewed the MERL frameworks and available reporting for 56 Activities that (as of October 2024) had been in delivery for longer than 12 months. We also reviewed the MERL frameworks for an additional 58 Activities:

- 43 Activities in the first year of delivery, with future monitoring of performance reporting required as it becomes available
- 10 Activities that have closed, or are closing as of October 2024, and
- 5 Activities that were marked in Enquire as in implementation, but no delivery contracts had yet been signed, suggesting that actual delivery was not yet underway.

An additional 43 Activities were deemed out of scope for this review, as they are:

- in the concept, design, or idea phase, meaning it is too early in the Activity process to expect a MERL framework, or the Activity was curtailed (26 Activities)²⁸

²⁸ However, since our rapid review, 1 Activity has now moved into Implementation and will require a MERL framework.



- in implementation, or have closed, but do not have a MERL framework for another reason, such as being a support contract only (8 Activities), or
- in implementation, or have closed, but are peripheral to the scope of the formative evaluation (9 Activities).

We included the following MERL components within the scope of the technical review:

- intervention logic diagrams showing what the Activity intends to deliver
- results or measurement tables identifying what evidence will be collected
- MERL workplans setting out the monitoring and evaluation approach, timing, and resources
- partner reports evidencing what the Activity is delivering, and
- Activity Monitoring Assessments (AMAs) reporting what the Activity is delivering and how it is contributing to the ICFS.

Rapid review process and criteria

We undertook a two-step process to the technical review, first evaluating the MERL frameworks, and second reviewing the performance report documents.

MERL framework review

We reviewed the key components (intervention logic, results table, and MERL work plan) of each Activity against a set of criteria (Table 10). These criteria were developed by drawing upon MFAT's Activity Monitoring, Evaluation, Research & Learning Framework Guidance, adapted for our specific purpose, and in consultation with stakeholders at MFAT.

Table 10: MERL framework review criteria

MERL component	Criteria
Intervention logic	<ul style="list-style-type: none"> • The MERL framework includes an intervention logic that clearly shows what the Activity intends to achieve • There is a clear relationship between Activity outputs, short-term outcomes, medium-term outcomes, and long-term impacts • Where relevant, cross-cutting issues (such as gender equality and human rights) are referenced, with specific outputs and outcomes to reflect how the Activity contributes to these²⁹ • There is clear alignment between the intervention logic and the ICFS goals or short-term outcomes.

²⁹ This criterion was applied for Activities that were tagged as either Principal or Significant against the cross-cutting issues, with particular attention paid to GEDSI tags.



Results table	<ul style="list-style-type: none"> • The MERL framework includes a Results table that identifies what evidence will be collected to monitor performance and progress towards achieving outputs and outcomes • There is an appropriate mix of qualitative and quantitative evidence to give a clear and evidence-based view on what is working, what needs to be improved, and what difference has been made • There are indicators for all elements covered in the intervention logic, including both outputs and short-term outcomes • There are relevant indicators that align with and support reporting up to the ICFS Portfolio MERL framework by including the appropriate Headline Indicators • Where relevant, there are indicators relating to cross-cutting issues, including GEDSI indicators, and indicators are gender disaggregated • Includes data source and reporting frequency for each indicator.
Work plan	<ul style="list-style-type: none"> • The MERL framework includes a work plan that sets out: <ul style="list-style-type: none"> – at least annual monitoring (for multi-year Activities over \$1.5 million) – a mid-term review/formative evaluation (for Activities over \$5 million), and – a realistic MERL budget (approximately 1% – 5% of the total Activity budget).

Source: MartinJenkins

In the first instance, we looked at each of the MERL components in detail, allocating a score for each of the criteria given above. We used the following rating scale to document these granular assessment findings:

- 3 – fit for purpose
- 2 – adequate
- 1 – developing
- 0 – absent
- ? – unknown

We then assessed the overall MERL framework based on the totality of the individual component scores to determine its overall fitness for purpose and documented specific gaps for each Activity. This evaluation approach allowed us to identify strengths and areas for improvement across different dimensions of the MERL framework, as well as an overall rating that reflected the framework's capability to deliver robust and timely results.

