

Governance and institutional strengthening in the ACSE programme

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Executive summary

The Adapting to Climate Change and Sustainable Energy (ACSE) programme comprised 22 projects in 15 Pacific island countries. The projects were implemented between 2016 and 2020, with governance and institutional strengthening as a cross-cutting theme. This report examines how governance and institutional strengthening were addressed within the programme and projects. It is based on a retrospective analysis of programme and project documentation, supplemented by conversations with key programme and project staff and advisors.

The emphasis on institutional strengthening and governance arrangements increased during the programme. As the projects progressed, it became clearer that this was an important enabling element for many of the practical projects, especially in terms of their sustainability. This increasing awareness is reflected in the programme logical framework (logframe), which has just one institutional strengthening-related indicator in the early versions, and three in the final version.

In project design guidance documents, the need to consider governance arrangements and institutional strengthening in projects was not explicit. This led to little analysis of institutional gaps and needs during design and planning of the practical projects. As a result, there was often a lack of focus on governance arrangements and institutional strengthening during implementation, and in some cases project sustainability was compromised.

Some projects in the 'enabling environment' category directly addressed institutional strengthening, and had significant achievements in this area. This suggests that dedicated projects may be needed to adequately address the complex area of governance and institutions. Certainly, clear objectives, targeted activities and dedicated resources are required.

Challenges faced within these 'enabling environment' projects reflect the complexity of institutions and governance arrangements, and the interplay of factors in the enabling environment. Pacific approaches and traditional systems may add to this complexity, particularly when viewed from the perspective of European development partners.

Lessons learnt by programme and project staff relating to governance and institutional strengthening include:

- Governance and institutional needs should be analysed during project planning
- Governance arrangements and institutional strengthening are key for project sustainability, and
- Building policy reform into a project increases project sustainability.

Introduction

The EU-GIZ programme Adapting to Climate Change and Sustainable Energy (ACSE) comprised 22 projects in 15 Pacific island countries. The programme, funded by the European Union, aimed to strengthen capacities to cope with the adverse effects of climate change and to enhance energy security at national, provincial, local and community levels. The projects were implemented between 2016 and 2020, with GIZ providing administrative and technical support, training and in-country mentoring. Projects fell into two categories – ‘facilitation’ projects aimed at the enabling environment, for example addressing planning, policy or legislation around climate change adaptation or sustainable energy; and ‘practical’ projects that supported adaptation to climate change – for example by improving water security, food security or coastal zone management – or promoted adoption of sustainable energy, for example installation of solar or hybrid energy systems.

This report examines governance and institutional strengthening in the ACSE programme and projects. It is based on a retrospective analysis of available programme and project documentation, supplemented by conversations with key programme and project staff and advisors (Appendix 1).

The term ‘institutional strengthening’ is used throughout this report to capture all efforts and activities within the ACSE programme and projects that aimed to improve governance at the different levels (national, local, community, school etc.). It covers diverse areas such as legislation, policy making, planning and management at these different levels (see Definitions).

Definitions

Governance is the way in which decisions are taken and policies are formulated and implemented at state and other levels.

[Good] **governance** means efficient and accountable institutions and procedures at all levels that regulate the activities of governmental and non-governmental actors. Transparent administrative systems and inclusive policy and negotiation processes are also of major importance. Exercising state power in a responsible manner is a key element of governance, as is fostering constructive relations between the state and its citizens. This includes rule of law and political participation. (From <https://www.giz.de/en/worldwide/65259.html>)

Institutional strengthening is about increasing the capacity or ability of institutions to perform their functions, with a particular focus on improving governance. **Institutions** is defined in a broad sense to include individuals, groups and communities through to NGOs, corporates and government bodies, as well as abstract institutions such as ‘the law’ and ‘policymaking’. (Based on definitions in Appropedia – https://www.appropedia.org/Institutional_strengthening)

Institutional strengthening at the programme level

Improving governance was one of several cross-cutting themes in the ACSE programme. The emphasis on institutional strengthening and governance arrangements increased during the programme. As the projects progressed, it became clearer that this was an important enabling element for many of the practical projects, especially in terms of their sustainability.

