



The Choiseul Integrated Climate Change Programme Evaluation

Prepared by the United States Agency for International
Development/Pacific Community 'Institutional Strengthening for
Pacific Island Countries to Adapt to Climate Change' Project

Supported by the Australian Department of Foreign Affairs and Trade/
Deutsche Gesellschaft für Internationale Zusammenarbeit project,
Choiseul Provincial Government, Solomon Islands Ministry of Environment,
Climate Change, Disaster Management and Meteorology, and partners

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Abbreviations

CBRM	community-based resource management
CCCPIR	Coping with Climate Change in the Pacific Islands Region (GIZ)
CHICCHAP	Choiseul Integrated Climate Change Adaptation Programme
DSA	daily subsistence allowance
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
IFRC	International Federation of Red Cross
IPCC	Intergovernmental Panel on Climate Change
ISACC	Institutional Strengthening for Pacific Island Countries to Adapt to Climate Change
KII	key informant interviewee
LLCTC	Lauru Land Conference of Tribal Community
MTDP	Medium-Term Development Plan
M&E	monitoring and evaluation
MDPAC	Ministry of Development Planning and Aid Coordination
MECDM	Ministry of Environment, Climate Change, Disaster Management and Meteorology
NAPA	National Adaptation Programme of Action
NDS	National Development Strategy 2016–2035
NRDF	National Resources Development Foundation
PAIG	Partners Advisory and Implementation Group
PMU	Project Management Unit
PSC	Provincial Steering Committee
SIWSAP	Solomon Islands Water Sector Adaptation Project
SPC	Pacific Community
SPREP	South Pacific Regional Environment Programme
SWoCK	Strongem Waka lo Community fo Kaikai
TNC	The Nature Conservancy
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
V&A	vulnerability and adaptation

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Executive summary

In 2012, a vulnerability and adaptation (V&A) study on Choiseul Province – undertaken in 27 communities – recommended that in order to develop an effective adaptation response, a multi-sectoral and multi-partner approach is required to adequately address the complexity of factors contributing to the people of Choiseul’s vulnerability and capacity to adapt to the effects of climate change. A participatory and rural appraisal study followed thereafter, in 2014, in eight communities. This appraisal strengthened the findings of the V&A study and further highlighted the importance of working with existing institutions and systems in communities to ensure ownership and long-term sustainability when partners are no longer involved in the programme.

The Choiseul Integrated Climate Change Programme (CHICCHAP) applies the ‘ridge-to-reef’ approach towards the implementation of projects in Choiseul Province, Solomon Islands. The programme seeks to address the problems of food security and livelihoods, accessibility to fresh water, and climate-friendly infrastructures and technologies. These problems are caused by the effects of climate change on sea level rise and unfavourable weather patterns. This approach is an integrated, holistic and programmatic one that was envisaged the assistance of government agencies, development partners and non-governmental organisations. The aim was for these partners to work together in a multi-sector programme in one province to strengthen the resilience of the local population to climate change. Choiseul Province was selected for trialling this approach to integrate climate change responses and development assistance.

Keeping with this, the United States Agency for International Development’s Institutional Strengthening for Pacific Island Countries to Adapt to Climate Change Project responded to the Solomon Islands Government’s request in 2017 to commission and support an evaluation of the CHICCHAP approach. The evaluation examined how well the integrated approach has achieved its intended results to date, what emerged as unintended results, and what some of the barriers and enablers to achieving results were. The evaluation was forward-looking and identified lessons learned and analysed how these may inform future integrated approaches for adaptation or climate change financing activities. This evaluation was timely and necessary given that the findings will be valuable in informing and shaping the next steps for national climate change adaptation planning and financing. The evaluation findings provide information and understanding on how to work and deliver climate change interventions in an integrated way and how collaboration can enhance understanding and mitigation of climate change issues. The documentation of the best practices and the challenges experienced would facilitate the drawing of lessons learned that can be used for adapting and scaling up of such interventions, both in other provinces in Solomon Islands and the larger Pacific Islands region.

The evaluation adopted the qualitative approach using methods and participatory approaches, including: in-depth interviews (mainly with key stakeholders and development partners) and focus group discussions (mainly with community members). Primary data collection was undertaken in Solomon Islands (Honiara and Choiseul) and Fiji (Suva). Interviews and focus group discussions were held in Choiseul, Honiara and with partners in Suva, Fiji. In total, 71 people were interviewed (50 from focus group discussion, and 21 from in-depth interviews). In addition, a literature review of previous CHICCHAP project documents was carried out.

Findings

There was a general perception by everyone interviewed that CHICCHAP's approach was timely, innovative and successful. The integrated approach was the first of its kind in Solomon Islands, and provided an opportunity for development partners to work together with the government to help advance climate change mitigation in Choiseul. CHICCHAP brought partners together in an environment of collaborative partnership, knowledge-sharing and resource pooling where they complemented capacities. CHICCHAP's approach to partnership, however, was 'loose' and not intentionally designed as an integrated approach. Operationalisation of the approach was not well thought through, resulting in a minimal sense of obligation from the different partners to the Project Management Unit.

On the governance and structure of CHICCHAP, partners reported that the governance structure was adequate to deliver on the mandate envisaged for CHICCHAP. Even though the governance structure was adequate, partners reported that some challenges were experienced because of the structure's set up, which somewhat hampered effective collaboration between the partners and the provincial and national government. One of the key observations made by partners was that for the CHICCHAP to be an effective and sustainable initiative, it should be a country-led initiative that is supported and driven at all levels; from the community, provincial and national levels and across sectors.

Monitoring and evaluation was considered to be the weakest link in CHICCHAP's approach. The Partners Advisory and Implementation Group (PAIG) recognised that a monitoring and evaluation (M&E) framework was needed to facilitate tracking, evaluating and reporting against activities that were being implemented under CHICCHAP. A draft M&E framework was developed and presented to PAIG but at that time it was considered as being too complex, and as a result, an M&E framework was never operationalised. As such, no systemic monitoring and evaluation was undertaken at the broader programme level.

A number of training programmes were provided through projects but the evidence on the ground showed that training participants viewed this as support from external agencies or projects and not as a means to facilitate the implementation of the CHICCHAP. Participants who were trained reported having acquired knowledge and new skills and attitudes, which they have applied in their work in the community. They lauded the approach of 'learning by doing' as the best way to train community members, and noted that community members appreciated learning new knowledge while they observed the practicalities of the intervention in their community.

In conclusion, the overall concept of CHICCHAP was good, and it helped partners envision working together to address climate change issues in Choiseul. The pitfalls of CHICCHAP as an approach can be traced back to how it was designed and came into existence. The fact that it was not designed as a truly integrated approach meant that many details fell through the cracks. In hindsight, an initial agreement on M&E, communication, engagement, harmonisation and coordination as crucial elements of the approach would have led to a more robust programme. Based on these, the following recommendations were made.

Development partners

- i. Design as an integrated approach from the start, with a common goal and shared activities. CHICCHAP has set the groundwork on how to work in an integrated approach.
- ii. Create an independent and autonomous project management unit. For future approaches that are not embedded within government structures, creating an autonomous office will be helpful in partner coordination and reporting.

- iii. Coordinate through the National Climate Change Working Group the future of CHICCHAP at the provincial level. Start discussions on how the provincial government should be supported and what the role of the partners will be.
- iv. Strengthen and support the provincial government for sustainability.
- v. Monitoring, evaluation and learning. The evaluation team has developed a theory of change. This should be adopted and the provincial government encouraged to adopt this theory as part of its work. This theory of change should be used in the developing of a results framework that has a clear goal, objectives and key result areas, targets and indicators.
- vi. There is also a need for increased investments in local M&E capacity at the national and provincial level to support cross-sectoral policy cohesion and policy implementation.

Provincial government

- i. CHICCHAP should be viewed by partners as a provincial government owned, led and supported initiative.
- ii. Leverage partnerships to create a coordinated and integrated approach to work in Choiseul.
- iii. Cascade learning from the provincial to the national level.

National government

- i. Should influence how donor-funded projects are designed and implemented in the provinces.
- ii. Allocate domestic resources to up-scaling the integrated approaches.
- iii. Reactivation of the National Climate Change Working Group should go beyond just information-sharing between partners.

1 Introduction

1.1 Background

The Choiseul Integrated Climate Change Programme (CHICCHAP) applies the ‘ridge-to-reef’ approach towards the implementation of projects in Choiseul Province, Solomon Islands. The programme seeks to address the problems of food security and livelihoods, accessibility to fresh water, and climate-friendly infrastructures and technologies. These problems are caused by the effects of climate change on sea level rise and unfavourable weather patterns.

This approach is an integrated, holistic and programmatic one that envisaged the assistance of government agencies, development partners and non-governmental organisations. The aim was for these partners to work together in one province to strengthen the resilience of the local population to climate change. Choiseul Province was selected for trialling this approach to integrate climate change responses and development assistance.

In 2012, a vulnerability and adaptation (V&A) study on Choiseul Province was undertaken in 27 communities (Mataki et al. 2013). The study recommended that in order to develop an effective adaptation response, a multi-sectoral and multi-partner approach would be required to adequately address the complexity of factors contributing to the people of Choiseul’s vulnerability and capacity to adapt to the effects of climate change. A participatory and rural appraisal¹ study followed thereafter in 2014 in eight communities. This appraisal strengthened the findings of the V&A study, and further highlighted the importance of working with existing institutions and systems in the communities to ensure ownership and long-term sustainability when partners are no longer involved in the programme (Mataki et al. 2013).



Figure 1: SPC staff carrying out a participatory and rural appraisal in Sepa Village, Choiseul.

