

HON PEENI HENARE, MINISTER OF DEFENCE

Defence Policy Review Terms of Reference – Cabinet Documents

November 2022

This publication provides documents on Cabinet's June 2022 decision agreeing to the Defence Terms of Reference and directing Defence officials to proceed with the next step of the Defence Policy Review.

The pack comprises the following documents:

- the Cabinet minute of decision: *Defence Policy Review: Terms of Reference* [ERS-22-MIN-0022]
- the Cabinet paper *Defence Policy Review – Terms of Reference* [ERS-22-SUB-0022].

This pack has been released on the Ministry of Defence website, available at: www.defence.govt.nz/publications.

Certain information is withheld, where the making available of the information would be likely to prejudice the security or defence of New Zealand or the international relations of the Government of New Zealand [section 6(a)].

In addition, certain information has been withheld in order to:

- maintain the constitutional conventions for the time being which protect the confidentiality of advice tendered by Ministers of the Crown and officials [section 9(2)(f)(iv)]
- maintain the effective conduct of public affairs through the free and frank expression of opinions by or between or to Ministers of the Crown or members of an organisation or officers and employees of any department or organisation in the course of their duty [section 9(2)(g)(i)]

It is not considered the public interest in this information outweighs the need to protect it.



Cabinet External Relations and Security Committee

Minute of Decision

This document contains information for the New Zealand Cabinet. It must be treated in confidence and handled in accordance with any security classification, or other endorsement. The information can only be released, including under the Official Information Act 1982, by persons with the appropriate authority.

Defence Policy Review: Terms of Reference

Portfolio **Defence**

On 7 June 2022, the Cabinet External Relations and Security Committee (ERS):

1 **noted** that on 26 October 2021, ERS:

1.1 noted the key findings of the Defence Assessment 2021;

1.2 directed the Ministry of Defence and New Zealand Defence Force, in consultation with other agencies as appropriate, to report back with proposed terms of reference for a comprehensive defence policy review;

[ERS-21-MIN-0039]

2 **noted** that the proposed terms of reference for a defence policy review (the Terms of Reference) directs the production of:

2.1 a defence policy and strategy statement; and

2.2 a set of future force design principles;

3 **noted** that the Terms of Reference includes options to proceed with the following products, following the delivery of a defence policy and strategy statement:

3.1 a Defence White Paper; and/or

3.2 a Defence Capability Plan;

4 **noted** that the Minister of Defence intends to submit a further paper to Cabinet seeking approval of a Defence Policy Review Consultation Plan;

5 **noted** that the Minister of Defence also intends to submit a paper to the Cabinet Appointments and Honours Committee on the proposed appointees to the Defence Policy Review Ministerial Advisory Panel;

6 **noted** that all costs related to the development of the Defence Policy Review will be charged against Vote Defence;

7 **agreed** to the Defence Policy Review Terms of Reference, attached to the paper under ERS-22-SUB-0022;

8 **directed** Defence officials to proceed with the next steps of the Defence Policy Review.

Janine Harvey
Committee Secretary

Present:

Rt Hon Jacinda Ardern (Chair)
Hon Grant Robertson
Hon Kelvin Davis
Hon Andrew Little
Hon David Parker
Hon Poto Williams
Hon Kris Faafoi
Hon Peeni Henare
Hon Kiri Allan
Hon Dr David Clark

Officials present from:

Office of the Prime Minister
Officials Committee for ERS

Released by the Minister of Defence

Office of the Minister of Defence

Chair, External Relations and Security Committee

DEFENCE POLICY REVIEW – TERMS OF REFERENCE

Proposal

1. This paper seeks Cabinet's approval of the attached Terms of Reference for a Defence Policy Review. A Defence Policy Review would replace the outdated *Defence White Paper 2016* and *Defence Capability Plan 2019*. It would provide guidance to Defence to support immediate planning, along with a long term strategy for Aotearoa New Zealand's defence policy, capability and resourcing.