This increasing awareness is reflected in the logical framework (logframe) for the programme, which evolved and developed over the life of the programme. There is just one institutional strengthening-related indicator in the early versions ('Number of (new or reviewed) national, provincial and local policies, strategies, plans integrating CCA [climate change adaptation]'), while there are three in the final version:

- Number of (new or reviewed) national, provincial and local policies, strategies, plans integrating CCA
- Number of interventions which combine implementation and strengthening of systems for capacity building, planning, public finance management, mainstreaming and country-led coordination
- Number of institutional strengthening measures linked to the development of national renewable energy

The need to increase support for institutional strengthening in projects was highlighted in the first programme annual progress report, which covered the period April 2014 to April 2015. Reporting on preparatory stages such as concept notes, project design, and capacity needs, a lesson learnt during these early stages was:

“Differences in governance and institutional capacity at the national level have a significant impact on the ability to meet programme requirements in a timely manner. Appropriate ongoing support to governance and institutional strengthening must be provided throughout project implementation, recognising the differences among countries. Peer to peer learning between countries should be encouraged.”

However, it is difficult to add on or retrofit activities once projects are underway. During reflections towards the end of the programme, this issue – i.e. a lack of focus on governance and institutional strengthening during project planning, with resulting negative impacts on project sustainability – was identified as a lesson learnt at the final Steering Committee meeting (see below).

Institutional strengthening within projects

Project design was guided by the programme team. Within the guidance documents, notably the 'Guide to project design document preparation', the need to consider governance arrangements and institutional strengthening in projects was implied rather than explicit. For example, project teams were advised that the project should integrate a strategy for long-term sustainability beyond the life of the project, but there was no direct mention of governance arrangements or their analysis:

“Explain how project benefits and outcomes will be sustained after the project is completed.

Your response may consider the mainstreaming of initiatives into national policies, strategies or action plans. Any projects including the procurement of infrastructure will need to describe who will take ownership of infrastructure and programmes after the project; and how the infrastructure will be maintained, what costs are involved and how maintenance work will be funded. You should seek to demonstrate that the Government will commit to recurrent budget expenditure to manage and maintain new assets and infrastructure.”

Projects were required to align with the ACSE programme logframe: “At least one of your project outcomes must be aligned to an ACSE outcome. Not all project outcomes need to be aligned to an ACSE outcome”; and “For each ACSE outcome that your project is aligned to you need to assign one

or more project indicators to align to one or more ACSE indicators” (from ‘Guide to project design document preparation’). However, as noted above, at this stage there was little emphasis on governance or institutional strengthening in the programme logframe.

Projects that directly addressed institutional strengthening

Projects in the ‘enabling environment’ category had a focus on governance and institutional strengthening. This category of project is defined as focusing on “areas that are currently constraints to the implementation of CCA [climate change adaptation] or SE [sustainable energy] which may include policy, strategy, planning, legislation, standards and regulations development, data and information collection and analysis, knowledge management, and monitoring and evaluation and coordination strengthening” (from the ‘Guide to Project Design Document Preparation’). These projects are coloured pale green in Appendix 1.

Projects in this category included:

- In Nauru, Enabling the implementation of the Nauru Energy Road Map (NERM) – achievements included reviewing and updating the NERM, setting up an Energy Unit within the Department of Commerce, Industry, and Environment (DCIE), reviewing and updating the Nauru Utilities Corporation regulations, and drafting technical standards for solar photovoltaics in Nauru.
- In Samoa, Energy Bill and sustainable bioenergy – achievements included development of the Samoa Energy Sector Plan 2017–2022 (endorsed in October 2017), development of the Energy Bill (which was waiting to be endorsed by Parliament in April 2020), and institutional strengthening to support development of a renewable biomass energy industry.
- In Tonga, Climate finance and JNAP II – achievements included a major revision of Tonga’s Joint National Action Plan for Climate Change and Disaster Risk Management (JNAP) and its launch in late 2018. JNAP II complements the Tonga Climate Change Trust Fund (TCCTF), the primary funding source for implementing JNAP priorities, and the project also strengthened the functioning of the TCCTF.
- In Fiji, the planned relocation of Narikoso village and Waciwaci District School – achievements included supporting the Fiji Government to finalize and publish national ‘Planned Relocation Guidelines – A framework to undertake climate change related relocation’.
- In Solomon Islands, Increased capacity to support solar electricity – achievements included strengthening national institutions to supply solar power, by developing a new diploma in solar photovoltaics delivered by Solomon Islands National University.

