



Informing climate-resilient development: the application of cost–benefit analysis (CBA) in the Pacific Adaptation to Climate Change (PACC) programme

Experiences and lessons learned on capacity building



SPREP
Secretariat of the Pacific Regional
Environment Programme



SPREP LIBRARY/IRC CATALOGUING-IN-PUBLICATION DATA

Buncle, Aaron.

Informing-climate resilient development: the application of cost-benefit analysis (CBA) in the Pacific Adaptation to Climate Change (PACC)
Programme: experiences and lessons learned on capacity building. /
Aaron Buncle – Apia, Samoa : SPREP, 2013.

p. cm. (PACC Technical Report No.1)

ISBN: 978-982-04-0499-1 (print)

978-982-04-0500-4 (ecopy)

1. Sustainable development – Oceania. 2. Climatic changes – Oceania
3. Climate changes – Economic aspects – Oceania. I. Buncle, Aaron.
II. Pacific Regional Environment Programme (SPREP) IV. Title.

338.996

Secretariat of the Pacific Regional Environment Programme authorises the reproduction of this material, whole or in part, provided appropriate acknowledgement is given.

SPREP, PO Box 240, Apia, Samoa

T: +685 21929

F: +685 20231

E: sprep@sprep.org

W: www.sprep.org

This publication is also available electronically from SPREP's website.



SPREP Vision: The Pacific environment, sustaining our livelihoods and natural heritage in harmony with our cultures.

www.sprep.org



**Informing climate-resilient development:
the application of cost–benefit analysis (CBA) in the
Pacific Adaptation to Climate Change (PACC) programme**

Experiences and lessons learned on capacity building

Aaron Buncle



TABLE OF CONTENTS

| | |
|--|----|
| Acknowledgements | iv |
| Executive summary | v |
| Introduction | 1 |
| Background | 2 |
| Evaluation methods | 4 |
| Outputs | 5 |
| Learning and skills outcomes | 7 |
| Facilitators' reflections | 13 |
| Participants' feedback | 15 |
| Lessons learned | 17 |
| Next steps for capacity building in CBA | 18 |
| Concluding remarks | 20 |
| Appendix 1. Programme logic of PACC CBA work programme | 21 |
| Appendix 2. Initial training workshops participant list | 22 |
| Appendix 3. Follow-up training and lessons learned workshop agenda | 24 |
| Appendix 4. Follow-up training and lessons learned workshop participant list | 29 |
| Appendix 5. Evaluation forms | 30 |
| Appendix 6. Summary results from 'break-out' group sessions on the key challenges/roadblocks and success factors of conducting effective CBAs in the Pacific context | 40 |

ACKNOWLEDGEMENTS

Special thanks are extended to my colleagues Ms Marita Manley of the Secretariat of the Pacific Community (SPC) and later Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) and Ms Paula Holland of SPC's Applied Geoscience Division (SOPAC). Their expertise and goodwill were instrumental to the success of the PACC CBA work programme and very much appreciated.

EXECUTIVE SUMMARY

As part of the Global Environment Fund (GEF)-funded Pacific Adaptation to Climate Change (PACC) programme, a cost-benefit analysis (CBA) work programme was undertaken during 2011 and 2012. The purpose of this work programme was to help improve selection and design of PACC pilot projects, as well as to build Pacific island country (PIC) capacity in the use of CBA. The PACC CBA work programme was the first (substantive) capacity-building programme of its kind known to have been delivered to PIC governments.

The key elements of the PACC CBA capacity building work programme were:

1. Training workshops and development of CBA workplans for PACC pilot projects;
2. Ongoing technical support to help countries implement their CBA workplans (i.e. conduct a CBA of their PACC pilot project); and
3. A follow-up training and lessons learned workshop.

The aim of the capacity-building programme was to provide participants with a basic understanding of the CBA framework and key concepts. It was intended as a first step to generate awareness and interest in CBA, which could be further developed and expanded if found to be useful.

An internal evaluation was undertaken to assess the effectiveness of this CBA capacity-building initiative, and to inform the design of any future CBA capacity-building programmes. The evaluation approach combined both process and impact/outcome evaluation considerations and also combined quantitative and qualitative methodologies to measure success and identify key learnings.

A separate report, PACC Technical Report No. 2, synthesises the CBA reports completed under the work programme and assesses the effectiveness of these CBAs for improving selection and design of PACC pilot projects.

