# PACIFIC CLIMATE CHANGE COLLABORATION, INFLUENCING AND LEARNING PROJECT

## MID-TERM REVIEW, FEB 2021

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**BRIEF GLOSSARY REGULARLY USED ACKRONYMS**

**PACCCIL:** Pacific islands climate change collaboration, influencing and learning project
**SICAN:** Solomon Islands Climate Action Network
**VCAN:** Vanuatu Climate Action Network
**PICAN:** Pacific Islands Climate Action Network
**NAB:** National Advisory Board (Vanuatu)
**VBRC:** Vanuatu Business Resilience Council
**CSO:** Civil Society Organisation

# EXECUTIVE SUMMARY

The Pacific islands climate change collaboration, influencing and learning project (PACCCIL) project is generally on-track to achieve the set of outcomes in their project theory of change. Despite delays in implementation due to recruitment challenges, natural disasters and the COVID-19 pandemic, the project has achieved success in building strong influencing networks, collaboration and learning across the Pacific Region.

The project does have some implementation gaps in building meaningful and inclusive representation of people with diverse sexual orientation or gender identity, and persons with a disability within its networks and policy and practice discourse. In addition, the PACCCIL project management practices could be improved by investing in more robust planning and risk management for the disruptive operating environment, budget forecasting, spending, and reporting. The project monitoring and reporting has a disproportionate focus on activity monitoring, and it is only through interviews with PACCCIL staff that the true link between these activities and the outcomes of the project came to be known.

Despite these challenges, PACCCIL influencing network nodes have strengthened strategies, mechanisms, and the capacity to effectively influence Climate Change and Disaster Risk Reduction Issues at the regional, national, and sub-national levels. Key national and regional civil society networks demonstrate a willingness to commit to inclusive collaboration. In the remaining project time, more investment from the project is required to achieve the goals of ensuring that regional, national, and sub-national, policy makers and civil societies recognize the value of evidence and good practice generated by the project.

| THEORY OF CHANGE | PROGRESS | SUMMARY JUSTIFICATION |
|---|---|---|
| **OUTCOME 1**: Pacific civil society networks effectively influence national, regional, and global climate change and disaster policy and practice | ON TRACK | Sufficient evidence for success in the convener / broker / facilitator role and engagement by network and PACCCIL members in policy/practice decision making space. No evidence of changes to policy exists, however given that the project has only been implementing for two years, it would be more appropriate to assess the project results against a modified measurable outcome such as "Pacific civil society networks effectively [create and participate in opportunities to] influence national, regional and global climate change and disaster policy and practice", rather than measuring changes to policies, which takes more time. |
| Output 1.1: Key national civil society networks have a clear national strategy and mechanism, and the capacities to effectively influence targeted climate change and disaster policy and practice. | COMPLETE | Strategies were created in participatory manner and are updated/refreshed annually. Capacity development of members skills is ad hoc and largely driven by network members through peer learning, however some targeted capacity building of individual members is evident. Sufficient evidence for an increase in capacity regarding access to resources, organizational management strengthening, increased reach (particularly information and awareness raising) and legitimacy. |
| Output 1.2: Key Regional Civil Society networks have a clear regional strategy and mechanism and the capacities to support networks' influencing work | COMPLETE | |
| **OUTCOME 2:** Civil society, government and private sector collaborate on a range of climate change and disaster issues. | ON TRACK | Some evidence for collaboration through information sharing, participation by members in events, consultation via advisory boards. Collaboration may be limited to a few motivated network members. Limited evidence for private sector engagement. Some delays to planned activities. |
| Output 2.1: MoUs and Partnership Agreements between civil society, government and the private sector exist and / or are expanded | ON TRACK | Some formalised MOUs and informal partnership agreements exist. Limited formal engagement with private sector (except in Vanuatu). On track to achieve the same formalization of agreements in Solomon Islands as in Vanuatu. |
| Output 2.2: Strategies to engage with and influence sub-national, national, and regional climate change and disaster actors are identified, developed and implemented | ON TRACK | This appears to be the same result as 1.1 and 1.2. Implementation is ongoing but delayed due to Covid-19. Unclear if there are measurable results of these strategies. |
| **OUTCOME 3**: Good practice in the region is being redefined, influenced by learning and research from the project. | UNKNOWN | Some evidence for learning and research products, and a lot of evidence for sharing information and engaging in discussions on climate change best practice. Yet, unknown impact of this work in changing outcomes. |
| Output 3.2: Good practice models on multi-level, multi-stakeholder collaboration is identified, researched, documented and shared | UNKNOWN | This output needs to be modified to better represent the current project activities under this outcome. The project has examples of research, learning and information briefs aimed at knowledge sharing and the PACCCIL teams engage regularly in discussions spaces – however there is limited evidence of the reach, impact, or attribution of this work on "good practice" in the region. Suggest better defining what this means in project documentation. |

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# BACKGROUND

Pacific Island Countries are currently facing the extreme effects of global climate change. These effects include extreme weather events including cyclones and flooding; changes in seasonal weather such as El Niño and droughts; rising sea levels, king tides, and saltwater intrusion. The impact of these events is profound, and it is increasingly important to improve how countries can prepare, adapt and respond to this global climate crisis.

In 2018 Oxfam in the Pacific embarked on a new regional climate change project called the Pacific Climate Change Collaboration, Influencing and Learning project. This is a four-year (2018 – 2022) project, funded by the Australian Government through its Australian NGO Cooperation Program.

The Project's goal is to strengthen the influencing capacity of local civil society actors and networks to ensure that actions on climate change in the Pacific region are more effective, inclusive, and collaborative. The project works to set up and strengthen key climate change action networks in Vanuatu, Solomon Islands and at the Pacific region, to facilitate collective action of civil society actors in Polynesia and Micronesia sub-regions against climate change. To achieve its goal the project has three key outcomes:

> **Outcome one:** Pacific civil society networks effectively influence national, regional and global climate change and disaster policy and practice.

> **Outcome two:** Civil society, government and private sector collaborate on a range of climate change and disaster issues.

> **Outcome three:** Good practice in the region is being redefined, influenced by learning and research from the project.

The PACCCIL project aims to convene platforms, broker discussions, and facilitate dialogues at local, community, sub-national, national, regional and global spaces to feature the voices of vulnerable and marginalised communities and influence climate change discussions. The areas of climate change that are the key focus of PACCCIL include;

**Climate Justice:** Challenging the inequalities as a result of the current governance systems with a call for move towards progressive, transformative, inclusive, accountable systems.

**Low Carbon:** To ensure, that Pacific Islands actively engage in the ambitious 1.5 degree world consideration at all platforms that Pacific Islands countries are represented in.

**Climate Finance:** Ensuring the social accountability of climate finance And the need for fairer finance flows to Pacific Island Countries as well as the equitable distribution of these benefits amongst the most vulnerable groups in society.

**Climate Change and Covid-19**: The double effects of climate change and Covid-19 for the region are amplified at international, regional and national spaces.

**Loss and Damage:** To ensure the Pacific voice is not lost in discussions happening at global spaces on loss and damage.

## PURPOSE OF THE REVIEW

The mid-term evaluation will cover 2.5 years of project implementation (June 2018 – Dec 2020). The purpose of the review is to assess whether the PACCCIL project is on track to achieve the goal set out in the project design and theory of change,

## INFLUENCING AT OXFAM

For Oxfam, influencing means 'systematic efforts to change power relationships, attitudes, and beliefs, and the formulation and implementation of official policies, laws/regulations, budgets, and company policies and practices, in ways that promote more just societies without poverty'.

This encompasses a broad range of strategies, and depending on the context, can include:

- leveraging programme experience to influence powerful people and institutions
- advocacy and campaigning (including public mobilisation, research, policy development, lobbying, media, digital campaigning)
- strengthening civil society coalitions and alliances
- coordinated worldwide communicating and networking
- capacity development (of citizens, partners, civil society, duty bearers)
- strategic partnerships and funding arrangements.

allowing for flexibility in the project theory of change in the remainder of the project cycle. The review is forward looking and will capture lessons learnt regarding the project outcomes.

This mid-term review has a paired back scope relative to the original terms of reference due to the lack of availability of resources for a comprehensive internal evaluation. Rather than including questions on the relevance and sustainability of the project, the focus was instead placed on measuring the Effectiveness and Efficiency of the PACCCIL project. The PACCCIL project may need to invest in a sustainability review of the outcomes and influencing strategies to ensure effective planning for the closure or exit of the project. Measuring changes to context and or the policy space in each county, relevance of influencing strategies and an in-depth review of Gender and Social Inclusivity as well as safeguarding is not within the scope of this evaluation. These topics will need to be assessed prior to a re-design of the project. The key evaluation questions of this review are as follows.

### PROGRAM EFFECTIVENESS

i.  What have been the key achievements and/or failures of the PACCCIL project and what lessons can be drawn from these?
ii.  What factors have contributed to achieving or hindering achievement of the intended outputs and outcomes? What was Oxfam's role in these results?
iii.  What is the current partnership model and is this appropriate/effective?

### PROGRAM EFFICIENCY

i.  How does the matrix management system affect the implementation of the PACCCIL project? Do we have the right people in the right place? Do they have the right skills, attitudes and behaviours and do we invest in them?
ii.  Does the project align and contribute to the wider Oxfam in the Pacific influencing strategy?
iii.  What are the ways of working and tools that aid better quality programming in PACCCIL? What is the value of the monitoring and evaluation framework and how could it be improved/better used?

## METHODS

This mid-term review was conducted primarily as a desk-based evaluation of existing project documentations including quarterly reports, annual reports, research reports, annual reflection documentation, baseline, and monitoring frameworks, the OiP regional influencing plan as well as case studies generated by the PACCCIL team.

Information gathered was coded for themes according to the evaluation questions outlined in the terms of reference. Verification of source information, further clarification on outcomes and reflections on efficiency and relevance of the program was provided by *PACCCIL staff in seven key informant interviews*. It is important to note here that four of the Oxfam PACCCIL staff are also members of the network secretariats and represent key decision makers within VCAN and SICAN. The efficiency and effectiveness of the PACCCIL partners were further assessed in *four interviews with network members* from Solomon Islands Association for Water Conservation, Kastom Garden Association in Solomon Islands, Environmental Science Society in Vanuatu and a representative from the Ministry of Climate Change in Vanuatu. Due to the scope, time allocation and remote nature of this review, a representative sample of network members independent from Oxfam was not possible.

## LIMITATIONS

In addition to the methodological limitations of a desk review the following points should also be considered when interpreting the results of this review.

**Triangulation:** This review is limited to the reports generated by PACCCIL staff, and interviews with the same staff. Some independent triangulation of source data was attempted through key informant interviews with members of the influencing networks, however these members were selected and invited to participate by PACCCIL staff based on opportunity sampling. These members illustrative, but in no way are they representative of the breadth of the groups and organizations participating in the PACCCIL project networks. No third, independent source of triangulation was attempted due to time constraints and a lack of access the result of the Covid-19 pandemic.

**Bias:** All the participants in this review are in some way invested in the continued operation of the PACCCIL project and the results should be interpreted considering this interest. In addition, in at least one of the key informant interviews with network members, PACCCIL staff were present in the room (to aid in technology and translation) and this may have influenced their responses. Nevertheless, is the considered opinion of this review that the information presented is an honest reflection of the project outcomes.

**Reporting Overlap:** It is important to note that there is significant overlap between those achievements reported in project documentation under outcome 1 and outcome 2 such that reporting them separately would not have allowed for continuity in the discussion of PACCCIL results. Indeed, in the PACCCIL MEAL framework, some data has been reported twice. To streamline this report, *the achievements under outcome 1 and 2 have been combined* and reported according to the common themes that emerged during the coding process. Outputs of the projects will only be referenced when describing the mechanisms that contributed to the outcomes of the project.

**Lack of operationalization of some terms in the Theory of Change:** No clear definition exists within the PACCCIL MEAL framework of what constitutes effective influence or collaboration. Therefore, this reviewer was required to glean from the source documentation what these terms mean in practice. In this review 'effective influence' was interpreted using Oxfam definition as a reasonable effort to engage in "systematic efforts to change power relationships; attitudes, social norms and behaviours; the formulation and implementation of official policies, laws and regulations; budgets; and company policies and practices in ways that reduce the effects of climate change". Collaboration was taken to mean "the situation of two or more people working together to create or achieve the same thing", which is often a step towards achieving effective influence.

