



## EU-GIZ Adapting to Climate Change and Sustainable Energy (ACSE)

*Funded under the European Union EDF 10*

### Regional Inception Workshop

*29<sup>th</sup> – 30<sup>th</sup> May 2014*

*De Vos on the Park, Suva, Fiji*



## Workshop Report

June 2014



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## Abbreviations and Acronyms

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ADB	Asian Development Bank
ACSE	Adapting to Climate Change and Sustainable Energy
BSRP	EU-ACP Building Safety and Resilience in the Pacific project
CBA	Cost benefit analysis
CC	Climate Change
CCA	Climate Change Adaptation
CCCPIR	Coping with Climate Change in the Pacific Island Region
CN	Concept Note
CROP	Council of Regional Organisations in the Pacific
DRR	Disaster Risk Reduction
EDF	European Development Fund
EU	European Union
FSM	Federated States of Micronesia
GCCA	Global Climate Change Alliance
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation)
IE	Implementing Entity
IUCN	International Union for Nature Conservation
LFA	Logical Framework Approach
M & E	Monitoring and Evaluation
MoU	Memorandum of Understanding
NACC	National Aid Coordination Committee
NAO	National Authorising Officer (of EU projects)
NORTH-REP	North Pacific Renewable Energy Project (EU-SPC)
NSDS	National Sustainable Development Strategy
PACC	Pacific Adaptation to Climate Change project (UNDP-GEF/SPREP)
PACE-SD	Pacific Centre for Environment and Sustainable Development (of USP)
PACP	Pacific-African, Caribbean, and Pacific states
PDD	Project Design Document
PIFS	Pacific Islands Forum Secretariat
RAB	Regional Assessment Board
RAO	Regional Authorising Officer
REP-5	Energy Sector Support to Five ACP Pacific Island Countries (funded under EDF 9 and supports FSM, Nauru, Niue, Palau and Republic of Marshall Islands)

SC	Steering Committee
SE	Sustainable Energy
SECIE	Secretary for Commerce, Industry & Environment (Nauru national focal point)
SPC	Secretariat of the Pacific Community
SPREP	Secretariat of Pacific Regional Environmental Programmes
TOR	Terms of reference
TVET	Technical and Vocational Education and Training
USP	University of the South Pacific

## 1 Background

The development of the “Adapting to Climate Change and Sustainable Energy (ACSE)” programme began in 2012 through consultations with CROP agencies, member countries and development partners. The programme aims to strengthen PACP (Pacific-African, Caribbean, and Pacific states) capacities to cope with the adverse effects of climate change and enhance energy security at the national, provincial, local, and community levels.

On 27 February 2014, the European Union (EU) signed a financing agreement with the Pacific Islands Forum Secretariat (PIFS) to contribute €35.5mil (from the 10<sup>th</sup> European Development Fund, EDF 10) towards the ACSE programme, supporting 3 components

Component 1: *Adapting to Climate Change and Sustainable Energy* component (€18.64mil) administered by the German Agency for International Cooperation (GIZ);

Component 2: *Energy Catalytic* component (€10mil) implemented by Kiribati, Tonga and Nauru and co-funded by the Asian Development Bank (ADB) in Tonga and Nauru, and by New Zealand in Kiribati;

Component 3: *Technical and Vocational Education and Training (TVET)* component on sustainable energy and climate change adaptation (€6.1mil), implemented by the Secretariat of the Pacific Community (SPC) jointly with the University of the South Pacific (USP).

Fifteen countries are supported under this programme - Cook Islands, Federated States of Micronesia, Republic of Fiji, Kiribati, Republic of Marshall Islands, Nauru, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Timor-Leste, Tonga, Tuvalu and Vanuatu.

On 11 April 2014, a delegation agreement for component 1 (*adapting to climate change and sustainable energy*) of the programme was signed between the EU and GIZ (the implementing partner). This component of the programme is referred to as the EU-GIZ ACSE programme.

The eligible projects under this component 1 are grouped into 2 types:

Type 1 projects are “enabling environment” projects where the focus is on addressing institutional, governance, information and knowledge, and capacity constraints and challenges to facilitate the implementation of CCA and/or SE. These include support for the development of policies, plans, legislation and regulations; data and information collection and analysis; monitoring and evaluation; and coordination strengthening.

Type 2 projects are “on-the-ground implementation” of CCA and/or SE initiatives and include hardware support.

The ACSE Programme forms part of a broader EU engagement on climate change adaptation, sustainable energy and disaster risk management in the Pacific Island region, which includes the Global Climate Change Alliance (GCCA) programme, the Building Safety and Resilience in the Pacific (BSRP) programme and the North Pacific Renewable Energy

Project (NORTH-REP) under EDF 10 and the former B-envelope Disaster Risk Reduction project and the Energy Sector Support Project (REP-5) project both under EDF 9.

## 2 Introduction

The inception workshop of the EU-GIZ ACSE programme (component 1 of the overall EU ACSE programme) was held on 29 and 30 May 2014 at De Vos on the Park, Suva, Fiji.

The inception workshop was officially opened by the Fiji Permanent Secretary of Foreign Affairs and International Cooperation, Mr Amena Yauvoli. Also participating in the opening proceedings were the Head of the Infrastructure and Natural Resources of the Delegation of the EU for the Pacific, Mr Jesus Laviña; the German Agency for International Cooperation (GIZ) Portfolio Manager for the Philippines and the Pacific, Mr Philipp Quitmann; the Pacific Islands Forum Secretariat Natural Resources Adviser, Mr Ryan Medrana and the Ambassador of the Peoples Republic of China to Fiji, His Excellency Yong Huang.

As is customary practice in the Pacific, the workshop began with a prayer delivered by Mr William Tuivaga from the Cook Islands. Following this Dr Wulf Killmann, Programme Director of the EU-GIZ ACSE programme, warmly welcomed all the participants to the workshop. Dr Killmann expressed gratitude for their presence and looked forward to the contributions of all the various agencies.

Mr Ryan Medrana in his opening remarks asked participants to consider the latest findings of the Intergovernmental Panel on Climate Change which reveals that global greenhouse gas emissions have risen to unprecedented levels. The need for climate change adaptation actions in small island states are even more critical and support is necessary. Mr Medrana reaffirmed the support of the Pacific Islands Forum Secretariat and welcomed the partnership with EU and GIZ under the ACSE programme.