Relation to government priorities

2. The Defence Policy Review supports government priorities in the following ways.
- 2.1. *Objective 1: To keep New Zealanders safe from COVID-19:* The Defence Policy Review will consider the impact of COVID-19 on Aotearoa New Zealand's strategic environment, defence policy settings, and the future requirements for the New Zealand Defence Force to provide aid to the civil power (e.g. New Zealand Defence Force support to COVID-19 response).
 - 2.2. *Objective 2: Accelerate our economic recovery:* Supported by facilitating capital investment into Aotearoa New Zealand's local industry through infrastructure programmes as well as the acquisition and support of current and future capabilities.
 - 2.3. *Objective 3: Laying the foundations for the future:* The Defence Policy Review supports a long term approach to the stewardship of Defence Force capabilities. The Review will set out a pathway for the New Zealand Defence Force contribution to a more resilient Aotearoa New Zealand and region.

Relation to Minister of Defence priorities

3. *People:* Defence planning begins with its people, as its first and most vital capability. The Defence Policy Review will aim to ensure that our people are supported by Defence strategy and capability planning to be prepared for the range of tasks expected of them.
4. *Infrastructure:* Defence Policy Review products such as the Defence White Paper and Defence Capability Plan will be critical in developing a pathway for the purposeful future planning of Defence. This includes ensuring both physical and digital infrastructure will meet the needs of the Defence Force both now and into the future.
5. *Pacific:* The Defence Policy Review will reflect my portfolio emphasis on the Pacific. It will draw on the *Defence Assessment 2021*, which identified strategic competition and climate change as growing threats to Pacific security, stability and resilience. This review of policy settings is expected to produce strategy and force structure decisions for supporting our interests in the Pacific, along with those in the broader Indo-Pacific and further afield as directed by Government.

Executive Summary

6. On 26 October 2021 Cabinet noted the key findings of *Defence Assessment 2021*, which concluded that Aotearoa New Zealand's strategic environment is becoming more challenging. Defence officials were directed to report back with proposed terms of reference for a comprehensive defence policy review.

7. I now seek agreement to the attached draft Terms of Reference, which provide high level guidance on the scope, method, governance and timeframe for the work that underpins a defence policy review process. Such a review will provide a basis for planning across Defence in both the short and long term, where Government will face major decisions on future defence capabilities.

8. Options for defence policy, strategy, capability and resourcing will be presented to Government through several products delivered over the next three years. This includes a defence policy and strategy statement draft that will be delivered by October 2022, a set of future force design principles by April 2023, and initial Cabinet decision on a Defence White Paper with a Defence Capability Plan ^{s9(2)(f)(iv)}. Upon delivery of the defence policy and strategy statement, Cabinet decisions would be sought to proceed with the concurrent development of the remaining products.

Background

9. The last comprehensive update to defence policy settings was the *Defence White Paper 2016*. Since then the *Strategic Defence Policy Statement 2018* and the *Defence Capability Plan 2019* provided adjustments while maintaining broad continuity with the settings described in the *Defence White Paper 2016*.

10. Defence recently undertook a formal assessment of the global strategic environment and its implications for Aotearoa New Zealand and our region (*Defence Assessment 2021*, ERS-21-MIN-0039 refers). It concluded that Aotearoa New Zealand's strategic environment has become substantially more challenging in the years since 2016 when the last Defence White Paper was issued, and that this trend is likely to accelerate in coming years.

11. The Assessment identified two major challenges that we judge will have the greatest impact on Aotearoa New Zealand's security over the next 20 years:

11.1. strategic competition, ^{s6(a)} ;
and

11.2. the intensifying and wide-ranging impacts of climate change.

12. The Assessment proposed Aotearoa New Zealand's defence policy settings be reviewed, to ensure Defence is best placed to support the ongoing protection and promotion of Aotearoa New Zealand's interests. It recommended that New Zealand's defence policy approach should shift from a predominantly reactive risk management-centred approach to one based on more deliberate and proactive strategy, with explicit and prioritised policy objectives. A comprehensive Defence Policy Review presents the avenue to explore such a policy shift and plan for its implementation across Defence if desired.

13. Although only a few months on, much has happened in New Zealand's strategic environment since the public release of *Defence Assessment 2021*. Russia's invasion of Ukraine, in particular, is an inflection point in global security that further degrades New Zealand's strategic environment. The invasion and the strong international response are consistent with the findings of *Defence Assessment 2021*, but suggest that New Zealand's strategic environment is changing even more rapidly than the Assessment anticipated. The direct and indirect impacts from Russia's invasion will mean greater instability and insecurity globally, including in New Zealand's neighbourhood, and accelerating strategic competition.

