



SUMMARY NCCARF STRATEGY 2010-2013

SUMMARY NCCARF STRATEGY

The NCCARF Vision

Decision-makers have the information needed to adapt Australia successfully to climate change.

The NCCARF Mission

To generate the biophysical, social and economic information needed by decision-makers in government, and in vulnerable sectors and communities, to manage the risks of climate change impacts, by leading the research community in a national interdisciplinary effort.

Contents

1.	OVERVIEW			
2.	INTRODUCTION			
		Why does NCCARF exist? The three phases of NCCARF	2	
3.	NCCARF ACTIVITIES			
	3.1 3.2	NCCARF Priority Research Themes Key NCCARF Activity Areas	3	
4.	NCCARF STRATEGIC PLAN 2010-2013			
	4.1 4.2	Purpose of Strategic Plan 2010-2013 Objectives and Strategies	7 9	
	4.3	NCCARF Governance	12	
	4.4	Monitoring performance and reporting to stakeholders	13	
	4.5	Alignment with annual operating plans	13	
	4.6	NCCARF funding	13	

1. OVERVIEW

This NCCARF Strategy 2010 - 2013 sets out the objectives that the National Climate Change Adaptation Research Facility (NCCARF) will work to achieve in the period from 2010–11 to 2012–13, and the strategies that the Facility will adopt to achieve these objectives.

2. INTRODUCTION



NCCARF Director: Jean Palutikof

2.1 Why does NCCARF exist?

Climate change poses a significant challenge for Australia. Observable changes have already taken place in the last century, and there are clear indications that these trends will continue, and may increase, into the future. In recognition of this, the Council of Australian Governments

(COAG) in its 2007 National Climate Adaptation Framework proposed 'establishing the new 'Australian centre for climate change adaptation' [to] provide governments, industry and the community with clear and reliable information to assess risks and develop adaptation strategies'.

The National Climate Change Adaptation Research Facility (NCCARF) was set up to address this clear need identified by COAG for climate change adaptation research tailored to the requirements of end users¹. Since then, clear indications that the rate of climate change is accelerating, together with the challenge of progressing actions around mitigation policy, have only intensified the need for NCCARF's work. Australia must adapt to the impacts of climate change: rising temperatures, increased frequency and intensity of heatwaves, and changes in the occurrence of floods, droughts and tropical storms. Action is needed now to adapt to the impacts of climate change today and in the future. Delay will only mean higher costs of adaptation in the future. There is a need for enabling knowledge – the right knowledge to the right people at the right time. It is the role of NCCARF to provide that knowledge.

2.2 The three phases of NCCARF

The implementation of NCCARF Strategy 2010 - 2013 will enable NCCARF to build effective partnerships and processes and deliver a coherent portfolio of research and synthesised knowledge that will help Australia to be well adapted to the impacts of climate change by 2030. Continual reflection of what a well adapted Australia will look like, and what additional research activities are required to support the achievement of this goal, will help to formulate NCCARF's research direction and priorities.

NCCARF activities are planned to take place over three phases between 2008 and 2020, as illustrated in Figure 1.

In consultation with the NCCARF Board, one of the first actions of NCCARF under the Operational Phase will be to broaden the partnership to be truly national, with partners in all jurisdictions, and potentially other partners to establish a genuinely national footprint.

¹ NCCARF's end users are those who will use the knowledge generated by NCCARF as support for decision making to adapt Australia to climate change.

Figure 1: The three Activity Stages of NCCARF

Establishment Phase

Development of NCCARF Achievements (2008-2010)

- Established thematic networks
- 2. Coordinated planning of adaptation research
- 3. Initiated thematic research
- 4. Initiated S&I research

Operational Phase

Knowledge generation Strategic direction (2010-2013)

- End-user knowledge needs understood and driving research direction
- 2. Capacity of researchers and end users being increased
- Knowledge generated through thematic and S&I research
- Knowledge made available to end users and researchers through networks and NCCARF processes.