**Unclear the role of PICAN:** The Pacific Islands Climate Action Network is mentioned briefly in the project documentation for year 2 of the project (June 2019 – 2020), however this network was not supported by PACCCIL funding beyond June 2020. There is limited documentation of the outcomes related to the work of this network, and as it is no longer an element of the project activities, it was not included as a focus of this review.

# EFFECTIVENESS



PACIFIC REGIONAL
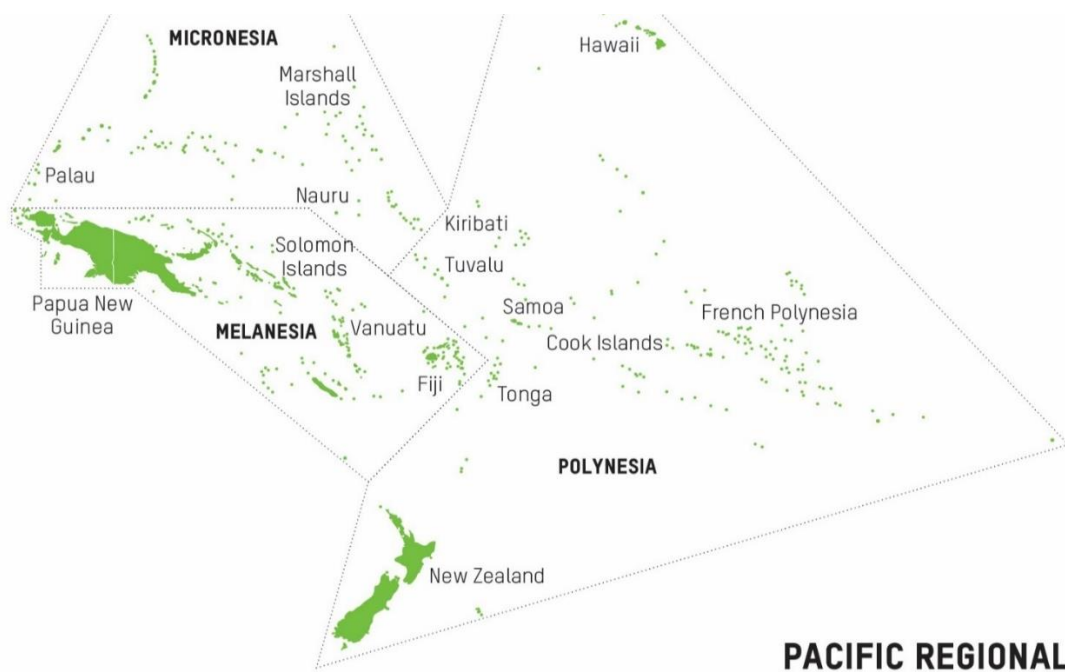
## WHAT HAVE BEEN THE KEY ACHIEVEMENTS AND/OR CHALLENGES OF THE PROJECT?

*"VCAN was an active partner in supporting the department of climate change to rolling out it's activities in almost all communities that were targeted for last year and was effectively implemented as expected."*

MITIGATION OFFICER, VANUATU DEPARTMENT OF CLIMATE CHANGE, JAN 2021

In the first year of implementation (from June 2018 to June 2019), the project activities were delayed approximately 7-months due to recruitment challenges resulting in a 34% (AUD $242,378) underspend. According to the annual reflection report, PACCCIL's primary achievements in year one was in setting the stage for future outcomes by building an understanding of the partnership space (aka "who is at the table) and improving collaboration with government and the private sector.

In the 2019/20 implementation year, the project revived the VCAN network, established a similar climate action network model in the Solomon Islands, and commenced building relationships and management infrastructure that would then be used to deliver the projects influencing goals locally. Each network is represented by a basic secretariat management structure, led by PACCCIL team members, and consists of representative members of CSOs, private sector and government

who meet monthly. These networks participate in capacity assessments to support the creation of organizational capacity development plans and annual organisational business plans.  Over the course of 2020 the project expanded the membership and organizational infrastructure (i.e., with policies and good practice) to ensure the systematic and sustainable operation of the networks. All four members interviewed mentioned that the SICAN and VCAN networks have increased their skills to their own mission with regards to climate change.

> "Yes, definitely I would say yes. This network learning from each other, updating our skills and knowledge of climate change helps us think about how we can improve ourselves or integrate these areas into our current systems."
>
> **KUSTOM GARDENS, SICAN PARTNER, JAN 2021**

In April 2020, TC Harold hit Vanuatu, Solomon Islands and Fiji resulting in a mass devastation in most parts of Vanuatu and Solomon Islands, shifting the priorities and focus of all participating network organizations to recovery. In addition, the project was delayed due to the Covid-19 pandemic with Solomon Islands, Fiji and Vanuatu all recording cases in repatriated citizens while they have been in quarantine. However, the economic effects of the border closures have been far greater and with the support of DFAT, activity funds from PACCCIL were diverted to the Covid Response. These challenges have contributed to the delays in achieving the project goals. The following results will be discussed as primarily contributing to the first two PACCCIL outcomes.

**OUTCOME 1:** Pacific civil society networks effectively influence national, regional and global climate change and disaster policy and practice.

**OUTCOME 2:** Civil society, government and private sector collaborate on a range of climate change and disaster issues.

## CONVENING CIVIL SOCIETY AND ESTABLISHING ORGANIZATIONAL LEGITIMACY

Over the course of the project lifespan the PACCCIL project has successfully revived the previously in-active Vanuatu Climate Action Network and established the Solomon Islands Climate Action Network. The project provided technical support to these networks through the engagement of its project coordinators as administrative office secretariats to the networks. PACCCIL also provided network officers to coordinate the work of the network members.  In the case of VCAN, PACCCIL project activities have allowed the network to grow from an Oxfam supported civil society group to a legally registered and institutionalised organization with over 50 members.  This result ensures the business continuity and sustainability of VCAN beyond the PACCCIL project funding.

The SICAN network was established by Oxfam in 2019 with a total of 10 members and has grown to include more than 25 members in 2021. These members co-lead monthly meetings and support peer learning through capacity building training. Each of these networks were also supported by Oxfam to develop their constitutions and operational plans that support their organizational legitimacy. Network members, and their connections, represent the foundation for building meaningful relationships that can then be used to influence climate change and disaster policy and practice.

> "Under the project we are creating this platform where different people from different organizations come together, speak the same language of climate change and to raise the issues that we, as Pacific Islanders, are facing and what measures are there that we can collaborate on in order to make a difference."
>
> **NETWORKING OFFICER, SOLOMON ISLANDS CLIMATE ACTION NETWORK, FEB 2021**



### WHAT DOES THE NETWORK DO?

The Adapta development committee is a community-based organization in Efate island in Vanuatu. Their mandate is to support their community to deal with the effects of climate change events. Currently they are attempting to build an evacuation centre. The VCAN network secretariat is helping them to think about scale and sustainability of the centre, by encouraging them to add computers so that teachers can pay for use of the building facilities outside of a crisis or in putting in an ATM with a small fee to allow the community access to cash (which currently requires a boat ride to the mainland). This money might then be used to rebuild the town following a cyclone. The benefit of the network is in providing partners with access to information on how to do their work more effectively and sustainably.

The project also supported the Pacific Islands Climate Action Network through financing of the PICAN Coordinator's role and activities required to strengthen the network in its collaboration with its members.

In October 2019 PICAN, SICAN and VCAN developed Influencing strategies. These strategies help the networks to prioritize the allocation of resources, manage key stakeholders and identify key messaging and in articulating 'how' the work is done.

## BEING AN EFFECTIVE CONVENER / BROKER

The PACCCIL project primarily supports building the capacity of network members through peer learning and exchange. Members interviewed for this review noted this as a particular benefit of and incentive for joining the network.

In June 2019 PACCCIL facilitated a session during the Regional Climate Change and Disaster Risk Finance Workshop in Suva, Fiji. This meeting was attended by several NGOs and private sector organizations, as well as representatives from the government of Fiji, Tonga, Samoa, Cook Islands, PNG, Vanuatu, Solomon Islands, Tuvalu and Palau. The main outcome of the workshop was a learning document designed for Climate Finance policy makers in the region. Oxfam successfully lobbied for its position to be reflected in the document on the issue of urgency, the need for simplified access to climate finance for communities and enhanced social accountability of climate finance.

In September 2019, The Solomon Islands Ministry of Environment, Climate Change, Disaster Management and Meteorology were reported to have requested PACCCIL's support in bridging the gap between Civil Society, NGOs, and governments regarding the use of an Integrated Vulnerability Assessment tool. The use of this tool would provide the Solomon Islands government the ability to use a standardized approach to assessing community level vulnerability to climate change. PACCCIL subsequently convened meetings to identify the messaging and content required for the introduction of the tool, and a training for members on the tool itself. Through this dialogue, PACCCIL and SICAN started creating spaces for a broader discussion on the establishment of a policy on Climate Vulnerability in Solomon Islands.

Although trainings and events such as these set the stage for future policy and practice change, no additional evidence of PACCCIL or the networks involvement in this initiative could be found in interviews or on the initiative website. It is not clear if any of the attendees began using the tool following the training or if the Climate Vulnerability policy has yet been developed.

In September, 2020 VCAN organized a United Nations Climate Change Conference (COP) Negotiation training for 5 members of its network and 15 government and private sector participants. At the end of the meeting the Vanuatu COP delegation understood the complexity of multilateral negotiations within the UNFCCC and implications of the Paris Agreement for developing countries. In addition the delegation members also familiarized themselves on key negotiation terminologies and techniques to manage effective communication and conflicts that arise during multilateral negotiations. The workshop also strengthened collaboration with the government and CSOs on climate justice issues allowing for:

- the opportunity to nominate CSOs to be part of the government delegation for COP accreditation, which allowed CSOs to make input on the negotiation points for COP25.
- participants who are primarily CSO members were able to contribute to the development of the country position paper to COP25.

The access generated by this activity has allowed VCAN to have a voice at the table, however as such, no measurable outcomes can be reported from this engagement. Staff interviews suggested that "By running the training, we were able to get preferable messages from the CSO perspective into developing key government positions at COP 25."

Each of the examples provided above represent one of the many ways that the PACCCIL staff and the influencing networks act as a bridge or facilitator in bringing two or more groups of people together to discuss climate action. The emphasis here appears to be on connection, collaboration and relationship building, however the attendees of each activity are the ones taking forward any resultant action, not the network itself.

> "The facilitator and broker role that Oxfam is known for, sets the stage for VCAN [the network] to grow its influence. Without this, the successes [of the network] would not have been possible".
>
> **PACCCIL COORDINATOR AND VCAN SECRETARIAT MEMBER, FEB 2020**

## BEING A TRUSTED ADVISOR AND PARTICIPANT IN CLIMATE CHANGE ADVOCACY SPACES

The VCAN secretariat (PACCCIL team members) sit on the National Advisory Board (NAB) of the Vanuatu Government's Department of Climate Change. This Board makes all the policy decisions with regards to climate change and Disaster Risk Reduction. The VCAN has formalized this relationship with a Memorandum of Understanding (MoU) that governs this collaboration. In early 2020, VCAN was able to use its relationship with the NAB to influence decision making by inviting

the Vanuatu Business Resilience Council (VBRC) to be an observer on this board and ensuring their participation in on the working group for climate finance, mitigation, and adaptation. In turn, VCAN members were invited by the Vanuatu chamber of commerce to be a part of their working group on climate and resilience. This is an important example of how VCAN was able to broker an agreement for one of their members to play a more active role in influencing policy decisions alongside government duty bearers.

> "The Vanuatu Business Resilience council were not included in the NAB. They were represented through us, VCAN, through our partnership. While attending we influenced the NAB to also include the Vanuatu Business Resilience council as an observer. This is a success".

> **PACCCIL COORDINATOR AND VCAN SECRETARIAT MEMBER, FEB 2020**

A similar collaboration was established with the French Embassy through the signing of an agreement in Oct 2020. The agreement formalized the collaboration between the French embassy and their youth groups in advocating for climate change. Through the agreement the youth group received funding to support youth networks in creating outreach activities to neighbouring outer islands and communities with regards to climate change and possible adaptation solution and resources.

