
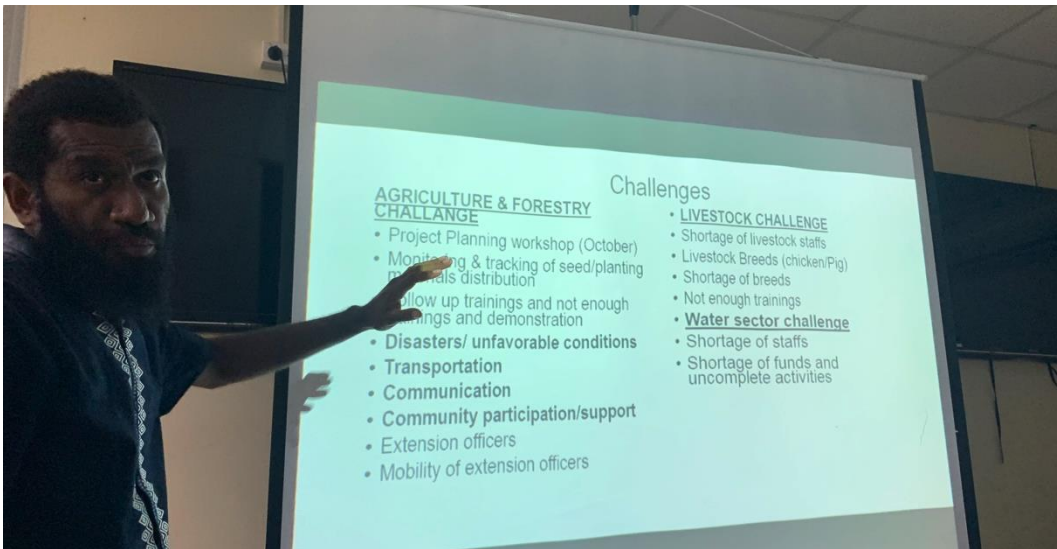



VCAP LESSONS-LEARNED ANNEX 1

Results from Implementing Agencies, Provincial authorities and Site Coordinators

DLA – VCAP Activities	
<p>1.) What worked well? Successful outputs or activities?</p>	<ul style="list-style-type: none"> ○ Established Area Council Emergency Operations Centres (AC EOC) that also support Area Council service delivery and disaster shelter functions for vulnerable people in Vermaul Epi, Bwatnapni Pentecost, Nakere Santo. ○ Developed first-ever Area Council disaster plans – linking community and provincial plans ○ Community profiling successfully compiled multi-sector data ○ Disaster committees established or strengthened at some sites ○ Accessibility of disaster shelters to vulnerable people ○ Organization of community leaders by establishing Village Development Communities <div style="text-align: center;">  <p style="text-align: center;"><i>Former VCAP DLA Coordinator at closing of Lessons Learned workshop with Project Manager</i></p> </div>
<p>2.) Why are these outputs important?</p>	<ul style="list-style-type: none"> ○ AC EOC's provide shelter to vulnerable people during times of disaster, enhance service delivery by providing Area Secretaries and Administrators with a work space, improves capacity of Area Council to provide immediate disaster response and relief coordination, provides a meeting venue and income generation on the Area Council level, and finally serves as an information dissemination centre ○ Profiling and vulnerability assessments assisted with provincial and Area Council reporting, planning and budgeting efficiency ○ Improved efficiency of post-disaster reporting processes, supporting existing mechanisms for disaster response and relief ○ Communities empowered and organized with VDC's for inclusive participation in development activities
<p>3.) What challenges were encountered or did not go well?</p>	<ul style="list-style-type: none"> ○ Difficult to access resources needed for AC EOC renovations at some sites- water, sand, etc ○ Lack of capacity-building for Site Coordinators ○ Additional follow-up trainings needed for disaster committees and plans, need more time ○ Disaster plans not developed for every site due to budget and time constraints ○ Transport costs expensive ○ Community contributions and labour difficult to organize ○ Availability of DLA to participate in activities limited, ○ Reporting gaps, lack of capacity in compiling reports from Site Coordinators, DLA Coordinator
<p>4.) Lessons learned</p>	<ul style="list-style-type: none"> ○ Need simulation exercises for disasters to further build capacity of stakeholders ○ More collaboration needed with Area Administrators and more awareness needed with community stakeholders to improve community contribution and labour ○ Ensure that the project meets the community needs for each ○ Review of criteria for selecting contractors, some contractors more professional ○ Ensure focus of outputs follows Project Documents
<p>5.) Sustainability Comments or Follow-up actions?</p>	<ul style="list-style-type: none"> ○ Area Administrator, Secretary to follow up with CDCCC's ○ Area Council and provincial budget to allocate for maintenance costs for AC buildings