Mainstreaming Phase

Facilitation Targets for NCCARF (2013 onwards)

- 1. Climate change considered in all planning decisions in Australia
- 2. Products services and tools in demand from end-users in all sectors
- 3. NCCARF website is the adaptation knowledge website in Australia
- 4. Programs are delivered to build capacity of end-users
- 5. Integrate results of thematic research

3. NCCARF ACTIVITIES

3.1 NCCARF Priority Research Themes

The following nine priority themes are the focus of many of NCCARF's activities.

Water resources and freshwater biodiversity- the impacts of climate change on surface and groundwater, inland aquatic and semiaquatic ecosystems. Associated social and economic impacts of changing water regimes and adaptation strategies for managers and users.

Marine biodiversity and resources- the biophysical impacts of climate change and variability, on coastal, estuarine and marine ecosystems including fisheries. The social and economic impacts and adaptation strategies for industries and sectors that depend on the marine environment.

Terrestrial biodiversity- the species and ecosystem level impacts of climate change, the adaptive capacity of ecosystem and ecological communities and the implications for biodiversity management strategies.

Primary Industries- the impacts of climate change on horticulture, viticulture, livestock, cropping, intensive and extensive farming practices and forestry. Social and economic impacts of climate change on these industries and sector and region specific adaptation strategies.

Settlements and infrastructure- the impacts of climate change on coastal settlements, public and private infrastructure including building and facility design and construction; urban water security; flooding and

stormwater overflow; the social, economic and institutional implications of these impacts, and the implications for planning design and management.

Indigenous Communities- recognising that the impacts of climate change are already being felt by Indigenous communities, and that there are particular challenges and opportunities that climate change presents to Australian Indigenous communities.

Human Health- changes to the range and persistence of vector, food- and water-borne diseases, physical and mental health impacts of heat waves and other extreme events, and the social, economic and management implications of these impacts for the Australian health care system.

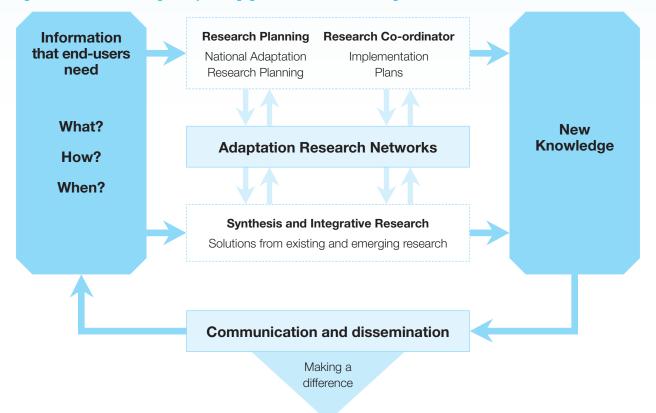
Emergency management- the implications of changes in frequency and intensity of extreme weather events for disaster mitigation, preparedness, response and recovery and the strategies for building community and organisation resilience in the disaster and emergency management sectors.

Social, economic and institutional dimensions of climate change- a cross cutting analysis of issues such as methods for understanding whole-of-economy trends for vulnerability to climate change; understanding and developing adaptation strategies for vulnerable communities, and the institutional challenges of adaptation to climate change.

3.2 Key NCCARF Activity Areas

NCCARF structures its activities around four area. The ways in which these areas interact to deliver knowledge to end users are shown by Figure 2.