A statement by the funding entity for the VBRC with regards to this strategic plan relationship is as follows: "*VBRC's position as an advisory to the National Advisory Board for climate change in Vanuatu alongside VCAN is unique and with this strategic plan, further activities/resources will enable private sector/VBRC to engage, committing to climate change and disaster risk reduction and business resilience activities".*

VCAN is also a sitting committee member for the development of a guideline to implement Vanuatu's National Disaster and Human Induce Displacement policy. The aim of this participation is to ensure climate change issues are captured in the guidelines. It is yet unclear the results of this collaboration.

The PACCCIL project partners are also actively engaged with the Pacific Islands Forum Secretariat (PIFs), regularly attending the Annual CSO Forum. The Forum aims to provide an opportunity for Civil Society Organisations from across the Pacific to convene, discuss policy issues, and provide governments and policy makers with evidence-based and collective positions on regional level policy. The CSO Forum is an avenue for building and strengthening networks, relationships and sharing knowledge. Using these spaces, Oxfam through its PACCCIL project staff report, formalize and share common messages between CSOs that are then used by policy makers in their decision-making fora.

Three PACCCIL project staff represented Oxfam in the Pacific and were among the 27,000 delegates at the Climate Change Conference (COP25) in Spain in December 2019. Participation at the global platforms is key as Pacific Island States are often neglected and too often unable to make significant changes in these spaces. The staff reported significant engagement on their five key policy outcomes with a diverse range of stakeholders. However, the global talks were unable to reach consensus in many areas, pushing decisions into COP 26 in November, 2022 under "Rule 16" of the UN climate process. These staff also participated in three public facing media releases; A social media interview with Oxfam Intermon, a panellist at the Climate Action Network International (CAN-I) press conference and an interview with Devex published on Youtube (78 views as of Dec 2020). However, media and communications appeals from the Pacific Delegates were described as too emotional and Oxfam staff reported feeling unclear on the Pacific strategies that delegates wanted to bring forward. This calls for more dialogue for Oxfam in climate action networks spaces in the Pacific as well as better preparation to share common and agreed messages in the COP space.

Nevertheless, as a result of these engagements, the PACCCIL staff are regularly invited to be panellists or speakers at local, national, regional and global events. In September 2019, PICAN representatives attended or participated in nine climate summit related events including a Youth Climate Summit, Vanuatu's Workshop on a Climate Change Advisory Opinion by the International Court of Justice and a Pacific Youth Breakfast meeting with Fiji's Foreign Minister, Inia Seruiratu. The discussions from this breakfast meeting was drafted into an Intergenerational Declaration. The PICAN members also presented a statement to High Level Dialogue on Financing for Development. In March 2020, PACCCIL's Project Manager and Capacity Building Adviser was a panellist in 'Scotland's Stop Climate Chaos' webinar. The topic was "Climate Conversations: An Introduction to Climate Justice". Cabinet Ministers, Academics, International Development officers and CSOs and activists from several countries were part of the audience. The UN Economic and Social Commission for Asia and the Pacific invited PACCCIL to Samoa in 2019 to attend the Leveraging Ocean Resources for Sustainable Development of SIDs expert group meeting. The Climate Finance Advisor supported the outcome report on leveraging ocean resources using the research from climate finance and gender work in PACCCIL.

Such engagements are reported to be useful in strengthening relationships with duty bearers and in building legitimacy as a trusted advisor on evidence-based climate change in the region. They also serve to allow PACCCIL to demonstrate good practice and share knowledge in the region. This same legitimacy on a national level has resulted in increased network memberships for VCAN, SICAN and PICAN. Project staff also reported being invited to read and influence content

of decision papers on climate finance, loss and damage and other related climate change issue paperdeveloped by the PIFs and other climate change development partners in the Pacific.

## INFORMATION SHARING AND AWARENESS RAISING

By collaborating with the special Green Climate Fund project for Vanuatu and the Vanuatu Meteorology and Geo-hazard Department (VMGD), VCAN can disseminate widely climate and weather information to its network members to support their project activities.

> "We have a monthly meeting with partners. Each partner is hosting, and we are interacting, sharing ideas, talking about issues and making awareness. We then promote and make awareness of things like waste management at the marketplace to support SICAN"

**KUSTOM GARDENS, SICAN PARTNER, JAN 2021**



*Image 1. Isi Action Theatre group SICAN partner YEMSI raising awareness of climate change through drama. During the YEMSI forum in the Solomon Islands.*

VCAN network emails were also used to share calendar events of network members, encouraging participation. For example, VCAN mobilised support for the Telecom Vanuatu Limited community clean-up campaign by engaging the Vanuatu Environment Society to collect data for the waste collected (particularly plastic). The data collected is the only government data available on plastic waste, which is used for evaluating the impact of the plastic ban policy.

These are important examples of information sharing and subsequent collaboration of network members, however PACCCIL's own reporting indicates that only 33% within the VCAN mailing list regularly open these emails, 11% open them often, and 55% rarely open these emails[1]

## BEING A PUBLIC VOICE FOR CHANGE

In 2018/19 PACCCIL successfully lobbied the NAB board (the Vanuatu decision making body on climate change) to approve the VCAN proposal for an annual multi-stakeholder climate awareness event. The first of these events was held on the 20th September 2019 and included telecommunications providers, government ministries, CSOs, and representatives from the private sector participating in activities and demonstrations. The then Minister of Foreign Affairs and Trade (Ralph John Regenvanu) was noted as referencing this event when speaking publicly on climate change[2].

> "The global climate strike involved the active participation of the department in collaboration with VCAN"

**MITIGATION OFFICER, VANUATU DEPARTMENT OF CLIMATE CHANGE, JAN 2021**

A similar Global Climate Strike was organized by the SICAN network together with the Honiara City Council. This event also attracted NGOs, CSOs and the public in supporting the call for climate change action by the national and global leaders. Although unlike Vanuatu, a Global Climate Strike march was not granted by the police, it did not deter the commitment of the Honiara City council in declaring the Climate Emergency in Honiara during the official speech of the event on the 20th of September.

Participating in the COP25, in late 2019, the VCAN called on all Pacific leaders to take the issue of climate change and human rights to the international court of justice for an advisory opinion. In partnership with the Asociación Interamericana para la Defensa del Ambiente, the Center for International Environmental Law, Franciscans International, Natural Justice, the Pacific Island Students Fighting Climate Change, the Pan African Climate Justice, Alliance – the Vanuatu Climate Action Network (V-CAN), conducted regional web-based consultations with over 150 civil society and Indigenous Peoples experts across more than 50 countries. The objective was to collect views on the idea of the Human Rights Council establishing a mandate for a new UN Special Rapporteur on Human Rights and Climate Change. The report "A UN Special Rapporteur on Human Rights and Climate Change Regional Perspectives" channels these
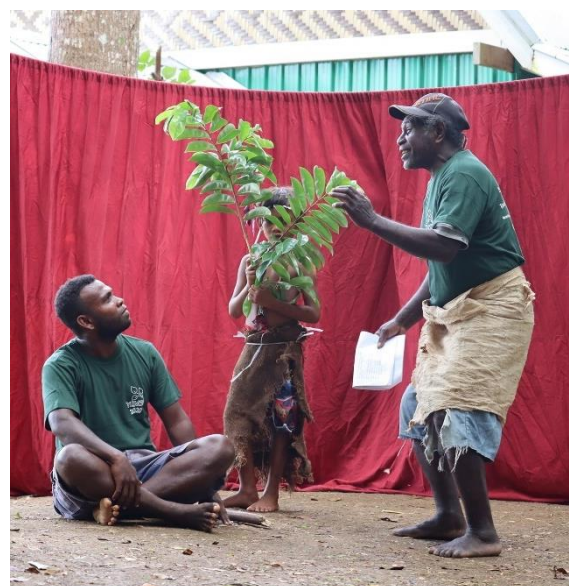
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[1] Total VCAN mailing list has 332 contacts 264 of them are subscribers
[2] This was noted in informant interviews, however no independent evidence was found for this reference.

perspectives to inform discussions on the issue.  Interviewed PACCCIL staff reports suggest that the Pacific Island Forum leaders support this initiative, however there is limited public information available to support this position.

> "the creation of a new special rapporteur on human rights and climate change would further help us advocate for more effective protection mechanisms and contribute to a better understanding of the human rights impacts of climate change".
>
> **[GEORGE KORAN, COORDINATOR OF THE VANUATU CLIMATE ACTION NETWORK (VCAN), QUOTED ON THE CENTER FOR INTERNATIONAL ENVIRONMENTAL LAW WEBSITE, OCT 2020]**

A series of SICAN meetings in July 2019 to the "NO Plastic Bag" campaign. Over 1000 people were reported to have been part of the campaign, 700 brochures and pamphlets were handed out and over 300 eco-bags were distributed. Staff and network members interviewed in this review reporting seeing women and men using the bags to go shopping in the market and in the grocery shops. Interviewees also reported that this event was an effective method for engaging the private sector in the climate change agenda by focusing on waste management and renewable resources. For example, one of the for-profit network members working on cleaning up single use plastic waste was able to raise awareness of the issue and their work through live demonstrations.  However, and while the campaign itself received positive support, PACCCIL staff reported the need for a bylaw on the use of plastic bags and that no policy changes have been affected at the time of writing.

The representative from the Vanuatu Government Department of Climate Change also noted the participation of VCAN in organising climate action events such as "Schools in Solidarity for the World School Strike for Climate Action" in March 2019.



*Image 2. Women vendors receiving information on climate change during Climate Change Awareness Week in Vanuatu, Sept 2019*

## YOUTH ENGAGEMENT

Although youth engagement is not in PACCCILs theory of change, there does appear to be an emphasis on engaging or building a generation of young climate activists. Youth events have received the same positive reception as other campaigns and includes a youth environmental movement led by the Pacific Island Students Fighting for Climate Change group and the Mai Ma'asina Green belt initiative group in the Solomon Islands. The SICAN secretariat took part in organizing the movement, provided financial, and logistic support to bring youths together. The collaboration was to inform the youths  on their duty of care with regards to climate change and the environment culminating in a two-day event with students invited from 5 schools in Honiara. Students participated in a day of "tokstori" (awareness raising), and a day of

"action" where they planted edible trees. These events we reported as important exposure and awareness raising initiatives that will continue regularly.



*Image 3. Youth Environment Movement in the Solomon Islands tree planting day.*

On network level, SICAN collaborated with the Pacific Islands Students Fighting Climate Change Regional to amplify their Art Competition on Human Rights and Climate Change through Solomon Islands Radio Broadcasting and printing of posters that were disseminated to schools and public places. In October 2020, PICAN signed a network agreement with the French embassy and their youth groups in advocating for climate change. The PICAN secretariat supports Alliance for Future Generations – Fiji by facilitating an online webinar as part of their Fiji Youth Climate Ambassador Program. This was a 6-month long program that brought together young people from diverse backgrounds to learn more about climate change and interrelated topics that range from gender to human rights to oceans.

Evidence from project reporting suggests that PACCCIL networks aim to build a cadre of young advocates and changemakers, who can articulately speak on the issue, influence policy and decision-makers and also lead on the ground actions/ programs that benefit their communities.



*Image 4. Vanuatu Pacific Students fighting for climate change.*

**OUTCOME 3: Good practice in the region is being redefined, influenced by learning and research from the project.**

Reporting on this result is limited to existing evidence of learning and research products. There is insufficient information regarding the resulting impact of these products on good practice in the region at the time of writing. There are multiple reasons for this result including the short timeframe of the PACCCIL project in relation to how long it takes to both affect and measure the results of changing practice. In addition, much of the work on sharing research and learning is also covered under the previous two outcomes.

PACCCIL staff support the acquisition of knowledge through shared experience, for example in being panellists in the national CSO dialogue "RESET Fiji" - a platform where alternative voices were given the chance to propose innovative ideas and solutions on how to chart a new economic recovery path for Fiji post covid-19. Similarly, PACCCIL staff often participate in climate change and environment dialogue that has in the past been aired live on a local mainstream television network and social media.

In September 2020, PACCCIL Vanuatu and its partners organized a dialogue leading up to Climate Change Awareness Week on the role of the public and private sector in economic recovery post-COVID-19. The Vanuatu Business Resilience Council was a panellist in the activity, which prompted them to organize a subsequent government dialogue on 30th October on the Recovering Economy post COVID-19. These discussions represent the first engagements between government and the private sector on the issue of COVID-19 since the pandemic hit in March 2020 and are an example of the role of PACCCIL in influencing public messaging and good practice with respect to collaboration.