Mr Jesus Laviña informed participants of the various EU programmes underway to support the Pacific Island countries in their climate change adaptation efforts and to reduce the use of expensive imported fossil fuels. The ACSE programme is the latest in this array of ongoing support. Mr Laviña emphasised the role of the countries as lead agencies in the implementation of national projects.

In his opening address Mr Amena Yauvoli acknowledged EU for the continued support in the Pacific. He commended the EU ACSE programme for giving countries the flexibility in identifying their areas of focus for climate change adaptation projects, especially considering the diverse impacts brought about by climate change. Mr Yauvoli urged country implementers to be perceptive on the selection and design of projects to promote ownership and ensure long term sustainability. Mr Yauvoli said that the programme's support to reduce reliance on imported fossil fuel addresses one of the highest priority needs for Pacific Island countries, especially with high fuels costs and increasing demand. He acknowledged GIZ in their capacity as implementing partner for the ASCE programme and with almost 3 decades of development cooperation work in the Pacific. (Link to [Annex 1: Opening speech](#))

### 3 Workshop objectives

The objectives of the inception workshop were to:

- i. Inform participants on the overall EU ASCE programme;
- ii. Familiarise participants with the details of Component 1 of the ACSE programme;
- iii. Consult and confirm with participant the various processes and structures for the selection of eligible projects under Component 1 of the ACSE programme;
- iv. Conduct a training session on the development of concept notes;
- v. Inform participants of other climate change projects and initiatives in the region;
- vi. Encourage information exchange where countries can share experiences.

The workshop programme is attached as [Annex 2](#).

### 4 Workshop participants

Around 60 participants attended the inception workshop. Participants included:

- i. Country focal points or government representatives from national climate change and energy institutions of thirteen of the fifteen project countries were present. Papua New Guinea, and the Federated States of Micronesia (FSM) could not make the trip due to logistical setbacks beyond the control of the organisers. An in-country workshop will be held for Timor-Leste.
- ii. Embassies, donor agencies and development partners – Chinese Embassy , Australian High Commission, Korean Embassy (opening session), Delegation of the EU for the Pacific, Asian Development Bank (ADB), International Union for Nature Conservation (IUCN) and the German Agency for International Cooperation (GIZ)
- iii. CROP agencies – Pacific Islands Forum Secretariat (PIFS), Secretariat of the Pacific Community (SPC), Secretariat of Pacific Regional Environmental Programmes (SPREP), University of the South Pacific (USP), Pacific Power Association (PPA)
- iv. Regional climate change programmes and projects – EU Global Climate Change Alliance (GCCA) programmes, EU-ACP Building Safety and Resilience in the Pacific (BSRP) programme, EU/SPC North Pacific Renewable Energy Project (NORTH-REP); UNDP-GEF/SPREP Pacific Adaptation to Climate Change (PACC) Project; SPC/GIZ “Climate Protection through Forest Conservation in Pacific Island Countries” project, SPC/GIZ Coping with Climate Change in the Pacific Island Region (CCCPIR)

There was a very good balance between males and females and technical experts, policy-makers and planning officers from the climate change and energy sectors. The participant list is attached as [Annex 3](#).

## 5 Group dynamic processes

The two-day workshop was intense with sessions running over time. Despite this participants remained energetic throughout with the group work exercises providing needed respite in between PowerPoint presentations and ensuing discussions.

Discussions during both plenary and group sessions were very active with a good balance of contributions from country representatives, development partners and CROP agencies. The various presentations on the programme generated a lot of discussions and the countries provided constructive inputs into the review of the drafted processes and concept note criteria.

## 6 Procedure and contents of the workshop

The tools and methods used in the workshop included PowerPoint presentations, group work exercises, facilitated plenary discussion sessions using visualisation aids, and open plenary discussions. An inclusive and participatory approach was promoted for optimal interaction and feedback.

### 6.1 Participant introductions and expectations

The self-introductions of the participants indicated a high presence of national and regional experience and expertise from the climate change, energy and planning sectors.

Most of the participants entered the workshop with little knowledge of the ACSE programme with most knowing of the programme from only documents sent by the organisers. Therefore, most participants expected to learn more about the ACSE programme and the process required to access funds. Participants were also keen to learn from other countries on the implementation of their climate change and energy projects. Development partners and other programmes expressed interest in identifying synergies and collaboration with the EU-GIZ ACSE programme.

### 6.2 EU – GIZ ACSE programme overview and steering

*Presenter: Ms Katerina Syngellakis, GIZ Advisor on Energy*

The presentation detailed EU-GIZ ACSE objectives, overall process for project preparation, partners, budgets and timelines. (Link to [Annex 4: EU-GIZ ACSE overall process](#) ; [Guide to the EU-GIZ ACSE programme](#) )

#### 6.2.1 Discussions

The presentation generated a lot of discussions with most seeking clarifications on the approval processes and implementation arrangements. Some discussion points are summarised as follow:

Issue	Discussions
EU procedures	'D+3-Year Rule': The Delegation Agreement between EU and GIZ was signed on 11 April 2014 which means that within 3 years from this date (11 April 2017) all implementation contracts have to be signed otherwise the funds are forfeited. This EU rule emphasises the need to adhere to timelines provided in the Guide

