

**SRIC-CC**

# Strengthening the Resilience of Our Islands and Our Communities to Climate Change Programme

*Porokaramu Akamatutu'anga I te iti Tangata no te tuatau manako kore'ia e te tau'i'anga reva*



Office of the Prime Minister



**Country:** Cook Islands

**Project Number/Code:** 00079524

**Project Title:** Akamatutu'anga i te iti tangata no te tuatau manakokore ia e te tau'i'anga reva - Strengthening the Resilience of our Islands and our Communities to Climate Change (SRIC - CC)

**Implementing Entity:** United Nations Development Programme (UNDP)

**Executing Agency:** Office of the Prime Minister

**Amount of Financing Requested:** USD 5,381,600

## FINAL PROJECT REPORT

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## Acronyms

ADB	Asian Development Bank
AF	Adaptation Fund
AWS	Automated Weather Station
BTIB	Business Trade and Investment Board
CC	Climate Change
CCA	Climate Change Adaptation
CCCI	Climate Change Cook Islands
CCD	Climate Change Division
CIG	Cook Islands Government
CIMS	Cook Islands Meteorological Service
CINCW	Cook Islands National Council of Women
CIRC	Cook Islands Red Cross
CIRESP	Cook Islands Renewable Energy Sector Project
CLEWS	Climate Early Warning System
CSO	Civil Society Organization
DCD	Development Coordination Division
DRM	Disaster Risk Management
EIA	Environmental Impact Assessment
EMCI	Emergency Management Cook Islands
ENSO	El Nino Southern Oscillation
GADD	Gender and Development Division
GDP	Gross Domestic Product
GEF	Global Environmental Facility
GIS	Geographic Information System
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit, the German Federal Enterprise for International Cooperation
GPS	Global Positioning System
ICI	Infrastructure Cook Islands
IG	Island Government
JNAP II	Cook Islands Second Joint Action Plan for Climate Change and Disaster Risk Management 2016 -2020
LOA	Letter of Agreement
M&E	Monitoring and Evaluation
MFAI	Ministry of Foreign Affairs and Immigration
MFAT	Ministry of Foreign Affairs and Trade
MFEM	Ministry of Finance and Economic Management
MoA	Ministry of Agriculture
MOE	Ministry of Education
MoH	Ministry of Health
MoU	Memorandum of Understanding
MTE	Mid-Term Evaluation
NCD	Non-communicable diseases
NDA	National Designated Authority
NES	National Environment Service
NGO	Non-Government Organization
IE	Implementing Entity
NPM	National Project Manager

NSDC	National Sustainability Development Commission
NSDP	National Sustainability Development Plan
NZD	New Zealand Dollar
NZS	New Zealand Standards
OPM	Office of the Prime Minister
PAC	Programme Advisory Committee
PEG	Pa Enea Governance
PEGU	Pa Enea Governance Unit
PMA	Project Monitoring Assessment
PMU	Programme Management Unit
PPP	Programs/Projects/Partnership
PSGS	Purchase and Sale of Goods and Services
SPC	Secretariat of the Pacific Community
SPREP	Secretariat of the Pacific Regional Environment Programme
SRIC-CC	Strengthening the Resilience of our Islands
TAC	Technical Advisory Committee
TOR	Terms of Reference
TWG	Technical Working Group
UN	United Nations
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention Climate Change
USD	US Dollar
WHO	World Health Organization
WMO	World Meteorological Organization

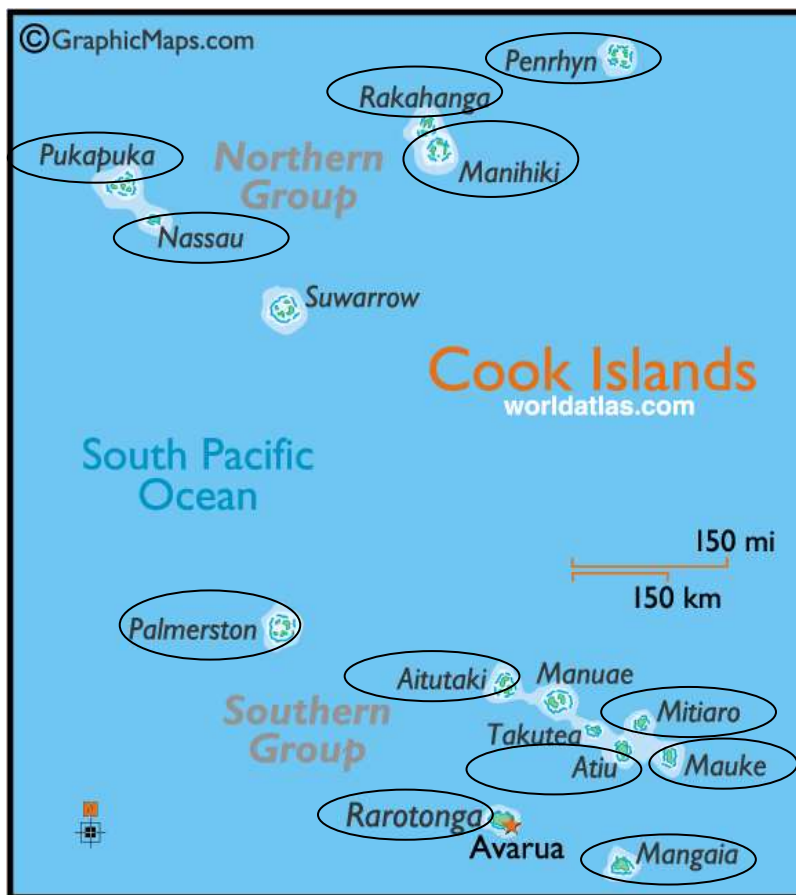
## Executive Summary

This end of Project Report has been conducted as part of the Final Program Reporting of the UNDP/AF Project: “Strengthen the Resilience of our Island and our Communities to Climate Change (SRIC-CC)”. The objective of this program is to enhance capacity, strengthen the ability of all Cook Island communities, and the public service, to make informed decisions and manage anticipated climate change driven pressures (including extreme events) in a pro-active, integrated and strategic manner. Project expected to achieve these through 4 major components.

Program aimed to address the problem by:

- Strengthening and implementing climate change adaptation and disaster risk reduction at national level.
- Strengthening capacities for climate change adaptation and disaster risk reduction in the Pa Enua.
- Implementing climate change adaptation and disaster risk reduction measures in the Pa Enua.
- Climate change adaptation knowledge management.

**Image 1 Map of Cook Islands.** The circled islands are where project sites are located. Source: [www.worldatlas.com](http://www.worldatlas.com)



This report provides a final review of the project performance over the implementation period, its contribution towards national development goals including lessons learned. This report is divided into four sections. Section I covers project context; Section II covers summary of project results by output; Section III presents project implementation issues and Section IV presents financial status and utilization of project resources. Information in this report has been collected from Quarterly Progress Reports, Annual Reports, Midterm Evaluation, Terminal Evaluation, Project Files, Monitoring and Evaluation, Project Site Visits, Program Knowledge Materials and Project Stories.

## Context

The Cook Islands is subject to highly destructive cyclones, intense rainfall events, and devastating droughts. The isolated populations in the Pa Enua (sister islands to the capital island of Rarotonga) are especially vulnerable to the anticipated changes in climate, including increased frequency and intensity of rainfall and tropical storms; rising and extreme sea levels and changing wind patterns; and hotter, drier weather.

The objective of this project is to strengthen the ability of all Cook Island communities, and the public service, to make informed decisions and manage anticipated climate change driven pressures (including extreme events) in a pro-active, integrated and strategic manner.

The program has a three pronged approach of sustainable island capacity building, supporting enhanced national policy and knowledge management capacities. It will ultimately focus on the implementation of the on the ground adaptation and disaster risk reduction measures at the community level in the Pa Enua. Through implementation of integrated and climate-resilient island development plans it will target all 11 inhabited island of the Pa Enua, and at least 2000 households and over 50 enterprises in the Pa Enua.