1 Participatory Rural Appraisal of eight vulnerable communities in Choiseul Province: Nuatabu, Malangono (Panarui), Pangoe, Posarae, Sasamunga, Sube Sube, Voruvoru, and Vurago, March 2015 / SPC/GIZ Coping with Climate Change in the Pacific Island Region; compiled by Aliti Vunisea

From this, the CHICCHAP approach was developed. The overall objective of CHICCHAP was to strengthen and sustain the resilience of Lauru² communities to impacts from current and emerging threats of climate change, environmental degradation and natural disasters. Note that Lauru is the tribal name of the people from Choiseul Province, located in the western-most part of Solomon Islands, near Papua New Guinea. For the purposes of this report, the name ‘Choiseul’ will mainly be used, although it could be used interchangeably with ‘Lauru’ when specifically referencing the people.

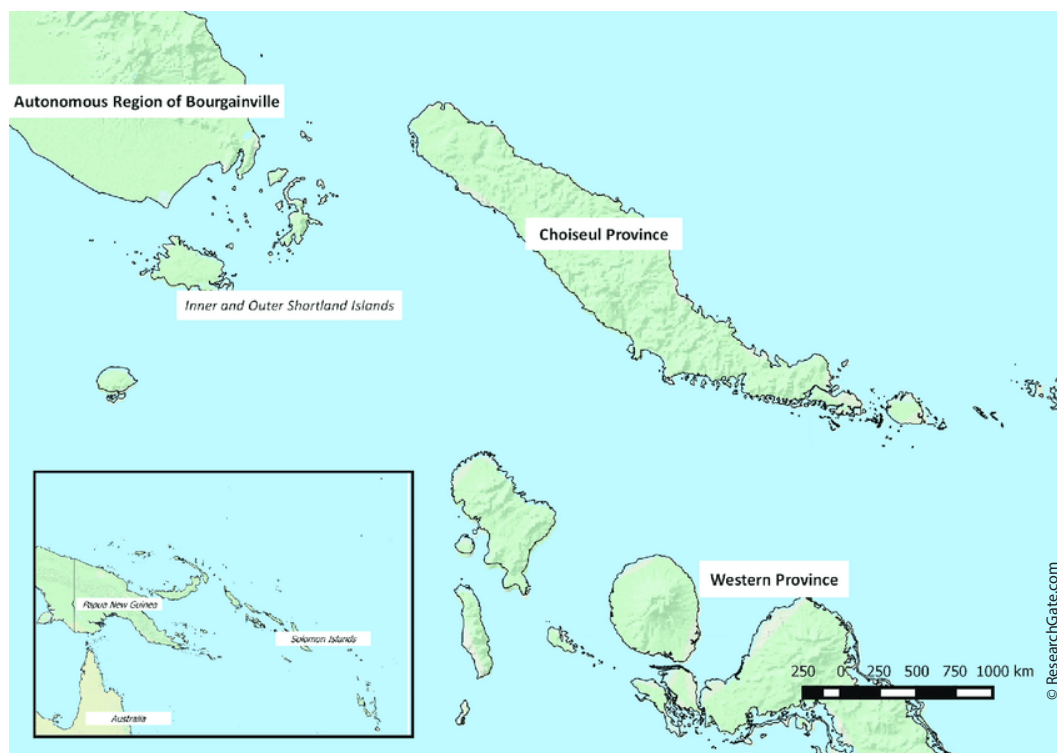


Figure 2: Choiseul Province in Solomon Islands. (Source: ResearchGate.com)

The programme aimed for the following eight outputs:

Output 1: Governance structures and leadership skills strengthened in Choiseul Province

Output 2: Livelihoods supported through healthy ecosystems

Output 3: Partnerships and coordination strengthened

Output 4: Sustainable economic development of Lauru’s communities and the province promoted

Output 5: Awareness raising and education on climate change-related issues and responses supported

Output 6: Food security of Lauru communities enhanced

Output 7: Appropriate and climate-friendly infrastructures and technologies in place

Output 8: Fresh water availability, accessibility and quality secured for local communities

² Lauru is the tribal name of the people from Choiseul Province.



1.2 Solomon Islands country context

Solomon Islands is an archipelago of dispersed islands in the Pacific Ocean with an exclusive economic zone of 1.34 million square kilometres (km²) and a total land area of 28,370 km² (Solomon Islands Government, nd). Solomon Islands has six main Islands: Choiseul, New Georgia, Santa Isabel, Malaita, Guadalcanal and Makira. The capital city, Honiara, is located on the Island of Guadalcanal. Between and beyond these larger islands are hundreds of smaller volcanic islands and low-lying coral atolls. The total population of Solomon Islands in 2017 was estimated to be 653,248 (Solomon Islands National Statistics Office 2018). More than 80% of the population is rural based and predominantly subsistent, depending on agriculture, fisheries and forestry for income and livelihoods.

The economic base is narrow and largely natural resources dependent. Overall economic activity is underpinned by forestry, agriculture, construction, manufacturing, transport, communication and mining; agriculture and fisheries being the major sectors (CBSI 2016).

1.3 Projected climate of Solomon Islands

1.3.1 Current climate

Temperatures in Solomon Islands are relatively constant throughout the year, with only minimal changes from season to season, and these are strongly linked to changes in the surrounding ocean temperature. There are two distinct seasons – a wet season from November to April, and a dry season from May to October. Rainfall is influenced by the movement of the South Pacific Convergence Zone and the Intertropical Convergence Zone – cloud systems associated with rising warm air over waters where winds converge and which normally bring heavy rainfall over the islands when they occur. The West Pacific Monsoon, driven by the large differences in ocean and land temperatures, also has some influence on the climate and rainfall of Solomon Islands (Pacific Climate Change Science Program 2011).

1.3.2 Trends and projected climate

According to the Pacific Climate Change and Science Program (2011), a number of trends and climate projections have been made for the Solomon Islands. Temperature records across the country from 1950 to 2005 show an increasing trend. Maximum temperatures have increased at a rate of 0.15°C per decade since 1951. These temperature increases are consistent with the global pattern of warming. Current projections show that annual average air temperature and sea surface temperature will continue to increase over time. Rainfall is also projected to increase. Sea level has risen at a rate of 8 millimetres per year (mm/yr) since 1993. This rate of sea level rise for Solomon Islands is higher than the global average of 2.3–3.6 mm/yr. Current projections show that this rate is likely to increase, with rates possibly being higher than projected. Combined with storm surges and extreme events, there is an increased likelihood of greater coastal erosion and coastal flooding. Tropical cyclones are projected to decrease, but those that occur, will be of heightened intensity and severity. The level of ocean acidity in Solomon Islands waters has been slowly increasing. Oceans act as a sink, absorbing carbon dioxide emitted from human activities. With increasing levels of absorbed carbon dioxide reacting with sea water, the ocean becomes slightly more acidic, impacting the growth of corals and organisms that are critical to maintaining the balance of tropical reef ecosystems that support human livelihoods (Pacific Climate Change Science Program 2011).

1.3.3 Climate change impacts in Solomon Islands

Climate change is one of the most significant environmental and economic issues for Solomon Islands, with wide-ranging implications for the environment, economy and livelihoods, culture and wellbeing. Being a small island developing state, Solomon Islands has been identified as one of the most vulnerable countries to climate change and its impacts. The Fourth and Fifth Assessment Reports of the Intergovernmental Panel on Climate Change (2011 and 2014) identify the following climate change impacts on coastal ecosystems, terrestrial ecosystems and humans of small islands such as Solomon Islands:

1. Sea level rise and extreme events giving rise to increased rates of inundation, storm surges, coastal erosion and other coastal hazards and associated threats to infrastructure, settlements, coastal food stock and facilities supporting livelihoods.
2. Deterioration in coastal conditions, for example through erosion of beaches and coral bleaching is expected to affect coastal fisheries in small islands where reef based subsistence and tourism activities are vital to peoples wellbeing and economies of countries.
3. Reduced water resources to the point where they become insufficient to meet demand during low rainfall periods.
4. Increased susceptibility to climate induced tropical diseases and health problems associated with deterioration of water quality and quantity. Malaria and Dengue remain significant health issues in Solomon Islands.

1.4 Policy context for climate change in Solomon Islands

1.4.1 National Development Strategy (2016–2035)

In terms of the national policy context relevant to climate change, there is a very clear indication of commitment by the national government to addressing climate change in Solomon Islands. The National Development Strategy (NDS) for 2016–2035 establishes the ‘blueprint’ for sustainable development in Solomon Islands, and outlines a long-term vision of ‘improving the social and economic livelihoods of all Solomon Islanders’ (SIG 2016:10). The NDS has five long-term objectives:

1. Sustained and inclusive economic growth.
2. Poverty alleviated across the whole of Solomon Islands; basic needs addressed and food security improved, and the benefits of development more equitably distributed.
3. All Solomon Islanders have access to quality health and education.
4. Resilient and environmentally sustainable development with effective disaster risk management, response and recovery.
5. A unified nation with stable and effective governance and public order.

These broad long-term objectives are further underpinned by 10 medium-term strategies that form the basis of the four years annual 'rolling' Medium Term Development Plan (MTDP), which translates the NDS into implementable programmes and projects, and which is directly linked to the annual budget for resourcing. In connection to climate change, objective 4 of the NDS relates directly. This objective is supported by two medium-term strategies of the MTDP:

- Medium Term Strategy 10: Improve disaster and climate risk management, including prevention, risk reduction, preparedness, response and recovery as well as adaptation as part of resilient development.
- Medium Term Strategy 11: Manage the environment in a sustainable way and contribute to climate change mitigation.

Linked to the MTDP at the sectoral, provincial and agency level, are the National Climate Change Policy, the Ministry of Environment, Climate Change, Disaster Management and Meteorology Corporate Plan, and the Provincial Development Plan, which are resourced through the annual national and provincial budgets by annual appropriation and provincial ordinance respectively.

1.4.2 The National Climate Change Policy 2012–2017

Solomon Islands has a National Climate Change Policy that recognises climate change as a sustainable development issue. Through the policy, the government aims to enhance adaptive capacity while, at the same time, pursuing a low carbon pathway. Underpinned by nine guiding principles, the policy outlines ten policy outcomes, including mainstreaming of climate change and vulnerability and adaptation and disaster risk reduction. These policy objectives are connected to specific policy directives and strategies.