Issue	Discussions
Staff recruitment	Positions of in-country coordinators will be advertised locally. The technical expertise of the advisers to be recruited will largely depend on the areas of focus of the country project(s)
Concept note (CN) and Project Design Document (PDD) development	<p>At the national level, the concept notes are to be submitted to the National Authorising Officer (NAO) as the common focal point. This is in recognition of the fact that the concept notes maybe be developed and submitted by different sectors &amp; ministries</p> <hr/> <p>Only 3 concept notes can be submitted out of which a maximum of two will be approved.</p> <hr/> <p>Consultants or implementation partners can be requested/contracted in the PDD preparation process. They can also be involved during concept note development if the country wishes</p> <hr/> <p>Should countries have already developed concept notes relevant to the EU-GIZ ACSE programme, they are encouraged to use these by revising against the given EU-GIZ ACSE criteria.</p> <hr/> <p>The CN template will be revised to be as specific as possible to better guide the countries in filling it out</p> <hr/> <p>The CNs are only for Component 1 of the overall EU ACSE programme. A CN can be for both CCA and SE activities</p> <hr/> <p>Where an agency or consultant is contracted to assist with the PDD development or as an implementation partner, the TORs of the agency/consultant will be drafted together with the country and the countries will hold primary supervisory functions.</p> <hr/> <p>Ideally, projects are to be developed based on existing assessments or studies</p>
Financial management	<p>GIZ will ask for feedback on the financial management systems in place with the selected implementer. Where countries are implementing the project(s), an MoU will be signed with GIZ. A separate bank account specific for the ACSE funds will be set up in the country.</p> <hr/> <p>EU- GIZ ACSE is implemented according to GIZ rules. Financing agreements (FA) and/or “local subsidies” will be signed between GIZ and the country or implementing partner for provision of funds to support agreed activities and/or projects. Multiple consultancies, procurements, etc. can all be included under one FA and contract to facilitate implementation</p> <hr/> <p>Reporting procedures will be discussed in detail with each country. It was recommended that existing national reporting systems are used to reduce the added burden of reporting.</p>
Project implementation in the countries	<p>Dr Wulf Killmann, programme director of the EU-GIZ ACSE programme said that with many climate change and sustainable energy initiatives ongoing, the EU-GIZ programme will strive to complement these existing initiatives and support countries to broaden and replicate good practices.</p> <hr/> <p>GIZ’s role is to support countries administer the programme funds efficiently and provide necessary technical assistance. Countries and their partners are the implementers. The EU-GIZ ACSE programme wants to make use of the good experiences and lessons learnt including approaches that may not work.</p> <hr/> <p>The use of existing resources and mechanisms was recommended (e.g. country coordinators, contact points, committees of other EU-funded projects like GCCA) in order to reduce the burden on countries and create synergies</p> <hr/> <p>If an implementing partner is required by the country, GIZ will directly contract that partner. The country will provide inputs into the TOR of the implementing partner and maintain control and direct supervision over the work.</p> <hr/> <p>Further discussions will need to take place with the countries on M&amp;E processes of the country projects</p> <hr/> <p>Mr Jesus Laviña of the EU reminded participants that the EU-GIZ ACSE is only 1 component of the larger ACSE programme. A common framework for all 3 components can be put in place to create synergies and encourage partnerships. The institutions involved in the 3 components of the EU ACSE can meet once a year to encourage collaboration and information exchange</p>

### 6.3 Proposal for Steering Committee (SC) & Regional Assessment Board (RAB)

*Presenter: Dr Wulf Killmann, EU-GIZ ACSE & SPC/GIZ CCCPIR Programme Director*

The presentation informed participants on the proposed membership and terms of reference (TOR). Following the presentations, the participants held small group discussions to review the proposed membership and TOR. (Link to [Annex 5: Steering Committee and Regional Assessment Board](#))

#### 6.3.1 Discussions

Recommendations on the regional steering committee:

1. *Membership* - a representative of each of the fifteen countries will be a member of the steering committee. This is to ensure better representation of on-the-ground implementation in the individual countries. The SC members will decide on observers to be invited
2. *Chairperson* – the Chairperson will rotate among the sub-regional groups: Micronesia, Melanesia, Polynesia
3. *Meetings* – ideally the SC meetings should be held back-to-back with other CC and SE regional meetings and events

On the Regional Assessment Board, the countries agreed that this group will be established in the first regional steering committee meeting.

### 6.4 Information on support for PDD preparation

*Presenter: Ms Hanna Sabass, GIZ Climate Change and Education Adviser*

Participants were presented the PDD preparation process and organisation of the sub-regional workshops: objectives, participants, and content. (Link to [Annex 6: Support for PDD preparation](#)).

#### 6.4.1 Discussions

##### a. Sub-regional workshop participants/grouping

Participants worked in small groups to review how the sub-regional workshops (3 planned) are to be organised. Two options were presented on the grouping of participants:

*Option 1:* Grouping according to **geographical/sub-regions** location (e.g. workshop for countries in the same sub-region)

*Option 2:* Groups with **similar concept notes / thematic areas** (e.g. a workshop for countries with energy concept notes)

Whilst most participants were in favour of option 2, it was recognised that the organisation of the **sub-regional thematic** workshops relied on having all concept notes submitted and approved on time (GIZ, EU and PIFS will assess the CNs). The countries submitting on time

may need to wait for other similar thematic CNs to be approved in order for their thematic sub-regional workshop to be organised.

A third option suggested was based on the **'early bird'** approach. The countries that have their CNs approved early can form a group for a subregional workshop and move forward with the PDD development. Participants agreed to wait until CNs are submitted to determine the logical groupings or themes emerging from the approved CNs.

#### b. National Authorising Officer and National Focal Point

Clarification was needed on the role of the NAO and the National focal point.

*National Focal Point* is the government representative who was nominated by the country to be the lead agency in CCA or SE.

*National Authorising Officer (NAO)* is the national counterpart/focal point for any EU bilateral agreement with the countries. This is usually the Permanent Secretary or CEO of the Ministry of Finance and is nominated by cabinet. The NAO has to be kept informed of all EU funded activities in the country.

### **6.5 Training for concept note preparation**

Ms Katerina Syngellakis introduced the EU-GIZ ACSE concept note guidelines, the template, criteria and weighting, and examples of eligible projects (link to [Annex 7: CN preparation](#)).

This was followed by a plenary discussion on country experiences in developing concept notes and proposals. Following the plenary discussion participants broke up into groups to assess dummy concept notes against the given EU-GIZ ACSE criteria. The exercise was to familiarise participants with the CN template and criteria.

#### **6.5.1 Discussions**

##### a. Presentation

*Scoring system of criteria* - points indicate where emphasis on the criteria should be given. The scoring also ensures uniformity and consistency when different assessors evaluate the submitted concept notes.

*Joint projects between countries* - are possible. Allowance can be made on the length of the CN (more than 4 pages). The budget will be shared between the partnering countries' allocations. However, countries were requested that given the short time for concept note preparation, it would be advisable that they focus on easily identifiable common issues. Additional information and synergies could be elaborated in the PDD development phase.

