



## VCAP LESSONS-LEARNED REPORT

<b>Project Title:</b>	“Adaptation to Climate Change in the Coastal Zone of Vanuatu” (VCAP)
<b>Country:</b>	Vanuatu
<b>Related CPAP Outcome</b>	
<b>Project Description and Key Lessons-Learned</b>	
<b>Brief description of context</b>	<p>Vanuatu is an archipelago chain with over 80 populated islands, with unique traditions and languages, scattered a distance of roughly 900 km from north to south and an estimated width of roughly 300 km. Since 1990, Vanuatu has been subject to at least 20 damaging tropical cyclones including TC Pam in 2015. Vanuatu is situated along one segment of the Pacific “ring of fire,” which aligns with the boundaries of the tectonic plates. These tectonic plate boundaries are extremely active seismic zones capable of generating large earthquakes and tsunamis. The main challenges presented at the onset of the VCAP included:</p> <ul style="list-style-type: none"> <li>○ <i>An initial year-long delay by government to hire a PIU after Pro-Doc signing, followed by Tropical Cyclone Pam striking Vanuatu in 2015 and causing serious damage and delaying start of project further</i></li> <li>○ <i>Scattered island geography- logistics and expenses</i></li> <li>○ <i>Natural disasters</i></li> <li>○ <i>Weak infrastructure (roads, communications, office space, ports / harbours)</i></li> <li>○ <i>Difficult logistics (lack of fuel, unreliable ship / flight schedules)</i></li> <li>○ <i>Cultural challenges (disputes, language, gender inclusion, commitment of communities)</i></li> <li>○ <i>Availability and capacity of stakeholder agencies</i></li> </ul>
<b>Brief description of project</b>	<p>VCAP has sought to build climate resilience through improved infrastructure, sustained livelihoods, and increased food production. These efforts aim to improve the quality of life in targeted vulnerable communities in the coastal zone of Vanuatu.</p> <p><u>VCAP tried to address major vulnerabilities present in coastal ni-Vanuatu communities resulting from:</u></p> <ul style="list-style-type: none"> <li>– food and water insecurity, income insecurity</li> <li>– a lack of resilient infrastructure preventing access to services</li> <li>– unsustainable resource management practices for Upland and Coastal areas, exacerbating vulnerabilities</li> <li>– lack of preparation for disasters and lack of DRR capacity</li> <li>– inefficient Early Warnings for disasters reaching communities</li> </ul> <p><u>VCAP offered many solutions to these challenges by:</u></p> <ul style="list-style-type: none"> <li>– improving access to services by upgrading roadways, footpaths and crossings ;</li> <li>– supporting Agro-Forestry nurseries, erosion control activities, and distribution of Livestock and Forestry species</li> <li>– Supporting deployment of Fish Aggregating Devices (FAD’s) and solar freezers while developing marine protected areas</li> <li>– Under-taking water security initiatives</li> <li>– Supporting Area Council / Emergency Operations Centres to provide additional DRR capacity, and making disaster plans with communities and Area Councils</li> <li>– Installing Automated Weather Stations to support early disaster warnings</li> </ul>
<b>Key project successes</b>	<p><u>VCAP has achieved many key successes including:</u></p> <ul style="list-style-type: none"> <li>– More than 10,000 community members in Aniwa, Pentecost, South Santo, South Malekula and Epi now have better access to services through improvements to pedestrian bridges, water crossings, roads and walking paths</li> <li>– More than 30 technical Agriculture / Forestry / Livestock packages delivered to project sites including improved livestock breeds and resilient crops</li> <li>– Total of nine Fish Aggregative Devices (FADs) have been installed, seven of 8 targeted</li> </ul>

