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19 July 2019

Personal details removed for proactive release

Dear Personal details removed for proactive release

I refer to your email of 12 June 2019 in which you request the following under the Official Information Act 1982 (OIA):

> *"I would like to please know the progress of the 'Pacific climate change-relate displacement and migration: a New Zealand action plan' following it proposal paper, which is attached.*
>
> *I would also like confirmation of the release data for the attached document.*
>
> *I would also like to know if there is an updated version of the 'Pacific climate change-relate displacement and migration: a New Zealand action plan' more current to the version I have attached."*

The action plan on Pacific climate change-related displacement and migration has five early actions, which have progressed in the following ways:

1. With respect to using Official Development Assistance to support Pacific communities to avert, delay and prepare for climate mobility, the Ministry of Foreign Affairs and Trade (MFAT) has a programme for investing at least $300 million in climate change development activities. A copy of that programme is provided. Approximately three-quarters of this investment will go towards supporting communities to adapt in situ to the effects of climate change, which will enable them to avert and delay relocation. The Ministry is now in the process of developing the details of how this strategy will be implemented.

2. Regarding the regional dialogue and potential regional approach to this issue, we are planning to run a dialogue at officials' level later this year, with a follow-up regional meeting early next year. These meetings will determine what will be proposed for the Pacific Islands Forum Leaders meeting in 2020.

3. With respect to strengthening international language and frameworks through multilateral action, from January 2020, New Zealand will be represented on the Executive Committee on the Warsaw International Mechanism for Loss and Damage.

This Committee operates under the United Nations Framework Convention on Climate Change (UNFCCC) and it has a Task Force on Displacement, which will be a means by which New Zealand can contribute to international developments.

4. The area of international law we are focusing on currently with our partners in the Pacific is retaining existing rights to their maritime zones in the face of rising sea levels. The concern is that as baselines (which provide the starting point for all maritime zones) shift inland due to sea-level rise, states' maritime zones may reduce. The current rules under United Nations Convention on the Law of the Sea do not adequately address this. New Zealand is working with Pacific countries to develop a Pacific position on this issue.

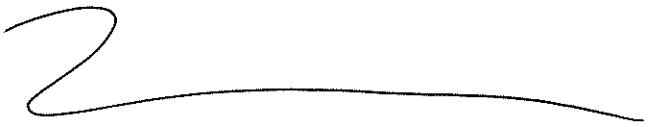
5. Regarding the commissioning of research, in coming months, we will commission a scoping study and literature review, which will help define our research needs.

There is not an updated version of the action plan per se. However, we have attached a copy of the Ministry's climate change programme, which includes certain updates.

Please note that this letter (with your personal details redacted) and enclosed document may be published on the Ministry's website.

You have the right under section 28(3) of the OIA to seek a review of this response by the Ombudsman.

Yours sincerely



Wendy Adams
for Secretary of Foreign Affairs and Trade

Pacific and Development Group

Programme Business Case

Climate Change Programme

Climate Change & Environment, Sustainable Development Sector and Thematic Division

April 2019

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List of Abbreviations

4YP	4 Year Plans
4YPGG	4 Year Plan Governance Group
ADB	Asian Development Bank
BCA	Business Case Approach
CCE	Climate Change and Environment Unit
CCP	Climate Change Programme
CCPRG	Climate Change Programme Reference Group
COD	Commercial Division
COP	Conference of the Parties (to the UNFCCC)
COSSPac	Climate and Oceans Support Program in the Pacific
CRI	Crown Research Institute
DAC	OECD Development Assistance committee
DBC	Detailed Business Case
DCI	Development Capability and Insights Division
DFAT	Department of Foreign Affairs and Trade (Australia)
DRI	Disaster risk insurance
DST	Sustainable Development Sector and Thematic Division
EbA	Ecosystem-based adaptation
GCF	Green Climate Fund
GEF	Global Environment Facility
GHG	Greenhouse gas
GIZ	Gesselschaft für Internationale Zusammenarbeit (Germany)
GRA	Global Research Alliance on Agricultural Greenhouse Gases
IBC	Indicative Business Case
IBRD	International Bank for Reconstruction and Development
IDA	International Development Association
IDMC	Internal Displacement Monitoring Centre
ILM	Intervention Logic Map
IMO	International Maritime Organization
IPCC	Intergovernmental Panel on Climate Change
JNAP	Joint National Adaptation Plan
LECR	Low-emissions, climate-resilient
MDGs	Millennium Development Goals
MERL	Monitoring, Evaluation, Research and Learning framework
NDC	Nationally Determined Contribution
ND-GAIN	Notre Dame Global Adaptation Initiative
OECD	Organisation for Economic Cooperation and Development
ODA	Official development assistance
PBC	Programme Business Case
PCCC	Pacific Climate Change Centre
PCCOS	Pacific Community Centre for Ocean Science
PDG	Pacific and Development Group
PDSGG	Pacific and Development Strategic Governance Group
PEbACC	Pacific Ecosystems-Based Adaptation to Climate Change programme
PICs	Pacific Island countries
PIFS	Pacific Islands Forum Secretariat
PRF	Pacific Resilience Facility
SDGs	Sustainable Development Goals
SGG	Strategy and Governance Group
SIDF	Strategic International Development Fund
SPC	Secretariat for the Pacific Community
SPREP	Secretariat of the Pacific Regional Environment Programme
SSBC	Single Stage Business Case
ToR	Terms of reference
UNFCCC	United Nations Framework Convention on Climate Change
USP	University of the South Pacific

1. Executive Summary

Introduction

1. Climate change is already creating significant and growing challenges for people, communities and countries around the globe. It is expected to create unprecedented economic, social and environmental challenges, including in the Pacific where, for some countries, it poses an existential threat. As a global problem, climate change requires global, regional and country-level solutions.

2. Pacific Island Countries (PICs) are some of the most vulnerable in the world to the effects of climate change and natural disasters. According to the World Risk Report 2018, seven Pacific countries are among the 15 most at-risk countries in the world, with the highest average annual disaster losses scaled by gross domestic product.

3. Some low-lying countries and territories – such as Tuvalu, Kiribati, the Marshall Islands and Tokelau – could eventually become entirely uninhabitable. The average land elevation of these countries and territories is less than two metres, making them especially vulnerable to extreme weather events, sea-level rise and tidal changes. They face consequent threats, such as salinization of fresh water sources and agricultural soils, coastal erosion, and changes to land- and sea-based food production systems on which many people depend for their income and food. These challenges are faced, to varying degrees, by coastal communities throughout the region.

4. The environmental changes and consequential impacts on individuals and communities could become a threat to regional security and prosperity. This is particularly so where there are existing pressures on, and competition for, public, private and natural resources, and where those pressures will be compounded by climate change-related human mobility. In those PICs where climate change may lead to extensive relocation, this not only raises far-reaching human rights and security implications, but also poses provocative questions in international law such as how to maintain self-determination, maritime boundaries and possibly even statehood. These issues and concerns were reiterated by Pacific Leaders at the Wilton Park forum, *Navigating Pacific Futures: Climate Change and Resilience*, held in the United Kingdom in December 2018.

Strategic Alignment

5. The Government has expressed strong ambitions to establish New Zealand as a leader in the fight against climate change and to stand with the Pacific. A key component of the 2018 budget bid was to increase New Zealand's support for climate change action while avoiding placing pressure on the existing aid budget. Therefore, there are high external, domestic and Pacific expectations on what New Zealand will deliver. At the United Nations General Assembly last year, Prime Minister Ardern announced that New Zealand would spend at least $300M[1] on climate change development assistance from 2019 to 2022. In this "year of delivery" the Climate Change Programme (CCP) will play an important role in supporting the Government's focus on achieving global climate change leadership.

[1] Unless otherwise referenced all $'s throughout the document are in NZD

Current Efforts

6. New Zealand is already making significant efforts to support the global and Pacific response to climate change. The total climate change ODA spend over the next four years is currently projected to total around $209M, including a range of global, regional and bilateral initiatives. However, while 4 Year Plans (4YPs) establish a good baseline of climate-related support activities, they are insufficient to deliver on New Zealand's refreshed climate finance commitment and don't have a cohesive climate change narrative. Activity from 4YPs alone does not demonstrate a step change in climate-related action that meets the Government's ambition to be a global leader in this area whilst taking action that systematically supports Pacific adaptation and mitigation efforts.

7. In July 2018, the Pacific and Development Strategy and Governance Group (SGG) tasked the Climate Change and Environment Unit (CCE) in the Sustainable Development Sector and Thematic Division (DST) to design a Climate Change Programme based on the Indicative Business Case (IBC) that was presented to the SGG. The IBC outlined the desire to meet the intent of the Pacific Reset and leverage increased levels of climate change funding for the Pacific, enabling trade-offs to be made across the broad range of climate-related support areas that New Zealand could invest in. The IBC proposed the programme should enable a high quality scale-up of climate activities, representing ambitious action, producing a balanced climate change portfolio, and that could provide a mechanism for efficiently delivering climate-related 4YP outcomes, including by enabling a more strategic approach to partnering.

8. This Programme Business Case (PBC) is a result of the programme design work, confirming the strategic intent, investment objectives and high level interventions for a CCP as well as the management approach for successful delivery.

Programme Business Case Development

9. Through consultations with a broad range of stakeholders[2] , and in-house analyses, an overarching Problem Statement was identified, along with four high-level Investment Objectives and seven Intervention Areas needed to achieve those objectives.

10. Problem Statement: There is insufficient global effort to reduce greenhouse gas emissions, and the Pacific region is particularly vulnerable to the impacts of climate change and needs to boost its resilience and prepare for the impacts of climate change.

11. The four Investment Objectives are:

    1. Enable PICs to lead their climate change response;
    2. Promote greater global action to reduce greenhouse gas (GHG) emissions;
    3. Support adaptation activities to increase Pacific resilience;
    4. Promote action to avert, delay, prepare for, and support climate change-related human mobility.

[2] Including 4YP owners and their teams, Posts and some partner countries, thematic and sectoral experts, other New Zealand government agencies, other MFAT divisions, Crown Research Institutes and non-governmental organisations.

12. The consultation and analysis process also led to the identification and prioritisation of seven Intervention Areas to achieve the Investment Objectives:


Public sector strengthening and institutional effectiveness


Information for decision-making


Drive greater global action to reduce GHG emissions


New innovative financing tools


Resilience of essential services - water security


Resilient Ecosystems


Supporting PICs to avert, delay, prepare for, and support climate change-related human mobility

13. The Intervention Areas were selected from a long list of interventions through a prioritisation process that considered: the contribution to the Investment Outcomes, the degree to which New Zealand capability could be leveraged, identified county priorities, contribution to a balanced portfolio and the ability to implement (e.g. size, complexity, risks etc.).

14. The PBC development was guided by the baseline requirements:

- Achievement of the $300M refreshed climate finance commitment, including;
  - A weighting of investment toward adaptation (at least 50 percent of ODA climate change investment focused on adaptation);
  - A weighting of investment toward the Pacific (at least two-thirds);
- Ensuring a balanced portfolio; and
- Ensuring a high quality scale-up of climate related support.

Consultation

15. A broad range of stakeholders were consulted during the design of the PBC. Consultations with 4YP owners and directly with priority countries – Fiji, Tuvalu, Tokelau and Kiribati – have indicated that the intervention areas resonate. The engagements with our external partners reinforced the problem definition and the investment objectives. More detailed consultation will be undertaken with countries and stakeholders once the PBC is approved and specific initiatives are developed.

Options

16. This PBC presents four programming options for consideration. All options presented meet the investment objectives, albeit to different degrees and with varying degrees of risk.

17. The options range in investment size from $138–$204M and each focuses to a greater or lesser degree on "upstream" systemic interventions designed to provide the building blocks and enabling environment for sustainable and long-term climate-related development, and "downstream" direct interventions, particularly in specific adaptation initiatives.

18. The recommended option is **Option 4** representing an investment of $150M over five years of which $86M would be expected to be spent in this triennium (see Table 1). This option would mean that $64M would be required next triennium in order to complete the CCP. This option would require $72M to be approved from the Strategic International Development Fund (SIDF) for delivery of the CCP, with $14M of the funding in this triennium to date having been approved by the Pacific Regional 4YP.

19. This option represents a broad-based, scalable approach that balances interventions in systemic "upstream" change with direct "downstream" interventions in adaptation activities. It also represents a balanced portfolio, considering a split of funding across multilateral, regional and bilateral 4YPs, and a geographic spread of interventions across the Pacific.

20. Option 4 represents an ambitious programme and will require focused management and sufficient resourcing to deliver. This programme is designed to be flexible and adaptable (in order to respond to new information and opportunities as they arise, or to an altered context) and scalable so that increased funding could be absorbed should 4YP teams wish to invest additional resource to achieve outcomes that could be delivered through the programme. The intervention areas are intended to form a menu of options that can be drawn from by teams considering new climate-related activities and tailored to the specific national context.

Table 1: Option 4 funding breakdown summary

Investment objective	FY18/19-FY22/23 totals (indicative)	Intervention area	FY18/19-FY22/23 totals (indicative)
Enabling PICs to lead their climate change response	$30M	Public sector strengthening and institutional effectiveness	$12M
		Information for decision-making	$18M
Driving global action to reduce emissions	$25M	Driving greater global action to reduce GHG emissions	$25M
Adaptation to increase resilience	$85M	New innovative financing tools	$42M
		Resilience of essential services – water security	$33M
		Resilient Ecosystems	$10M
Climate change-related human mobility	$6M	Supporting PICs to avert, delay and prepare for climate change-related human mobility	$6M
Programme design and delivery	$4M	Programme design and delivery	$4M

Triennium (FY18/19 – FY20/21) total - cumulative	$86M
Five year (FY18/19 – FY22/23) total - cumulative	$150M

Programme Governance and Management

21. The proposed roles and responsibilities for the CCP governance, management and advice are outlined in detail in the management case.

22. The programme will be governed by the proposed Multi-Country Programme Governance Group (MCPGG), which is expected to include senior representation from Pacific 4YP teams. The governance group will approve activity level business cases, manage the allocation of the approved funding, and approve transfer of funds to 4YPs as required. With oversight from the MCPGG, the Programme Sponsor (Divisional Manager DST) and the Programme Owner (Unit Manager CCE) will retain overall accountability and responsibility respectively for the delivery of the CCP and all activities that sit within the programme.

23. A CCP Reference Group will be established to provide strategic guidance and advice to the Programme Owner to support the CCP delivery.

24. All business case development (i.e. sub-programme – Indicative Business Case/Detailed Business Case or Single Stage Business Case) for the intervention areas identified in Option 4, will be overseen and or managed by members of the CCE Unit. The Concept Lead for each intervention will be a member of the CCE Unit. In some cases (e.g. interventions delivered by multilateral/regional agencies), the CCE Unit will also be the Design Lead.

25. A programme delivery team will be established to support the design and delivery of the activities within the CCP. This delivery team would be Crown-funded, exist only for the term of the CCP, and supplement the CCE unit in delivering the programme, consistent with the relevant Vote ODA Appropriation definitions. As well as overall programme management across the full suite of activities, the programme delivery team will take on the Design Lead and Implementation Lead roles for some activities, particularly project-type interventions that are delivered by commercial partners.

26. The Implementation Lead for each activity will be decided through the management case of each activity level business case. The Implementation Lead may be a member of the CCE Unit, a staff member or Crown-contractor based at Post, or a member of the Crown-funded programme delivery team in Wellington. It is not expected that 4YP team members in Wellington will need to be Design or Implementation Leads.

Monitoring and Evaluation

27. All activity will be monitored via the Monitoring, Evaluation, Research and Learning (MERL) framework. Each investment objective and the related activities will have a monitoring and evaluation plan which identifies specific measures. Progress toward the achievement of these measures will be provided in governance reporting.

Conclusion

28. The recommended option, Option 4, represents a significant, broad-based programme of activity to build resilience in the Pacific to the impacts of climate change. It aims to meet the intent of the Pacific Reset through working in partnership with the Pacific communities to enable their own response to the challenges they face. It also aims to support and leverage the Pacific's climate change story to encourage global action on emission reductions, while also contributing directly to addressing immediate and emerging adaptation issues. The programme, fully implemented, will meet New Zealand's climate change ODA targets (for 2019–2022) and lay solid foundations for the necessary ongoing, long term work in this critical area.

Recommendations:

1) **Agree** to proceed with the Climate Change Programme based on Option 4 of this Programme Business Case.

2) **Note** that this option: delivers significantly against all investment objectives; represents ambitious action and a balanced portfolio; secures the financial targets; and has the ability to scale (or accelerate) should additional funding and/or capacity become available. It is scalable in both directions.

3) **Note** this represents a five year programme (FY18/19-FY22/23) with an indicative total investment of $150M of which $86M is expected to be spent in this triennium. An additional $64M will be allocated in the next triennium to complete the programme. The indicative financial year allocations for the programme; FY18/19-$9M, FY19/20-$37M, FY20/21-$40M, FY21/22-$36M, FY22/23-$28M.

4) **Agree** to approve $72M from the Strategic International Development Fund for delivery of the Climate Change Programme based on Option 4. The indicative financial year allocations are, FY19/20-$33M, FY20/21-$39M.

5) **Agree** that funding will be transferred from the SIDF to the Multi-Country Programme line. Individual business cases will be approved via the Multi-Country 4YP Governance Group, under PDG standard delegations.

6) **Agree** that funding for implementation that has been specifically identified as relating to a 4YP will be allocated to that 4YP (once the sub-business cases are approved) but that funding will remain within the Multi-Country account line, i.e. it will not be fungible to other priorities within a 4YP.

7) **Note** that $14M of the funding in this triennium has been approved by the Pacific Regional 4YP and that, during the development of sub-business cases, other 4YP funding opportunities may be identified that reduce the call on the Strategic International Development Fund.

8) **Note** that option 4 focuses on adaptation, in particular increasing the resilience of life-essential services such as water security (for both human consumption and agriculture) and ecosystem services (for food security, livelihoods security, coastal protection and protection from invasive species); and that this focus is balanced by activities across the remaining three investment objectives: strengthening governance and decision-making, influencing reduction in global emissions, and progressing thinking on climate change-related human mobility.

9) **Note** that while the primary geographic scope of the Climate Change Programme is the Pacific (as per the December 2018 update to the SGG), the CCE unit will consider the relevance for ASEAN countries during design of programme activities, and will continue to support opportunities to work with ASEAN countries outside of the Programme.

10) **Note** that, following approval of the Programme Business Case, work will be progressed in line with Pacific and Development Group's Business Case Approach via either Indicative Business Case/Detailed Business Cases or Single Stage business cases.

11) **Note** the programme will revert to the PDSGG should the balance of the funding allocation across the Intervention areas change or other material changes to what has been outlined in the Programme Business Case arise. A quarterly progress update will be provided to PDSGG.

12) **Note** the key messages that have been prepared (outlined in the Management Case communications section).

13) **Agree** the recommended governance and management approach that has been designed to support programme implementation, as outlined in the management case.

2. Strategic Case

Strategic Context

A Global Issue

29. The 2015 Paris Agreement acknowledged the significant global disruption that climate change will bring. Signatories committed to keeping global temperature increases to well below 2°C above pre-industrial levels and to pursue efforts to keep them to below 1.5°C. A commitment was also made to increasing the ability to adapt to the adverse impacts of climate change and foster climate resilience. More recently, a 2018 report by the Intergovernmental Panel on Climate Change (IPCC) highlighted the importance of keeping the temperature increase below 1.5°C, outlining significant disruptions to natural systems that we rely on for our survival.[3] Humans have already caused approximately 1.0°C rise in temperature, and we will likely reach 1.5°C between 2030 and 2052 based on current emissions levels. However, the impact of a rise of 2°C is markedly worse than those forecasted to be experienced at a 1.5°C increase. For instance:

    - At 1.5°C, global coral reefs will decline by between 70% and 90%, but at 2°C, all coral reefs may be lost. To put this in context, approximately 1 billion people rely on protein from coral reef ecosystems, and coral reefs provide a buffer to coastlines against sea-level rise and storm surge.
    - At 2°C, twice as many people will be exposed to water stress than at 1.5°C.

30. The IPCC highlights that current commitments by countries to reduce emissions will fall far short of keeping temperature increases to below 2°C: *"Pathways reflecting current nationally stated mitigation ambition until 2030 are broadly consistent with cost-effective pathways that result in a global warming of about 3°C by 2100, with warming continuing afterwards"*.[4] Thus, global action needs to scale-up significantly and rapidly to keep temperature increases to 1.5°C, or even under 2°C. Equally, scaled-up global support for adaptation is also required to manage the impacts for current and future warming of the climate system.

Implications for Developing Countries

31. The challenges facing developing countries are no longer only about lifting people out of poverty and hardship. Climate change is already creating, and will increasingly create, unprecedented challenges to:

    - Human rights;
    - Local, national and global economic security;
    - Human security and peace;
    - Social and cultural development; and
    - Environmental and natural resource security.

32. Every country will be affected to varying degrees, but developing countries have the least capacity to prepare for and adapt to the environmental, economic and social changes that climate change will generate. Consequent impacts could undermine decades of economic and social development. Unless

[3] IPCC Global Warming of 1.5°C: Summary for Policymakers (2018).

[4] IPCC Global Warming of 1.5°C: Summary for Policymakers (2018) at D.1.1.

urgent action is taken, climate change could push more than 100 million additional people into poverty by 2030.[5]

Implications for the Pacific

33. PICs are some of the most vulnerable in the world to the effects of climate change and natural disasters. According to the World Risk Report 2018, seven Pacific countries are among the 15 most at-risk countries in the world, with the highest average annual disaster losses scaled by gross domestic product[6].

34. Climate change impacts are already evident in the Pacific region, with: increased severity of weather extremes[7] (cyclones, floods and droughts, for example); the impacts of sea-level rise and storm surge on coastal and atoll communities; reduced water and nutrition security; increased incidences of vector-borne disease; and changes to marine ecosystems critical for fisheries. Climate change-related human mobility (including internal displacement, planned relocation, and cross-border migration) is already affecting and threatening Pacific communities. Internal relocation is already happening in Fiji, the Solomon Islands, and Papua New Guinea/Bougainville, and some human mobility in Kiribati may also be prompted by climate impacts, i.e. from outer atolls to Tarawa.[8] Fiji has progressed to the stage of having developed, in partnership with the German Gesellschaft für Internationale Zusammenarbeit (GIZ), guidelines for planned relocations within its territory.[9]

35. The specific projections for rainfall, sea-level rise, temperature, drought, waves and other variables differ between countries. However, climate projections that are consistent across the region indicate that:[10]

    - Extreme rainfall events that occur once every 20 years on average are projected to occur once every seven to ten years by 2090 under a very low-emissions scenario, and every four to six years by 2090 under a very high emissions scenario.
    - The sea level has risen by approximately 19 centimetres between 1901 and 2010,[11] and the rate of sea level rise will increase,[12] with recent forecast suggesting well over 1 metre of additional rise by the end of the century.[13]

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5 Hallegatte et al. 2016. Shock Waves: Managing the Impacts of Climate Change on Poverty. Climate Change and Development Series. Washington, DC: World Bank.

6 World Risk Report 2018. Bündnis Entwicklung Hilft and Ruhr University Bochum – Institute for International Law of Peace and Armed Conflict (IFHV) Page 48 Link

7 Australian Bureau of Meteorology and CSIRO (2014). Climate Variability, Extremes and Change in the Western Tropical Pacific: New Science and Updated Country Reports.

8 Sophie Pascoe "Sailing the Waves on Our Own: Climate Change Migration, Self-Determination and the Carteret Islands" (2015) 15(2) QUT Law Review 72; Oli Brown *Migration and climate change*, IOM Migration Research Series No.31 (IOM, Geneva, 2008); Ursula Rakova *Submission to the Executive Committee of the Warsaw International Mechanism for Loss & Damage: Information on Internal Displacement & Relocation owing to factors relating to Climate Change Impacts: Actual (not Potential) Challenges* (Tulele Peisa Inc, 10 May 2016); COP23 Fiji "How is Fiji Affected by Climate Change" <wwww.cop23.com.fj>; and SPREP *Pacific Adaptation to Climate Change: Solomon Islands: Report of In-Country Consultations* (SPREP, GEF and UNDP) at [71]; Jess Shankleman "A Tiny Island Prepares the World for a Climate Refugee Crisis" (15 November 2017) Bloomberg <www.bloomberg.com>; and Aqela Susu "$1.6m relocation plan for seven households" Fiji Times (Suva, online ed, 5 October 2016).

9 Ministry of Economy (FJ) Planned Relocation Guidelines: A framework to undertake climate change related relocation (Suva, 2018).

10 Australian Bureau of Meteorology and CSIRO (2014). Climate Variability, Extremes and Change in the Western Tropical Pacific: New Science and Updated Country Reports.

11 John A Church and others "Sea Level Change" in Thomas F Stocker and others (eds) Climate Change 2013: The Physical Science Basis: Working Group 1 Contribution to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (Cambridge University Press, Cambridge, 2013) [IPCC WGI AR5], Chapter 13, 1137 at 1139.

12 Sönke Dangendorf and others "Reassessment of 20th century global mean sea level rise" (2017) 114(23) PNAS 5946. See also Climate Change 2013: The Physical Science Basis: Working Group 1 Contribution to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change (Cambridge University Press, Cambridge, 2013) [IPCC WGI AR5], Chapter 13, 1137 at 1140; and James Hansen and others

- The sea surface temperature will increase.
- Ocean acidification will increase.
- There will be more frequent and longer lasting coral bleaching.
- There will be less frequent but more severe tropical cyclones.

36. Sea-level rise may cause entire territories of the low-lying Pacific Island atoll states of Tuvalu, Kiribati, the Marshall Islands and Tokelau to become uninhabitable.[14] The average land elevation of these countries and territories is less than two metres, making them especially vulnerable to extreme weather events, sea-level rise and tidal changes, and consequent threats, such as salinization of fresh water sources (especially ground water) and agricultural soils, coastal erosion, and changes to land- and sea-based food production systems on which many people depend for their income and food. As well as the low-lying countries and territories, these types of problems face coastal communities throughout the region.

37. The environmental changes and consequential impacts on individuals and communities, including human mobility, could become a threat to regional security and prosperity, particularly where there are existing pressures on, and competition for, public, private and natural resources. In those PICs where the risks may lead to extensive forced human mobility, climate change not only raises far-reaching human rights implications, but also poses provocative questions in international law such as how to maintain self-determination, maritime boundaries and possibly even statehood.

Responses: Mitigation and Adaptation

38. Broadly speaking, there are two groups of responses to global climate change: **mitigation**, or the reduction of GHG emissions to lessen the impacts of climate change; and **adaptation**, or the process of adjustment to the actual expected climate and its effects.[15]

39. Mitigation responses seek to lower emissions. There are a number of approaches for doing so, including reduction in emissions from electricity generation, heating, and transport; increasing efficiency and innovation in agriculture and industry; and supporting sustainable land use practices, particularly limiting deforestation.

40. New Zealand has supported a range of mitigation activities in recent years, particularly with the uptake of renewable energy around the Pacific. However, the mitigation activities in the Pacific will play only a marginal role in addressing global emissions. While there are often secondary benefits, such as renewable energy providing energy independence and reduced energy costs, higher mitigation outcomes and, ergo, reduced climate change effects, can be achieved by supporting multilateral mechanisms. Moreover, given PICs' risk exposure, finite resources ought to be targeted towards adaptation initiatives.

"Ice melt, sea level rise and superstorms: evidence from paleoclimate data, climate modelling, and modern observations that 2°C global warming is highly dangerous" (2015) 15 ACPD 20059.

[13] Robert M DeConto and David Pollard "Contribution of Antarctica to past and future sea-level rise" (2016) 531 Nature 591 at 591

[14] Intergovernmental Panel on Climate Change (IPCC), Climate change 2007, Fourth assessment report, 'Report of the international working group II: "Impacts, adaptation and vulnerability"', 736, available online at: https://www.ipcc.ch/report/ar4/wg2/ The IPCC is a scientific intergovernmental body set up by the World Meteorological Organization (WMO) and by the United Nations Environment Programme (UNEP). It was established to provide decision-makers and other stakeholders with an objective source of information about climate change.

[15] The full IPCC adaptation definition: 'The process of adjustment to actual or expected climate and its effects. In human systems, adaptation seeks to moderate or avoid harm or exploit beneficial opportunities. In some natural systems, human intervention may facilitate adjustment to expected climate and its effects.' IPCC Climate Change 2014: Working Group II: Impacts, Adaptation and Vulnerability: Summary for Policy Makers (2014) at 5.

41. Adaptation responses seek to lower vulnerability in human and natural systems, and ensure that they are able to maintain function under environmental change. There is a wide range of potential adaptation actions in categories that include capacity building, support for management and planning, as well as development of policy and information.[16] Adaptation actions need to be selected to fit with country priorities, contexts, and the nature of the specific threat whilst providing the highest return. In the Pacific , opportunities exist to improve adaptation areas that can have significant positive effect: improving the security of life-essential fresh water resources; improving ecosystem resilience due to the life-essential role of ecosystems in food security, disaster risk reduction and coastal protection; and facilitating access to finance to crowd-in support partners and scale-up adaptation activities that enhance resilience to environmental change.

42. PICs include a set of unique natural ecosystems, from rainforests to mangrove forests, and coral reefs to deep-sea trenches.[17] These ecosystems underpin livelihoods across the region, and provide a variety of 'ecosystem services'[18] to Pacific Island peoples, including the provision of food and building materials, protection from storm surges and floods, waste and water filtration, as well as supporting critical industries such tourism.[19] PICs rely heavily on natural resources for income: for example, license fees from foreign fleets provide up to 40 percent of government revenue in some countries,[20] while in Fiji, tourism was valued at US$574M in 2013.[21] Perhaps most importantly, Pacific peoples have close relationships and cultural ties with the environment.

Pacific Resilience and Vulnerability

43. The Notre Dame Global Adaptation Initiative (ND-GAIN) Country Index is an established means of assessing a country's resilience to climate change. The tool provides an objective assessment of where the greatest needs and opportunities for improving resilience exist. This enables decision-makers to identify where risk can most effectively be lowered and readiness enhanced, and make informed decisions on prioritising climate adaptation activities.

44. Of the 181 countries ranked by the index, New Zealand ranks second after Norway as the most climate-resilient country. Those PICs with data available rankings fall in the mid to low range, with particularly low rankings for Tonga, Vanuatu, Micronesia and Papua New Guinea . These low rankings indicate that these Pacific countries are amongst the most vulnerable and least prepared for climate change in the world. A clear data gap requiring attention is that a number of PICs, in particular the low-lying atoll countries with clearly established and very high climate risks (Kiribati, Tokelau, Marshall Islands and Tuvalu) do not appear on the index due to insufficient data. There is no doubt that if there were sufficient data, all of these low-lying atoll States would show very high vulnerability.

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[16] Biagini and others. 2014. A typology of adaptation actions: A global look at climate adaptation actions financed through the Global Environment Facility. *Global Environmental Change (25)*, pages 97-108.

[17] Pacific Environment and Climate Change Outlook. SPREP, 2012.

[18] Ecosystem services refer to the contributions that the natural environment makes to human well-being. They are generally grouped into four key categories: 'provisioning services', or products obtained from ecosystems (e.g., food, fresh water, genetic resources); 'regulating services', or the benefits obtained from the regulation of ecosystem processes (e.g., natural hazard regulation, pollination, and pest control); 'habitat services', or the importance of ecosystems for the maintenance of viable gene-pools; and 'cultural services', or the non-material benefits that people obtain from ecosystems. Cultural ecosystem services are particularly important in the Pacific.

[19] Marine Ecosystem Services in the Pacific. MACBIO, 2017.

[20] Bell et al. 2013, 'Effects of climate change on oceanic fisheries in the tropical Pacific: implications for economic development and food security', ***Climatic Change***, vol. 119, no. 1, pp. 199-212.

[21] National Marine Ecosystem Service Valuation Summary Report: Fiji. MACBIO, 2015.

45. The ND-GAIN data indicates that PICs lack readiness in all components measured: economic, governance and social. They are also highly vulnerable in the areas of food, water, ecosystems, health and infrastructure. There are opportunities in all of these eight areas for investment to improve resilience.[22]

The Response to Climate Change in the Pacific

46. PICs have been responding to climate change through their own plans and actions, and with the support of other countries (ODA), regional institutions and global mechanisms (including multilateral climate change funds).

47. PICs express their climate change ambitions and priorities through a variety of mechanisms such as Nationally Determined Contributions (NDCs) submitted to the UNFCCC, National Strategic Development Plans, and Joint National Adaptation Plans (JNAPs). Most PICs have formalised climate change strategies and all have activities under way. These are financed from a range of sources including national budgets, the private sector, and development partners. An overview of Pacific climate change profiles, outlining their threats, current focus areas and future priorities, is outlined in Annex B.

48. PICs' priorities as expressed through these planning documents, consistently include focus areas such as climate-resilient infrastructure, improved water security, improved access to finance, improved access to information, healthy and resilient ecosystems, renewable energy, low-energy development, early warning systems, hazard mapping, and disaster risk reduction.

49. There is a significant amount of work under way across the region to support Pacific priorities with a number of development partners involved.

Global Response

50. There are a range of multilateral institutions and funds delivering climate related support to the Pacific. Examples include:

    - The World Bank, working in partnership with 12 countries across the Pacific region, has 75 projects underway, totalling a US$1.25B commitment through a combination of the International Bank for Reconstruction and Development (IBRD), the International Development Association (IDA), and Recipient Executed Trust Funds.[23]
    - The Asian Development Bank (ADB) has increased its climate change funding and is committing $80B from 2019 to 2030 to combat climate change.[24] The ADB spends around US$600M annually in the Pacific approximately 49 percent of which supports climate change mitigation and adaptation.
    - The Green Climate Fund (GCF) is funding or co-funding adaptation and mitigation work to the value of US$17.7B.[25] The Green Climate Fund (GCF) currently funds or co-funds 11 climate adaptation projects in the Pacific: in Kiribati, Tonga, Nauru, Samoa, Vanuatu, Tuvalu and Fiji, as well as the multi-country Pacific Islands Renewable Energy Investment programme.
    - US$100M has been ring-fenced specifically for the Pacific under the Global Environment Facility (GEF);

[22] More detail on ND-GAIN analysis for the Pacific is in Annex A.

[23] All details correct as of October 2017. https://www.worldbank.org/en/country/pacificislands/overview

[24] https://www.adb.org/themes/climate-change-disaster-risk-management/adb-support-climate-change

[25] https://www.greenclimate.fund/what-we-do/portfolio-dashboard

- To date six PICs have accessed the Adaptation Fund. Examples include, Samoa (coastal zone management), Fiji (urban settlements), Cook Islands (resilient livelihoods), FSM (community resilience), Solomon Islands (urban resilience), and Kiribati (water and sanitation).

51. To-date, there has been no systematic evaluation of the efficacy of multilateral climate change investments in the Pacific. However, general international assessments have found that multilateral funds have helped countries to mitigate and adapt to climate change, but can be overly complex and lack flexibility to respond to the specific needs of countries.[26] New Zealand continues to advocate for reforms to address these challenges and certain improvements have been gained.

Existing Regional Support

52. In addition to the global mechanisms, a number of development partners and other actors work with PICs regarding climate change. Examples include:

    - The Australian government has committed to spend AU$300M over four years (from 2016-17) on climate and disaster resilience support to the Pacific. This funding is part of Australia's commitment to spend at least AU$1B over five years on climate change in developing countries, announced at the 21st Conference of the Parties (COP21), Paris, 2015). The Australia Pacific Climate Partnership (APCP) brings together a suite of long-running programmes that connect high quality climate data with decision-making for climate and disaster resilient development across the region.
    - The European Union is currently supporting projects to increase the use of renewable energy and improve energy efficiency in the Marshall Islands, the Federated States of Micronesia, Nauru, Niue, Palau and the Kingdom of Tonga.[27]
    - Japan provides support for a range of initiatives including support for the Pacific Climate Change Centre (PCCC) (with New Zealand), Disaster Risk Management Loans, disaster shelters, and renewable energy infrastructure.
    - France is leading the Pacific Biodiversity Initiative, supported by New Zealand, Australia and the European Union.
    - Donors led by Germany, and including New Zealand, the UK and Australia, are supporting the establishment and operations of the Pacific regional NDC Hub.