- **National level** - strengthening policy and institutional capacity and public awareness on climate change and disaster risk reduction, through conducting and updating climate risk assessments, enhancing climate early warning systems tailored to vulnerable sectors, training policy makers and technicians in the relevant government departments;
- **Pa Enua** - increasing the adaptive capacity of households and businesses and affected sectors, such as agriculture, water supply, tourism, health, fisheries, coastal management, and enhancing the adaptive capacity of local communities through engagement in island level CCA-DRM planning process linked with Island Plans and the JNAP, awareness-raising activities using different media and strengthening livelihoods through diversifying food production, processing and related subsistence and income-earning activities amongst local communities, improving protection of household and business assets, reducing the risks of disease and death associated with climate-related extreme events, and enhancing the resilience of terrestrial, coastal and marine ecosystems on which the communities, businesses and sectors depend.



Improving resilience of tourism enterprise in Mitiaro as Papa Tua's family make traditional Mitiaro medicine and oil for the market. *Image1: Melina Tuiravakai. CCCI.*

## The project had 4 Components:

Component 1: Strengthening/Implementing climate change adaptation (CCA) and disaster risk reduction (DRR) at national level.

National staff trained to improve delivery of CCA and DRM initiatives (*Output 1.1*) in order to integrate CCA and DRM into policies, related instruments, and work programs (*Output 1.2*), including the development of fully operational climate early warning and information systems (*Output 1.3*).

Component 2: Strengthening capacities for CCA and DRR in the Pa Enea  
Harmonize CCA and DRR actions with island development plans (*Output 2.1*) and train key island stakeholders for planning and undertaking these initiatives (*Output 2.2*).

Component 3: Implementing CCA and DRR measures in the Pa Enea  
Distribute small grants to all 11 Pa Enea and communities to implement CCA and DRR measures at island level (*Output 3.1*). Implement climate-resilient agricultural and fisheries practices in at least 5 islands (*Output 3.2*); enhance water capture/storage/management in at least 7 islands (*Output 3.3*); enhance coastal protection in at least 3 islands (*Output 3.4*); improve resilience of tourism enterprises in at least 3 islands (*Output 3.5*); introduce health support and vector-borne disease control techniques in at least 5 islands (*Output 3.6*); and implement infrastructure projects (*Output 3.7*).

Component 4: Climate change adaptation knowledge management, Share lessons learned and best practices with local and international communities through case studies, media, and school programs and curricula.



Working with Young Farmers to establish climate resilient Agriculture in Mangaia. *Image 2:*  
*Melina Tuiravakai, CCCI.*

## Project Summary

The Program Document was approved jointly by Government of Cook Island, AF and UNDP 15 May 2012 for the duration of five years. The Project was implemented by the Climate Change Coordination Unit and Emergency Management of Cook Islands, Office of the Prime Minister through Project Management Unit (PMU) with support from UNDP in close coordination with local government, various other institutions and local communities. UNDP as executing agency was responsible for the completion of activities like procurement, recruitment, monitoring, and financial disbursement. The Project has been executed in accordance with the standard rules and procedures of the UNDP NIM Modality. The Project budget is US\$ 6,015,278 of which US\$ 5,381,600 is the AF Grant and kind contribution equivalent to US\$633,678 is provided by the Government of Cook Islands.

### Project Summary Table

**Table 1 - As per requirements for Final Report, the Project Summary Table is provided below:**

Project Summary Table				
<b>Project Title:</b>	Akamatutu“anga i te iti tangata no te tuatau manakokore ia e te taui“anga reva - Strengthening the Resilience of our Islands and our Communities to Climate Change (SRIC - CC)			
<b>AF Project ID:</b>	COK/MIE/Multi/2011/1/PD		<b>at Endorsement (US\$)</b>	<b>at Completion (US\$)</b>
<b>UNDP Project ID:</b>	00079524	<b>AF Fund:</b>	5,381,600	5,381,600
<b>Country:</b>	Cook Islands	<b>Govt of Cook Islands in Kind:</b>		633,678.57
<b>Region:</b>	Asia Pacific	<b>UNDP :</b>		
<b>Focal Area:</b>	CCA	<b>Other</b>		
		<b>Total Co-Financing:</b>		633,678.57
<b>FA Objectives, (OP/SP)</b>	Multisector	<b>Total Project Cost:</b>	5,381,600	6,015,278.57
<b>Executing Agency:</b>	Office of the Prime Minister-Climate Change Division	<b>Program Document Signature (Date Project Began):</b>		01.05.2012
		<b>Operational Closing Date:</b>	Proposed: 1 May 2017	Actual: 1 May 2018

### Performance Success

The objective of SRIC-CC Program was to enhance capacity of the Cook Islands communities, relevant government and the non-government agencies, develop knowledge base for informed policy formulation and program planning to address climate change driven impacts in a proactive, integrated and strategic manner. The project expected to achieve these through 4 major components.

Through the community based projects local/indigenous livelihoods were strengthened in the 11 islands Aitutaki, Atiu, Mangaia, Mauke, Mitiaro, Manihiki, Palmerston, Penrhyn, Manihiki, Nassau, Rakahanga and Pukapuka. These adaptation measures were based on a participatory and community based approach in improving the livelihoods of the Cook Islands communities in the Pa Enua through Agriculture and Marine, Water, Tourism, Coastal Management, Health, Capacity Building and Policy support for Climate Change/Disaster Risk Management. The consultation and implementation of the projects involved women and other vulnerable sections of the communities to ensure that their views were incorporated into the planning and decision-making process.



The SRIC-CC Program through various partners was successful in improving the livelihoods of the Cook Islands communities in the Pa Enua through food security, water harvesting, capacity building, and policy support for CCA and DRM, tourism, coastal management, health and communications.

Through the SRIC-CC Program, Climate Change Adaptation and disaster risk management has been mainstreamed in development plans of key sectors in each of the islands. This provides a basis for government to invest in adaptation and disaster risk reduction measures as part of the Cook Islands National Strategic Plan (2016-2020) climate change goal on adaption to the domestic impacts of climate change and contribute to global efforts to abate greenhouse gas emissions.

The table below showcases the targets/percentages of Overall Achievement for the SRICC- Program. All targets were achieved in Components 1,2 and 4. In Component 3 only 1 out of 6 Outputs did not achieve 100%. Outputs 3.1, 3.2, 3.4, 3.5 and 3.6 were 100% achieved, while 3.3 achieved 94% of its overall target. It was a very successful Program that positively impacted the Pa Enua in strengthening the resilience of our Pa Enua communities to Climate Change.