Figure 2: NCCARF knowledge life cycle: engages with end users at all stages



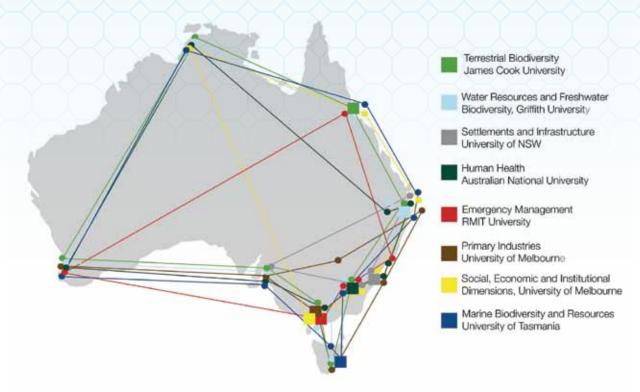


Figure 3: Locations of NCCARF Networks: hosts and partners

Key Activity 1: Adaptation Research Networks

NCCARF has established and manages eight Adaptation Research Networks around its priority themes (the Indigenous Communities theme forms a sub-network within the Social, Economic and Institutional Dimensions Network). These Networks are hosted by research institutions around Australia, as shown in Figure 3. Their critical role is in building a collaborative, inclusive environment supporting creative, interdisciplinary research that aims:

- » To bridge gaps between fundamental and applied science;
- To advance priority sectoral research; and,
- » To facilitate interactions between researchers to advance climate adaptation knowledge.

Networks now have over 3000 members nationally. Approximately 40% of this membership is from government, industry and the community, although these will not all be end users: some proportion will, for example, work in research.

Research activity

NCCARF supports research that strives for scientific excellence and maximises benefit for Australia, and works to procure and manage research projects efficiently and transparently. All research proposals submitted to NCCARF are required to meet the needs of specified end users.

Key Activity 2: Thematic Research

Under the Australian Research Grants Program there was an initial investment of \$27 million by the Australian Government for the thematic research activity to address the priorities identified by the National Climatic Change Adaptation Research Plans (NARPs). NCCARF seeks every opportunity to leverage this funding, at program and project level.

Thematic research is required to address the nine priority themes identified in Section 3.1. Projects are identified for funding through:

- » Gap analysis and Research Plans. NCCARF has undertaken a major consultative process, in conjunction with the Adaptation Research Networks, to prepare a NARP for each of these Priority Themes. These Plans identify critical gaps in information needed by policy and decision makers, set research priorities based on these gaps, and identify science capacity that could be harnessed to conduct research to address these gaps.
- "> Implementation Plans. NCCARF has produced Implementation Plans to identify the most effective pathways to undertake research to address priorities in each NARP.
- » Research Calls. On the basis of outcomes from the research (NARPs) and implementation planning, a decision can be reached on how to structure the identification of research to address the priorities in the NARPs. This may be by open call, commissioned research, collaboration with another funding agency, or some combination of the above.

Key Activity 3: Synthesis and Integrative Research

Synthesis and Integrative Research (SIR) is designed to draw together and develop research capacity across the usual boundaries of the research community. It involves synthesis of existing information relevant to climate change adaptation to address a particular 'cross cutting' issue; and, developing a body of 'integrative' knowledge which considers broad issues that are not particular to one theme, and which require an interdisciplinary and 'solutions-based approach'. Integrative research accounts for synergistic and cascading impacts across sectors and reflects the social, economic, and governance context within which adaptation planning and decision making takes place.

SIR projects are built around existing literature and information, and structured interviews with decision makers. Existing and planned projects focus on addressing the needs of decision makers working in the adaptation space, producing new insights and underpinning knowledge for decision making. To ensure that SIR projects continue to deliver outputs that are useful to all end users, we have produced a Synthesis and Integration Strategy.

Key Activity 4: Knowledge Communication and Adoption

NCCARF will be successful if decision makers have the information that they need to successfully adapt to climate change. NCCARF's knowledge communication and adoption activities focus on ensuring that decision makers have access to information they can readily use. These activities aim to:

- Ensure that climate change adaptation knowledge is delivered to priority end users at the right time, and in the right way via targeted communications products, activities and decision support tools.
- » Build a better understanding of the need to adapt to climate change impacts, and the importance of research to support adaptation decision making.
- » Raise NCCARF's profile as a trusted and credible source of information relevant to climate adaptation.
- Engage and work in partnership with priority research end users in the development and delivery of knowledge communication products and activities.
- » Build and host effective research networks, forums, and other mechanisms to support the exchange of information and resources.