53. Regional agencies play an important part in supporting the Pacific's climate change action. The Secretariat for the Regional Environment Programme (SPREP) is the regional organisation charged with helping PICs protect and manage their environment and natural resources. SPREP supports the Pacific Climate Change Portal which is a central repository for information on climate change activity in the Pacific. While not an exhaustive list of all activities, at March 2019 the portal lists 235 climate change projects,[28] 41 of which are currently active. The 235 projects range across more than 12 sectors (e.g. policy development, disaster response, and community awareness) and 50 implementing agencies (e.g. World Bank, OXFAM, JICA, and MetService NZ).[29]

54. The Secretariat for the Pacific Community (SPC) provides technical assistance across a range of climate-related sectors such as energy, agriculture and science and information. The Forum Fisheries Agency (FFA) mainstreams climate change adaptation through its work, for example in the management of the tuna

[26] Sam Barnard et al *Climate finance: is it making a difference?* (Overseas Development Institute, London, 2014).

[27] https://ec.europa.eu/europeaid/regions/pacific-0_en.

[28] Status: 41 active, 179 complete, 15 proposed.

[29] PCCC Portal https://www.pacificclimatechange.net/projects.

fishery while the Pacific Islands Forum Secretariat helps give effect to Pacific leaders' priorities as expressed as the Forum Leader's meeting, including climate change.

Measuring Progress

55. PICs are party to international agreements as encapsulated in the UN Sustainable Development Goals (SDGs)[30] and the Millennium Development Goals (MDGs) that preceded them. The Pacific region did not meet most of the MDGs, and in some areas, the region's indicators of development are stagnating or going backwards. Progress toward achievement of the Pacific SDGs is also at risk.[31] Achievements of these goals are challenged by many things, including in-country capacity and capability. It is expected that the impacts of climate change will also adversely affect the Pacific's progress towards all SDGs. For example, monies directed to mitigating and adapting to climate change draw funds away from other initiative effecting poverty (SDG 1), the impact on the resilience of food systems to climate change affects hunger (SDG 2), and so on.[32] The extent of climate change impacts on PICs significantly magnifies the challenge of achieving the SDGs and unless the Pacific region effectively responds to climate change, the SDGs will not be met.

[30] In September 2000, leaders of 189 countries gathered at the United Nations headquarters and signed the historic Millennium Declaration, in which they committed to achieving a set of eight measurable goals that range from halving extreme poverty and hunger to promoting gender equality and reducing child mortality, by the target date of 2015. The 'Rio+20' conference (the United Nations Conference on Sustainable Development) in Rio de Janeiro, June 2012, galvanized a process to develop a new set of Sustainable Development Goals (SDGs) which will carry on the momentum generated by the MDGs and fit into a global development framework beyond 2015.

[31] https://www.unescap.org/publications/asia-and-pacific-sdg-progress-report-2017.

[32] Refer Annex C for a description of how climate change impacts SDGs.

A New Zealand Priority – an Expanded Response to Climate Change in the Pacific

Pacific Reset

56. Taking decisive action on climate change is a priority for the New Zealand Government.[33] It has adopted a framework for climate change policy and decision-making, and one of the framework's three fundamental pillars is "leadership at home and internationally".[34] An objective of that pillar is to "stand with the Pacific to support the region's climate action and resilience".[35]

57. The Pacific Reset, which the Government announced in February 2018, reflects these themes. It recognises that "climate change is the most important long-term challenge that the region faces."[36] The Reset involves a significant increase in New Zealand's ambition and investment in the Pacific region – an additional $714.22M over four years. The Minister of Foreign Affairs' stated areas of focus are economic resilience, climate change, health and education, governance and human rights. Activities are needed to make a real difference to our Pacific neighbours and demonstrate New Zealand's value and ongoing commitment to the Pacific region on no uncertain terms.

58. In this context, a key premise of the 2018 MFAT budget was to increase New Zealand's support for climate change action. The Prime Minister announced at the United Nations General Assembly in September 2018 that New Zealand will spend at least $300M in development assistance over the next four years, with the majority of this to be spent in the Pacific.[37] The commitment was confirmed through New Zealand's submission to the UNFCCC in October 2018, which added the details that at least 50 percent of our climate-related support over the coming four-year period will be adaptation-focused, and at least two-thirds of New Zealand's 2019–2022 commitment (of at least $300M in climate-related support over four years) to support PICs.[38]

Standing with the Pacific: Global Influence

59. New Zealand actively seeks to influence international action on climate change and help PICs to do the same. Given their acute vulnerability to the impacts of climate change, PICs are vocal advocates on the global stage and have an important role to play in applying pressure to global mechanisms and large emitters to reduce emissions. For instance, PICs were party to the High Ambition Coalition, which successfully promoted the 1.5°C goal to be included in the Paris Agreement. However, by their own admission at the Wilton Park forum, PICs are struggling to identify the next major issue that will make an impact internationally. New Zealand is also a participant and partner in global efforts to support the Pacific.

[33] CAB-18-MIN-0218, at [2].

[34] CAB-18-MIN-0218, at [15]

[35] CAB-18-MIN-0218, at Fig 1.

[36] CAB-18-MIN-0054, at [9].

[37] PM Speech to Opening Ceremony of Climate Week.

[38] Submission to the Conference of the Parties - updated strategies and approaches for scaling up climate finance from 2014 to 2020.

Strategic Alignment and MFAT's Current Response to Climate Change in the Pacific

MFAT Strategic Goals

60. Climate change is central to two of MFAT's Strategic Goals – the Pacific, and the Environment and Climate Change goals. The 10 year outcomes and the key results MFAT aims to deliver include:

- Pacific 1: Improved economic and social well-being in Pacific Island countries, which reduces risk for New Zealand and promotes shared prosperity.
  - 1.1 Pacific Island countries make meaningful progress towards achieving the SDGs in areas that New Zealand is supporting.
- Pacific 2: A more stable, secure, resilient and well-governed Pacific.
  - 2.4 Pacific countries have an increased resilience to natural hazards and the impacts of climate change.
- Environment 1: An effective global response to climate change to which New Zealand responsibly contributes and through which Pacific climate resilience improves.
  - 1.1. The Paris Agreement and other international mechanisms are effective and fairly accommodate New Zealand's circumstances.
  - 1.2 Pacific climate resilience is improved through multilateral support and finance.

20 Year Country Strategies and Four Year Plan – Climate Change Activities

61. Climate change features to varying degrees as a key challenge and risk in country 20-year country strategies and 4YPs. It is a specific priority for the 4YPs for Pacific Regional, Kiribati, Tuvalu, Cook Islands, Niue, Samoa, Tokelau, Tonga, Multilateral and ASEAN. It is also a policy engagement priority for Fiji, Cook Islands, Tuvalu and Pacific Regional. The outcomes within 4YPs that are most directly linked to climate change are set out in Annex E and can be grouped into the following themes:

- Improved resilience to the impacts of climate change and disasters;
- Pacific regional agencies and multilateral systems remaining key ways to address global public good problems and support PICs address their biggest challenges; and
- PIC governments leading effective responses to climate change and disaster response.

Current Investments

62. MFAT currently supports a range of climate change-related programming in the Pacific.[39] Analysis of the current climate change activity 'inventory'[40] highlights that projected investments are insufficient to meet the refreshed climate change targets: that at least 50 percent investment on adaptation and at least two-thirds of the investment in the Pacific. There are several other key points:

- **The total climate change spend over four years is projected to total around $209M.**[41] This is comprised of 190 discrete activities across all divisions of the Pacific and Development Group. Of the

[39] 4YP activities are tagged (when applicable) with climate change markers, either Principal or Significant based OECD RIO marker definitions. These markers drive our reporting on Climate Change related activity.

[40] Defined as all activities with a 'principal' or a 'significant' thematic marker for climate change adaptation, mitigation, or disaster risk reduction. Following our approach to UNFCCC reporting, we count 100% of all activities tagged as 'principal' mitigation or adaptation; 30% of all activities tagged 'significant' mitigation or adaptation; and 50% of all activities tagged 'principal' disaster risk reduction. For these purposes, we do not include multilateral spending (e.g., contributions to the ADB) here; as it is difficult to attribute a specific percentage of this spend to climate change.

[41] As of 1 March 2019 - refer Annex F for a breakdown of the analysis.

current activities, there is a focus on energy generation and supply (20 percent of all tagged activities), agriculture (25 percent) and disaster risk reduction (12 percent).

- **The Pacific will receive $149M of that total climate change investment.** However, this investment is not evenly spread across the region. Within the Pacific, Kiribati, Tokelau and Vanuatu have the largest programmes by total spend: in Tokelau, for example, New Zealand is investing in detailed coastal risk mapping, and will use this to upgrade critical village infrastructure for resilience to climate change impacts (indicative upcoming spend of over $8m). In several countries, New Zealand's climate related spend is relatively small to date: in Tonga, for example, two activities (total weighted expenditure of $0.48M) will have co-benefits in terms of climate change resilience, however there are no principal climate change activities.
- **Only half of the investment is 'principal' climate change**. 49 percent of total spending (totalling just over $102M) is on 'significant' rather than 'principal' climate change activities: activities where adaptation and mitigation are spinoff benefits rather than the primary goal.
- **Our total spend on climate change adaptation is close to $159M**, however only 23 percent of this spending (i.e. $37M) is on 'principal' climate change adaptation activities. Of the 129 adaptation tagged activities around the world, just 14 activities (totalling just over $19M) provide direct support to stakeholders to adapt to the impacts of climate change (e.g., supporting the development of climate smart commercial horticulture in Cambodia).
- **There are 25 activities, totalling over $67M, principally designed to lower GHG emissions**. These activities are generally focussed on supply of renewable energy. Of 25 activities with principal mitigation markers, 15 are in the renewable energy sector, while others seek to lower emissions by promoting Pacific engagement in climate fora or access to global financing mechanisms.

63. The increasing focus on climate change in the current and planned activity is clear, but there remains a clear gap in principal adaptation activity.

Multilateral Strategy

64. PDG's Multilateral Strategy has identified climate change as a priority for our international engagements, which is part of our engagement with, and support for, the multilateral system. New Zealand has interest in a strong multilateral system. As a small, open economy and democratic country, New Zealand relies on a strong international rules-based system to make our way in the world. Participation in the multilateral and humanitarian system gives New Zealand greater impact and influence. Engagement with multilaterals acts a "force multiplier" to build the quality and reach of our investments and relationships. Multilateralism allows us to amplify our independent voice on the world stage, and to form alliances with a wide range of countries. It also draws in others toward our goals and interests, including in the Pacific.

Pacific and Development Climate Change Action Plan

65. The Pacific and Development Climate Change Action Plan frames MFAT's approach to delivering on the Pacific Reset and MFAT's 10 year Strategic Outcomes as they relate to climate change. It describes the action MFAT will take, in the Pacific and internationally, to support our Pacific and global climate change development and policy objectives and meet government objectives for global climate change leadership. The Action Plan sets out a four pillar framework to describe and guide our work: ambitious action; Pacific champion, global engagement and policy leadership.

66. The objectives of the Action Plan have informed the development of the Climate Change Programme. Refer to Annex D for the full Action plan.

67. Separately, MFAT's draft International Development Cooperation policy identifies climate change as a chief priority.

MFAT's Expanded Response – "The Climate Change Programme"

68. In response to the New Zealand government's announcement on an increased focus in the Pacific and on climate change specifically, PDG has established the Climate Change Programme (CCP). Recognising the longer term nature of this issue the Pacific and Development Strategic Governance Group (PDSGG) agreed that the programme should seek to:

    1) Ensure Pacific resilience improves;
    2) Ensure a high quality scale-up of climate activities representing ambitious action, and include a focus on innovation, crowding others in, and leveraging New Zealand's expertise and capabilities;
    3) Produce a balanced climate portfolio (in terms of bilateral/regional/multilateral activities, geographic balance, balance of sectors, and so on);
    4) Enhance New Zealand's international standing as a leader on climate change; and
    5) Generate co-benefits for multiple priorities, complementing mainstreaming with a much greater focus on principal climate change activities.

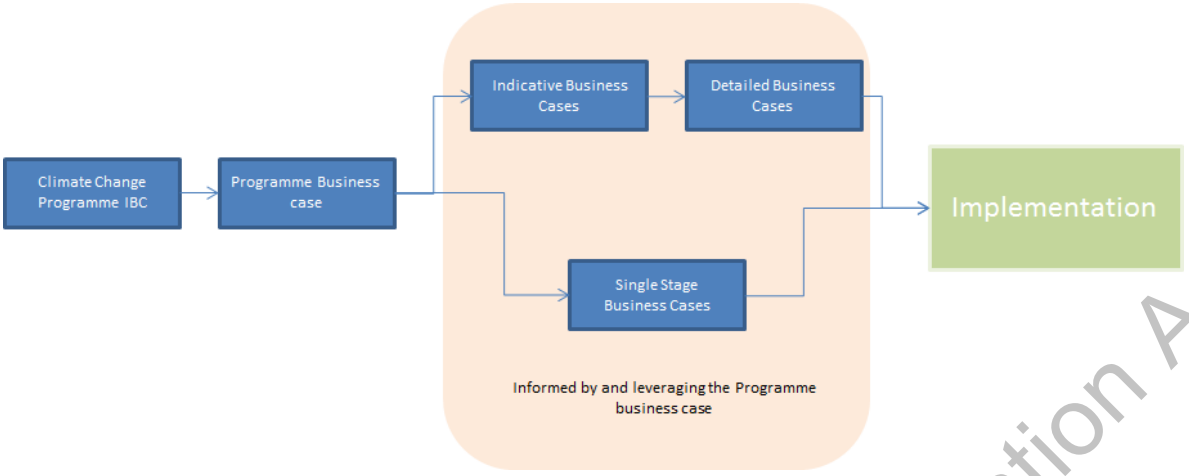
69. A programme approach[42] recognises the potential size and complexity of the work, and the requirements to achieve the balanced portfolio and a high quality scale-up in investment objectives. A programme approach also supports a more cohesive, unambiguous narrative on New Zealand's climate change response. It promotes a clear focus on common investment objectives and outcomes, enables trade-offs to be made across a broad range of interventions, and provides increased level of ongoing flexibility to adaptively manage and respond to changes, and scale, in a coherent and coordinated fashion. A programme approach also allows for a more strategic approach to partnering, with providers who may be engaged on different activities but with a focus on the broader programme intent.[43]

70. The PBC sets an over-arching strategic narrative and contextualises the connection between the interventions and the collective outcomes. It defines common approaches to management of the programme and the activities within it. Activity level business cases within the programme will leverage the PBC with subsequent approval documents (Single Stage / Indicative / Detailed Business Cases) focused more on the specific detail of how they contribute to the programme goals (refer Figure 1).

[42] Refer Management Case. A programme defined as a series of activities seeking to collectively achieve a common set of investment objectives. Those outcomes and activities are designed to be complementary, where 'the whole is greater than the sum of its parts'.

[43] Workshop feedback from CRIs and NGOs confirmed they saw value in, and preferred, a programme approach.

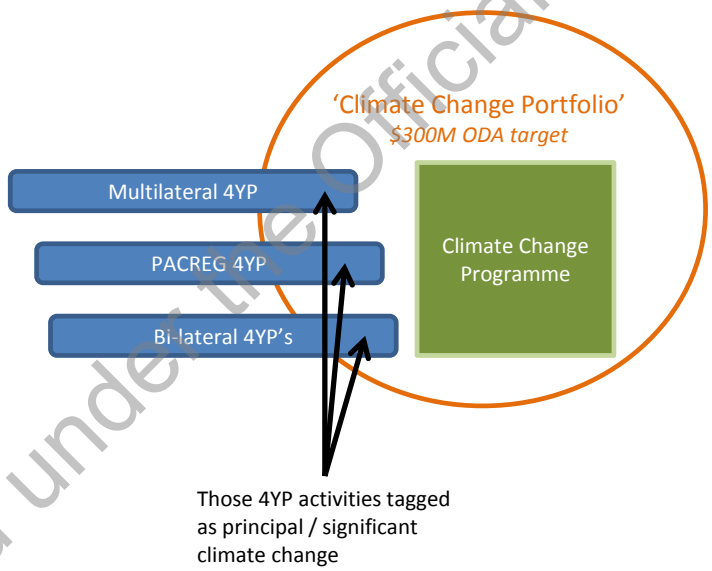
Figure 1: The Business Case Process for the Climate Change Programme



ODA Targets

71. The CCP complements the current 4YP climate change-related activities and, combined, make up the totality of the MFAT ODA Pacific climate change investment and the achievement of the $300M target, as illustrated in Figure 2.

Figure 2: The climate change portfolio is made up of 4YP activities and the CCP.



72. While the 4YP planned activity will take us some way towards meeting our commitments, it currently falls short of the targets. Additionally, it may be prudent to allow for some risk to the activity pipeline estimates. This allows for optimism bias, changing priorities, capacity issues etc. For our analysis we have allowed a conservative risk reduction factor to the current planned activity (refer Table 2). Taking these factors into account, to achieve the overarching ODA climate change target and the Pacific and adaptation targets, the programme will need to implement a range of activities to extend on the current climate change pipeline activities by investments of:

- **At least $122M** (2019-2022) to meet the ODA climate change **commitment**;
- **At least $73M** to meet the investment in the **Pacific** target; and
- **At least $15M** to meet the investment in **adaptation** activities.

Table 2: Identification of the gap to achieving financial targets

Investment parameters	Target	Anticipated pipeline expenditure FY18/19 - FY21/22[44]	Risk adjusted[45] pipeline expenditure for FY18/19 – FY21/22	PBC Minimum funding range to close the gap to the target (adjusted for risk)
ODA total	$300M	$209M	$178M	$122M
'At least two-thirds on the Pacific'	$200M	$149M[46]	$127M	$73M
'At least half on Adaptation' (all)	$150M	$159M	$135M	$15M

Geographic Focus

73. PDSSG confirmed a focus on the Pacific region for the programme,[47] noting that the programme will have some aspects that will be delivered beyond the region (particularly regarding advocating for ambitious GHG emissions reductions). Country analysis and discussion with bilateral teams highlighted Tuvalu, Tokelau, Kiribati and Fiji as a first wave of priority focus countries. These countries were identified on the basis of overall need (factoring in 4YP contributions), vulnerability and (with respect to Fiji) scope to grow policy leadership in the region. PDSSG approved these countries at their December 2018 meeting, in response to an update on CCP development from CCE. All countries have 'quick start' and initial focus activities that will be prioritised. Where appropriate, the programme will also complement the humanitarian, partnerships and civil society programmes. Additionally, the CCE unit will look to proactively share lessons learned and opportunities from the programme to support the priorities of out-of-scope 4YPs[48]. While the primary geographic scope of the CCP is the Pacific, CCE unit will continue to explore opportunities to work with ASEAN countries in particular.

[44] Based on Enquire data as at March 2019.

[45] A risk adjustment of -15% has been used.

[46] Includes Pacific bilateral and regional expenditure (excludes Multilateral).

[47] PDSGG meeting 03/12/18.

[48] Refer to the scope section which follows in the Strategic Case.

Intervention Logic and Investment Objectives

74. An Intervention Logic Map (ILM)[49] was developed to confirm the investment objectives for the programme. The ILM development was informed by ministerial announcements, MFATs strategic intent, and the IBC presented to PDSGG.[50] It was supplemented with an information gathering exercise, including discussions with 4YP teams (involving a review of their current activities and strategies), discussions with other PDG teams, and a series of workshops with both internal and external subject matter experts[51].

75. The ILM process defined an overarching **problem statement** for the programme:

> There is insufficient global effort to reduce greenhouse gas emissions, and the Pacific region is particularly vulnerable to the impacts of climate change and needs to boost its resilience and prepare for the impacts of climate change.

76. To address this problem and its associated drivers, the following four 'resilience' investment objectives have been identified:

- Enable PICs to lead their climate change response.
- Promote greater global action to reduce GHG emissions.
- Support adaptation activities to increase resilience in the Pacific.
- Assist the Pacific to avert, delay, prepare for, and support climate change-related human mobility.

77. These objectives were combined with two 'implementation' investment objectives outlined in the IBC presented to PDSGG:

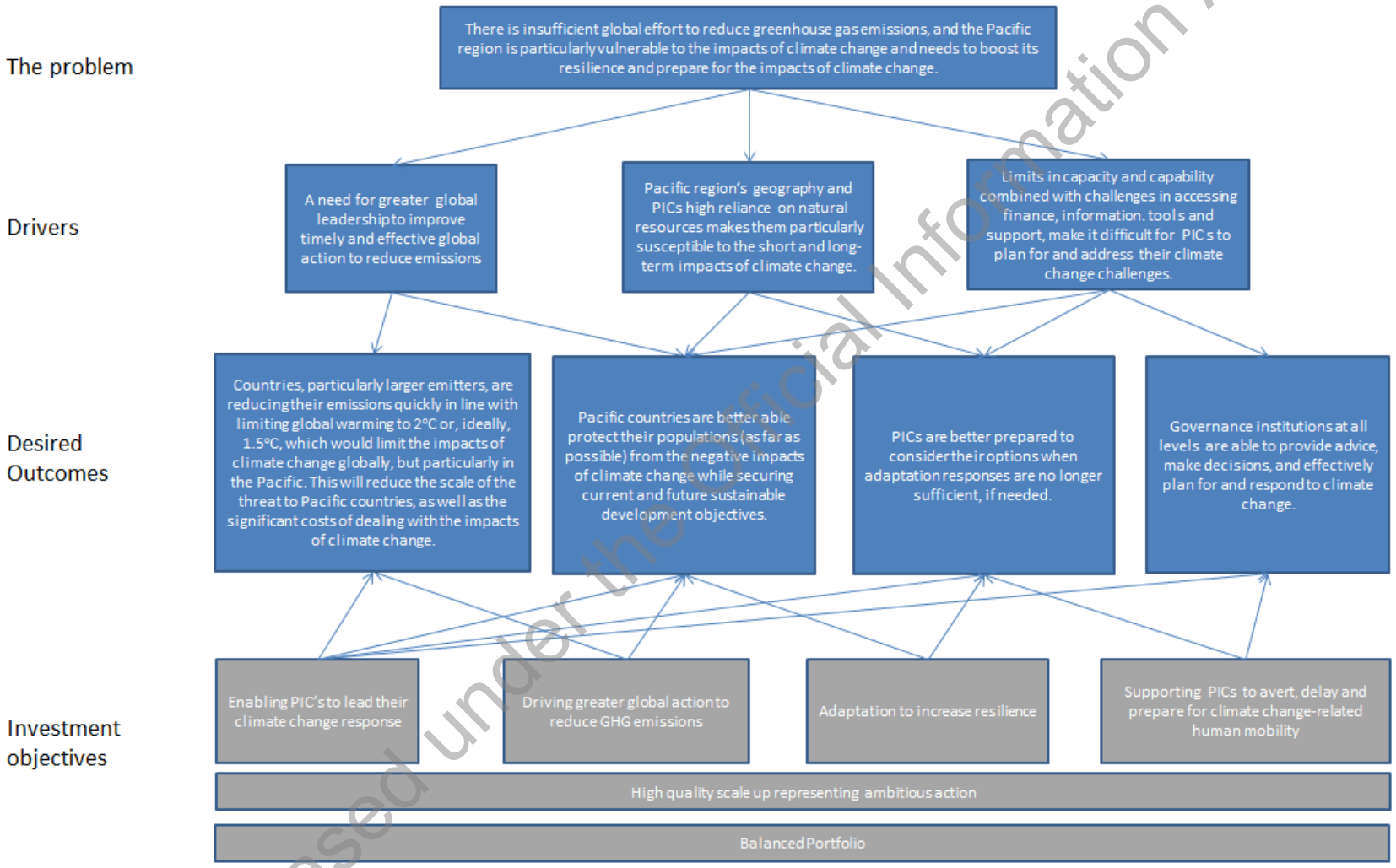
- Ensure a high quality scale-up of climate activities representing ambitious action.
- Produce a balanced climate portfolio.

[49] Refer figure 3 – Investment Logic Map.

[50] The presentation of the original Climate Change IBC and a subsequent update in July 2018.

[51] Refer Annex H for a list of stakeholders.

Figure 3 – Programme intervention logic map



Interventions Overview

78. Interventions are discussed in more detail in the Economic Case and Annex Q.

79. Climate change has a range of drivers and impacts, and there is a wide scope for potential action. Because there are finite resources, only some of these drivers and impacts will be addressed within the CCP. Consultations on the ILM confirmed a focus on building Pacific resilience and enabling adaptation in PICs. Some areas emerged as priorities, including;

- Balancing the urgency of direct action with wider systematic approaches that support PICs to develop long-term capability and capacity to deal with climate change impacts.
- Climate change-related human mobility, where there is a potential leadership role for New Zealand to play in assisting PICs to avert, delay, prepare for, and support relocation.
- Contributing to co-benefits in cross-cutting areas such as health and gender.

80. Additionally, the programme has looked to focus on the sectors where:

- New Zealand has a comparative advantage in terms of knowledge and expertise.
- There are gaps or deficiencies in the sector that will result in the Pacific being less resilient.
- It is a priority for the partner country.
- There are multiple benefits that can accrue from a single action, such as social and economic benefits.
- It supports the efforts of PDG's wider bilateral, regional and multilateral work in terms of their human, social and economic development objectives.

81. There are multiple and compounding consequences of climate change for PICs (refer "Implications for the Pacific" section). Climate change adaptation has many potential paths, and needs to address short-, medium- and long-term effects. To assist in identifying priority focus for our adaptation interventions we have drawn on the Notre Dame Global Adaptation Initiative (ND-GAIN) approach. ND-GAIN measures overall vulnerability by considering six sectors: food, water, health, ecosystem services, human habitat, and infrastructure. The programme prioritises adaptation interventions that focus on increasing water security and resilient ecosystems (which incorporate food, health and habitat outcomes, livelihoods and incomes, and disaster risk reduction), as they meet the criteria in paragraph 80 and will increase Pacific resilience.

82. Other interventions that were considered but not prioritised for the programme include:

- Interventions relating primarily to direct, bespoke GHG mitigation in PICs (given the existing focus in bilateral 4YPs and the small proportion of total emissions from PICs).
- Indirect adaptation actions (e.g. economic resilience activities relating to income diversity). The focus was to address 'life-essential' services such as water security and resilient ecosystems, which relates directly to food security. A wider list of potential adaptation activities was considered but was not assessed as having as high a return as the areas outlined above. For example, a core infrastructure focus in relation to coastal erosion was assessed as having less impact, value and sustainability than an eco-systems focused intervention to the same issue.
- Having a primary focus on large-scale infrastructure development. This would rather be addressed through partnership and influence with large donors.

Scope, Constraints and Assumptions

Scope

83. The scope of the programme is outlined in Table 3.

Table 3 – Climate Change Programme Scope

	In Scope	Out of Scope
Resilience Investment Objectives	Enable PICs to lead their climate change response. • Governance and low carbon, climate-resilient planning • Information for decision-making • Improved access to finance	Primary investment in infrastructure, renewable energy, agriculture, health, and education. We will seek gains in these areas as co-benefits to other investments.
	Promote greater global action to reduce GHG emissions. • Support for multilateral funds • Pacific voice • Technology transfer	
	Support adaptation activities to increase resilience in the Pacific. • Innovative finance • Water security • Resilient ecosystems (including food security, disaster risk reduction, and coastal protection)	
	Assist the Pacific to avert, delay, prepare for, and support climate change-related human mobility.	
Implementation Investment Objectives	There is a high quality scale-up of climate activities representing ambitious action.	
	There is a balanced climate portfolio (in terms of bilateral/regional/multilateral activities, geographic balance, balance of sectors etc.)	
Financial Investment Range	Present a range of options within $75M-$200M over 3-5 years[52] to supplement the existing climate change inventory to achieve the financial targets.	
Four year plans (for implementation)	• PACPF – Cook Islands, Niue, Samoa, Tonga, Tuvalu, Tokelau, • PACMM - Fiji, Nauru, PNG, Solomon Islands, Vanuatu, Kiribati • PACMM – North West Pacific • Pacific Regional • Multilateral • MERL	• GDS – Timor Leste, Indonesia, Myanmar • PACPF – French Polynesia, American Samoa • Africa Regional • Latin America & Caribbean Regional • ASEAN • Other Asia • Humanitarian • Partnerships

[52] PDSGG Meeting December 2018

Constraints

84. Constraints will be more fully developed in subsequent sub-business cases, but at a programme level, the following constraints will need to be managed.

- PICs ability to manage the scale of change.
- Capability and capacity of delivery partners.
- Significant disasters in the Pacific will take priority and may divert resources from CCP activities.
- The evolving state of geopolitical positions in the Pacific.
- The availability, extent and source of funding.

Assumptions

85. Assumptions will be more fully developed in subsequent sub-business cases for the programme, but at a programme level, the following assumptions will be monitored:

- Global average temperatures continue to rise to dangerous levels due to inadequate global mitigation action, increasing risks for PICs and the region.
- PICs' governments are receptive to capability and information assistance.
- Regional parties (e.g. SPC) are open to partnering on science based activities.
- The New Zealand Government climate change position remains consistent.
- 4YP climate change activities continue as planned (to achieve the ODA targets in tandem with the programme)
- The GCF will continue to be the premier mechanism for global action on emissions and the replenishment occurs in 2019/2020.
- Some activities will continue beyond the Triennium and will need ongoing funding to fully realise benefits.
- The design of the interventions should not be constrained by the programme timeframe (i.e. five years) and therefore some activities may continue beyond the programme.
- The Programme approach is considered the best option for delivery of the CCP.
- There are no pre-requisite actions for the proposed activities (i.e. there is no material delay to start).
- In line with the BCA, once the PBC is approved each of the interventions described within the chosen option will require a sub-business case to be developed and approved (i.e. IBC/DBC or SSBC – based on the guidelines). As such, the interventions and option detail in the PBC are indicative.

86. These and other assumptions will be tested in the sub-business case development. Governance checkpoints will be put in place to compare the sub-business case detail against the PBC intent and any material variations will be managed through the governance structure outlined in the Management case (Chapter 6).

Risks, Impacts and Dependencies

Issues and Risks

87. There are currently no active issues under management. The current programme-level 'high' rated risks and the actions to mitigate them are listed in Table 4. Refer to Annex I for the full Risk Register.

Table 4 – Current programme risks rated 'high' and their treatments

Risk Description	Treatment	Controlled Level of Risk
If the PICs do not have the capacity to take on board the changes proposed, then activities may be slowed or stopped resulting in a delay in benefit/outcome realisation.	Early engagement with relevant PIC's after the PBC development to factor their capacity/capability into Sub-business case design work.	High
If there are issues with the availability and/or capability of delivery partners, then activities may be delayed resulting in a delay to benefit realisation.	Early engagement with relevant delivery partners after the PBC development to factor their capacity/capability into Sub-business case design work.	High
If the Pacific expectations exceed New Zealand's support capacity or goes beyond the scope of the CCP, then New Zealand may been seen as not acting adequately resulting in reputational damage to New Zealand's standing in the Pacific and as a global leader of climate change.	Develop communication to support the Programme announcement.	High
If the decision-making, governance and management arrangements for the CCP are too complex or do not integrate well with the existing 4YP structures, then the programme approach may lead to slower delivery, lack of ownership of outcomes by 4YP teams, or failure to deliver on the overall climate change commitment.	Use the new MCPGG mechanism to make decisions and govern the CCP. Have 4YP team representation on the MCPGG and CCP Reference Group. Report regularly on activities to 4YPGGs. 4YP Owners to endorse relevant business cases.	High

88. Specific risks for each intervention area will be outlined in the sub-business cases and activity planning.

Impacts

89. If the preferred option is selected, the CCP will have practical effects for the beneficiaries in terms of resilience to slow-onset and acute climate change disasters.

90. Decision-makers (e.g. communities and governments) will have better information and better access to information, as well as improved governance tools and systems for integrating climate change considerations into planning, policy-making and institutional arrangements.

91. Communities will have improved security of water, food security, and of resource-reliant livelihoods. As a result, the CCP will have helped to avert and delay climate change-related human mobility. However, where that is unavoidable, the negative impacts that are inherent in such forced relocation will be minimised and the affected people – both relocating and destination communities – will be able to thrive.

92. Global greenhouse gas emissions will be mitigated at scale through the CCP support for multilateral and regional initiatives, such as the GCF, and for regional participation in global mechanisms.

93. The programme will deliver against a range of SDG's and progress against those goals will be a primary indicator on measuring impact.

94. It is likely the scale of change will challenge the absorptive capacity of the PICs and this may impact on local governance mechanisms and service providers. Engaging and supporting the PICs will be a key success factor for the programme.

95. The numbers of beneficiaries of the programme will become clearer as sub-business cases are developed. Specific impact analysis for each activity will be outlined in sub-business cases and activity planning, utilising the OECD Development Assistance Committee (DAC)[53] impact criteria as a guide.

Dependencies

96. There are no specific dependencies that must be complete before the programme can progress. However, the programme will need to be cognisant of, and work alongside:

- Current 4YP pipeline activities (and broader strategies and plans).
- Other SIDF funded programmes, e.g. ICT/digital programme; Health corridors and essential medicines; Governance.
- In-country activities.
- Partner agency and other actors activity in the Pacific (e.g. the Department of Foreign Affairs and Trade (DFAT)).

97. Specific dependencies for each intervention area will be outlined in the sub-business cases and activity planning.

Do No Harm Safeguards

98. As recognised by the Human Rights Council, "climate change poses an immediate and far-reaching threat to people and communities around the world and has implications for the full enjoyment of human rights".[54] Supporting adaptation and resilience to climate change and natural hazards is targeted directly at protecting human rights, including the right to life, water, food, development, and so on.

99. Climate change also has gender implications, as women and girls are often disproportionately affected by acute disasters and by generally deteriorating conditions.[55]

100. There are other vulnerable cohorts who can be particularly affected by climate change and natural hazards and need to be accounted for, such as: children; the elderly; persons with disabilities; indigenous peoples;

[53] http://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm

[54] HRC Res 7/23 (2008), preamble, first recital.

[55] UNDP "Gender-Responsive Adaptation: Learning from Experience" <www.adaptation-undp.org>.

ethnic/cultural minorities; and individuals with a minority sexual orientation and/or gender identity,[56] such as pinapinaaine of Tuvalu and Kiribati.[57]

101. As well as the direct ramifications of climate change per se, there are also risks in climate change mitigation and adaptation initiatives. For example, climate change-related human mobility, which is a form of climate adaptation, poses considerable risks to affected communities. As a form of forced relocation (that is, forced by environmental conditions), there is a known suite of 'impoverishment risks'.[58] People affected by forced relocation are known to end up worse off in a number of ways: landlessness; joblessness; homelessness; marginalisation; food insecurity; increased morbidity; loss of access to common property; community dislocation; and assimilation and impacts on culture. Furthermore, these people can be subjected to prejudice and violence by destination communities due to perceived or actual competition for such things a housing, jobs and culture, which then gives rise to risks to human security and peace.

102. In designing and implementing CCP activities, such matters will be considered as minimum benchmarks and also as measures of development effectiveness. There are various approaches to safeguarding against these risks in the design and implementation of CCP activities, and these approaches will need to be considered in the development of sub-business cases for those activities. The safeguard approaches that will be considered include:

- Inclusive development;
- Gender-responsive approaches;
- Human rights-based approach to adaptation;[59]
- Human security-based approach;
- Livelihoods and natural resources-based approach;
- The Impoverishment Risks, Risk Management and Reconstruction model;[60]
- Integrating traditional knowledge;
- Inclusive free, prior and informed consent (particularly in relation to human mobility); and
- Conflict-prevention approaches (which involves working with destination communities in human mobility activities).

[56] Icelandic Human Rights Centre "The Human Rights Protection of Vulnerable Groups" <www.humanrights.is>.

[57] In Tuvalu and Kiribati, Pinapinaaine is a cultural gender identity different from the people's male biological sex akin to being and living a woman: UN Free & Equal "Information Sheet: Frequently Asked Questions: Sexual orientation, gender identity and intersex status in the Pacific" at 1.