Overall, the PACC CBA work programme achieved some good results and was a worthwhile first step for building PIC capacity in the use of CBA. Participant self-appraisals indicated the work programme had increased their knowledge and skills in the CBA procedure and key concepts, and as a result they were (mostly) confident to undertake a CBA in the future, with some technical backstopping support. Results were strongest for participants who had some background training in economics prior to the capacity building programme and who were active in conducting the CBA of their country's PACC pilot project. Knowledge and skill levels achieved were not as high for participants with a more generalist training background (e.g. project managers or coordinators), and who were not strongly engaged in the conduct of the CBA for their country's PACC pilot project. Training for this group was still however a significant and important outcome of this work programme, as broader awareness and understanding of CBA is needed for it to be properly incorporated into project decision-making, even if officials do not have the in-depth knowledge to conduct a CBA. All those who participated in the entire PACC CBA work programme reported that they thought the application of CBA was useful for their PACC pilot project and said that they planned to undertake (coordinate or manage) a CBA in the future.

Facilitator reflections indicated that a primary success factor of the CBA work programme was the strong collaboration between SPREP (Commonwealth Secretariat), UNDP, GIZ, SPC, and later Pacific Islands Forum Secretariat (PIF) to deliver the capacity-building components of the PACC CBA work programme. Most beneficial was support provided from GIZ, SPC, and later Pacific Islands Forum Secretariat (PIF) economists to help deliver the training workshops. The experience of these economists who were working in the region was particularly beneficial for helping to pitch the training at the right level, and for general communication and engagement.

A second success factor was interest and commitment shown by (select) PIC officials participating in the work programme and leaders within government departments. Officials who showed most interest in the programme involved themselves as much as possible in the conduct of the CBA, made the most of technical backstopping support provided, and ultimately were able to develop their knowledge and skills substantially. Also, where senior government officials recognised CBA as an important decision-making aid and skill-set, they nominated suitable

(and key) staff to participate in the work programme and allocated sufficient time for these staff to complete the exercises. This underscores the importance of training being demand-driven.

Key challenges were:

1. The difficulty attracting people with economics backgrounds to participate;
2. The lateness of introducing CBA into the PACC project;
3. The lack of prior background assessments to input to the CBA;
4. The lack of familiarity of many participants with Microsoft Excel; and
5. The limited number of days that some technical personnel, and particularly consultants, were able to provide backstopping support to help participants conduct the CBA of their PACC pilot project.

Challenges 2 and 3 limited the time available to complete the CBA activities.

Participant feedback in relation to the PACC CBA work programme indicated that good technical backstopping to support learning-by-doing is a critical part of CBA capacity building. While most participants reported that the technical backstopping was of a high quality, this feedback was not unanimous. In future CBA learning-by-doing exercises, participants advised that they must have an active role in recruitment and the ultimate say in selection of technical assistance. They further advised that engagement should be managed through the use of a well-developed terms of reference (ToR). This applies to all technical services provided including paid consultants, in-kind assistance, and internally within country governments.

Other themes from participant feedback were that they thought the practical, hands-on focus of the training programme was appropriate, and that inter-disciplinary work teams are very beneficial for learning purposes. One part of the inter-disciplinary working arrangements that was reported to work well was the use of the CBA workplan template/tool developed for the PACC CBA work programme.

Based on the learning outcome results, facilitator reflections and participant feedback, the following key lessons are drawn from the capacity-building components of the PACC CBA work programme:

1. *Substantial effort is required to attract suitable participants.* This is an ongoing threat to the efficacy of capacity-building efforts to inform the design and selection of climate change adaptation projects. Efforts are needed to find champions who will both support and execute assessments for the benefit of national investments.
2. *In-country delivery of training workshops is preferred to regional or sub-regional workshops.* The key reason for this is that in-country training workshops are able to train a larger number of officials from the same country which in turn helps with communication and understanding of CBA results/findings and helps to build institutional capacity. In-country delivery is also one approach/measure that could help to reduce problems attracting suitable participants. Additionally, country participants have expressed a specific desire for in-country training activities in the future as a way to contextualise presentations and exercises. To this end, there is likely to be value in the wider publication of more Pacific-specific case studies. In-country trainings have subsequently been delivered in Kiribati, Tuvalu and Vanuatu, based on results of demand assessment for the PACC initiative.

预览已结束，完整报告链接和二维码如下：

https://www.yunbaogao.cn/report/index/report?reportId=5_9189