Activities to date have included:

- » development of the NCCARF website and newsletter;
- » establishing an NCCARF seminar series;
- » holding national climate change adaptation symposia; and,
- " running workshops, and undertaking a 'roadshow' to Australian states and territories to meet with key end users, particularly in relevant government agencies.

In June 2010, NCCARF and CSIRO hosted an International Climate Change Adaptation Conference at the Gold Coast, which attracted over 1000 delegates.

4. NCCARF STRATEGIC PLAN 2010-2013

4.1 Purpose of Strategic Plan 2010-2013

The purpose of this Strategic Plan is to set out the objectives that NCCARF will work to achieve in the period from June 2010 to June 2013, and the strategies that NCCARF will adopt to achieve these objectives. Together, these objectives and strategies represent a comprehensive plan of action to deliver to the NCCARF vision. They identify end users and their knowledge needs (Objective 1), build and harness capacity to address those needs (Objective 2), generate (Objective 3) and, finally, deliver that knowledge. The Objectives and Strategies are summarized in Box 1.

The implementation of this Strategic Plan will enable NCCARF to build effective partnerships and processes and deliver a coherent portfolio of research and synthesised knowledge that will help Australia to be well adapted to the impacts of climate change by 2030. Continual reflection of what a well adapted Australia will look like, and what additional research activities are required to support the achievement of this goal, will help to formulate NCCARF's research direction and priorities.

The delivery of this Strategic Plan will be supported by annual operating plans which set out detailed activities and deliverables for each year, and work towards meeting the longer term objectives.

Summary of objectives and strategies of the NCCARF Strategy 2010 – 2013

Objective 1: Identify knowledge needs of end users

- Strategy 1.1: Identify and engage with end users.
- Strategy 1.2: Understand and articulate end user climate change adaptation knowledge needs.
- Strategy 1.3: Understand and articulate gaps in existing knowledge.
- Strategy 1.4: Promote knowledge needs to potential funding organisations and researchers.

Objective 2: Build and harness the capacity of the research and end user community¹

- Strategy 2.1: Build climate change adaptation research and end user capacity.
- Strategy 2.2: Build the best interdisciplinary and collaborative teams to undertake research in the NCCARF research programs.
- Strategy 2.3: Pursue opportunities to leverage additional funding, capacity and other resources, building on the Australian Government in NCCARE.

Objective 3: Generate the knowledge to meet end user needs

- Strategy 3.1: Identify research projects to be supported by NCCARF through the two research activity streams.
- Strategy 3.2: Initiate and manage research programs to address identified national research needs around the NCCARF priority themes.
- Strategy 3.3: Initiate and manage research programs to address identified national research needs for synthesis and integrative research knowledge.
- Strategy 3.4: Evaluate the contribution made by NCCARF research to national capacity, and re-visit understanding of knowledge gaps and research needs.

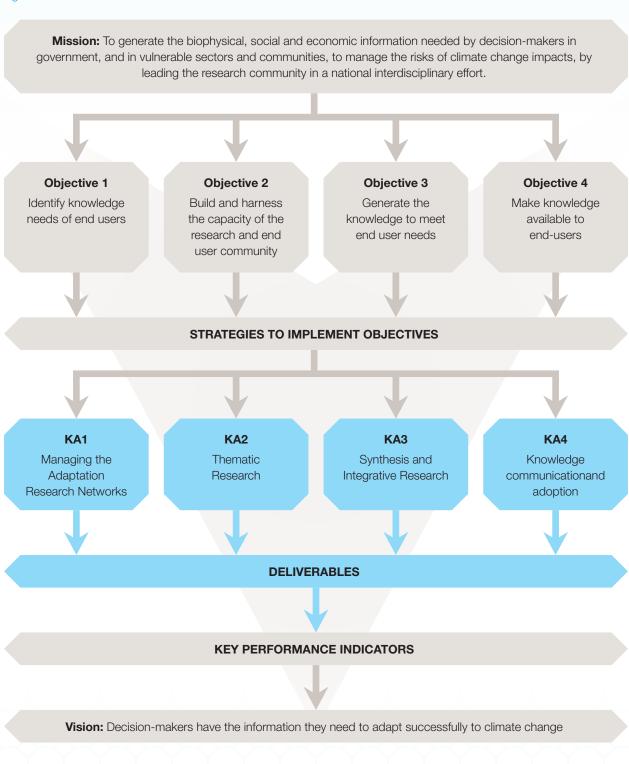
Objective 4: Make knowledge available to end-users