[58] Michael M Cernea "Impoverishment Risks, Risk Management, and Reconstruction: A Model of Population Displacement and Resettlement" (Keynote Paper presented to the UN Symposium on Hydropower and Sustainable Development, Beijing, October 2000).

[59] The human rights-based approach to climate change policymaking builds on the HRBA to development, which focuses mainly on security and liberty of vulnerable people: see UN Practitioners' Portal on Human Rights Based Approaches to Programming: "How do human rights standards relate to the development programming process?" <hrbaportal.org>; and "Applying a Human Rights-Based Approach to Climate Change Negotiations, Policies and measures" <hrbaportal.org>.

[60] Michael M Cernea "Impoverishment Risks, Risk Management, and Reconstruction: A Model of Population Displacement and Resettlement" (Keynote Paper presented to the UN Symposium on Hydropower and Sustainable Development, Beijing, October 2000).

3. Economic Case

Intervention Definition: Approach

103. In addition to using in-house expertise within the CCE Unit, an information gathering exercise was undertaken to inform the intervention definition, involving:

- Desk-based research reviewing:
  - PIC climate change strategies and plans;
  - Multilateral and bilateral 20-year country strategies and 4YPs; and
  - General information resources (e.g. ND-GAIN).
- Idea generation workshops with a range of stakeholders including:[61]
  - MFAT 4YP teams (bilateral and regional and selected Posts).
  - MFAT ENV and CCD.
  - External parties, particularly New Zealand CRIs, NGOs and other government agencies
- Discussions with PICs (the Cook Islands, Fiji and Tuvalu), regional agencies (PIFS and others), and other countries (DFAT).

104. This process resulted in over 250 potential interventions being identified (the 'long-list').

105. Stakeholder feedback has been used to develop the intervention areas and will also inform the design during the sub-business cases and activity development. Summary of feedback from stakeholders:

- All stakeholders were very positive about the additional funding towards climate change, with a focused programme being established to bolster existing work. The focus on the Pacific region and adaptation was also strongly supported.
- All stakeholders were very supportive of the programme's proposed investment objectives and the investment areas the programme will engage in.
- The investment areas aligned well with what stakeholders felt are PIC priorities, as well as complementing the current MFAT 4YP priorities across bilateral, PHM, PACREG programmes.
- All stakeholders were keen to engage with the CCE Unit as the programme develops to supports its delivery and ensure the activities being delivered align and complement the work of other donors and agencies to leverage greatest impact.
- We were encouraged to explore a range of potential implementing partners as we design the investment areas.
- The mainstreaming of disaster risk reduction was supported and we were encouraged to mainstream gender, human rights, and vulnerable groups within communities through the investment areas.
- Some stakeholders requested greater emphasis on areas of particular interest to them (oceans, agriculture), which we will continue to monitor as we develop the investment areas as well as the work by other relevant teams (PACREG, DST-agriculture).

106. Stakeholders also provided considerations for the sub-programme design, including:

- Capacity constraints of partner governments and implementing partners which will need to be considered during the design of specific investment areas;

[61] Refer Annex H for a list stakeholders engaged through the process

- That MFAT bilateral and Post teams also have capacity limitations and CCE should consider efficient implementation approaches to minimise additional work on teams;
- Some countries (particularly smaller countries such as Tokelau and Tuvalu) requested the programme consider a 'slow and steady' approach to implementation to manage limited capacity and no in-country Post;
- Where relevant, seek alignment or cooperation with other funders and implementers to reduce the number of organisations operating in the same sector and reducing the management burden on partner governments; and
- Seek opportunities to leverage addition funds to increase the impact of the programme, particularly in areas such as climate-resilient infrastructure. The engagements with our external partners reinforced the problem definition and the investment objectives. Additionally, CRIs and NGOs provided useful guidance regarding programme delivery, specifically the need for:
    - A strong focus on ensuring sustainable intervention approaches;
    - Understanding country needs;
    - Developing holistic programme approaches which were preferred to point solutions;
    - 'Partnering for outcomes' with providers and delivery partners;
    - Evidence based decision-making;
    - Promoting and supporting indigenous knowledge; and
    - Involving and empowering Pacific youth.

Intervention Areas

107. The long list interventions were analysed, categorised and prioritised. The process sought to combine similar interventions and identify large-scale themes (intervention areas), where comprehensive activities can be developed.

108. The seven proposed intervention areas are:

Public sector strengthening and institutional effectiveness

This intervention area aims to mainstream climate change into existing governance systems for planning, budgeting and programme management purposes. Interventions would be targeted at the national and sub-national level in selected PICs, and would support the development of low-carbon, climate-resilient (LECR) planning. The components are:

a. Mainstream climate change into existing governance systems.
b. Contribute to the development of low-emissions, climate-resilient (LECR) planning.

Information for decision-making

This intervention area aims to support the incorporation of climate change information into all forms of government decision-making and planning. Working with and supporting key regional agencies – particularly the PCCC, SPREP and SPC and our connections to the Pacific through our CRIs – we will assist in developing a range of activities that will bring together existing datasets and systems to support a connected and usable platform of climate data, hazard and risk analysis to aid decision-making. The components are:

a. Support and strengthen existing regional information/science capabilities (e.g. PCCC).
b. Enhance, expand or improve the granularity, accuracy, timeliness and accessibility of climate related data and tools.
c. Provide technical assistance to improve the usability and application of climate data to support PICs decision-making.
d. Undertake applied research on key policy and development questions.

Drive greater global action to reduce GHG emissions

This intervention area aims to work in the multilateral and regional space and influence the delivery mechanisms that have higher potential for emissions mitigation globally. We will support the Pacific to tell its Pacific story and influence global negotiations, recognising that climate change negotiations are complex, and capacity and capability issues mean it is challenging for the Pacific to participate effectively, if at all. This intervention area will also promote, facilitate and finance the transfer of, access to, and deployment of climate friendly technologies across a range of sectors (most importantly in agriculture and renewable energy). The components are:

a. Invest in multilateral funds and institutions.
b. Invest in Pacific advocacy and participation.
c. Promote and support climate friendly technology transfer.

New innovative financing tools

This intervention area aims to support the development and provision of effective, sustainable, high quality financing options in the Pacific. This will include developing an enabling environment, creating cross-cutting opportunities and developing programmes and products for disaster risk and climate finance. Consideration will be given to the means by which PICs access these options to protect livelihoods and improve the ability of diverse communities across the Pacific region to recover from damaging events. The components are:

a. Contribute to, and assist with, the development and delivery of high quality financing options (e.g. disaster risk insurance (DRI) and the Pacific Resilience Facility (PRF)).
b. Contribute to adaptation-focused funds.
c. Expand TAPA or similar mechanisms.

Resilience of essential services: water security

This intervention area aims to address water security issues through a focus on addressing immediate in-country needs in priority (high risk) islands; improving national and community capability to manage water resources; improve advisory, training and coordination services provided by regional agencies to national governments; and developing greater leadership and coordination to shift PICs to a proactive approach to water management to avert crises. The components are:

a. Develop and deliver 'on-the-ground' water security initiatives.
b. Improve service delivery by regional agencies to support national governments.
c. Advocate for a stronger focus on water security in the Pacific.

Resilient ecosystems

This intervention area aims to support PICs to develop resilient ecosystems to maintain ecosystem services for food security, coastal protection and DRR. The components are:

a. Support ecosystems response and mitigation activities (e.g. invasive alien species incursions/threats).
b. Support the development of ecosystem-based adaptation approaches as a method for planning, research and delivery.
c. Foster the development of innovation in ecosystem management (e.g. 'green' solutions for coastal inundation) through leadership and leverage New Zealand capability.

Supporting PICs to avert, delay, prepare for, and support climate change-related human mobility

This intervention area aims to support PICs in considering potential climate change-related human mobility. Some homes and other infrastructure are already being relocated in a number of PICs, and this work could be supported. This work will position New Zealand and the Pacific region as global leaders on this issue while supporting PICs on a highly sensitive topic. The components are:

a. Use ODA to avert, delay[62], prepare for, and support climate change-related human mobility.
b. Facilitate a regional dialogue and explore a regional approach.
c. Strengthen international language and frameworks through multilateral action.
d. Commission robust research to inform future policy direction.

109. Each intervention area contains more specific interventions that have been used to provide the initial view of scope, scale and indicative cost to support options analysis. The interventions will be the subject of the more detailed analysis in the sub-business case development.

110. Refer to Annex Q for more detail on the intervention areas.

[62] Note: averting and delaying climate change-related human mobility is primarily addressed elsewhere in the Programme.

Potential Providers for Intervention Areas

111. Based on the recommended option described below (Option 4) the likely range of providers is outlined in table 5.

Table 5. Likely service providers to the climate change programme.

Intervention area	Likely providers	Potential modalities
1. Public sector strengthening and institutional effectiveness	Expert consultancy (regional focus), multilateral and regional organisations	Project interventions, grant funding to national and regional organisations, technical assistance, scholarships
2. Information for decision-making	New Zealand CRIs, tertiary institutions, research firms, regional and international organisations	Technical assistance, grant funding to national and regional organisations
3. Driving greater global action to reduce GHG emissions	Multilateral funds and organisations, regional expert consultancy	Core contributions to multilateral agencies, technical assistance, grant funding to national and regional organisations
4. New innovative financing tools	Expert consultancy (regional focus), regional organisations	Project interventions, grant funding to national and regional organisations, technical assistance
5. Resilience of essential services - water security	NGOs, New Zealand Government agencies, regional organisations, expert consultancy (regional focus)	Project interventions, grant funding to national and regional organisations, Technical assistance
6. Resilient ecosystems	NGOs, New Zealand Government agencies, regional organisations, expert consultancy (regional focus)	Project interventions, grant funding to national and regional organisations, technical assistance
7. Supporting PICs to avert, delay, prepare for, and support climate change-related human mobility	NGOs, New Zealand Government agencies, regional and international organisations	Project interventions, grant funding to national, regional and international agencies, technical assistance
Programme design and delivery	Business management consultancy, contracting agencies	Programme Manager, Project Managers, Business Analysts, Change and Communication Managers, user experience design

Overview of Options

Options development

112. The Options have been developed from the Intervention Areas. The range of interventions can be categorised into two broad themes; systemic change looking at supporting the mainstreaming of Pacific resilience and, direct 'on-the-ground' actions supporting more immediate adaptation needs. Both categories of interventions deliver to the Investment Objectives but in different ways and to varying degrees. This variation provides the basis for the Option choices.

113. The Options have been constructed with different representations of the Intervention Areas considering; delivery against the core investment objectives (including provision of a balanced portfolio and high quality scale up), contribution to co-benefits, level of investment and risk. See Table 6 for a breakdown of criteria considered and scored for each option. See Annex P for an assessment of co-benefits for each option.

Option 1: Build Long-Term Resilience

114. This is the largest option presented, with significant investment to all intervention areas. Option 1 focuses on developing systems and capability to deliver systematic change, which will support PICs to transition to low-emissions, climate-resilient development pathways. This option will also see significant contributions to global mechanisms, in order to encourage GHG emission reduction, and will support PICs in championing their story. Adaptation interventions will focus on water security and resilient ecosystems, supported by regional leadership on climate change-related human mobility. Innovation opportunities exist in the funding mechanisms and climate change-related human mobility areas. This option will drive opportunities to leverage broader New Zealand capability, especially with regard to science and governance. Option 1 represents a large-scale programme and as such there is a risk relating to both the delivery and absorptive capability and capacity to execute the programme and therefore achieve a high quality scale-up.

Option 2: Enable the Pacific to Lead their Response

115. The primary focus of Option 2 is effective partnerships with the Pacific's national and regional capabilities, with the goal of enhancing planning, governance and evidence-based decision-making. It will focus on global action to reduce GHG emissions and support PICs in championing their story. It promotes the use of technical expertise in areas that leverage New Zealand's strengths with regard to science and governance. Compared to Option 1, Option 2 has a reduced focus on supporting direct adaptation interventions (i.e. water security, resilient ecosystems), and instead focusses on driving resilience through PIC government planning. The focus is more multi-country and regionally-based, albeit with some limited targeted support in selected PICs. This poses a risk that Option 2 may not meet the requirements for a balanced portfolio. Another potential risk is the reduced visibility: the focus on improving information, planning and governance is less visible than on-the-ground activities and may be perceived as not being sufficiently ambitious or achieving some of the requirements of a high quality scale-up.

Option 3: Immediate Support to Increase Local Resilience

116. Option 3 focuses primarily on adaptation objectives and driving significant, community-based practical adaptation interventions. Visible 'on-the-ground' interventions would be supplemented with targeted capability development and research actions to inform good decision-making. This option brings some focus on capability building and improved information. The emphasis on longer-term sustainability is not as strong as in other options. Global and regional fund contributions will be more focused on adaptation, which may limit the impact on global emissions, and which may mean that the balanced portfolio objective will not be fully satisfied.

Option 4: Scaled Long-Term Resilience

117. This option represents a broad-based approach that is similar to Option 1, but is scaled and sequenced to address the implementation risks. This option delivers on all Investment Objectives (although not to the same degree as Option one). The broad range of interventions ensures a balanced portfolio. The combination of public sector strengthening, information access, global GHG reduction, water security, resilient ecosystems and climate change-related human mobility interventions represents ambitious action.

Option 5: Business-as-Usual Approach

118. This BAU approach would not require programme management. Oversight and governance would be through existing 4YP mechanisms with existing 4YPs owners bidding into the SIDF individually to hit the $300M target. DST-CCE would provide advice and consultancy in the development of the individual four year plans and activities. This would reflect the existing ODA approach, as per current Enquire management and reporting systems. This is a high risk option regarding the ability to achieve all the outcomes, but it does align with current practices and operating models (e.g. governance).

119. Option 5 would need to programme a minimum of $122M climate change related activities to meet the ODA targets.

Option Comparison and Recommendation

Option ranking

120. Option overview A3 graphics describing each of the four main options (i.e. excluding Option 5) can be found in Annex R.

121. A number of criteria were considered in the development and assessment of the options, as shown in Table 6. In scoring the options, consideration was given to the likely quality of scale-up over the implementation period, the balancing of the overall portfolio and the extent to which the option is ambitious.

Table 6: Criteria for option development and ranking. All criteria are scored out of five. A score of 1=meets criteria poorly, 5 = meets criteria strongly.

Success Criteria	Option 1	Option 2	Option 3	Option 4	Option 5	Comments
Achievement of core investment objectives	5	2	2	4	3	All options contribute to the Investment Objectives to varying degrees. Options 1 and 4 deliver to all objectives to a significant degree, but Option 1 has a higher risk profile, which may impact on the quality scale-up objective. Options 2 and 3 favour delivery more to their related Investment Objectives (respectively, enabling PICs vs delivery of adaptation initiatives), which impacts on the balanced portfolio objective. Option 4 delivers on all Investment Objectives and has a balanced portfolio, but is scaled downwards from Option 1 to address the risk of being unable to deliver on the scale of ambition. Option 5's impact on Intervention Objectives is difficult to assess as the make-up of the interventions that would result from this option being chosen is unknown at this point in time. Option 5 will likely deliver co-benefits in line with the existing activities; however this would be difficult to manage as there would be no specific focus.
Ensuring a balanced portfolio	5	2	2	5	1	
Ensuring a high quality scale-up representing ambitious action	3	4	4	5	1	
Development of sustainable in-country capability in PICs	5	3	3	4	1	Options 1, 2 and 4 provide greater in-country capability for long-term, evidence based planning. Options 2 and 3 have a narrower focus of activity, with option 2 providing greater governance capability and option 3 providing in-country practical and technical capabilities.
Co-benefits	5	3	3	4	3	Options 1 and 4 have highest delivery of co-benefits given their broad focus, and contribute most strongly to the sustainable development outcomes as outlined in the SIDF guidelines, and global Sustainable Development Goals. Options 2 and 3 will contribute to co-benefits, but to a lesser extent.
Achievement of the $300M refreshed climate finance commitment	4	2	2	5	1	All options (1-4) meet the financial success criteria, with Option 1 exceeding the commitment. Options 2 and 3 present some risk to meeting the financial targets: if the current 4YP investments are not fully realised, then Options 2 and 3 may not meet the ODA target. There is an ability to scale interventions under these options to mitigate the risk. Options 1–4 represent an investment range of $138M to $204M in the five years of the programme, FY18/19 to FY22/23. Option 5 would need to identify interventions requiring $122M to meet the ODA target.
A weighting of investment toward adaptation (at least 50% of ODA climate change investment focused on adaptation)[63]	5	2	4	4	1	
A weighting of investment toward the Pacific (at least two-thirds)	5	5	5	5	1	
SIDF affordability	3	5	5	5	5	Option 1 exceeds the ring-fenced SIDF allocation for the Climate Change programme. All other options are within the allocation
Manageable Risks (1 = high risk, 5=low risk)	2	4	4	5	3	Option 1 has an implementation risk related to MFAT's and PICs' capability and capacity to implement all the interventions to their fullest degree. Options 2 and 3, with their focused activities, risk the achievement of a balanced portfolio. Option 2 has a perception risk relating to the reduced focus on visible, in-country adaptation activities. Option 5 risks the achievement of a balanced portfolio and to the achievement of the ODA targets. Additionally, there is limited ability for flexibility across 4YP's to adapt to meet targets, the distributed governance model may lead to inconsistencies in activity approach, and will be difficult to manage to achieve coordinated action. This option is open to being affected by individual 4YP plan pressures, and has a limited ability to scale quickly. Option 4 balances most of these risks.
Totals:	**42**	**32**	**34**	**46**	**19**	

122.The following A3 graphic provides a high level comparative analysis of Options 1-4.

[63] The adaptation component of the financial summaries for all options is based on the interventions that are related directly to the Investment Objectives of Adaptation and Human Mobility. These are unambiguously 'principal' adaptation interventions. Note that, for adaptation reporting purposes, a number of interventions that are categorised under other Investment Objectives will also be able to be classified as at least 'significant' adaptation interventions and, therefore, the estimate is likely to be understated in the financial summaries.

	INVESTMENT OBJECTIVES	FINANCIALS			RISK	CO-BENEFITS
OPTION 1	1 Enable Pacific Island Countries to 2 Reduce Emissions Globally 3 Adapt to Increase 4 Human Mobility 5 Balanced portfolio 6 High Quality Scale-up/ Ambitious Action ODA Investment Targets	1 Enable Pacific Island Countries to Lead 2 Reduce Emissions Globally 3 Adapt to Increase Resilience 4 Human Mobility 5 Programme Design & Delivery **$204M** Five year programme total (FY18/19-FY22/23) **$117M** Triennium (FY18/19-FY20/21)	Parameters / Required investment / Met? ODA climate change investment of $300M / $122M / $204M At least two-thirds on the Pacific / $73M / $204M At least half adaptation / $15M / $121M		L H Large-scale and scope in short timeframe, placing pressure on PICs, partners and MFAT	L H Greatest additional SDG benefits: health, food, poverty, life on land, life under water, institutions
OPTION 2		**$138M** Five year programme total (FY18/19-FY22/23) **$86M** Triennium (FY18/19-FY20/21)	Parameters / Required investment / Met? ODA climate change investment of $300M / $122M / $122M At least two-thirds on the Pacific / $78M / $122M At least half adaptation / $15M / $68M		L H Perception of insufficient practical adaptation actions	L H Transferable science and capability
OPTION 3		**$138M** Five year programme total (FY18/19-FY22/23) **$80M** Triennium (FY18/19-FY20/21)	Parameters / Required investment / Met? ODA climate change investment of $300M / $122M / $122M At least two-thirds on the Pacific / $78M / $122M At least half adaptation / $15M / $106M		L H Lack of science and capability may not address longer term sustainability	L H Additional SDG benefits: health, food, poverty, life on land and life under water
OPTION 4		**$150M** Five year programme total (FY18/19-FY22/23) **$86M** Triennium (FY18/19-FY20/21)	Parameters / Required investment / Met? ODA climate change investment of $300M / $122M / $131M At least two-thirds on the Pacific / $78M / $131M At least half adaptation / $15M / $91M		L H Perception of slow action due to sequencing of some work	L H Additional SDG benefits: health, food, poverty, life on land, life under water, institutions

Recommended option

123. In comparing the options, Options 1 and 4 are ranked highest in achieving the Investment Objectives with the main variation being the Option 4's reduced global fund contributions and, therefore, potentially reduced impact with respect to global GHG emission reductions.

124. The scaling and sequencing in Option 4 reduces some of the implementation risks associated with Option 1's greater level of ambition.

125. Options 2 and 3 both have limitations with regard to the achievement of the all the objectives. Option 5 represents a significant risk to the balanced portfolio and high quality scale-up objectives.

126. **Option 4 is the recommended option**. This option delivers significantly to all investment objectives. It represents ambitious action, a balanced portfolio, and secures the financial targets with the ability to scale (or accelerate) should additional funding and/or capacity become available. It focuses on both short-term action for immediate needs as well as systemic solutions for long-term, enduring resilience capability and is scalable, both upwards and downwards. There are still risks regarding the PICs' capacity to work with the amount of change proposed, but the scaling and sequencing of some activities is designed to help mitigate this risk.

Recommended Option: Next Steps

127. Following approval of the CCP PBC, work will be progressed in line with PDG's BCA approach via one of two approval mechanisms:

    1. Indicative Business Case followed by a Detailed Business Case – for activities that are high complexity/high risk work/multiple possible solution; or
    2. Single stage business case - Low complexity/low risk/known solution set.

128. The recommended Option (Option 4) identifies the following areas for sub-business case development and the specific business case for each (refer Table 7).

Table 7 – Sub-business case type by theme.

Sub-business case	Business case type
1. Public sector strengthening and institutional effectiveness	SSBC
2. Information for decision-making	IBC/DBC
3. Driving greater global action to reduce GHG emissions	SSBCs[64]
4. New innovative financing tools	IBC/DBC
5. Resilience of essential services - water security	IBC/DBC
6. Resilient ecosystems	IBC/DBC
7. Supporting PICs to avert, delay, prepare for, and support climate change-related human mobility	SSBC

129. The management case outlines how sub-business case development will be taken forward in more detail.

[64] This intervention area will be made up of multiple sub business cases due to the timing of fund replenishments.

Note on Cost/Benefit Analysis

130. Climate change interventions have wide ranging benefits but can be difficult to directly attribute, e.g. reducing loss of life, protecting human rights. There is, however, considerable work at a global level to assess the financial impacts of climate change and this can help contextualise the value of the investment. For example:

- At COP24 Vanuatu's foreign minister, Ralph Regenvanu, said his country lost 64 percent of its economy after the impact of a recent category-five cyclone.
- Christian Aid UK[65] commissioned a report identifying the top 10 climate change related events that cost more than $1B each, examples include:
  - Hurricane Florence ($17B) and Hurricane Michael ($15B)
  - Drought in Australia ($5.8–9B)
  - Typhoon Mangkhut in Philippines and China ($1–2B)
- A report by the New Zealand Climate Change Research Institute and NIWA commissioned by the New Zealand Treasury, which draws on international scientific peer reviewed evidence, estimated the costs to the New Zealand economy of climate change-related floods and droughts.[66] Over the 10 year period of 2007–2017, floods caused at least $120M in privately-insured damage and droughts caused at least $472M in economic losses.
- From 2007 to 2016, average damages from disasters triggered by natural hazards in the Asia-Pacific region were an estimated $76B a year. That's more than twice the cost in the decade before that, according to a report by the UN Economic and Social Commission for Asia and the Pacific (UNESCAP), the ADB, and the UNDP.

131. Given the level of investment being recommended for the programme ($150M), which is aimed at improving the resilience of PICs to the impact of climate change, there is the potential to assist the Pacific in avoiding some of the significant costs that would otherwise be incurred.

132. Each activity level business case will further assess the value for money for a specific intervention prior to it being approved for implementation.

[65] Counting The Cost: A Year of Climate Breakdown: December 27, 2018 christianaid.org.uk.

[66] Dave Frame et al, *Estimating financial costs of climate change in New Zealand: An estimate of climate change-related weather event costs* (New Zealand Climate Change Research Institute and NIWA, April 2018).

4. Financial Case

Funding process

133. Following approval of this PBC, the funding for the CCP will be held in the SIDF and placed under the management of the Multi-Country Programme Governance Group (refer Management Case). Following sub-business case approvals, implementation phase activities will be established in Enquire and the funding for each activity will be held by the Multi-Country Programme Governance Group unless it is directly related and contained within a single 4YP.

134. Within the 4YPs the funding allocated for the specific CCP activities will not be fungible, i.e. not available for other 4YP activities. Any activity underspend will be returned to the Multi-country Programme Governance Group for reallocation within the CCP.

135. Any requests for additional funds for activities would be made in the first instance to the Multi-Country Governance Group and then to PDSGG (if the request was outside the original PBC approved amount).

Funding Estimates

136. Based on the recommended option, Option 4, the total CCP investment is $150M (FY18/19 – FY21/22). Refer to tables 8 and 9 below. Further financial detail is in Annex M.

137. For the purposes of comparing the investment against the 'four year' commitment of $300M of ODA, funding for the calendar years 2019 – 2022 is assumed. As such, the matching investment for reporting purposes assumes half financial years in FY18/19 and FY22/23. The adjusted investment total for calendar years 2019–2022 is $132M.

138. In some cases, existing 4YP funds may be available for CCP activities, for example, Tuvalu, Fiji and Kiribati. As bilateral 4YPs evolve over time they may have an interest in contributing funding to CCP activities. In such cases, SIDF funding transfer to the programme for these activities would not be required. Where this situation is already known it has been taken into account (e.g. PACREG funding of PCCC in FY19/20). However, in most cases, the funding vehicle will be identified in the sub-business case development and advised to governance forums as part of the regular reporting on the programme. This may include funding available in bilateral/regional/multilateral 4YPs but also associated 4YPs, such as MERL.

Table 8 - Funding estimate summary by investment object and intervention[67]

Investment objective	FY18/19-FY22/23 totals (indicative)	Intervention area	FY18/19-FY22/23 totals (indicative)
Enabling PICs to lead their climate change response	$30M	Public sector strengthening and institutional effectiveness	$12M
		Information for decision-making	$18M
Driving global action to reduce emissions	$25M	Driving greater global action to reduce GHG emissions	$25M
Adaptation to increase resilience	$85M	New innovative financing tools	$42M
		Resilience of essential services – water security	$33M
		Resilient ecosystems	$10M
Climate change-related human mobility	$6M	Supporting PICs to avert, delay, prepare for, and support climate change-related human mobility	$6M
Programme design and delivery	$4M	Programme design and delivery	$4M

Triennium (FY18/19-FY20/21) total - cumulative	$86M
Five year (FY18/19-FY22/23) total - cumulative	$150M

139. For the triennium FY18/19-FY20/21, the CCP will require an investment of $86M

- $9M is already allocated in the PACREG 4YP for FY18/19 to support climate change design and contributions (NDC Hub, PCCOS, COSSPac and PCCC).
- $4M is provisioned in the PACREG FY19/20 plan for the remainder of the NDC Hub, PCCC and PCCOS contributions, with a further $1M provisioned for FY20/21 for the final NDC Hub instalment.
- $72M will need to be approved in SIDF for the remaining work (confirmed via sub-business case development).

140. For the final two financial years of the programme (FY21/22-FY22/23) $64M of funding will need to be allocated (e.g. from a SIDF-like fund or from within relevant 4YPs).

[67] To provide estimates for intervention costs, analysis has been done of like activities in Enquire to gauge a general range for similar activities (e.g. research) and/or extrapolations of budgets for relevant existing work have been used. For interventions that are FTE-based activities (e.g. technical assistance), costs have been based on an assumed FTE usage. The sub-business cases will test these assumptions and provide more accurate financial estimates.

Table 9 - Funding estimate across financial years - recommended option

	FY18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	totals
Financial year totals	9	37	40	36	28	150
Funding vehicles						
SIDF		33	39			72
PACREG 4YP	9	4	1			14
Out-year funding				36	28	64
Bi-Lateral 4YP	to be confirmed					
MERL	to be confirmed					
Calendar year 2019-2022 (half year FY18/19 and FY22/23)	4	37	40	36	14	132

142. FY18/19 costs for the design of the CCP PBC have been covered by the CCP design fund allocation already in the PACREG plan.

Financial notes - general

143. The Intervention areas *Driving greater global action to reduce GHG emissions* and *New innovative financing tools* propose significant contributions funds and mechanisms. For the purposes of planning a contribution to the GCF of $15M in FY19/20 and a contribution for a Disaster Risk Fund (or Pacific Resilience Facility) of $30M across the FY20/21 and FY21/22 have been assumed. The actual contribution amounts and to which fund/mechanism will be confirmed through the respective sub-business cases.

144. Sub-business cases will more fully develop the financial details of individual activities. Approval of these cases will provide a governance checkpoint to confirm or adjust the original assumptions and ensure the overall PBC budget will still be achieved.

145. Funding for all activities within the Programme will be approved by the relevant Instrument of Delegation holder.

146. Intervention areas that could continue past the five year timeframe of the programme. Of the intervention areas identified in the PBC it is likely the larger scale adaptation areas, such as water security and eco-systems resilience, that are likely areas for ongoing investment as are applied research, information tool development, and some aspect of capability building and climate-related human mobility. The potential longer term financial profiles of the interventions will be explored in the sub-business cases and during activity definition.

5. Commercial Case

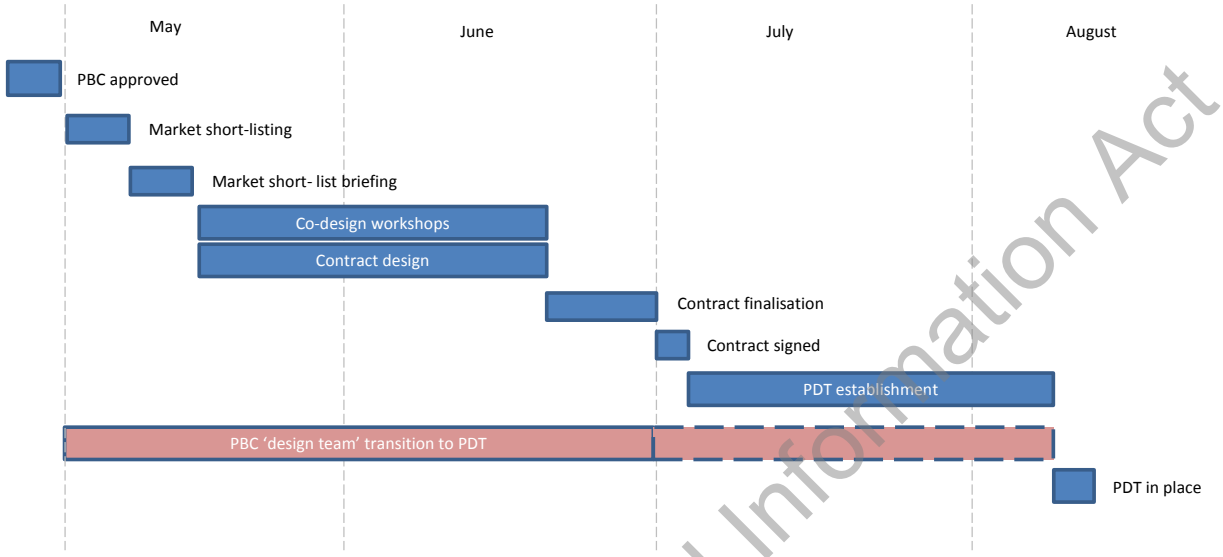
147. The CCP will require the services of a range of providers. It is expected most providers will fall into categories/expertise which MFAT currently, or has previously used. Each specific sub-business case and activity will develop a commercial case and procurement strategies and plans as appropriate to the relevant modality rules of sourcing.

Opportunities, Considerations, Innovation

148. Given that a Programme approach is being used, we will work closely with COD to identify opportunities for innovation during the sub-business case development. Such opportunities will likely include:

- **Global partner engagement** – A programme approach allows for more strategic engagement with global partners (e.g. the EU, GGGI, ADB, etc.). This may allow for a deeper, more multi-purposed approach to how we work now with these significant investors.
- **Programme-level engagement** – There is an opportunity to look to establish commercial relationships with selected providers focusing on the achievement of the overall CCP objectives, as opposed to individual activity solutions. This approach could see provider resources being used across multiple complementary activities and, therefore, realising the synergies and efficiencies presented. Additionally, focusing on the Programme-level may enable providers to have a greater appreciation of the overall goals and provide insights that may shape the CCP in constructive ways. It is likely this engagement would be more strategic in nature and for a longer period of time. Such an arrangement may provide for other opportunities such as staff secondments between the parties.
- **Climate Change Panel** – Given there may be a core set of providers that may respond to a number of activities contract requests across the Programme, consideration is being given to establishing a Climate Change Panel. Like similar panels (e.g. Energy Services), this could reduce the procurement time through the 'pre-authorisation' of panel members.
- **Programme Delivery Team (Crown-funded)** – To support the delivery of the broad range of activities encompassed in the preferred option, it is recommended that a Programme Delivery Team is established to support the CCE Unit. In conjunction with COD an innovative approach is proposed to source a partner to provide this service. This approach will include a market scan and selection of a small range of AoG providers with a track record of success in this area and then engagement in an open, collaborative co-design process to identify a preferred operating model and provider. It is proposed the short-listed providers be initially engaged with an outcome focused briefing leading into a series of workshops to co-develop the service solution. Contract development will run in parallel with this process. An outline of the potential services to be provided is outlined in the management case and this will be used as a guideline to help facilitate the co-design process. There may be opportunity to expand this service to other programmes within PDG and this will be explored in the co-design process. An indicative timeline for this activity is outlined in Figure 4.

Figure 4 – timeline for sourcing of Programme Delivery Team



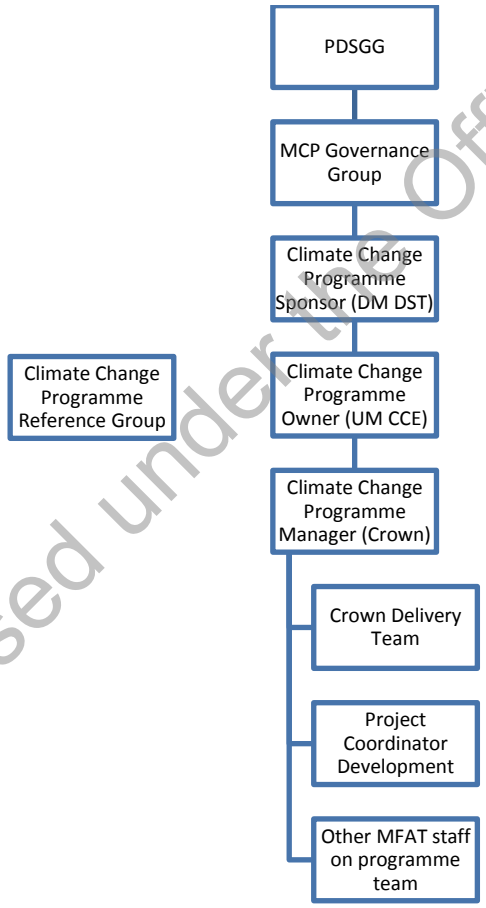
6. Management Case

Overall Approach

150. The programme approach to the delivery of the CCP will ensure a focus on the achievement of the collective Investment Objectives. This approach will require adaptive programme management, making trade-offs across the suite of activities within the programme on an ongoing basis to manage changes (for example in strategic and in-country context, partner country and MFAT priorities, availability of funding, or to take account of activity progress). It provides a mechanism where emerging activities can be assessed and introduced to the programme through managing trade-offs if required (e.g. delaying other work to accommodate).

151. Each component of the programme will be an activity with its own business case as described at Figure 1 in the Strategic Case. The key roles within the Programme are in figure 5. Their responsibilities are described in the tables below.

Figure 5 – CCP structure and roles



Governance Approach

152. The programme will be governed by the proposed Multi-Country Programme Governance Group (MCPGG). The MCPGG will govern all activities within the Programme even if implementation is managed at Post. The MCPGG is still being established by DCI but is expected to have senior (Unit Manager/Lead Adviser) representation from Pacific bilateral Divisions (among other representatives). As long as it remains within the overall approved Programme funding and scope of the CCP Business Case, MCPGG has discretion to approve activity level business cases, manage the allocation of the approved SIDF funding, and approve transfer of funds to 4YPs as required within the multi-country programme line.