**Table 2 Results - Targets and Percentage of Overall Achievement for the SRIC-CC Program**

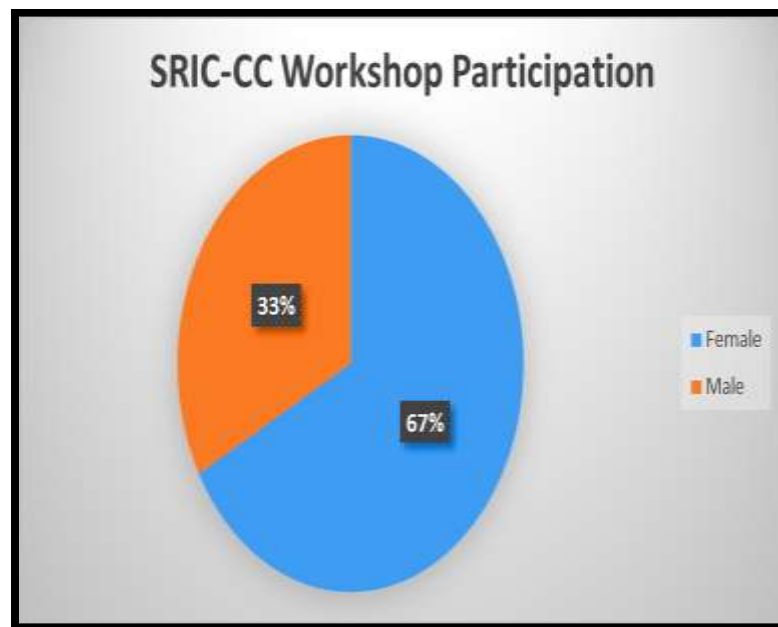
Component	Indicator	Target	Achieved	%
<b>1</b>	# Households	1600	2000	125%
	# Trained Public Officers	100	150	150%
<b>1.1</b>	Training for Staff & Communities	100	2651	2651%
	# Government Staff included in JD	75	75	100%
<b>1.2</b>	Relevant CCA & DRR Policy	4	13	325%
<b>1.3</b>	Clews AWS install	3	5	167%
<b>2</b>	Focal Points	11	11	100%
	<i>50% women (out of 11 Focal Points 6 are women)</i>	55%		
<b>2.1</b>	Action Plans	11	13	118%
<b>2.2</b>	Training for Staff & Communities	500	2651	530%
	<i>50% women (67% of participants in the workshop are women)</i>	67%		
<b>3.1</b>	# SGP	50	51	102%
	<i>50% women (out of 51 projects 27 are lead primary by women)</i>	53%		
<b>3.2</b>	# Households	750	1329	177%
	# Islands	5	11	220%
<b>3.3</b>	ML of Water (Midterm Review recommendation to change target from 14ML to 6.6ML)	6.6	6.2	94%
	# Islands	10	11	110%
<b>3.4</b>	KM	20	20.5	103%
	# Islands	3	4	133%
<b>3.5</b>	Enterprises	50	50	100%
<b>3.6</b>	# Households	400	2000	500%
<b>4.1</b>	Knowledge Materials	30	113	377%
<b>4.2</b>	Training Packages	4	11	275%

**Component 1 Strengthening and implementing climate change adaptation and disaster risk reduction at national level.**

Under this output, the key activities undertaken included; 1.1 National and sector policies, related instruments, and work programmes enhanced in ways that support CCA and DRM in the Pa Enea, consistent with island development plans; 1.2 Staff of national agencies and organisations on the NCCCT trained and working in ways that improve coordination and delivery of CCA and DRM initiatives on the ground in the Pa Enea and 1.3 Fully operational climate early warning and information systems

Institutional framework has been strengthened through establishment of partnerships with Island governments, Island councils, Aronga Mana, Communities, Government Agencies, Private Sector and Non-Governmental Organizations (NGO). These partnerships have been strengthened through training to enable them support implementation of on-ground adaptation and disaster risk reduction measures. Working through existing national and island structures has ensured ownership of project results, ensures retention of capacity in the community and provides a strong foundation for sustainability of results. Overall the capacity building had a participation of 2651 (67% women and 33% men) that created awareness in climate and disaster risk assessment and management.

**Graph 1** – Highlights the Gender breakdown of women and men who participated in the SRIC-CC workshops.

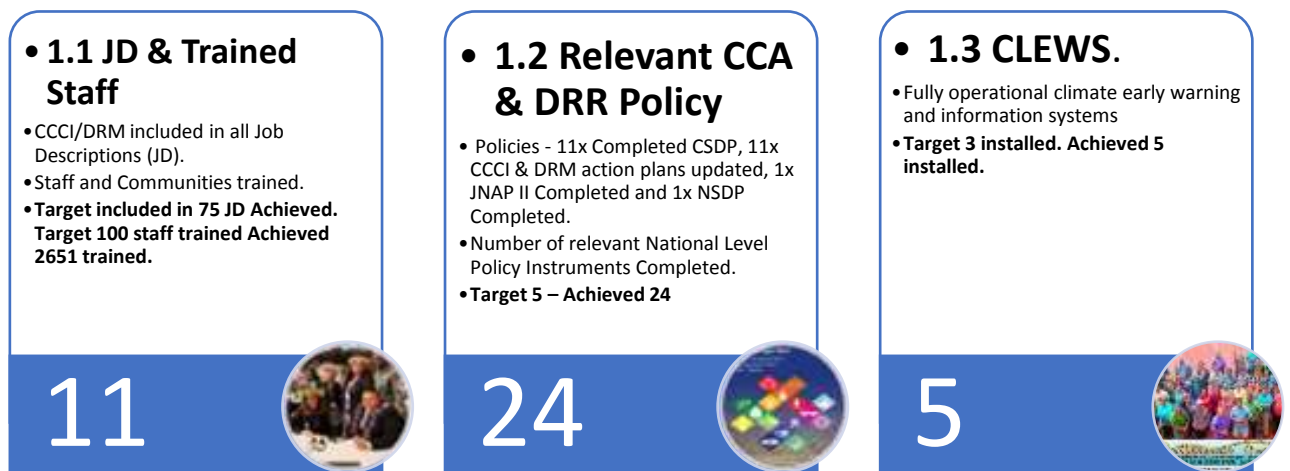


The program established automatic weather station (AWS) for early warning on weather and supported disaster management in the Pa Enea on five islands. The AWS unit will enabled National Metrological Services to provide real time forecasts to inform early warnings and provide much needed data for fisherman and farmers. Development of the early systems can provide responsive warnings and disaster management committees can be able to mobilize communities that can result in reducing vulnerability of up the Pa Enea. Data collected for the AWS units will provide weather applications on smart devices information that farmers and fisherman can use.

**Map 2** – Highlights the different islands with installed fully operational climate early warning and information systems funded by SRIC-CC.



Chart 1 below shows the completed project indicators for Component 1:



### **Component 2 Strengthening capacities for climate change adaptation and disaster risk reduction in the Pa Enua.**

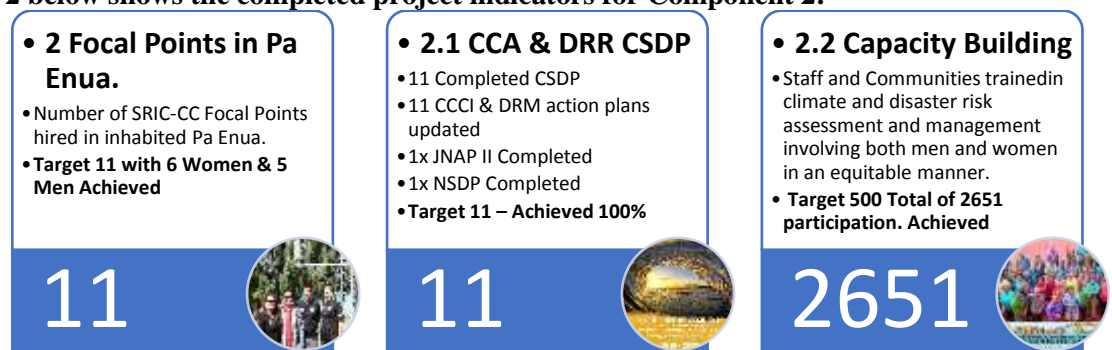
Activities undertaken to strengthen and build community capacities for climate change adaptation and disaster risk reduction in the Pa Enua include 2.1 Integrated climate change adaptation and disaster risk reduction action plans for each of the 11 inhabited Pa Enua, including harmonization with island development plans and 2.2 In each of the 11 inhabited Pa Enua, island councils, administrators, technical officers, farmers, fishers, households and business owners trained in planning and undertaking integrated climate change adaptation and disaster risk reduction initiatives, consistent with the island development plans.