We also took steps to ensure that the MERL frameworks were considered within the context of the relevant Activity modality, recognising that there are differences in how different modalities are implemented, and the degree of oversight from MFAT. To ensure our fitness-for-purpose assessment reflected these differences, we developed specific thresholds for each modality (Table 11).



Table 11: MERL rapid review thresholds by modality

Project Funding	Programme Funding	Climate Flexible Finance	Pooled Funding
Highest level of MFAT oversight of outputs Funding provided for specific outputs	Lower level of MFAT oversight of outputs Funding provided for outcomes	Limited MFAT oversight over outputs and delivery Funding provided for outcomes	Lowest level of MFAT oversight over outputs Funding is a contribution to a funding pool used for a range of outcomes
Delivery partners contracted to produce defined outputs	MFAT provides funding for a programme of work, the programme is led by a delivery partner (NGO or regional Pacific agency)	Work programme is designed and led by recipient government using funding provided by MFAT	Implementing partner commissions and manages multiple projects and programmes using funds provided by donors including MFAT
Technical review, expectations for MERL frameworks:			
<p>MERL framework for the project</p> <p>The MERL framework will have been commissioned by MFAT, specifically for the project</p> <p>The framework should be clearly aligned with ICFS goals, and include:</p> <ul style="list-style-type: none"> • intervention logic • results table, and • MERL workplan. <p>Good practice is to use the MFAT MERL guidance.</p>	<p>MERL framework for the programme that MFAT is funding</p> <p>The MERL framework will be owned and produced by the delivery partner (NGO or regional Pacific agency, not MFAT)</p> <p>+</p> <p>Information about how MFAT will understand and track the performance of the Activity</p> <ul style="list-style-type: none"> • If it is not clearly outlined in the programme-level MERL framework: <ul style="list-style-type: none"> – Intervention logic / expected outcomes relevant to ICFS – Results table – Workplan / performance reporting 	<p>Intervention logic for the modality (across all countries)</p> <p>+</p> <p>Partnership Plan for each country-based Activity:</p> <ul style="list-style-type: none"> • Intervention logic • Results table • MFAT plan for performance reporting <p>+</p> <p>For the support Activity:</p> <ul style="list-style-type: none"> • Full, robust MERL framework clearly aligned with ICFS goals 	<p>MERL framework for the fund MFAT is contributing to</p> <p>The MERL framework will be owned and produced by the fund (not MFAT)</p> <p>+</p> <p>MFAT expectations for the use of MFAT funding and how performance will be tracked</p> <ul style="list-style-type: none"> • Intervention logic for the funding contributed by MFAT, aligned with ICFS goals • MFAT plan for performance reporting

Source: MartinJenkins



Performance reporting review

Again, we reviewed the key reporting components (partner reports and AMAs) of each Activity against a set of criteria (Table 12). We used the same rating scale to document to ensure consistency across the different artefacts:

- 3 – fit for purpose
- 2 – adequate
- 1 – developing
- 0 – absent
- ? – unknown

Table 12: Performance reporting review criteria

Reporting component	Criteria
Partner reporting	<ul style="list-style-type: none">• There is data on progress towards the Activity's intended outputs and outcomes, including commentary or an assessment of progress compared to previous reports• There is data on progress and contribution that is aligned with the ICFS strategic goals and outcomes• There are risks, challenges, and new opportunities included, as well as corrective actions required.
Activity Monitoring Assessment (AMA)	<ul style="list-style-type: none">• All of the required AMAs have been completed since the project moved into implementation• Output and outcome ratings are justified based on data from partner reporting• Risks, opportunities, and corrective actions are identified• There is relevant ICFS headline data recorded in MFAT systems• Headline Indicator reporting for people are disaggregated by gender.