These projects have some good lessons for achieving institutional strengthening within a project. Some of these were captured in the Nauru end-of-project external evaluation (Box 1).

Even though these projects were dedicated to policy reform and institutional strengthening, they faced challenges that reflect the complexity of the enabling environment. Box 2 describes experiences in the Tonga JNAP II project.

Box 1. Enabling the implementation of the Nauru Energy Road Map (NERM)

Lessons learned, from the end-of-project external evaluation (edited)

1. Strong governmental ownership of a project that addressed a top governmental priority

This project demonstrated exceptionally strong ownership by the Government of Nauru. NERM implementation is at the top of the Government of Nauru's priorities, and the Government requested UNDP to assist them with NERM implementation utilizing EU/GIZ funding. Each development agency and international donor has their own agenda and priorities, and national governments can sometimes feel pushed to adopt those priorities and agendas in order to qualify for the donor's support. This is absolutely not the case with this project, but it illustrates how critical it is to properly identify actual local development needs and priorities.

2. Effective adaptive management reflecting actual local needs and priorities

Adaptive management included development and adoption of revised and updated NERM 2018–2020, much broader focus than originally planned on NUC (Nauru Utilities Corporation) Regulations to include technical provisions and specifications for NUC day-to-day operations and NUC customers' obligations, and draft Nauru Solar PV (photovoltaics) Technical Standards. Effective adaptive management implemented in this project is linked with strong country ownership as well as the flexibility of both UNDP and the funding partner GIZ, representing the EU-funded ACSE Program, to incorporate requested changes into the project implementation.

3. Small projects have to be focused and cannot cover all aspects of energy policy

The NERM covers complex issues and six action plans in six energy-related areas. A small project like this one could not have addressed all of them. The project was thus designed to focus on a selected priority – residential PV regulations, technical standards, and awareness and capacity development in residential PV – in addition to institutional strengthening and energy sector-wide legislation.

Box 2. Climate finance and JNAP II in Tonga

Summary narrative of achievement and impact as described in the end-of-project evaluation

The development and adoption, by government, of the JNAP II was an achievement in that there was greater inter-agency involvement in the JNAP development as well as from the private sector. For example, the Chamber of Commerce was involved for the first time.

JNAP II also better integrates disaster risk management (DRM) dimensions than JNAP I, thus making the JNAP better aligned to the Climate Change Policy and broader climate change agenda of the government.

The development of the CCTF [Climate Change Trust Fund] Operations Manual (revised), CCTF Mobilisation Plan and CCTF Investment Policy to support the more effective operation of the CCTF was an achievement. In reality though, their impact was moderated by the lack of the passing of the CCTF Bill, which would have better integrated JNAP II with Climate Finance operational systems, and possibly resolved some of the political challenges, and maybe staff resource challenges for the CCTF and JNAP Secretariat.

These factors prevented the effective integration and operation of the JNAP II, CCTF Operations Manual (revised), CCTF Mobilisation Plan and CCTF Investment Policy.

Practical projects that included institutional strengthening

Many of the practical projects included an element of institutional strengthening in their design, for example framed as an outcome or activity. These projects are coloured pale orange in Appendix 1. However, for reasons outlined above and discussed further in the 'Lessons learnt' section below, these were often not based on a thorough analysis and a complete understanding of the gaps and the needs.

For example, the project in Kiribati on 'Land use and coastal areas vulnerability and adaptation assessment' had a planned outcome to strengthen institutional capacity to undertake land use and coastal vulnerability assessments, alongside coastal mapping and community participation outcomes. The project successfully trained staff of the Land Management Division, Ministry of Environment, Lands and Agricultural Development (MELAD) in coastal mapping and GIS, supplied equipment, and carried out coastal mapping on three islands. However, the project did not adequately address governance arrangements to ensure this work would be continued beyond the project. At the close of the project it was unclear whether activities would continue within MELAD.