- Strategy 4.1: Identify effective approaches to the communication and delivery of climate change adaptation knowledge to end users.
- Strategy 4.2: Identify and address barriers to the effective communication of climate change adaptation knowledge.
- Strategy 4.3: Collate, synthesise and communicate existing climate change adaptation knowledge.
- Strategy 4.4: Communicate and disseminate climate change adaptation research outputs.

² In this document, researchers are defined as the community of knowledge generators, and end users as the community of knowledge users. Typically, but with many exceptions, a knowledge generator will work in a research organisation (such as CSIRO) or a university, and an end user will work in government, industry, business or community sectors.

NCCARF's progress towards meeting these objectives will be reported in six monthly reports, and outputs from annual planning and progress reporting will be used to review this overarching Strategic Plan as required. This process is illustrated in Figure 4.

Figure 4: How the NCCARF vision will be fulfilled.



relate to the Annual Operating Plan

relate to the Strategic Plan

KA = Key Activities

4.2 Objectives and Strategies

Objective 1: Identify knowledge needs of end users

In order to drive research that is relevant and useful to end users NCCARF will identify and engage with end user groups to determine and understand their knowledge needs. NCCARF will use this information to conduct gap analyses and determine research priorities. These needs will be widely distributed to research providers to influence their research direction. NCCARF will also articulate these needs and priorities to research funding bodies.

This objective will be met by implementing the following four strategies. Key performance indicators (KPIs) for each strategy are listed in Table 1.

Table 1: Strategies and key performance indicators for Objective 1

Strategy		K	Key performance indicators*		
1.1:	Identify and engage with end users	»	Number, profile (where available, e.g., seniority etc.) and representation		
1.2:	Understand and articulate end user climate change adaptation knowledge needs		(government, industry and community) of end users engaged through NCCARF activities including via the Networks and responding to the survey (overlaps with similar KPI for Objective 2);		
1.3:	Understand and articulate gaps in existing knowledge	»	Levels of satisfaction of end users with engagement processes - specifically, do they feel as if they have been adequately engaged in identifying and prioritising the information and knowledge products being developed? (via end-user survey)		
1.4:	Promote knowledge needs to potential		(overlaps with similar KPI for Objectives 3,4);		
	funding organisations and researchers	»	Extent to which the portfolio of research projects commissioned by NCCARF (Synthesis and Integrative Research and Thematic Research) matches the research priorities identified through end user consultation (also for Objective 3);		
		»	Number of and levels of cash and in-kind investment in research projects which address NARP priorities or Synthesis and Integrative Research priorities initiated and/or funded by other research agencies, such as ARC (also for Objective 2).		

^{*} Key Performance Indicators will be evaluated at the time of each of the three planned surveys.

Objective 2: Build and harness the capacity of the research and end user community

Capacity building is an essential part of NCCARF activities to fulfil its vision. Australia is not alone in needing to build the necessary intellectual capacity to adapt to climate change. In this very rapidly growing field of activity, it is an international problem. NCCARF through its Phase 2 activities will make an important contribution to building Australian climate change adaptation capacity.

Amongst practitioners, capacity is around:

- » identifying the risks posed by climate change, and the information needed to manage risk;
- " framing the research questions to be answered in order to generate the information required to address these risks. Proper framing of the research questions and setting priorities is an essential step in the knowledge cycle, and one of the most difficult;
- » having the information, skills and resources to respond to climate change risks.

Researchers have the slightly easier task of answering the questions posed. On the one hand, without the capacity for in-depth understanding of climate change, its impacts, and the strategies available to address these impacts, they will be unable to properly generate the knowledge needed by practitioners. On the other, much research is in forms inaccessible to decision makers, and researchers must develop capacity around communication of findings to end users, and ensuring that research is fit for purpose.