1.4.3 The National Adaptation Programme of Action 2008

Solomon Islands developed a National Adaptation Programme of Action (NAPA) in 2008, which identified 10 priority sectors for adaptation in Solomon Islands, including agriculture, water resources, energy, human health, mining, fisheries and marine resources, human settlements, infrastructure, forestry, waste, education, environment and tourism. The NAPA remains the key guide for adaptation in the country.

1.4.4 Choiseul provincial government Medium Term Development Plan

The Choiseul Province Medium Term Development Plan includes climate change within the situational analysis, and identifies the implications on development priorities for the province. Nevertheless, the province is endeavouring to take this a step further through the by developing a provincial climate change strategy.

1.4.5 Other sectoral and provincial policies and plans


Solomon Islands is currently preparing the national disaster management plan that will provide policy directions and institutional and operational arrangements for disaster management with direct connections to the NDS. Discussions are also underway for the formulation of a National Adaptation Plan to cover disaster risk reduction, and to be undertaken in association with a review of the National Climate Change Policy and the NAPA.

The government is also committed to implementing the CHICCHAP-inspired integrated approach across all provinces within Solomon Islands. As such, institutional structures at the provincial level – as well as dedicated capacity and the development of specific climate change-related policies and plans – are at various stages of development within the provinces.

1.5 Literature review on integrated approaches to climate change

Adaptation is defined by the Intergovernmental Panel on Climate Change (IPCC) as a ‘...process of adjustment to actual or expected climate and its effects. In human systems, adaptation seeks to moderate harm or exploit beneficial opportunities.’ (IPCC 2014:118). Adaptation involves medium- to long-term adjustments in socioecological systems. Alternatively, coping strategies relate to short-term measures taken by households to moderate the adverse impacts of climate variability on their livelihoods over a time frame of (usually) less than one year (Antwi-Agyei 2017). These measures are taken to reduce the adverse effects of climate change and to explore opportunities that provide for socioeconomic benefits and enhance livelihoods (Mimura et al. 2010; ADB 2013).





Adaptation is place- and context-specific, with no single approach for reducing risks that is appropriate across all settings (IPCC 2014). There are, however, numerous approaches towards climate change adaptation that are widely used across many sectors and localities. Increasingly recommended are proactive and integrated approaches as effective mechanisms for promoting sustainable development, particularly in local governments and coastal communities (Knittel 2016). However, there are a number of factors that limit the ability of local governments to advance adaptation measures and these are well documented in a number of publications (Antwi-Agyei 2017; UNDP 2012; IFRC 2009). Antwi-Agyei (2017) identified issues such as resource constraints, gap in leadership capacity, competing priorities, and lack of information and institutional constraints within and across governments as limiting the ability of local governments to produce beneficial adaptation outcomes. For example, Mimura et al. (2010) noted that such integration is partly hindered by legislation, such as development and building codes, that restrict the ability of local governments to undertake certain adaptation actions. It was, therefore, recommended that more collaboration within and between local governments and, more broadly, with private sector and development partners to address some of these challenges (Antwi-Agyei 2017).

In integrated approaches, the number of adaptation options is typically constrained by the tools and methods used in an ongoing or new development activity (Mimura et al. 2010). Often, climate-oriented activities are a relatively small component of a larger endeavour. Specific mechanisms to enhance collaboration include partnership funding schemes, collaborative research, and joint implementation of adaptation actions (Mimura et al. 2010; UNDP 2012; Antwi-Agyei 2017). Furthermore, strengthening planning and implementation of climate change adaptation measures has been directly related to complementary or jointly coordinated actions across levels, from individuals to governments. The IPCC (2014) asserts that national governments can coordinate the adaptation efforts of local and subnational governments by protecting vulnerable groups; supporting economic diversification; and providing information, policy, legal frameworks, and financial support. Local governments and the private sector are also increasingly recognised as critical to the progress in adaptation. As Gero et al. (2010) explain, this is mainly due to their roles and potential for scaling up adaptation activities of communities, households, and civil society, and in managing risk information and financing.

Integrated adaptation, therefore, is undertaken to achieve development objectives in spite of climate change (Mimura et al. 2010; UNDP 2012; Haines 2016; Antwi-Agyei 2017). Rather than taking climate change itself as the starting point, integrated approaches start with a development activity that would be valuable even in the absence of climate change, and then expand the scope to take into account addressing the impacts of climate change (Mimura et al. 2010; Haines 2016). Integrated approaches to addressing climate change represent an effort to insert climate change into an ongoing decision cycle, rather than as a stand-alone project from scratch (Knittel 2016).

2. CHICCHAP-proposed theory of change

Taplin and Rasik (2012:1–2) define a theory of change as ‘...an organization’s “theory”, or story, of how it will make change in the world. A theory explains the group’s beliefs about how change will unfold.”³ Furthermore, the authors elaborate that, ‘...it is important that social change organizations be able to demonstrate what impact they expect to achieve, over the short term, and how these earlier outcomes set the stage for longer-term impact.’ Theory of change helps organisations to understand and be able to explain why they can expect to see these changes.

The theory of change is always presented graphically with a compelling summary narrative. “The narrative is a summary of the group’s theory that explains the pathways of change, highlights some of their major assumptions, rationales, and interventions, and presents a compelling case as to how and why their initiative expects to make a difference. The narrative may also contain some information that is additional to what is in their theory, such as their overall vision, the history of how their initiative came to be, and some community context” (Taplin and Rasik (2012:9). The purpose of the narrative is twofold: (1) to convey the major elements of the theory easily and quickly to others; (2) to better understand how the elements of the theory work as a whole.

At the inception of CHICCHAP, the partners did not develop a theory of change. From the review of documents and discussions with the partners, the evaluation team has developed a theory of change that can be adopted by Choiseul Province and other partners working in Solomon Islands.

At the centre of CHICCHAP are the local people of Choiseul who are affected each day by the changing climate. The goal of CHICCHAP is to ensure that the people remain the beneficiaries of all climate change programmes. To do this, CHICCHAP’s role is to help translate and localise all commitments made by the government – locally, regionally and globally – to ensure that the people benefit and are resilient. To achieve this, CHICCHAP works with three partners: the development partners working in Choiseul,⁴ Choiseul Provincial Government and local communities.

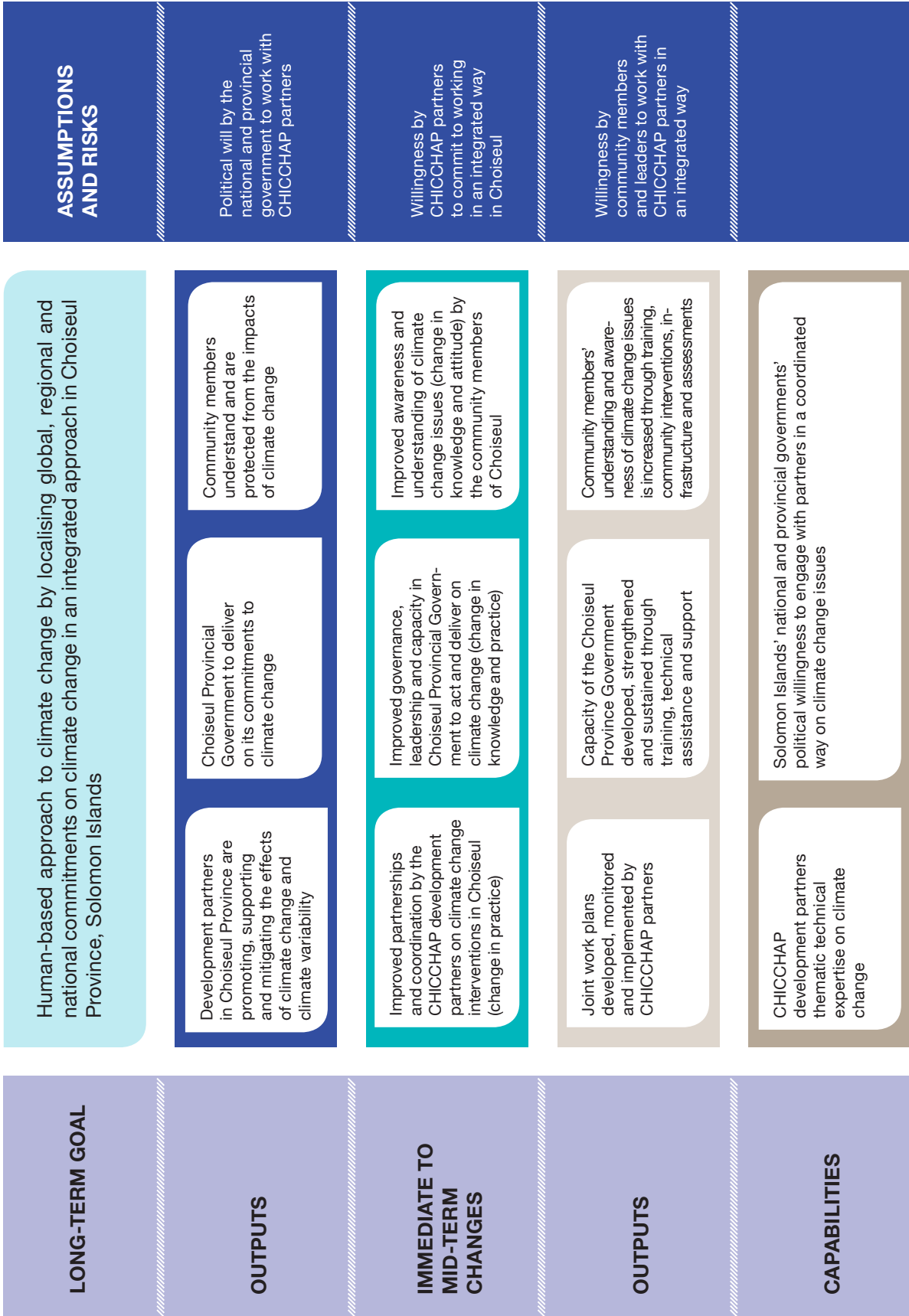
Each partner plays a role in enhancing the resilience of the local people, and the partners work together in an integrated way. The provincial government’s role is to oversee the work of the partners and translate their findings and results into effective governance and implementation of climate change programmes in Choiseul. The role of community member is to implement the activities and build the resilience of the communities. However, for this to occur, the partners had to be prepared and ready for this to happen. The development partners had to work together to plan, coordinate and report on their work; the provincial government’s capacity to coordinate and oversee climate change programmes had to be enhanced through training, technical support and capacity supplementation; while community members’ knowledge and understanding of climate change had to be enhanced through training, community projects and continuous monitoring and support.