Upland – VCAP Activities (Agriculture, Forestry, Livestock, & Water)	
1.) What worked well? Successful outputs or activities?	<ul style="list-style-type: none"> ○ Support offered to extension officers from MoAFFLB to enable service provision to rural communities ○ Successful agro-forestry nurseries and demonstration plots, crop varieties introduced ○ Promotion of local indigenous species (forestry) ○ Livestock breeds introduced successful – pigs being sold from Epi, chickens sold in Farun, Malekula ○ Complimenting road resiliency with soft measures for erosion control at Epi site ○ Water-security support transformative for some communities (Bwatnapni, Torres)
2.) Why are these outputs important?	<ul style="list-style-type: none"> ○ Demonstration plots resulted in practical, hands-on training and knowledge transfer ○ Increased crop variety to enhance food security ○ Improved efficiency of post-disaster reporting processes, supporting existing mechanisms for disaster response and relief ○ Communities empowered and organized with VDC's for inclusive participation in development activities ○ Water security improves overall health and resiliency to climate change
3.) What challenges were encountered or did not go well?	<ul style="list-style-type: none"> ○ Budget shortfalls due to Component 1 over-spending with PWD, resulting in incomplete activities ○ Difficult to coordinate, too many agencies for one staff to engage: DARD, DoF, DoL, DEPC, DoWR ○ No water available for demonstration plots, nurseries at some sites (Aniwa) ○ Livestock – not enough trainings ○ Livestock – shortage of improved breed animals available ○ Difficult to monitor results from seed and planting materials distribution ○ DoWR – budget insufficient to meet needs, shortage of available staff ○ Materials provided to incorrect communities by some stakeholders ○ Excess of materials not fully utilized at Epi site by DoWR design
	 <p style="text-align: center;"><i>Former VCAP Upland Coordinator Pakoa Leo presenting at Lessons Learned workshop</i></p>
4.) Lessons learned	<ul style="list-style-type: none"> ○ Align planning and budgeting processes with those of national partners (plan for October) ○ Integrate income-security, financial planning activities with Upland activities to meet practical needs of communities and there are benefits recognized by stakeholders ○ Deliver more community-based training, follow-up trainings ○ Capacity building training for maintenance of water systems needed to compliment installation of systems
5.) Sustainability Comments or Follow-up actions?	<ul style="list-style-type: none"> ○ Extension officer to assist with sustainability of outputs in sites where they are located ○ Some activities not sustainable – community commitment decreasing when officers return to Port Vila (demo plots, etc)

Coastal – VCAP Activities (Fisheries)	
1.) What worked well? Successful outputs or activities?	<ul style="list-style-type: none"> ○ Protected areas and solar freezers worked very well at Aniwa site ○ FAD's and FAD training worked well on Epi / Aniwa ○ Comprehensive scientific data collected at some sites <div style="text-align: center;">  <p><i>Former VCAP Coastal Coordinator Elena Silas with UNDP Winifereti Nainoca at Lessons Learned workshop</i></p> </div>
2.) Why are these outputs important?	<ul style="list-style-type: none"> ○ Marine species more plentiful, restoration of marine eco-systems at select sites, which is important for food security ○ Protected areas at Epi site very successful, replicated to sites outside of project boundaries
3.) What challenges were encountered or did not go well?	<ul style="list-style-type: none"> ○ Budget shortfalls due to Component 1 over-spending with PWD, resulting in incomplete activities ○ No capacity training for community stakeholders relating to protected areas ○ Baseline data collection still on-going during 4th year of project in 2018 ○ Not able to create detailed, costed work plans to allocate resources across sites- resulting in delivery at Epi and Aniwa more than other sites ○ FADs missing, floated away shortly after installation at many sites (including permanent) ○ Data not shared with other partners, reporting gaps ○ No strict adherence to project document, focus on data-collection with low prioritization of major project activities such as ICZM plans until end of project ○ Provincial and community stakeholders report political influence relating to delivery of activities at sites, some activities delivered outside of project boundaries ○ Coconut crab stock assessment information not shared with VCAP PIU or community stakeholders ○ Additional consultancies proposed for ICZM planning outputs even though VCAP funded Coastal Coordinator, International TA support (as opposed to DARD, DoF, Livestock planning which did not propose for additional consultancies)
4.) Lessons learned	<ul style="list-style-type: none"> ○ Closer collaboration needs with existing structures in communities- provincial authorities, VDC's, Area Councils ○ Capacity building needed for implementing staff- planning, budgeting, reporting, etc ○ Deliver more community-based training, follow-up trainings ○ MOU requiring data-sharing and reporting to enable reception of project funds
5.) Sustainability Comments or Follow-up actions?	<ul style="list-style-type: none"> ○ Sustainability of ICZM plans questioned due to lack of training ○ Follow up interventions from other projects, or mainstreaming into VFD plans to provide ICZM planning training to communities suggested