Source: MartinJenkins

Overall assessment

To inform our overall assessment, we looked at each of the individual ratings for the MERL framework, partner report, and AMA to identify strengths and weaknesses in the MERL arrangements for each Activity. For the 56 Activities (that had been in implementation for longer than 12 months) this involved triangulation of the assessment ratings, our detailed comments about specific strengths or gaps, and supporting evidence, such as the most recent download of reporting meta-data (provided to us on 3 February 2025). We assigned each Activity one of the following overall categories:

- fit-for-purpose MERL and producing reporting
- adequate MERL and producing reporting



- sufficient AMA reporting, further MERL support for implementing partners may be required
- insufficient MERL and ad hoc reporting, or
- insufficient reporting.

For the 58 Activities with a standalone MERL framework, we drew upon our overall MERL framework assessment rating as the overall rating.

Quality assurance and moderation

To ensure the quality of our assessment review approach, a team of experienced MERL practitioners conducted the rapid review. Our review team brought relevant knowledge and expertise to assess the MERL frameworks, using their judgement to rapidly make relevant determinations, based on set criteria.

Activities were grouped according to modality and thematic area and allocated accordingly, in order to maintain consistency in the assessments in line with the modality thresholds and other relevant contextual features.

The team also met regularly to collectively assess the ratings and moderate them to ensure consistency across the Portfolio as a whole. These meetings provided an opportunity to discuss individual assessments, address any discrepancies, and align our understanding of the criteria. Through this collaborative process, we ensured that our ratings were consistent and reflective of each Activity's true capacity to report robust and timely results.

Key results

A breakdown of our overall assessment results has been provided in the tables below.

Table 13: Overall assessment – 56 Activities in delivery for more than 12 months

Assessment	Number of Activities	Total budget
Fit-for-purpose MERL and producing reporting	9	\$125,049,300
Adequate MERL and producing reporting	21	\$264,251,581
Sufficient AMA reporting, further MERL support for implementing partners may be required	14	\$149,652,708
Insufficient MERL and ad hoc reporting	5	\$94,096,366
Insufficient reporting	7	\$51,757,944
Total	56	\$684,807,899



Table 14: Overall assessment – Activities in delivery for less than 12 months

Assessment	Number of Activities	Total budget
Fit-for-purpose MERL	26	\$139,615,738
Adequate MERL	11	\$121,438,357
MERL under development	11	\$140,327,545
Total	48	\$401,381,640

Table 15: Overall assessment – Closed Activities

Assessment	Number of Activities	Total budget
Fit-for-purpose MERL	3	\$15,294,060
Adequate MERL	3	\$17,140,742
Not fit for purpose	4	\$19,877,269
Total	10	\$52,312,071

Limitations of the rapid review

During our review, we encountered several data quality issues that impacted our assessment process. Our evaluation was limited to the documents filed, many of which were incomplete or contained discrepancies between what we found and what was expected to exist based on Enquire data. We also found instances where the information recorded in Enquire was incomplete or inaccurate. For example, Enquire records about which ICFS goals the Activity contributed to were not always accurate based on what had been recorded in supporting documentation. Meta-data regarding AMA approvals were also found to be inconsistent with the documents that were available. These issues posed challenges in making a 100% certain assessment of the MERL frameworks and reporting outputs.

To address these data quality concerns, we took several steps to mitigate their impact:

- We sought to review all available documents, including business cases and design documents to locate information.
- Where possible, we sought to verify the existence of missing documents by looking at file names contained within Activity folders.
- We also engaged with Activity Managers to confirm the existence of documents.



- Finally, we highlighted areas where we found information was incomplete or inconsistent.

Our mitigation steps helped to enhance the reliability and robustness of our findings, ensuring that our evaluation is as accurate and informed as possible given the available data. However, these challenges, along with inconsistencies across indicators, metrics, and data definitions between Activities and across the Portfolio (discussed elsewhere) will also impact MFAT's ability to collate comprehensive information about how the Activities within the Portfolio have contributed to the ICFS goals and outcomes.