Through the climate change adaptation planning process, staff and policy makers capacity has been built about the importance of mainstreaming climate change adaptation into development planning and enhanced understanding of the practical realities of mainstreaming climate change adaptation into

development planning and budgeting. The overall successes in policy support with the development of integration of climate risk management in relevant national policy frameworks such as the development implementation of the National Sustainability Plan - NSDP (2016-2020), JNAP II (2016-2020), Pa Enea DRM and CSD Plans for each of the Pa Enea.

The project established basic DRM and CCA management structures at the grass-roots level and enabled a basic understanding of hazards, risk, and suitable adaptation measures amongst the target government agencies, enterprises, island government/councils, aronga mana, and communities. By working with schools as well as communities, the beneficiaries were not only the adult population, but also youth, who have shown a keen interest in DRM and CCA. The project provided capacity development of the local disaster management committee through structured training, as well as coaching on-site during the facilitation of awareness sessions. These committees will remain after the project ceases and continue to work on building up adaptation measures within their communities. Through the project they have established close links with the local authorities, NGO's and will therefore be able to access further support in the future.

**Chart 2 below shows the completed project indicators for Component 2:**



**Component 3 - Implementing climate change adaptation and disaster risk reduction measures in the Pa Enea.**

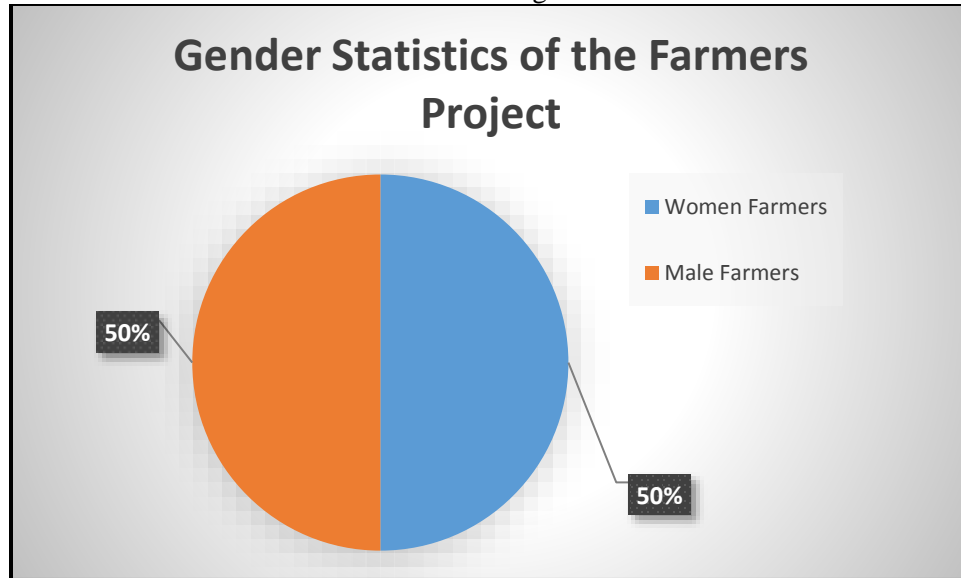
Key activities under this component included, 3.1 Small grants to the 11 Pa Enea and their communities, to implement CCA and DRR within the framework of integrated island- and community-level DRR and CCA action plans and the island strategic development plans; 3.2 Climate-resilient agricultural and fisheries practices implemented in at least 5 Pa Enea; 3.3 Water capture, storage and groundwater management capacities are enhanced in at least 4 Pa Enea through community based actions and infrastructure climate-proofing projects; 3.4 Coastal protection enhanced in at least 3 Pa Enea; 3.5 Resilience of tourism enterprises to climate change enhanced in at least 3 Pa Enea and 3.6 Health support and vector-borne disease control techniques introduced in at least 5 Pa Enea to address climate-induced health risks.

To encourage sustainable tourism, small grant programs, marine and agriculture, the Program establish environment awareness signs, capacity building, encourage traditional fishing and agriculture techniques, developing the creative industries with the tourism market and developed P3D model in five islands.

The Program developed food security by improving climate friendly farming practices and opportunities for unemployed youth and elderly. The Farmers Project worked with 12 farmers (6 women and 6 men) to organically farm fruits and vegetables for the local market on the island and to export the excess produce to the market in Rarotonga. Partnerships were established with the Business Trade Investment Board and retailer Prime Foods. It was a successful project that encouraged organic

and traditional farming practices and provided employment opportunities that motivated the youth to stay on the islands.

**Graph 2** – Highlights the Gender breakdown of women and men who participated in the SRIC-CC Farmers Project. Farmers on the Pa Enea islands are typically male. This project has encourage and supported women farmers with 6 of the 12 farmers being women.



Small Grant Projects implemented 50 Small Grant Projects in the Pa Enea. SRIC-CC also implemented coastal management activities. It helped to establish nursery to produce tree saplings for plantation along the coast lines, native plants for traditional crafts, oils and medicines and also vegetable seedlings for farmers which has contributed in economic development of women and also built leadership.

The Program supported rain water harvesting activities at household and community level, that continue to assisted in times of droughts and natural disasters. Water support programs also contributed in awareness of health issues from water borne diseases. Household rain harvesting helped to address water shortage and lessened the manual labor of women who had to suffer as they tend to be the ones dealing with carting water. It also alleviated pressure on the most vulnerable who had the addition pressure to cater water for their household. Additional adaptation measures adopted include installation and upgrade of water tanks for further 6,249,000 M Liters in the Pa Enea. This project has increased water storage capacity and strengthen water security for the communities.

The program worked with the Ministry of Health to address waterborne diseases, mosquito eradication and as a result islands had no waterborne or vector borne disease reported in the recent since 2016. It also distributed wheel chairs to disabled people in all 12 islands.

All project activities have given priority to vulnerable households of the islands. The partnerships initiated are good indicators of increasing the resilience in these sectors at the community level.

Chart 3 below shows the completed project indicators for Component 3:



**Component 4 Climate change adaptation knowledge management.**

Under this output, the project supported documentation of community experiences digital stories and photo essays; and development of a Facebook page for Climate Change Cook Islands to act as a hub and key repository for information on climate change impacts and adaptation measures. The activities included, 4.1 Lessons learned and best practices are generated (case studies, photo stories, short videos, posters, brochures, etc.) and distributed to other communities, civil society, policy makers in government and globally through appropriate mechanisms and 4.2 Training materials incorporating climate change issues developed and used for training of field staff, students and other key players.

An important achievement of the project has been the development of Social Media, Marketing and stories. Social Media has been developed to act as a hub and key repository for information on climate change impacts and adaptation measures <https://www.facebook.com/climatechangecookislands>. As a result, SRIC-CC actions on climate change adaptation have been shared globally. All the knowledge

products, community experiences and stories have been uploaded to the website and can be accessed by the global community and positioned Cook Islands as a leader in climate change action.

A total of 113 knowledge materials were achieved during the program. Examples of stories, videos and photo essays uploaded on the website on Cook Islands SRIC-CC include:

#### **Stories and Photo Essays**

Adaptation Fund. *Adaptation Fund: 10 Years of Innovation, Action and Learning, 2017* < [https://www.adaptation-fund.org/wp-content/uploads/2017/11/Adaptation-Fund-10-Years-of-Innovation-Action-Learning\\_WEB.pdf](https://www.adaptation-fund.org/wp-content/uploads/2017/11/Adaptation-Fund-10-Years-of-Innovation-Action-Learning_WEB.pdf)>.

Adaptation Fund. *Cook Islands: Protecting Coastlines and Turtle Nesting Sites, 5 October 2017* < <https://www.adaptation-fund.org/cook-islands-protecting-coastlines-turtle-nesting-sites/>>.

Adaptation Fund. *Cook Islands: Life Jackets in Paradise, 18 September 2017* < <https://www.adaptation-fund.org/cook-islands-life-jackets-paradise/>>.