PWD – VCAP Activities	
1.) What worked well? Successful outputs or activities?	<ul style="list-style-type: none"> ○ Effectively engaged community stakeholders ○ Informed communities well of exit plan, phasing out of activities ○ At Epi site- materials (sand, coral) for road improvements provided for free by disputing parties through signed agreement led my provincial partners ○ At Epi site – AC had budgeted for minor maintenance (clearing of drainage, removal of debris, etc) ○ Vulnerable people have safer access in walking over crossings, up slopes at sites such as Epi and Araki Island
2.) Why are these outputs important?	<ul style="list-style-type: none"> ○ Signed agreement on Epi by disputing partners regarding free provision of materials for road upgrade reduced risk for disputes interfering with work (disputes common after monetary payment made to ○ Transport to schools, markets, banks, health centres possible during periods of rain now ○ Transport prices more affordable now ○ Empowers vulnerable people to access services at reduced risk
3.) What challenges were encountered or did not go well?	<ul style="list-style-type: none"> ○ Budget shortfalls due to higher expenses at some sites, resulting in incomplete activities- did not set down-scale activities quickly enough as over-spending occurred ○ Baseline costings not accurate, design specs not shared from design consultant ○ Scale of Pentecost site very large, difficult to follow project design ○ Capacity to work on pedestrian-crossings and walkways limited- focus on vehicular roads ○ Weather delays (South Malekula) ○ Budget, planning and oversight did not consider active oversight (minimal budget to travel to islands to inspect roadworks from contractors) ○ Location of quarry in South Malekula site added considerable costs ○ Contractor unable to deliver support to communities in East Pentecost ○ Unacceptable social behaviour of some contractors reported by some communities- having affairs and children with local women, etc ○ Strained relationship between PWD & VCAP ○ EIA's and communications, understanding between PWD and DEPC, compliance rules for quarries, etc ○ Community disputes, political pressures, commitment to provide labour (Araki footpath)
4.) Lessons learned	<ul style="list-style-type: none"> ○ Use PWD current Civil Construction Estimate rates to verify all project scoping ○ Ensure scope and site selection is practical and in line with budget ○ Set budget cap or down-scale activities sooner at some sites, to avoid over-spending and affecting activities planned with other agencies ○ Planning and budgeting for Site Inspections, oversight must be included using project funding (out-source responsibilities as needed) or oversight responsibilities must be well-defined within TOR of project staff ○ Bylaws or contractual rules for contractors' behaviour in communities, with penalties imposed as needed (to discourage social problems in communities created by contractors) ○ Annual or semi-annual forums between DEPC and PWD needed to clarify EIA process, standards and encourage dialogue
5.) Sustainability Comments or Follow-up actions?	<ul style="list-style-type: none"> ○ Support for sustainability of roadworks to be incorporated into annual PWD work plans ○ Small-scale maintenance support for road on Epi (clearing of drainage, etc) – should be replicated by other AC's <div style="text-align: center;">  <p>Former VCAP PWD Coordinator Raysen Vire with UNDP's Winifereti Nainoca at Lessons Learned workshop</p> </div>

Overall VCAP Feedback from PIU, Site Coordinators and Provincial Partners <i>(Individual asterisks (*s) indicate that multiple stakeholders provided the same answer)</i>	
1.) What did you like most about VCAP?	<ul style="list-style-type: none"> ○ Roads and Accessways improved, made stronger and more resilient *** ○ Establishment of Area Council Emergency Operations Centres (AC EOC) that also support Area Council service delivery and disaster shelter functions for vulnerable people, and provision of equipment to these AC centres*** ○ Learning about new sectors, new learning opportunities * ○ Resource management support and establishment of tabu areas * ○ Establishment of community and AC disaster plans * ○ That the project was able to provide tangible, practical results in communities * ○ Adherence to the project document despite political pressures, etc ○ Provision of fishing rafts or FADs and training ○ Seeing positive response from communities ○ Building up the capacity of staff to work ○ Attending meetings in the capital ○ Working with fellow staff and stakeholders ○ Seeing that the community was always interested in project activities
2.) What did you dislike the most about VCAP?	<ul style="list-style-type: none"> ○ Incomplete activities, which were initiated or planned for but due to budget constraints-never fully realized **** ○ Difficulty in communications between project site / stakeholders and office (some sites with no communications access for months / years at a time* ○ Poor commitment or performance of some individual officers from implementing agencies* ○ Commitment of some communities to perform or contribute with project interventions* ○ Lack of capacity building ○ Disaster planning outputs were not delivered at some sites due to budget constraints (participant wanted a disaster plan for their Area Council) ○ Funding delays ○ Implementation of some activities did not occur in all communities within a site ○ Some implementing staff paid for accommodation in communities outside of the project site when visiting the islands ○ Contractors' behaviour, social problems in communities as a result ○ Community complaints and dispute