Also in Kiribati, the second ACSE project installed hybrid solar systems in schools, and again this project did not adequately map out institutional needs during project planning. However, during implementation the project team worked to correct this oversight, with some success at the national level. The project brought together the Ministry of Education (MoE) and the Ministry of Infrastructure and Sustainable Energy (MISE) to discuss and consider how they could better provide recipients of solar systems with systemic maintenance support. MISE is responsible for selecting sites for solar installations but has no clear policy on maintenance; while MoE had never before been consulted on solar system designs or placement or maintenance in schools. Progress was limited, but the issue was put on the national government's agenda. The project also worked with governance at the local level:

“[The project had] Some success at local level with the project putting island councils in control of the solar systems and working hard with them and the schools to create fundraising and financial management systems to manage the solar systems themselves. It would have been easier if the project had the backing of a national policy approach to do this though, rather than having to work site by site to design the governance measures with the recipients.”

Programme leader's reflections, October 2020

The coastal protection project in Tonga also faced challenges around sustainability due to policy and governance issues which were not able to be addressed within the project. The project initially included a component dedicated to institutional strengthening: 'Shoreline Monitoring: Establishment of a national shoreline monitoring programme for Tonga'. Alongside this, it was noted that:

“The government has yet to work out how to manage Tonga's coastal zone in a strategic and coordinated manner. One of the first steps for government staff is to understand and be able to monitor the condition and uses of the coast so then trends can be followed and appropriate management responses implemented in an orderly and thus effective manner. The project will help the government take the first steps on this journey.”

This component was later reframed as training in environmental monitoring and evaluation (M&E) for government, civil society and community members.

In Vanuatu, the freshwater aquaculture project had clear intentions to address institutional strengthening and governance around aquaculture in Vanuatu, but this aspect of the project proved overambitious. The project plan included review and update of the national Aquaculture Development Plan, developing a National Biosecurity Plan, as well as improving governance at the Tagabe Freshwater Aquaculture Centre (the 'national hatchery'). As the project progressed the focus became the upgrade of the national hatchery, establishment of demonstration farms and training of Government aquaculture and agriculture extension officers. Achievements in governance in the final programme annual report were reported as: "The Vanuatu government aquaculture governance system is improved through the development of a Hatchery Guideline, Pond Management Guideline and review of the Vanuatu government aquaculture sector plan". According to the Programme Leader, the policy review and reform needed would probably have required a separate project.

As a contrast, the project 'Integrated Action for Resilience and Adaptation (IA4RA) to climate change in the Raumoco Watershed project' in Timor-Leste was based on extensive work on institutional arrangements over several years before the project started. This pre-project work, carried out with partner HIVOS, resulted in the development of the Raumoco Watershed Management Plan and a Management Council, and this greatly facilitated project activities and achievements. Led by HIVOS, the project carried out extensive training for farmers, youth and extension agents, and enabled farmers in six villages to adopt and scale out sustainable climate-resilient food production systems.

Lessons learnt on institutional strengthening

There were several opportunities to reflect and learn during the ACSE programme. A key opportunity for project teams to share their experiences was the Regional Peer Learning Workshop held in November 2018, roughly halfway through many of the projects. The Regional Peer Learning Workshop Report captured two lessons relating to governance and institutional strengthening:

"Good governance and management: Securing government support, or 'buy-in' to the project is essential for the sustainability of initiatives."

and, on supporting development of policy and legislation:

"Consistency in messaging and language across national policies and strategies: The wording of new and reviewed policies and strategies must be consistent with language used in existing related policies and strategies. This is important so that there is common understanding across government departments.

Consistency of standards in policy-making: Organisations working within the same sectors, at times, have different standards. It is important that appropriate coordination and governance mechanisms are used to establish overarching standards that will allow for consistency across the sector. For example, via the ministry responsible, a donor roundtable, a national climate change working group or a national power board."

The final Steering Committee Meeting, in November 2019, gave the Steering Committee and programme team an opportunity to reflect on their experiences and lessons from the ACSE programme. It was noted that, in the project design document development phase, "There was a tendency for project teams to underestimate the importance of establishing governance arrangements with the beneficiaries early. They mostly failed to refine the arrangements in the PDD [project design document] phase and then allowing insufficient time, budget or focus to pursue sustainable governance arrangements."

The Programme Leader also presented the following lessons at the same meeting:

- Definitely, projects should strengthen and solidify the governance measures during the design phase of the projects. Governance arrangements should also be critiqued more carefully, and challenged, at senior government levels.
- Sustainability was compromised in projects by inadequate governance arrangements
- Policy reform was often needed to support the sustainable governance of infrastructure. Where the policy reform was built into the projects, there was a greater sense that sustainability could be achieved.