Performance dashboard support

We worked to update the results in the performance dashboard that has been set up and populated for June reporting by the MFAT team. The list of Activities was broken down into four categories:

- Priority 1 – Climate Principal Activities with an AMA since June, signalling that there was new partner reporting to use to update the results.
- Priority 2 – Climate Principal Activities with no recent AMA, which needed to be checked for partner reporting as far back as January 2024.
- Priority 3 – Climate Significant Activities with an AMA since June, signalling that there was new partner reporting to use to update the results.
- Priority 4 – Climate Significant Activities with no recent AMA which needed to be checked for partner reporting as far back as July 2022, or earlier for expected results.

We worked left to right through each row. For priority 1 and 3 Activities, we relied on MFAT's categorisation of if a measure was relevant, unless it was clear from the partner reporting that there was a measure that was in scope that hadn't been picked up.

For priority 2 and 4 Activities, we made sure to check the categorisation of each if a Headline Indicator was relevant, as well as if there were any results.

For priority 3 and 4, we applied judgement on what results were specific to climate outcomes, noting these Activities also had other objectives.

Cells that we changed were shaded light orange for priority 1 and 2 Activities, and yellow for priority 3 and 4 Activities. Comments were used to explain the source and assumptions for many of the cells changed.

Once results were loaded, the file was shared with MFAT for their review, with issues flagged and responded to.

There were some issues with the process:

- MFAT does not provide a reporting template for Headline Indicators, so results are often included in the body of partner reporting. Judgement had to be applied on whether outputs were appropriate Headline Indicator results, for example, what roles counted as Technical Assistance.



- Not all measures are set up as Activity result indicators (ARIs) that Activity Managers have to load into Enquire. When results are set up as ARIs, it was sometimes difficult to find evidence of the results in the partner reporting.
- Reporting for CO2 emissions doesn't include a standard measurement approach, or the tools needed to monitor and report this.
- Ecosystems managed were not always measured in hectares, instead being tracked by number of farms, or in a different unit (km2, acres) that needed to be converted.
- There were a number of people benefiting or people trained results that couldn't be counted, as the units measured were the number of households, or number of sessions run (rather than number of attendees). There is also the risk of double counting results if the same individuals were engaging with different initiatives within an Activity (for example, attending two different types of training, or being a farm with two different types of crops that were being monitored separately).
- There are no standard conversion rates for co-funding in other currencies at different points of time. We used the spot rate from 30 June of the relevant year where foreign currencies needed to be converted into New Zealand dollars.



Appendix 4: Theory of Change for the ICFS



Theory of Change (part 1)

1

DRIVERS & OPPORTUNITIES

Climate change threatens wellbeing and security, and the Pacific is uniquely vulnerable.

Climate finance can help reduce risks, capture opportunities, and build resilience.

Climate change is a profoundly destabilising issue that poses unprecedented risks to global wellbeing, prosperity and security.

Pacific countries are some of the most vulnerable to climate change and are already experiencing its effects.

Pacific countries face a climate finance gap of almost US\$1b annually.

New Zealand supports other countries' efforts to slow climate change and to build resilience through our *International Development Cooperation* (IDC) programme. One of

the ways the IDC does this is by providing climate finance in the Pacific and elsewhere.

Climate finance can help reduce risks, address opportunities, build resilience, improve equity of outcomes, and accelerate climate change

mitigation. Climate finance is also provided by other donors and aid programmes.

2

ABOUT THE INTERNATIONAL CLIMATE FINANCE STRATEGY (ICFS)—INPUTS & RESOURCING

The ICFS runs from 2022 to 2025:

- Strategy document outlines multiple expectations and parameters for design, delivery and impact
- Funding of NZ\$1.3b+

Strategy delivery is supported by:

- IDC resources, expertise and partner relationships
- Resources, expertise, and relationships of implementation partners, communities, and NGOs.

As party to the *Paris Agreement*, the New Zealand Government announced a scale-up in its climate finance commitment to NZ\$1.3b for the period 2022-2025 (from the previous commitment level of NZ\$30m) and launched the ICFS.