##### b. Plenary discussion experience in developing CN and proposals

Participants shared their country experiences in developing CNs and proposals:

What worked well & facilitated easier preparation of concept notes/project proposals?	What hinders preparation of concept notes/project proposals?	What are your nationally established procedures for developing & endorsing concept notes?
<ul style="list-style-type: none"> <li>• Align with priorities on National level which are documented in policies and plans as well as community level</li> <li>• Coordinated community consultations</li> <li>• Have a clear plan of what countries/ implementing agencies would like to undertake as projects</li> <li>• Available/ accessible technical expertise</li> <li>• Reference to NSDS for guidance</li> <li>• Simple format &amp; simple terminology</li> <li>• Logical framework approach that helps to understand the issue(s) more clearly and identify the needed assistance to address them effectively</li> <li>• Clear concept note structure as well as clear problem(s) and objective(s)</li> <li>• Using existing mechanisms whereby concepts are drafted to current national templates</li> <li>• Selected project committee that works on concept notes</li> <li>• Stakeholder participation</li> <li>• Hiring a consultant</li> </ul>	<ul style="list-style-type: none"> <li>• No existing concept note template OR complicated template</li> <li>• Too much protocol</li> <li>• Complicated process</li> <li>• Lack of capacities</li> <li>• Approval process</li> <li>• Lack of clarity (from donor) on what needs to be articulated, which slows down the efficiency of implementing needed assistance</li> <li>• Unclear roles &amp; responsibilities in preparing concept notes &amp; proposals</li> <li>• No clear existing national policies &amp; strategies for linkage</li> <li>• Insufficient data to make strong case or justification of a proposal</li> <li>• Work priorities; e.g. National budget preparation (difficult to call meetings during certain times of a year)</li> <li>• Different priorities from different ministries</li> <li>• Lack of data and information</li> </ul>	<ul style="list-style-type: none"> <li>• National coordinating and steering committee</li> <li>• Through Energy Task Force</li> <li>• Endorsement at Ministry level</li> <li>• National Advisory Board on CC and DRR acts as a steering mechanism to endorse CCA or mitigation initiatives</li> <li>• Appraisal done by National Development Planning</li> <li>• Government Investment Programme forms for submission to the Aid Coordination Unit</li> <li>• NAO = National Aid Coordinating Committee (NACC);</li> <li>• NACC consults responsible Ministry + ask for TOR;</li> <li>• Responsible Ministry develops CN with stakeholders =&gt; approval by NAO</li> <li>• CCA + SE draft CN developed, presented to stakeholders and submitted through NAO;</li> <li>• Focal point is aware of this process throughout</li> <li>• CN developed by department/ stakeholders, submitted to SECIE for endorsement and submitted to NAO for further process</li> <li>• National IE developed CN (with expert); CN is screened by relevant committee, endorsed by relevant (signed) focal officer and send to funding agency through NAO</li> </ul>

### c. Assessment of dummy concept notes

The dummy concept notes and the group assessments are under [Annex 8](#) (link)

Feedback on the concept note criteria was discussed in plenary and directly revised in the criteria list (attached as [Annex 9](#)) in the Guide document.

The following criteria were revised:

#### 1. *National management & steering capacity:*

- the initial 2 point allocation increased to 3 points for each of the 3 sub-requirements

#### 2. *Contributes to national CCA and SE policies and strategies or other relevant sectoral policies, strategies and plans:*

- move sub-requirement “Is there evidence that key stakeholders have been consulted” to a new criteria on “Consultation process”

3. *New criteria on “Consultation process”* to include statement on who was consulted in the development of the CN.

4. *The other consultation processes to be identified* in other phases are the consultation processes to be undertaken for the PDD development (identified in sub-regional workshop) and the consultations undertaken for project implementation (requirement in PDD)

## 6.6 Theory of Change and Monitoring & Evaluation

*Presenter: Ms Marita Manley, GIZ Technical Adviser*

Participants were presented with the ‘Theory of Change’ and monitoring and evaluation procedures (link to [Annex 10: Theory of Change](#)). The presentation included materials used by the EU-SPC GCCA programme in their logical framework approach (LFA) training.

The most common question arising was on the difference between outputs and outcomes.

**Outputs** are short-term development results achieved with the project resources provided and within the project time-frame specified. These are products, capital goods and services which result from a development intervention; may also include changes resulting from the intervention which are relevant to the achievement of outcomes.

**Outcomes** are the likely or achieved short-term and medium-term effects of an intervention’s outputs.

**Example A: Output** - Solar panels installed in 3 rural villages → **Outcome** – Local communities have improved electricity access and improved communication facilities

**Example B: Output** - Crop production and diversity of 50% of households in each of the 3 rural villages is increased → **Outcome** – The food security and income generating capacity of rural villagers are strengthened

## 6.7 Filling out an example concept note

Participants formed groups to draft a concept note using the EU-GIZ ACSE template. Thematic areas of focus for the concept notes were provided for groups to work on (link to [Annex 11: Group work concepts notes](#))

Countries were also requested to describe the steps taken in their countries to develop and endorse concept notes. This information is under [Annex 12](#).

### 6.7.1 Discussions

The feedback provided to the groups on their drafted concept notes included:

- a. Ensuring clear output statements
- b. Ensure CCA and/or SE is the focus of the CN
- c. Indicate in the CN if support for PDD development is required
- d. Avoiding generalisation/stereotyping of certain topics (e.g. gender)
- e. When outlining rationale/background consider how other sectors could also benefit from the interventions
- f. Clear hierarchical structure and logical sequencing from outcome to output. The outputs are needed to achieve the outcomes, the outcomes contribute to the overall objective

## 6.8 Presentations from other projects

Links to presentations from other projects are given below:

- [Pacific Adaptation to Climate Change \(PACC\) project and the way forward](#) by Mr Peniamina Leavai (PACC Coordinator, SPREP)
- The Building Safety and Resilience in the Pacific project by Mr Taito Nakalevu (Project Manager, BSRP, SPC)
- [The North-Pacific Renewable Energy & Energy Efficiency Project](#) by Mr Rupeni Mario (Project Manager & Team Leader, North-REP, SPC)
- [The Global Climate Change Alliance \(GCCA\) – Small Island States \(SIS\)](#) programme by Mr Sanivalati Tubuna (SPC)
- [SPC-USP-EU ACSE Component 3 TVET – Synergies](#) by Dr Sarah Hemstock (Project Team Leader, EU-USP GCCA Project, Pace-SD, USP)

## 7 Workshop feedback and recommendations

In the round-up session, country participants had the chance to provide feedback on the EU-GIZ ACSE Inception Workshop. This feedback matrix is attached as [Annex 13](#).

Most of the participants said they had a better understanding of the EU-GIZ ACSE programme and found the training session on the writing of concept notes very useful. The need for a simplified CN template was again raised. There was a general eagerness to proceed to the PDD phase with most participants expressing the need for training on PDD development.

The countries requested GIZ to maintain regular communication and conduct in-country visits to ensure momentum generated in the workshop is maintained. The GIZ team will also be liaising closely with the countries to support their CN development process.

## 8 Next steps

Ms Katerina Syngellakis presented a timeline detailing the next steps and actions to be taken soon after the Inception Workshop up to the sub-regional workshops on the PDD development (link to [Annex 14: Action timetable](#)).