Adaptation Fund. *Cook Islands: A Labor of Love, 1 August 2017* < <https://www.adaptation-fund.org/cook-islands-labor-love/>>.

Egan, Andrea, Tuiravakai, Melina and Takemoto, Shoko. *United Nations Development Program: Young Farmers Strengthening the Agricultural Resilience of the Cook Islands to Climate Change, 13 January 2017* < <https://undp-adaptation.exposure.co/young-farmers> >.

Tuiravakai, Melina and Smith, Kate Jean. *United Nations Development Program: A Farming Family, 1 December 2017* < <https://undp-adaptation.exposure.co/a-farming-family-affair> >.

Tuiravakai, Melina and Smith, Kate Jean. *United Nations Development Program: Sheltered Shores Penrhyn Community in Paradise Protects Coastline and Turtles, 26 October 2017* < <https://undp-adaptation.exposure.co/sheltered-shores> >.

#### **Videos**

Climate Change Cook Islands. *“Food Security – Traditional Fishing Methods for Tuna in Mangaia”*. 25 January 2018 < <https://www.youtube.com/watch?v=zDNSfG9erGc>>.

Climate Change Cook Islands. *“Resilient Livelihoods and Traditional Knowledge -Raurau Akamatutu Workshop Facilitator Aunty Rangī Mitaera-Johnson”*. 21 April 2017 < [https://www.youtube.com/watch?v=SGFQf-5\\_GJs](https://www.youtube.com/watch?v=SGFQf-5_GJs)>.

Climate Change Cook Islands. *“P3D Model of Mangaia Completed with Participants from Community and Schools”*. 12 September 2016 < [https://www.youtube.com/watch?v=u1\\_gLyOMTts](https://www.youtube.com/watch?v=u1_gLyOMTts)>.

Climate Change Cook Islands. *“Eco Tourism -Mangaia Hidden Paradise”*. 5 August 2016 < <https://www.facebook.com/climatechangecookislands/videos/1151333738242835/>>.

Climate Change Cook Islands. *“SRIC-CC Mitiaro Paiere Project”*. 30 May 2016 < <https://www.youtube.com/watch?v=v-ZOU85KDp4>>.

Climate Change Cook Islands. *“SRIC-CC Projects Pukapuka”*. 27 May 2016 < <https://www.youtube.com/watch?v=CcNvpHaRMIU>>.

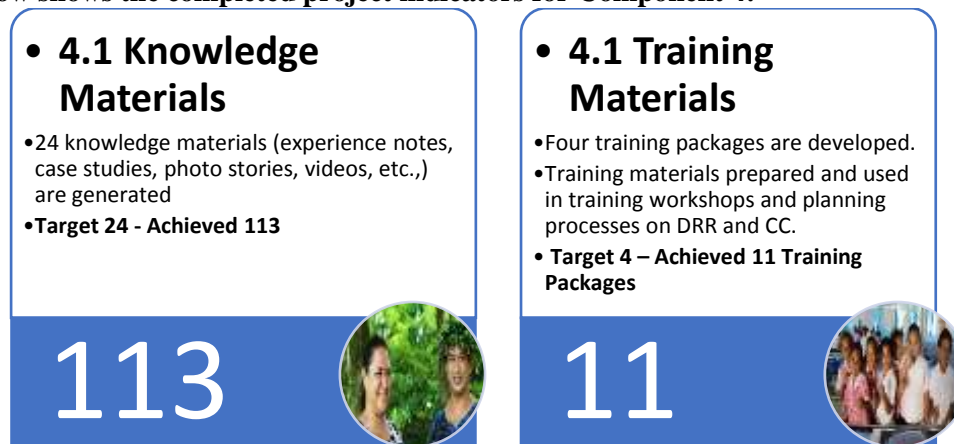
Climate Change Cook Islands. *“Exceive Papa Youth Representative from Climate Change Pa Enuā Southern Group Students Workshop - Traditional and Leadership Capacity Building at Brilliant Resilient National Seminar”*. 12 May 2016 < <https://www.youtube.com/watch?v=5RLj7t6yK2M>>.

Cook Islands. *“Traditional Knowledge- Mitiaro Students Paiere Project on Traditional Sustainable Fishing Chant”*. 22 April 2016 < <https://www.facebook.com/climatechangecookislands/videos/1085253501517526/>>.

Climate Change Cook Islands. *“A Lifetime of Change”*. 12 February 2015 < <https://www.youtube.com/watch?v=RejAyW2Ewmk>>.

At the national level, digital, print, marketing posters and photo stories have been produced on climate change adaptation and different media have been used to disseminate these stories including a national stakeholder seminar.

**Chart 4 below shows the completed project indicators for Component 4:**



### Performance Implementation

The project enhanced evidence based and risk informed decision making on climate action through local community capacity building, in terms of enhancing understanding on climate change and their impacts on island communities.

Implementing the project through a national execution modality in accordance with Cook Islands Government and UNDP policies and procedure was the main sustainability framework. Other key sustainability strategies adopted by the project included: working through existing institutions; establishing partnerships and delivering outputs through NGOs and regional partners; building capacity of national and island government through training and partnerships; community based participatory approaches to implementing adaptation measures. Throughout the project period, the Climate Change Cook Islands SRIC-CC Program Management Unit provided leadership for communicating on all project activities with partners and beneficiaries with support from UNDP

**Table 3 Results - Achievement for the SRIC-CC Program at Midterm & Terminal Evaluation**

Component	Outcome	Output this Quarter	Midterm Evaluation	Terminal Evaluation
1	Outcome 1 - Efficient & Effective Support at National Level for Disaster Risk Reduction & Adaptation Initiatives in the Pa Enua.	1.1 Staff of National Agencies & Organisations on the NCCCT Trained	On going	Achieved 2651% 2651 Trained
		1.2 National Sector Policies	Consultation & Reviewing Stage. 1 (Mangaia CSDP) completed	Achieved 325% 13 Completed
		1.3 Fully Operational Climate Early Warning System	Procurement Process Stage.	Achieved 150% 5 installed



<b>2</b>	<b>Outcome 2 –</b> Strengthening Capacities for Climate Change Adaptation & Disaster Risk Reduction in the Pa Enuu.	2.1 Integrated CCA & DRR action plans	Consultation & Reviewing Stage 1 (Mangaia CSDP) completed	Achieved 150%
		2.2 Enhance the Capacity of Pa Enuu	On going	Achieved 530% 2651 Trained
<b>3</b>	<b>Outcome 3 –</b> Enhanced Resilience of 11 inhabited Pa Enuu.	3.1 Small Grants to the Pa Enuu	Projects in consultation & Procurement stage	Achieved 100% 50 Completed
		3.2 Agriculture & Marine	Projects in consultation & Procurement stage	Achieved 177% 1329 # Households Supported
		3.3 Water Capture	Projects in consultation & Procurement stage	Achieved 94% 6.2ML Liters Completed
		3.4 Coastal Protection in 3 Pa Enuu	Projects in consultation & Procurement stage	Achieved 103% 20.5 KM replanted
		3.5 Resilience of Tourism	Projects in consultation & Procurement stage	Achieved 100% 50 Enterprises Supported
		3.6 Health Support & Vector-Borne Disease Control	Projects in procurement and implementation stage	Achieved 500% 2000 # Households Supported
<b>4</b>	<b>Outcome 4 –</b> Lessons Learned & Best Practices Improve Effectiveness.	4.1 Lessons Learned and best practices are generated	On going	Achieved 377% 113 Knowledge Materials Completed
		4.2 Training Materials	On going	Achieved 275% 11 Training Packages Completed

## Project Challenges and Solutions

The Program Management Unit with the support of UNDP during the project had conducted onsite monitoring of the projects, communicated with focal points on the island, with government island councilors, with aronga mana, with beneficiaries, and provided quarterly reports of risk and issues. Tables four and five below highlight the project risk and key issues/challenges.