The theory of change is illustrated in the diagram below.

3 http://www.theoryofchange.org/wp-content/uploads/toco_library/pdf/ToCFacilitatorSourcebook.pdf

4 CHICCHAP development partners are Deutsche Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation - GIZ) – funded through USAID, Secretariat of the Pacific Regional Environment Programme (SPREP) – funded through USAID, Secretariat of the Pacific Community (SPC) – funded through USAID, United Nations Development Programme (UNDP); Pacific Australia Climate Change Science and Adaptation Programme (PACCSAP) The Nature Conservancy (TNC).

CHICCHAP THEORY OF CHANGE



3. CHICCHAP evaluation

3.1 Rationale

The Pacific Community (SPC), Secretariat of the Pacific Regional Environment Programme, Pacific Islands Forum Secretariat, and a number of other partners, including United Nations Development Programme, Deutsche Gesellschaft für Internationale Zusammenarbeit, and the International Institute for Sustainable Development, are supporting Solomon Islands in progressing its national adaptation plans and climate change finance priorities through their regional programmes. The agencies are working closely with the Ministry of Environment, Climate Change, Disaster Management and Meteorology to ensure that the climate change support provided is aligned with and builds on existing programmes. In this regard, the Institutional Strengthening for Pacific Island Countries to Adapt to Climate Change (ISACC) project of the United States Agency for International Development has responded to the Solomon Islands Government's request to commission and support the evaluation of the CHICCHAP approach. This evaluation was timely and necessary given the findings from the evaluation, and will be valuable in informing and shaping the next steps for national climate change adaptation planning and financing.

3.2 Expected outcomes

The evaluation's findings provide information on and an understanding of how to work and deliver climate change interventions in an integrated way, and how the collaboration can enhance the understanding and mitigation of climate change issues. The documentation of the best practices used and the challenges experienced would make it possible to draw lessons that can be used for adaptation and scaling up of such interventions, both in other provinces in Solomon Islands and the larger Pacific region. The evaluation was timely because the Solomon Islands Government is planning to introduce the same approach in Malaita Province. Documenting what has worked, what has not worked, and why, will enable the scaling up of this initiative in Malaita Province. Crucial to this is the need to understand how institutional strengthening enables and facilitates sustainability of these initiatives. Therefore, the findings will help the ISACC project understand how best to build capacities across different partners in development sector, government, community organizations and the larger community and how collaborations can be fostered to understand and mitigate on climate change in the Pacific.

3.3 Objectives and evaluation questions

The purpose of the evaluation was to assess the effectiveness of the CHICCHAP approach. The evaluation examined how well the integrated approach has achieved its intended results to date, what emerged as unintended results, and what some of the barriers and enablers to achieving results have been. The evaluation was forward-looking and identified lessons learned, and analysed how these may inform future integrated approaches for adaptation or climate change financing activities.

3.3.1 Key objectives of the evaluation

- i. Identify performance levels, achievements and lessons learned on the effectiveness of the integrated approach, thereby contributing to better decision-making by partners. The results will also guide the decision-making of the Solomon Islands Government on the proposed implementation of a similar approach in other provinces of Solomon Islands.
- ii. Review the current monitoring and evaluation (M&E) framework for CHICCHAP and provide recommendations on how this could be strengthened (particularly in terms of practicality and usability). Recommendations made if possible, for strengthening broader national M&E frameworks related to climate change.

3.3.2 Evaluation questions

Six key evaluation questions were developed and used to guide the collection of information and data required for the evaluation.

- i. To what extent has the CHICCHAP approach contributed to strengthening the resilience of the Lauru people to the impacts of current and emerging threats from climate change, environmental degradation and natural disasters?
- ii. What lessons can be learned from the overall management and governance structure of the CHICCHAP approach?
- iii. What lessons can be learned about the level of engagement, coordination and partnerships (domestic and external) that have been developed and/or sustained as a result of the CHICCHAP approach?
- iv. Is the current programme M&E framework meeting the needs of the programme? How could this be improved?
- v. Have the tools and/or knowledge from the training been applied and sustained, and have they resulted in a change in knowledge or behaviour?
- vi. How were women, youth and other marginalised groups engaged in the integrated programme design, activities evaluation, and outcomes? How could future integrated programme designs be improved in this area?

3.4 Methodology

The evaluation adopted the qualitative approach using methods and participatory approaches, including in-depth Interviews (mainly with key stakeholders and development partners) and focus group discussions (mainly with community members).

Primary data collection was undertaken in Solomon Islands (Honiara and Choiseul) and Fiji (Suva). Interviews and focus group discussions were held in Choiseul, Honiara and with partners in Suva, Fiji. In total, 71 people were interviewed (50 from focus group discussions, and 21 from in-depth interviews).⁵ In addition, a literature review of previous CHICCHAP project documents was carried out.

⁵ The profile of the people interviewed are attached Annex 1.

3.5 Evaluation limitations and challenges

The evaluation experienced some limitations and challenges that should be taken into account when analysing the findings in this report.

- There were few community interviews, which limited our understanding of CHICCHAP from the community perspective.
- SPC, one of the many CHICCHAP partners, commissioned and undertook the evaluation. Even though efforts were made to include other partners as part of the evaluation team, this did not happen.
- Given that CHICCHAP had members coming in and dropping out as their projects ended, some partners who were part of CHICCHAP from the beginning were not interviewed and their perspectives could have been crucial to the evaluation team.

4. Evaluation findings

4.1 General perception of CHICCHAP

There was a general perception by everyone interviewed that CHICCHAP's approach was timely, innovative and successful. The integrated approach was the first of its kind in Solomon Islands, and provided an opportunity for development partners to work together and with the government to help advance climate change mitigation in Choiseul. CHICCHAP brought partners together in an environment of collaborative partnership, knowledge-sharing and resource pooling where they complemented capacities. One of the founding members of CHICCHAP observed:



“

The approach has met some, not all of its objectives. It was good in that it brought everyone/partners together. The approach got partners to work together in the same common direction. It raised the awareness of local communities to climate change; the impacts of climate change. The Programme also raised the profile of the linkage between climate change, and development. The approach was an innovative approach, a different approach from business as usual. It has brought about significant changes to how climate change is being addressed. The Approach was an experiment and therefore had its problems. It was envisaged to go against the tide.

(key informant interviewee (KII) participant, Honiara)

”

CHICCHAP's approach to partnership was 'loose' and not intentionally designed as an integrated approach. Operationalisation of the approach was not well thought through, resulting in a minimal sense of obligation from the different partners to the Project Management Unit. CHICCHAP started as an idea that evolved with time, bringing in new members along the way, dropping some while adapting to the changing political and community landscape in Choiseul. Because it was not intentional from the start as an integrated approach, many challenges emerged along the way that impacted on the project's effectiveness. It could be argued that to some extent, some partners were more focused on the idea of integration, rather than the work needed to be done to ensure that the approach worked. One participant noted:

“

At the inception workshop, there was discussion on partnership and collective goal/outcome; however, some partners were well ahead in their current work at the time. There was no intentional holistic planning from the beginning.

(KII participant, Suva)

”

While another participant noted:

“

Partnership in CHICCHAP involved different partners coming together, however, translating that partnership on the ground has been a challenge due to different agendas, reporting systems.

(KII participant, Honiara)

”

Because of the differing visions, CHICCHAP did not have an enforcement mechanism to ensure that partners adhered to and signed the memorandum of understanding (MOU). Some participants noted:

“

There's no sense of obligation toward reporting against the CHICCHAP work plan although there is an MOU. On the ground, everyone just does their own work, with some even taking credit for other's work.

(KII participants, Choiseul)

”

To understand this challenge, it is necessary to understand how CHICCHAP came to be. It was originally an idea, which involved a few partners (already working in Choiseul) and the provincial government. There was, however, no thought as to how this integration of different partners – all working in different thematic areas, with different donors and reporting obligations – would work. The failure for not having thought this through, unfortunately, led to the above-mentioned challenges. Even though partners met occasionally and had a work plan, the looseness of the partnerships and a lack of enforcement meant there was no guided approach to integration.

4.2 Overall management and governance structure

Box 1: CHICCHAP governance structure

Governance challenges are pervasive at all levels of engagement when it comes to effectively addressing climate change. Contributing factors such as vulnerability, socioeconomic development and adaptive capacity can complicate existing governance challenges. For governance in rural communities, such as those in Choiseul Province, it is usually underpinned between tribal and/or cultural leadership and the church. Where tribal leadership is particularly crucial in land tenure issues, the day-to-day affairs in rural communities are usually centred on church leadership. Considering the background of the provincial and local governance structure in which Choiseul Province is governed, it was critical for CHICCHAP to tailor its governance structure to ensure maximum support from the communities and the local government, and to effectively address climate change issues.