Some of the achievements within the review period also include the publication of "Making Climate Finance Work for Women: Voices from Polynesian and Micronesian Communities", Poly/Micro Climate Finance and Gender research. During 2019, the PACCCIL team used the accountability framework from an Oxfam and World Resource Institute developed an Adaptation Finance Accountability Initiative (AFAI) Tool to assess the qualitative perception of women, the impact of climate change and their access to climate finance. The report aimed to quantify these perceptions into dollars. This report represented a social accountability 'check' of the effectiveness of climate financing and whether it gets to communities in the Pacific. This research is the first of its kind in providing information on access to climate finance, not just the effectiveness of the provided grants and has the potential to support network nodes in influencing national and regional priorities on the subject. The interviewee from the department of climate change in Vanuatu noted their participation in this research.

> "The survey that was conducted through support from PACCCIL on gender equity and social inclusion, in short GESI. The department was consulted through this program with the purpose of strengthening inclusion between all parties to address the adaptation of climate change impacts that islands here in Vanuatu are facing."

**MITIGATION OFFICER, VANUATU DEPARTMENT OF CLIMATE CHANGE, JAN 2021**

Following the launch of the report in 2020, the PACCCIL Climate Finance advisor facilitated the 9-day Adaptation Finance Accountability Initiative (AFAI) Tool Familiarization workshop in the Solomon Islands in February 2020. Lessons learned from the Climate Finance and Gender research were integrated into the development of a culturally appropriate AFAI tool for the (Solomon Islands Social Accountability Coalition) SISAC. The tool was then pre-tested through SICAN and the SISAC. Although the research is in early stages, this workstream is an example of how research from the project has contributed to the development of tools that are fit for purpose within the cultural context.

> "In May 2019, another workshop was convened with the aim of steering the government understanding on research directions for climate change, gender and land – and the response to climate change across Vanuatu. The departments participation in this was highly valued."

**MITIGATION OFFICER, VANUATU DEPARTMENT OF CLIMATE CHANGE, JAN 2021**

In addition to formal research reporting, PACCCIL project collects and collates stories from civil society organisations who are members of respective networks that the project supports. These stories go into policy briefs which are then presented to regional forums and organisations.

PACCCIL project messaging has also been featured on Aljazeera, Small Islands & Territories Journal publication and through Oxfam International, the staff engaged in global discussions on the concept of the Global Green New Deal publication. PACCCIL contributions to an Oxfam International Social Accountability of Climate and Agriculture Finance Report (2020) outline climate finance learning and experience in the Pacific. These are a few examples of outputs under this outcome, the outcomes of which are outside the scope of this review to measure. The Project staff also participated

actively in the review of the Oxfam Carbon Inequality Report and the Climate Finance Shadow Report highlighting issues and experiences from the Pacific. There is scope to re-define this outcome to better represent the approach taken by PACCCIL to redefine or influence good practice in the region through participation and shared experience, rather than only focusing on research and learning.

## COVID-19 RESPONSE

Following the declaration of the global COVID-19 pandemic in March 2020, PACCCIL in the Solomon Islands organized a collaboration with Oxfam's Australian Humanitarian Partnership (AHP) project to support the printing of COVID-19 messages on posters and pamphlets. The pamphlets and posters were disseminated to households in communities in and around Honiara by Development Service Exchange, the umbrella CSO body of which Oxfam in Solomon Islands is a member of. In September, in collaboration through the Ministry of Health and Medical Services and the Provincial Health Offices, four Billboards were set up in four provinces in Solomon Islands. Monitoring of this public health messaging indicated that the communities at the provincial level were more engaged into safe hand-washing methods and safe health practices and Health Clinics have reported reduced airborne diseases in the provinces of Tafea and Senma. This reduction has been attributed to the increased awareness achieved through the billboards and brochures on Covid-19.

## WHAT MECHANISMS CONTRIBUTED TO THESE OUTCOMES?

**DEVELOPING A SHARED VISION:** PACCCIL has been successful in co-designing business plans and influencing strategies with the network members. This approach supported the identification of mutual activities and provided structure that can be planned for, funded, and measured or tracked appropriately. Through the influencing strategies, PACCCIL was also able to create a clear and compelling cause that their members could support.

In addition, the development of a shared vision was also key in ensuring that the networks keep focused on their mandate. Annual reflection reports indicated that members were concerned that "VCAN is becoming a relief agency now like its network members – Red Cross, CARE, World Vision'. After further discussion, the steering committee agreed that VCAN will no longer work in the space of relief after a disaster but rather concentrate on its core function which is policy with regards to response and relief distribution after a disaster strikes.

> Recommendations: Define key milestones, performance indicators and regularly report on these to members, adjusting and course correcting as required. These influencing plans should be used to update the project Theory of Change.

**SHARED DECISION MAKING:** Decision making within the network secretariat appears to be inclusive of (engaged) members as often as possible. However, it is notable that PACCCIL does not aim for representative decision-making bodies by including, for example, women-led organizations, remote island organizations or disability partner organizations.

> Recommendations: Ensure regular and inclusive decision making, rotating leadership roles between network members and encouraging remote or regional participation. If disability or women led organizations are not available to participate in decision making, work with these groups to build the capacity of other members.

**CROSS-FUNCTIONAL PARTICIPATION:** VCAN secretariat members participate in government advisory bodies and network members attend each other's events. This engagement has increased the breadth and depth of information sharing. PACCCIL noted the value of inclusive technical working groups when planning for an activity - with representative members of CSOs, private sector and government ministries. Different members can take on responsibilities depending on their strengths. During the Vanuatu Strike for Climate Emergency Campaign Reflection meeting in October 2019, participants felt that working groups facilitate the 'chunking' of tasks into more achievable outcomes. VCAN has set up a VCAN Climate Finance Working Group, Policy working group and Advocacy Working Group, all composed and led by implementing partners with experience in each field.

> Recommendations: Encourage broader participation in advisory bodies (outside the secretariat) and build the capacity of participants to organize their own successful events. Ensure that the working groups set realistic and achievable goals and are transparent on progress. Increase private sector representation.

**LEVERAGING INDIVIDUAL AND ORGANIZATIONAL STRENGTHS:** Both VCAN and SICAN identify the types of activities PACCCIL could run for its members by drawing from existing wealth of knowledge each member possesses. They do this through brief but regular updates from the secretariat to the members on what is currently happening nationally, regionally, and globally. Network members then decide on how best to engage based on their strengths and organizational mandates. This ensures commitment and engagement by interested members.

In addition, interviewees in this report indicated that the Oxfam team members hired to work on the PACCCIL project brought with them a legacy of influential relationships with other CSOs, private sector or government connections that have significantly increased the effectiveness of the networks. Many local organisations similarly work informally to build opportunities for influencing persons to whom they are related and/or have unfettered access to. While this may sometimes be a potential for inappropriate conduct, it should also be an opportunity as informal network is culturally appropriate in the Pacific Region.

Recommendations: Identify/update organizational gaps and implement capacity building plans. Use peer learning and exchange to address these gaps. Ensure a strategy for maintaining relationships with key stakeholders beyond the continued participation of individuals. Ensure appropriate safeguarding protocols are in place to prevent breach of conduct or fraud by individuals.

**PEER LEARNING:** The project also ensures that learning from good practice is shared, and knowledge transferred across the Pacific. For example, in the design workshop for PACCCIL in 2018, the Government representative from the Solomon Islands was able to learn about the work of the VCAN, meet with various Vanuatu Government representatives and take this learning back to his Ministry, paving the way for setting up a similar network in the Solomon Islands.

Recommendations: Create a schedule of upcoming peer learning events linked to influencing strategies, document the lessons learned and explore a 'train the trainer" system for transfer of skills to remote network partners. Identify methods for broadcasting or online participation. A suggestion was made for PACCCIL to support the identification of a cross learning agenda between partners in countries as well as the regional partner, PICAN.

**GOVERNMENT RELATIONSHIPS:** One of the key strengths of the PACCCIL Vanuatu network is the positive and formalized relationship (in the form of an MOU) between VCAN and the Department of Climate Change. This established relationship allowed for VCAN to be part of the government delegation to COP25 in Spain in December 2019 among other key climate change events and advisory bodies.

Recommendations: Build the same opportunities to engage with government ministries in the Solomon Islands (SICAN) and Fiji (PICAN). Explore inclusion of other government departments as associate members of the networks in areas such as land development, waste management, disability, and gender inclusion.

**COMMON AND CLEAR MESSAGING:** Preparation of talking points or thematic briefs is one mechanism PACCCIL uses to support more strategic participation in influencing events such as the Climate Change and Conflict in Oceania workshop attended by PICAN members. These messages are translated and presented in local dialects. This ensures that all speakers reinforce the same agreed messaging, making it more likely to be heard clearly by duty bearers.

> Recommendations: PACCCIL may explore an online website to house these briefs for access by members and the public. Key messages and briefs could be linked to a learning or research agenda. Staff reflecting on COP25 participation also recommended that these messages are less emotive, and more evidence based.

**REGULAR INFORMATION EXCHANGE:** Ways of working within the networks rely on short, sharp, and easily digestible information. The network communication leads improve update by ensuring not to overwhelm them with information. This clear communication is especially important when carrying out disaster relief. Network members specifically noted the value of the secretariat in sharing information on climate change on a regular basis, as well as reports and resources that are palatable to a variety of audiences. This type of information sharing allows them to better plan their own activities, broaden their audience and it encourages collaboration. Some importance was placed on communicating across various mediums including social media and following up on requests for feedback.

Information exchange was noted by both PACCCIL staff and network members as both a strength and an area for improvement. For example, the Solomon Islands networking officer reported that "they [the government] are not sharing that information on what the government is doing, so that we can be well versed on what the climate change department is doing with our activities".  Similarly, the representative from the Vanuatu Ministry of Climate change requested that VCAN "Strengthen collaboration by informing the department of programs in a yearly plan or be more forthcoming at the start / consultation stage of climate change programs and providing annual reports".

> Recommendations: Vary the length/content of email blasts to increase the 'open rate' and conduct a phone survey to understand what some of the reasons members are do/do not open information emails. Investment in communications staff or volunteers/interns for the networks. Ensure that annual influencing strategies are shared widely and 'check in' with members on their satisfaction with the level of transparency.

**DIVERSITY OF MEMBERS:** Network partner members appear to have diverse but related interests. This diversity has been identified as a strength and opportunity but also presents challenges in competing priorities and the support they may need from the secretariat. In addition, it was noted that SICAN members responded emotively to the "no plastic bag campaign" as compared to other events that have a less visual or tangible focus, indicating that their participation is dependent on interest in the topic rather than broad commitment to the cause.

One lesson noted in the PACCCIL annual reflection included the need to broaden the audience at network events. For example, during the SICAN live Broadcast Launching during the climate strike event, participants were asking questions not only climate change, but other environmental related issues such as logging, mining, waste management. By only inviting the department of climate change and excluding the environment and conservation division of the Ministry of Environment PACCCIL was unable to meet the information needs of the public[3].  By increasing the range of network members, PACCCIL would have a broader audience to appeal to and engage with (to reach quorum), however this would also increase the demands on the secretariat.

> Recommendations: Explore concepts such as associate membership and full membership of the networks to ensure broad reach and a continued investment in core member organisations. Review the members, categorize the types of participation and input into the success of the networks and identify a modified partner model.  Explore the possibility of building a climate information referral mechanism (or website) so that people can be directed to the partner or place where they can have their questions answered in their own language. PACCCIL project activities (and network events) are required to walk the line between interest and impact or use, often combining the two.

**REPUTATION:** Prior to the project, VCAN had built a reputation for being the space that "housed" all civil society or NGO agencies in Vanuatu. This reputation is amplified through multi-stakeholder partnerships and participation in speaking events or working groups on climate change. It is one of the things that makes VCAN so successful. VCAN was successful in implementing the 20th of September climate campaign because it had fostered strong collaboration with participating partners beforehand. This reputation has been slower and more difficult to build in the Solomon Islands. A possible reason

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[3] The two divisions were invited, but they were not present during the No Plastic Bag Campaign

for this might be the cultural and operational differences between countries. It could also be a function of longevity of the organization and diversity [size] of members.