153. With oversight and support from the MCPGG, the Programme Sponsor (Divisional Manager, DST) will retain overall accountability for the delivery of the CCP and all activities that sit within the programme.

154. The MCPGG must seek approval from PDSGG for any changes to the investment objectives for the Programme and any of the following indicative funding allocations (table 10).

Table 10 – funding allocations

Investment objective	FY18/19-FY22/23 totals (indicative)
Enabling PICs to lead their climate change response	$30M
Driving global action to reduce GHG emissions	$25M
Adaptation to increase resilience	$85M
Climate change-related human mobility	$6M
Programme design and delivery	$4M
Triennium funding	*$86M*
Total Programme Funding over 5 years to FY 2022/23	$150M

155. Until the MCPGG is established PDSGG will provide governance for the programme. The MCPGG is expected to be established by 1 July.

Alignment and Engagement with 4YPs

156. This programme has been designed to respond to, and support achievement of, the climate change related outcomes in 4YPs. All activities approved within the programme must demonstrate ongoing alignment with 4YP outcomes.

157. 4YP teams (including Posts) will be engaged in the activity development and approval process via a range of mechanisms, including:

- Participating in concept pitches;
- Providing country advice and advice on strategic alignment with 20 year strategies and 4YPs during concept, business case and design development;
- Endorsement from 4YP Owners will be sought for any relevant activities prior to implementation being approved by the MCPGG; and
- Representation on the MCPGG and CCP Reference Group.

Reporting to Governance Groups

158. Progress reporting will be provided to the MCPGG each month by the Programme Owner. This will include:

- General programme status;
- Activity business case status;
- Financial reporting - actual vs budget and forecasted spend;
- Issues and risks;
- Monitoring and evaluation report (progress on outcome achievement);
- Communications including key messages, current and future stakeholder engagement
- Activity in focus (a report/presentation on the substance of one of the activities within the programme); and
- Escalated items for action.

159. Bilateral 4YP teams will not be expected to report progress on the CCP activities in their countries as the activities are expected to be "below the line" from a programme management sense. 4YP owners will be provided with regular relevant status reporting from the CCP Owner for their relevant activities for awareness and to help manage the relationships with their partners.

Governance Roles and Responsibilities

160. The governance roles and responsibilities are outlined in table 11.

Table 11 – Governance roles and responsibilities

Roles	What do they do?	Who does it?	How is it funded?
Instrument of Delegation Holder	Approve funding for activities to move to implementation	Relevant IOD holder per MFAT delegations policy	Departmental
PDG Governance	Receive quarterly progress updates (or as requested) Approve any changes to the overall programme size or scope	PDSGG	Departmental
CCP Governance	Programme oversight and quality assurance Testing ongoing strategic alignment with 4YPs Endorsing business cases Endorsing allocations to 4YPs *Other responsibilities to be confirmed in establishment of the MCPGG*	MCPGG	Departmental
	Accountable for programme delivery, including ensuring that the programme delivers the agreed benefits/investment objectives Chairs concept pitches and final sign off on Concept Notes Approval of business cases following MCPGG feedback Approves funding submissions to relevant IOD	Programme Sponsor (DST Divisional Manager)	Departmental
Relevant 4YP Owner (for specific activity)	Endorses concepts and business cases before they move to implementation (note this is by the 4YP Owner and not the relevant 4YPGG) Ensures 4YP team including Post maintain awareness of activity and support its implementation in-country	Relevant PDG Divisional Manager	Departmental
Activity Board / Steering Committee (if activity is of a size or complexity that warrants it)	Support the Design Lead or Implementation Lead with successful Activity delivery	Staff at Post, 4YP team members, other advisors as appropriate	Primarily departmental with some advisory support potentially on Crown

Management Approach

161. The Programme Owner (Unit Manager CCE) will retain overall responsibility respectively for the delivery of the CCP and all activities that sit within the programme. A CCP Reference Group will be established to provide guidance and strategic advice to the Programme Owner to support delivery of the CCP.

162. The different stages of the programme life-cycle (i.e. concept, design and implementation) will require different capabilities and mixture of internal staff resources and external Crown-funded resources. All business case development (i.e. activity level – Indicative Business Case/Detailed Business Case or Single Stage Business Case) for the intervention areas identified in Option 4 will have some oversight and/or managed by members of the DST Division.

163. The Concept Lead for each intervention will be a member of the DST Division, primarily from the CCE Unit. In some cases (e.g. interventions delivered by multilateral/regional agencies), the DST Division (usually CCE) will also be the Design Lead.

164. A programme delivery team will be established to support the design, management, implementation and evaluation of the activities within the CCP. With the exception of a dedicated Project Coordinator Development for the CCP, this delivery team would be Crown-funded, exist only for the term of the CCP, and supplement CCE unit delivering the programme, consistent with the relevant Vote ODA Appropriation definitions. A budget has been allowed for (refer Financial case) of $4M over 5 years for the core resources supporting the CCP. The Programme Delivery Team may be sourced through a managed service (refer to the Commercial case).

165. Where appropriate, the Programme Delivery Team will utilise a PRINCE2 based project management methodology integrated with MFAT project management practices. This will ensure a common approach to how activities are managed and supported by the Programme Delivery Team.

166. As well as support for activity and programme management across the full suite of activities, the Programme Delivery Team will take on the Design Lead and Implementation Lead roles for some activities, particularly project-type interventions that are delivered by commercial partners. Some intervention areas will, by their nature, require design and implementation by the DST Division (i.e. the work on global action to reduce GHG emissions and, at least initially, the intervention area on the sensitive topic of climate change-related human mobility).

167. The Programme manager roles (which may be part of the Programme Delivery Team will support the Programme Owner role is managing Programme resources and Programme Delivery team functions and responsibilities.

168. Once activity business cases are approved, work will move into the final design and implementation phase. Activities, if required, will be transitioned to the appropriate team for management, e.g. a bilateral activity that is managed by the relevant Post. The Implementation Lead for each activity will be decided through the approval of the management case of each activity level business case. The Implementation Lead may be a member of the DST Division (usually CCE), a staff member or Crown-contractor based at Post, or a member of the Crown-funded programme delivery team in Wellington. The Implementation Lead for multilateral and regional activities would sit in CCE. It is not expected that 4YP team members in Wellington will be Design or Implementation Leads.

169. A Climate Change Programme Reference Group (CCPRG) will be established to support the Programme Owner. The CCPRG will be chaired by the Programme Owner. This group does not form part of the decision-making framework for the programme but provides guidance, advice and (as required) capability to support the programme.

170. The CCPRG will be chaired by the Programme Owner. Initially, while the CCP is being stood up, it is anticipated that the CCPRG would meet every 4-8 weeks with a view to moving to quarterly meetings once the activities mostly move to implementation. The Programme Delivery team will provide secretariat functions.

171. More detail on the management and advisory roles listed below can be found in Annex G.

- Performance and Quality management for overall Programme and Activities – Programme Owner
- Programme Manager
- Concept lead
- Design lead
- Implementation lead
- In-country relationship management
- Contract/Enquire administration and Programme Administration
- Activity design and management support
- CCP Reference Group
- Development Effectiveness advice
- Country advice
- Communications advice
- Thematic/Sector advice
- Legal advice
- Commercial, Procurement and Contracting advice
- MERL advice

Stakeholder Management

172. A broad range of stakeholders have been engaged in the development of the PBC, as described in Annex H.

173. A formal stakeholder management plan will be developed by the programme team as the sub-programme business cases are developed. Key stakeholders for the sub-business case and implementation phases include:

- 4YP plan owners
- Posts
- CRIs/NGOs
- Regional bodies
- Partner Governments
- Multi-lateral organisations
- Other development partners

Monitoring and Evaluation

Evaluation plans

174. All activity will be monitored via the MERL framework. Each investment objective and the related activities will have a monitoring and evaluation plan identifying specific measures. Progress towards achieving these measures will be provided in governance reporting. At a programme level the measures will collated to provide 'combined effect' reporting. [68]

175. A multi-level approach to monitoring and evaluation will be established to ensure New Zealand meets its $300M in climate finance commitment and delivers quality development interventions that improve Pacific resilience to climate change. This reporting will be delivered on a 6-monthly basis to the Multi-Country Programme Governance Group.

176. It is suggested that the MERL team include in its ODA evaluation programme a periodic evaluation of PDG's investments and impacts on climate change. This is a significant piece of work and may only be done on 10-year basis.

177. Monitoring for the CCP will take an aggregated approach (from the various investment objectives and activities), while evaluation will take a collective impact approach. For ongoing monitoring, a small number of indicators will be selected for each of the investment objectives that will be included into every activity relating to that investment objectives. Activities may have additional indicators to monitor, but they will need to include the relevant indicators for the investment objectives.

178. Periodically (perhaps every 5 years) the programme will need to be examined to test the strategic direction and implementation approach. For this, the MERL questions will relate to the extent to which the CCP:

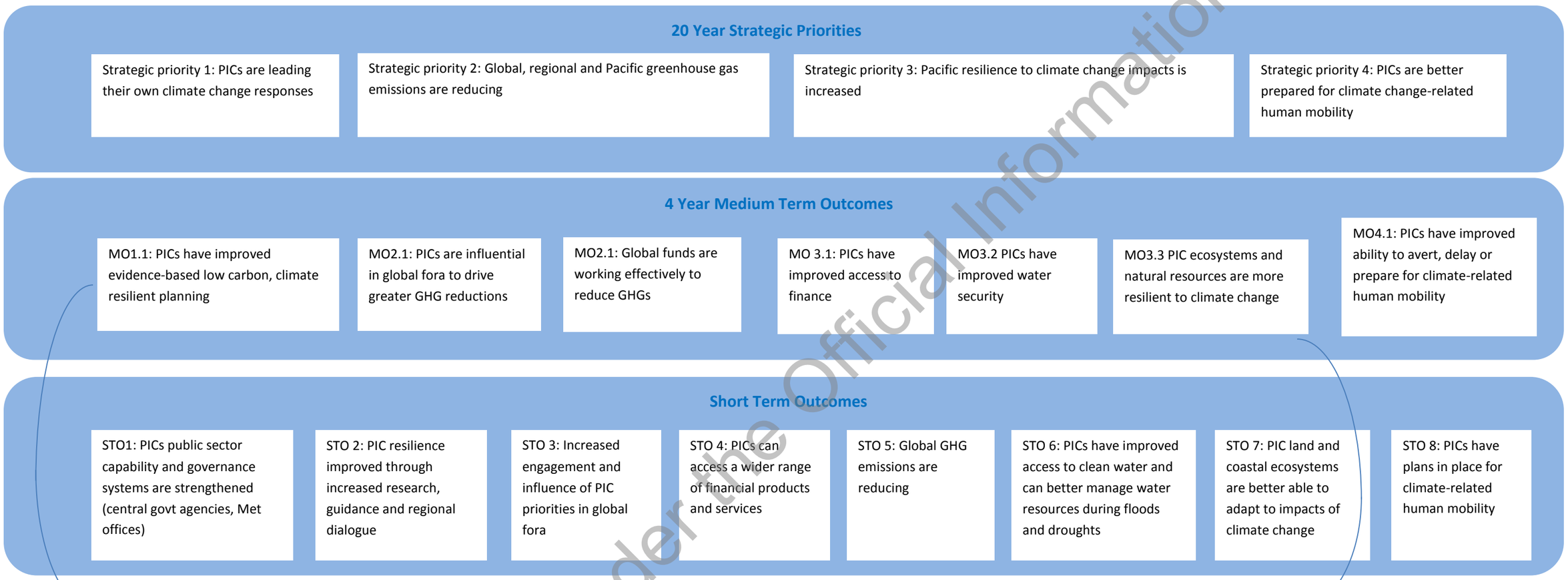
- Has improved Pacific resilience in the areas the programme has focused on;
- Examines and leverages synergies across Programme design and implementation;
- Engages institutions and partner governments in managing climate risks;
- Portfolio is current and in line with global trends and efforts; and
- Strategic direction and methods of implementation are the best options for PDG's investment.

179. A draft programme level MERL framework has been created (refer Figure 5). This framework will be refined as the sub-business cases are developed and the medium- and short-term outcomes are refined. The measures likely to be used for the outcomes are included in Annex K.

[68] See Annex K for a list of the example detailed measures that will be used by the activities in their MERL plans.

Draft Monitoring and Evaluation Framework

180. Figure 5 – Draft monitoring and evaluation framework. This will be developed further as detailed business cases are developed. For further examples of specific, measurable, achievable, relevant, time-bound (SMART) measures for each outcome, see Annex K.



139. MO1.1 Example measures:

1. *ND-GAIN readiness score for targeted countries improves*
2. *Number of countries with an early warning system in place to enable local response to forecast periods of climatic stress*
3. *Number of countries that have publically available plans in place to adapt to climate change (see SDG 13.2.1)*

137. MO3.3 Example measures:

1. *ND-GAIN vulnerability score for targeted countries improves*
2. *Kilometres of Pacific coastlines with improved resilience (such as increased planting of mangroves)*
3. *Number of countries implementing climate change adaptation plans (such as movement of infrastructure, strengthening of coastlines and flood-banks) (see SDG 13.2.1)*

Investment Objectives and Activity Level

182. Each investment objective and the related activities will have a monitoring and evaluation plan, which will be developed during the single stage/indicative business case process. They will be focused on generating information to assess and demonstrate progress. Summaries of the Investment Objective and activity monitoring will be provided via general reporting to the Multi-Country Programme Governance Group.

Risk Management

183. A Programme issue and risk register will be managed by the programme delivery team. All activities will be required to provide regular updates to issues and risks. Issue and risk management reports will form part of the monthly programme status reporting to the Multi-Country Programme Governance Group.

184. Risk management will use standard MFAT/PDG format and will therefore contribute to broader risk reporting, as required.

Communications Approach

Programme Key Messages

185. The following key messages can be used when communicating with stakeholders about the Climate Change Programme. These will be further developed as the programme progresses.

At UNGA 2018 the Prime Minister announced New Zealand's refreshed climate finance commitment of $300m over four years.

A Climate Change Programme has been established to help deliver on this commitment, though meeting the commitment will involve a whole of aid programme effort.

The Climate Change Programme supports broader MFAT and Aid Programme efforts to strengthen Pacific resilience, accelerate the global and regional response to climate change, and reduce global greenhouse gas emissions.

The Climate Change Programme is designed to support climate change response at multiple levels, from building long-term adaptive capacity and capability by strengthening the enabling environment for action, to delivering direct, tangible "on the ground" interventions.

The Programme will:

- Support the Pacific to lead their own climate response: through improving access to information for decision making, strengthening climate-related governance; improving access to climate finance including assisting with the development of innovative financing options;
- Promote greater action to reduce greenhouse gases through support for multilateral climate funds, technology transfer particularly in renewable energy and agriculture, support for Pacific climate advocacy and support for low-carbon, climate resilient development planning;
- Improve Pacific resilience through improving water security and strengthening the ecosystems the Pacific relies on for cultural, social and economic activity; and
- Promote action to avert, delay and prepare for climate related human mobility through regional policy dialogue, robust research, and engagement in multilateral mechanism.

Programme efforts will focus on the Pacific region and particularly on activities that help the Pacific adapt to climate change and build resilience to climate change impacts.

186. The communications plan for the Programme is attached in Annex J.

187. In summary the communication approach supports the PDG communications strategy principles:

- Be proactive, deliberate and integrated
- Support and leverage relationships and partnerships
- Demonstrate the value of what we do with engaging content, and being part of the conversation
- Increase the quality and reach of our channels
- Build capability and enable people to communicate

188. The approach is also informed by the spirit of partnership with Pacific Island countries that is at the core of the Pacific Reset, and the principles that support it: engagement, understanding, friendship, mutual benefit, collective ambition and sustainability.

189. Each phase of the CCP however has some specific considerations.

- PBC phase, 2018-2019: Designing the programme utilising MFAT's Better Business Case approach to inform decision-making requires consideration of a broad range of ideas and concepts. This is used to identify the range of options from which one is selected. Managing expectations through the process is challenging and therefore the communication approach needs to provide a balance between providing transparency of what is being considered but being clear not to over-promise in the eyes of some stakeholders. As a result the approach during this phase is constrained proactive.
- Implementation phase, 2019-2022: Once the PBC is approved, the roadmap for implementation and engagement with delivery partners will be clear. We will need to be proactive in communicating the intent of the programme and engaging broadly, internally and externally. There will need to be ongoing discussions with internal stakeholders regarding dependencies and alignment. It is likely that external scrutiny will increase on the promises made in the PBC, especially toward the end of the triennium, especially noting the 'bias toward action'. As a result the communication approach during this phase is proactive.

Implementation Overview

190. Based on the recommended Option 4, an indicative roadmap has been developed to provide a planning overview for the programme (refer Annex L). The sub-business cases will confirm the detail for each activity and the roadmap will be updated to reflect this. As such, the roadmap supporting the PBC should be used to inform high level planning only.

Next steps

191. Following approval of the PBC the sub-business cases will be developed and presented to the Multi-Country Governance Group[69] and the sourcing process for the Programme Delivery Team will commence. The 90-day plan (Table 10) outlines the major activities occurring immediately post PBC approval.

[69] or PDSGG until the Multi-country Governance Group is established

192. Preliminary work on sub-business case development is under way and is funded via the CCP Design funding allocation in the Pacific Regional 4YP. In summary the schedule for sub-business case presentation to the Multi-Country Governance group is;

- May - Programme Implementation phase establishment (including Programme Delivery Team sourcing) and sub business case development.
- June - Single Stage business cases for; *Pacific Participation (within - Driving great global action to reduce GHG emissions)* and *Support PICs to avert, delay, prepare for, and support climate change-related human mobility*. Indicative Business Case for *Innovative Finance*.
- July - Single Stage business cases for; *Public sector strengthening and institutional effectiveness, Invasive Species (fast track Eco-systems component)* and *Technology Transfer (within - Driving great global action to reduce GHG emissions).* Indicative Business Case for *Water Security.*

Table 10 – 90 day plan

Intervention area	May	June	July
Public sector strengthening and institutional effectiveness	Design engagement strategy underway	SSBC in development	SSBC presented to governance Activity manager and resources confirmed Sourcing process under way for governance support DFAT/UNDP alignment activity under way
Information for decision-making	Design engagement strategy underway	IBC in development	IBC in development
Driving great global action to reduce GHGH emissions	Multilateral funds research under way SSBC for technology transfer in development	Pacific participation SSBC presented to governance Pacific participation model confirmed and PIC support resources requirements identified Development of SSBC for technology transfer underway	Sourcing process under way for PIC participation support resources Development of SSBC for multilateral funds underway SSBC for technology transfer presented to governance
Innovative Finance	DRF (Disaster Risk Finance) design (e.g. GNS/NIWA/David Traill) activity complete FEMM to inform PRF development	Innovative Finance IBC (including PRF and DRF) presented to governance.	Innovative Finance including DBC underway Sourcing process for identified DRF work-streams
Water Security	Commencing design work and establishing engagement approach (including sourcing strategy)	Development of Indicative Business Case	IBC presented to governance
Resilient ecosystems	Indicative Business Case ecosystem-based adaptation contracted and under development	Development Indicative Business Case ecosystem-based adaptation under development Single stage Business Case invasive species in development	Single stage Business Case Invasive species presented to governance
Support PICs to avert, delay, prepare for, and support climate change-related human mobility	Single Stage business case in development	Single Stage business case presented to governance	Regional dialogue under way Negotiating potential support for relocations in Fiji Sourcing for research provider underway

Annexes

ANNEX A – Measuring Climate Resilience using ND-GAIN

A number of MFAT 4 Year Plans use the ND-GAIN index as a means of monitoring a country's level of climate resilience, and setting targets for improvement. The ND-GAIN framework is based on published peer-reviewed material, the IPCC Review process, and feedback from corporate stakeholders, practitioners and development users. The index uses two decades of data across 45 indicators to rank 181 countries annually based upon their vulnerability and their readiness to successfully adapt. Indicators are continuously monitored and analysed for improvements in resilience. ND-GAIN's framework breaks the measure of vulnerability into exposure, sensitivity and adaptive capacity, and the measure of readiness into economic, governance and social components. ND-GAIN provides an objective mechanism for tracking progress over time, e.g. trends in vulnerability as shown in Figure A-1 below. Scores are calculated using a wide range of indicators, with various components considered e.g. readiness scores as shown in Figure A-2.

Figure A-1: Changes in vulnerability to climate change impacts over time for Pacific Island small states, calculated using the ND-GAIN vulnerability indicators.

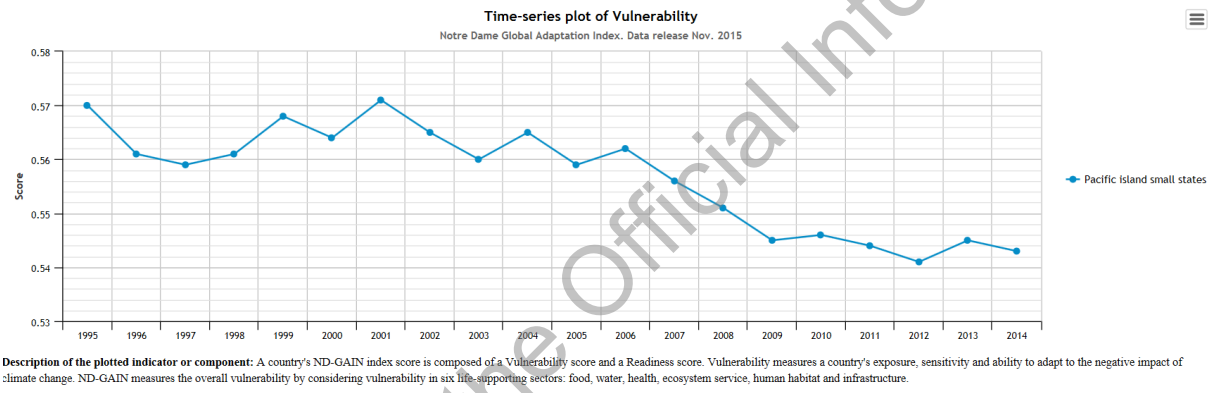


Figure A-2: Measuring a country's readiness for climate change can be calculated by considering three components of readiness: economic, social and governance.

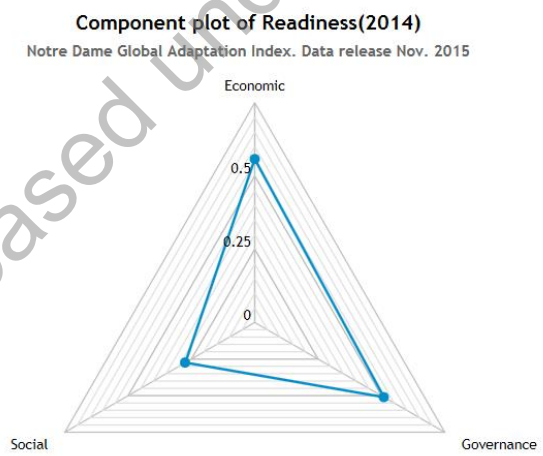
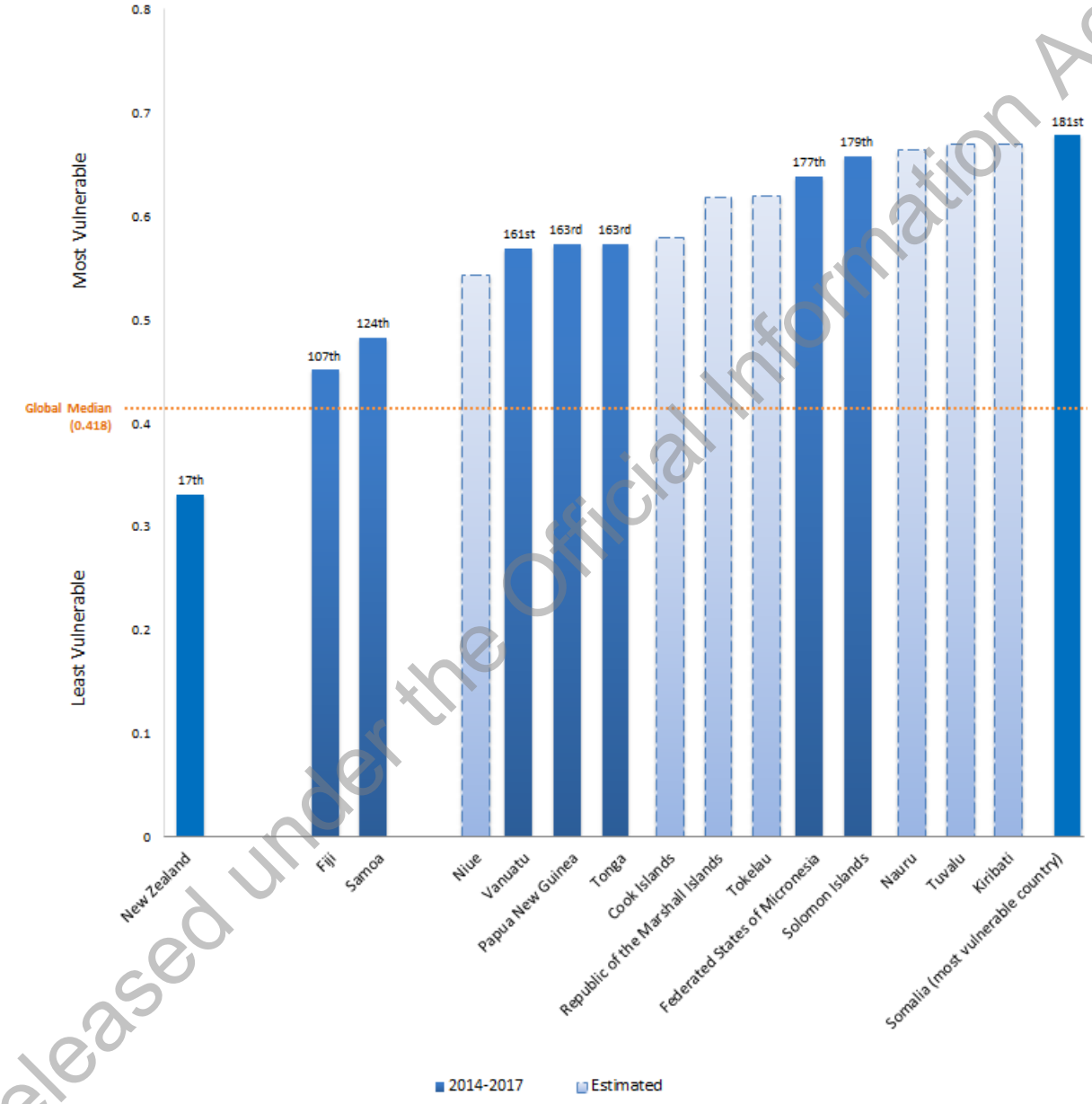


Figure A-3: Climate change vulnerability scores for the 14 countries in scope of the Climate Change Programme, based on the ND GAIN vulnerability data, with dashed lines indicating estimates based on the MFAT developed Country Strategy Context Reports and incomplete ND GAIN data. A score of 1 = most vulnerable, 0 = least vulnerable. New Zealand, ranked 17th globally for vulnerability, and Somalia, ranked 181st (the most vulnerable country), are included for comparative purposes.



ANNEX B – Country Climate Change Profile Summaries

Detailed country profiles on each country are available from the CCE team

Table A-1: Country Level Summary of Threats, Current Work and Future Priorities in relation to Climate Change

Country	Threats Summary *(based on CSIRO and Country Strategy Context Reports)*	Recent Focus in the Area *(including MFAT work, Local work, Other donors)*	Country's Future Priorities *(Identified Needs / Next Focus Areas / Emerging Issues)*
Fiji	• Degradation Of Land Resources • Flooding And Coastal Inundation • Exploitation Of Marine Resources • Environmental Impacts Of Urbanisation • Air And Sea Surface Air Temperature • Rainfall • Ocean Acidification • Increased Temperatures • Natural Disasters	• Rainwater Harvesting and Rainfall Outlook • Evacuation Centres • Capacity Building • Water Security/Management and WASH • Biosecurity and Pests • Coastal Zone • Agriculture • Using Child Focused ,Traditional Knowledge And An Ecosystems Based Approach For Disaster Risk/Response • Sustainable Livelihoods, Capacity And Energy • Human Health	1. Climate change-related human mobility from Kiribati 2. Mainstreaming Climate Change Issues in Planning Processes. 3. Climate Change Data and Information and Awareness. 4. Sustainable Climate Finance 5. Global and Regional Participation 6. Hazard Mapping 7. Strengthen Early Warning Systems 8. Undertake National Research To Identify Effective Adaptation 9. Establish A Monitoring And Evaluation System
Kiribati	• Temperature increase and extreme rainfall • Obliteration by long term sea level rise • Ocean acidification will continue • Loss of ecosystems and species • Severe coastal erosion • Pressure on resources from population growth could lead to climate change-related human mobility • Severe Drought • Water Security and Salt Water Intrusion • Food Security and reliance on Fisheries.	• Renewable Energy • 'Migration With Dignity' • Disaster Risk Reduction • Health, Education, And Good Governance • EEZ Law • Responses To Storm Surge • Rainwater Harvesting • Labour Mobility • Capacity Building • Urban Development • Fisheries • Infrastructure (Including Waste, Water and Sanitation).	1. Good governance and finances 2. Knowledge and Information sharing 3. Greener, Stronger, Private Sector 4. Water and Food security 5. Healthy and Resilient ecosystems 6. Strengthening Health-Service 7. Sound And Reliable Infrastructure 8. Education, Training And Awareness 9. Early Warnings/ Disaster/ Emergencies 10. Renewable Energy And Efficiency 11. Maintaining Sovereignty And Identity 12. External financial/technical assistance 13. Population and resettlement 14. Survivability and self-reliance

Country	Threats Summary *(based on CSIRO and Country Strategy Context Reports)*	Recent Focus in the Area *(including MFAT work, Local work, Other donors)*	Country's Future Priorities *(Identified Needs / Next Focus Areas / Emerging Issues)*
Tuvalu	• warming trends in air and sea surface air • sea level rise • rising population density in Funafuti • decline in traditional resource management and exploitation of them • Waste management and pollution control • rainfall is projected to increase • Decreased drought • Decline in Tropical cyclone numbers • Ocean acidification • Sea-level rise	• 100% Renewable Power Goal And Solar • Coastal Zone Management, Agriculture and Water Resources. • Fisheries, And Human Health. • "Build Back Better" • Rainwater Collection And Dry Sanitation • Desalination and Importation Of Water.	1. Information for decision-making 2. Water Security 3. Disaster risk reduction 4. Pacific engagement on global stage 5. Human mobility 6. Ecosystem resilience and resources 7. Governance and Access to Finance. 8. Sustainable Infrastructure 9. Energy Security and Low Carbon Future 10. Security and National Sovereignty 11. Outer islands development 12. Women in development. 13. Coastal Areas 14. Health, Disease and Clean Water
Tokelau	• Offshore Anchorage Only For Transport. • Limited Natural Resources, Small Land Area, Poor Soil Quality And Rapid Drainage. • Sea Level Rise • Severe Weather And Storm Surges • Disappearance Of Smaller Islets • High Temperatures • Degradation Of The Coral Reefs And Food Security • Hotter Temperatures Are Also Affecting Health And Respiration. • Erosion Of Coastal Areas, And The Disappearance Of Some Plant Species, Diminishing Fish In The Lagoon.	• Renewable Energy • Disaster Risk Reduction • Coastal Seawall Protection • Coastal Risk Study And Mitigation • Critical Village Infrastructure Improvements Wharf And Reef Channel Rehabilitation • Synergistic Impacts Of Global Warming And Ocean Acidification On Coral Reefs • Pacific Storms Climatology Products • Forestry	Tokelau Does Not Have A Formal Climate Change Adaptation Strategy So The Below Are Recommendations: 1. Attitude And Behaviour 2. 'Climate-Proof' Infrastructure. 3. Economic And Ecosystem Resilience 4. Extreme Weather 5. Natural Resources Legislation 6. Climate Change Risk Management 7. Timely Information And Services, 8. Forecasts And Climate Predictions; 9. Information Specific To Tokelau 10. National And Local Planning 11. Seawall, Housing And Water Storage 12. Awareness 13. Laws Prohibiting Sand-Mining And Coral Mining For Construction 14. Identify Areas Where Sand Deposits Are Sustainable For Utilisation. 15. Comprehensive Costal Management 16. Energy Efficient Building Design And The Use Of Renewable Energy

Country	Threats Summary *(based on CSIRO and Country Strategy Context Reports)*	Recent Focus in the Area *(including MFAT work, Local work, Other donors)*	Country's Future Priorities *(Identified Needs / Next Focus Areas / Emerging Issues)*
Samoa	• Extreme rainfall events • Drought (predicted to decrease) • High sea levels • Damaging winds • Extreme high air temperatures. • Cyclones, earthquakes and fires. • Water & Food Security • Fisheries • Forestry • Invasive Alien Species • Land Tenure System • Increased temperatures • Lack of Data • Ocean acidification	• Renewable Energy, Solar And Hydro • Capacity Building • Forestry and Agriculture. • Coastal Infrastructure Management Plans • Water, Health, Infrastructure and Climate Forecasting/Meteorology. • Coastal Resource Management, Fisheries,. • Inclusive Participation • Disaster Risk Reduction • Public Awareness • School Curriculum • Tourism Growth And Infrastructure • Natural Hazard and Risk Information • Infrastructure • SPREP and PCCC • Community-Based Adaptation • Flooding And Sea Level Rise • Mangroves, Ecosystems And Coral Reefs	1. Awareness And Understanding 2. Information Management 3. Capacity Building And Regulations 4. Mitigation 5. Water Resources 6. Forestry And Fire Protection 7. Health 8. Early Warning System 9. Agriculture And Food Security Sustainability 10. Land Use Planning 11. Coastal Management 12. Conservation In Highly Vulnerable Marine & Terrestrial Areas 13. Sustainable Tourism Adaptation
Solomon Islands	• Effect of Rising Temperatures On Flora And Fauna. • Sea Level Rise. • Tropical Cyclones may decrease • Flash Floods, King Tides, Excessive Rainfall, Storm Surges • High Temperatures • Decrease in drought • Ocean acidification • Coral bleaching • December–March wave heights are projected to decrease	• Capacity Building And Research • Fisheries • Renewable Energy • Tourism • Invasive Alien Species • National Planning • Disaster Risk Reduction/Recovery/Planning • Agriculture • Food Security • Solar Power • Sea Level and Climate Monitoring • Severe Weather Forecasting • Vulnerability and Adaptation Initiative • Coastal and Marine Resources • Forestry	1. Water and Rainwater Harvesting 2. Appropriate Infrastructure 3. Resettlement Of Communities 4. Investment And Industry 5. Energy 6. Health, Sanitation, Flooding 7. Sea Walls, Wave Breakers & Mangroves 8. Agriculture, Forestry and Fisheries 9. Tourism 10. National Planning 11. Disaster Risk Reduction 12. Research and Systematic Observation 13. Technology Transfer 14. Education, Awareness and Capacity 15. Water and Food Security 16. Gender

Country	Threats Summary *(based on CSIRO and Country Strategy Context Reports)*	Recent Focus in the Area *(including MFAT work, Local work, Other donors)*	Country's Future Priorities *(Identified Needs / Next Focus Areas / Emerging Issues)*
Vanuatu	• Temperature Rise • Extreme Rainfall • Tropical Cyclone Numbers Are Projected To Decline • Ocean Acidification • Sea-Level Rise	• Agriculture • Human Health • Water • Coastal Management and Resources • Forestry • Social And Cultural Impacts • Agriculture • Disaster Risk Reduction • Urban Adaptation, Education and Conservation. • Policy and Planning. • Sustainable Economic Development • Traditional Ecological Knowledge And Community Involvement • WASH and Water Security • Biosecurity and Pests • Infrastructure and Energy	1. Agriculture and food security 2. Development of resilient crop species including traditional varieties 3. Land use planning and management 4. Water resource management 5. Sustainable forest management 6. Marine resource management and aquaculture 7. Climate change and infrastructure 8. Sustainable livestock farming and management 9. Integrated coastal zone management 10. Sustainable tourism development 11. Vector and water borne disease management
Papua New Guinea	• Surface Air Temperature And Sea-Surface Temperature Are Projected To Increase • Rainfall Is Projected To Increase • Extreme Heat • Extreme Rainfall Increase. • Drought Decrease. • Tropical Cyclone Numbers Are Projected To Decline • Ocean Acidification • Sea-Level Rise • Loss Of Wetlands, Loss Of Freshwater (Through Seawater Intrusion) And The Abundance/Health Of Marine Resources.	Papua New Guinea has a relatively high number of adaptation projects underway, largely through its participation in various regional projects and programs. • Coastal And Marine Resources, • Agriculture And Land Use (Including Forestry). • Disaster Risks In Agriculture And Transport • Capacity Building. • Climate Change Research and Databases • Mangroves • Global Participation	1. Coastal Flooding And Sea Level Rise 2. Inland Flooding 3. Food Insecurity Caused By Crop Failures Due To Droughts And Inland Frosts 4. Cities And Climate Change 5. Climate Induced Human Mobility 6. Damage To Coral Reef 7. Malaria And Vector Borne Diseases 8. Water And Sanitation 9. Landslides 10. Climate change-related Human Mobility From Carteret Islands 11. clean energy and mitigation 12. National Planning.