In 2012, a V&A study on Choiseul Province was undertaken in 27 communities. The study recommended that, in order to develop an effective adaptation response, a multi-sectoral and multi-partner approach was required to adequately address the complexity of factors contributing to the people of Choiseul's vulnerability and capacity to adapt to the effects of climate change. A participatory and rural appraisal study followed thereafter in 2014 in eight communities. This Appraisal strengthened the findings of the V&A and further highlighted the importance to work with existing institutions and systems, in the communities to ensure ownership and long-term sustainability when partners exit. From this, the CHICCHAP approach was developed, whose overall objective is to ensure that the resilience of the Luru people to impacts from current and emerging threats of climate change, environmental degradation and natural disasters are strengthened and sustained.

In terms of programme coordination, a Partners Advisory and Implementation Group (PAIG) was established to coordinate development partners in supporting the Choiseul Provincial Government and the Luru Land Conference of Tribal Communities to ensure cohesion between climate change adaptation and mitigation, and disaster risk management initiatives and other resilience building projects as appropriate. A Provincial Steering Committee meets quarterly and reports to the national level PAIG, which meets twice a year. The PAIG chair is rotated annually between the Solomon Islands Government and non-governmental organisation partners, and was being chaired at the time of the evaluation by PS MECDM.

Supported by USAID and the GIZ/CCCPIR, a Project Implementing Manager was recruited to oversee and coordinate the administration of CHICCHAP on the ground, and keep partners updated on activities and progress of the programme. Partners, under the Implementation Agreement for CHICCHAP, financially support their individual project outputs and activities, in accordance with their respective donor agreements; however, where possible, mutually supportive and/or joint activities were cost shared. The Solomon Islands Government is currently working to implement the CHICCHAP approach in all provinces, and strengthening this feedback mechanism at the national level could provide an entry point for reflecting community and provincial level priorities at the national level.

CHICCHAP is designed as a three-tiered governance structure, consisting of the PMU, the coordinating unit based in Taro Choiseul; the Provincial Steering Committee (PSC) based in Choiseul; and the Partners Advisory and Implementing Group (PAIG), all of which met from occasionally in Honiara. Partners who were interviewed reported that the governance structure was adequate to deliver on the mandate envisaged for CHICCHAP. The PMU's role was to coordinate the partnership, the PSC was responsible for leading the implementation within the province, and PAIG – at the national level – provided technical advisory services to CHICCHAP and acted as a link with the national government. A Project Manager (who worked 50% time for CHICCHAP and 50% time for GIZ in Choiseul) led the PMU. One participant interviewed observed:

“

The structure is effective as there is a strong link between national, provincial and stakeholders' partners. Collaboration with the partners on the ground is good; partners do work together to some extent to carry out activities. Example: GIZ wants to do an MPA, they work with TNC to conduct necessary assessment for the use of GIZ to implement activities. Communication across to partners is usually via email, and partners do respond.

(KII participant, Choiseul)

”

Even though the governance structure was adequate, partners reported that some challenges were experienced because of the structure's set up, which somewhat hampered effective collaboration between the partners and the provincial and national government. The PMU needs to be strengthened technically and administratively to ensure that partners are well supported. The role should go beyond doing basic administrative work to include providing technical assistance to partners and the province, which was done but will need to be further strengthened. For this to happen, the office should be strengthened financially and technically and with increased resources.

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(KII participant, Choiseul)

”

⁶ Due to the project funding ending, the position of PMU also ended in December 2017.

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“

Structure can be improved, there needs to be accountability bottom-up. Accountability mechanism to be clear and concrete. There must be a clear structure of a reporting line within the Programme.

(KII participant, Honiara)

”

One of the key observations made by partners was that for the CHICCHAP to be an effective and sustainable initiative, it should be a province-led initiative that is supported and driven at all levels; from the community, provincial and national levels and across sectors. Having a strong and independent PMU embedded within provincial structures could foster and strengthen collaboration with the provincial government and enhance sustainability, while at the same time eliminate any perceived connection to a particular partner because it would be placed within the provincial structures.

Another observation made by partners and government regarding structure and collaboration was the discrepancy with the daily subsistence allowance (DSA) rate. CHICCHAP partners had different rates, which hampered implementation and collaboration, especially with provincial government officials. Some partners had high rates while others had low rates, which made some partners more enticing than others. On further investigation, the evaluation team saw evidence that showed CHICCHAP had a standardised DSA rate of SBD 350.00 per person per day (SBD 100.00 for food allowance and SBD 250.00 for accommodation), which different partners were not using. The failure to implement this DSA speaks to the weaknesses mentioned above and minimal sense of obligation to adhere to the rules that were developed.

4.3 Level of engagement, coordination and partnerships

In 2012, CHICCHAP 'proposed to adopt a holistic approach to climate change adaptation and mitigation at the province-wide level to help improve coordination and alignment of support, as well as increase the impact of the planned interventions.' The formation of CHICCHAP was meant to leverage partnerships and foster collaborations on climate change work in Choiseul. Even though partnerships were explicit on paper and in spirit, the idea was not explicitly stated or detailed so that all partners understood how the integrated approach would work in practice. It is unclear as to what CHICCHAP intended with partnerships, and what such collaboration would look like. According to the partners interviewed and observations made, there was a certain level of harmonisation through joint work-planning and joint missions to the field. The joint work planning involved partners sending their work plans to the PMU, which later collated all of the inputs from various partners into one report to inform PAIG and provincial steering committees. Beyond this, partners implemented their own projects, reported to their donors and wrote their own reports. It is questionable as to whether this could be called joint work planning..

As with partnerships and coordination, CHICCHAP did not have a community engagement strategy or an agreed on approach to tackle climate change issues in the province. Government officials who were interviewed and some officers working on the ground noted that there was lack of clarity on how to target beneficiaries. From their experience working in the province, targeting communities (a concept adopted by most CHICCHAP partners) had been ineffective, given the communities' culture and understanding of climate change issues. Community-level targeting created no individual incentives to participate because most members felt this was not their project, hence there was no obligation.

“

For community engagement techniques, move towards household level approach rather than a communal approach. Investigate existing governance structures in place, and working with it in identifying gaps and filling in those gaps.

(KII participant, Honiara)

”

CHICCHAP did not have an agreed on communication strategy for visibility purposes. Given that CHICCHAP was a unique project, the documenting and communicating of progress, achievements and understanding could have been important. This again goes back to the set up and design of CHICCHAP. If it was not intentional from the start, then matters such as communication fell through the cracks.

It is important to mention that at the inception of CHICCHAP, a community vulnerability assessment was made, which helped map out intervention areas; this was further augmented by a participatory rural appraisal. At this level, the community was engaged in the planning and designing of the project. Community engagement, however, faded as the approach went on.

From interviews held with community members, there was an agreement that women would be engaged in the projects, although the same cannot be said of other marginalised groups.

4.4 Monitoring, evaluation and learning

All of the partners interviewed noted that M&E was the weakest link in the CHICCHAP approach. As at the time of the evaluation, the draft CHICCHAP M&E framework was being tabled at the PAIG meeting for discussion and subsequent adoption. This meant that M&E was never operationalised or implemented beyond the quarterly reports sent to PMU. Even though CHICCHAP developed an M&E framework mid-way through the implementation, according to one of the partners interviewed:

“

We developed a very complex system that was difficult to follow.

(Suva KII interview participant)

”

This complex M&E framework was never adopted and used as explained by one participant:

“

Monitoring and evaluation framework has not been used. Reporting on CHICCHAP is done from the implementation work plan, reporting to PAIG meetings and Provincial Steering Committee meetings. There has not been any planning meeting with all the partners.

(KII participant, Choiseul)

”

Explicitly missing from CHICCHAP was a common theory of change^{7,8} that was developed and adopted by CHICCHAP partners. There was no common agreement regarding CHICCHAP's main goal, or how the change would occur with the integrated approach, or what the medium- to short-term outcomes should be. And because there was no common goal that was agreed on and adopted, measuring the progress of CHICCHAP was difficult, and no benchmarks or aspired goals translated to a lack of an M&E plan. This is not to imply that M&E initiatives were not done. For example, at the time of the evaluation, the provincial government had developed a draft Action Plan on Environment and Climate Change with a draft Results Framework clearly showing the goal, objectives and key result areas for environment and climate change work in Choiseul. The provincial government reported that it saw the Action Plan and Results Framework as a transitional document and plan from CHICCHAP partners. This is commendable because it shows that the provincial government has decided to take leadership and coordination of climate change work in the province. This initiative should be supported and strengthened as it is a sustainability mechanism and a means to consolidate gains made by CHICCHAP within the province. For initiatives such as CHICCHAP, M&E must be agreed on from the start, with an accompanying results framework showing how the different partners will contribute to the goals. As noted by one participant:

“

Design a strong M&E from the beginning along with its partners, with a clear baseline and indicators right from the design phase. There must be a clear message for all the partners in approaching communities.

(KII participant, Honiara)

”

There should have been an M&E plan indicating what will be measured, at what time and by whom. An evaluation and impact assessment of the approach should have been conducted at the beginning, rather than at the end, but it would have been more meaningful if a midterm review had been done midway in the implementation of the approach. Some of the lessons learned now could have been used to improve the design and coordination of CHICCHAP.

4.5 Training and capacity building

A number of training programmes were provided through projects but the evidence on the ground showed that training participants viewed these as being delivered from an agency or project perspective. Local participants did not identify training as directly provided by CHICCHAP. This means that although partners considered themselves as active stakeholders in CHICCHAP, at the activity level, some partners were not making a concerted effort to link their activities to the CHICCHAP. This was contrary to the spirit of partnership and collaboration that was covered under the PAIG memorandum of understanding.

⁷ See p. 8 for a discussion on the 'theory of change'.

⁸ CHICCHAP's theory of change has been developed by the evaluation team.

Some participants (mostly from the provincial government and officers working in the community) noted that they had been trained not by CHICCHAP but by individual partners in different thematic areas related to climate change.