The ICFS document outlines expectations and parameters for its design, delivery, and impact:

- **four goals and 12 outcomes** (three outcomes are specified for each goal)
- at least 50% of funding is to be invested in **the Pacific**, and at least 50% is to be invested in **adaptation**
- **vision and principles** for engagement

- **other preferences:** responding to loss and damage (when needed if adaptation options are exhausted), acting at scale, collaboration, being partner-led, equity and inclusion, encouraging innovation and accepting risks, and supporting biodiversity, oceans and nature.

The ICFS is supported by the MFAT's *Pacific Development Group* (PDG) and delivered by the IDC using new and existing resources and processes. ICFS climate finance is distributed using a range of modalities already used by the IDC.

NZ \$1.3 BILLION+ OF FUNDING IS MADE UP OF:

- **NZ\$500m+ baseline funding** (includes spend in the commitment period on activities begun in the previous period)
Activities are guided by *Four Year Plans* (consulted with partner countries and regional organisations) and multilateral or multi-country approaches (to support collective or regional drivers).
Included are some activities started under the *Climate Change Programme* (CCP) 2019-2023—the flagship climate programme in the previous period prior to the launch of the ICFS.
- **NZ\$800m (new funding) for a blend of community, bilateral, regional, multilateral, and multi-country activities**
Allocation, spend and delivery of the NZ\$800m is supported by the IDC Policy Team and a new Climate Portfolio Team.
- **NZ\$40m (new Departmental funding)**
Provided to support successful delivery of the commitment (particularly the new NZ\$80m) and achieve the step-change expected by government.

3

IMPLEMENTATION OF THE ICFS—HOW IT OPERATES

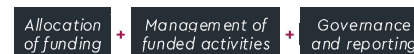
The ICFS is implemented by the PDG through the IDC, using IDC systems and processes.

The ICFS:

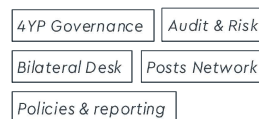
- is interdependent on and integrated with the IDC
- has new and additional features (compared to the existing IDC work programme) to support successful delivery and achieve a step-change.

EXISTING IDC PROGRAMMES AND FUNDING, PLANS AND PARTNERSHIPS

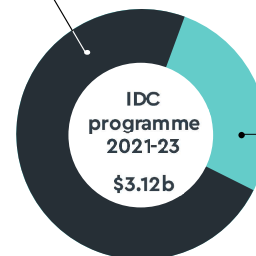
- ① IDC operation and support for developing countries:



- ② IDC systems and processes:



- ③ Different investment modalities to meet partners' priorities and requirements:

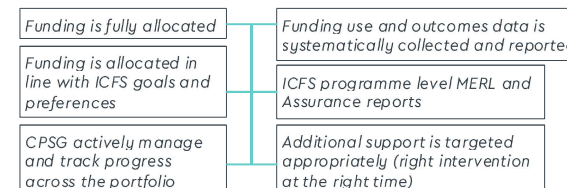


ICFS \$1.3B CLIMATE FINANCE – including \$800m new funding

The new funding has new and distinctive **operational enablers**...



... and specific delivery **outputs** to be monitored and tracked:



Theory of Change (part 2)

International Climate Finance Strategy (ICFS) | Tuia Te Waka A Kiwa

MARTIN JENKINS

4 ICFS INVESTMENT OUTPUTS

Activities are designed and delivered with or by partners.

Design and delivery is inclusive.

Climate-related outputs are produced, with different mixes of outputs produced by different activities.

Note: listed outputs are the ICFS headline indicators

Partners get more climate finance, deliver more climate interventions, have greater say in how to use climate finance, and get more support to achieve their outcomes.

Outputs at the partner country level include:

- delivery or acceleration of NDC
- delivery or acceleration of NAPs
- reduced use of fossil fuels
- CO₂ emission reduction or avoidance

- individual benefits from resilience building activities
- strengthening of natural resources and natural ecosystems
- mitigation or avoidance of climate related loss and damage
- engagement in carbon markets.