Country	Threats Summary *(based on CSIRO and Country Strategy Context Reports)*	Recent Focus in the Area *(including MFAT work, Local work, Other donors)*	Country's Future Priorities *(Identified Needs / Next Focus Areas / Emerging Issues)*
Nauru	• High Temperatures • Extreme Rainfall • Decrease In Drought • Ocean Acidification • Coral Bleaching • Sea-Level Rise • December-March Wave Heights Decrease • Tropical Cyclone Numbers Decline • Excessive Mining Damage • Transition To Fisheries	• Renewable Energy • Fisheries • Energy Efficiency • Education • Climate and Sea-Level Prediction Services • Capacity Building • Capacity to Address Climate change-related Human Mobility • Resilient Livelihoods • Coastal Communities • Ocean Acidification • Gender • Technical Assistance • Tropical Cyclones • Freshwater, Food Security, Forestry • Disaster Risk Reduction	1. Energy security 2. Food security 3. A healthy environment 4. A healthy people 5. Productive, secure land resources 6. Environment resilience and laws 7. Gender 8. Community and Youth Involvement 9. Fisheries and Marine Resources 10. Water Information, Security, Planning for Disasters 11. Health 12. Agriculture 13. Disaster management and emergency response 14. Energy 15. Land management and rehabilitation 16. Infrastructure and coastal protection 17. Biodiversity and environment
Cook Islands	• High Temperatures • Lack Of Data • Extreme Rainfall • Ocean Acidification • Coral Bleaching • Sea-Level Rise • Tropical Cyclones Are Projected To Decline (The Southern Group Are More Prone To Cyclone Season Whereas The North Is At Less Risk Of Cyclones Due To Proximity To The Equator) • Storm Surges • Strong Winds • Extreme High Air Temperatures. • Lack Of Adequate Legislation • Dependent On Imported Refined Petroleum Fuels	• Water Security • Wastewater • Invasive Species Biocontrol • Fisheries • Land Degradation • Disaster Prevention/Preparedness/Management • Capacity Building • Climate Finance And Budget Constraints • Land Tenure System • Governance • Water, Food, Energy And Social Security • Sustainable Use Of Land, Sea, And Resources • Safeguarded Biodiversity And Ecosystems • Reduced Greenhouse Gas Emissions • Reduced Reliance On Fossil Fuels • Improved Energy Security	1. Coastal Zones – Infrastructure And Coral Reefs 2. Marine Resources And Fisheries 3. Water Supply, Resources And Quality 4. Agriculture, Food Security And Diet 5. Biodiversity (Terrestrial And Marine) 6. Human Health, Well-Being And Education 7. Cyclone Shelters And Disaster Management 8. Land Use Planning 9. Governance, Monitoring, National Planning 10. Energy Transportation, Supply And Storage Systems

Country	Threats Summary *(based on CSIRO and Country Strategy Context Reports)*	Recent Focus in the Area *(including MFAT work, Local work, Other donors)*	Country's Future Priorities *(Identified Needs / Next Focus Areas / Emerging Issues)*
Niue	• High Daily Temperatures • Extreme Rain Events • Drought Is Projected To Increase Or Decrease In Line With Rainfall • Ocean Acidification • Coral Bleaching • Sea Level Rise • One Severe Cyclone Every 2–15 Years. • Warming Trends • Lack Of Capacity, Partly Due To Outmigration. • Need For Adequate Human, Technical And Financial Support From The Regional And International Community	A very low level of adaptation action is discernible within Niue, at both the policy and project/programme level. The Few Ongoing Adaptation Projects In Niue Are Part Of Broader Regional Programs In: • Capacity Building • Climate Prediction, • Agriculture, • Water • Coastal Zones	1. Education And Awareness 2. Health, Disease And Disaster Response 3. Water 4. Agricultural 5. Coastal Zone : 6. 2 Data Collection, Storage, Sharing And Application 7. Regional & International Cooperation 8. Disaster Risk Management 9. Coastal Area Management And Development. 10. Proactive And Co-Operative Governance. 11. Strengthened Livelihoods, Community Resilience, Natural Resources And Assets 12. Capacity To Adapt Renewable Energy Technologies, Improve Energy Efficiency And Energy Security

Country	Threats Summary *(based on CSIRO and Country Strategy Context Reports)*	Recent Focus in the Area *(including MFAT work, Local work, Other donors)*	Country's Future Priorities *(Identified Needs / Next Focus Areas / Emerging Issues)*
Tonga	• It is not clear whether mean annual rainfall will increase or decrease • more extreme rain events • Drought frequency is projected to decrease • Ocean acidification • Coral Bleaching • Sea Level Will Rise • High Temperatures • More Intense But Less Frequent Tropical Cyclones Infrastructure For Waste Management Is Limited • 100 Percent Of Electricity Comes From Fossil Fuels.	• Energy • Healthy Environments • Disaster Risk Management And Recovery • Fisheries • Health • Good Governance • Agriculture • Water Resources • Coastal Zone Management • Policy and Planning. • Capacity Building	1. Mainstreaming For A Resilient Tonga 2. Data, And Information And Tools 3. Resilience Building Response Capability Resilience Building Actions 4. Finance. 5. Technical And Economic Feasibility 6. Cultural, Social, And Environmental Acceptability 7. Water Resources, Supply And Rainwater Collection 8. Consumer Education And Awareness 9. Agriculture 10. Droughts 11. Coastal Areas 12. Tropical Cyclone And Storm Surge 13. Relocation 14. Fisheries 15. Temperature Increase 16. Human Health 17. Good Governance And Technical Knowledge 18. Analysis And Assessments Of Vulnerability 19. Reliable, Affordable And Sustainable Energy 20. Food Security 21. Urban Settlements 22. Biodiversity 23. Tourism 24. Trade And Industry 25. Works Transport And Infrastructure

ANNEX C – Climate Change Impact on Sustainable Development Goals

Unless the Pacific region effectively responds to climate change, it will not meet the Sustainable Development Goals (SDGs). Climate change affects all SDGs, as shown in Table A-1.

Table A-2: The effects of climate change on each SDG.

Goal	Climate change relationship
1. End poverty	The environmental changes will affect the means by which people are lifted from poverty. For instance, changes to hydrological cycles will impact on food production. Furthermore, the requirement to invest in mitigating and adapting to climate change diverts resources away from other priorities. This is true to some extent even where investment seeks 'win-win' opportunities, because the investment is not solely focused on poverty alleviation.
2. End hunger	The impacts of climate change are most acutely felt where it interferes with the hydrological cycle. In so doing, climate change affects water security for horticulture and livestock. It increases the frequency of drought and leads to bigger precipitation events, which can cause increased flooding. All of these outcomes can impact on food security, infrastructure and health.
3. Ensure healthy lives	There are many examples of how climate change adversely affects human health. For instance: • extreme weather events that are exacerbated or caused by climate change cause mortality and injury; • warming increases the geographical range of disease vectors; • warming increases pollination that causes allergies and allergy-related asthma; • salinization of agricultural soils in PICs has led to reduced diversity diet; • the mounting pressures of environmental changes and the uncertainty caused by climate change itself is increasingly linked to mental health problems, such as anxiety and depression; and • in low-lying countries, the combined effects of sea-level rise and storm surge can lead to sewage, waste and human remains being released, which leads to outbreaks of preventable disease.
4. Ensure education	It has already been observed that climate change-linked droughts in Africa have caused parents to withhold their children from school to support family enterprises. Impacts of climate change, such as increased instances of cyclones, floods, droughts, impacts on water and food security and increased negative health impacts all contribute to reduced learning outcomes for children.

Goal	Climate change relationship
5. Achieve gender equality	Men and women experience acute and slow-onset disasters differently. Women and girls are disproportionately affected. For instance: • Food insecurity, displacement, and other issues can lead to gender-based violence and human trafficking. • In some communities, women are responsible for tasks that will become increasingly difficult, such as gather and producing food, collecting water, and sourcing fuel for heating and cooking. As well as being more difficult, investing more time in these activities takes away time for other activities, including paid work. This can lead to girls being withheld from school to assist with meeting family needs. No data has been found, but it is possible that increased gender-based discrimination may affect third-gender people in the Pacific, such as fa'afafine and fakaleiti.
6. Ensure water and sanitation	Drought causes water shortages. The rising sea-level is increasing salinization of fresh water supplies. Other events, such as floods and wildfires, can pollute water supplies.
7. Ensure access to energy	Extreme weather events, such as cyclones, can impact on critical infrastructure, including energy generation and distribution systems. Increasing temperatures also increase energy use (i.e. air conditioning and refrigeration).
8. Promote economic growth	Climate change poses a risk to local and national economic security, with negative economic impacts of rapid and slow-onset disasters. For example, the global economic costs of natural disasters in 2017 was US$306 billion and approximately 70% of this loss was uninsured.
9. Build resilient infrastructure and industrialisation	Extreme weather events, such as cyclones, can impact on critical infrastructure and industries, and divert resources away from working towards this goal. Slow onset issues such as increasing temperatures and sea level rise also place burdens on energy and infrastructure systems.
10. Reduce inequality	Climate change will increase inequality as those with financial capacity are better able to withstand or recover from short-term and protracted impacts, while those with limited capacity and greater vulnerability will be increasingly vulnerable.
11. Make human settlements safe	Without a substantial increase in finance for adaptation, coastal settlements are extremely vulnerable to sea-level and storm surge. The impacts of weather extremes, such as drought, promote the rural-to-urban migration trend, which adds pressures regarding housing, employment and access to public services and infrastructure.
12. Ensure sustainable consumption and production patterns	Increasing levels of consumption are leading to increased emissions (and use of natural resources) to produce and transport products. Increasing levels of waste also produce emissions to manage (e.g. methane at landfills, burning of waste). Unless sustainable production and consumption processes are established globally we will not be able to limit emissions to 1.5 °C.

Goal	Climate change relationship
13. Take urgent action on climate change and its impacts	Some greenhouse gases remain in the atmosphere (and oceans) for hundreds of years, creating a compound effect in terms of potential warming of the planet. The longer the delay in reducing emissions the greater the amount of global warming that gets locked into the system, exacerbating the impacts. Urgent, ambitious action is required to ensure we limit the extent and severity of the impacts.
14. Conserve and sustainably use the oceans	Most additional warming has been absorbed by the ocean, not the atmosphere. As a result, the habitats of marine species are warming and changing. Species have been observed moving from warming waters towards the poles, which is impacting on the ecosystems they leave and go into, because the absence/presence of this species affects other predator/prey species and the food chain. Marine vegetation, such as kelp, and coral reefs has been observed dying off at significant rates, which has ripple effects throughout the food chain and ecosystem. The majority of carbon dioxide emissions produced by human societies has also been absorbed by the ocean, not the atmosphere. This is increasing the acidity of the ocean, adversely affecting (in particular) species with an outer shell or exoskeleton. This includes species critical to ocean ecosystems, such as plankton, as they are at or near the bottom of the food chain.
15. Protect terrestrial ecosystems	All species have an ecological niche, that is, the conditions in which a species can survive and thrive. Every ecological niche is now changing due to increased temperature, changes to the hydrological system, and changes to individual species within an ecosystem. Since terrestrial species are already affected by habitat loss, invasive alien species and other impacts of human development and behaviour, they are already vulnerable and have limited space to migrate or make other natural adaptations. Decades of conservation and restoration measures risk being undermined by large-scale niche changes. Terrestrial ecosystems are essential for food production, cultural identity, economic activities (e.g. tourism), ecosystem services (such as improving air quality, or making fertile soils) and community resilience.
16. Promote peaceful and inclusive societies	The 2018 Strategic Defence Policy Statement identifies climate change as a "complex disruptor", and the *Boe Declaration* adopted at the 2018 Pacific Islands Forum recognises "that climate change presents the single greatest threat to the livelihood, security and well-being of Pacific people". It has been reported that climate migrants in the Pacific have been subjected to prejudice and violence, as they are perceived to be (and may actually be) competition for income (for example, selling their wares at markets), housing, land and culture. A handful of conflicts have been linked to climate change (among other complex social, cultural and political drivers).[1]

[1] Guy J Abel, Michael Brottrager, Jesus Crespo Cuaresma and Raya Muttarak "Climate, conflict and forced migration" (2019) 54 Global Environmental Change) 239; and Peter H Gleick "Water, Drought, Climate Change, and Conflict in Syria" (2014) 6 Weather, Climate and Society 331. Contrast Jan Selby, Omar S Dahi, Christiane Fröhlich and Mike Hulme "Climate change and the Syrian civil war revisited" (2017) 60 Political Geography 232.

Goal	Climate change relationship
17. Strengthen implementation of the Global Partnership for Sustainable Development	The impacts of climate change will apply additional pressure on all societies and their governments. Current trends of increasing fractures within societies, nationalism and isolationism, and the questioning of the multilateral rules-based global system of cooperation will be increasing questioned as the impacts of climate change make people feel less secure. Aid flows to developing countries and international cooperation always come under threat when domestic pressures increase.

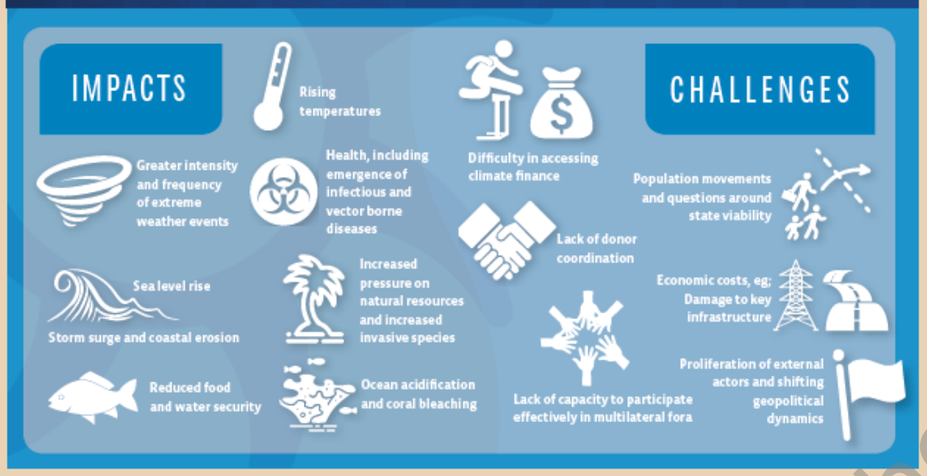
ANNEX D – Pacific and Development Climate Action Plan 2019-2022

New Zealand's Pacific and Development Climate Action Plan 2019-2022

NEW ZEALAND FOREIGN AFFAIRS & TRADE

GOAL: Our Pacific engagement and international development cooperation supports an effective global response to climate change and improves Pacific resilience

Developing countries are vulnerable to the impacts of climate change and face significant challenges such as:



Why we should act

- There is a pressing and genuine need for climate action to support the economic and social transformations that will be required to respond to climate change. We are implementing an ambitious domestic agenda.
- The consequences of inaction negatively affect New Zealand and the Pacific, with some countries facing existential threats.
- The costs of adapting or responding to the impacts of climate change and disasters threaten to swamp Pacific island countries' budgets.
- Climate change is now also recognised as a conflict and security issue, with the potential to induce migration within and between countries and to destabilise areas with already weak governance.
- We share the Pacific's goal of an ambitious an effective global response to climate change. Global action is needed to meaningfully improve outcomes for the Pacific.
- We can leverage our ambitious domestic action to push for greater action globally.
- Climate change threatens to undo development gains that have been made and undermine achievement of the SDGs.

Strategic framework for action

Ambitious Action

Effective delivery of at least $300m climate finance over 2019-2022 to drive reduced greenhouse gas emissions globally and improved climate resilience of institutions, infrastructure, environments and populations, with a focus on the Pacific

Pacific Champion

Amplifying Pacific voices internationally, raising the profile of Pacific climate issues and building Pacific capacity to be an effective contributor to achieving shared international climate change objectives

Global Engagement

New Zealand is a visible, honest, credible and active player fully engaged in international and regional environment and climate change forums, catalysing and championing international and regional initiatives that support our overarching objective

Policy Leadership

Leading regional and global policy discussions on challenging issues that are critical to the Pacific region, such as climate-induced migration, innovative climate finance and the development of international law to protect coastal state rights in the face of sea level rise

Science and Knowledge

Enhance developing country access to science, innovation and technology to support their ability to respond to climate change and implement their NDCs. New Zealand actions are underpinned by the best available science and evidence.

New Zealand Partnerships

Promote and support deeper partnerships between New Zealand agencies, Crown Research Institutes, and developing countries on climate change.

Priority outcomes

Improved governance and climate-related decision making

- Strengthened capacity for effective low-emission, climate resilient planning
- Decision makers have access to, and use, the science and information they need to make informed decisions including on climate migration
- Pacific island countries get the support they need from Pacific regional agencies and multilateral agencies

Targeted initiatives to directly support adaptation to climate change

- Countries and communities are more prepared for climate change and better able to adapt to its impacts
- Ecosystems (including oceans) and natural resource-based livelihoods are more resilient to climate change
- Water security in Pacific island countries increases
- Infrastructure is resilient to climate change and disasters
- Food security is protected and enhanced
- Health systems are better able to prepare for and respond to climate change impacts
- Strengthen disaster risk reduction, preparedness and response

Supporting countries to achieve their emissions reduction targets

- Greenhouse gas emissions are reduced
- An increased range of sectors are included in Nationally Determined Contributions (NDCs) e.g. agriculture, transport

Supporting PICs to participate in, and benefit from, global mechanisms

- Access to finance tailored to Pacific needs is improved
- Pacific capacity to be an effective contributor to achieving shared international climate change objectives is enhanced

ANNEX E – Climate Change Related 4 Year Plan Outcomes

The Climate Change Programme may contribute to a number of outcomes described in MFAT's 4 Year Plans. The following list identifies outcomes to which the programme may contribute. Outcomes were sourced from the 4YP Alignment to Outcomes Tool in April 2019.

Table A-3: Outcomes to which the Climate Change programme may contribute

4 Year Plan	Outcomes related to the Climate Change programme
Association of South East Asian Nations (ASEAN)	New Zealand is a trusted partner contributing to climate change and economic resilience, inclusive development, governance and democracy.
Cook Islands	Cook Islands is well placed to lead its inclusive transition to a climate resilient, low-emissions society. Cooks Islands' oceans and ecosystems management, use, and protection is improved
Fiji	Communities are resilient to climate change and natural disasters.
Humanitarian	Governments are better able to monitor, assess and respond effectively to emerging disaster risks in Asia and the Pacific.
Kiribati	Improved urban environment and land use. Reduced incidence of communicable diseases, through use of reliable water, sanitation and solid waste. Effective climate resilience systems are in place.
Latin America and Caribbean Regional	Improved resilience through inclusive, climate-sensitive and sustainable economic development New Zealand's leadership on climate change and SIDS issues is amplified
Africa	New Zealand is recognised as a trusted and expert partner in contributing to strengthened economic and climate resilience
Multilateral	Progress is made on the SDGs The multilateral system remains a key way to solve global public goods problems, including humanitarian crises and conflict prevention
Nauru	More effective public service to deliver essential services
Niue	Community and regional safety is enhanced. Niue and New Zealand achieve increased coherence on domestic and bilateral priorities. New Zealand's position as a trusted partner is strengthened.

4 Year Plan	Outcomes related to the Climate Change programme
PACREG	MO1.2: **Regionalism (other):** Regionalism is strengthened through: solidarity on regional priorities; ambitious decision-making & action; and effective & accountable regional organisations. MO2.1**: Climate Change:** Improved climate change mitigation & adaptation, and natural disaster resilience, with Pacific's collective voice amplified in international climate discussions. MO2.2: **Fisheries & Environment:** Fisheries, oceans, biodiversity and other natural resources are conserved and managed effectively. MO2.4: **Health & Education:** Regional education and health solutions deliver sustainable improvements to the quality and standard of life for Pacific people. MO3.1: **Australia-NZ coordination:** Development cooperation in the Pacific is responsive to PICTs' long-term priorities, reinforcing our reputation as responsible development partners.
Papua New Guinea	Increased community access to quality essential services. Improved resilience, livelihoods and economic opportunities.
Samoa	Samoa is more resilient to climate change Samoa's good governance is strengthened
Solomon Islands	Solomon Islands communities and infrastructure are more resilient to climate change and disasters Solomon Islands is a consistent and constructive partner on regional issues
Timor Leste	No related outcomes.
Tokelau	Tokelau is well supported to improve its climate change resilience and mitigation Policy, plans and actions to strengthen resilience based on evidence Tokelau generates 90% of its electricity from renewable sources
Tonga	Tonga is more resilient to climate change and natural disasters Improved governance mechanisms, human rights and democratic processes
Tuvalu	Tuvalu is resilient including to the impacts of climate change Tuvalu's infrastructure and services are climate resilient and well managed. New Zealand and Tuvalu strengthen cooperation in regional and multilateral for a including on issues relating to climate change. New Zealand and Tuvalu have increased coherence domestic and bilateral policies
Vanuatu	Resilience to climate change and natural disasters is strengthened Strengthened public sector delivers effective services

4 Year Plan	Outcomes related to the Climate Change programme
Partnerships and Core Civil Society	Inclusive and sustainable development impact, including for the most vulnerable and hard to reach MFAT and partners have more collaborative and adaptive partnerships, leading to greater confidence Local partners and communities have improved people and institutional capabilities Government, local partners and communities are positive about NZ's engagement through NZ NGO partners Projects and programmes deliver efficiencies for MFAT and partners, enabling greater focus on delivery Sector capability enhanced and greater collaboration across the sector, force-multiplying our efforts Projects and programmes respect and adapt to local priorities as articulated by local communities

ANNEX F – Current 4 Year Plan Climate Change Related Investment (Inventory)

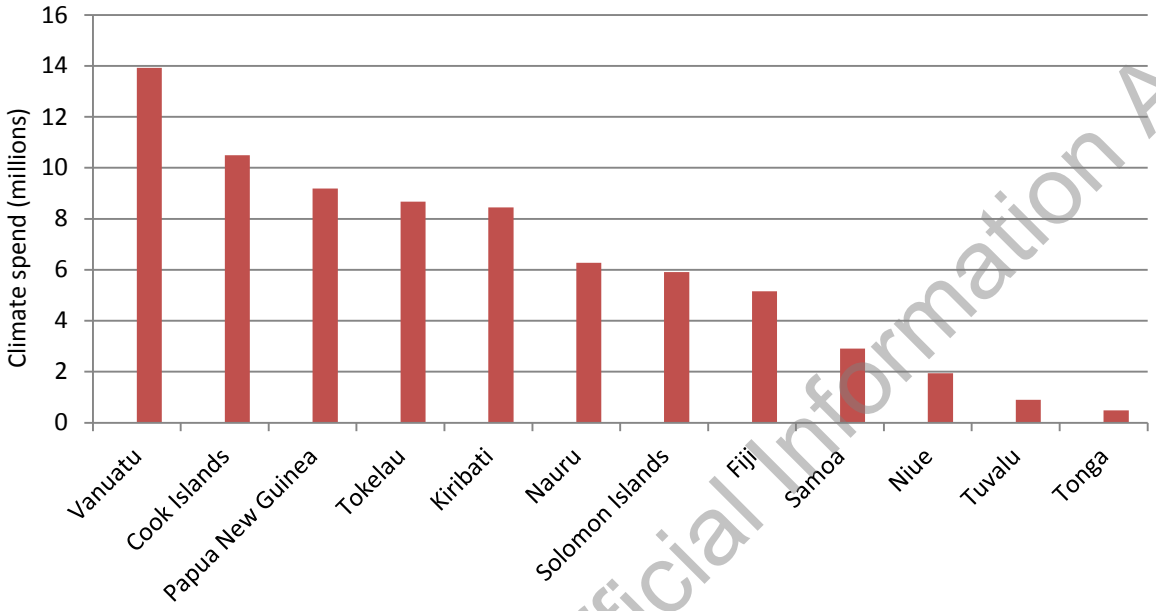
New Zealand has a range of climate change related investments (Table A-4). These include a mix of activities that are marked as either 'principal' or 'significant' climate change spending, in both areas of both adaptation and mitigation.

Table A-4: Total weighted climate change spend as of 1 March 2019

	Total
Africa	$17,452,815
ASEAN	$8,639,712
Climate Change	$5,367,768
Cook Islands	$10,489,726
Economic Development (ED)	$1,490,676
Fiji	$5,160,484
Humanitarian	$4,149,003
Indonesia	$10,962,280
Kiribati	$8,442,310
Latin America & Caribbean	$12,137,896
Myanmar	$7,691,607
Nauru	$6,273,767
Niue	$1,943,907
Pacific HEF	$93,587
Pacific Human Development	$936,000
Pacific Regional	$33,631,532
Pacific Transformational Fund	$17,671,073
Papua New Guinea	$9,188,981
Partnerships	$13,807,969
Samoa	$2,915,021
Solomon Islands	$5,916,647
Timor Leste	$1,170,706
Tokelau	$8,679,200
Tonga	$485,541
Tuvalu	$900,000
Vanuatu	$13,918,925
Total	**$209,517,132**

Within the Pacific, climate change spending is unevenly distributed (Figure A-3). Some countries, such as Tokelau, have plans for relatively significant spending on climate change. Others, such as Tonga, have limited spending planned at the current time.

Figure A-4: Total planned climate change spend in the Pacific per country, excluding Pacific regional and multi-country (c. $75m)



New Zealand supports climate change action in a variety of ways. We keep track of this by marking activities as 'principal' or 'significant' for climate change adaptation or mitigation, as well as Disaster Risk Reduction (Table A-5). Depending on the climate change markers, we count between 30% and 100% of the total towards our climate 'inventory'.

Table A-5: Climate change thematic markers

	Count	Weighted value	%
Principal adaptation - 100% total spend counted	16	$21,696,364	10
Principal mitigation - 100% total spend counted	17	$51,648,177	25
Principal adaptation and mitigation - 100% total spend counted	8	$15,498,981	7
Principal DRR* - 50% total spend counted	17	$18,420,709	9
Significant adaptation or mitigation - 30% total spend counted	132	$102,252,900	49
Total	**190**	**$209,517,132**	

* *As per PDG policy, New Zealand counts 50% of spending on activities marked 'principal' DRR that are not also tagged as principal adaptation and mitigation, because these tend to contribute to overall resilience*

ANNEX G - Programme Roles and Responsibilities

Management Responsibilities

Roles	What do they do?	Who does it?	How is it funded?
Performance and Quality management for overall Programme and Activities – Programme Owner	• Primary responsibility for the delivery of the programme • Guarding the viability of the vision and the business case, maintaining strategic alignment between the programme and the organisation and interfacing with the senior stakeholders • Escalation path for issues at Activity or Programme level • Quality assurance and adherence to the model, including for funding submissions to relevant IOD • Oversight of reporting for all climate change expenditure encompassing the CCP as well as all broader climate change portfolio activities • Programme closure (e.g. final report against PBC objectives, timeframe, budget, outcomes etc.) • HACAC for activities within the Programme • Approving AMAs and ACAs	• CCE Unit Manager	Departmental
Programme Manager	• Programme and activity establishment relating specifically to the CCP, planning and management (e.g. timeline scheduling, risk management, stakeholder management, resource planning, dependency management etc.) and related CCP reporting • Prepare CCP collateral for the MCPGG, as required • CCP Communications planning and development • CCP issue and risk management • Tracking CCP activities budget (in line with Business Case expectations) • Identifying CCP at-risk items for escalation to MCPGG or PDSGG (as required) • Proactive advice/consultancy on activity and programme	• External specialist resource	Crown funded external resources

	delivery performance of the CCP, including identifying opportunities to accelerate activities and/or increase benefits of the programme.		
Concept lead	• Preparing the Concept Note and Strategic Case for an Activity	• DST team member	Departmental
Design lead	• Developing Indicative and Detailed business cases • Developing detailed design • Procuring external services to support business case and design • Preparing briefings/submissions for funding approvals	• DST team member or contracted external resource, depending on the nature of the activity. The choice of internal vs external resource will be made in accordance with "PDG Use of Crown Contractor Guidance")	If DST team member or staff at Post then Departmental. If contracted external resource (whether at Post or Wellington) then Crown funded.
Implementation lead	• Preparing the delivery plan • Procuring services to manage and deliver activities • Managing partnership arrangements • Establishing, and representing NZ on, steering groups • Managing activity performance and delivery • Managing risk, Health and Safety • Monitoring and reporting on activities • BAU transition process (e.g. activity closure and handover to the relevant 4YP team. Confirming objective/outcome realisation, lessons learned, follow tasks etc.)	• Post for individual bilateral activities (assuming adequate capability and capacity at Post) • DST staff for activities implemented by Pacific regional or multilateral agencies • Others TBC: the choice of internal vs external resource will be made in accordance with "PDG Use of Crown Contractor Guidance")	If DST team member or staff at Post then Departmental. If contracted external resource (whether at Post or Wellington) then Crown funded.
In-country relationship management	• Monitoring Implementation progress and engaging host government, partners and stakeholders • Engaging with key regional and multilateral agencies related to the Activity	• Post – unless we do not have a post with suitable capability or capacity, in which case, agree approach with bilateral teams as part of the management case	Departmental
Contract/Enquire administration Programme	• Drafting and processing in Enquire simple contracts (with TOR), exemptions , variations • Planning and leading routine procurements for services under	• Project Coordinator Development	Departmental

Administration	$100k, and Panel procurements under $250k • Paying invoices, budget management • Managing activity Risk Registers and health and safety plans • Programme coordination • Governance reporting on programme and activities (e.g. progress dashboards, financials, forward plan) • Provide secretariat functions for the Climate Change Programme Reference Group • Ministerial servicing (OIAs, Ministerials, PQs)		
Activity design and management support	• Project support, working closely with activity managers to ensure successful delivery and/or undertake activity management for identified activities • Business case development (Treasury Better Business Case - BBC model) • Intervention Logic Mapping (ILM) to support business case development • Activity design – work breakdown structures, phasing, dependency management, investment objective/outcome linkages etc • Business analysis services (e.g. process design, requirements analysis, change management etc.) as required	External specialist resources	Crown funded external resources

Advisory roles as part of a multi-disciplinary team approach

1. There will be a broad range of advisory support required across the activities within the programme and at the programme level. Multi-disciplinary teams will be formed using a mix of departmental and crown resources, depending on the nature of the activity, the extent of advice required and capacity within internal teams to provide the support. External resources will be used where possible.