Even though the countries generally agreed to the given timelines, some countries expressed reservations because of the time of the year. Most countries are busy with their national financial reporting and budgeting in June and July. Palau also requested for some flexibility as most of the concerned officers would be busy with preparation for the Pacific Leader's Forum at the end of July 2014. However, in recognising that any delay in CN submissions would result in the overall delay of project implementation, the countries expressed their commitment to adhere to the given timeframes.

### ***The immediate next steps identified are:***

1. The concept note template will be simplified with additional explicit instructions

2. The call for Concept Notes will be sent to climate change and energy focal points on Friday 06 June
3. GIZ will send the list of NAOs to all country focal points
4. GIZ will send the workshop report and other relevant documents to all workshop participants and CC and energy focal points
5. GIZ will consult with countries on potential dates for the regional SC meeting

## 9 Conclusions

The workshop was well attended with very interactive discussions between countries and the various agencies. Development partners provided useful advice and shared valuable experiences from their various climate change projects.

The experiences and inputs from the countries and development partners contributed to an overall improved EU-GIZ ACSE programme guide. The review of the CN assessment criteria and template was a very constructive exercise as this resulted in more rational and feasible criteria and countries gained a better understanding on the requirements for a good quality CN. CNs and proposals are sometimes poorly written because of unclear instructions and lack of clarity on the required information. However, GIZ would still need to closely liaise with countries during this CN development process to provide support when needed.

While most participants were experienced in writing concept notes and developing proposals, there is still a general need for further capacity development in this area. This especially pertains to the application of the logical framework approach. Time would need to be spent on this during the sub-regional training workshop on the PDD development.

### 9.1 Closing session

Mr Jesus Laviña of the EU Delegation delivered the closing remarks. He congratulated the participants for the good outcomes of the workshop saying he was impressed with quality of the discussions. He emphasised the need to strengthen coordination between other existing projects and initiatives funded by EU. He urged countries to observe the given timelines and deadlines and for countries to seek assistance from the programme whenever needed. Mr Philipp Quitmann, GIZ Portfolio Manager for the Philippines and Pacific Islands, in his concluding comments thanked all country representatives and the supporting CROP agencies for their contributions in helping kick off the EU-GIZ ACSE programme.

The workshop closed with a prayer delivered by Mr William Tuivaga from the Cook Islands. Before the delivering the prayer, Mr Tuivaga, on behalf of the participants, expressed gratitude to the EU for bringing the programme to their countries. He also thanked the organisers for an informative 2-day workshop and the fellowship shared between participants.

## 10 Annexes

*Click on titles to go Annex*

- Annex 1 [Opening Speech by Mr Amena Yauvoli \(Permanent Secretary of Foreign Affairs and International Cooperation\)](#)
- Annex 2 [Workshop Programme](#)
- Annex 3 [Participant list](#)
- Annex 4 [EU-GIZ ACSE overall process](#)
- Annex 5 [Steering Committee and Regional Assessment Board](#)
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- Annex 9 [Criteria and points system for assessment of concept notes](#)
- Annex 10 [Theory of change](#)
- Annex 11 [Drafted concept notes \(group work\)](#)
- Annex 12 [Steps to develop and endorse concept notes \(by country\)](#)
- Annex 13 [Feedback matrix](#)
- Annex 14 [Action timetable](#)

## ANNEX 2 –Workshop Programme

Time	Session	Content	Presenter /Facilitator
<b>DAY 1</b>	<b>29<sup>th</sup> May</b>	<b>Introduction to the EU-GIZ ACSE programme and procedures</b>	
8.00		Registration	Secretariat
<b>8.30</b>	<b>Opening</b>		
8.30		Prayer	
8.35		Garlanding of guests	GIZ
8.40		Welcome	Dr Wulf Killmann, Programme Director, GIZ
8.45		Opening remarks	Mr Ryan Medrana, Natural Resources Adviser, PIFS
8.55		Opening remarks	Mr Jesus Laviña, Head of Infrastructure and Natural Resources, EU Delegation
9.05		Formal opening address	Mr Amena Yauvoli, Fiji Permanent Secretary of Foreign Affairs and International Cooperation
9.15		Workshop overview: purpose, objectives and process, what results do we want at end of workshop	Dr Wulf Killmann, GIZ
9.25		Introduction of participants	All
9.40		Housekeeping	GIZ
9.50	Morning Tea	Group photo	
<b>10.20</b>	<b>Session 1</b>	<b>EU-GIZ ACSE programme overview and steering</b>	
10.20		EU-GIZ ACSE objectives, overall process for project preparation, partners, budgets, timeline	Ms Katerina Syngellakis, Adviser on Energy, GIZ
10.50		Feedback from countries on overall process. Q&A	All
11.20		Presentation of proposal for Steering Committee	Dr Wulf Killmann
11.35		Discussion and agreement on way forward	All
12.00		Presentation of proposal for Assessment Board	Dr Wulf Killmann
12.10		Discussion and agreement on way forward	All
12.30	Lunch		
<b>1.30</b>	<b>Session 2</b>	<b>Information on support for PDD preparation, and relevant development programmes</b>	
1.30		Support for PDD preparation and sub-regional workshops: objectives, participants, content	Ms Hanna Sabass, Adviser on Climate Change and Education, GIZ
1.50		Feedback and Q&A	All
2.10		The Pacific Adaptation to Climate Change (PACC) project and the way forward	Mr Peniamina Leavai, PACC Coordinator, SPREP
2.25		The Building Safety and Resilience in the Pacific project	Mr Taito Nakalevu, Project Manager, BSRP, SPC
	<b>Session 3</b>	<b>Training for concept note preparation – part 1</b>	
2.40		Concept note guidelines, template, criteria (full explanation) and weighting and examples of types of eligible projects Indicative example of a filled out concept note	Ms Katerina Syngellakis, GIZ
3.10		Feedback and Q&A	All
3.30	Afternoon tea		
4.00		In Plenary: Countries to discuss past experiences in developing concept notes and project proposals	Country representatives with GIZ facilitation
4.30		Group work: Countries split into groups and invited to assess “dummy” concept notes against the criteria.	Country representatives with GIZ facilitation
<b>5.30</b>	<b>Close day 1</b>	<b>~~~ Evening Cocktail ~~~</b>	