**Table 4 Project Risks Matrix**

Risk Type	Risk Description	Risk Rating (H/M/L)	Risk reduction strategy
<b>Operational</b>	Isolation of Islands and inconsistency of transportation and telecommunications. Several projects have been delayed due to the change in schedules of the shipping.	M	The PMU team continue to have regular meeting with suppliers to discuss delays and are working with shipping agents to look at ways to improve delivery and avoid delays to projects.

**Table 5 Key Project Issues/Challenges**

Issue	Potential impact on the project, how dealt with and the result
<b>Delay in shipping of equipment due to change in schedules of shipping international and domestic.</b>	PMU team continues to work with the suppliers, shipping agents and Island Governments to move projects forward for completion. Delays to shipping schedule impact the arrival of the materials on island to complete the project. Communication with all stakeholders is important.
<b>Staff Retention before end of project.</b>	SRIC-CC Programme had several resignations five months prior to the end of the Program. The Program Manager, Program Coordinator, Focal Points and Finance Officer resigned to seek other employment opportunities. The current PMU staff (Program and Communications Coordinator) continues employment until August 2018 to assist with the completion of the Program with the support of the Climate Change Cook Islands Division Director, Team, OPM Corporate Division and Development Coordination Division at Ministry of Finance and Economic Management.
<b>Capacity Constraints</b>	Capacity Constraints have contributed to some road blocks to provide optimal delivery with staffing numbers and skills. PMU team has worked closely with Climate Change Cook Islands Division, OPM Corporate Division and Development Coordination Division for support.

One of the key challenges that has affected progress of some projects had been shipping delays in procurement due to transportation issues. To assist with the issue the Program Management Unit had some interventions and mediation with shipping agents, suppliers and Island Governments to minimize delays. With the feedback from the Island Governments changes were also made to packaging of equipment by suppliers due to the constraints on the Pa Enea for off-loading cargo.

Implementation of project policies, vetting procedures and Small Grants Database have maximized the effectiveness of the alignment of the CSDPs, JNAP and NSDP with the projects.

Monitoring and Evaluation of projects with site visits, with support from UNDP has assisted the Program Management Unit in keeping abreast of issues and concerns.

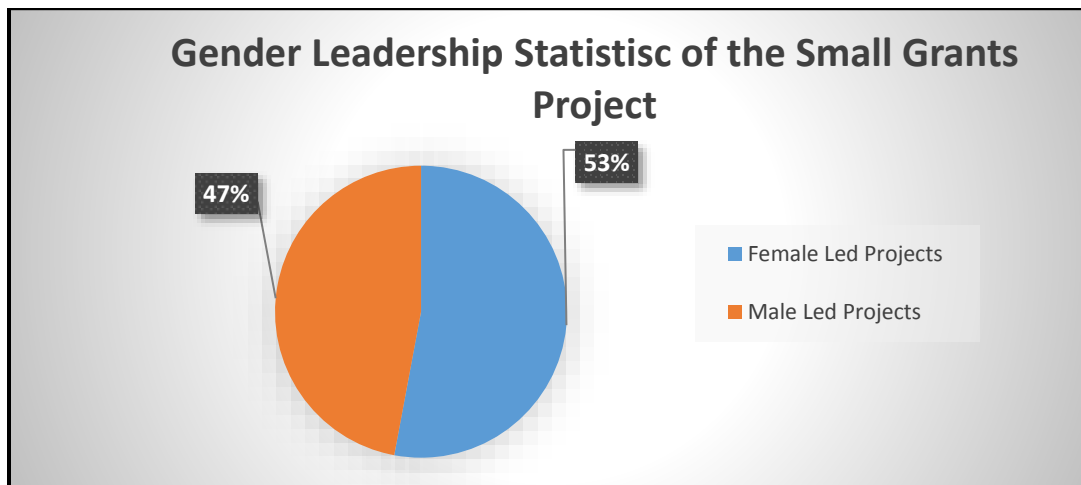
The Project Board and Stakeholder Platform Meetings has continued, and effectively provides strategic oversight and coordination support to the Project.

Raising awareness on the threats posed by climate change and the means to strengthen resilience and adaptive capacity to climate change was a key element of each project. Awareness raising activities targeted both men and women, children in school and school leavers and people with disability. Efforts

were made to ensure equal participation of men and women in project activities. The project also invested in documenting voices of both men and women to ensure that their right to be heard.

Through the different interventions, the project has increased women participation and empowerment to enable them to understand climate change adaptation and disaster risk reduction concepts and take appropriate measures to cope and adapt. Out of 51 direct beneficiaries of the small grants project, 27 projects were spearheaded by women. Participation of workshops was 67% women and 90% of the facilitators were women. Notwithstanding, there are still inequalities in representation on community leadership structures. This is largely because of cultural setting where men are generally recognized as leaders are always nominated to committees and leadership roles.

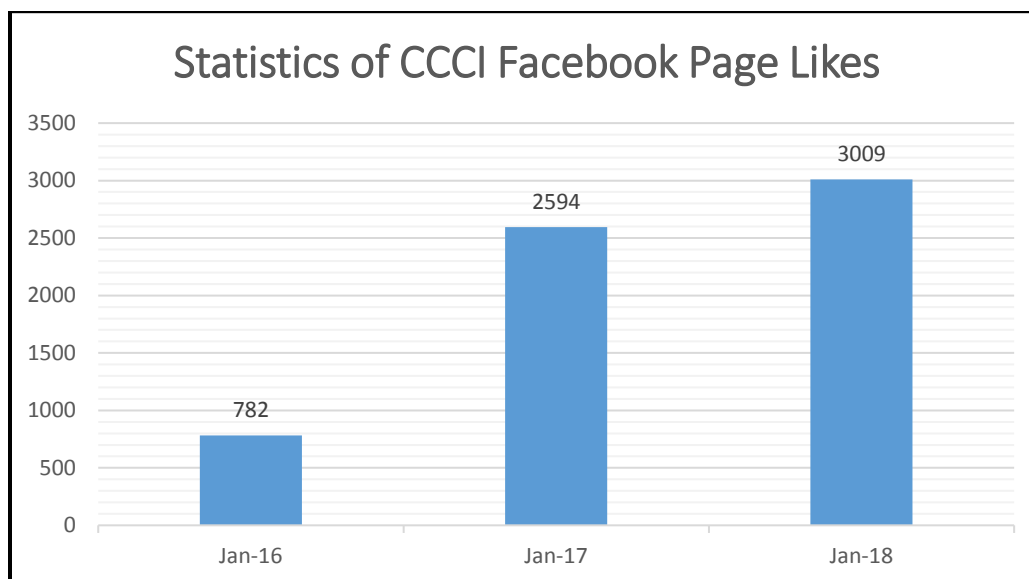
**Graph 3** – The graph below highlights Gender Statistics by Project Leadership for the Small Grants Projects where 27 were managed by Women.




Communication has been at the forefront of the implementation of this project. Outcome #4 focused on “strengthening awareness and ownership of adaptation and climate change-related risk reduction processes at national and sub-national level”, including dissemination of lessons learned and best practices to different levels of government but also civil society organizations and communities.

Social Media has been key in marketing the projects and monitoring. Updates of projects have been uploaded onto Social Media and has shown a huge increase in post reached since 2016. Graph 4 highlights the growth of the page likes. The Communications coordinator implemented a marketing strategy and communications matrix to promote the program. UNDP and Adaptation Fund have shared several stories from the Climate Change Facebook page.

**Graph 4** – The graph below highlights the increase in page likes for the Climate Change Cook Islands Facebook Page from January 2016 to January 2018.



**Image 3** The image below showcases the Communication Matrix that was implemented as part of the marketing and communications plan for the program.