Roles	What do they do?	Who does it?	How is it funded?
CCP Reference Group	• Support the Programme Owner with advice and thought leadership on the strategic direction of the CCP • Provides guidance, advice and (as required) capability to support the CCP	• Divisional or Unit Manager Climate Change Division • Lead Advisor CCE • 4YP teams representatives (ideally one from PACPF, PACMM,GDS, PACREG and PHM) • Unit Manager, PQC, DCI • Divisional Manager COD (or Senior Commercial Advisor COD) Support from other advisors as required	Departmental
Development Effectiveness advice	• Ensuring initiatives meet appropriate development standards and that cross cutting issues are addressed	• DCI-DPE team • Contracted external resource	If DCI staff member then Departmental. If contracted external resource then Crown funded.
Country advice	• Country contextual knowledge • Supporting in-country dialogue and engagement • Identifying strategic stakeholders and priorities • Supporting in-country engagement and delivery of activities	• Relevant Bilateral team or Post	Departmental
Communications advice	• Maintaining communication channels in complex activities • Creating engagement plan • Designed and coordinating communication with CCP stakeholders. This will cover a broad range of stakeholders including Ministers, PICs, delivery partners (e.g. NGO's,	• CMD-PDG • Contracted external resource	If CMD-PDG then Departmental, if contracted external resource then Crown

	other New Zealand government agencies), media and in MFAT internal • Integrated with PDG and MFAT communication teams to ensure alignment of messaging		
Thematic/Sector advice	• Assisting the refinement of Design, and providing advice on how impacts and outcomes can be assessed and monitored • Providing specialist skills required during Implementation to recommend delivery decisions or variations to contracts	• DST teams • Contracted external resource	If DST then Departmental, if contracted external resource then Crown
Legal advice	• Providing legal, commercial and policy advice • Supporting the assessment of scale of acceptable risk • Drafting and finalising bespoke legal agreements • Managing commercial issues that arise during the contract	• DCI-Legal team • Contracted external resource	If DCI-Legal (preferred) then Departmental, if contracted external resource then Crown
Commercial, Procurement and Contracting advice	• Supporting development of TOR for all contracts, assess responses to Request for Tenders (RFT) • Providing specialist support to the Activity • Negotiating complex contracts and dispute resolution	• COD or contracted external resource if significant / complex activity	If COD (preferred) then Departmental, if contracted external resource then Crown
MERL advice	• Performing evaluations, monitoring visits • Collecting information and evidence during Activity • Providing results to populate enquire tables • Gathering qualitative evidence from implementing partner	• IME team • It is anticipated that there will be a need for contracted external resource in design, implementation and evaluation of activities	If IME team then Departmental, if contracted external resource (more likely), then Crown

ANNEX H - Stakeholders Consulted

The following teams and organisations were involved in the development of this business case:

- MFAT PACPF
- MFAT PACMM
- MFAT GDS
- MFAT PACREG
- MFAT PHM
- MFAT G&E
- MFAT Ag and Tourism
- MFAT DPE
- MFAT CCD
- MPI
- NGOs
- CRIs including NIWA, GNS, SCION
- Other New Zealand government agencies
- Officials in the Cook Islands, Fiji, Tuvalu, Australia and the Pacific Islands Forum Secretariat

ANNEX I - Risk Register

			Identify and Discuss				Assess					Treatment		
#	Date Risk Identified	Group/ Region/ Division	Category	Risk Description (If XXX happens, it will result in YYY)	Possible Risk Causes/Drivers	Potential Impacts	Current Controls	Likeli-hood	Consequence	Controlled Level of Risk	Risk Owner	Treatment	Treatment Manager	Open / Closed
1	8/01/19	PDG/DST/CCE	Project/Programme	If there is misalignment between CCP and broader MFAT communications then stakeholders may be confused resulting in a lack of support for the programme	Project initiation, contract signing, OIAs/PQs, Formal Messages	Missed milestones, reduced stakeholder satisfaction	Development of communication strategies, involvement of CMD team	Possible	Moderate	Medium	UM CCE	Alignment of communication strategies, visibility of communications in governance meetings, ongoing involvement of CMD	CCP Programme Manager	Open
2	8/01/19	PDG/DST/CCE	Project/Programme	If there is a lack of robust data / evidence to support the Business case then the business case may require rework resulting in delays to benefit realisation		Delayed/reduced benefits, missed milestones	Leverage existing information, engage SME's, research, make assumptions clear	Unlikely	Moderate	Medium	UM CCE	SME engagements, consultation of business case	CCP Programme Manager	Open
3	8/01/19	PDG/DST/CCE	Project/Programme	If measurement and evaluation is not complete then there may be a lack of evidence for achievement of the benefits resulting in reputational damage to MFAT	Project closure	Reduced benefits, reduced ministerial confidence, reduction in stakeholder satisfaction	Identify clear measureable benefits in project plans. Have an evaluation plan.	Unlikely	Moderate	Medium	UM CCE	Evaluation plan development	CCP Programme Manager	Open
4	7/02/19	PDG/DST/CCE	Project/Programme	If there are not enough activities that represent tangible/practical change in CCP then there may be criticism as to the real world value of the programme resulting in reputational damage to MFAT	Business case development	Reduced ministerial confidence, reduction in stakeholder satisfaction	Develop a balanced portfolio approach to the business case development	Unlikely	Moderate	Medium	UM CCE	Balanced portfolio approach, clearly identify tangible outcomes.	CCP Programme Manager	Open
5	7/02/19	PDG/DST/CCE	Project/Programme	If the PIC's do not have the capacity to take on board the changes proposed then activities may to slowed or stopped resulting in a delay in benefit/outcome realisation	Activity design	Delayed/reduced benefits, missed milestones	Early engagement with relevant PICs post Programme Business case development and factor their capacity/capability into sub-	Possible	Major	High	UM CCE	Review country plans, engage posts and PICs when appropriate.	CCP Programme Manager	Open
7	7/02/19	PDG/DST/CCE	Project/Programme	If there is a duplication of activities with other donors then projects may be delayed or abandoned resulting in wasted use of resources	Business case development	Delayed/reduced benefits, missed milestones	Engagement with key players as part of the PBC development	Possible	Moderate	Medium	UM CCE	Review current activity via country plans, post discussions.	CCP Programme Manager	Open
9	7/02/19	PDG/DST/CCE	Project/Programme	If there are issues with the availability and/or capability of delivery partners then activities may be delayed resulting in a delay to benefit realisation	Business case development	Delayed/reduced benefits, missed milestones	Early engagement with relevant delivery partners post PBC development and factor their capacity/capability into sub-business case design work.	Possible	Major	High	UM CCE	Early engagement with delivery 'community' of out strategic intent. Engage delivery partners as soon as practical in the process	CCP Programme Manager	Open
10	21/03/19	PDG/DST/CCE	Reputation	If PICs' expectations exceed New Zealand's support capacity or goes beyond the scope of the CCP then NZ may been seen as not acting adequately resulting in reputational damage to NZ's standing in the Pacific and as a global leader of climate change	Communications	Reduced stakeholder satisfaction, reputational damage	Developing communication to support the CCP	Possible	Moderate	High	UM CCE	Communicate the programme including the process for the identified workplan. Create an avenue for additional things to be added. Communicate progress to build confidence. Ensure value from regional and multi-lateral activities are communicated.	CCP Programme Manager	Open
11	21/03/19	PDG/DST/CCE	Project/Programme	If NZ's support capacity is not adequate for building resilience against the scale of environmental change then climate change impacts may not be lessened resulting in ongoing impacts to PICs	External – global greenhouse gas emissions; Domestic – resource capacity	Does not achieve desired objectives vis-à-vis protecting Pacific people	Dialogue and research programme to identify highest priorities and opportunities to collaborate with other development partners and leverage additional resources	Possible	Moderate	Medium	UM CCE	Programme to identify partner stakeholders and have clear plans for synergies and alignment to drive activities with the best positive affect.	CCP Programme Manager	Open
12	21/03/19	PDG/DST/CCE	Project/Programme	If the SIDF funding is be constrained for other activities then the full range of CCP activities may not be completed resulting in reduced Investment Objective outcomes	SIDF allocation governance	Objectives not fully achieved due to reduced scope or delayed activities	SIDF ring-fenced allocation and PBC seeking approval	Unlikely	Moderate	Medium	UM CCE	PBC being presented to PDSGG to commit funds	CCP Programme Manager	Open
13	21/03/19	PDG/DST/CCE	Project/Programme	If MFAT's ability to manage CCP scope with its own resources is not possible then activities may be delayed or descoped resulting in reduced Investment Objective outcomes	Programme approval to implementation phase	Objectives not fully achieved due to reduced scope or delayed activities	Resourcing plan, Programme delivery team to support governance and activity managers proposed in PBC	Possible	Moderate	Medium	UM CCE	PBC being presented to PDSGG to confirm option	CCP Programme Manager	Open
14	21/03/19	PDG/DST/CCE	Reputation	If there is a lack of direct practical adaption actions then this may generate expectation/perception issues with stakeholders resulting in reputational damage to the CCP and MFAT	PBC approval	Reduced stakeholder satisfaction, reputational damage	A range of options presented in the PBC	Unlikely	Moderate	Medium	UM CCE	PBC being presented to PDSGG to confirm option	CCP Programme Manager	Open
15	21/03/19	PDG/DST/CCE	Project/Programme	If there is a lack of broad based capability building and information development activities then the programme may not address longer term sustainability resulting in reduced Pacific resilience overtime	PBC approval	Reduced stakeholder satisfaction, reputational damage	A range of options presented in the PBC	Unlikely	Moderate	Medium	UM CCE	PBC being presented to PDSGG to confirm option	CCP Programme Manager	Open
16	21/03/19	PDG/DST/CCE	Reputation	If the CCP sequences some work (e.g. water security before eco-systems adaptation) then there may be perception issues regarding speed of action resulting in stakeholder dissatisfaction	PBC approval	Reduced stakeholder satisfaction, reputational damage	A range of options presented in the PBC	Unlikely	Minor	Low	UM CCE	PBC being presented to PDSGG to confirm option	CCP Programme Manager	Open
17	21/03/19	PDG/DST/CCE	Project/Programme	If there is limited ability for flexibility across 4YPs to generate activities to meet ODA climate change targets then the ODA targets may not be met resulting in reputational damage to MFAT	PBC approval	Reduced stakeholder satisfaction, reputational damage	A range of options presented in the PBC	Possible	Moderate	Medium	UM CCE	PBC being presented to PDSGG to confirm option	CCP Programme Manager	Open
18	21/03/19	PDG/DST/CCE	Project/Programme	If there is no programme approach to achieve the Climate change ODA targets then the distributed governance model, individual 4YP plan pressures and limited ability to scale quickly may lead to inconsistencies resulting in the ODA targets not being met	PBC approval	Reduced stakeholder satisfaction, reputational damage	A range of options presented in the PBC	Unlikely	Moderate	Medium	UM CCE	PBC being presented to PDSGG to confirm option	CCP Programme Manager	Open

ANNEX J – Climate Change Programme Communications Strategy and Plan

Introduction

This strategy is intended to guide the Climate Change Programme (CCP) through the design and implementation phases over the period 2018-2022.

The CCP is a key response to ensuring that New Zealand's global climate change finance commitment ($300m in four years from 2019) is met, shifting towards a greater focus on adaptation and bringing to life the intent of the Government's Pacific Reset with regard to climate change. Pacific Island countries will be among the most affected by the impacts of climate change.

Some Pacific Islands are very low lying – in Kiribati and Tuvalu, average land elevation is less than two metres – making them especially vulnerable to extreme weather events, sea level rise, and tidal changes. Pacific people also face particular climate change related threats such as water salinity, coastal erosion, changing weather patterns, more intense and frequent storm events, coral bleaching and changes to land- and sea-based food production systems on which many people depend for their income and food.

The Government has expressed strong ambition to establish New Zealand as a global leader in responding to climate change. A key premise of the 2018 budget bid was to increase New Zealand's support for climate change action. In speeches at the UN General Assembly and other fora the Prime Minister and Minister of the Foreign Affairs have respectively reaffirmed New Zealand's commitment to support the Pacific to address climate change. There are high external domestic and Pacific expectations that we deliver on this intent.

Why do we need this communications strategy?

CCP is an outward facing change programme and therefore will engage with a wide variety of stakeholders within, and significantly, outside of MFAT. Ensuring clear and consistent communication will be key to managing expectations with these stakeholders. Internal and external stakeholders will need to be engaged, well-informed and updated on progress during the development and implementation of the CCP.

One area of stakeholder interest and expectation will be how this work contributes to MFAT's wider strategic and organisational goals. The 'MFAT Strategic Direction 2018-2202' statement outlines seven strategic and four operational goals. The CCP supports two of MFAT's strategic goals and three of its operational goals, as listed below.

The CCP will directly support the delivery of two of the strategic goals:

- **Pacific:** Promote a stable, prosperous and resilient Pacific in which New Zealand's interests and influence are safeguarded.
- **Environment and Climate Change:** Promote sustainable international solutions to global environment and natural resource challenges that impact on New Zealand.

It will also contribute to the following organisational goals:

- **Operational Excellence:** Enable effective and efficient delivery of Ministry business through fit for purpose and resilient global network, systems and services.
- **NZ Connections:** Foster mutually beneficial relationships with NZ Inc partners, Māori, domestic stakeholders and New Zealanders.
- **Enterprise Performance**: Ensure the Ministry delivers the best achievable outcomes for New Zealand from the resources invested in it.

MFAT's climate change engagement in the Pacific and in our international development cooperation is outlined in MFAT's Pacific and Development Climate Action Plan 2019-2022 (refer Annex D) and MFAT's International Development Cooperation Policy (under development).

NZ reports its progress on meeting its global climate finance commitment to several domestic, regional and global fora and organisations. It is critical that communications around meeting this commitment are consistent, credible and transparent to maintain our international reputation.

Links to broader MFAT communication strategies

The application of this communication strategy does not extend beyond the programme itself to NZ's broader Pacific and international development climate change story, though the programme will form the centrepiece of this.

NZ Connection goal engagement and outreach

The Ministry's new Strategic Framework has a stronger emphasis on public communications and outreach, with specific goals and outcomes articulated through the 'New Zealand Connections' objective.

The Ministry Senior Leadership Team has identified stakeholder engagement as a priority.

Our communications and outreach on our Pacific and international development cooperation climate change action via CCP needs to reflect this broader engagement with our stakeholders. More openness in our face-to-face engagement needs to follow through to our presence on our website, in social media, and our visibility in news media.

PDG communication strategy

A Communications Strategy has been developed for PDG. It seeks to contribute to and support the Ministry's Strategic Framework and objectives. The focus of this strategy is public outreach, with the aim of building awareness and support for the Ministry's work in the Pacific and the wider development programme.

This strategy sets an overarching context for the CCP communications strategy.

PDG Strategic Initiatives communications strategy

A Communications Strategy has been developed for PDG Strategic Initiatives. To ensure consistency and targeted messages a Strategic Initiatives communications strategy is being developed.

Climate Change Programme Scope and Outcomes

Refer to the Strategic Case section of the Programme Business Case for a description of programme scope and outcomes sought.

Our Stakeholders and Audiences

The table below provides detail about audience groups and why they are important for this strategy.

Audience group	Why they are important for this strategy
PDG Bilateral teams	Design and Delivery partners. We need to ensure alignment with relevant 4 year plans and that we speak with 'one voice' on our plans and intent to manage internal and external partner expectations.
PDG Regional teams	Design and Delivery partners. We need to ensure alignment with relevant 4 year plans and that we speak with 'one voice' on our plans and intent to manage internal and external partner expectations.
PDG Multilateral team	Design and Delivery partners. We need to ensure alignment with relevant 4 year plans and that we speak with 'one voice' on our plans and intent to manage internal and external partner expectations.
Posts	Delivery partners and informing design. We need to be clear on our partnering strategy, approach and intent. Liaison with partner governments and managing expectations.
All DST teams	Delivery partners. We need to seek co-benefits for other priority areas and be clear on our partnering strategy, approach and intent.
PDLT and PDSGG	It also requires communications to be championed and driven at the PDLT table, across the Ministry, and with external partners.

Audience group	Why they are important for this strategy
CCD team	Coordination. CCD are MFAT's foreign policy and international negotiations lead for climate change matters. Being aware of general intent and progress to support and promote the programme. Knowing where to direct enquires should they arise.
All PDG	In order to deliver well externally, we need to be aligned and organised internally. This requires input and support from all PDG staff, along with communications specialists. PDG also needs to tell its story across the Ministry to help build greater understanding and more links and collaboration internally.
All MFAT staff	General awareness. Being aware of general intent and progress to support and promote the programme. Knowing where to direct enquires should they arise.
Ministers	Will require information to support Ministerial announcements and will updates as appropriate related to progress and performance against the increased level of funding and stated intent regarding Pacific and adaptation focus. Will continue to need briefing and information to respond to OIAs and PQs as required.
Partner countries	We need to maintain a healthy partnership in order to successfully deliver our core work.
Pacific communities in New Zealand	We want to build and maintain support for what we are doing and trust that we are doing it the right way. Local Pacific communities are influencers and a communications conduit to Pacific countries.
Pacific agencies (e.g. SPC, SPREP etc.)	Delivery partners. We need to be clear on our partnering strategy, approach and intent. Managing expectations.
Delivery partners (e.g. World Bank, ADB, etc.)	Delivery partners. We need to be clear on our partnering strategy, approach and intent. Managing expectations.
NZ Inc agencies	Delivery partners. We need to be clear on our partnering strategy, approach and intent. The Pacific is an area where many New Zealand Government agencies have an active role. Working well together will create efficiencies and help us all to be successful in delivering the Pacific Reset. It will also reduce duplication of effort and demonstrate a joined-up approach to the partners we collectively work with.

Audience group	Why they are important for this strategy
CRIs	Delivery partners. We need to be clear on our partnering strategy, approach and intent. The Pacific is an area where many New Zealand Government agencies have an active role. Working well together will create efficiencies and help us all to be successful in delivering the Pacific Reset. It will also reduce duplication of effort and demonstrate a joined-up approach to the partners we collectively work with.
NGOs	Delivery partners. We need to be clear on our partnering strategy, approach and intent. We partner with several agencies who deliver the work 'on the ground'. Aligning and joining up communications activities will amplify our efforts. The NGO community are also commentators and advocates on development issues, so mutual understanding of positions is useful even if they aren't always entirely aligned.
Academia and other opinion influencers	Recognise the importance of experts and opinion leaders who influence public and stakeholders' views of the impact of our work. We want to work with these groups to ensure they have the best information on which to base their opinions and, where relevant, to work with them to utilise their expertise to help design and deliver CCP.
Private sector	Private companies may partner with us to implement development activities. Where this happens, it's important that we are consistent in our messages.
The public	Our focus is on building informed support for the work that we deliver. While there are segments and subgroups within the public audience that we will target specifically, we are aiming to increase public awareness and participation overall.
Māori	Māori are a priority audience and stakeholder across the Ministry. We will work closely with and align to the Māori Engagement Strategy's outcomes.

Risks

The communications risks associated with implementing this strategy, and the mitigation activities that will be implemented, are outlined in the table below.

Communications risk	Mitigations
Misalignment between CCP and broader MFAT communications	• Maintain close working relationships through regular meetings and contact • PDG/CCD on Pacific Climate change related communications • CMD on broader MFAT communication strategies that may be relevant to the programme
Lack of champions for CCP communications	• Formal, clear expectations in strategy about driving communications and thought leadership • Communications a regular CCP agenda item at Governance forums (e.g. PDSGG) • Communications resourcing situated to have access and influence with governance bodies to support their leadership role with CCP (i.e. PDSGG)
Specific Ministerial announcements are required ahead of CCP programme schedule for the related activity	• Identify any 'announcement events' in the programme plan (i.e. the Pacific Islands Forum) and look for opportunities to proactively identify announcements in line with the programme schedule • Ensure the programme plan identifies events as a regular occurring deliverable to provide potential talking points • Ensure any early announcements are informed by the most current information regarding the CCP
Climate Change targets not achieved or in danger	• 'Over-programme' to ensure a safety net of achieving the targets • Early identification for risk management • Clearly outline a plan for how and when the targets can be achieved
Perception of lack of immediate action or lack of long terms outcomes (i.e. getting the balance right)	• Take a balanced portfolio approach to planning CCP • Highlight and reinforce communications for both short and long term projects • Transparency of the overall plan

Communications risk	Mitigations
Perception of 'telling' and 'doing to' not listening/focused on what people need	• Communicate the process for how the programme was designed (broad engagement) • Look for opportunities to work with delivery teams and local communities to reflect the real world nature of the change • Use 'real world' stories to promote the programme
Negative or misinformed media coverage	• Work closely with CMD who will have built relationships with journalists • Focus on facts and impact on our channels and with media • Provide technical and background briefings
Lack of public interest and understanding	• Public perceptions research • Use influencers to amplify effort • Create engaging content of real stories • Ensure a concerted and ongoing effort
Negative public response to international spend (vs local issues)	• Be 'bold but savvy' - keep alert to the wider context • Tell real stories of impact and outcomes, with a human face
Partners perceive lack of fairness in access and profile given to some (e.g. country focus)	• Be transparent about what we're doing with who and why • Include communications expectations in contracts • Actively manage relationships (comms staff to comms staff)
Staff/posts go off message	• Ensure CCP communications are clear and consistent and in line with the communication strategy • Proactively provide Posts with key CCP communication tools to use (e.g. key messages etc.) with partners • Provide training and support • Have clear sign off process
Partners make political statements/off message	• Clear branding used for joint statements (so it's very clear when it's not) • Actively manage relationships
Lack of robust development data / evidence of impact	• Refer to Business case information • CCE to provide a data and reference source to support the programme decisions

Communications risk	Mitigations
Measurement and evaluation not completed so there is a lack of evidence for what we implement	• Include measurement and evaluation activities in the CCP programme plan/s

Communications Approach

In general terms the communication approach supports the PDG communications strategy principles:

- Be proactive, deliberate and integrated
- Support and leverage relationships and partnerships
- Demonstrate the value of what we do with engaging content, and being part of the conversation
- Increase the quality and reach of our channels
- Build capability and enable people to communicate

Our approach is also informed by the spirit of partnership with Pacific Island countries that is at the core of the Pacific Reset, and the principles that support it: engagement, understanding, friendship, mutual benefit, collective ambition and sustainability.

Each phase of the CCP has some specific considerations.

Design/Business case phase 2018-2019

Designing the programme utilising MFAT's 'Better Business Case' approach to inform decision making requires consideration of a broad range of ideas and concepts. This is used to identify the range of options from which one is selected. Managing expectations through the process is challenging and therefore the communication approach needs to provide a balance between providing transparency of what is being considered but being clear not to over-promise in the eyes of some stakeholder. As a result the approach during this phase is - *constrained proactive*.

MFAT Internal stakeholders

- **Engaging** - Promote MFAT's Pacific and Development Climate Change Action Plan 2018-2022 and the development of CCP.
- **Proactive** - Actively seek out and engage with teams and communicate intent. Speak at internal forums.
- **Transparent** - Respond to requests for information.
- **Inclusive/partnering** - Invites to workshops. Discuss 'wide information gathering' approach – open to ideas.

- **Controlled channels** - Avoid confusion in this stage (i.e. a lot of 'ideas' won't make it) so control presentations and communication.

External stakeholders

- **Engaging** - Promote MFAT's Pacific and Development Climate Change Action Plan 2018-2022 and the development of CCP
- **Managed** - Invites to workshops. Discuss 'wide information gathering' approach – open to ideas. Respect that some external relationships need to be managed via formal engagements.
- **Responsive** – Respond to requests for information.
- **Consultative** – Seek out stakeholder views but be careful to manage expectations.
- **Controlled channels** - Avoid confusion in this stage (i.e. a lot of 'ideas' won't make it) so control presentations and communication.

Implementation phase – 2019-2022

Once the PBC is approved then the roadmap for implementation will be clear. Engagement with delivery partners will begin during the design phase. We will need to be proactive in communicating the intent of the programme and engaging broadly externally to MFAT. There will need to be ongoing discussions with internal stakeholders specifically regarding dependencies and communication will need to be aligned. It is likely that external scrutiny will increase on the promises made in the PBC, especially toward the end of the triennium. As a result the approach during this phase is – *proactive*.

MFAT Internal stakeholders

- **Engaging** - Promote the CCP plan, roadmap and communications plan.
- **Proactive** - Actively seek out and engage with teams and communicate intent. Speak at internal forums.
- **Transparent** - Respond to requests for information.
- **Inclusive/partnering** – Engage partners in implementation planning and contracts. Promote open and collaborative approaches to achieving outcomes.
- **Broad channels** – Promote proactively on plans and progress. Use real world stories where and when available to engage the broadest audience. Design communications for all channels to ensure wide coverage.

External stakeholders

- **Engaging** - Promote the CCP plan and roadmap.
- **Managed Partnership** – Engage stakeholders on their specific pieces of work. Reinforce partnering approach but with a focus on expectation of achieving outcomes.
- **Responsive** – Respond to requests for information.
- **Informed** – provide proactive regular overview briefings on progress of the CCP and example good news stories.
- **Controlled channels** – Utilise existing channels for communications to externals.

Communications Channels and Tactics

There are a number of channels and tactics available to us to communicate about the CCP.

Internal Channels

Channel	Features	Primary audiences	Risks constraints
Formal Messages (FMs)	Push process. Well established process.	Targeted internal e.g. Posts and NZ Inc agencies	Some distribution control risks. Also there are a lot of FMs so the message may get lost in the volume. Mitigation - strategic about timing and giving a heads up FMs are coming.
Ministerial briefings	Build confidence with progress.	Ministers	Controlled distribution.
Governance reporting	Formal. Promotes traceability and accountability. Helps build confidence.	PDGSGG, 4YP GG's, MFAT leadership	Specific and not intended for significant re-use.
Te Aka articles	Pull process. Promotes general internal awareness and understanding	MFAT staff	Limited for providing detailed information.
General update email – less formal than FM	Push process. Promotes general awareness and understanding.	Targeted groups of MFAT staff	More personalised than FM and Te Aka.
Meetings	Face to face. Dynamic and responsive to questions.	PDG teams – including bilateral regional, multilateral	Takes time. Limited reach.
Podcasts/video	Enhanced content. Interesting. Links well with social media.	MFAT staff, Public	Not necessarily suited to complex detail.
MFAT presentations	Face to face. Dynamic and responsive to questions.	MFAT staff	Given broad range of possible attendees likely to suit more generic communications.
Workplace	Engaging, casual. People can link to things they are interested in. Conversational.	MFAT staff	Would suit those staff who have an interest – but does imply responding to peoples' 'posts/msgs' and therefore high maintenance.
BLOGs/VLOGs	A possible 'pull' alternate to general update email.	Targeted groups of MFAT staff	More personalised than FM and Te Aka (i.e. tailored to a specific audience).
Regular meetings with NZ Inc partners	Push process. Promotes general awareness and understanding.	Targeted group of NZ agencies	

External Channels

Channel	Features	Primary audiences	Risks constraints
OIA/PQs	Helps manage external party expectations	Media, NZ opposition parties	General OIA/PQ risks/constraints.
Speeches/announcements/Talking Points at meetings and events	Promote success, build international relationships/profile	Public, external partners, other governments and organisations	Given broad range of possible attendees likely to suit more generic communications.
General update email – less formal than FM	Promotes general awareness and understanding.	Targeted groups of partners	Some distribution control risks.
MFAT public facing website	Easily accessible. Broad reach.	Public, Delivery partners, other governments and organisations	Limited for providing detailed information.
Meetings – for example bilat with other governments or with delivery partners.	Face to face. Dynamic and responsive to questions.	Bilateral, NZ Inc and other delivery partners	Takes time. Limited reach.
Media	Promote success. Broad reach. Potential to increase Public support	Public	Limited for providing detailed information. Invites public scrutiny.
Speaking engagements	Promote success, reinforces key messages, builds support.	Public, external partners, other governments and organisations	Given broad range of possible attendees likely to suit more generic comms. Takes time. Limited reach.
Social Media	High reach. Engaging, casual. People can link to things they are interested in. Conversational.	Public	Implies responding to peoples 'posts/msgs' and therefore high maintenance.
BLOGs/VLOGs	A possible 'pull' alternate to general update email. Less formal. Integrates with MFAT website	Delivery partners, public	Some distribution control risks.

Communications Roles and Responsibilities

In order to maintain consistency of communications and promote active reuse of communications material, management for CCP communications will be led by the CCE unit in DST, PDG. The process for generating CCP communications will be as follows:

1. Communication needs identified – project teams or general information requests.
2. Communication material created – project teams / CCE team
3. Communication approval (general) – UM CCE (or delegate) in capacity as CCP Programme Owner (with support from CCP Reference Group where appropriate).

Communications requiring additional approval (e.g. OIA's) – to follow normal approval processes.

Communications Plan

The communication plan will evolve over time as sub-programmes and activities may require their own plan depending on the specific needs. The following plan is the base/minimum plan for CCP. Bolded **channels** are the preferred communication approach for the Audience.

Audience group	Channel, frequency etc.
PDG Bilateral teams	**General update email (monthly).** Te Aka updates, meetings and FMs (as and when required).
PDG Regional teams	**General update email (monthly).** Te Aka updates, meetings and FMs (as and when required).
PDG Multilateral teams	**General update email (monthly).** Te Aka updates, meetings and FMs (as and when required).
Posts	**General update email (quarterly).** Te Aka updates, meetings and FMs (as and when required).
All DST teams	**General update email (monthly).** Te Aka updates, meetings and FMs (as and when required).
PDLT (including PDSGG)	**Governance papers (monthly).** General update email and/or report, with meetings as required.
CCD team	**General update email (monthly).** Meetings and FMs (as and when required).
All PDG	**General update email (monthly). Te aka updates**. MFAT presentations.
All MFAT staff	**Te aka updates**. MFAT presentations.
Ministers	**Ministerial briefing (as required).**

Audience group	Channel, frequency etc.
Partner countries	**General update email (as required, through Posts).**
Pacific communities in New Zealand	**MFAT public facing website.**
Pacific agencies (e.g. SPC, SPREP etc.)	**General update email. Email and meetings, as required.**
Delivery partners (e.g. World Bank, ADB, etc.)	**MFAT public facing website,** Speaking engagements, emails and meetings as required.
NZ Inc agencies	**General update email and meetings (quarterly? - TBC),** Speaking engagements
NGOs	**General update email (as required),** Speaking engagements. Meetings and emails as required.
Academia and other opinion influencers	**MFAT public facing website,** Speaking engagements. Meetings as required.
Private sector	**MFAT public facing website,** Speaking engagements. Targeted meetings as required.
The public	**MFAT public facing website,** Social Media, Media.
Māori	**MFAT public facing website,** Speaking engagements. Meetings as required.

Communications Success

We will measure and evaluate the impact of our communications to continually improve what we deliver. We will implement the following measurement and evaluation activities.

- Internal survey (limited) – survey a range of staff as to their understanding to CCP and their experience with communications related to CCP. Repeat annually.
- External survey (limited) - survey a range of partners as to their understanding to CCP and their experience with communications related to CCP. Repeat annually.
- Website analytics - Quarterly analytics about audience interaction with CCP web content.
- Media scan – track references to CCP in the media. Annual analysis and reporting of

media coverage – quantity, focus, tone, key message use. Quarterly report of reach and coverage of key messages – captured through ongoing collection of speeches and presentations, social media analysis, media analysis, partner communications materials and other public-facing material.

- Post-engagement surveys – Surveys of stakeholders who participate in engagement with MFAT, to seek their feedback on relevance, effectiveness and areas for improvement (possibly annually).

Communications Scope

The following table outlines some of the scope boundaries of this communication strategy and plan.

In scope	Out of scope
CCP and sub-programme and projects	CCE team BAU activities
4YP CC activity that relates to CCP	Other 4YP activity
Pacific climate change focus	Non- climate change related environment focus areas
	Other Strategic Initiative programme and projects
CCP communications	Broader DST, PDG and MFAT communications

Recent PM and MFA statements and press releases

From background paper to MFA

- New Zealand has announced an increase to our Official Development Assistance (ODA) of $714 million over the next four years.
- Our total development spending in the three years starting 1 July 2018 will be $2.187 billion, a 28 percent increase over the $1.712 billion in the three years to 30 June 2018.
- The new ODA funding will be targeted towards priority areas, in particular those identified as part of the Pacific Reset. This includes acting on the threat that climate change poses by reducing vulnerability to its impacts, building climate resilience, and helping to meet emissions targets. In particular we want to support our Pacific neighbours to meet these challenges.
- To that end, New Zealand has committed to delivering at least $300 million in climate-related support from 2019 to 2022, with at least two thirds of that funding being provided to Pacific Island countries.
- That represents a 50% increase on the previous four year commitment, made in 2015, to deliver $200 million in climate-related support for the 2015-19 period.
- We have refreshed our commitment a year early to demonstrate the Government's level of ambition on climate action and our commitment to the Paris Agreement.

- New Zealand is well on track to meet its previous commitment of $200m by 2019.
- Our new commitment translates to providing $75m/year of climate-related support on average, a step up from our previous $50m/year average contribution.
- The additional $100 million over four years will be funded from the increase in Vote ODA as part of Budget 2018 and therefore represents "new and additional" climate finance and a clear and significant progression against previous efforts.
- In response to our partners' needs and priorities, this additional funding will focus on practical action that will help Pacific countries adapt to climate change and build resilience, with a view to at least half of our total support being adaptation focused. We will start to see a greater shift from activities that have climate change outcomes as a secondary benefit to those that are principally about adaptation to climate change.
- For example, we will support coastal adaptation in Tokelau to reduce the risks of coastal inundation; continue our efforts to strengthen water security across the Pacific; and build on current initiatives such as those in Kiribati where we are working to provide community rainwater harvesting systems and investing in desalination.

PM speech extracts

Speech to Opening Ceremony of Climate Week

- In New Zealand's home region of the Pacific we will work with others to support stronger and more resilient infrastructure, strengthened disaster preparedness, and low-carbon economic growth through both our funding commitments and by bringing good ideas to the table.
- To support developing countries respond to the impacts of climate change, New Zealand will spend at least $300 million in climate-related development assistance over the next 4 years, with the majority of this to be spent in the Pacific.

One Planet Keynote address

- I have said a few times before that climate change is New Zealand's nuclear free moment.
- In the past we were defined as a nation by the coming together for a cause, and now, as a globe, we need to do the same again. Not because of the benefits of unity, but because of the necessity of it.
- This is especially the case for the Pacific. I have seen and heard this for myself on many occasions now, including on a recent visit to the island nations of Samoa, Tonga, Niue and the Cook Islands.
- Two of these islands had recently endured a cyclone that had affected homes, schools, the electricity network, even the Parliament buildings were destroyed in Tonga.

- In Tonga I met a child standing outside one of the buildings that had no roof or internal walls. Through a translator, she told me it was her classroom. She showed me where she used to sit, and pointed to the posters and drawings that were tattered and shredded around the room.
- Cyclones are not new to the region, but the scale and ferocity of them in recent times most certainly is.
- But it is not only storms that threaten Pacific nations. There is already salt water intrusion into fresh water supplies. Staple crops like taro have been devastated in some areas near the coast due to salt water intrusion. And more importantly, some aquifers are at risk of becoming salty.
- In Samoa there is a village called Moata'a where the main pathway into town is now regularly under water, especially at high tide. The village children have to wade their way to school and back each day.
- There is no question - my Pacific neighbours didn't cause climate change, but they are on the frontline fighting it.
- Our work does not stop at our border. New Zealand will spend at least $300 million in development assistance over the next 4 years, with the majority of this to be spent in the Pacific.
- And we are pleased to be joining France and the European Union to set up the Joint Pacific Initiative for Biodiversity, Climate Change and Resilience, with a $1 million contribution to supporting work on invasive alien species in the Pacific.

Climate finance increase press release:

- The increased investment is being made from New Zealand's Overseas Development Assistance, which was increased by nearly 30% ($NZ714 million) in Budget 2018 to support the Pacific Reset.
- "This funding allocation will focus on practical action that will help Pacific countries adapt to climate change and build resilience. For example, providing support for coastal adaptation in Tokelau to reduce the risks of coastal inundation; and continuing our efforts to strengthen water security across the Pacific, building on current initiatives such as those in Kiribati where we are working to provide community rainwater harvesting systems and are investing in desalination," Jacinda Ardern said.
- "New Zealand is committing to providing at least $300m over four years in climate-related development assistance, with most of this going to the Pacific.
- "We have a responsibility of care for the environment in which we live, but the challenge of climate change requires us to look beyond our domestic borders, and in New Zealand's case towards the Pacific.
- "The focus of this financial support is on creating new areas of growth and opportunity for Pacific communities. We want to support our Pacific neighbours to make the transition to a low carbon economy without hurting their existing economic base.

- "Climate change is a priority area for New Zealand's Pacific Reset announced by Foreign Minister Peters in February. This commitment of $300m over four years is a significant increase on our existing commitment of $200m in the four years to 2019.
- "We recognise our neighbours in the Pacific region are uniquely vulnerable to the impacts of climate change. This week I will be making a number of representations alongside our Pacific neighbours to ensure the world is aware of the impact of climate change in our region and the cost of inaction.
- "This funding will complement our ongoing support to help developing countries in the Pacific and beyond meet their emissions targets through renewable energy and agriculture initiatives," Jacinda Ardern said.
    - *Others*
        - *MFA speeches*
        - *Selection for the action plan*
        - *Investment approach principles – Ambitious action etc.*

ANNEX K - Draft Monitoring and Evaluation Measures

Potential measures for each of the four strategic priority areas are described below. These will be furthered considered and developed via the sub-business case development.