Participants reported that they acquired knowledge and new skills and attitudes, which they have applied in their work in the community. They lauded the approach of ‘learning by doing’ as the best way to train community members, and noted that community members appreciated learning new knowledge while they observed the practicalities of the intervention in their community.

“

Knowledge from trainings has been practiced by the locals; organisations have done well in training locals, however there's a need to monitor or track those who have been trained partners need to follow up on those that have been trained.

(KII participant, Choiseul)

”

It was observed that partners offered no post-training support to locals. Sometimes locals grappled with applying the knowledge and skills acquired to the situation at home. They proposed that mentoring and coaching should be included as part of the training and as a way of building capacity and enhancing sustainability once projects end.

“

Loss of capacity and training once project ends when outside coordinators are recruited – better to recruit offices on the ground to contain the capacity and training and skills acquired through the trainings from the projects.

(KII participant, Choiseul)

”

4.6 Strengthening the resilience of the Lauru people

The evaluation team sought to determine how CHICCHAP had contributed to strengthening resilience of the Lauru people in Choiseul Province. To understand this better, the evaluation team conducted focus group discussions in two villages and talked to several community leaders in the province. It should be noted that there were only a small number of focus group discussions conducted, making it difficult to give a big picture of how resilience has been strengthened in the community. However, for the few interviewed they noted that through CHICCHAP partners’ efforts, community knowledge and understanding of climate change issues has been enhanced. Some community members explained their understanding of climate change:

“

Seasons are disturbed; we no longer have a mango season as before, due to changes in weather patterns. There is shifting of coastal line, unstable weather pattern; Usually June-July, easterly winds are expected, but not anymore. There is decrease in crop yield also continuous rain is experienced, unlike before where there is a rainy or a dry season.

(focus group discussion participant, Sasamunga Village, Choiseul)

”

In general, the community noted that they have benefitted from the interventions in the community with some tangible benefits.

“

Has community benefitted? Yes, through knowledge transfer. Before, crop plantations were only in the bushes, now they know there can be backyard garden as well – easing access and increase agricultural practices.

(focus group discussion participant, Voza village in Choiseul)

”

One community member noted that there have been improved livelihoods.

“

Activities and demonstrations being duplicated has greatly assisted in increasing good crop yield. From training, I raised honeybees; I produced and sold the honey. Of which I saved money for education and food.

(focus group discussion participant Voza, Choiseul)

”

Box 2: Enhancing livelihoods in Voza Village through an integrated climate change adaptation approach

The impacts of climate change are being experienced globally, particularly in the Pacific Islands region, and because these impacts have been projected to become even more severe, taking adaptive measures to counteract them is essential. A suite of adaptation measures is available, although more than often, a single approach is not necessarily applicable to all situations, as it is necessary to consider existing and expected issues that will play a role in determining the effectiveness and success of climate change adaptation programmes or projects.

For Voza Village, a very remote coastal village on the north-western fringes of Solomon Islands, the impacts of climate change have been felt. Low crop yields, poor fish catches, irregular weather patterns, uncertain water accessibility and deprived sanitation are just a few of the issues that villagers are contending with. Fortunately for Voza Village, these issues were addressed through the Choiseul Integrated Climate Change Programme (CHICCHAP), whose aim is for development partners to work together in a multi-sector programme in Choiseul Province in order to strengthen the resilience of the local population in response to climate change. CHICCHAP has enabled an opportunity for information sharing and for partners to determine where they can complement each other's work, thereby reducing duplication of effort.

Villagers shared their experiences on how these projects have greatly improved their livelihoods, reducing the effects of climate change and exploiting opportunities for socioeconomic benefits. Partners such as The Nature Conservancy, Natural Resources Development Foundation, Strongem Waka lo Community fo Kaikai, and Save the Children have been recognised in the village for their contribution through hands-on training to improve farming techniques and skills, producing better crop yields and improved tubers, honey-bee keeping along with microfinance training, and awareness raising climate change programmes. Generally, CHICCHAP was viewed as a good and practical approach among the people, seeing partners respond specifically to the varied needs of community members.

Upon completion of the CHICCHAP programme and work by various development partners in the village of Voza, community members highlighted that they will continue with the various activities implemented by the different projects because they have benefitted from the output, seeing that it has improved their livelihood in strengthening their resilience and increasing their adaptive capacity against the impacts of climate change.

As for the specific impact of the different projects under CHICCHAP, an impact evaluation needs to be commissioned to assess how community members have been impacted by the different interventions.

4.7 The role of the provincial government

The role and extent to which the provincial government was to be involved in CHICCHAP was clear on paper but not in practice. Partners and provincial government officials noted that at the initial stages, the provincial government was active in CHICCHAP, but that enthusiasm diminished over the course of the project. Some reported that it was due to a mismatch of expectations while others noted that it was also due to the provincial government's capacity to engage and act. To quote one interviewee:

“

The Choiseul Province to some extent might have been overwhelmed by the program. They didn't really have the capacity to engage more fully with the program.

(KII informant, Honiara)

”

While another noted:

“

Main weakness of CHICCHAP was not integrating the whole approach into the Provincial government, and they should be absorbed into the provincial government, physically as well.

(KII participant, Honiara)

”

Some participants also noted that the challenges that CHICCHAP faced might have been due to the limited way the provincial government was involved. The provincial government's role was limited to taking part in the Provincial Steering Committee where it received feedback from the PMU coordinator on the state of CHICCHAP, a role that needed to be strengthened and supported by partners.

Choiseul Province climate change initiatives and responsibility belongs to the provincial government. Partners have helped set the groundwork for an integrated approach, an initiative that the provincial government should encourage existing and future partners to join. Responsibilities toned to shift from partners to the government. Partners should support the government in coordinating this mandate. As a possible solution, one participant suggested:

“

Going forward, there must be a person within the province to deal with climate change. The Programme Manager is there and has the role of supporting the province but to a certain extent does not have the autonomy to act on behalf of government. The employee has to be that of government and not tied to a partner.

(KII informant, Honiara)

”

While another participant reported:



Government (both national and provincial) should take the lead in implementing projects and decision making with financial and technical support from partners.

(KII participant, Honiara)



When interviewed, provincial government officials showed their appreciation for CHICCHAP's work in the province and the contributions it made in the communities, and noted the individual contributions CHICCHAP had made towards mainstreaming climate change within government policies and frameworks within the province. With hindsight, they noted that they should have had a government officer within CHICCHAP, whose role could have been to provide the government's perspective on matters, and who could now have taken over the coordination role within the provincial government as CHICCHAP closes. However, they reported to have worked around this and have a plan to recruit an officer, either within the provincial government or within the national government to continue the work of CHICCHAP.

Box 3: Strengthening policy frameworks and mainstreaming climate change through CHICCHAP

In 2011, Choiseul Province was selected by the Solomon Islands Government as the first province to implement a cross-sectoral and integrated approach to climate change adaptation, known as the Choiseul Integrated Climate Change Programme (CHICCHAP). This advancement responds to the lack of integrative programming across agencies and coordination of activities, after a province-wide vulnerability and adaptation assessment was undertaken, revealing the province's high vulnerability to the impacts of climate change. In 2016, a consultation for developing a five-year development strategic plan for 2018–2022 was conducted in Taro, and climate change was one of the sections to be featured in the plan. To gather information for the climate change section, a ward-profiling exercise was undertaken, whereby communities were asked about their perceptions of environmental threats due to climate change. Furthermore, consultation meetings were conducted with stakeholders at the provincial level. All of the information gathered was combined with information in the Medium Term Development Plan (MTDP) to develop the section on climate change.

It was identified that there was a need for an action plan for the policy on environment and climate change to support related activities that are currently ongoing in Choiseul Province. The need, as highlighted in MTDP stated that in order for natural resources to be protected and opportunities for sustainable natural resource use and agriculture increase and provide sustainable income for communities, a provincial policy and an associated action plan needed to be developed for at least one of the following: Climate Change, Environment, Forestry, and Waste Management in Choiseul by 2017. Thereafter, a provincial policy on environment and climate change has been developed, guided by the single policy goal statement as stated in the five-year Development Strategic Plan for 2018–2022 for Choiseul Province: 'Environment and climate change goal: Promote environmentally friendly development and encourage mitigate measures'.

In order to make informed decisions, policy-makers need timely and useful information about the possible consequences of climate change, people's perceptions of whether the consequences are positive or negative, available adaptation options, and the benefits of slowing the rate of climate change. This is where CHICCHAP support to the provincial government came in. CHICCHAP has been through the course of the development of the MTDP, CHICCHAP partners provided additional inputs to strengthen the climate change section in the MTDP and also mainstream climate change into sector plans by:

- providing information, data and results from the work done by the different CHICCHAP partners in the province;
- contributing to consultation meetings with stakeholders at the provincial level and in the community;
- verifying information provided in the MTDP; and

- improving feedback on the draft MTDP document that was shared with stakeholders working in the province during the annual updating.

As stated, an action plan to carry out implementation of the objectives is required. Because CHICCHAP partners are implementing activities under the theme of environment and climate change they have the necessary knowledge to undertake development of the action plan. Furthermore, the action plan will be of use to CHICCHAP partners as it will guide and support the activities that partners are undertaking with the needs and priorities of Choiseul Province in mind.

5. Analysis and discussion

The overall concept of CHICCHAP was a good one and it helped partners envision working together to address climate change issues in Choiseul Province. The pitfalls of CHICCHAP as an approach can be traced back to how it was designed. The fact that it was not designed as a truly integrated approach meant that many details fell through the cracks. In hindsight, an initial agreement on M&E, communication, engagement, harmonisation and coordination as crucial elements of the approach would have led to a more robust programme.




The key take away message for CHICCHAP partners and the government is not whether CHICCHAP as an approach was successful or not, but rather how they can address the lessons learned from the experience.