Objective 2 will be met by implementing the following four strategies. Key performance indicators (KPIs) for each strategy are listed in Table 2.

Table 2: Strategies and key performance indicators for Objective 2

Strategy

- 2.1: Build climate change adaptation research and end user capacity.
- 2.2: Build the best interdisciplinary and collaborative teams to undertake research in the NCCARF research programmes.
- 2.3: Pursue opportunities to leverage additional funding, capacity and other resources, building on the Australian Government investment in NCCARF

Key performance indicators*

- Extent to which NCCARF has mobilised and extended the capacity of the Australian research community to address climate change adaptation research needs as measured by, for example:
 - » Total number of researchers actively involved in climate change adaptation research, and % of their time, as determined by questionnaire to Network members (will include data on early and mid-career researchers);
 - » Levels of collaboration in total and across disciplines in Synthesis and Integrative and Thematic Research projects (qualitative);
 - » Number and distribution of universities involved in NCCARF research-related activities (including average number of institutions working together on a single project).
- » End-user involvement (profiled across government, industry and community) in NCCARF activities, including the planning, implementation and evaluation of research projects (Synthesis and Integrative Research and Thematic Research) (overlaps with similar KPI for Objective 1).
- Funds leveraged directly against the NCCARF Synthesis and Integrative Research and Adaptation Research Grants Program funds for research.
- Number of and levels of cash and in-kind investment in research projects which address NARP priorities or Synthesis and Integrative Research priorities initiated and/or funded by other research agencies, such as ARC (also for Objective 2).

Objective 3: Generate the knowledge required to meet end user needs

This objective sets out the process for generating the knowledge, through research, to address end user needs. The process involves two activity streams: *Thematic Research* and *Synthesis and Integrative Research*, as shown in Figure 4.

Thematic research will be addressed through the NCCARF Adaptation Research Program, built around the themes described in Section 3.1. The original seed funding for this program was \$27 million. As described in **Strategy 2.3,** NCCARF will seek to leverage substantive funding in order to maximise the benefit of the seed funding, and to demonstrate end user engagement with the overall NCCARF program.

The cycle for delivery and dissemination of thematic research involves the following steps for each theme:

- 1 Preparation of a National Climate Change Adaptation Research Plan (NARP), which through a process of engagement with stakeholders from the end user and research community, identifies priorities for research (see Strategies 1.3 and 3.1).
- 2 Preparation of an implementation plan which maps out the landscape of research providers and purchasers in Australia. Its purpose is to identify optimal strategies for

- commissioning research using a proportion of the seed funding: how much money should be set aside for each theme, what are the opportunities for leverage, should the call be managed by NCCARF or through other research management agencies? (See **Strategy 3.2**).
- 3 On the basis of the findings from the implementation planning, research projects for funding can be identified through the mechanisms of an open call or commissioning (which may be managed by NCCARF or another agency), or a mixture of the two.
- 4 A goal is to ensure the best researchers in Australia are engaged; this is likely to involve active engagement by NCCARF in driving the formation of research consortia, engaging the well-established researchers and, to build capacity, early career researchers and end users. The Adaptation Research Networks will be actively involved to facilitate this process. (See **Strategies 3.2 and 3.4**).
- 5 The outcomes from the research are disseminated to end users as a basis for action (see Objective 4), and will be used, along with the outcomes from other research both nationally and internationally, in a revision of the NARP, so that knowledge continually builds through the life cycle (see **Strategy 3.3**).

 $^{^{\}star}$ Key Performance Indicators will be evaluated at the time of each of the three planned surveys.

Synthesis and Integrative Research will be implemented through a process of consulting end users to establish their knowledge needs (see **Strategy 1.3)** around synthesis and integrative research. As a first step, NCCARF has written a strategy setting out how this process will be implemented.