Potential measures for Strategic Priority 1

- By 2023 the ND-GAIN readiness score for priority Pacific countries improves by 10%
- By 2023 we are able to show evidence of strengthened government capacity and coordination mechanism to mainstream climate resilience
- Degree of integration of climate change adaptation approaches in national and sector planning
- Evidence that climate data is collected, analysed and applied to decision making in climate sensitive sectors
- Number of people/geographical area with access to improved climate information services
- By 2023 we will early warning systems (EWS) in place and active for priority pacific countries.
- SDG 12.b.1 Number of sustainable tourism strategies or polices and implemented action plans with agreed monitoring and evaluation tools
- SDG 13.2.1 Number of countries that have communicated the establishment and operationalisation of an integrated policy/strategy/plan which increases their ability to adapt to adverse impacts of climate change, and faster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including national adaptation plan, NDCs, national communication, biennial update report and other)
- SDG 13.3.1 Number of countries that have integrated mitigation, adaptation, impact reduction and early warning into primary, secondary and tertiary curricula
- SDG 14.a.1 Proportion of total research budget allocated to research in the field of marine technology
- SDG 15.8.1 Proportion of countries adopting relevant national legislation and adequately resourcing the prevention and control of invasive alien species

Potential measures for Strategic Priority 2

- Volume of finance leveraged NZ funding
- By 2023 the number of GCF projects / pipelines focused on the Pacific increases
- Number of Pacific people supported to attend negotiations
- Commentary by external parties is positive on the balance of NZ's climate finance portfolio (e.g. Caritas, Oxfam annual climate finance reports)
- The Paris agreement is being implemented effectively
- On track to deliver our increased Paris commitment climate finance target
- CO2eq reduced as a result of GCF-funded projects/programmes
- Cost per tCO2eq decreased for all GCF funded mitigation projects / programmes.
- tCO2eq reduced or avoided as a result of GCF-funded projects/programmes – low emission gender sensitive transport.
- tCO2eq reduced or avoided as a result of GCF-funded projects/programmes – buildings, cities, industries, and appliances
- PIC development planning reflects a low emissions pathway
- PICs NDCs reflect ambitious action
- PIC GHG inventories reflect reducing emissions
- PICs and NZ influence global emitters to increase emissions reduction ambitions

- National and regional development plans incorporate appropriate considerations of the impacts of climate change
- SDG 7.a.1 International financial flows to developing countries in support of clean energy research and development and renewable energy production, including hybrid systems
- SDG 7.2.1 Renewable energy share in the total final energy consumption
- SDG 8.a.1 Aid for Trade commitments and disbursements
- SDG 9.a.1 Total official international support (ODA plus other official flows) to infrastructure
- SDG 10.b.1 Total resource flows for development, by recipient and donor countries and type of flow (e.g. ODA, foreign direct investment and other flows)
- SDG 13.a.1 Mobilised amount of USD per year between 2020 and 2025 accountable towards the $100billion commitment
- SDG 13.b.1 Number of least developed countries and small island developing states that are receiving specialised support, and amount of support, including finance, technology and capacity building, for mechanisms for raising capacities for effective climate change related planning and management including focusing on women, youth and local and marginalised communities.
- SDG 13.2.1 Number of countries that have communicated the establishment or operationalisation of an integrated policy/strategy/plan which increases their ability to adapt to adverse impacts of climate change, and faster climate resilience and low greenhouse gas emissions development in a manner that does not threaten food production (including national adaptation plan, NDCs, national communication, biennial update report and other)
- The level of NZ support for global organisations. Financial mechanisms and international initiatives is recognised positively, including by PIC's
- SDG 17.7.1 Total amount of approved funding for developing countries to promote the development , transfer, dissemination and diffusion of environmentally sound technologies

Potential measures for Strategic Priority 3

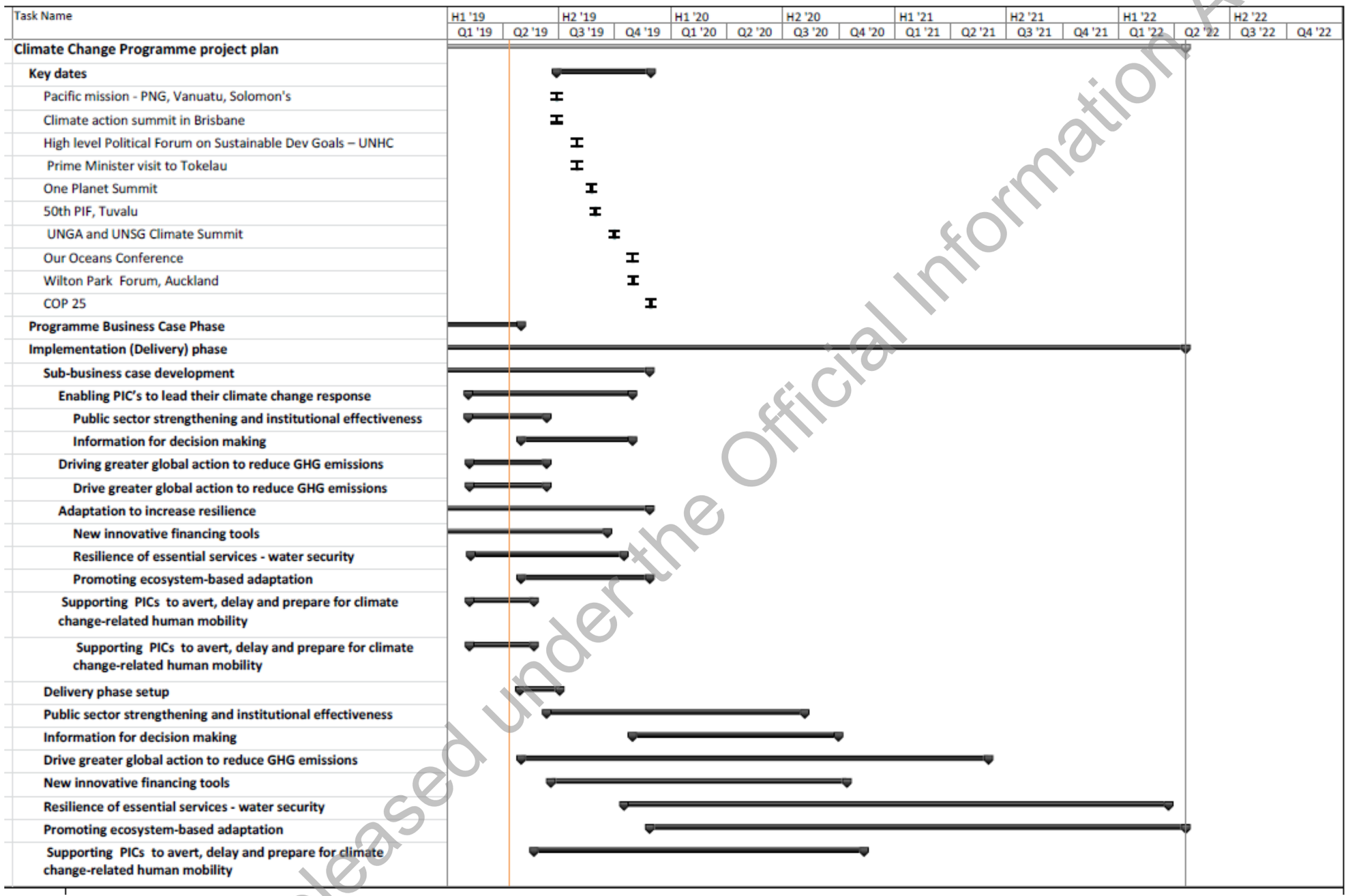
- Rio markers
- ND-GAIN vulnerability and/or readiness scores improve
- Change in expected losses of lives and economic assets
- Number of people (m/f) benefiting from the adoption of diversified, climate resilient livelihood options.
- Number of people (m/f) reached by [or total geographic coverage of] climate related EWS and other risk reduction measures established/strengthened.
- Change in expected losses of lives and economic assets (US$) due to the impact of extreme climate-related disasters
- Value (US$) of ecosystem services generated or protected in response to climate change.
- Coverage/scale of ecosystems protected and strengthened in response to climate variability and change.
- Evidence of improvements in governance structures to improve adaptive capacity to climate impacts
- Evidence of active engagement with CROP partners to promote community-based resilience
- Number of people (m/f) with year round access to reliable and safe water supply (min litres per day) despite climate shocks and stresses.
- Number of catchment planning processes, taking into account climatic changes, completed
- Value (NZD) of investment in institutional strengthening for water supply departments
- Number and value of physical assets made more resilient to climate variability and change, considering human benefit.
- Number of buildings built to fit code for resilient practice etc.

- Number of food secure households (in areas/periods at risk of climate change impacts)
- Number of people (m/f) benefiting from introduced health measures to respond to climate-sensitive diseases.
- Climate related diseases mortality/hospitalisation rates?
- Proportion of schools with access to (e) basic drinking water (g) hand washing facilities, cross -cutting with education co benefit
- PICs are implementing practical adaptation measures to reduce vulnerability in key sectors and locations.
- SDG 1.4.1 Proportion of population living in households with access to basic services
- SDG 2.4.1 Proportion of agricultural area under productive and sustainable agriculture
- SDG 2.5.1 Number of plant and animal genetic resources for food or agriculture secured in either medium or long-term conservations facilities
- SDG 2.4.1 Proportion of agricultural area under productive and sustainable agriculture
- SDG 3.3.5 Number of people requiring interventions against neglected tropical diseases.
- SDG 3.9.2 Morality rate attributed to unsafe water, unsafe sanitation and lack of hygiene
- SDG 6.1.1 Proportion of population using safely managed drinking water services
- SDG 6.3.1 Proportion of waste water safely treated
- SDG 6.2.1 Proportion of population using safely managed sanitation services including hand washing facility with soap and water
- SDG 9.a.1 Total official international support (ODA plus other official flows) to infrastructure
- SDG 11.5.1 Number of deaths, missing persons and directly affected persons attributed to disasters per 100,000 people
- SDG 11.5.2 direct economic loss in relation to global GDP, damage to critical infrastructure and number of disruptions to basic services, attributed to disasters
- SDG 11.b.2 Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies
- SDG 13.1.2 Number of countries that adopt and implement national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction 2015-2030
- SDG 14.4.1 Proportion of fish stocks within biologically sustainable levels
- SDG 14.7.1 Sustainable fisheries as a proportion of GDP in small island developing states, least developed countries and all countries
- SDG 14.a.1 Proportion of total research budget allocated to research in the field of marine
- SDG 15.1.1 Forest area as a proportion of total land area
- SDG 15.1.2 Proportion of important sites for terrestrial and freshwater biodiversity that are covered by protected areas, by ecosystem type
- SDG 15.5.1 Red List Index (threatened/endangered species)
- SDG 15.8.1 Proportion of countries adopting relevant national legislation and adequately resourcing the prevention and control of invasive alien species

Potential measures for Strategic Priority 4

- SDG 10.7.2 Number of countries that have implemented well-managed human mobility policies.
- Number of countries engaged in regional dialogue.

ANNEX L - Draft Climate Change Programme Roadmap



ANNEX M – Financials for Recommended Option – Option 4 (Indicative)

Investment Objective	*FY18/19 - FY22/23*	Intervention Area	*FY18/19 - FY22/23*	FY18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Enabling PIC's to lead their climate change response	30	1. Public sector strengthening and institutional effectiveness	12	0.5	3	3	3	3
		2. Information for decision making	18	4.5	5	2	3	3
Driving greater global action to reduce GHG emissions	25	3. Driving greater global action to reduce GHG emissions	25	0.1	17	2	2	4
Adaption to increase resilience	85	4. New innovative financing tools	42	3.3	2	18	15	4
		5. Resilience of essential services - water security	33		8	9	9	9
		6. Promoting ecosystem based adaptation	10		2	3	3	3
Supporting PICs to avert, delay and prepare for climate change-related human mobility	7	7. Supporting PICs to avert, delay and prepare for climate change-related human mobility	7		1	2	2	3
Programme design and delivery	4	Programme design and delivery	4	0.6	1.0	1.0	0.5	0.5
				9	**37**	**40**	**36**	**28**
					46	86	122	150
Triennium (FY18/19 - FY 20/21) total - cumulative						86		
SIDF request (Trienium investment - PACREG activities allocated funds $13.5M)						72.5		
five year programme total (FY18/19 - FY22/23) total - cumulative								150
Calendar year 2019-2022 (half year FY18/19 and FY22/23) to match ODA commitment timeframe								132

ANNEX N – Business Case Development to Implementation Phase Resource Table

Intervention area	'CONCEPT' (including Sub-programme business case development)	'DESIGN'	'IMPLEMENTATION' *Note that all areas will require to varying degrees implementation support from Posts*
Strengthen public sector and institutional effectiveness	Economic Governance Unit	Economic Governance Unit, potentially via a Crown contractor	Economic Governance team with activity management support from Programme Delivery Team
Information for decision-making	CCE	Crown contractor (facilitating a consortium of input from Crown Research Institutes, academic institutions and other agencies)	Crown contractor lead
Drive greater global action to reduce GHG emissions	CCE	CCE	CCE with activity management support from Programme Delivery Team
New innovative financing tools	Economic Governance Unit	Crown contractor (technical expertise with programme management background)	Crown contractor lead
Resilience of essential services (including water security)	CCE	Crown contractor (technical expertise with programme management background)	Crown contractor lead
Ecosystem resilience	CCE	Crown contractor (technical expertise with programme management background)	Activity manager – Programme Delivery Team with support from DOC
Support PICs to avert, delay, prepare for, and support climate change-related human mobility	CCE	CCE	CCE with activity management support from Programme Delivery Team

The Programme Delivery Team will provide programmatic support to all activity managers and activity management services. A Monitoring and Evaluation Framework for the programme will be established (with support from the MERL team) which sub-programme monitoring and evaluation frameworks will be able to sit under. See Annex K for a draft framework. It is recommended that a Programme Coordinator support the delivery of the programme. This work will expand as more CCP activities come online. Initially we assess there would be scope for this to be a part time role.

ANNEX P – Co-Benefits

The draft co-benefits and relative weightings, as assessed by the CCE team, are presented below, and will be further developed in sub business cases. The SIDF guidelines and Sustainable Development goals provide measurable means of quantifying co-benefits.

Co-benefit	Option 1	Option 2	Option 3	Option 4
SIDF guidelines: Aid for trade	None	None	None	None
SIDF guidelines: Governance	High	High	Med	High
SIDF guidelines: Human rights	High	Med	High	High
SIDF guidelines: Gender	High	Low	High[2]	High
SIDF guidelines: Youth	Med[3]	Low	Med	Med
SIDF guidelines: Health	High	Low	High	High
SIDF guidelines: Education	Low	Low	Low	Low
SDG 1: Poverty	Med	Low	Med	Med
SDG 2: Hunger	High	Low	High	High
SDG 3: Health	High[4]	Low	High	Med
SDG 7: Clean Energy	Low[5]	Low	Low	Low
SDG 8: Economic Growth	None	None	None	None
SDG 9: Industry, infrastructure, innovation	Low	None	Low	Low
SDG 10: Inequity	High[6]	Low	High	High
SDG 11: Sustainable cities/communities	Med[7]	Low	Med	Med
SDG 12: Responsible consumption/production	Low[8]	Low	Low	Low
SDG 14: Life below water	Med	Low	Med	Med
SDG 15: Life on land	High	Low	High[9]	High

[2] Efforts to improve access to water will improve the lives of women: globally eight out of ten people collecting water are women (WASH 2018).
[3] Efforts to reduce disaster risk will benefit young people, who are more vulnerable to disasters (WorldRiskReport 2018).
[4] Improved access to water will improve population health.
[5] E.g. 7.a.1 International financial flows to developing countries in support of clean energy research and renewable energy production
[6] E.g. 10.7.2 Number of countries that have implemented well-managed migration policies.
[7] E.g. 11.b.2Proportion of local governments that adopt and implement local disaster risk reduction strategies in line with national disaster risk reduction strategies
[8] E.g. 12.b.1 Number of sustainable tourism strategies or policies and implemented action plans.
[9] Contributes to SDG15.8.1 Proportion of countries adequately resourcing the prevention or control of invasive alien species

SDG 16: Peace, Justice, Strong Institutions	High	High	Low	Med
SDG 17: Partnership for the goals	High[10]	High	Med	High
Paris Agreement: Technology transfer	High	High	Low	High
Paris agreement: Finance	High	High	Low	Med
Paris agreement: Capability building	High	High	High	Med

[10] E.g. 17.9.1 Dollar value of financial and technical assistance committed to developing countries, 17.14.1 Countries with mechanisms in place to enhance policy coherence of sustainable development

ANNEX Q – Detail of Intervention Areas

The following sections provide details of each of the Intervention Areas, and the proposed activity that will be subject of sub-business case development.

In the course of developing the Programme Business case opportunities have arisen where it was prudent to proceed with the interventions (e.g. timing of fund contributions or clean alignment of New Zealand strategic objectives). In these cases the interventions are included in the detailed descriptions of the intervention areas and denoted as 'fast-track'.

Table 5. The Seven Intervention Areas


Strengthen public sector and institutional effectiveness


Information for decision-making


Drive greater global action to reduce GHG emissions


New innovative financing tools


Resilience of essential services, including water security


Resilient ecosystems


Support PICs to avert, delay, prepare for, and support climate change-related human mobility

Intervention Area 1: Public sector strengthening and institutional effectiveness

Overview

2. The scale and pace of change – particularly climate change but also technological, demographic and geopolitical change – is outstripping the capability and capacity of regional, national and local decision-makers to determine and implement effective responses. Decision-makers need good information, sound advice and confident action on their decisions. To enable effective action on climate change adaptation, PICs need to mainstream low-carbon, climate-resilient development into decision-making. This needs to apply to all sectors and at every level, and it needs to be supported by good information and financial resources. However, PICs' responsiveness to climate change impacts and threats is impeded by information gaps, the inability to access information, and limited capacity to integrate data into decision-making. This work stream will contribute to addressing those challenges by focusing on the following two intervention areas:

- Mainstreaming climate change into existing governance systems; and
- Contributing to the development of low-emissions, climate-resilient (LECR) planning.

Intervention components

1a. Mainstream climate change into existing governance systems

3. It is well-established that climate change considerations need to be mainstreamed throughout government decision-making. However, it is proving difficult to implement for most countries around the world, including New Zealand and PICs. Kiribati, for example, has been working on mainstreaming since 2003,[11] but climate change is yet to be fully integrated into government systems and processes. Support and strengthen existing regional information/science capabilities (e.g. PCCC). The PCCC will support PICs to lead their response to climate change. Acting as a hub, knowledge aggregator and centre of excellence, the PCCC will provide information and training to policy makers and enable linkages between a multitude of climate-related players (including governments, academic institutions, civil society and private sector organisations). It is expected to open in July 2019.
4. A January 2019 draft report notes constrained information flows, insufficient capacity and lack of role-clarity.[12] There are many players, diagnostics and plans in the Pacific, but significant financing, capability and action gaps remain.
5. Key barriers to mainstreaming include:
    - Insufficient capability and capacity to implement mainstreaming in PICs and the international donor community;
    - Political economy barriers that constrain alignment around action;[13] and
    - A mismatch between state sector institutional capability and the technical systems and actions proposed.[14]
6. These barriers will need to be overcome for sustainable mainstreaming to be achieved.
7. Governance – the way we organise to make decisions within a jurisdiction – is critical for human development and for responding to significant change. Strengthening climate change governance is essential to support, first, the well-being of Pacific peoples and, secondly, the significant investment New Zealand is making in climate change adaptation in the Pacific.[15] New Zealand and PICs have a shared interest in strengthening national and regional decision-making to enable better climate change responses. The demand is not just for the quantity of support but also for quality. Our Pacific partners are seeking ownership of sustained engagement with experts who will take the time to understand their challenges.
8. To support mainstreaming climate change governance, New Zealand needs to:
    - Commit resources from our CCP to link governance capability with the actions required to strengthen climate change governance. We need to engage the right experts to sustainably support action in partnership with PICs.

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[11] http://www.climate.gov.ki/category/action/adaptation/kiribati-adaptation-program/kiribati-adaptation-program-phase-i/

[12] Government of Kiribati, Kiribati Climate Change and Disaster Risk Finance Assessment, Draft Report, January 2019.

[13] Gogoi, E., et al., *Mainstreaming adaptation to climate change within governance systems in South Asia: An analytical framework and examples from practice* (Action on Climate Today, October 2017).

[14] Worker, J. *National Climate Change Governance: Topic Guide*, GSDRC, University of Birmingham, January 2017.

[15] The central role of governance is well recognised. For example the Pacific Climate Change Finance Assessment Framework developed in 2013 by the Pacific Island Forum Secretariat assesses against six interrelated dimensions: funding sources, policies and plans, institutions, public financial management and expenditure, human capacity and development effectiveness.

- Leverage our influence, reputation and the CCP investment to smooth issues of political economy and open up entry points for sustainable mainstreaming.
- Support coordinated action by working with regional institutions and other donors to ensure our efforts complement activity planned and under way.

9. New Zealand also needs to make a long-term investment in overall public sector strengthening to enhance institutional capability to mainstream LECR development in all sectors.[16]

10. Potential intervention areas:

- Mainstreaming climate change into existing governance systems for planning, budgeting and programme management at the national and sub-national level in selected PICs. This will involve:
  - Country- and sector-specific approaches that will ensure high-quality climate data is brought to bear on decision-making and will seek to overcome the tendency for climate change considerations not to be built into sectors, such as health, education, infrastructure, economic development and services.
  - Targeted support to: build leadership, knowledge and capacity; strengthen legal and policy frameworks and institutional arrangements; and develop technical tools to support planning and financing.
  - Focus on PICs where there is high need, a strong appetite for improvement, limited donor work in this space and effective synergies with other elements of the Climate Change Programme.
  - Selecting a capable implementing partner. Initial focus will be on exploring the benefits of working through DFAT's established (six-year) partnership with the UN Development Programme (UNDP) and the NGO Live and Learn Environmental Education. (DFAT is about to commit a further AU$10.2M over four years.)
  - Retaining strong oversight to leverage the broader CCP, as well as New Zealand relationships, to open up entry points for sustainable mainstreaming.

1b. Contribute to the development of low-emissions, climate-resilient (LECR) planning

11. Supporting green growth and the formulation of both national and sectoral LECR plans will allow countries to respond more effectively to climate change while simultaneously reducing their GHG footprint and meeting their Paris Agreement obligations.

12. While the greatest impact on emissions through LECR planning is outside the Pacific, we are unlikely to want to engage bilaterally in this space beyond the Pacific given our general lack of presence and small aid programme in ROW. It is appropriate to support green growth and LECR planning in the Pacific, as it contributes to meeting obligations in article 2(1)(c) of the Paris Agreement, which are to make finance flows consistent with a pathway towards LECR development. LECR planning is also desirable because of the significant co-benefits it can have, in terms of leveraging other development outcomes as co-benefits.

13. Engaging in LECR planning will enable us to work in the upstream policy, planning and regulatory spaces where impacts are longer-term. It will also enable us to engage in a wide range of sectors, such as electricity, transport, agriculture, tourism, and urban planning, depending on country needs and requests.

[16] This will be addressed through the Governance and Economic Unit's public sector strengthening work stream and the Public Sector Hub Indicative Business Case rather than through the Climate Change Programme Business Case.

LECR offers the potential to expand the total potential mitigation and adaptation impacts of our investments.

14. The mainstreaming investment area will include a component that supports PICs to better meet and report on their international obligations, e.g. enhancing NDCs, conducting GHG inventories, and Paris Agreement monitoring verification and reporting. Support in this regard will meet a dual purpose of enhancing Pacific credibility while supporting long-term, low-carbon planning. Our support for the NDC Hub[17] is included in this component.

15. Potential intervention areas:

- Supporting the development of LECR planning. This will involve:
    - Focusing initially on a limited number of countries and likely on a limited number of sub-sectors. For example, there is potential to work with the Marshall Islands on shipping decarbonisation; or with Fiji on the development of a Climate Change Act.
    - Selecting a capable implementing partner. We will support the Pacific Regional NDC Hub to help countries enhance and implement their NDCs and seek to work with other organisations, e.g. the Global Green Growth Institute, which is establishing itself as a niche organisation promoting and supporting green growth. Choice of partner though will depend on country needs and priorities and preferences.
    - Activities in areas such as:
        - LECR development strategies;
        - Green growth strategies (sectoral and national);
        - Sectoral road maps e.g. electricity, transport, tourism, agriculture, disaster risk reduction;
        - Climate-resilient businesses;
        - Electricity efficiency;
        - Transport decarbonisation pathways;
        - Climate-related policy and legislation; and
        - "Green" financing tools and supporting access to innovative finance.

Intervention Area 2: Access to information

Intervention area overview

16. To support LECR, PICs need to incorporate information on the actual and projected impacts of climate change into all forms of government decision-making and planning. Inadequate accounting of the impacts of climate change risks undermining a country's investments in development and community resilience. For example, it can result in infrastructure being developed in high-risk areas, disease outbreaks, crop losses, damage to assets, and loss of life.

17. This is an issue that is shared between New Zealand and PICs. We are all grappling with how to incorporate climate change information into decisions to protect our communities and economies from

[17] https://www.pacificclimatechange.net/project/regional-pacific-ndc-hub

the adverse impacts of climate change. This presents an opportunity to deepen NZ/PIC partnerships to develop tools and process to improve climate change information for mutual benefit.

Intervention components

2a. Enhancing, expanding or improving accuracy, timeliness and accessibility of climate related data and tools

18. Climate change science and modelling is being improved all the time; however, PICs struggle to get access to the latest research and science, and have multiple challenges managing and using data in forms that are useful for decision-making. Some of these challenges include:

    - Accessing to data, such as the long-term projections for slow-onset changes and extreme weather events;
    - Bringing data together from a range of sources, i.e. in some instances, data exists, but in insolation from other datasets, making it less accessible and useful; and
    - Interpreting and analysing data into products that are useful for decision-makers, such as risk assessments, analyses for planning decisions, and seasonal projections for food/health decision-making.

19. Potential investment areas:

    - Develop a consistent climate change data and risk analysis platform across the Pacific by bringing together existing datasets and systems, improving data quality and consistency, and developing information products that can communicate climate information to decision-makers, by:
        - Reviewing, improving and connecting existing systems – such as PARTNeR, RiskScape, ClidDEsc, Island Climate Update, and DFAT's Pacific region climate change projections (plus others) – into a comprehensive data platform
        - Working with key donors and partners – such as Australia, Japan, the World Bank, the ADB, UNDP, the EU, the IOM and IDMC – to drive better coordination, consistency and coverage of climate data and science interventions to benefit PICs
        - Work with key regional agencies – such as SPC, the PCCC, the Climate and Oceans Support Program in the Pacific (COSSPac), and the Pacific Community Centre for Ocean Science (PCCOS) – to strengthen their technical capability to collect, maintain and analyse climate data and turn it into usable information products to meet PIC decision-making needs.

2b. Providing technical assistance to improving the usability and application of climate data to support PIC's decision-making

20. To ensure that the climate data is incorporated into decision-making, it needs to be translated into a range of useful information products for PICs. There is an opportunity to improve capability and capacity across the region and strengthen New Zealand's partnerships with PICs by better sharing of data, research, approaches, experiences and lessons learnt.

21. Potential investment areas:

    - Partner with PICs, key regional and international agencies, NZ-based CRIs, academia, and other relevant public/private sector agencies to identify PICs' decision-making needs and to develop

applied tools for combining data (i.e. climate data with health data), assessing data, and translating it into meaningful information and clear communication products.

- Work with PICs to improve capability to translate and apply climate information into decision-making, by understanding how to approach risk and uncertainty and adaptive planning.

2c. Providing applied research on key policy and development questions

22. Targeted applied research to meet PIC information needs, as well as to establish deeper peer-to-peer partnerships across the region.

23. Potential investment areas:

- Commission applied science research on key issues and information gaps, such as:
  - LiDAR[18] analyses for the Cook Islands, Kiribati, Tuvalu and the Marshall Islands to improve the accuracy of topographical and coastal data
  - Detailed sea-level rise projections for Kiribati, the Marshall islands and Tuvalu
  - Analyses of climate impacts on key sectors, such as health, food, energy, infrastructure (supporting intervention component 1a)
- Develop better coordination and connections between the NZ and Australia research institutions and regional agencies such as the PCCC, SPC, COSSPac, PCCOS to improve the scope, scale and quality of climate research being delivered to PICs

2d. Supporting and strengthening existing regional information/science capabilities

24. PIC governments lack sufficient capacity or finance to meet all their climate data and decision-making needs. Therefore, regional agencies, such as the PCCC, PCCOS and SPC, will need to be strengthened to bolster national services, while also delivering services for regional and multi-country information needs. In particular, the PCCC (expected to open in July 2019) will support PICs to lead their response to climate change. Acting as a hub, knowledge aggregator and centre of excellence, the PCCC will provide information and training to policy makers and enable linkages between a multitude of climate-related players (including governments, academic institutions, civil society and private sector organisations).

25. Potential investment areas:

- Support and improve existing regional infrastructure through both core funding and service delivery to provide technical advisory support to PIC governments
  - **Fast-track** - PCCC ($3.5m PACREG 4YP)
  - **Fast-track** - COSSPac ($2.5m PACREG 4YP)
- In information, planning and decision-making, improve coordination and peer-to-peer support of national, regional, multilateral and donor knowledge and action

[18] LiDAR is a remote-sensing surveying technique that uses high-frequency laser pulses to gather information about a surface, such as height about sea-level.

- Improve the abilities of regional agencies to coordinate and disseminate climate data and research that is being developed by a range of donors and research providers in order to minimise the silo effect of disparate interventions, to improve access and usability of information.

Intervention Area 3: Global GHG reduction

Intervention Area overview

26. Urgent emission reductions are required in order to safeguard Pacific and New Zealand interests by minimising the long-term impacts of climate change in our region.[19] Given that the GHG emissions contribution of PICs is minimal, the only meaningful benefits to be gained from mitigation action in PICs are political: the ability of PICs to say, "We're doing our part (so you do yours)". While this has tactical value, ultimately, focusing on mitigating GHGs from PICs will not see the scale of reduction required to protect Pacific interests. Therefore, New Zealand's support for GHG mitigation is better targeted at multilateral and regional measures that have greater impact, and which support other tactical considerations, particularly regarding New Zealand's ability to have a foot in the door that enables us to influence these delivery mechanisms and their alignment with New Zealand and PICs' objectives.

Intervention components

3a. Investment in Multilateral Funds and Institutions

27. Multilateral investments provide an opportunity: to deliver at scale; to leverage others' contributions; to invest in areas we would not have the expertise or scale for alone (including in the Pacific and SIDS); and to contribute to broader global efforts to reduce GHG emissions. Multilateral investments in support of global public goods, such as reduced GHG emissions, have direct benefit for the Pacific and New Zealand. A strategic investment in the multilateral system enables New Zealand to influence outcomes in areas where there is greatest need, where we can have the greatest impact, and in ways that progress New Zealand values.

28. Potential intervention areas:

- Contributions to the GCF, Montreal Fund, ADB, etc.

3b. Investment in Pacific advocacy and participation

29. Decisions taken globally at fora, such as the UNFCCC Conference of Parties (COP) and the International Maritime Organization (IMO), have enormous implications for the Pacific. And the Pacific has an important story to tell. Given PICs' acute vulnerability to the impacts of climate change, PICs are vocal advocates on the global stage and have an important role to play in applying pressure to global mechanisms and large emitters to reduce emissions. For instance, PICs were party to the High Ambition Coalition, which successfully promoted the 1.5°C goal to be included in the Paris Agreement.

[19] IPCC Special Report on Global Warming of 1.5°C.

30. However, climate change negotiations are highly complex and very expensive. With limited capacities and capabilities, PICs are challenged to participate effectively in multilateral fora, if at all, missing an opportunity to tell the important Pacific story and influence global negotiations.

31. Potential intervention areas:

- Support Pacific attendance at key climate related meetings and negotiations such as the COP and IMO
- Build capacity for negotiators
- Provide analytical support for negotiations as requested
- Provide/develop Pacific climate change 'story telling' assistance
- **Fast-track** – Pacific voice
- **Fast-track** – Fiji support for COP Presidency

3c. Promote and support climate friendly technology transfer

32. The development and transfer of technology has a critical role for achieving the goals of the Paris Agreement to reduce GHG emission and adapt to the impact of climate change. New Zealand is committed to promoting, facilitating and financing the transfer of, access to and deployment of climate friendly technologies and does so across a range of sectors, most importantly in agriculture and renewable energy. New Zealand has a particular role to play – including through the Global Research Alliance on Agricultural Greenhouse Gases (GRA) – in the transfer of agriculture technologies to help countries increase agriculture productivity and improve food security while also reducing emissions. An increased investment in the GRA would demonstrate the importance of this work to New Zealand and bolster our global climate leadership credentials. It would also support countries to include agriculture in in their NDCs, help respond to some of the barriers identified above and potentially support emissions reductions at scale.

33. Potential intervention areas:

- Support for the GRA, UNFCCC, and other relevant mechanisms.

Intervention Area 4: Innovative Finance

Intervention Area overview

34. Adapting to climate change will require significant levels of funding into the Pacific region and, therefore, the support of donors and other actors in the Pacific. New Zealand's contribution to multilateral and regional adaptation funds is a mechanism to fund these activities and also a means to crowd others in. The programme will also focus on supporting innovative financing options, such as disaster risk insurance products, or tapping into sources of private financing. This will help provide more options for Pacific countries for financing climate change-related development.

35. Diverse communities across the Pacific need to be resilient in the face of climate change and natural hazards, and need to be able to recover from damaging events. To meet these ends, high quality financing

options need to be developed, delivered and accessible. Disaster risk management also needs to be appropriately funded at all stages of the disaster risk management cycle.[20]

36. The most effective way of financing disaster preparedness and response is through having a range of tools to address different layers of risk, as no single instrument is optimal for responding to all types of disasters and climate change-related impacts. A comprehensive disaster risk financing strategy would combine both ex ante (i.e. pre-event, e.g. reserve funds, contingency finance, insurance, and finance from global climate funds) and ex post mechanisms (i.e. post-event, e.g. budget reallocations, borrowing, and international assistance).

37. To ensure the provision of effective and sustainable high quality financing options in the Pacific, New Zealand needs to:

- Ensure that PICs have access to a comprehensive disaster risk financing strategy that combines both ex ante and ex post mechanisms to achieve the most efficient financial layering.
- Leverage our reputation in the disaster risk management area, and utilise the expertise of other New Zealand agencies.
- Support coordinated action by working with and through regional institutions and mechanisms, and other donors, to ensure our efforts complement activity planned and under way.

38. Specific interventions can be grouped into two areas (i) activities to support the enabling environment and cross-cutting opportunities, and (ii) disaster risk and climate finance programmes and products.

Intervention components

4a. Contributing to, and assisting with the development and delivery of, high quality financing options

39. The enabling components that will strengthen the underlying basis to regional disaster risk and climate finance development and effectiveness includes ensuring quality data for input into hazard models. enabling a greater understanding of the risk and ability to model and test potential outcomes and scenarios, technical assistance to develop the link between underlying disaster risk science and financial disaster risk finance products and to facilitate better decision-making and capacity-building across the region through education and advice.

40. Potential intervention areas:

- Develop the enabling components that will strengthen the underlying basis to regional disaster risk and climate finance, including:
  - Disaster risk finance products
  - The Pacific Resilience Facility
  - Supporting access to climate finance[21]

[20] The disaster risk management cycle consists of four phases: mitigation and preparedness in the pre-disaster stage, and response and recovery in the post-disaster stage. Taking appropriate measures in each phase of the disaster risk management cycle can reduce the overall disaster risk.

[21] This includes a second phase of the existing Technical Assistance for Pacific Access (TAPA) program. The TAPA program assists targeted Pacific countries and GCF accredited entities (such as UNDP, SPREP, IUCN) access GCF funding for projects to increase their climate change resilience.

4b. Contributing to Adaptation focused funds

41. There is an opportunity to target funding toward global and regional funds that have a direct focus on climate change adaptation. The funds potentially provide a scale of investment for large projects and our contribution provide a mechanism for us to crowd others in for these projects.

42. Potential intervention areas:

- UN Adaptation Fund
- French Pacific Fund

Intervention Area 5: Water security

Intervention Area overview

43. The Pacific is currently the only region in the world where access to improved water supplies is declining[22]. It is also one of only two regions in the world where sanitation conditions are worsening, with an increase in open defecation for the period 2000 – 2015 from 1 to 1.3 million[23]. Almost five million people in the Pacific cannot access safe water supplies easily, with most PICs unlikely to meet SDG 6. The risks of water shortage and flooding (which compromises water quality and sanitation) are increasing due to phenomena unrelated to climate change, such as population growth and urbanisation, but which are compounded by climate change: changing rainfall patterns; changes in the frequency and intensity of extreme events such as cyclone and drought; and rising sea-level.

44. Challenges faced by many communities across the Pacific include:

- Small islands dependent on rainwater harvesting face a growing risk of water shortage, particularly small atolls (such as Kiribati, Tuvalu, the Marshall Islands, Tokelau and the northern Cook Islands). Their limited groundwater is threatened by salt water intrusion, rainwater harvesting barely meets their needs, and they lack the capability to maintain desalination plant.
- Communities in coastal areas and river valleys face increasing flood risk due to sea level rise and growing storm intensity.
- Communities dependent upon surface water and groundwater are facing increased pollution from population growth, agricultural intensification and other development pressures.
- Upland communities in Melanesia are experiencing drought conditions for the first time in living memory, and currently have limited ability to collect and store water.
- Agricultural communities are facing increased risk of crop damage due to changing rainfall patterns, drought and flooding.

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22 Progress on drinking water, sanitation and hygiene: 2017 update and SDG baselines. Geneva: World Health Organization (WHO) and the United Nations Children's Fund (UNICEF), 2017. Page 26 Link

23 Progress on drinking water, sanitation and hygiene: 2017 update and SDG baselines. Geneva: World Health Organization (WHO) and the United Nations Children's Fund (UNICEF), 2017. Page 5. Link

- Communities with established water infrastructure (such as intakes, boreholes, treatment facilities, reservoirs, pipelines and cisterns) often lack the capability or resource to maintain these assets, so they deteriorate and fail prematurely.
- Land transport corridors will face increased disruption due to flooding and landslides.
- Species health and diversity in freshwater ecosystems are threatened by increased abstraction, nutrients, bacteriological contamination, sedimentation and increasing water temperatures, in addition to habitat loss from development pressure.

Intervention components

5a. Development and delivery of 'on-the-ground' water security initiatives

45. There is a need to address immediate water security by focussing on addressing drought risk, (vulnerability assessment, improving water resource access and storage), and on improve PICs' abilities to manage flood events (via, for example, flood forecasting, impact assessments, and capacity building for planning).

46. Potential investment areas:

- Focusing on drought-prone atolls and outer islands, deliver infrastructure, maintenance and management activities to build immediate water security resilience. This will encompass water harvesting, water storage, analysis of water availability, flood risk mapping, capacity building for planning and maintenance, and early warning systems.
- Improve PICs' abilities to forecast and plan for excesses and shortages of water (early warning systems) to proactively manage responses and reduce the impacts of water-related crises.
- Partner with NGOs to improve community water security in rural areas, and/or areas where there is no/limited reticulated water.
- Partner with other donors to expand the scope and coverage of water security initiatives, particularly in urban and peri-urban areas.