> Recommendations: Continue the visible participation in climate change events and activities. Publish research and learning in easily digestible formats and generally ensure consistent and positive engagement with civil society, government bodies and the private sector. Ensure continued support from a diverse funding base to extend the longevity of the project.

**ACCESS TO CLIMATE FINANCE:** Although this is a new and nascent area of work for the PACCCIL project, many staff and partners noted the value in this mechanism in achieving the eventual goals of the project – even though it is currently beyond the means of the project to deliver. In 2020, VCAN secretariat and its members attended a USAID climate finance workshop and subsequently established a working group on climate finance. The aim is to support members understanding of the available mechanisms of global climate finance and help where possible (in terms of capacity building) to access some of this grant for dedicated network members. A similar approach could be used to explore other sources of funds to support members, allowing PACCCIL project to focus on collaboration, influencing and learning activities.

> Recommendations: Incorporate access to climate finance as an outcome in the project theory of change. Invest resources in supporting network partners to write proposals and advocate with funding bodies to ensure representation of civil society in allocations.

**ESTABLISHING EXPECTATIONS:** Formalizing partnership agreements (with signatures) was regarded as being highly valuable in ensuring clarity on value and roles of each participating organization. Examples of this approach were clear in the Terms of Reference signed by network members or the memorandum of understanding between VCAN and the Department of Climate Change. The memorandum of agreement between the Vanuatu Department of Climate Change and VCAN was suggested as an effective model for all future similar agreements, including any future relationship that may need to be negotiated with Oxfam and VCAN as an independent legally registered organisation.

> Recommendations: Expand the number of formal agreements to support the capacity gaps or needs identified in the influencing strategies. Include non-traditional partners and focus on engaging the private sector.

## CHALLENGES TO IMPLEMENTATION

The context differs between all countries of operation of the PACCCIL project and therefore the opportunity for effectively influencing climate change policy and practice differs. VCAN has been inexistence since 2012 and has significant ties to, and recognition at national government level in supporting the implementation of the national development contribution. For PICAN and to a greater degree, SICAN, the work to establish a strong network is a challenge. In addition, logistical, communication and budgetary issues are a challenge in the Solomon Islands. In Solomon Islands at the government level, climate change is situated within a larger ministry and does not enjoy a priority status as it does in Vanuatu. Decisions are often made without consultation of civil society and the networks are required to weave themselves into the conversation.

**COMPETING MEMBER PRIORITIES LOWERS PARTICIPATION:** Network members are voluntary, and their participation is low. Many of the members of the networks have other priorities to consider. Slow and inactive response from members prompted the VCAN secretariat to prioritize face to face consultation with urban network members for important decisions. However, this preference does exclude rural organizations located in remote islands.

> "I think one of the challenges that we have is because we are just a tiny organization, with just two of us in the office and sometimes VCAN asks us to do some presentation at short notice we can't go because we have other things to do."
>
> **VCAN MEMBER, ENVIRONMENTAL SCIENCE SOCIETY, JAN 2021**

In addition, the project has had challenges in engaging the private sector in the activities or decision-making spaces convened by the influencing networks. These groups often make commitments to the broad goals of collaborating on climate change, without following through with tangible engagement.

> "The ultimate goals are to see the inclusive participation of not just CSOs or women organizations, but also private sector and government departments. Currently the private sector is not in line with the climate change language. They are sort of keeping a distance from us, so that is a gap we really need to bridge."
>
> **NETWORKING OFFICER, SICAN, FEB 2021**

Interviewees noted a challenge in aligning PACCCIL outcomes with partner organization goals, work plans and need for financial support. Particularly as the networks grow, the secretariat may not be able to meet these diverse needs. PICAN was noted as having the same challenge in looking for extra funding to finance copy edits and printing of its research products.

Recommendations: clarify with network members their availability to contribute to the goals of the organization, consider formalising some partnerships, broaden leadership or decision-making roles to include other partners (beyond those of Oxfam funded staff), build volunteer engagement in the management of the organization (i.e., creating and sending monthly emails etc). Work from the national development priorities to identify common projects or activities (applicable to Vanuatu).

**CAPACITY BUILDING DEPENDS ON PARTNERSHIP PRIORITIES:** Like the above, feedback from PACCCIL staff indicated that because engagement with the networks is largely voluntary, requests for capacity building depend on member priorities, not the priorities or gaps identified by the PACCCIL project.  Given the limited resources of the secretariate members and PACCCIL staff, not all the requests can be met and there is a negotiation that occurs to ensure equal value of all parties.

Recommendations: Formalised partnership agreements may go some way to ease this negotiation. There appeared to be general commitment from interviewed members to receive additional support in accessing climate finance.

**EXCLUSION OF REMOTE OR RURAL MEMBERS**: Outside one or two activities run by network members and primarily due to the COVID-19 pandemic the project had had a limited focus on creating opportunities for remotely situated members or communities to engage in the network activities[4]. However, many of the members do have rural or regional reach that could be better utilized.  Effective communication is a challenge for PACCCIL staff and the influencing networks, especially for the members that do not have access to the internet. The communication is often one way.

Recommendations: The influencing nodes should aim to encourage involvement of network members in regional meetings and/or find methods of moving their meetings or activities 'online' to ensure ownership of network and increase active participation by rural members. These methods should be considerate of the length of time it takes for rural organizations to travel to capitals. Examples could include the provision of a satellite phone, or partnership with a telecommunications company to expand their regional reach. PACCCIL could also consider sending mobile text message blasts with important information or generally reducing the content to smaller 'bite sized' pieces that can be shared more often.

**COVID-19 PANDEMIC:** Even before the COVID-19 pandemic was declared on March 11th, PACCCIL staff had begun to engage and support their country partners SICAN and VCAN as well as PICAN in coordinating a response to the pandemic. This support included developing key influencing priorities and messages for COVID-19, an action plan and a MEAL plan and tracking tool. PACCCIL funding contributed to the purchase of Personal Protective Equipment such as masks, gloves, and soap to government health stakeholders, sponsoring Billboards that amplified messages on health, inclusive economic relief, gender rights and civic space and security and producing IECs in collaboration with governments as well as organizing radio talk back shows to raise awareness on the Pandemic and its implication on Climate Change.  While working on the Pandemic the teams were simultaneously working to respond to TC Harold that devastated Solomon Islands, Fiji and Vanuatu.

One impact of this work was the diversion of some activity funds to COVID-19 implementation in country. Primary research and in-person training were noted as being on hold until remote travel is possible again. The funds budgeted for these activities were diverted to the COVID-19 response.

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[4] It should be noted that there are regional annual network and capacity building activities budgeted

## ATTRIBUTION

Key informants were asked to comment on the role of Oxfam in contributing to the achievements noted above. It was generally noted that without Oxfam's support, the network nodes would not have been able to achieve their goals. This support includes financial backing and resourcing of office spaces, as well as organizational and coordination capacity. Oxfam PACCCIL teams also provide capacity support by conducting organisational capacity assessments identifying partner strengths and identifying how to channel these towards influencing goals. Oxfam PACCCIL staff also identify who and when to bring others to the table to achieve their goals. Oxfam has also provided a key role in building policies and practice that allow for the institutionalization of the networks, for example in ensuring child safeguarding and code of conduct policy development. Most of the interviewees indicated that the strength of Oxfam is in promoting the VCAN and SICAN networks as the public face of the project.

> "It [Oxfam] has allowed SICAN to believe that by bringing people together from multi-disciplinary areas it will have greater impact and influence on how their voices are amplified, not just at the community level but also the regional level. Oxfam is bridging that gap for us."
>
> NETWORK OFFICER, SICAN, FEB 2021



*Image 5. Solomon Islands international day for rural women.*

## GAPS IN EFFECTIVENESS

The following areas are noted as missing from the PACCCIL model of implementation. They are discussed here as recommendations for inclusion into the operating environment and theory of action for the project.

One of the elements that interviewees noted as missing from the PACCCIL implementation model was a decision-making framework that clearly indicates to staff (and the network nodes) how to prioritize certain engagements and where to focus energy. Much of the work done under the project is led by the networks and this has resulted in a broad range of diverse but related engagements and activities. While this approach achieves the aim of 'getting the networks out there', staff noted a challenge in achieving the long-term depth of engagement on a policy or subject required to affect change. It has a secondary consequence of appearing like a random collection of activities in the PACCCIL reporting, without considered links to the project goals. The aim of the influencing strategies for each network node was in directing this focus, however choices in how and where to place time or resources continues to be opportunistic. This has the double effect of potentially overburdening staff.

A further gap in the PACCCIL project is in facilitating innovation. In this case it might be seeking out partners who do not fit the 'usual' type, in introducing new ways of working, technology or digital solutions. One example is in a recent call by partners during the annual reflection for both technical and financial support by all Stakeholders including the Government, Development / Donor partners for better collaboration through implementation of Recycling & Waste Management activities to mitigate impacts of climate change. This call exemplifies the interrelatedness of climate change programs and by engaging non-usual partners, PACCICL may be able to raise awareness without investing significant resources.

## GENDER AND SOCIAL INCLUSION

PACCCIL source information describes the gender approach for the project as "significant" in DFAT reporting but no details are provided on what this involves. In February 2020, the project commissioned a review of Gender Equity Disability and Social Inclusion which highlighted a number of issues which represent potential barriers to participation and inclusion of persons belonging to what are often referred to as marginalised groups, for example women, persons with disability and members of the LGBTI community. These recommendations will not be repeated here, except to note that there is limited available evidence for assessing outcomes from a gender lens.

Similarly, the project is noted as taking a mainstreaming approach to disability inclusion according to project design documents.   VCAN has two disability partner organizations, namely the Rainbow theatre group – a theatre group comprising of all people with disability doing role plays on climate change relevant issues. Another is the Vanuatu Society for People with Disability (VSDP) – being the overall umbrella for disability affairs in Vanuatu. In addition, VCAN has recently begun meeting in places that are accessible for people living with disability. Prior to 2020, this was not something that the project prioritized. However, again limited evidence is available describing participation by persons with a disability in the project or outcomes the result of the mainstreaming approach.

## SAFEGUARDING

Most of the community-based organisation members do not have policies covering safeguarding issues such as protection of the environment, disability inclusion, child protection, community feedback etc. This is also a challenge for the networks themselves such that although both VCAN and SICAN have policies and guidelines, they are difficult to implement. If these networks are to become registered organizations, additional resources would be required to ensure institutional strengthening to govern practice as the potential for poor risk management and fraud could increase. The events organised by the network should each include a risk review to protect people particularly around Protection from Sexual Exploitation and Abuse.  Currently the PACCCIL Team in Vanuatu are working with SC VU to draft the VCAN Safeguarding policy.

# EFFICIENCY

## WHAT ARE THE WAYS OF WORKING AND TOOLS THAT AID BETTER QUALITY PROGRAMMING IN PACCCIL?

Several of the tools for efficient programming are also mechanisms for effective programming outlined in the previous section. However, there are some more project management or operational methods of working that contribute to the achievement of PACCCILs outcomes.

The project was originally proposed for Vanuatu. By expanding the project to the Solomon Islands and the broader Pacific Region and Poly-Micro, this project can support a more connected approach to climate change influencing in the Pacific. This approach avoids duplication and ensures a targeted and stronger influencing approach. The project has been able to draw on expertise, best practices and research and learning from multiple countries and this has improved the efficiency of the implementation. In addition, PACCCIL staff agreed that allowing the Program Manager to focus on regional and global issues, does free up-country coordinators to focus on national priorities. However, this also means that the Program Manager is not always available or aware of the more operational aspects of the program. PACCCIL management staff should ensure that bi-directional communication occurs with reliable frequency.

The secondment of Oxfam staff to assist the VCAN, SICAN and PICAN networks successfully strengthened their organisational processes and systems as well as the effective implementation of project activities. However, this dual role forces staff to prioritize network activities and operation over the management requirements of the project.  PACCCIL country coordinators are also key members of the VCAN and SICAN secretariat. These coordinators provide general management roles, support to members and in the organization of campaigns, capacity building and brokering of agreements, and they are key representatives on advisory boards and working groups. However, these same people are expected to meet the project management, budgetary and reporting requirements of their roles at Oxfam. These positions

are contributing to the success of the PACCCIL project, however due to the workload they are also a hinderance to the transparency and delivery of the project on time, scope, and budget.

> "Recruitment is slow and a few members end up doing all the work, sacrificing management functions such as reporting."