These lessons are explored further below.

Governance and institutional needs should be analysed during project planning

Without clear requirements on addressing institutional strengthening or governance arrangements in the project design guidance, many projects did not adequately examine this during project planning. Projects often included a 'commitment' to institutional strengthening, rather than a specific plan based on a clear analysis of gaps and needs.

In some cases, for example the 'solar schools' project in Kiribati, this shortcoming became clear as the project progressed, and efforts were then made to address it. However, at this (implementation) stage resources and project staff time were usually fully committed to other project activities.

Clearly, addressing the enabling environment, and institutional strengthening, can be complex and time consuming. For success, it likely needs a specific set of objectives and activities, dedicated resources, and sometimes even a separate project. This cannot easily be added on once a project is underway.

In summary, the design phase should have included a stronger expectation to map out governance aspects, and develop the means to address them.

Governance arrangements and institutional strengthening are key for project sustainability

Sustainability was compromised in some projects by inadequate governance arrangements.

When a project ends, sustainability means that the environment or system within which the project operated is ready to continue the activities, or to replicate or scale out the results. While many factors contribute to this 'enabling environment', adequate and appropriate institutions and governance arrangements are critical. These may include supporting policy, legislation or 'political readiness'. Several ACSE projects faced challenges in these areas during implementation and on closure, which limited their sustainability.

Building policy reform into a project increases project sustainability

Following on from the point above, policy reform may be needed to ensure an enabling environment post-project, and building this into a project is a good way to address this. This was beyond the scope of the practical projects, which by definition were focused on practical activities such as

infrastructure for climate change adaptation or sustainable energy; but the 'enabling environment' projects addressed this with some success. However, even with dedicated projects, the projects faced some challenges and difficulties. These reflect the complexity of the enabling environment, and the interplay of factors in this arena.

Conclusion

The cross-cutting theme of governance and institutional strengthening was given little emphasis during the early stages of the ACSE programme, except where it formed the core of an 'enabling environment' project. This led to little analysis of institutional gaps and needs during design and planning of the practical projects, a lack of focus on governance arrangements during implementation, and ultimately compromised project sustainability.

The 'enabling environment' projects which directly addressed policy and institutional arrangements had significant successes, and dedicated projects may be needed to adequately address the complex area of governance and institutions. Certainly, clear objectives, targeted activities and dedicated resources are required.

Challenges faced within the 'enabling environment' projects reflect the complexity of institutions and governance arrangements, and the interplay of factors in the enabling environment. Pacific approaches and traditional systems may add to this complexity, particularly when viewed from the perspective of European development partners.

Appendix 1. Analysis of project documents for institutional strengthening

Colour coding of projects

'Enabling environment' project directly addressing institutional strengthening
Practical project with an objective, outcome or activity focused on institutional strengthening
Practical project with no evident activities on institutional strengthening

Project code	Project country and title	How was institutional strengthening addressed in the project?	Achievements in institutional strengthening (as reported in the program ARs or project reports, or by project staff)	Issues/lessons learned relating to institutional strengthening
CK1	Cook Islands – Northern Water Project Phase 2	Aimed to strengthen local governance for the water supply system. Component 3, 'Water Supply Management System and Guideline Established and Implemented'... "This component deals with the establishment of on-islands systems to improve community management of water resources. It involves the establishment of an on-island water management committee under the umbrella of the Island Government with membership from within the community including women groups, landowners and others to help develop and implement community based water management program for the islands."	Workshops held with the three communities on the Management Guidelines.	Challenges in the establishment of on-island water management committees as people have competing community demands. (GIZ technical advisor)