Through structured dialogues with NCCARF end users in the public sector (government at all levels) and private sector (industry, business and community), NCCARF will identify projects of national benefit for climate change adaptation (see **Strategy 3.2**). NCCARF has standing forums for linking to government at federal and state/

territory levels. These will be augmented by activities to engage local government, industry and business.

Typically, projects will be up to 12 months in duration, and around 10-12 will be carried out under this heading in each operating year. Effective dissemination is key to the success of this activity stream, and is discussed further under **Objective 4**.

Objective 3 will be met by implementing the following four strategies. Key performance indicators (KPIs) for each strategy are listed in Table 3.

Number of peer-reviewed papers and book chapters resulting from the Thematic

and Synthesis and Integrative Research streams.

Table 3: Strategies and key performance indicators for Objective 3

Strategy Key performance indicators* Extent to which the portfolio of research projects commissioned by NCCARF 3.1: Identify research projects to be supported by NCCARF through the two (Synthesis and Integrative Research and Thematic Research) match the research research activity streams. priorities identified through end user consultation (also for Objective 1). Levels of satisfaction of end users: 3.2: Initiate and manage research programs to address identified national research in the processes of engagement - specifically, do they feel as if they have needs around the NCCARF priority been adequately engaged in the process of identifying and prioritising the information and knowledge products that should be developed, including the NARPs? (via end-user survey)(also for Objective 1); 3.3: Initiate and manage research programs to address identified national research with NCCARF research products in terms of relevance, timeliness and ease needs for synthesis and integrative of adoption and application; research knowledge. » with the information and knowledge products provided by NCCARF -3.4: Evaluate the contribution made by specifically, the extent to which the products meet their needs, and have NCCARF research to national capacity, been used to support and strengthen policy and decision making (via end and re-visit understanding of knowledge user survey) (overlaps with similar KPIs for Objectives 1, 4). gaps and research needs. Number of and levels of cash and in-kind investment in research projects which address NARP priorities or Synthesis and Integrative Research priorities initiated and/or funded by other research agencies, such as the ARC The number of Synthesis and Integrative Research projects being undertaken as a result of specific end user group requests

^{*} Key Performance Indicators will be evaluated at the time of each of the three planned surveys.

Objective 4: Make knowledge available to end-users

In order to support adaptation, end users including governments, communities, business and industry, need information that is relevant to them and to the range of factors that influence their decision making. NCCARF's Knowledge Communication and Adoption Plan will provide the framework for the communication and dissemination of knowledge to priority target audiences over the next three years. Activities will focus on: providing information to

priority end users using a variety of approaches that best suit their knowledge needs; identifying and overcoming barriers to the effective communication and dissemination of knowledge; and, the communication of emerging knowledge in a timely and effective manner, including via the Adaptation Research Networks.

Objective 4 will be met by implementing the following four strategies. Key performance indicators (KPIs) for each strategy are listed in Table 4.

Table 4: Strategies and key performance indicators for Objective 4

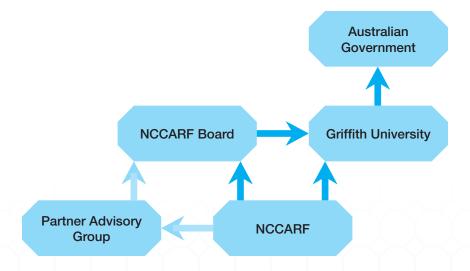
Strategy		Key performance indicators*		
4.1:	Identify effective approaches to the communication and delivery of climate change adaptation knowledge to end users.	» Levels of satisfaction of end users with the information and knowledge products provided by NCCARF (including the Annual Conference) (specifically, the extent to which the delivery of products support policy and decision making and ease of adoption and application) (via end-user survey)(overlaps with similar KPIs for		
4.2:	Identify and address barriers to the effective communication of climate change adaptation knowledge.	Objectives 1, 3). Usage rate (including downloads and other traffic monitoring indicators) of NCCARF website and other online climate change adaptation information		
4.3:	Collate, synthesise and communicate existing climate change adaptation knowledge.	resources developed by NCCARF or as a result of NCCARF activities. Number of peer-reviewed papers and book chapters resulting from the Thematic and Synthesis and Integrative Research streams.		
4.4:	Communicate and disseminate climate change adaptation research outputs.			