The project often has successfully leveraged resources from Oxfam's other EU funded regional project, "Raising Pacific Voices", for example in piggybacking on the Organisational Capacity Assessment Training to include PICAN and SICAN. The project has also used expertise from RPV to assist SICAN with its registration, and governance structure, as well as using RPV's partners to carry out research in the Northern Pacific.

Some other mechanisms that are currently being used to improve the efficiency of the project include.

1. The creation of individual network influencing strategies works well to ensure transparent annual planning and reflection for network nodes.
2. The introduction of the Networking Officer to the project staff structure in the Solomon Islands was instrumental in coordinating and implementing workshops, meetings and keeping up to date with the network and developing a SICAN database and expanding the SICAN membership with several organization and individual becoming members.
3. The creation of evidence-based policy briefs for members to ensure consistent messaging.

Some mechanisms that would likely further improve the efficiency of the project include.

4. Ensure peer review of Oxfam research reports to ensure rigor in publication.
5. Storytelling – PACCCIL project results and successes could be more effectively used to deliver influencing messages, however capacity to produce high-quality communications materials was noted by participants as low. Participants in this review also noted an increase need for financial support for merchandise, branding, communications, professional media or photography skills and essential training in these areas.
6. Noting their already large workload, the PACCCIL staff (as members of the secretariat) could work to build financial literacy, proposal development skills amongst network partners. These are the areas most requested by members.
7. The PACCCIL Theory of Change (ToC) is not fit for purpose. A ToC is an attempt to articulate the pathway to success for the project. PACCCIL's ToC does not appear to drive programming decisions, act as a communication document and nor does it accurately reflect the project outcomes. As this review attests, the project outcomes are so interrelated that reporting against the three outcomes is also quite difficult.  The project baseline and the key informant interviews for this review suggest a revision of the ToC so that it reflects a more realistic theory of how change happens within this project. Given the different contexts of the project operations, one suggestion was made to localise all project documents/policies to each country and align them better to the regional strategy of Oxfam in the Pacific.

One further limitation of this review is that it does not cover value for money or the efficient management of budgetary resources in achieving the project results.

## PACCCIL PARTNERSHIP MODEL

Although there is limited information describing PACCCIL's partnership model, key informant interviews indicated that the standard used by the networks consists of broad and opportunistic recruitment of organizations to the network, usually based on awareness raising done by members.  Formal agreements, in the form of a memorandum of understanding, are arranged with high-value partners such as government ministries. The type of partnership was described as somewhat transactional as the networks themselves rely on voluntary engagement.

PACCCIL's partnership approach is not akin to Oxfam's other project models. Rather than pre-designing a theory of action or asking for proposals, PACCCIL influencing networks use existing partner planning to identify joint activities for the network members to collaborate on. Some are campaigns (plastic bag/joint climate), some are Oxfam-proposed activities (vulnerability assessment tool). It is for this reason that some of the PACCCIL activities can seem ad hoc or randomly linked to the broader Theory of Change.

The size of the networks themselves was a point of difference between the VCAN and SICAN members. Some prefer a smaller and more manageable network, with more agile and committed members. It was acknowledged that climate change is a cross cutting issue for many, and good representation is needed, however participation is key. Having organizational goals as already including climate change was also noted as key.  Others feel the need to have a larger

collective voice with different levels of participation. Again, the lack of participation from the private sector – being a group with different needs from NGOs or CSOs - was noted as missing from the partnership approach.

## REGIONAL INFLUENCING STRATEGY

The Pacific Regional Influencing strategy is intended to help Oxfam leverage greater influence in regional policy debates in the Pacific by setting out key priorities and principles for Oxfam's regional influencing work in the Pacific (for the period 2016-2019). Although the priority focus areas of this strategy have expired, one of the purposes of this review is to evaluate the PACCCIL model of implementation against the Regional strategy. The key principles outlined in the regional strategy do align with the approach taken by PACCCIL.

- Be Pacific-led;
- Involve support to Pacific civil society networks and umbrella organisations;
- Target both Pacific island duty-bearers (such as island governments and regional organisations) and international duty-bearers (donor governments, transnational corporations, global organisations);
- Involve Oxfam's country teams in the Pacific;
- Be developed in collaboration with in-country partners and allies;
- See Oxfam convene spaces for local civil society;
- See Oxfam in the Pacific contribute to, and draw from, Oxfam's 'Worldwide Influencing Network' (WIN);
- Be endorsed by Oxfam's Pacific Leadership Team.

In addition to principles, the regional strategy sets out some minimum standards for multi-year influencing programs in the Pacific. The PACCCIL project meets almost all the expectations including the requirement to impact a wide population (including regional and global levels). The project also has a theory of change, power and stakeholder analysis and to some degree a stakeholder engagement plan (in the network influencing strategies) as required. PACCCIL would need to work on updating these and better defining Oxfam's added value in achieving the Projects goals going forward. The project is also advised to review the initial list of potential allies under climate change, against their current list of partners.

## MONITORING AND EVALUATION

PACCCIL's Monitoring and Evaluation Framework has noticeably improved from year 1 to year 2 by including more regular, transparent recording of the project results and in including evidence to support the conclusions. The framework is limited by the outdated language of the project Theory of Change such that it does not accurately reflect what is being achieved 'on the ground'.

Some recommendations in this regard were made in the baseline for the project conducted in March 2020: "By changing the wording of some of the indicators network members might feel more included in the PACCCIL project. At present the indicators relate to PACCCIL rather than the partner organisations of PICAN, SICAN and VCAN each of which is made up of members many of whom have no knowledge or understanding of PACCCIL [one of the exercises of the MTR might be to workshop some indicators for each organization]…To maximise the benefit of monitoring Partners member organisations need to be assisted to become aware of how their work aligns with the outcomes and indicators of PACCCIL".

Similarly, the PACCCIL project documentation in the MEAL framework reads as a list of activities rather than a holistic story of the outcomes or results of the influencing project. The difference between evidence of achievement is often replaced by or confused with evidence of activity and output. One reason for this was reported to be the fact that the MEL coordinator sits at regional office, and project coordinators are not always well briefed on why certain information might be important. Oxfam staff and partners were noted as not always being aware of reporting requirements and the need for detail and evidence/explanations of outputs.

> VCAN due to its close links with government has significant evidence such as MOUs, membership of the NAB and inclusion in government delegations relating to climate change. While having an MOU in place or being a member of a board does not in itself mean influence is achieved, they are steps in the process of bringing influence to bare. SICAN representatives were not able to identify examples of evidence of where or how they had influenced policy or practice at any level. The existence of the Network itself and the expansion of the network membership from 11 to 14 is the extent of their evidence.

**[GEDSI BASELINE, MARCH 2020]**

Similarly, and as noted throughout this report, PACCCIL monitoring does not attempted to assess the results of an activity, event, report or meeting beyond the conclusion of the activity itself. For example, no information was available for this report on whether a training resulted in an increase in knowledge or skills of the attendees or if the publication of a report resulted in several other media hits or mentions.

Therefore the project is advised to a) redesign the Theory of Change to reflect more realistic and achievable goals b) invest in MEAL frameworks that tell a more holistic story of the project outcomes rather than only reporting on activities, c) work to monitor the short term outcomes of the project activities so as to better link the activities to the outcomes of the project and d) build staff and partner understanding of what information is important when monitoring and reporting on their activities. The annual member reflection workshops would be a good opportunity to administer a short survey to network members assessing their knowledge and skills.

# SUMMARY

The PACCCIL project works through national influencing networks to achieve the project goals. These networks were established by Oxfam and are comprised of a range of small two-person civil society organizations, medium 10-20 non-profit agencies, 10-member government ministries and large private sector corporations. Representatives from these networks meet monthly to *"speak the same language of climate change and to raise the issues that we, as Pacific Islanders, are facing and what measures are there that we can collaborate on in order to make a difference"*. These networks are managed by a secretariat, populated with Oxfam staff. While the secretariat is charged with building the resources and institutional capacity of the network, the members themselves share information, collaborate, and contribute to each other's work. Bi-weekly and monthly information emails are shared between members to assist in raising the profile of member activities and to promote shared messages around climate change and disasters. Oxfam supports the networks by convening, brokering and facilitating the same discussions at a national, and regional scale and by making sure that the right people are in the room to hear the voices of the communities. By investing in localized research on climate change, Oxfam also ensures that the networks have the information they need to feel confident advocating for the changes they wish to see.

> "For now I find it very interesting and I see a lot of benefits ahead. At the moment, from last years' experience, since joining this network – we have a lot of monthly meetings where we come together and we share what we are doing in the face of climate change. As a community-based organization, I have seen the need and the privilege and the opportunity that this network has given us – especially when we learn from other partners in the network like Kustom Gardens."
>
> **COORDINATOR, SOLOMON ISLANDS WATER CONSERVATION ASSOCIATION, DEC 2020**

Through this collaboration the project has been able to organize a number of activities including national climate action awareness raising events, participation in global climate action discussions, publication of high-profile research papers, effective capacity building and training activities within networks, and the successful registration of the Vanuatu Climate Action Network as a legal entity. An emerging focus of the project, with which they have had some early success, is in the area of research in access to climate finance.

PACCCIL achieves these goals by ensuring that the climate action networks develop shared visions and influencing strategies, ensuring shared decision making in the management of the networks, providing opportunities for participation in discussion spaces and by leveraging the strengths of each member. Members use their strengths to engage in peer learning or awareness raising, but also in providing access to influential people or agencies. The reputation of the network and the members appears to be an important step in building the legitimacy of the organization to advise and participate in influencing opportunities.

This review has found that establishing expectations or formal agreements within and between members is key in building accountability for commitments to actions. Similarly, common and clear messages and regular information exchange serve to both plan effectively but also build transparency in who is doing what, when and how with regards to the shared priority of tackling climate change effectively.

The diversity of the climate action networks is both a strength and a challenge to the success of the project such that more members amplify the message and provide leverage points for collective action, but also place a management strain on what is essentially a volunteer organisation. The type of members are important and it was noted in this review that government participation is essential and is a strength, particularly of the VCAN network, however there is some way to go in doing the same in the Solomon Islands. Similarly, the project is lacking the necessary engagement from the private sector, women-led organizations and disability inclusive organizations. These last two areas are noted as being implementation gaps for PACCCIL.

Some additional challenges within the PACCCIL project has been in the area of project or operational management. The project indicated significant delays caused by recruitment gaps, leading to budget underspend and delays to achieving

project outcomes in the first two years. In addition, the countries of operation have also been subject to climate events such as cycle TC Harold in April 2020 which has hampered the projects capacity to reach network members who were busy responding and recovering to the crisis. In addition, the project was delayed due to the Covid-19 pandemic with Solomon Islands, Fiji and Vanuatu all suffering adverse economic effects of the border closures. In terms of sharing the successes of the project, PACCCIL monitoring, reporting and impact communication has a heavy focus on activity reporting rather than building an understanding the effects of these activities. In addition, the original theory of change of the project sets goals beyond the scope of the funding period.

There is a gap in the PACCCIL documentation between what is being done, and the short/medium changes that lead to the eventual goals or outcomes of the project. This review has attempted to articulate these steps by articulating the mechanisms and assumptions underpinning the steps to achieving influencing and policy practice, with a view to supporting the design of a more relevant project Theory of Change. These steps are represented in the figure below. In particular, the second PACCCIL outcome regarding collaboration has been moved to a medium-term outcome necessary before successfully creating the space for influencing policy and practice. The text in orange represents additions to the current model of PACCCIL that may serve to address the implementation or measurement gaps.

**PACCCIL ON A PAGE:** Steps to opening the door to policy and practice transformation on climate change in the Pacific Region.

**POLICY AND PRACTICE CHANGE**

**GOAL 1:** Pacific CSO networks effectively [create and participate in opportunities] to influence national, regional, and global climate change and disaster policy and practice.

**GOAL 2:** Research, [information, best practice] evidence and learning from the project is being used to create climate smart policy and practice.