Project code	Project country and title	How was institutional strengthening addressed in the project?	Achievements in institutional strengthening (as reported in the program ARs or project reports, or by project staff)	Issues/lessons learned relating to institutional strengthening
FJ03	Fiji – Sustainable Energy Hybrid Power Project (FSEHPP)	Supported local governance for the hybrid power system in the village of Nakoro. A cooperative was established “responsible for the day-to-day operations of the power system, including the sale of pre-pay electricity token cards and the management of cooperative funds”	A cooperative for the village of Nakoro was officially registered, which will be responsible for the day-to-day operations of the power system, including the sale of pre-pay electricity token cards and the management of cooperative funds. (2019–2020 AR)	
FJ04	Fiji – Planned relocation of Narikoso village and Waciwaci District School	At the village/school level – Outcome 4: Enhanced management and governance structures for Narikoso/Improved institutional support from the Provincial, Divisional and District Offices for the maintenance of school infrastructure – and also at the national level – Outcome 5: National Relocation Guideline is strengthened through the incorporation of cost-effective approaches and lessons learnt from Narikoso and Waciwaci.	Fiji National Planned Relocation Guideline produced 2018	
FSM06	Federated States of Micronesia – Protecting Islands through Learning and Leading in Adaptation and Renewable Energy Education programme (PILLAR-Ed)	None evident		
FSM07	Federated States of Micronesia – Enhancing Investments in Renewable Energy Technologies and Energy Efficiency	Output: Net metering legislation developed [in Pohnpei] and adopted in other states (Kosrae, Chuuk and Yap)	The net metering governance platform is improved through the development of Net Metering Governance Guideline and Net Metering Connection Manual. (2019–2020 AR)	

Project code	Project country and title	How was institutional strengthening addressed in the project?	Achievements in institutional strengthening (as reported in the program ARs or project reports, or by project staff)	Issues/lessons learned relating to institutional strengthening
KI08	Kiribati – Solar Boarding Schools	At the school level – Outcome 1, Output 4: “Governance Systems in place, one in each school”, with activities “Operations and maintenance plans for energy and water systems produced with and adopted by both schools and under agreement with the Government of Kiribati” (Progress Report 8).	By May 2020 “Governance Working Group established for the two schools. KNEG meeting – Inception meeting conducted at the start of the project. [But] A review of the schools energy system operations shows there is no operations and maintenance plan in place. Servicing of generators are carried out accounting to the hours of use/operations. There is no energy efficiency practices in place as no light switches available in school buildings ASMC and MTSS.” Also “MOA signed by the GOK representatives; MIA, MOE, MISE and MLIPD3. Also LOA between the Island Council and Ministries housed within the Island Council Drafted for use.”	<p>Some success at national level, as the team worked to bring government agencies together to discuss and consider how they can better provide recipients of solar systems with systemic maintenance support.</p> <p>In KI8 and VU36 solar projects, the governments had very skilled solar installers, but the ongoing management of solar installations was ad hoc and fully donor dependent. Under KI8 the project bought government agencies together to work on the topic, but again, the governance wasn’t the centre of the project, so the project team ‘tacked it on’. (Programme Leader)</p>
KI09	Kiribati – Land use and coastal areas vulnerability and adaptation assessment	Outcome (one of three) – ‘Strengthened institutional capacity to undertake land use and coastal vulnerability assessments’	The governance platform of Department of Lands is improved through the installation of new computer hardware and software for the management of information and production of maps (GIS infrastructure) and training of operative in its use. (From 2019–2020 programme AR)	In Kiribati, KI9, the project teams learnt how to better map coastal environments, and the team strived to get a regular budget and work plan to continue coastal mapping work beyond the project. This however was not fully achieved as the training in mapping was the centre of the project, not the governance aspects. (Programme Leader)

Project code	Project country and title	How was institutional strengthening addressed in the project?	Achievements in institutional strengthening (as reported in the program ARs or project reports, or by project staff)	Issues/lessons learned relating to institutional strengthening
NR14	Nauru – Institutional strengthening & capacity building: establishing appropriate policies, regulations and legislations for the energy sector	Main purpose of the project	The Nauru government energy governance platform is improved through the finalisation of the establishment of a new energy unit, the development of Nauru Energy Roadmap 2018–2020, the development of Nauru Utilities Corporation Subsidiary Regulations and drafting of Nauru Solar PV Technical Standards. (2019–2020 AR)	See text, and the end-of-project evaluation report
NI17	Niue – Alofi Wastewater Project	Not a specific focus for the project.	The household wastewater treatment systems designed and installed used to improve the regulatory and specification requirements of the Niue Building Code. Training of technical staff from the Departments of Public Works and Environment, and private sector contractors, has improved understanding of roles in existing regulatory frameworks. The information packages provided to each recipient household has improved understanding of their on-going operation and maintenance obligations. (GIZ technical advisor)	
PL19	Palau – Enhancing Sustainable Livelihoods through Demonstration of Environmentally Friendly Integrated Food Production Systems in Palau for Sustainable Land Management and Climate Change/El Niño Mitigation			