Time	Item	Content	Presenter /Facilitator
<b>DAY 2</b>	<b>30<sup>th</sup> May</b>	<b>Training for developing concept notes and planning the next steps</b>	
8.00	Registration		Secretariat
<b>8.30</b>	<b>Session 4</b>	<b>Training for concept note preparation – part 2 and further information on relevant development programmes</b>	
8.30		Group presentations on work from the afternoon of Day 1. Each group: 1. Presents back the strengths and weaknesses of the concept notes 2. Provides feedback on the concept note criteria	Groups with GIZ facilitation
9.30		In plenary: Review and discuss feedback on concept note criteria	All
10.00		The North Pacific Renewable Energy & Energy Efficiency Project (North-REP)	Mr Rupeni Mario, Project Manager & Team Leader, North-REP, SPC
10.15		The Global Climate Change Alliance (GCCA) – Small Island States (SIS) programme	Mr Sanivalati Tubuna, SPC
10.30		SPC-USP-EU ACSE Component 3 TVET – Synergies	Dr Sarah Hemstock, Project Team Leader, EU-USP GCCA Project, Pace-SD, USP
10.45	Morning Tea		
11.15		Introduction to Theory of Change and Monitoring and Evaluation (M&E)	Ms Marita Manley, Adviser on Climate Change, GIZ
11.30		Q&A on Theory of Change	All
<b>11.45</b>	<b>Session 5</b>	<b>Filling out an example concept note</b>	
11.45		Group work: Filling out the concept note template for an example project. GIZ will provide the template which includes guidance.	Country representatives
12.30	Lunch		
1.30		Group presentations: On concept notes which have been filled out. Each group to present and country representatives to discuss (10 mins per group)	Country representatives with GIZ facilitation
2.30		Group work: Countries to outline what steps would have to be taken within country to develop and endorse the concept note A template will be provided by GIZ for countries to fill out.	Country representatives
3.00	Afternoon tea		
<b>3.30</b>	<b>Session 6</b>	<b>Planning the next steps</b>	
3.30		In plenary: Actions, responsible entities and timelines Discussion and agreement on way forward	All
4.15		Round-up of workshop activities	Country representatives
<b>4.45</b>	<b>Closing</b>		
4.45		Words of thank	Mr Philipp Quitmann, Portfolio Manager for Philippines & Pacific, GIZ Head Office, Germany
4.50		Closing remarks	Mr Jesus Laviña, Head of Infrastructure and Natural Resources, EU Delegation
5.00		Closing prayer	Mr William Tuivaga, Cook Islands

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## ANNEX 9 – List of criteria

### EU-GIZ ACSE programme Criteria and points system for assessment of concept notes

#### General guidance:

1. Project concept notes will be assessed based on the criteria and points system on the following pages.
2. For the general criteria, a “No” assessment leads to exclusion of the concept note.

3. For the other criteria, a **minimum score of 24/30** is required for the concept to be accepted.
4. Guidance questions are included to indicate the information which the assessors will be looking for in the concept notes and are also there to assist in a uniform assessment of proposals by different individuals who may be assessing them
5. The points are based on a one question = one point scoring principle but the assessors may also use their discretion
6. Please attempt to include answers to all questions in your concepts notes. Short explanations are acceptable. Long paragraphs are not always needed.
7. Be guided by the number of points allocated to the criteria and by the suggested length of each section in the template as to how much detail is needed in answering each question.
8. Note that the concept note cover page does not count towards the 4 pages maximum length of the concept note.

## Assessment criteria for concept notes

Item	Description	Reviewer comments	Score
<b>General</b>			<b>N/A</b>
Budget	Within country allocation		Yes/No
Timeframe	Timeline of max. 48 months		Yes/No
Length of concept note	Maximum length of 4 pages		Yes/No
<b>Alignment to national priorities</b>			<b>/5</b>
Contributes to National Sustainable Development policies and strategies, national CCA or SE policies and strategies or other relevant sectoral policies, strategies and plans	<p>Clearly shows link to national development policies and strategies and how the action will contribute to sectoral policies on CCA and/or energy</p> <ul style="list-style-type: none"> <li>• <i>Are there references to national development goals / policies and/or to the relevant sectoral goals / policies?</i></li> <li>• <i>Does the project respond to a specific action/measure identified within a national strategy or policy and/or a specific action/measure identified within a sectoral strategy, plan or policy?</i></li> <li>• <i>Does the project link to the EU-GIZ ACSE objective(s)?</i></li> </ul>		/3
Stakeholder engagement	<p>Demonstrated stakeholder consultation in the development of the concept note</p> <ul style="list-style-type: none"> <li>• <i>Is there evidence that key stakeholders have been consulted in development of the concept note?</i></li> </ul>		/1
Prioritisation	<p>Demonstrated priority of the proposed project</p> <ul style="list-style-type: none"> <li>• <i>Is justification given for the necessity of immediate attention?</i></li> </ul>		/1
<b>Effectiveness and efficiency</b>			<b>/13</b>
Demonstrate effectiveness of the project	<p>Demonstrated clear project design</p> <ul style="list-style-type: none"> <li>• <i>Is the problem(s) clearly identified?</i></li> <li>• <i>Does the project identify causes of the problem(s)?</i></li> <li>• <i>Does it clearly identify expected outcomes and outputs?</i></li> <li>• <i>Do the outcome(s) contribute to meeting the objective(s) described above?</i></li> <li>• <i>Do the outputs clearly link to the outcomes?</i></li> </ul>		/5
Efficient use of resources	<p>Demonstrated efficient use of resources</p> <ul style="list-style-type: none"> <li>• <i>Is the proposed budget realistic for the outputs expected?</i></li> <li>• <i>Does the project complement other current or planned projects /programmes/initiatives?</i></li> <li>• <i>Does it build on previous projects/experiences?</i></li> </ul>		/3
Equitable and broad benefits	<p>Identified scope and scale of impact on beneficiaries.</p> <ul style="list-style-type: none"> <li>• <i>Are different beneficiaries identified?</i></li> <li>• <i>Is there information on scope and scale of benefits? e.g. are indirect benefits described?</i></li> <li>• <i>Do the beneficiaries include vulnerable groups?</i></li> <li>• <i>Does the project promote gender equality and social inclusion?</i></li> </ul>		/4
Replication	<p>Demonstrated potential for replication in the country or elsewhere in the region</p> <ul style="list-style-type: none"> <li>• <i>Is potential replication of the project or elements</i></li> </ul>		/1