14. [REDACTED] s6(a)

15. The fundamental direction of the policy recommendations provided in *Defence Assessment 2021* remains sound, but delivering on this policy direction will now be even more challenging. [REDACTED] s6(a), s9(2)(g)(i)

16. [REDACTED] s9(2)(f)(iv)

17. Government investment in defence capabilities, particularly for more costly assets, is long term. The acquisition, life cycle and generation of defence capabilities occurs over the course of decades. Industries that support this life cycle, both domestic and overseas, work to long lead times. Changes to the force structure, associated capabilities, and the systems that train and sustain them to deliver on government policy require time to pivot to any new strategic direction. A renewed Defence Capability Plan as part of a comprehensive Defence Policy Review would provide government the assurance of a long term capital plan.

Scope

18. The comprehensive Defence Policy Review process will cover:

18.1. our strategic outlook;

18.2. our defence interests and policy objectives;

18.3. a strategy for delivering the agreed policy objectives;

18.4. high level design principles to shape force development and generation to best support our policy and strategy objectives;

18.5. detailed force structure development and generation options;

- 18.6. indications of funding requirements to plan, develop, operate and sustain the future force structure;
- 18.7. defence organisational implications in delivering revised settings, including workforce and infrastructure implications; and
- 18.8. dependencies between defence policy and strategy, with the wider national security sector and international partner relationships.

Approach

19. Defence officials provided me with a number of possible approaches to a comprehensive review. The approach I have selected provides for the phased delivery of several products throughout the Defence Policy Review process, culminating in a Defence White Paper and Capability Plan.

20. In the past, Defence would publically deliver the final products of the process (a Defence White Paper and an associated Capability Plan) at a review's completion. The approach proposed for this Defence Policy Review will be more flexible, as a variety of products are sequentially delivered and surfaced for Cabinet decision, including for public release if Cabinet so wishes. Combined, these represent the complete Defence Policy Review process.

21. Officials expect that the delivery of the full Defence Policy Review would require up to two years to produce a policy reset and fully costed set of options for a future force structure. Defence will look for opportunities to reduce the timeframe as they progress each milestone.

22. I recommend that we direct officials to begin work on the first two products immediately, which include:

22.1. Product 1: A defence policy and strategy statement (October 2022): An expression of Government's defence policy interests, objectives, priorities, and high level strategy, including indications of prioritisation. This assesses the strategic environment and contingencies that Aotearoa New Zealand might face based on current and predicted trends, defines desired policy outcomes and includes elements of strategic planning guidance for employment of the current force over the near term.

Potential decision points: defence policy objectives, high level strategy, and prioritisation.

22.2. Product 2: A set of future force design principles (April 2023): An expression of Government's intentions for future force structure. It defines the activities and scenarios the New Zealand Defence Force may be required to undertake in the future based on current and predicted trends. It signals the kind of future capability and structural choices which may be required to realise these. This can form an interim step in the production of a Defence White Paper to refine future force structure options.

Potential decision points: design principles and key choices for future force structure.

23. Upon delivery of the defence policy and strategy statement, Cabinet decisions would be sought to proceed with the development of a Defence Capability Plan, and whether Government wishes to consolidate the review in the form of a public Defence White Paper. These products would introduce policy, strategy, force and resourcing propositions, with increasing assurance of affordability.

23.1. Product 3: *Defence White Paper* s9(2)(f)(iv) A public statement of Government's long-term position on, and intentions for, defence policy, strategy, capability, and resourcing. It considers workforce and infrastructure requirements and develops a future force matched to policy objectives.

Potential decision points: final defence policy, strategy, capability and funding settings.

23.2. Product 4: *Defence Capability Plan* s9(2)(f)(iv) Government's intentions for force structure development, consisting of a costed force, including capital and operating expenditure. Provides capability roadmaps, indicative funding, and proposed time horizons.

Potential decision points: long list and/or shortlist force structure refinement, and the final, fully costed force structure with indicative funding.

24. While the latter two products would be fully costed, they do not signify funding certainty. Final funding decisions remain the preserve of Cabinet upon consideration of individual business cases and through the annual Budget process. These products will provide general direction, with associated cost expectations, to guide Defence in its planning.

25. As part of the review process, Defence will establish a series of factors with which to develop the policy and strategy settings, and force options. These could include for example; military value, relative cost, portfolio achievability, balancing trade, foreign policy and defence interests, assistance to the civil power, and Te Tiriti obligations. Work across the national security sector will also be an important input into the review process and the review will ensure alignment where appropriate.