Project code	Project country and title	How was institutional strengthening addressed in the project?	Achievements in institutional strengthening (as reported in the program ARs or project reports, or by project staff)	Issues/lessons learned relating to institutional strengthening
PNG22	Papua New Guinea – Integrated Water and Sustainable Energy (IWASE) project	Component V: The capacity and awareness of all stakeholders regarding sustainable energy infrastructure and water supply systems has increased.	The project focused on construction, and was unable to achieve the planned institutional strengthening within the timeframe.	Establishing a community managed fund for infrastructure operation and maintenance post project, should have been a key activity at the front end of implementation. A nearby community (Gabone) has instituted a community maintenance fund after implementation of a water security project there. This should have been a case study for replication by the project. (GIZ technical advisor)
RMI23	Republic of the Marshall Islands – Improving Water Supply Resilience for the Outer Island High Schools			
SAM24	Samoa – Energy Bill and Sustainable Energy	Main purpose of the project	Samoa Energy Sector Plan 2017–2022 (endorsed in October 2017), development of the Energy Bill (which was waiting to be endorsed by Parliament in April 2020), and institutional strengthening to support development of a renewable biomass energy industry	

Project code	Project country and title	How was institutional strengthening addressed in the project?	Achievements in institutional strengthening (as reported in the program ARs or project reports, or by project staff)	Issues/lessons learned relating to institutional strengthening
SI26	Solomon Islands – Replacing diesel-powered generation mini-grids in large boarding schools in Solomon Islands with solar hybrid generation		The Selwyn College solar systems governance measure is improved through the development of web-based interface portal that act as a management portal that enables engineers admins of the MECDM-CCD (Climate Change Division) to remotely access and carry out research, data gathering, monitoring, administration & management aspects of the hybrid power system over a secure internet connection. (from 2019–2020 programme AR)	
SI27	Solomon Islands – Increased capacity to support Solar Electricity	At the national tertiary education system level – Project objective: To support the development of the solar energy industry through accredited training and licensing program. Develop a solar energy diploma course delivered through the Solomon Is National University	The Solomon Islands government governance system is improved through the approval and deliverance of approved Diploma of PV Energy Systems Course at Solomon Island National University. (from 2019–2020 programme AR)	
TL28	Timor-Leste – Securing Clean Water for a Climate Resilient Future (SCWCRF) project	Local level – Component 3 (of four): Improved financial and management skills of local Water Management Committees	Financial management training was carried out for two of the communities. Households have contributed 10 USD per household per month towards operation and maintenance of the improved water supply systems. Misuse of community funds by the village chief in the third village has caused mistrust by the community and as such, household contributions have ceased. (GIZ technical advisor)	The financial and management training for the three communities is a requirement under the Community Water and Sanitation Guidelines mandated by Government. Developed in collaboration with AusAID, the Guideline has been an extremely useful tool. This should be a template for other countries to follow. (GIZ technical advisor)

Project code	Project country and title	How was institutional strengthening addressed in the project?	Achievements in institutional strengthening (as reported in the program ARs or project reports, or by project staff)	Issues/lessons learned relating to institutional strengthening
TL29	Timor-Leste – Integrated Action for Resilience and Adaptation (IA4RA) to climate change in the Raumoco Watershed project	Project partners, including HIVOS, worked extensively on institutional arrangements over some years before proposing the TL29 project with HIVOS as the partner. This pre-project work resulted in the development of the Raumoco Watershed Management Plan.	Project achievements included extensive training for farmers, farmer groups, extension staff, youth and community leaders; wide adoption of introduced agro-ecological farming techniques; and planting of more than 110,000 trees.	Project success reflected the institutional strengthening before the project started. Involvement of MAF extension staff in the project will strengthen the Raumoco Watershed Council and MAF extension offices' capacity to replicate the interventions in other villages in the watershed.
TO31	Tonga – Climate Finance and Joint National Action Plan for Climate Change and Disaster Management (JNAP) II	Main purpose of the project. 'The project will improve governance for effective management, coordination, implementation and financing of climate change adaptation and disaster risk reduction initiatives in Tonga'	In 2018, the project team consulted stakeholders, revised, rewrote and significantly upgraded Tonga's Joint National Action Plan for Climate Change and Disaster Risk Management (JNAP). The new JNAP II, launched in late 2018, better embodies the CC and DRM priorities of all government ministries, private sector and non-government organisations...JNAP II complements the Tonga Climate Change Trust Fund (TCCTF), the primary funding source for implementing JNAP priorities... The project also strengthened the functionality of Tonga's Climate Change Trust Fund, producing four key reports; Trust Fund Comparative Analysis, Trust Fund Operations Manual (revised), Trust Fund Investment Policy and Trust Fund Resource Mobilisation Plan and trained government staff in the use of the Trust Fund Operations Manual. (from 2018–2019 programme AR)	