 <b>CLIMATE CHANGE COOK ISLANDS COMMUNICATIONS MATRIX.</b>							
Communication Type	Objective of Communication	Medium	Frequency	Audience	Owner	Deliverable	Format
Social Media	Report the status of activities/projects progress, issues and photos. Target of 52 uploads a year.	• Upload to Facebook	Once a week	• Stakeholders • Cook Islands Community (Local & International) • Project Sponsor	Melina Turavakai, Communications Coordinator	• Activities/Project Status Report	Soft copy archived on server and quarterly report.
Print Media – Cook Islands News/Herald	Report the status of activities/projects progress, issues and photos. Target of 12 a year.	• Face to Face • Email	Once a month	• Stakeholders • Cook Islands Community (Local & International) • Project Sponsor	Melina Turavakai, Communications Coordinator	Activities/Project Status Report	Soft copy archived on server and quarterly report.
CTV and Radio Cook Islands	Report the status of the project including activities, progress, issues and photos. Target of 24 a year.	• Face to Face • Email	Twice a month	• Stakeholders • Cook Islands Community (Local & International) • Project Sponsor	Melina Turavakai, Communications Coordinator	• Activities/Project Status Report	Soft copy archived on server and quarterly report.
Monthly Project Status Meetings Platform & PAC.	Report on the status of the activities/ project to management, key stakeholders, partners, ngo's and community	• Face to Face	Quarterly	• Stakeholders • Cook Islands Community (Local & International) • Project Sponsor	Celine Dyer, Climate Change Coordinator Melina Turavakai, Communications Coordinator	• PowerPoint Slides • Activities/Project Status Report	Soft copy archived on server and quarterly report.
Monthly Newsletter	Report the status of activities/projects progress, issues and photos. Target of 12 a year.	• Email • Website	Once a month	• Stakeholders • Cook Islands Community (Local & International) • Project Sponsor	Celine Dyer, Climate Change Coordinator	Activities/Project Status Report	Soft copy archived on server and quarterly report.
Quarterly Reports	Report the status of the project including activities, progress, costs and issues.	• Email	Quarterly	• Stakeholders • Cook Islands Community (Local & International)	Celine Dyer, Climate Change Coordinator Melina Turavakai, Communications Coordinator	• Activities/Project Status Report	Soft copy archived on server and quarterly report.

### Lessons Learned and Recommendations

Below are key Lesson's Learned and Recommendations during the implementation of the project. Information below has been collated from Quarterly Reports, Annual Reports and the Terminal Evaluation.

- Good communication skills is needed to work through concerns with suppliers, shipping and projects. Partnerships with Island Governments, Government Agencies, NGO's and Private

Sector has assisted in implementing and moving projects to completion. It is important to establish a great network with the Pa Enuu and keep stakeholders informed.

- Capacity Constraints have contributed to some road blocks to provide optimal delivery with staffing numbers and skills. Support from UNDP have been essential.
- Robust mechanism and capacity building is essential for the project.
- Purchasing materials in bulk will save on shipping and product costing.
- Community organizations lack scientific knowledge and are ill-equipped for handling such projects so support to enhance their knowledge and strengthen their capacity will help to encourage them to continue in adapting risk of climate change or disaster and thereby facilitate a cooperative approach for reducing damage from drought, diseases etc.
- The farmer projects implemented in this program, promoted farmer to farmer learning and technology transfer from one community to another. This is the best way for transferring technology to farmers as farmers could explain by simplifying the technical terms more appropriately to another farmer making learning more effective. The use of local and traditional knowledge was also fundamental to the success of the projects.
- Working directly through existing government structures brings dividends. The project chose to work directly with the Office of Prime Minister and Island Councils, and community groups rather than setting up parallel implementation structures. This decision has proved very successful not only in empowering government by providing experience and training, but also in developing effective government “ownership”, engagement, participation and motivation, thereby promoting long-term sustainability of the project’s achievements.
- Designing a project linking various institutions from grassroots level institutions, government agencies, local authorities and communities generates huge benefits for sustainability, and through the synergies developed provides the intervention with much greater effectiveness than that which can be achieved by stand-alone projects.
- Constant contacts with communities are vital to community-based climate risk management projects. This frequency of contact has undoubtedly enabled the project to build high levels of trust, capacity, and motivation which in turn has facilitated the change in people's mind-sets and behaviors and brought about the success of the Climate Resilience schemes. The role of the National Project Manager and other the entire team is very vital in motivating focal points and also community groups.
- Social Media - Reports for Social Media continue to effectively show the audience reach and most common devices used to view the Facebook page are mobile devices, which are collated directly from Facebook on a 28 days report. The Facebook page has shown an increase in followers for SRIC-CC with **3,009** follows as of January 2018. This has grown by **2227** likes since 2016.

### **Recommendations**

- To encourage Climate Change Cook Islands to work with Ministry of Agriculture, Ministry of Marine Resources, Ministry of Education and Ministry of Transport through Cook Islands

Metrological Services on Weather Monitoring Apps with data uploaded that Cook Islands Farmers and Fishermen can utilize for weather monitoring to assist them.

- Develop the capacity of nurseries through Ministry of Agriculture and Ministry of Education to provide required native saplings/seedlings to the farmers and also for the coastal management. To encourage species diversification with priority for high value crops for agriculture and deep rooted native tree species for coastal management. Similarly, rotational and inter cropping with leguminous species should be promoted to maintain soil fertility.
- To continue the partnerships with the Government Agencies, NGO's and Private Sector in future Programs and Projects.

It is recommended to upscale and replicate lessons learned from this project by UNDP and other agencies involved in this project. There could be many potential donors willing to invest in such activities so it is also recommended that lessons learned should be disseminated to a large audience including other areas of the islands and beyond. UNDP and AF could use its network for dissemination.

## FINANCIAL STATUS AND UTILISATION

### *Financial Summary*

The total project cost as per project document was US\$6,015,278.57 which includes US\$5,381,600 in cash and US\$633,678.57 in kind. Of these, the AF contribution was expected to be US\$5,381,600 in cash (US\$4,960,000 excluding Implementing entity's fee), and Government of Cook Islands' (GoCI) contribution US\$633,678.57. But as per the balance sheet provided by the UNDP MCO and SRIC-CC Project team, the total project expenses was US\$ 6,603,013.05 including US\$4,942,436.40 in cash and US\$1,660,576.65 in kind (Table 6 and 7). Of these, US\$4,960,000 was expected as AF contribution in cash. In-kind contribution from the Government of Cook Islands was same as in the project document i.e. US\$633,678.57. If project spending is used as a basis of measure of the progress of implementation, then the Project has achieved most of the progress originally envisaged, but because some activities were initiated late, it is expected that some of the targets will only be met beyond the project life. Co-financing was well planned and clearly mentioned in the project document. There was difference between committed contribution and actual contribution from the AF and GoCI. The AF contribution was slightly less than committed. The committed amount from AF was US\$4,960,000 while actual received amount was US\$4,942,436.40. The committed amount of Government of Cook Islands was US\$633,678.57 while the actual contribution was US\$1,660,576.65 i.e. 262% of committed amount (162% more than committed). The executing and implementing agencies made close monitoring of financial transactions and program implementation and materialised the fund for activities and this helped to accomplish some of the activities comparatively faster than during the initial year.

**Table 6: Total disbursement of funds by Component (to end December 2017) (US\$) against full project budget as per Project Document.**

	AF			Govt. Of Cook Islands (co-financing in kind)			Total		
	Budget	Actual	%	Budget	Actual	%	Budget	Actual	%
<b>Component 1</b>	400,000	400,000	100 %	-	107105	-	400,000	507,105	126.8
<b>Component 2</b>	785,000	785,000	100 %	-	41460	-	785,000	715,437	91.1

<b>Component 3</b>	3,215,000	3,215,000	100%	-	1370551.65	-	3,215,000	4,581,101	142.5
<b>Component 4</b>	100,000	100,000	100%	-	41460	-	100,000	109,534	109.5
<b>Component 5</b>	460,000	442,436.40	96%	-	-	-	-	-	-
<b>Total</b>	4,960,000	4,942,436.40	99%	-	<b>1660576.65</b>	-	460,000	2,047,949	445.2

Source: UNDP MCO and SRIC project office.