Other outputs include:

- new climate knowledge and data

- support for regional institutions and multilateral organisations
- people trained or supported to build their capability
- private funding invested in co-funded activities
- bilateral and multilateral funding invested in co-funded activities.

ICFS CRITICAL ENABLERS

Amplify over time, increasing momentum:

1

Partner capacity and capability

2

Partner-led delivery

3

Equitable and inclusive design and delivery

5 STRATEGIC SHORT-TERM OUTCOMES (changes directly linked to strategy implementation and outputs—causal link)

Partners make progress towards their own climate goals as completed activities start to produce climate benefit—benefits are equitable.

Partner countries have better evidence about how to achieve positive climate outcomes.

Pacific countries have access to more effective regional climate finance and support.

In addition, NZ government's relationships with other governments, donors and partners are strengthened—NZ is seen as an effective partner in the fight against climate change.

Countries' and partners' climate strategies and plans are evidence-based, and they have the capacity and capability they need to deliver their strategies and plans.

SSTO 1 Increasing adoption of emissions reducing technologies and practices.

SSTO 2 countries supported to effectively deliver climate priorities.

SSTO 2.1 technical assistance provided to develop and deliver priorities.

SSTO 2.2 improved delivery capacity and capability.

SSTO 4 climate data and expertise applied to climate change and disaster response planning.

SSTO 5 regional and multilateral agencies increase their climate change action and impact.

Countries can access the climate finance they need, from a range of sources and through different modalities.

SSTO 6 increased access to climate finance.

SSTO 6.1 additional climate finance crowded in.

SSTO 6.2 opportunities to leverage private finance maximized.

SSTO 7 countries are supported to use carbon markets and other mechanisms.

Countries and partners make effective and coordinated efforts to realise climate benefits.

SSTO 3 increasing national and community action to build resilience to climate change impacts.

SSTO 3.1 biodiversity benefits realised.

SSTO 3.2 loss and damage benefits realised.

SSTO 3.3 inclusive development realized.

Note: listed outcomes are the existing Strategic Short-Term Outcomes)

6 MEDIUM-TERM OUTCOMES (outcomes that the ICFS makes a strong contribution to)

BENEFITS FOR CLIMATE CHANGE EMBED—Improved sustainability of funding—effective initiatives and activities are extended, leveraged, and scaled.
Improved continuity and coordination of effort by countries, partners and donors to achieve outcomes.

- 1.1** Accelerated mitigation action
- 1.2** Reduced emissions
- 1.3** Reduced reliance on fossil fuels

- 2.1** Accelerated adaptation action
- 2.2** Increased climate resilience
- 2.3** Community values maintained

- 3.1** Effective regional and multilateral institutions
- 3.2** Improved climate-resilient decision making
- 3.3** Strengthened climate expertise

- 4.1** Increased private sector funding and technology
- 4.2** Increased likeminded co-investment
- 4.3** Increased use of markets for climate action

7 STRATEGIC LONG-TERM OUTCOMES

GOAL 1.	Accelerated climate change mitigation	GOAL 2.	Enhanced adaptation and resilience	GOAL 3.	Improved institutional capability and evidence base	GOAL 4.	Leveraged investment to achieve greater climate impact
----------------	---------------------------------------	----------------	------------------------------------	----------------	---	----------------	--

Developing countries and communities build resilience in a world on a pathway to staying within 1.5°

The Paris Agreement commits Aotearoa New Zealand to pursue efforts to limit global temperature increases to 1.5 degrees Celsius above pre-industrial levels.

MARTIN JENKINS



Wellington T +64 4 499 6130

Level 1, City Chambers, Cnr Johnston and Featherston Streets, Wellington 6011, PO Box 5256, Wellington 6140, New Zealand

Auckland T +64 9 915 1360

Level 16, 41 Shortland Street, Auckland 1010, New Zealand

info@martinjenkins.co.nz **martinjenkins.co.nz**