Project code	Project country and title	How was institutional strengthening addressed in the project?	Achievements in institutional strengthening (as reported in the program ARs or project reports, or by project staff)	Issues/lessons learned relating to institutional strengthening
TO32	Tonga – Coastal Protection in Western Tongatapu	<p>Planned to address at both national and community levels level – ‘Component 3: Shoreline Monitoring: Establishment of a national shoreline monitoring programme for Tonga’ and ‘Component 4: Community Partnerships: Strengthening of partnerships between government and communities to address coastal hazards in ways that are more effective.’</p> <p>However Component 3 was later varied to: ‘Provision of training in environmental monitoring and evaluation (M&E) provided to select government, civil society and community members’ because “The project team struggled to rally the necessary political momentum to progress the establishment of a national shoreline monitoring programme for Tonga” (from final evaluation report)</p>	<p>Establishment of the Hihifo Coastal Committee (HCC) was a key achievement under Component 4:</p> <p>“Hihifo Coastal Committee established representing 6 villages – Fo’ui, Hava’katolo, Kolovai, ‘Ahau, Kanakopolu, Ha’atafu. The Committee comprises representatives from the 6 coastal communities including the District Officer, Town Officers, People Representative to Parliament, Women Representatives and Youth Representatives”</p>	<p>There was not a strong coastal management policy environment and little interest in progressing this or integrating this into the project despite a desire to do so....the government was very reactive to local community sentiment as to what was needed in the coastal protection space.</p> <p>In Tonga under TO32, a fish habitat was established, but the government had no coastal management framework to care for that fish habitat in the long term. Governance was not part of the project, so the team struggled to generate any political interest in the topic, even though it was seen as a good idea. (Programme Leader)</p>

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TV33	Tuvalu – Sustainable Community-Based Biogas Schemes for Domestic Energy and Improved Livelihoods			It would have really been an advantage, so that the government designed a proper roll out and management system for the household level biogas units. Where a family failed to install the system, or found it not compatible with their lifestyle, then the system should have been able to be moved to another family until the right mix of people had the systems and there was an organised waiting list for those who wanted the next batch (which could have been built into a new phase II project). (Programme Leader)

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VU35	Vanuatu – Freshwater Aquaculture Trials and Governance	Objective 1 of two: ‘Trialling and testing economically and environmentally sustainable small-scale, community-based (income generating) aquaculture models, integrating successes into a robust national aquaculture governance system.’	The Vanuatu government aquaculture governance system is improved through the development of a Hatchery Guideline, Pond Management Guideline and review of the Vanuatu government aquaculture sector plan. (2019–2020 AR)	<p>Great idea to build a policy review into the project, but not a lot of appetite for much reform at government level. There was not enough time in the project to do this reform well and probably should have been a separate project.</p> <p>VU35 had a strong focus on governance, but the project team ultimately spent most time just building the bonds and upgrading the hatchery, leaving little time for enhancing Standard Operating Procedures, reviewing the operational policy and regularly environment and engaging higher levels of management in this work. (Programme Leader)</p>
VU36	Vanuatu – Solar, Biogas and Climate Early Warning System (CLEWS)		The Vanuatu meteorological services governance system is improved through the installation of 4 Automatic Weather Station in key areas and installation of CLEWS Dashboard to assist stakeholders in providing real time data for early warning. (2019–2020 AR)	In KI8 and VU36 solar projects, the governments had very skilled solar installers, but the ongoing management of solar installations was ad hoc and fully donor dependent. In VU36, governance was not specifically addressed at all. (Programme Leader)