Ministerial Advisory Panel

26. I intend to engage the support of a ministerial advisory panel to provide me with independent advice throughout the Defence Policy Review. This is provided for in the Terms of Reference, and will be the subject of a separate submission to the Cabinet Appointment and Honours Committee.

Public Consultation

27. In the past such policy review processes have involved communication and consultation with stakeholders here in Aotearoa New Zealand and overseas. To formally initiate any public consultation process, approval from Cabinet will be sought for a Defence Policy Review Consultation Plan.

28. Consultation during this process will be undertaken in a targeted way in order to gain a range of perspectives. A consultation plan will outline how consultation will be undertaken, based on the intent of each listed product. Engagement with the Treaty partner will be an important element of the consultation plan.

Process and Next Steps

29. Should Cabinet agree to the attached Terms of Reference, officials are directed to:
- 29.1. Produce a proposal to establish an Ministerial Advisory Panel for the Cabinet Appointment and Honours Committee;
 - 29.2. Produce a Defence Policy Review Consultation Plan for Cabinet;
 - 29.3. Conduct the requisite work to produce a defence policy and strategy statement and a set of future force design principles; and
 - 29.4. Develop work streams to generate policy and future force design principles for Cabinet by the October 2022 and April 2023 respectively.
30. Subject to Cabinet agreement upon the delivery of the draft defence policy and strategy statement, a fully costed and complete Defence Capability Plan and/or Defence White Paper would be delivered to Cabinet for decision.

Consultation

31. This paper reflects the views and advice of the Ministry of Defence and the New Zealand Defence Force. The following agencies have been consulted: Department of the Prime Minister and Cabinet (National Security Group, Policy Advisory Group); Ministry of Foreign Affairs and Trade; Treasury; NZ Police; NZSIS and GCSB; Department of Internal Affairs, Ministry for Primary Industries; NZ Customs.

Financial Implications and Resources

32. The total cost of developing the Defence Policy Review can be met within baselines and will be charged against Vote Defence. Personnel resources for the Defence Policy Review will be drawn from within the Ministry of Defence and New Zealand Defence Force.

Publicity

33. The possibility of the Government developing a Defence White Paper in 2022 (a previous projected date) has already been noted publicly, as has an indication that a review will be undertaken following the *Defence Assessment 2021*. It is proposed that, should Ministers agree, a press release would provide public notice that Cabinet has commissioned a Defence Policy Review.

Recommendations

34. The Minister of Defence recommends that the Committee:
- 34.1. **note** that in October 2021 Cabinet directed the Ministry of Defence and New Zealand Defence Force to report back to the Cabinet External Relations and Security Committee with proposed terms of reference for comprehensive defence policy review;
 - 34.2. **note** the proposed Terms of Reference for a Defence Policy Review process directs production of:
 - a defence policy and strategy statement; and

- a set of future force design principles,
- 34.3. **note** that the proposed Terms of Reference includes options to proceed with the following products, following the delivery of a defence policy and strategy statement:
- a Defence White Paper; and/or
 - Defence Capability Plan.
- 34.4. **note** that the Minister of Defence will submit a paper to Cabinet seeking approval of a Defence Policy Review Consultation Plan;
- 34.5. **note** that the Minister of Defence will submit a paper to the Cabinet Appointment and Honours Committee seeking agreement on proposed appointees to the Defence Policy Review Ministerial Advisory Panel;
- 34.6. **note** that all costs related to the development of the Defence Policy Review will be charged against Vote: Defence;
- 34.7. **agree** to the proposed Defence Policy Review Terms of Reference;
- 34.8. **agree** to a press release to give public notice that Cabinet has commissioned a Defence Policy Review; and
- 34.9. **direct** Defence officials to proceed with the next steps of the Defence Policy Review.

Authorised for lodgement

Hon Peeni Henare
MINISTER OF DEFENCE

Defence Policy Review Terms of Reference

Introduction

1. A Defence Policy Review will enable the delivery of a long-term strategy for Aotearoa New Zealand's defence. With a comprehensive strategy, decisions are embedded in explicit, prioritised and ongoing policy objectives. Ministers are empowered to take defence investment decisions within the context of a whole of force approach, incorporating defence requirements and organisational implications. Such a review provides a pathway for purposeful future planning across the Defence, as well as important signalling to domestic industry, partners and the wider international environment on the Government's intentions for Defence.