5b. Improve service delivery by regional agencies to support national governments

47. Improving and maintaining water services across the region, while adapting to the impacts of climate change, is expensive, and requires information and guidance that is time-consuming for PICs to undertake individually. Efficiencies and a better standard of service can be obtained when common challenges can be combined, such as sector leadership, closer functional coordination, technical support, and improved vocational pathways, and addressed by key regional agencies, such as the SPC, the Pacific Resilience Partnership (PRP), the University of the South Pacific (USP), and the Pacific Meteorological Council.

48. Potential investment areas:

- Support key regional agencies to deliver assistance to national governments, particularly in:
    - Developing and delivering consistent approaches to infrastructure (particularly parts and maintenance to reduce costs)
    - Better donor coordination to increase impact of existing investment

- Training to improve quality and quantity of maintenance staff
- Better seasonal forecasting and early warning services, and
- Better regional and national water management planning.

- Work with key regional partners to improve the quality of service delivery to PICs as well as increasing the scope of the services to meet gaps, such as the SPC, USP, PRP, and the Pacific Meteorological Council.

5c. Advocate for a stronger focus on water security in the Pacific

49. Water security is often dealt with reactively when infrastructure fails or crises hit. However, water security is already an issue for PICs, and will only become more challenging with the impacts of climate change. PICs need to shift from the reactive approach to water management and prioritise proactive planning, infrastructure, and management practices to ensure communities are resilient to instances of too little and too much water. This involves New Zealand improving its approach to investment in water security. It also requires PICs, other donors and regional and international agencies becoming more strategic and coordinated in our collective work in the sector.

50. Potential investment areas:

- Develop a long-term (10-year) strategic approach for MFAT's investment in water security to improve impacts and efficiency of delivery
- Increase country-level leadership and regional coordination by establishing a collective focus on water security across the Pacific.
  - Improve donor and Multilateral Development Bank coordination and leverage their investments to increase impact for PICs
  - Consider convening a Pacific Water Forum to establish a region-wide roadmap, leverage additional donor commitments, and create significant improvements in water security.

Intervention Area 6: Resilient ecosystems

Intervention Area overview

51. PICs include a set of unique natural ecosystems, from rainforests to mangrove forests, and coral reefs to deep-sea trenches.[24] These ecosystems underpin livelihoods across the region, and provide a variety of 'ecosystem services'[25] to Pacific Island peoples, including the provision of food and building materials, protection from storm surges and floods, waste and water filtration, as well as supporting critical

[24] Pacific Environment and Climate Change Outlook. SPREP, 2012.

[25] Ecosystem services refer to the contributions that the natural environment makes to human well-being. They are generally grouped into four key categories: 'provisioning services', or products obtained from ecosystems (e.g., food, fresh water, genetic resources); 'regulating services', or the benefits obtained from the regulation of ecosystem processes (e.g., natural hazard regulation, pollination, and pest control); 'habitat services', or the importance of ecosystems for the maintenance of viable gene-pools; and 'cultural services', or the non-material benefits that people obtain from ecosystems. Cultural ecosystem services are particularly important in the Pacific.

industries such tourism.[26] PICs rely heavily on natural resources for income: for example, license fees from foreign fleets provide up to 40% of government revenue in some countries,[27] while in Fiji, tourism was valued at US$574M in 2013.[28] Perhaps most importantly, Pacific peoples have close relationships and cultural ties with the environment.

52. Functioning ecosystems support development success across all sectors.[29] For example, access to coastal resources and gardens are linked to nutrition and health gains,[30] while investments in infrastructure rely on coastlines that can absorb storm surges.[31] However, the resilience of these ecosystems and the services that they provide are threatened by environmental pressures, which will intensify with climate change:

    - These include lowered productivity of coastal resources, due to bleaching, warming, and acidification;[32]
    - Increased risk from invasive alien species, as ranges spread and disturbance events increase;[33]
    - Agriculture systems that are increasingly vulnerable to storms and drought;[34] and
    - Threats to biodiversity, which underpins resilience in all ecosystems.

53. These impacts are closely interlinked, build on each other, and are amplified by other human activity (e.g., overharvesting of reef resources). Taken together, they are likely to have far reaching impacts, and are expected to: lower food security; increase challenges in disaster risk reduction; and amplify coastal hazards around the region. For example, projections suggest that subsistence agriculture and coastal fisheries will not support the food needs of some Pacific countries by 2030, due to changing weather patterns, sea-level rise, and disaster events.[35]

54. Pacific governments and regional agencies have recognised this and have sought to mitigate loss of ecosystem resilience in high-level strategic planning (e.g., National Adaptation Plans of Action and National Biodiversity Strategic Action Plans). There are gaps in the level of support however: while some multilateral (e.g., UNDP), regional, and local organisations seek to support resilient ecosystems,[36] there is a need for more coordinated and effective donor support. We propose that New Zealand address this gap.

[26] Marine Ecosystem Services in the Pacific. MACBIO, 2017

[27] Bell et al. 2013, 'Effects of climate change on oceanic fisheries in the tropical Pacific: implications for economic development and food security', *Climatic Change*, vol. 119, no. 1, pp. 199-212.

[28] National Marine Ecosystem Service Valuation Summary Report: Fiji. MACBIO, 2015

[29] Jupiter et al. 2017. Conservation of Biodiversity in the Pacific Islands of Oceania: Challenges and Opportunities. Pacific Conservation Biology 20(2)

[30] Pacific institute for Public Policy. 2011. Food for thought: Exploring food security in the Pacific. Link

[31] Sutton-Grier et al. 2015. Future of our coasts: The potential for natural and hybrid infrastructure to enhance the resilience of our coastal communities, economies and ecosystems. Environmental Science and Policy v51

[32] Bell et al. 2013, 'Effects of climate change on oceanic fisheries in the tropical Pacific: implications for economic development and food security', *Climatic Change*, vol. 119, no. 1, pp. 199-212.

[33] Pacific Invasives Initiative (PII) Factsheet 2011. Climate change and invasive species in the Pacific. Link .

[34] FAO. n.d. Climate change and food security in Pacific Island Countries. Link

[35] Vulnerability of Tropical Pacific Fisheries and Aquaculture to Climate Change. SPC, 2011

[36] For example, see 'UNDP Signature Programme on Ecosystem-based Adaptation'. Link.

Intervention components

6a. Support ecosystems response and mitigation activities

55. Response and mitigation of the most urgent threats to ecosystem services from climate change using existing New Zealand expertise and partnerships to deliver activities in a limited number of countries.

56. Potential intervention areas:

- Management of urgent invasive alien species threats in priority PICs, including capability, research, and management actions.
- Develop EbA programming in selected PICs. Pending an assessment of effectiveness, we will look to fast-track engagement with existing initiatives, e.g., the SPREP Pacific Ecosystems-Based Adaptation to Climate Change (PEbACC) programme.

6b. Support the development of EbA planning and research

57. There are a variety of approaches and modalities that could be used. For example, EbA can deliver adaptation actions that are cheaper and more effective than those supported by traditional 'grey' infrastructure,[37] while 'integrated island management' links ridges and reefs to deliver food security and livelihoods benefits to communities.[38] Maintenance of ecosystem services, such as the regulating services of mangroves, can contribute to reducing disaster risk and mitigation of coastal hazards. Support for monitoring, evaluation, and research can develop best practice and inform future responses, and capacity building and training opportunities can build on New Zealand knowledge and experience.

58. Potential intervention areas:

- Develop partnerships for Integrated Island Management approaches, including coastal food security planning and disaster risk reduction, in selected PICs.
- Invest in existing initiatives to safeguard diversity for resilience, e.g. SPC's Centre for Pacific Crops and Trees.

6c. Foster the development of innovation in ecosystem management through leadership and leverage New Zealand capability

59. Pacific governments and regional agencies have recognised this and have sought to mitigate loss of ecosystem resilience in high level strategic planning (e.g. National Adaptation Plans of Action and National Biodiversity Strategic Action Plans). There are gaps in the level of support however: while some multilateral (e.g. UNDP), regional, and local organisations seek to support resilient ecosystems,[39] there is a need for more coordinated and effective donor support.

60. Potential intervention areas:

[37] Doswald et al. 2014. Effectiveness of ecosystem-based approaches for adaptation: review of the evidence-base. Climate and development; USAID. 2017. The Economics of Ecosystem-based Adaptation. Link

[38] For example, see Jupiter et al. 2014. Principles for integrated island management in the tropical Pacific. *Pacific Conservation Biology* 20(2). Link

[39] For example, see 'UNDP Signature Programme on Ecosystem-based Adaptation'. Link.

- Contribute to innovative sustainable financing mechanisms for the maintenance of ecosystem services (e.g., WWF Great Sea Reef project).
- Contribute to multilateral or international research around climate impacts in the Pacific, e.g., the Ocean Foundation for research and action on ocean acidification.
- Support for 'green' infrastructure solutions to coastal inundation. Pending assessment work, there are existing activities within PACPF and PACMM that may be able to be fast tracked (e.g. supporting outcomes from Tokelau coastal inundation planning with PACPF 4YP, estimated at over $8M over the coming three years).

Intervention area 7: Supporting PICs to avert, delay, prepare for, and support climate change-related human mobility

Intervention Area overview

61. The effects of climate change are undermining conditions necessary for Pacific communities to remain in situ and, as a result, climate change-related human mobility (including internal displacement, planned relocation, and cross-border migration) is already happening, and will increase as climate change impacts outpace adaptation activities. This will likely lead to various impoverishment risks such as landlessness; joblessness; homelessness; marginalisation; food insecurity; increased morbidity; loss of access to common property; community dislocation;[40] and assimilation and impacts on culture.

62. For some countries, climate change impacts could cause their entire territories to become uninhabitable. While this is a much longer-term prospect, it has the potential to create significant risks at community, national, regional and global levels. At the national level, en masse relocation imperils entire cultures, languages, national identities and ways of life. At the regional and global levels, it raises issues in international law, some of which are at the heart of the international legal order.

63. The Pacific Islands Forum identified climate change-related human mobility as an issue that needs attention, recognising "the desire of Pacific peoples to continue to live in their own countries, where possible."[41] The Polynesia Leaders Group has also called for a "Grand Coalition of Pacific Leaders on Climate Change Displacement and Migration" to find regional solutions to the issue.[42] Within New Zealand, Cabinet has adopted the Action Plan on Pacific Climate Change-Related Displacement and Migration,[43] underpinned by three core values:

- "Honour Pacific Leaders' recognition of 'the importance of retaining the Pacific's social and cultural identity, and the desire of Pacific peoples to continue to live in their own countries, where possible'.
- Respect and uphold Pacific Island countries' sovereignty and the right to self-determination.
- Encourage transparent, inclusive dialogue on Pacific climate migration domestically, regionally and internationally."

[40] Michael M Cernea "Impoverishment Risks, Risk Management, and Reconstruction: A Model of Population Displacement and Resettlement" (Keynote Paper presented to the UN Symposium on Hydropower and Sustainable Development, Beijing, October 2000).

[41] Niue Declaration on Climate Change, Annex B to Forum Communique, 39th Pacific Islands Forum, Alofi, Niue, 19–20 August 2008, Doc PIFS(08)6, at preamble, fifth recital.

[42] Amatuku Declaration on Climate Change and Oceans 8th Polynesian Leaders Group Meeting (29 June 2018) at [11].

[43] CAB-18-MIN-0218.

64. In the relevant Cabinet decision, the objective of this intervention area is to support PICs to avert, delay, and prepare for potential climate change-related human mobility. The "avert and delay" aspects are covered by the other components of the CCP, that is, the investment objectives regarding enabling PICs to lead their climate change response, and supporting adaptation activities to increase resilience. This component of the CCP focusses on the "prepare for" aspect, with the aim of supporting unavoidable mobility so that it is conducted as planned, long-term enterprises that enable relocating and destination communities to thrive.

65. There is also an additional aspect that has already emerged, which is to "support" climate change-related human mobility. Some homes and other infrastructure are already being relocated in a number of PICs. Supporting countries dealing with these relocations will position New Zealand and the Pacific region as global leaders on this issue while supporting PICs on a highly sensitive topic. Hence, building on the Cabinet decision, the CCP will support PICs to "avert, delay, prepare for, and support" climate change-related human mobility

Intervention components

The following intervention components have been agreed to by Cabinet.[44]

7a. Utilise ODA to avert, delay and prepare for climate change-related human mobility

66. As noted earlier, the "avert and delay" elements of this component are covered by other areas of the CCP, particularly regarding governance and adaptation.

67. This component addresses the "prepare for" element, and it adds an element for supporting communities that are already relocated, or are earmarked for relocation.

68. Potential intervention areas include:

- Working with countries and partners to identify communities that are relocating or are at risk of relocation, and supporting work to identify and fulfil affected communities' particular requirements, since these relocations are highly context-specific.
- Working with stakeholders to develop regional guidelines for managing internal relocations.

7b. Facilitate a regional dialogue and explore a regional approach

69. In March 2019, a group of UN and Pacific regional agencies launched a project to, inter alia; develop regional guidelines for facilitating climate change-related human mobility, titled "Enhancing Protection and Empowerment of Migrants and Communities Affected by Climate Change". There is an opportunity for New Zealand to partner and/or participate in the project to advance Cabinet's priorities, which are to facilitate a regional dialogue and explore options for a regional response. We can build on this process to fulfil Cabinet's call for a regional dialogue regarding possible regional responses to climate change-related human mobility.

70. Potential intervention areas:

- Working with partners, such as the United Kingdom, the International Organization for Migration and the Pacific Islands Forum Secretariat, to facilitate a regional dialogue to elicit data and

[44] CAB-18-MIN-0218.

perspectives regarding potential regional responses (such as producing a PIF output or establishing a work programme for one of the regional agencies) and bilateral support options.

- A complementary domestic stakeholder consultation, conducted with Immigration New Zealand, to develop policy options for New Zealand as a potential destination for climate change-related human mobility. As an exercise focused initially on informing New Zealand's regional response, such consultation would target New Zealand-based Pasifika communities, Māori leadership, civil society, and academia.

7c. Strengthen international language and frameworks through multilateral action

71. Small States, including New Zealand and PICs, have actively pursued effective multilateral responses on issues of national importance, including climate change, and there are initiatives regarding climate change-related human mobility that can be advanced. In particular, the Geneva-based Platform on Disaster Displacement and the Executive Committee of the UNFCCC Warsaw International Mechanism for Loss and Damage, which includes the work of its Task Force on Displacement.

72. Potential intervention areas:

    - Join the Steering Group of the Platform on Disaster Displacement to advance its aims of promoting action to prevent displacement and protect people are forced to move out of harm's way, and supporting relevant global responses.
    - Join the Executive Committee of the UNFCCC Warsaw International Mechanism for Loss and Damage, in order to advance the work of its Task Force on Displacement, which is developing global guidance.

7d. Commission robust research

73. Commission and share findings from research to broaden and deepen MFAT's, New Zealand's and the region's understanding of relevant issues in order devise or adapt programme design and activities that help to avert, delay, prepare for, and support climate migration.

74. Potential intervention areas:

    - Commissioning a comprehensive inventory of existing relevant research, including key findings and recommendations, and an assessment of potential research gaps and priorities.
    - Commissioning mapping hazards and vulnerabilities, with a particular focus on potential drivers of climate change-related mobility.

ANNEX R – Option overview A3s

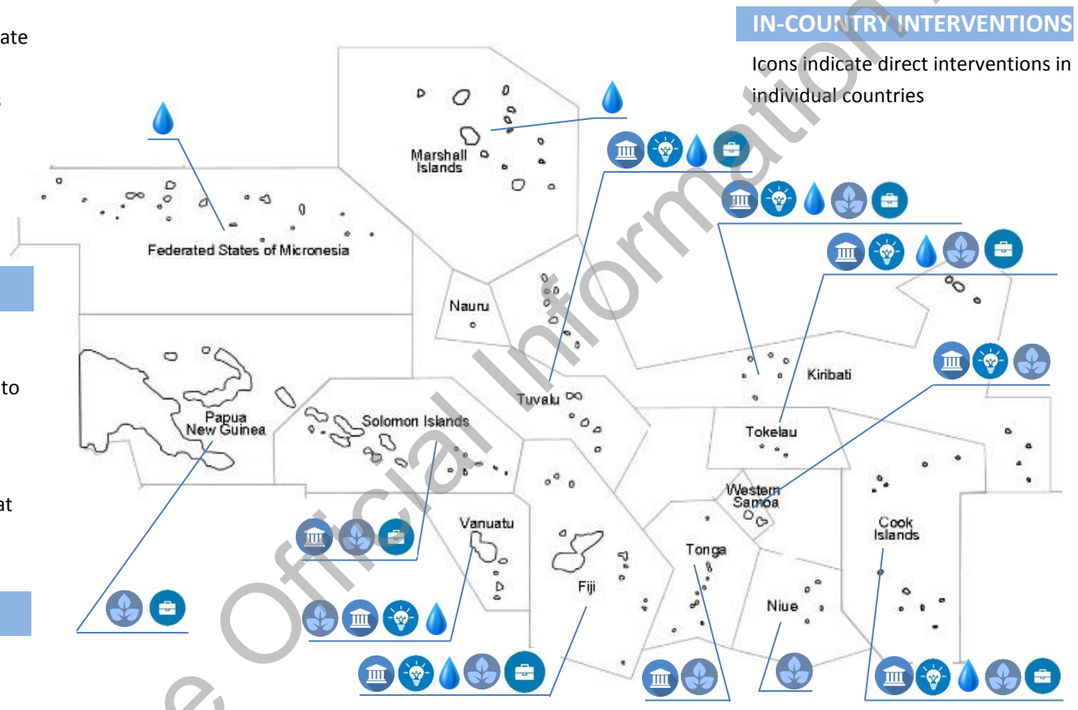
1. All options include direct benefits to individual countries, as depicted on the maps, as well as regional and global benefits. Examples of the various intervention activities are provided on the left hand side of the A3 graphics.

Option 1: Build Long-term Resilience

This is the largest option presented, with significant interventions across all Investment Objectives. Option 1 combines work in both systemic long-term resilience and more immediate on-the-ground adaptation interventions. Deep and broad capability would be developed as part of this option. Given the scale of this option and the relevant capacity challenges, this is not the preferred option.

Investment Objectives and Intervention Focus

In-Country	Regional / Global
Objective 1: Enable Pacific Island Countries to lead their response	
Examples: Engage expertise to undertake tailored governance-strengthening work with Kiribati, Tokelau, Tuvalu, Samoa and the Cooks. Support individual countries to prepare for climate-related negotiations	Examples: Join the DFAT/UNDP Pacific Resilience Governance program. Work with the Global Green Growth Institute to support Nationally Determined Contributions planning
Example: Establish climate data, hazard and risk analysis information platform in met offices in Samoa, Fiji, Tokelau, Tuvalu and Vanuatu	Example: Support the Pacific Climate Change Centre, hosted by the Secretariat of the Pacific Regional Environment Programme (SPREP)
Objective 2: Drive greater global action to reduce greenhouse gas emissions	
	Examples: Contribute to global funds such as the Green Climate Fund. Invest in the Global Research Alliance
Objective 3: Adapt to increase resilience	
	Example: Develop innovative financial tools and mechanisms
Example: Increase water security in drought-prone islands, including early warning and response systems	Example: Work with the Secretariat of the Pacific Community (SPC) to strengthen national water security capability
Examples: Increase food security by controlling invasive species in Tonga. Implement ecosystem-based adaptation measures in the Cooks such as mangrove planting.	Example: Work with the Council of Regional Organisations in the Pacific and Crown Research Institutes to develop options for diversification of food sources from agriculture and reef-based fisheries
Objective 4: Climate change-related human mobility	
Example: Support countries already dealing with internal relocations, e.g. Fiji	Examples: Support regional dialogue. Prepare case studies of relocations under way. Advance international developments through the Platform on Disaster Displacement and the UNFCCC Task Force on Displacement



IN-COUNTRY INTERVENTIONS

Icons indicate direct interventions in individual countries

REGIONAL/GLOBAL INTERVENTIONS

All countries will benefit from the following regional and multilateral interventions:

- Strengthen public sector
- Info for decision-making
- Global GHG reduction
- Innovative financial tools
- Strengthen water security
- Resilient ecosystems
- Human mobility

INVESTMENT OBJECTIVE
High

1 Enable PICs to Lead
2 Reduce Emissions Globally
3 Adapt to Increase Resilience
4 Human mobility
5 Balanced Portfolio
6 High quality scale-up / ambitious action
ODA investment target

COST
$204m

1 Enable PICs to Lead $47m
2 Reduce Emissions Globally $32m
3 Adapt to Increase Resilience $111m
4 Human mobility $10m
5 Programme Design & Delivery $5m

RISK
High

Large-scale and scope of concurrent activity places pressure on PICs, partners and MFAT. Refer to the Risk Register in Annex I.

CO-BENEFITS
High

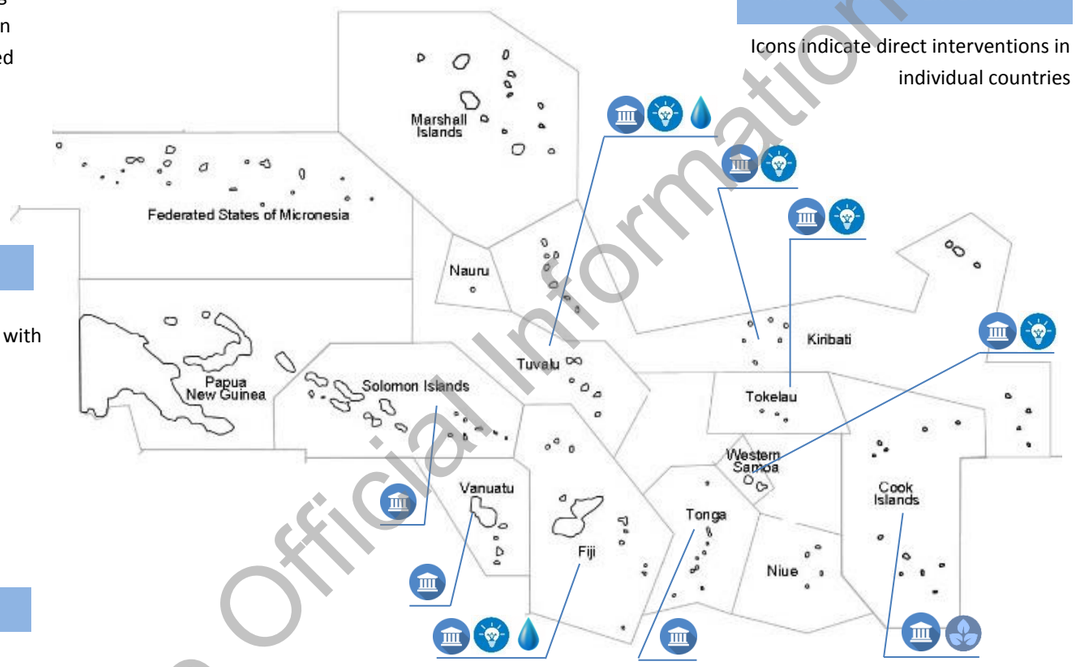
Greatest additional contribution towards Sustainable Development Goals, especially for no poverty, zero hunger, good health, life below water, life on land.

Option 2: Enable the Pacific to Lead their Response

This option focuses on long-term, systemic change, operating at the 'front of the pipeline' and taking a broad approach to a sector/issue. It will strengthen governance structures, planning processes and decision-making; and deepen the partnerships between New Zealand's Crown Research Institutes and Pacific Island Countries. It will promote the enduring changes needed to enable PICs to lead their response to climate change, but will take longer to achieve outcomes and does not focus on immediate needs and is not the preferred option.

Investment Objectives and Intervention Focus

	In-Country	Regional / Global
Objective 1: Enable Pacific Island Countries to lead their response		
	Examples: Engage expertise to undertake tailored governance-strengthening work with Kiribati, Tokelau, Tuvalu, Samoa and the Cooks. Support individual countries to prepare for climate-related negotiations.	Examples: Join the DFAT/UNDP Pacific Resilience Governance program. Work with the Global Green Growth Institute to support Nationally Determined Contributions planning
	Example: Commission analysis through the Pacific Climate Change Centre on targeted priorities	Example: Support the Pacific Climate Change Centre
Objective 2: Drive greater global action to reduce greenhouse gas emissions		
		Examples: Contribute to global funds such as the Green Climate Fund. Invest in the Global Research Alliance
Objective 3: Adapt to increase resilience		
		Example: Develop innovative financial tools and mechanisms
	Example: Increase access, storage and effective management of water resources in Tuvalu	Example: Work with the Secretariat of the Pacific Community (SPC) and sector champion Fiji to strengthen water security capability
	Example: Implement ecosystem-based adaptation measures in the Cooks such as mangrove planting	Example: Support integrated coastal management regionally
Objective 4: Human mobility		
		Examples: Support regional dialogue. Prepare case studies of relocations under way. Advance international developments through the Platform on Disaster Displacement and the UNFCCC Task Force on Displacement



IN-COUNTRY INTERVENTIONS

Icons indicate direct interventions in individual countries

REGIONAL/GLOBAL INTERVENTIONS

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- Strengthen public sector
- Info for decision-making
- Global GHG reduction
- Innovative financial tools
- Strengthen water security
- Resilient ecosystems
- Human mobility

INVESTMENT OBJECTIVE
Moderate

1 Enable PICs to Lead
2 Reduce Emissions Globally
3 Adapt to Increase Resilience
4 Human Mobility
5 Balanced Portfolio
6 High quality scale-up / ambitious action
ODA investment targets

COST
$138m

1 Enable PICs to Lead $40m
2 Reduce GHG $25m
3 Adapt to Increase Resilience $65m
4 Human Mobility $3m
5 Programme Design & Delivery $5m

RISK
Moderate

Perception of insufficient practical adaptation action. Pressure on partners to scale-up in proposed timeframes. Refer to the Risk Register in Annex I.

CO-BENEFITS
Moderate

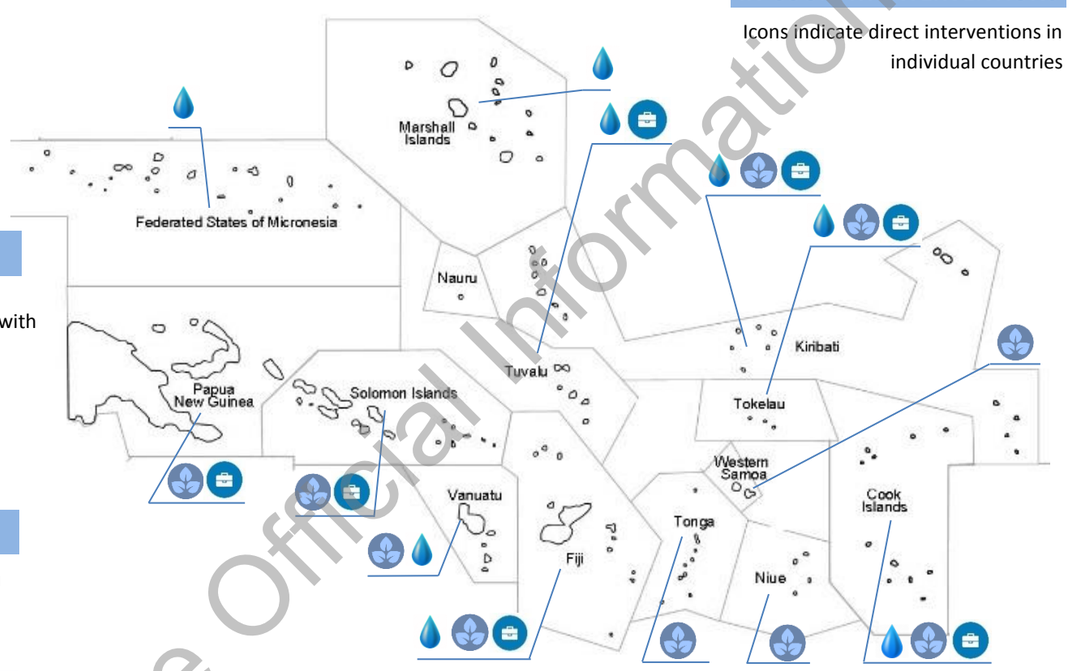
Transferable science and capability

Option 3: Immediate Support to Increase Local Resilience

This option focuses on working closely with Pacific Island Countries to identify priority in-country problems and act directly or through partners to take community-based practical adaptation interventions. This would be supplemented with targeted capability development and research. Multilateral and regional funds would be targeted and prioritised toward those best placed to support tangible action. Given the issues regarding balanced portfolio and longer-term sustainability, this is not the recommended option.

Investment Objectives and Intervention Focus

	In-Country	Regional / Global
Objective 1: Enable Pacific Island Countries to lead their response		
	Example: Support individual countries to prepare for climate-related negotiations	Examples: Join the DFAT/UNDP Pacific Resilience Governance program. Work with the Global Green Growth Institute to support Nationally Determined Contributions planning.
	Example: Commission analysis through the Pacific Climate Change Centre on targeted adaptation priorities	
Objective 2: Drive greater global action to reduce greenhouse gas emissions		
		Examples: Contribute to global funds such as the Green Climate Fund. Invest in the Global Research Alliance
Objective 3: Adapt to increase resilience		
		Example: Develop innovative financial tools and mechanisms
	Example: improve community water security in risk areas such as Kiribati, Tokelau, Tuvalu, and outer islands of the Cooks	Examples: Strengthen regional water security capability through sector champions Fiji and Vanuatu
	Examples: address urgent threats to food security such as invasive species control in Tonga, and implement ecosystem-based adaptation measures in the Cooks such as mangrove planting	Example: Support integrated coastal management regionally
Objective 4: Human mobility		
	Example: Support countries already dealing with internal relocations, e.g. Fiji	Examples: Support regional dialogue. Prepare case studies of relocations under way. Advance international developments through the Platform on Disaster Displacement and the UNFCCC Task Force on Displacement



IN-COUNTRY INTERVENTIONS

Icons indicate direct interventions in individual countries

REGIONAL/GLOBAL INTERVENTIONS

All countries will benefit from the following regional and multilateral interventions:

- Strengthen public sector
- Info for decision-making
- Global GHG reduction
- Innovative financial tools
- Strengthen water security
- Resilient ecosystems
- Human mobility

INVESTMENT OBJECTIVE
Moderate

1 Enable PICs to Lead

2 Reduce Emissions Globally

3 Adapt to Increase Resilience

4 Human mobility

5 Balanced Portfolio

6 High quality scale-up / ambitious action

ODA Investment targets

COST
$138m

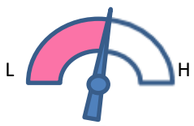
1 Enable PICs to Lead $19m

2 Reduce Emissions Globally $8m

3 Adapt to Increase Resilience $97m

4 Human mobility $9m

5 Programme Design and Delivery $5m



RISK
Moderate

The lack of broad-based capacity-building and information means long-term needs and priorities may not be met. Refer to the Risk Register in Annex I.

CO-BENEFITS
Moderate

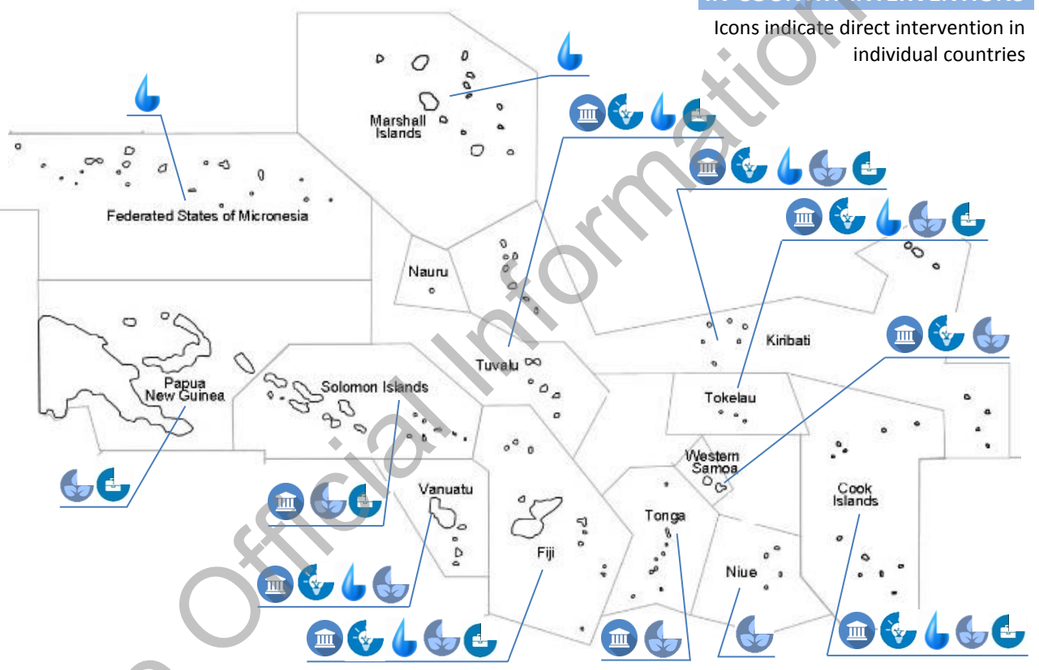
Additional SDG benefits: health, food, poverty, life on land and life under water

Option 4: Scaled Long-Term Resilience

Taking a broad-based approach, scaled and sequenced to address risks regarding capacity and change management while still achieving all investment objectives. This is **the recommended option.**

Investment Objectives and Intervention Focus

	In-Country	Regional / Global
Objective 1: Enable Pacific Island Countries to lead their response		
	Examples: Engage expertise to undertake tailored governance-strengthening work with specific countries. Support individual countries to attend climate-related meetings	Examples: Join the DFAT/UNDP Pacific Resilience Governance program. Work with the Global Green Growth Institute to support Nationally Determined Contributions planning
	Example: Commission analysis through the Pacific Climate Change Centre on targeted priorities	Example: Support the Pacific Climate Change Centre
Objective 2: Drive greater global action to reduce greenhouse gas emissions		
		Example: Contribute to global funds such as the Green Climate Fund. Invest in the Global Research Alliance
Objective 3: Adapt to increase resilience		
		Example: Develop innovative financial tools and mechanisms
	Example: Improve community water security in risk areas such as Kiribati, Tokelau, Tuvalu, and outer islands of the Cooks	Example: Strengthen regional water security capability through sector champions Fiji and Vanuatu
	Examples: Address urgent threats to food security such as invasive species control in Tonga, and implement ecosystem-based adaptation in the Cooks such as mangrove planting	Example: Support integrated coastal management regionally
Objective 4: Human mobility		
	Example: Support countries already dealing with internal relocations, e.g. Fiji	Examples: Support regional dialogue. Prepare case studies of relocations under way. Advance international developments through the Platform on Disaster Displacement and the UNFCCC Task Force on Displacement



IN-COUNTRY INTERVENTIONS

Icons indicate direct intervention in individual countries

REGIONAL/GLOBAL INTERVENTIONS

All countries will benefit from the following regional and multilateral interventions:

- Strengthen public sector
- Info for decision-making
- Global GHG reduction
- Innovative financial tools
- Strengthen water security
- Resilient ecosystems
- Human mobility

INVESTMENT OBJECTIVE
High

1. Enable PICs to Lead
2. Reduce Emissions Globally
3. Adapt to Increase Resilience
4. Human mobility
5. Balanced Portfolio
6. High quality scale-up / ambitious action

ODA investment targets

COST
$150m

1 Enable PICs to Lead $30m
2 Reduce Emissions Globally $25m
3 Adapt to Increase Resilience $85m
4 Human mobility $6m
5 Programme Design & Delivery $4m

RISK
Moderate

Perception of slow action due to sequencing of some work (e.g. water security before resilient ecosystems). Scale and scope may be challenging for partners (e.g. CRIs) and MFAT. Refer to the Risk Register in Annex I.

CO-BENEFITS
Moderate

Additional SDG benefits: health, food, poverty, life on land, life under water, institutions