Item	Description	Reviewer comments	Score
	<i>of the project mentioned either at community, provincial, national or regional level?</i>		
<b>Feasibility and sustainability</b>			<b>/12</b>
National management and steering capacity	Demonstrated sufficient national capacity to manage the project. <ul style="list-style-type: none"> <li>• <i>Is the lead national agency identified?</i></li> <li>• <i>Is the national implementing agency identified?</i></li> <li>• <i>Is the steering structure identified?</i></li> </ul>		/3
Financial management capacity	Demonstrated capacity to manage and report on finances according internationally accepted accounting rules <ul style="list-style-type: none"> <li>• <i>Are financial and accounting responsibilities identified?</i></li> <li>• <i>Are financial reporting responsibilities identified?</i></li> </ul>		/2
Technical capacity	Identified expertise available and experience in proposed area of action <ul style="list-style-type: none"> <li>• <i>Are there technical staff identified who will work on the project?</i></li> <li>• <i>Are technical reporting responsibilities identified?</i></li> <li>• <i>Are there any relevant studies already carried out for the proposal project?</i></li> </ul>		/3
Previous Implementation experiences	Successful experiences with previous implementation of comparable projects by national agencies and/or implementing partner(s) <ul style="list-style-type: none"> <li>• <i>Are examples provided of implementation of comparable projects?</i></li> </ul>		/1
Sustainability	Clear description of how the sustainability of the project will be ensured <ul style="list-style-type: none"> <li>• <i>Are sustainability measures included?</i></li> </ul>		/1
Risks	Identified risks and mitigation measures <ul style="list-style-type: none"> <li>• <i>Does the project recognise the risks to successful implementation?</i></li> <li>• <i>Are there suggested measures to mitigate these risks?</i></li> </ul>		/2
<b>TOTAL</b>			<b>/30</b>

## ANNEX 12 – steps to develop and endorse CN (by country)

### COOK ISLANDS

Action item	Description/ who is responsible/ process	When/Deadline
Inception Workshop	Introduction to EU-GIZ ACSE programme and call for proposals process / GIZ / regional workshop	29-30 May 2014
Call for concept notes	Call for concept notes / GIZ / letter to countries	6 June 2014
In-country action 1 # consult stakeholders	Present EU-GIZ opportunity to Renewable Division/ Climate Change/ Emergency Management Division @ opm + cos. Consult key stakeholders	Week 1
In-country action 2	RE & CC team develop the concept within 1 week of first consultation the first draft is presented to stakeholders. Amend & approve	Week 3
In-country action 3	Upon approval – submit to the NAO DCD to Foreign Affairs	Week 5
In-country action 4	Submit to EU-GIZ	Week 6
Signing of concept notes by lead Ministry, National Focal Point for Climate Change and Energy (as required)	We will confirm our representative to the steering committee by this date also	
Submission of concept notes by NAO to GIZ		18 July 2014

### FIJI

Action item	Description/ who is responsible/ process	When/Deadline
Inception Workshop	Introduction to EU-GIZ ACSE programme and call for proposals process / GIZ / regional workshop	29-30 May 2014
Call for concept notes	Call for concept notes / GIZ / letter to countries	6 June 2014
In-country action 1	Meeting between CCD, DOE, Environment and other relevant stakeholders	11 June 2014
In-country action 2	Drafting of CN	Dates will be decided during the 1 <sup>st</sup> meeting
In-country action 3	Stakeholder meeting to discuss CN	
In-country action 4	Decide on Fiji's NAO to sign-off CN	
Signing of concept notes by lead Ministry, National Focal Point for Climate Change and Energy (as required)		1 <sup>st</sup> week in July
Submission of concept notes by NAO to GIZ	If all goes well - submit	18 July 2014

### NIUE

Action item	Description/ who is responsible/ process	When/Deadline
Inception Workshop	Introduction to EU-GIZ ACSE programme and call for proposals process / GIZ / regional workshop	29-30 May 2014
Call for concept notes	Call for concept notes / GIZ / letter to countries	6 June 2014
In-country action 1	Consultation with Director General for Ministry of Natural Resources	9 June 2014
In-country action 2	Call for brief working session group from relevant sectors to establish the committee + TOR	13 June 2014
In-country action 3	Prepare Cabinet submission to approve & endorse the committee and project coordinator	16 June 2014
In-country action 4	Coordinate a national workshop to inform them on EU-GIZ ACSE	
In-country action 5	Project coordinator to prepare	17 June 2014
In-country action 6	Submit to committee for approval & endorsement	
In-country action 7	Draft CN submit to Cabinet for endorsement	30 June 2014
In-country action 8	Submit CN to GIZ in Fiji	
Signing of concept notes by lead Ministry, National Focal Point for Climate Change and Energy (as required)	1. Director General of Natural Resources 2. Minister for Natural Resources 3. NAO	
Submission of concept notes by NAO to GIZ	Project Coordinator for GIZ??	18 July 2014

## NAURU

Action item	Description/ who is responsible/ process	When? Deadline
Inception Workshop	Introduction to EU-GIZ ACSE programme and call for proposals process / GIZ / regional workshop	29-30 May 2014
Call for concept notes	Call for concept notes / GIZ / letter to countries	6 June 2014
In-country action 1 Lead => CIE	Internal (inter-governmental) consultations (initial) with technical working group for drafts	13 June 2014
In-country action 2 ⇒ Director of projects	Draft revised, finalised in second consultations with technical working group	20 June 2014
Signing of concept notes by lead Ministry, National Focal Point for Climate Change and Energy (as required)	National focal point (NFP) is also Secretary for Commerce, Industry & Environment	20 June 2014
Submission of concept notes by NAO to GIZ	Project Coordinator for GIZ??	18 July 2014

## REPUBLIC OF THE MARSHALL ISLANDS

Action item	Description/ who is responsible/ process	When? Deadline
Inception Workshop	Introduction to EU-GIZ ACSE programme and call for proposals process / GIZ / regional workshop	29-30 May 2014
Call for concept notes	Call for concept notes / GIZ / letter to countries	6 June 2014
In-country action 1	Consultation on way forward (direction) with Chief Secretary + Energy Task Force	June 2014
In-country action 2	Draft CN + get Cabinet approval (?) => depends on consultation with Energy Task Force	End of June 2014
Signing of concept notes by lead Ministry, National Focal Point for Climate Change and Energy (as required)		
Submission of concept notes by NAO to GIZ		18 July 2014