2. The *Defence Assessment 2021* considered the global strategic environment and its implications, opportunities and challenges for Aotearoa New Zealand's security (ERS-21-MIN-0039 refers).

3. The Assessment concluded that Aotearoa New Zealand's strategic environment has become substantially more challenging, and this trend is likely to accelerate in coming years. It identified two major challenges that we judge will have the greatest impact on Aotearoa New Zealand's security over the next 20 years:

3.1. strategic competition, [REDACTED] s6(a); and

3.2. the intensifying and wide-ranging impacts of climate change.

4. The Assessment proposed Aotearoa New Zealand's defence policy settings should be reviewed, ensuring Defence is best placed to support the ongoing protection and promotion of Aotearoa New Zealand's interests. It suggested a policy shift from a predominantly reactive, risk management-centred approach to one based on more deliberate and proactive strategy, with explicit and prioritised policy objectives.

5. A comprehensive Defence Policy Review presents the means to explore such a policy shift and plan for its implementation across the Defence.

6. The impetus for a comprehensive review has increased in importance even in the few months since delivery of the *Defence Assessment 2021*, given the significant events which have transpired.

7. Russia's invasion of Ukraine, in particular, is an inflection point in global security that further degrades New Zealand's strategic environment. [REDACTED] s6(a)

8. The fundamental direction of the policy recommendations provided in the assessment remains sound, [REDACTED] s6(a), s9(2)(g)(i)

9.

s9(2)(f)(iv)

10. Government investment in defence capabilities, particularly for more costly assets, require long term planning. The acquisition, life cycle and generation of defence capabilities occurs over the course of decades. Industries that support this life cycle, both domestic and overseas, work to long lead times. Changes to the force structure, associated capabilities, and the systems that train and sustain them to deliver on government policy, require time to pivot to any new strategic direction.

11. A renewed Defence Capability Plan as part of a comprehensive Defence Policy Review will provide government the assurance of a long term capital plan.

Authorisation

12. These Terms of Reference have been approved by Cabinet [*cite reference when approved*].

Terms of Reference Purpose

13. These Terms of Reference provide high level guidance on the scope, method, governance, and timeframe of the work that underpins the Defence Policy Review.

Scope

14. A Defence Policy Review is the process by which Defence will develop options for government on defence policy, strategy, capability and resourcing.

15. The comprehensive Defence Policy Review process will cover:

15.1. our strategic outlook;

15.2. our defence interests and policy objectives;

15.3. a strategy for delivering the agreed policy objectives;

15.4. high level design principles to shape future force development and generation to best support our policy and strategy objectives;

15.5. detailed force structure development and generation of options;

15.6. indications of funding requirements to plan, develop, operate and sustain the future force structure;

15.7. defence organisational implications in delivering revised settings, including workforce and infrastructure implications; and

15.8. dependencies between defence policy and strategy, with the wider national security sector and international partner relationships.

Approach

16. In the past, Defence would publically deliver the final products of the process (a Defence White Paper and Capability Plan) at the review's completion. The approach with the Defence Policy Review is more flexible.

17. This flexible process allows for a variety of products will be produced sequentially and surfaced for Cabinet decision, including for public release if Cabinet so wishes. Each product provides a set of decisions for Cabinet to take, which would then form the basis of a public statement. Combined, these represent the complete Defence Policy Review process.

18. Production of the first and second products, set out in paragraph 20 below, will commence upon Cabinet approval of these Terms of Reference. The products will be delivered to Cabinet for consideration by October 2022 and April 2023 respectively. This enables a shorter timeframe for articulation of high level policy and strategy statements for Defence as well as force structure intentions or principles. It also provides general direction for short term Defence planning.

19. Officials expect that the delivery of the full Defence Policy Review would require up to two years to produce a policy reset and fully costed set of options for a future force structure. Defence will look for opportunities to reduce the timeframe as they progress each milestone.

20. The four potential products would be:

20.1. Product 1: A defence policy and strategy statement – an expression of Government's defence policy interests, objectives and high level strategy, including indications of prioritisation. This assesses the strategic environment and contingencies that Aotearoa New Zealand might face based on current and predicted trends, defines desired policy outcomes and includes elements of strategic planning guidance for employment of the current force in the near term.