 $^{^{\}star}$ Key Performance Indicators will be evaluated at the time of each of the three planned surveys.

4.3 NCCARF Governance

NCCARF recognises the necessity for strong governance. In seeking to continuously improve its performance, NCCARF has restructured its governance for Phase 2 of its operations, as shown in Figure 5.

Figure 5: NCCARF Governance structure



The Board: As part of the restructuring of NCCARF governance under Phase 2, NCCARF has implemented a Board with an independent Chair, which meets at least three times a year. In addition to the Chair, there are nine Board members:

- » Independent members: end users in policy, industry, business and the community;
- The partners in the consortium nominate three members, one of whom is drawn from the Queensland government as a major stakeholder in NCCARF;
- » An ex officio Board member from the DCCEE;
- » An ex officio member from Griffith University (the Deputy Vice Chancellor Research);
- » The NCCARF Director.

Griffith University: As part of Griffith University, NCCARF must meet certain corporate planning and reporting requirements. NCCARF is accountable to Griffith University and ultimately to the Queensland Government under the Griffith University Act 1998.

Partner Advisory Group: One member from each of NCCARF's partner institutions sits on the Partner Advisory Group. Its role is to interact with NCCARF and the Board to represent partner interests, provide a partner perspective, and to ensure full co-operation between the consortium members. It meets three times yearly, shortly before Board meetings.

Australian Government: Under the NCCARF Funding Agreement, Griffith University reports on NCCARF activities to the Department of Climate Change and Energy Efficiency, who in turn report to the Minister.

4.4 Monitoring performance and reporting to stakeholders

NCCARF monitors and measures performance to continually improve its effectiveness and efficiency.

- » An annual operating plan is produced, which includes a budget broken down by key activities (see Figure 3) and a program of deliverables for each six-month period, and which is aligned with the NCCARF Strategic Plan.
- » Six-monthly Progress Reports then evaluate progress against these deliverables.
- Three surveys will be carried out during Phase 2 (the first to establish a baseline) amongst NCCARF stakeholders, including researchers and end users, to evaluate our progress towards meeting the KPIs, and a report will be prepared for the Board.
- » Progress against the Strategic Plan (this document) will be reviewed alongside the surveys.

4.5 Alignment with annual operating plans

The Strategic Plan objectives, and their associated strategies, are implemented through the NCCARF Annual Operating Plans in order to meet the NCCARF vision. The Annual Operating Plans are endorsed by the Board and agreed to by DCCEE. The annual operating plans are organised by Key Activity. There are four customer-facing key activities, as follows:

- 1. Managing the Adaptation Research Networks;
- 2. Research activity stream 1: thematic research;
- Research activity stream 2: synthesis and integrative research;
- 4. Knowledge communication and adoption.

4.6 NCCARF funding

The budget for government funding of NCCARF amounts to \$20 million in funding, approved for the period 2008 to 2012. This same amount of funding is extended for one additional year to 2013 under this strategic plan. Broadly half of the \$20 million is used to support NCCARF activities at the Griffith University hub and half is used to support the Adaptation Research Networks.

The Griffith University consortium proposal includes funding of \$6.24 million in partner contributions to NCCARF. Additional resources are contributed to the work of NCCARF through in-kind contributions, including through the Networks and partner activities.

Under the revised funding agreement supported by this Strategic Plan, NCCARF has become responsible for management and payments under the remainder of the seed funding in the Australian Climate Change Adaptation Research Grants Program.



Further Information

National Climate Change Adaptation Research Facility Telephone: +61 7 5552 9333 www.nccarf.edu.au nccarf@griffith.edu.au

ISBN 978-1-921609-31-2 © Copyright National Climate Change Adaptation Research Facility 2011 NCCARF Publication 07/11

The views expressed herein are not necessarily the views of the Commonwealth and the Commonwealth does not accept responsibility for any information or advice contained within.