**MID-TERM OUTCOMES**

[STRONGER CSOs SUCCESSFULLY ACCESS CLIMATE FINANCE]

COLLABORATION BETWEEN CIVIL SOCIETY, GOVERNMENTS & PRIVATE SECTOR
INCREASED ENGAGEMENT IN SHARING RESEARCH AND BEST PRACTICE

CONVENE, BROKER, FACILIATE ENGAGEMENT & DISCUSSION
BE A TRUSTED ADVISOR AND CRITICAL FRIEND
BE A PUBLIC VOICE FOR CHANGE
BUILD A BIGGER / BETTER EVIDENCE BASE [on inclusive climate action]

**EARLY OUTCOMES**

BUILD NETWORKS CAPACITY TO PARTICIPATE IN / INFLUENCE DISCUSSIONS
CREATE COMMON [accessible] MESSAGES AND BRIEFS
BUILD A GENERATION OF YOUNG CLIMATE CHANGE LEADERS
INFORMATION SHARING AND AWARENESS RAISING

CONVENE AND ORGANISE [inclusive] CIVIL SOCIETY NETWORKS
BUILD RELATIONSHIPS AND CONNECTIONS
PARTICIPATE IN CLIMATE CHANGE DISCUSSIONS
[BUILD UNDERSTANDING OF GENDER, SOCIAL INCLUSION AND CLIMATE CHANGE]

**MECHANISMS:**

| | | |
|---|---|---|
| CROSS-FUNCTIONAL PARTICIPATION | DEVELOPING A SHARED VISION | PEER LEARNING |
| REGULAR INFORMATION EXCHANGE | ESTABLISHING EXPECTATIONS | DIVERSITY OF MEMBERS |
| BUILDING ENGAGEMENT OVER TIME | GOVERNMENT RELATIONSHIPS | SHARED DECISION MAKING |
| ACCESS TO CLIMATE FINANCE | COMMON AND CLEAR MESSAGING | REPUTATION BUILDING |

# RECOMMENDATIONS

## Theory of Change and Enabling Environment

The project would be strengthened with greater investment in up-front program design, including closer interrogation of theory of change assumptions and a Monitoring Evaluation and Learning framework that collects meaningful data to assess the theory of change. The approach/strategies and actors are clearly defined in the PACCCIL ways of working or implementation mechanisms. What is less clear is whether the project has mapped the enabling environment or systems that facilitate this change and the other allies or stakeholders operating in this environment. The ambition of PACCCIL is across multiple levels of actors and social spaces, but how does the convener/broker/facilitator role work for individuals or community, sub-national, national and regional networks? How does the project aim to systematically move CSOs from civil society strengthening, to active collaboration, transparency, accountability for duty bearers and ultimately Climate Smart Policy and Practice?  Who are the key actors engaged in each of these levels of the stakeholder environment? The individual influencing strategies created by the network nodes could be used to inform these broader PACCCIL ToC elements.

One of challenges of the project has is that activities are driven by the priorities of certain engaged network members.  By making a clearer distinction of the roles of the individual or community, sub-national, national and regional networks and how change is influenced across each of these levels of the environment, and who is responsible for specific parts of the work. Such an approach would ensure a strategy for maintaining relationships with key stakeholders beyond the continued participation of individuals in the networks. There should also be a specific stakeholder engagement plan that details how the project will better engage the private sector and why.

For example, informed and active citizen groups are supported to access climate finance and demand accountability for committed funds.  This would have influence "up" the chain. Likewise, regional ambition and commitments for member states on delivery and prioritisation of climate finance would see an influence "down" the chain. What is the role of the private sector in this chain? Such specific ambitions, the role of the environment and each stakeholder could be updated in the projects Theory of Change and tested in the remaining years of the project. These ambitions are to some degree already in the network influencing plans, however they have yet to be included in an update to the PACCCIL project design.

This update to the theory of change should also include a description of the areas of "climate change and disaster policy and practice" that the project is intending to influence. The key actions in the influencing plan could be integrated into the project design documentation. Participants in this review discussed the need to be clear about what the networks will and will not focus on, for example to avoid being a disaster response body.

## Regional Approach

One of the elements of the PACCCIL design that could use some further clarity is the 'regionality' of the project. The bulk of evidence for this review did focus on the multi-country work completed in Vanuatu and the Solomon Islands. The role of the PICAN network (formerly funded under PACCCIL) may need to be better defined in the project documentation and theory of change (as a key stakeholder). Specifically, what approach will the project take to creating a regional approach to climate change collaboration, influencing and learning? Some of this more regional perspective for the project would be served through an annual political economic or situational analysis where the opportunities or 'moments' for entry into the climate change decision spaces are mapped and updated. Such a situational analysis may also provide a rolling assessment of changes to the policy and practice space attributable to the project.

## Outcome Reporting

PACCCIL staff and the influencing networks act as a bridge or facilitator in bringing two or more groups of people together to discuss climate action and collaborate. Subsequent actions or policy change are the responsibility of the duty bearers. However it is as yet unknown the impact of the research and learning pillar of the theory of change and the PACCCIL project should be able to demonstrate the long-term effectiveness of the convener/broker/facilitator role by documenting or systematically measuring knowledge, behaviour change, or policy outcomes.  This could be done through an annual scanning of the regulatory or policy environment, following up with participants of trainings or conference events or tracking media mentions. The usefulness or value of panel discussions, conferences, research or training provided or organized by the project should be measured in the weeks following such events.

Influencing work is long term. Change can be slow and incremental and the myriad of players and audiences present greater challenges in capturing multiple stories and angles that often occur simultaneously however the project should aim to show how PACCCIL helped shape a process and result that is wider than Oxfam's individual contribution. It would be beneficial for the project to set up a characterisation system for outcomes and impact highlighting Oxfam's contribution as 1) "Instrumental" (Oxfam was the only or the driving player; wouldn't have happened without us); 2) "Substantial" (significantly shaped outcomes, but process predominantly driven by other players or a coalition); 3) "Visible" (Oxfam played a visible, but not decisive role); or 4) "Nominal" (Oxfam contributed, but not in a substantial way). Similarly, a Champion Scorecard or Index might be used for tracking evidence of change in position of target decision makers and key influential, such as policymakers, community leaders, and private sector actors.

> "The thing that the department would like to see is a report from the work that VCAN is producing, apart from the work we may have been informed of or known of, to keep on our file. To see how VCAN, through some of the work they are promoting or advocating for specifically relating to climate change matters"
>
> **MITIGATION OFFICER, VANUATU DEPARTMENT OF CLIMATE CHANGE, JAN 2021**

## Gender

The project should consider how to meaningfully include marginalised groups such as women and girls, youth and people with disabilities in the program design and implementation. The aim should be to build inclusive practice whereby the network organisations intentionally work to remove barriers to participation in their activities, such as information gathering or dissemination. PACCCIL can start to model such behaviour by using inclusive language which is understood and accepted by local communities rather than foreign terms such as rights and equality which can be interpreted as cultural suppression. PACCCIL Partners and other CS organisations could be more active in engaging with those who face barriers the result of a disability by engaging with them in their 'space'.

## Network Governance

The project should ensure regular and inclusive decision making, rotating leadership roles between network members and encouraging remote or regional participation. In order to generate continued 'buy-in' the PACCCIL project could encourage broader participation in advisory bodies or network governance by members, freeing up time of the PACCCIL secretariat members. If disability or women led organizations are not available to participate in decision making, the project should aim to work with these groups to build the capacity of other members. These same advisory organizations could also work with the VICAN and SICAN governance bodies to ensure appropriate protocols are in place to prevent breach of conduct by individuals within the network. The informality of these networks and the relationship building within them is a strength, however the PACCCIL project should aim to provide some principles of operation that also protect members when engaging with different power structures, planning and preparation of risk assessments for events so network members are not entering in to spaces where people are at risk.

There is value for the PACCCIL networks in exploring different partnership models such as volunteers, associate membership and full membership to ensure broad reach and a continued investment in core member organisations. One possibility might be to include other government departments as associate members of the networks in areas such as land development, waste management, disability, and gender inclusion. In line with the earlier recommendation, if the project can outline the broader operating environment, and the roles of stakeholders within each level, then a more targeted approach to engagement with members would be possible. PACCCIL would be able to expand the number of formal agreements to support the capacity gaps or needs identified in the stakeholder engagement plan and influencing strategies. A recommendation was made for an annual review of members, categorizing their engagement to-date and clarify with network members their availability to contribute to the goals of the organization. The governance group could then work on researching engagement strategies to build participation.

## Capacity Development

The peer learning exchange model works well for this project to address knowledge gaps. The project could further improve this approach by creating a schedule of upcoming peer learning or training events that are linked to influencing strategies and exploring a 'train the trainer" system for transfer of skills to remote network partners. PACCCIL could also support the identification of a cross learning agenda between partners in countries and invest resources in supporting network partners to write proposals and advocate with funding bodies to ensure representation of civil society in allocations.
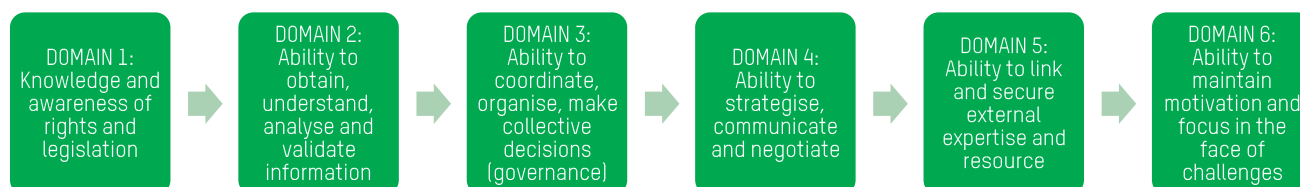
> "There should be a capacity building training to be considered for all network partners and members, especially in areas of gender inclusion and climate change, because I feel that for women in our community, they are mostly affected by climate change."
>
> **COORDINATOR, SOLOMON ISLANDS WATER CONSERVATION ASSOCIATION, DEC 2020**

## Lessons from Oxfam's rights-based approach to Free and Prior Informed Consent programming.

Oxfam has been working to support communities' rights to 'free, prior and informed consent' (FPIC) in the natural resource management and the extractives industries for over ten years. In 2014 an evaluation of the ANCP Australian Mining Advocacy FPIC program found that the *'program theory of change is a sound approach but program impact could be strengthened by a more clearly articulated understanding of the ways capacity building will occur as a result of the program and how this could be supported by Oxfam'* . The same statement could be true of the PACCCIL project. The FPIC program aims to strengthen the capacity of communities affected by large-scale projects to understand and advocate for their rights in relation to FPIC; to effectively participate in negotiation over projects that have impacts on their lives, livelihoods or lands and territories; and to hold governments and companies to account on FPIC.  Some of these same goals would apply to the PACCCIL network civil society groups with respect to climate change adaptation. The resulting theory of change that was developed articulates the six core capacities needing to be strengthened, transformed, changed in order for the projects to be successful in advocating for and influencing decision making.  An approach to such as this may work for the PACCCIL team in more clearly calling out of the capacities required for climate rights to be achieved in the Pacific Region and the steps required to achieve the theory of change.



| DOMAIN 1: Knowledge and awareness of rights and legislation | DOMAIN 2: Ability to obtain, understand, analyse and validate information | DOMAIN 3: Ability to coordinate, organise, make collective decisions (governance) | DOMAIN 4: Ability to strategise, communicate and negotiate | DOMAIN 5: Ability to link and secure external expertise and resource | DOMAIN 6: Ability to maintain motivation and focus in the face of challenges |

### Technology and Access to Information

With the exception of a recent shift to online participation in panel discussions or webinars by PACCCIL staff, the network activities are primarily in-person events. Network meetings and trainings at held in capital cities or highly populated regional hubs and information is emailed to those with internet access. Thus natural disasters and the COVID-19 pandemic severely impacted the ability of the project to implement planned activities and reach in rural or remote areas is low.

> "Climate change, it's a big topic and it has a lot of impacts here in Vanuatu, especially the smaller islands. I think it's important if we can increase awareness, awareness workshops or consultations with people in the islands. In Port Vila, I think they know, but I think in the islands in some places they don't know about climate change. So increasing information about climate change by giving out posters or leaflets to the outer islands is important."

**VCAN MEMBER, ENVIRONMENTAL SCIENCE SOCIETY, JAN 2020**

The influencing nodes should aim to encourage involvement of network members in regional meetings and/or find methods of moving their meetings or activities 'online' to ensure ownership of network and increase active participation by rural members. Examples could include the provision of a satellite phone, or partnership with a telecommunications company to expand their regional reach. PACCCIL could also consider sending mobile text message blasts with important information or generally reducing the content to smaller 'bite sized' pieces that can be shared more often.