Potential decision points: defence policy objectives, high level strategy, and prioritisation.

20.2. Product 2: A set of future force design principles – an expression of Government's intentions for future force structure. It defines the activities and scenarios the future force may be required to undertake based on current and predicted trends. It signals the kind of future capability and structural choices which may be required to realise these. This can form an interim step in the production of a Defence White Paper to develop force structure options.

Potential decision points: design principles and key choices for future force structure.

21. Upon delivery of the defence policy and strategy statement, Cabinet decisions will be sought to proceed with the development of a Defence Capability Plan, and whether Government wishes to consolidate the review in the form of a public Defence White Paper.

21.1. Product 3: *Defence White Paper* – a public statement of Government’s long-term position on, and intentions for, defence policy, strategy, capability, and resourcing. It considers workforce and infrastructure requirements, and matches force structure to policy objectives.

Potential decision points: final defence policy, strategy, capability and funding settings.

21.2. Product 4: *Defence Capability Plan* – Government’s intentions for force structure development, consisting of a costed force, including capital and operating expenditure. Provides capability roadmaps, indicative funding, and proposed time horizons.

Potential decision points: long list and/or shortlist force structure refinement, and the final, fully costed force structure and indicative funding.

22. While the latter two products would be fully costed, they would not signify funding certainty. Final funding decisions remain the preserve of Cabinet upon consideration of individual business cases and through the annual Budget process. These products would provide direction, with associated cost expectations, to guide Defence in its planning.

Governance / Oversight

23. Decisions will be sought from Cabinet at final policy and procedural junctures. Direction will be provided by the Minister of Defence, in consultation with a Ministerial Advisory Panel, at critical stages of the development of products.

24. The Secretary of Defence and the Chief of Defence Force are jointly responsible to the Minister of Defence for the Defence Policy Review.

25. The Secretary of Defence and Chief of Defence Force will also be supported by a governance group, including members invited from the Ministry of Foreign Affairs and Trade, the Department of the Prime Minister and Cabinet (National Security Group, Policy Advisory Group), Public Service Commission, and the Treasury. This group will provide high level governance and direction to the Review. It will also ensure that work on the Defence Policy Review is considered alongside other relevant work being undertaken across the wider security sector.

26. The staged delivery of the Defence Policy Review through four products provides Ministers with clear choices throughout the process and the flexibility to contemplate a range of options in order to offer guidance, and ultimately make decisions across the considerations of policy, strategy, force structure and capability mixes.

Cabinet

27. Cabinet decision will be sought at the following points:

27.1. A Defence Policy Review Consultation Plan.

27.2. Establishment of a Ministerial Advisory Panel.

27.3. A draft defence policy and strategy statement.

- 27.4. A statement of future force design principles.
- 27.5. Commencement of a Defence White Paper and/or a Defence Capability Plan.
- 27.6. A draft Defence White Paper detailed costed options and the final fully costed defence force structure options.
- 27.7. Final draft Defence White Paper and/or Final draft Defence Capability Plan.

Ministerial Advisory Panel

28. The Minister of Defence will be supported by an independent ministerial advisory panel throughout the Defence Policy Review process. The responsibilities and composition of the ministerial advisory panel will be the subject of a paper to the Cabinet Appointment and Honours Committee.

Public Consultation

29. Consultation during this process will be undertaken in a targeted way in order to gain a range of perspectives. A consultation plan will outline how consultation will be undertaken, based on the intent of each listed product. Engagement with the Treaty partner will be an important element of the consultation plan.

Timeline

30. The advice on policy, strategy, capability and funding will be developed in stages. The anticipated timing of key deliverables is below:

#	Defence Policy Review Key Deliverables	Target Date
1	A draft defence policy and strategy statement	October 2022
2	A future force design principles statement	April 2023
3	Defence White Paper Initial Costed Options	s9(2)(f)(iv)
4	Defence White Paper Detailed Costed Options	
5	Draft Defence White Paper, Defence Capability Plan Final Costed Option	

31. The anticipated timeline takes into account the depth of the review in providing a comprehensive reset of defence policy, including a higher degree of cost assurance.

Funding

32. All costs related to the development of the Defence Policy Review will be charged against Vote Defence. Personnel resources for the Defence Policy Review will be drawn from within the Ministry of Defence and New Zealand Defence Force.