5.1 Governance, engagement, coordination and partnerships

The Paris Declaration on Aid Effectiveness elaborates on five principles⁹ that should be adopted by development partners and governments to ensure that aid is effective and reaches the intended beneficiaries. The principles of ownership (by governments), alignment (by donors and development partners), harmonisation (development partners), mutual accountability (for both governments and development partners) and managing for results are crucial for integrated programming. The CHICCHAP approach worked towards achieving these principles, not only in Choiseul but also in Solomon Islands as a whole. Crucial to the success of any integrated approach is the way it is designed

9 <http://www.oecd.org/dac/effectiveness/34428351.pdf>



and agreed on from the beginning. The key lesson from CHICCHAP and for similar initiatives is to agree on what integration means for the partners, setting up a solid coordination office for monitoring, and enforcing the partnership and clearly listing the roles and responsibilities of the different partners from development partners to the government(s). Sustainability of these initiatives should be agreed on at the start, which will ensure that government authorities are strengthened and enabled to ensure that the approach lives beyond the life of the project.

5.2 Monitoring, evaluation and learning

Monitoring and evaluation is done for accountability (to the donors and the community) and for learning (ourselves). Project design should go hand in hand with M&E plans. Despite being relatively common for M&E to be initiated in the middle, or at the end, of the project, this should not be the practice. In the case of CHICCHAP, the failure to design and agree on the M&E framework from the start led to a lack of a clear goal and outcomes that partners could contribute to.

There should be a shift from accountability to learning as a key component of M&E. Learning plans should be explicit and opportunities should be provided for partners to share experiences and learn from them. Understanding what works and what does not work is important to enable adaptation of the projects based on the evidence. The flexibility and culture to learn is the responsibility of the different partners. For such initiatives, even though the results framework is important to the partners, crucial as well is the learning and adaptation component of the results and how they are used. Most important, learning needs to be an iterative process that is used for adaptation as the programme progresses.

The provincial government has a draft results framework to coordinate climate change initiatives in Choiseul. The government should be supported to finalise this framework, and the officer in charge at the provincial level should be tasked with monitoring the progress of the approach according to agreed on targets. The provincial government should adopt the CHICCHAP theory change as a basis of integrated programming on climate change initiatives in Choiseul.

5.3 Provincial government and national government

Choiseul Provincial Government has the responsibility to build on and consolidate gains made by CHICCHAP partners. This is not only important for ownership but for sustainability of climate initiatives going forward. An initiative such as this has to be owned and driven by the provincial government with support from development partners. Discussions that should be taking place now, as the CHICCHAP PMU office closes, is how partners want to work together and support the government. The onus is on the provincial government to continue the work of the previous PMU Manager. The PAIG and the Provincial Steering Committee, together with the Climate Change Working Group, need to have discussions on key steps to move forward, even as the provincial government steps forward. The provincial government has a plan, which is a good way to proceed beyond CHICCHAP.

The national government is responsible for approving funding for provincial development, and has an opportunity to influence how donor-funded projects are designed and implemented. If approaches such as CHICCHAP are worth supporting, the national government should allocate domestic resources to replicate this approach, such as what is being done in Malaita Province.

In terms of evaluation and learning and sharing experiences, the learning at the provincial level should also be communicated up to the national level to iteratively review and revise the way things are done using a broader approach. This is a joint approach that the provincial and national government can work together on.

5.4 Training and capacity building

Crucial to any training and capacity building initiative is post-training support and monitoring. Some of the people trained noted that they did not receive adequate support after training, or if they did, it was provided too late. They noted this as the key barrier to the application of the knowledge and skills learned that they learned. Important to communities was the ‘learning by doing’ concept by which they observed skills in real time and put these into practice. Even though post-training mentoring and coaching is expensive, efforts should be made to embed these activities within project monitoring initiatives where people are supported as the project continues. One approach that can be adopted is a collaborative venture with the rural training centre (RTC), which exists in each province. The RTC can be used to help deliver community-based training programmes. If the RTC is involved in the design of training programmes for communities, it could provide the follow-up training and/or monitoring required. If this is considered, then the resources and capacity of the RTC should be factored in at the project inception.

6. Conclusions and recommendations

The evaluation sought to determine how well the CHICCHAP integrated approach worked in Choiseul, and what can be learned from it. Findings have shown that some gains were made in terms of laying the groundwork for future integration approaches in Solomon Islands. Given that this approach was one of a kind, the lessons learned and what can be done in the future to ensure the success of these initiatives are listed below.

6.1 Recommendations

Based on evaluation findings, the following recommendations (per stakeholder) are made to enhance future integrated approaches in Solomon Islands and within the region.

6.1.1 Development partners

- i. **Design as an integrated approach from the start, with a common goal and shared activities.** CHICCHAP has set the groundwork on how to work in an integrated approach. From the findings, we have learned that the integration approach has to be agreed on from the start. Building on this, partners have to agree on some joint activities as well as a first step beyond the agreement
- ii. **Create an independent and autonomous project management unit.** For future approaches that are not embedded within government structures, creating an autonomous office will be helpful in partner coordination and reporting. Even though the PMU in Choiseul was what held the approach together, it being under one partner, as noted in the findings, hampered effective reporting.
 - The functions of a PMU should not be limited to coordination and/or project management but could also serve additional technical support for government extension officers. National governments could leverage technical assistance by tapping into volunteer programmes and bringing in ‘development specialists’ and base them in provinces with the PMU (e.g GIZ has a forestry technician for 12 months in Choiseul).

iii. **Coordinate, through the National Climate Change Working Group, the future of CHICCHAP at the provincial level.** Start discussions on how the provincial government should be supported and what the role of the partners will be. Develop a clear action plan on the future of CHICCHAP and each partner's responsibilities.

iv. **Strengthen and support the provincial government for sustainability.** The provincial government could be supported as follows:

- There is need for an officer to coordinate the CHICCHAP activities in the province. The partners can contribute to the design of the job description of that officer, including the responsibilities for implementing and monitoring the results framework.
- Help the government to refine and finalise the draft action plan and a results framework, and to adopt a theory of change.

v. **Monitoring, evaluation and learning.** In terms of M&E, the following are recommended:

- The evaluation team has developed a theory of change. This should be adopted and the provincial government encouraged to adopt this theory as part of its work. This theory of change should be used in developing a results framework¹⁰ that has a clear goal, objectives and key result areas, targets and indicators (they should be linked to national targets, regional commitments and Sustainable Development Goals).
- In addition, there should be a clear reporting mechanism for partners to report against the results framework (as per above).
- An evaluation and impact assessment of the approach should be conducted at the beginning as should the creation of a baseline, while midterm reviews, midway and end line evaluations should be conducted at the end. Doing this will enable and facilitate setting aside resources for this to be done and building capacity within the partners to do this. And for long-term purposes, if the government is to take over such initiatives, then it should be provided the capacity to do so.
- There is also a need for increased investments in local M&E capacity at the national and provincial level to support cross-sectoral policy cohesion and policy implementation.

vi. **Rethink community engagement.** In this instance, a community approach was not seen as appropriate. In the future, partners should explore existing community structures, develop structures if lacking, understand local politics, vices and dynamics and, if appropriate, target households. To enhance participation by women, set aside activities specifically for women and use existing structures as avenues of mobilisation.



¹⁰ For more on what a Results Framework is and how to develop one see World Bank https://siteresources.worldbank.org/EXT/ENVIRONMENT/Resources/designing_results_framework.pdf

6.1.2 Provincial government

- i. **Provincial government owned, led and supported by the partners.** The provincial government should work closely with the national government in streamlining policy and frameworks on climate change and in aligning the indicators developed in the Provincial Results Framework with national ones. In addition, the provincial government should work with the national government to recruit an officer to coordinate climate change issues in the province.
- ii. **Leverage partnerships to create a coordinated and integrated approach to work in Choiseul.** Some suggestions for the province include:
 - Build on the foundations of the approach, as established by CHICCHAP partners, including the physical office space left by CHICCHAP in Taro.
 - Recruit a government officer to lead, run and coordinate climate change initiatives in Choiseul
 - Adopt a theory of change as a starting point for integrated programming.
 - Adopt a national plan with a results framework for climate change initiatives in Choiseul, and rally all development partners in the province to work within it.
- iii. **Cascade learning from the provincial to the national level.** Lessons learned and adaptation from integrated programming at the provincial level should be channelled through the national government to iteratively review policies and frameworks on climate change.

6.1.3 National government

- i. **Influence how donor-funded projects are designed and implemented in the provinces.** Towards this end, the national government should be champions of integrated programming and give guidance to the provinces and development partners.
- ii. **Allocate domestic resources to up-scaling the integrated approaches.** This is being done in Malaita Province based on the experiences from Choiseul Province.
- iii. **Reactivation of the National Climate Change Working Group should go beyond just information-sharing between partners.** The Solomon Islands Government has a National Sustainable Development Plan and this should be the tool that drives the dialogue for donors around supporting sustainable development in Solomon Islands. And, this needs to be multi-sectoral, integrated and led by the Solomon Islands Government.