There is scope within the project to explore webinar trainings, mobile/text information blasts, or an online website to house information briefs, research and learning for access by members and the public as a few examples. Such as website would represent some form of climate information referral mechanism so that people can be directed to the partner or place where they can have their questions answered in their own language.  Other recommendations included to vary the length/content of email blasts to increase the 'open rate' and conduct a phone survey to understand what some the reasons members do/do not open information emails.  These recommendations require investment in communications staff or volunteers/interns for the networks to improve the communications management of the project.

> "The timeframe of two years is enough for these people [rural communities] to receive and to have this information and knowledge and skills in what we are trying to advocate for them. As well as at the moment when we look at these communities, we are also looking at the national level, especially the parliamentarians (in the Solomon islands we have 50 parliamentarians). We know very well that these parliamentarians come from the community, so if we do this network down to their level, these leaders will also see what we are doing. As a classic example, my honourable member for my constituency is now working alongside me and at the moment he is aware of what SICAN is doing so I hope that for the next two years the other 49 will know this as well."

**COORDINATOR, SOLOMON ISLANDS WATER CONSERVATION ASSOCIATION, DEC 2020**

Generally, the project is on track to achieve the project goals. PACCCIL should continue the visible participation in climate change events and activities and focus on publishing or sharing research and learning in easily digestible formats and generally ensure consistent and positive engagement with civil society, government bodies and the private sector. PACCCIL has built a strong foundation for success in creating a platform for collaboration and dialogue between civil society, the governments of Vanuatu and Solomon Islands and to some degree the private sector. However there are key areas that the project will also need to strengthen, including the identification of a sustainability strategy for continued support from a diverse funding base to extend the longevity of the project.

# ANNEX 1. ANALYSIS FRAMEWORK FOR PACCCIL MID-TERM REVIEW

## PROGRAM EFFECTIVENESS

What have been the key achievements and/or failures of the PACCCIL project and what lessons can be drawn from these?

### PROGRAM OUTCOMES

*OUTCOME 1: Pacific civil society networks effectively influence national, regional and global climate change and disaster policy and practice*

#### KEY EVALUATION QUESTION (indicators)

Is there evidence that PACCIIL-supported civil society networks

a) have an increase in knowledge and skills

b) influence climate change & disaster response policy?

*OUTCOME 2: Civil society, government and private sector collaborate on a range of climate change and disaster issues.*

#### KEY EVALUATION QUESTION (indicators)

a) Is there evidence of increased collaboration between civil society organizations and networks? What is the nature of this collaboration?

b) Do these networks and organizations create and share common priorities/messages?

c) What examples can be provided of joint communications to governments and institutions that aim to influence policy and practice?

*OUTCOME 3: Good practice in the region is being redefined, influenced by learning and research from the project.*

#### KEY EVALUATION QUESTION (indicators)

a) How many of PACCIIL partners (networks/action groups) have specific policies relating to inclusion of women and marginalised groups?

b) Does Oxfam have inclusive practices for engaging partners in the process of program management and decision making?

c) Is there evidence that CSO networks/governments and private sector partners have received, understood and acted on relevent knowledge products produced by the PACCIIL project? Do they find value in these products?

### UNDERSTANDING ATTRIBUTION

a) What factors have contributed to achieving or hindering achievement of the intended outputs and outcomes? What was Oxfam's role in these results?

b) What is the current partnership model and is this appropriate/effective? Are we partnering with organizations that support our influencing agenda?

### PROGRAM RELEVENCE

a) Are the goals of the project still relevent for the context/needs?

b) How does the project align and contribute to the wider OiP and FRDP influencing strategies?

c) Was the influencing strategy adopted realistic, appropriate and adequate for the achievement of results?

### EFFICIENCY

a) How does the matrix management system affect the implementation of the PACCCIL project? Do we have the right people in the right place? Do they have the right skills, attitudes and behaviours and do we invest in them?

b) What are the ways of working and tools that aid better quality programming in PACCCIL? What is the value of the M&E framework and how could it be improved/better used?

## ANNEX 2. INTERVIEW QUESTIONS PACCCIL STAFF AND NETWORK SECRETARIAT

Q1. From your perspective, what has been the successes or changes you have seen in the last two years? What about challenges or changes that were expected but did not occur?

Q2. What was Oxfam's role in contributing to these changes?

Q3. **[Output 1.1/2]** How does PACCIIL support civil society networks to increase their knowledge and skills? Alternatively, how has the project worked to strengthen the capacity of partners and what has been the result?

Q4. **[OUTCOME 1.]** Has the project or the networks successfully influenced climate change & disaster response policy? If yes, how? *[Follow up: If yes, how much time did it take on average to influence or change this policy or practice?]*

Q5. **[Output 1.2]** Do key national civil society networks have a clear national or regional strategy and mechanism to support their influencing work? *[Follow up: How will this strategy contribute to changing policy?]*

Q6. What is needed in the remaining year of the project to create them?

Q7. Do we have the right people in the right place to achieve the project goals? Do they have the right skills, attitudes and behaviours and do we invest in them?

Q8. What examples can be provided of joint communications to governments and institutions that aim to influence policy and practice?

Q9. **[Outcome 2]** How does PACCCIL increase collaboration between CSOs and networks?

Q10. In March 2020 all networks (PICAN, SICAN and VCAN) presented their finalized influencing strategies – why are these strategies considered a key achievement of the project and how do they contribute to the project goals? *[Follow up: Are these influencing strategies realistic, appropriate and adequate for the achievement of results?]*

Q11. **[Output 2.1:]** What MoUs and Partnership Agreements exist between civil society, government and the private sector? How do these contribute to the goals of PACCCIL?

Q12. Is the size of the network and the type of members an indicator of influence on national, regional and global climate change and disaster policy and practice?

Q13. What are some other ways we should be measuring our 'influence'?

Q14. What makes a good/effective network.

Q15. How have the networks (VCAN/SICAN/PICAN) been able to support their members through access to climate financing?

Q16. How has the PACCCIL project and the network members worked to include regional/provincial network members outside the capital?

Q17. How does the work you do address the multiple and compounding barriers or challenges faced by women/girls and people with a disability?

Q18. What are the major changes to the MEAL framework in the last 2 years? What's the value add ?

## ANNEX 3. INTERVIEW QUESTIONS FOR PACCCIL MANAGEMENT

Q1. In 2019/20 your senior staff attended the COP25 – what would you say has been the primary results of that participation?

Q2. In March 2020, PACCCIL was part of the Adaptation Finance Accountability Initiative (AFAI) Tool Familiarization workshop in the Solomon Islands. What has been the primary results of the projects participation in this workshop?

Q3. **[Output 3.2]** In your documentation, it mentions that PACCCIL (through poly/micro) managed to successfully influence organisations to specifically look at climate financing – can you describe what this success looks like specifically and how that was achieved?

Q4. **[Output 3.2]** On the 7th July, 2020 the PACCCIL Project Manager was invited by Oxfam Scotland to a climate justice webinar to Climate Conversations: An Introduction to Climate Justice. Can you describe the results of this activity and how they contribute to outcome 1?

Q5. **[Output 3.2]** What have been the outcomes or results of the research promoted by the project?

    i. Can you describe how the report "Making Climate Finance Work for Women: Voices from Polynesian and Micronesian Communities." Has contributed to good practice in the region?

    ii. Can you describe how the baseline GEDSI report has contributed to good practice in the region?

iii.    What is PACCCIL's participation in drafting the climate finance report (or global response?) and how does this contribute to good practice?

Q6.    What has been the impact of the exposure from Aljazeera, GGND Publication, SI&T journal publication?

Q7.    By expanding the project to the Solomon Islands and the broader Pacific Region and Poly-Micro, this project has been able to support a more cohesive, collaborative and connected approach to climate change influencing in the Pacific – can you give me a few examples of what this looks like?

*Q8.*    How has the project intentionally engaged with strategic partners? What is the current partnership model and is this appropriate/effective? Are we partnering with organizations that support our influencing agenda? *[Probe: How would you describe your partnership model?]*

Q9.    Recruitment has been mentioned as a challenge for PACCCIL, why do you think this is an issue and how has the project attempted to deal with this?

Q10.    What has the project done to address the multiple and compounding vulnerabilities of women/girls (education, domestic chores, economic) and disability (access)? [during a disaster/climate event]

Q11.    What changed from Year 1 to Year 2? How were these influenced by the annual learning reflections?

Q12.    How has the project entered into the private sector and what is the strategy for this?

Q13.    How does the matrix management system affect the implementation of the PACCCIL project? How efficient is the resourcing model of the project?

Q14.    Is there anything else you would like to mention for this review?

## ANNEX 4. FOLLOW UP QUESTIONS FOR COORDINATORS

### VCAN Coordinator ONLY

Q1.    In 2019 you called on to take the issue of climate change and human rights to the international court of justice for an advisory opinion – what was the result of this call?

Q2.    In 2019/20 VCAN organized a COP Negotiation training for 20 members of its network – what has been the impact of that training?
i.    In your documentation you mention that the workshop also strengthened collaboration with the government and CSOs on climate justice issues – can you describe how and what has been the result?
ii.    What has been the response to the country position paper to COP25?

Q3.    How has VCAN contributed to developing a guideline for implementation of the Vanuatu national disaster and human induce displacement policy? What has been the result? Are climate change issues captured in the guidelines?

Q4.    What has been the impact or results of working with the Green Climate Fund project to share climate information?

Q5.    What have been the primary results of VCAN's relationship with the National Advisory Board for climate change in Vanuatu?

Q6.    VCAN in collaboration with relevant universities had undertaken research, (McQuarrie University Students), but some awaiting completion (3keel UK project, and Land Gender, Climate Change Report – Australia National University). Which of these were finished, and how have they been used? What's the impact of this research?

Q7.    PACCCIL staff are also VCAN secretariat to implement both the PACCCIL and the VCAN projects – what has been the strengths and weaknesses of this approach?

Q8.    VCAN network is known as the only climate change focal point of CSOs in Vanuatu - How was that reputation built?

### SICAN Coordinator ONLY

Q1.    In 2019/20 SICAN hired a network officer – what has been the key outcome of this hire?

Q2.    How effective was the "no plastic bag" campaign in influencing national, regional and global climate change and disaster policy and practice?

Q3.    In September 2019, PACCCIL was part of the Integrated Vulnerability Assessment from training. The purpose of this training was to influence the adoption of the standard IVA tool by all NGO and CSO in the country to conduct climate change integrated vulnerability assessments in their project sites. What has been the result?

## ANNEX 5. QUESTIONS FOR NETWORK MEMBERS

Q1.    Could you please describe your organization and your role?
Q2.    When did your organization join the network? Why?
Q3.    What network events or activities have you participated in?
Q4.    **[Outcome 1]** What's the benefits of the network for your community group or organization?
Q5.    Have you had any challenges working with the network or the other partners?
Q6.    **[Outcome 2]** In your opinion, does the network increase collaboration between CSOs, private sector and the government? If yes, can you please give an example?
Q7.    **[Outcome 2]** In your opinion, does the network support civil society networks to increase their knowledge and skills?  If yes, can you please give an example?
Q8.    Do you feel that the work of the network is relevant? How/what would you like to see the networks achieve in the next 2 years?
Q9.    How can the networks more effectively engage with you, as a key partner?
Q10.   What, if any, has been the impact of Covid-19 on the network or your participation in CC activities?

## ANNEX 6. DESK REVIEW ANALYSIS FRAMEWORK

| | | KEQs | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | What have been the key achievements and/or failures of the PACCCIL project and what lessons can be drawn from these? | | | | | | |
| Document Reviewed | Date Created | Outcome 1 | Outcome 2 | Outcome 3 | Contributing Mechanisms | Contextualization: Challenges | Contextualization: Variance | Lessons |

| OTHERs | | | | | | | |
|---|---|---|---|---|---|---|---|
| Notes | Questions | Assumptions | Other documents/reports mentioned to follow up on. | Innovation Reported? | Private Sector Engagement? | Questions on Efficiency? |

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At Oxfam Australia, we believe all lives are
equal and no-one should live in poverty.
We believe that in a wealthy world,
poverty is unjustifiable and preventable,
that the present state of inequality and
injustice must be challenged, and that
with the right support, people can change
their lives for the better.


**A JUST AND SUSTAINABLE WORLD WITHOUT
THE INEQUALITIES THAT KEEP PEOPLE IN
POVERTY.**