## SAMOA

Action item	Description/ who is responsible/ process	When? Deadline
Inception Workshop	Introduction to EU-GIZ ACSE programme and call for proposals process / GIZ / regional workshop	29-30 May 2014
Call for concept notes	Call for concept notes / GIZ / letter to countries	6 June 2014
In-country action 1	Initial consultation with stakeholders	13 June 2014
In-country action 2	Drafting team finalised draft CN + disseminate	20 June 2014
In-country action 3	Drafting team meet to finalise CN	27 June 2014
In-country action 4	Submit CN to NAO for approval & sign off	1 July 2014
Signing of concept notes by lead Ministry, National Focal Point for Climate Change and Energy (as required)	If CN needs further input, drafting team attends before sending CN back to NAO for approval	4 July
Submission of concept notes by NAO to GIZ	If all goes well - submit	18 July 2014

## SOLOMON ISLANDS

Action item	Description/ who is responsible/ process	When? Deadline
Inception Workshop	Introduction to EU-GIZ ACSE programme and call for proposals process / GIZ / regional workshop	29-30 May 2014
Call for concept notes	Call for concept notes / GIZ / letter to countries	6 June 2014
In-country action 1	Brief relevant ministerial PSs (MECDM, MERE, MDPAC, MEHR) on the project by John Kori & Hudson	11 June 2014
In-country action 2	Consultation with targeted beneficiaries	16-20 June 2014
In-country action 3	Development of CN by Director Energy Division & Deputy Director Climate Change Division	23 June – 4 July 2014
In-country action 4	Review of draft CN by relevant steering committee	7 July 2014
Signing of concept notes by lead Ministry, National Focal Point for Climate Change and Energy (as required)	Dr Melchior Mataki PS, Ministry of Environment, Climate Change, Disaster Management & Meteorology	10 July 2014
Submission of concept notes by NAO to GIZ		18 July 2014

## TUVALU

Action item	Description/ who is responsible/ process	When? Deadline
<b>Inception Workshop</b>	Introduction to EU-GIZ ACSE programme and call for proposals process / GIZ / regional workshop	<b>29-30 May 2014</b>
<b>Call for concept notes</b>	Call for concept notes / GIZ / letter to countries	<b>6 June 2014</b>
<b>In-country action 1</b>	Mataio Tekinene Director of Environment Ministry of Foreign Affairs, Trade, Tourism, Environment & Labour Tuvalu Government <a href="mailto:tekinemataio@gmail.com">tekinemataio@gmail.com</a> / <a href="mailto:tmataio@gov.tv">tmataio@gov.tv</a>	
<b>In-country action 2</b>	Kapuafe Lifuka Acting Director of Energy Ministry of Public Utilities & Infrastructure Tuvalu Government <a href="mailto:Kapuafe.lifuka@gmail.com">Kapuafe.lifuka@gmail.com</a> / <a href="mailto:klifuka@gov.tv">klifuka@gov.tv</a>	
<b>Signing of concept notes by lead Ministry, National Focal Point for Climate Change and Energy (as required)</b>	Environment Department Ministry of Foreign Affairs, Trade, Tourism, Environment & Labour Vaiaku, Funafuti Tuvalu Government	
<b>Submission of concept notes by NAO to GIZ</b>	Secretary of Finance Ministry of Finance & Economic Finance Tuvalu Government	<b>18 July 2014</b>

## VANUATU

Action item	Description/ who is responsible/ process	When? Deadline
<b>Inception Workshop</b>	Introduction to EU-GIZ ACSE programme and call for proposals process / GIZ / regional workshop	<b>29-30 May 2014</b>
<b>Call for concept notes</b>	Call for concept notes / GIZ / letter to countries	<b>6 June 2014</b>
<b>In-country action 1</b>	Meeting with interested agencies/ implementing agencies in-country to submit CN (Climate Division, Livestock Department). Templates sent to agencies for completion	<b>28 June 2014</b>
<b>In-country action 2</b>	Sustainable energy => revise of develop proposals within Energy Department	<b>28 June 2014</b>
<b>In-country action 3</b>	Consult on CN for refinement with other partners or/ through CC/DRR working group	<b>4 July 2014</b>
<b>In-country action 4</b>	Selection of 3 CN by NAB or CC & DRR (if necessary)	<b>4 July 2014</b>
<b>Signing of concept notes by lead Ministry, National Focal Point for Climate Change and Energy (as required)</b>	Signing of CN by Climate Change & Energy Department Directors and NAO	<b>11 July 2014</b>
<b>Submission of concept notes by NAO to GIZ</b>	NAO Vanuatu	<b>18 July 2014</b>

## ANNEX 13 – Feedback matrix

How well informed are you on the ACSE programme and its processes?	What session did you find useful?	What do you need more information/ clarification on?	Any overall recommendations & suggestions to ACSE (e.g. training needs for project management)?
<ul style="list-style-type: none"> <li>• Well informed, esp. on:               <ul style="list-style-type: none"> <li>- Programme objective</li> <li>- How to access funds</li> <li>- ACSE process and timeline</li> </ul> </li> <li>• Enough to understand the session</li> <li>• New areas and issues learnt pertaining to CN development</li> </ul>	<ul style="list-style-type: none"> <li>• Assessment of 'dummy' CN against criteria – interest in doing this exercise with local teams</li> <li>• Theory of Change</li> <li>• Concept note development</li> <li>• Practical sessions</li> <li>• Sharing opportunities</li> <li>• Linkages to other ACSE components</li> <li>• Critique on criteria &amp; CN template</li> <li>• Process &amp; programme overview</li> </ul>	<ul style="list-style-type: none"> <li>• PDD</li> <li>• Real project concept type 1 + 2</li> <li>• Focal point + NAO contacts in Cook Islands</li> <li>• Minutes of workshop</li> <li>• M&amp;E</li> <li>• Role of the NAO (confirmation who exactly they are in the specific countries)</li> <li>• Financing reporting process</li> <li>• Simplified concept note template</li> </ul>	<ul style="list-style-type: none"> <li>• More time for CN development</li> <li>• More trainings in future on e.g. PDD development &amp; project management; training of financial officers for the project</li> <li>• More information on PDD process and criteria, etc.</li> <li>• Quick response to country queries (if any)</li> <li>• Stay in touch via e-mail even if no regular response from countries, so that they are on board with ACSE programme</li> <li>• Mission support or implementation support mechanisms should be considered to address implementation bottle necks at the country level to be provided by GIZ or EU =&gt; during implementation phase and there are bottle necks &amp; the country is asking EU or other projects to provide additional support</li> <li>• Evaluation/ analysis of existing donor programmes =&gt; to ensure that ACSE builds on other projects in the countries</li> <li>• GIZ periodic visits/ contacts to country offices for further assistance during CN development stage</li> <li>• Maintain communication/ momentum</li> <li>• Capacity building in different sectors</li> </ul>