Personnel from all OPM and Island Government, NGOs, Community groups were involved in this project and community members were found satisfied and they were advocating achievement of the project. Relevant Government officials, Island council authorities, UNDP MCO and local communities also expressed commitment to continue support to the project activities. Similarly, they also noted that there is already another project which will continue outcome of this project and also government has programs to replicate lessons from this project.

**TABLE 7:** Total disbursement of National and Island Governments of Cook Islands co-funding (US\$) (detail breakdown per year was not available)

In US\$	2012-2015 Mid-term Evaluation	2016-2018 Terminal Evaluation	Total
Component 1	0	107105	107,105
Component 2	0	41460	41,460
Component 3	613020.65	857531	1,470,551.65
Component 4	0	41460	41,460
<b>Total</b>	<b>613,020.65</b>	<b>1,047,556</b>	<b>1,660,576.65</b>

Source: UNDP MCO

**TABLE 8: Total disbursement of AF funds (US\$) by Component by year against budget as per Project Document**

	2012			2013			2014		
	Budget (Based on approved workplan )	Actual	%	Budget (Based on approved workplan )	Actual	%	Budget (Based on approved workplan )	Actual	%
<b>Component 1</b>	60,000	6,391.62	11%	133,000	96,724.90	73%	30,000	45,031.62	150%
<b>Component 2</b>	93,000	1,811.21	2%	176,000	99,899.16	57%	173,000	95,566.71	55%
<b>Component 3</b>	106,000	11,875.15	11%	710,000	122,891.07	17%	953,000	796,510.64	84%
<b>Component 4</b>	15,000	-		-	-	-	44,000	11,192.19	25%
<b>Component 5</b>	124,700	27,422.34	22%	79,700	69,450.11	87%	99,700	68,490.53	69%
<b>Total</b>	<b>398,700</b>	<b>47,500.32</b>	<b>12%</b>	<b>1,098,700</b>	<b>388,965.24</b>	<b>35%</b>	<b>1,299,700</b>	<b>1,016,791.70</b>	<b>78%</b>

**TABLE 8: Continues**

	2015			2016		
	Budget (Based on approved workplan)	Actual	%	Budget (Based on approved workplan)	Actual	%
<b>Component 1</b>	14,000	38,015.71	272%	182,455	112,575.76	62%
<b>Component 2</b>	168,000	164,106.53	98%	140,635	169,979.34	121%
<b>Component 3</b>	820,000	285,860.32	35%	1,253,467	1,271,708.21	101%
<b>Component 4</b>	9,000	7,399.17	82%	18,470	14,834.55	80%
<b>Component 5</b>	77,700	92,136.54	119%	66,752	75,714.18	113%
<b>Total</b>	<b>10,88,700</b>	<b>587,518.27</b>	<b>54%</b>	<b>1,661,779</b>	<b>1,644,812.04</b>	<b>99%</b>

**TABLE 8: Continues**

	2017			2018			Total		
	Budget (Based on approved workplan)	Actual	%	Budget (Based on approved workplan )	Actual	%	Budget (Based on approved workplan )	Actual	%
<b>Component 1</b>	102,146.97	101,260.39	99%	-	-	-	400,000	400,000	100%
<b>Component 2</b>	182,731.78	133,353.17	73%	120,283.88	120,283.88	100%	785,000	785,000	100%
<b>Component 3</b>	864,513.65	661,336.13	76%	64,818.48	64,818.48	100%	3,215,000	3,215,000	100%
<b>Component 4</b>	40,645.39	33,377.21	82%	33,196.88	33,196.88	100%	100,000	100,000	100%
<b>Component 5</b>	84,305.55	54,158.82	64%	72,627.48	55,063.88	100%	460,000	442,436.40	99%
<b>Total</b>	<b>1,274,343.34</b>	<b>983,485.72</b>	<b>77%</b>	<b>290,926.72</b>	<b>273,363.12</b>	<b>94%</b>	<b>4,960,000</b>	<b>4,942,436.40</b>	<b>99%</b>

SOURCE: UNDP MCO

**Table 8** shows the actual funds spent for each component by year for the AF funds. These show clearly that the management cost i.e. component 5 has exceeded budgeted amount in the year 2015 and 2016 but in other years it is less than budgeted so in total only 84% of the budgeted amount spend in management. Central government agencies and Island council also contributed in kind in management. Component 1, funded by AF, peaked disbursement in 2015 and Component 2 in 2016. Component 3 funding by AF peaked disbursement in 2016 and component 4 peaked in the year 2015 & 2017. Detail breakdown of budgeted and actual expenses of each year of GoCI contributions were not available and assumed equal disbursement in all year. These expenses correspond to the work accomplishment in respective years. The remaining 0.1% is for the Terminal Evaluation.

At all times, the chair of the Project Board has been kept abreast on the project's progress though good reporting and this has allowed the necessary budget revisions to be made on a sound basis.



## Conclusion

The SRIC-CC Program was a well-rounded Pa Enea program. To give justice to the intentions of the program, it required at least six years to deliver this project and expect full impact. The project was slow to start with delays in recruitment, later recruitment of a second finance officer prior to the Midterm Evaluation and several resignations five months prior to the end of the Program from the Program Manager, Program Coordinator, Focal Points, and Finance Officer were amongst some of the key constraints faced.

To address the climate change and disaster related problems, the project intervened in four main areas: review and improvement of policies, awareness generation, infrastructure development and improvement of rural household economy with adaptive agriculture, tourism, fishing etc. The Program implementation picked up in the fourth and fifth years of implementation with consecutive high project delivery of 100% for majority of the projects. The project was able to accomplish most of the activities and targets, with follow up support from the implementing and executing agencies.

As also noted in the Terminal Evaluation, there is a need to encourage evidence based planning, awareness programs for decision makers were conducted and also developed database. Likewise, regular Climate Change review and analysis in key development sector policies (agriculture, water, tourism and infrastructure) conducted to and determined the 'entry point' for CC policy development. Project produced discussion papers on CCA's implementation in policies, codes and standards. Infrastructures facilities like water tanks both at community and individual household were developed and weather stations for early weather information transmission were developed. Without addressing livelihoods of the people it is not possible to address Climate Change and disaster issues and make communities resilient to climate change. Hence, the project promoted climate resilient and cost effective agriculture and fisheries practices which provide the dual benefit of improving household economy and also make them resilient to climate change. These activities included majority of women so it also helped to decrease labor of women and build their leadership.

To reach a large audience, the information generated by the program was aired on television, radio, newspapers, uploaded in social media and websites of Government of the Cook Islands and UNDP and also networking with like-minded institutions within the country and internationally was facilitated by the project.

The SRIC-CC Program was designed with provision for appropriate management arrangements but few of the targets were ambitious and were change following the recommendation of MTR. Some of the activities were delayed and initiated at the latter part of the project so result of these activities were not seen by the evaluation consultant. Indicators of some of the activities were ambitious and were changed as per recommendation by the MTR. Though the project has been underpinned by good science and a technical approach of good caliber, there is still room for further technical improvement.

To make the outcomes and interventions sustainable, the project enhanced capacity of the community groups, through various relevant trainings and with material supports. The community members were made aware of the benefits of using weather information from early warning systems for farmers and others' decision making.

The project enjoyed a strong team, support from responsible government ministries and UNDP for project implementation. The project tested participatory planning and implementation approaches. Since these approaches showed very positive impact, the lessons learned from this should be replicated in other areas of the Cook Islands and beyond it.