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Annex 1: List of people of interviewed

A. Honiara		
Name	Title and affiliation*	Gender
Melchior Matakai	Permanent Secretary, MECDM	Male
Roy Mae	Under Secretary (US), MDPAC	Male
Samuel Wara	Aid Coordination, MDPAC	Male
Oswald Ramo	US, Min. Agriculture & Livestock	Female
Lynelle Popot	Team leader, Climate Change and Resilience	Female
Gloria Suluia	Project Manager, SIWSAP Project, UNDP	Female
Duta Kauhiona	CBRM Officer, Min. Fisheries	Female
Ivory Akao	CBRM Officer, Min. Fisheries	Female
Willie Atu	Country Director, The Nature Conservancy	Male
Fred P Siho	SPREP	Male
Michael Hoota	Director, Extension Services, Min. Agriculture and Livestock	Male
Andrew Melanolu	Deputy Director, Extension Service,	Male
Cendric Alependava	Permanent Secretary, Ministry of Women, Youth and Family Affairs	Male
B. Taro Island, Choiseul Province		
Name	Title and affiliation	Gender
Basilio Solevudu	Project Manager, Choiseul Bay Township Project	Male
Lucia Bula	Provincial Officer, SIWSAP Project – UNDP	Female
Wilco Bosma	Team Leader, NRDF/ESSI	Male
Cornelius Qaqara	Field Officer, NRDF/ESSI	Male
Luke Pitakoe	General Secretary, LLCTC	Male
Andreas Altmann	Development Adviser, GIZ	Male
Jerrick Vozoo	Officer, Ministry of Lands	Male
Flemming Apuka	Peace Officer, MNRDP	Male
Qoso Carlmane	Tourism Officer, Tourism Division	Male
Benjamin Sauru	Chief Field Officer, Agriculture Division, Choiseul	Male
Nevol Lekelalu	Principal Works Officer, Works Division	Male
Nelson T Kere	Principal Fisheries Officer, Fisheries Division	Male
Nellie Neko Siope	Coordinator, Choiseul Provincial Council of Women	Female
Fred Tabepuda	Officer, LLCTC/SPREP	Male
Mark Biloko	Former Project Officer, SPC/USAID Food Security Project	Male
Geoffrey Pakipota	Provincial Secretary, Choiseul Provincial Government	Male
Chris Paul	CHICCHAP Provincial Implementing Manager, GIZ	Male

C. Voza Village Community, Choiseul Province		
Name	Title and affiliation	Gender
Gretal Tana	Teacher	Female
Magareth	Member	Male
Samson Mia	Member	Male
Nason	Member	Male
Kashmiton Vasaco	Member	Female
Mary Mia	Member	Female
Arimatia Keqa	Member	Female
Jerolyn L	Member	Female
Samuel Kasa	Member	Male
Hon. Alpha Kimata	MPA, Choiseul Province	Male
Caroline Palataru	Member	Female
Ned Loruvavini	Member	Male
Amin	Member	Male
Bana N	Member	Male
Gregy N	Member	Male
Laicy Kopana	Member	Female
Richard Kopana	Chairman, INC Conservation	Male
Matilda Madau	Supervisor, ECE Teacher	Female
Harkness Vataqi	Member	Female
Median	Member	Female
Edderly L	Member	Female
Jennifer Loru	Member	Female
Jack P	Member	Male
Peter Varanga	Member	Male
Paul Kovana	Member	Male
D. Sasamunga Village Community, Choiseul Province		
Name	Title and affiliation	Gender
Brown Pitamama	Men's Fellowship	Male
Roddrick R	Men's Fellowship	Male
Mary Pita	Youth	Female
Susan Nokoso	Youth	Female
Cecil L	Local Farmer	Male
James Qalovai	Farmer	Male
Lot Pitamama	Local Fisherman	Male
John Rudd Tani	Local Farmer	Male

Davis Pitamama	Local Farmer	Male
Leadley Kale	Church Leader	Male
Netar Pita	Housewife	Female
Philip Vanabele	Farmer	Male
Nancy Qila	Housewife	Female
Presley Ruqi	Church Leader	Male
Greenvell Toni	Church Leader	Male
Obed	Church Leader	Male
Luke Sota	Fisherman	Male
David Didu	Farmer	Male

E. Suva, Fiji

Name	Title and affiliation	Gender
Wulf Killmann	Team Leader, CCCPIR	Male
Vuki Buadromo	(Former) Project Manager, SPC/USAID Food Security Project	
Vinesh Prasad	(Former) LRD Officer, SPC	Male
Susan Sulu	(Former) Director, MDPAC	Female
Mia Rimon (via Skype)	Formerly based in SPC Solomon Islands	Female

* For definitions of abbreviations, see the list at the beginning of the document

Annex 2: Interview tools

A. Development partners, technical officers, provincial steering committees interview guidelines

Guiding questions

- Please tell us about your name, where you work, how long have you been in this position?
 - What is your understanding of the CHICCHAP project and what they do? What has been your role in the project?
1. To what extent **has the CHICCHAP approach contributed to strengthening the resilience of the Lauru people**, in terms of their understanding and responses, to the impacts of current and emerging threats from climate change, environmental degradation and natural disasters?

Guiding and probing questions

- How has an integrated approach facilitated strengthened understanding of climate change issues at the community, provincial and national levels?
 - How has an integrated approach strengthened responses to climate variability and climate change at the community, provincial and national levels?
 - How are the communities, provincial and national governments applying knowledge of climate change, CC adaptation or disaster risk reduction and mitigation and decision-making tools in their daily lives or work activities at the different levels?
 - What barriers and facilitators exist to knowledge change, as a result of the integrated approach?
 - What barriers and facilitators exist to behaviour change, as a result of the integrated approach?
 - What lessons can be learned for future integrated programme design?
 - What impact can be observed as a result of the integrated approach, beyond the impact of individual projects
 - What adoption of innovative adaptation responses can be noted, as a result of the integrated approach?
2. What lessons can be learned from the **overall management and governance structure of the CHICCHAP approach**?

Guiding and probing questions

- Effectiveness
 - Planning, monitoring, reporting and learning processes
 - Staffing (staff make-up and cross-divisional, project, partner collaboration)
 - Multi-agency collaboration, partnerships and coordination
 - Governance (governance management, stakeholder management)
 - Sustainability planning
 - Communications: What lessons can be learned on the effectiveness, efficiency and sustainability of programme communication (internally and externally)? Consider communication with community, partners and media.
3. What lessons can be learned about **the level of engagement, coordination and partnerships** (domestic and external) that have been developed or sustained as a result of the CHICCHAP approach?

Guiding and probing questions

- What is working for who and why?
- How were the beneficiary communities involved in the design, decision-making, monitoring and resolving any problems of the programme?
- How were women, youth and other marginalised groups engaged in the integrated programme design, activities evaluation, and outcomes? How could future integrated programme designs improve in this area?
- Consider mutual reinforcement or coherence of project activities, duplication, and alignment with national priorities.

4. How effective is the current programme M&E framework?

- Guiding and probing questions
- Are the identified Programme outputs still relevant?
- Is the current Programme M&E framework meeting the needs of the Programme? How can this be improved?
- How has the current M&E been used to enhance learning?
- How and how often is data being collected/analysed and disseminated to inform planning/decision-making at the national, provincial and community levels?

5. Through the CHICCHAP approach, a number of **training and capacity building** activities were rolled out for communities within the province. Have these resulted in change in knowledge or behaviour?

Guiding and probing questions

- Have the tools/knowledge from the trainings been applied and sustained and resulted in a change in knowledge or behaviour?
- What barriers and facilitators existed to behaviour change?
- What lessons can be learned for future project designs?
- Have national, sector-wide and local community strategies, frameworks, plans, and policies been developed that address climate change?
- Of any newly developed strategies, frameworks, plans, and policies, how many have been proposed, endorsed, or implemented at the national, provincial and community levels?

6. Concluding remarks:

Guiding points

- What should the project Keep (K) doing, what should it Add (A) and what should they Drop (D) (probe for the different partners (e.g. government, development partners, technical officers, PAIG, provincial steering committee, project managers).
- Is there anything about the CHICCHAP project that we have not talked about you think I should know?
- What are your concluding remarks about the project?
- Thank the respondent and end the discussion

B. National and provincial government stakeholders interview guidelines

Guiding questions

- Please tell us about your name, where you work, how long have you been in this position?
 - What is your understanding of the CHICCHAP project and what they do? What has been your role in the project?
1. To what extent **has the CHICCHAP approach contributed to strengthening the resilience of the Lauru people**, in terms of their understanding and responses, to the impacts of current and emerging threats from climate change, environmental degradation and natural disasters?

Guiding and probing questions

- How has an integrated approach facilitated strengthened understanding of climate change issues at the community, provincial and national levels?
 - How has an integrated approach strengthened responses to climate variability and climate change at the community, provincial and national levels?
 - How are the communities, provincial and national governments applying knowledge of climate change, CC adaptation and/or disaster risk reduction and mitigation and decision-making tools in their daily lives or work activities at the different levels?
 - What barriers and facilitators exist to knowledge change, as a result of the integrated approach?
 - What barriers and facilitators exist to behaviour change, as a result of the integrated approach?
 - What lessons can be learned for future integrated programme design?
 - What impact can be observed as a result of the integrated approach, beyond the impact of individual projects
 - What adoption of innovative adaptation responses can be noted, as a result of the integrated approach?
2. What lessons can be learned from the **overall management and governance structure of the CHICCHAP approach**?

Guiding and probing questions

- Effectiveness
 - Planning, monitoring, reporting and learning processes
 - Staffing (staff make-up and cross-divisional, project, partner collaboration)
 - Multi-agency collaboration, partnerships and coordination
 - Governance (governance management, stakeholder management)
 - Sustainability planning
 - Communications: What lessons can be learned on the effectiveness, efficiency and sustainability of programme communication (internally and externally)? Consider communication with community, partners and media.
3. What lessons can be learned about **the level of engagement, coordination and partnerships** (domestic and external) that have been developed or sustained as a result of the CHICCHAP approach?

Guiding and probing questions

- What is working for who and why?
- How were the beneficiary communities involved in the design, decision-making, monitoring and resolving any problems of the programme

- How were women, youth and other marginalised groups engaged in the integrated programme design, activities evaluation, and outcomes? How could future integrated Programme designs improve in this area?
- Consider mutual reinforcement or coherence of project activities, duplication, and alignment with national priorities.

4. Concluding remarks

Guiding points

- What should the project Keep (K) doing, what should it Add (A) and what should they Drop (D) (probe for the different partners (e.g. government, development partners, technical officers, PAIG, provincial steering committee, project managers).
- Is there anything about the CHICCHAP project that we have not talked about you think I should know?
- What are your concluding remarks about the project
- Thank the respondent and end the discussion