	<p>solar freezers have been distributed and two aquaculture programs established at project sites</p> <ul style="list-style-type: none"> <li>– 9 protected marine areas have been established in coastal areas, together with completion of 6 marine ecosystem health baselines</li> <li>– 100% of Vanuatu population with mobile phone network coverage and FM radio reception receive timely and accurate warnings for floods, cyclones and other natural hazards, as result of the installation of six Automatic Weather Station</li> <li>– Community Disaster Committees were established by the project across the project sites. Disaster Management Plans for 5 Area Councils developed</li> <li>– 5 ground-water solar pump systems installed in Torres Islands along with rain water catchment systems and gravity feed water systems in Epi and Pentecost- increasing water security to 6691 people</li> <li>– Intervention activities to reduce the erosion by planting of vetiver grass and setting up agro-forestry nurseries</li> <li>– Emergency Operations Centres / AC office renovations supported in 6 Area Councils, allowing for greater disaster resiliency for AC government leaders</li> </ul> <p><u>Factors supporting this success include:</u></p> <ul style="list-style-type: none"> <li>o Commitment of national and provincial stakeholders, VCAP PIU</li> <li>o Thorough consultations during design phase of project, led by DLA with multi-sector vulnerability assessments</li> <li>o Support from community stakeholders, political will</li> <li>o Cooperation between different government ministries and line agencies</li> <li>o Partnership with civil society- Red Cross- for disaster planning outputs</li> <li>o Modality of project- Nationally Implemented Modality (NIM)</li> <li>o Majority of staff and consultancies were national hires, limited international TA inputs (providing more practical on-the-ground knowledge and context)</li> </ul>
<p><b>Project shortcomings and solutions</b></p>	<p><u>Major challenges of VCAP include:</u></p> <ul style="list-style-type: none"> <li>o Budget exhausted earlier than expected due to unexpected additional costs for infrastructure related roadworks, resulting in incomplete activities at several sites relating to Upland and Coastal resource management</li> <li>o Community expectations high and sometimes commitment or community-level contributions are missing</li> <li>o Lack of capacity-building opportunities or programmes for stakeholders, lack of capacity by government agencies to deliver works, limited availability of staff in some agencies</li> <li>o Project indicators and targets were not always SMART: Specific, Measurable, Achievable, Relevant/realistic and Trackable/time-bound. Unclear indicators and indicators that are not measurable within the project implementation period and unrealistic targets caused difficulty.</li> <li>o Delays in funding provisions due to Ministry of Finance processes that often take several weeks to process, delays and capacity gaps with reporting</li> <li>o Sharing of information between some government stakeholders and reporting gaps</li> </ul> <p><u>Challenges were overcome by employing the following methods:</u></p> <ul style="list-style-type: none"> <li>o Scaling-down of plans to utilize smaller budgets available to complete key activities</li> <li>o Revision of Indicators and Framework after MTR</li> <li>o Partnership with provincial government authorities to engage communities and seek contributions (provision of resources, labour, etc)</li> </ul>
<p><b>Lessons learned</b></p>	<p><u>What could have been differently / better with VCAP:</u></p> <ul style="list-style-type: none"> <li>o Government could have pushed for recruiting PIU sooner before TC Pam, which caused further delays to project implementation.</li> <li>o Avoid delays to planning small-scale activities that will require follow-up and monitoring</li> <li>o Separation of budget lines for stakeholder agencies needed, budget limits. (More input from design team / CTA on budgeting, planning)</li> <li>o Scale of some sites not practical</li> <li>o Expedite baseline data collection processes;</li> <li>o Align project planning processes with national partners</li> <li>o Coordinators could improve joint delivery of outputs</li> <li>o More support and capacity building for PIU Finance officer</li> </ul>

	<ul style="list-style-type: none"> <li>○ Reduce reporting gaps from stakeholders, performance reviews and incentives for PIU staff</li> <li>○ Specific Water-security Coordinator support needed</li> <li>○ Specific gender-focused activities needed, support to vulnerable people</li> <li>○ More capacity-building and knowledge-exchange opportunities needed</li> <li>○ Ensure CCA included within policies supported</li> <li>○ More inclusion of provincial partners</li> <li>○ Review of composition and functionality of Technical Working Group to improve efficiency of delivery</li> </ul> <p><u>To improve future programming or for other similar projects elsewhere:</u></p> <ul style="list-style-type: none"> <li>○ Future programming should dedicate more resources to initial costing of infrastructure works in design phase</li> <li>○ Design and implementation of capacity-building program initiating in first year of project delivery with follow-up throughout the lifetime of the project</li> <li>○ Ensure capacity and delivery of outputs from project team (Site Coordinators, PIU, stakeholders) etc by encouraging performance review by multiple stakeholders such as Project Manager, Directors of relevant agencies, UNDP, etc)</li> <li>○ Develop a more functional Technical Working Group to advise on technical matters relating to project implementation</li> <li>○ Oversight regarding major infrastructure works that is put to tender should be monitored to flag over-spending</li> <li>○ It would be reasonable to assume replication potential with other Melanesian countries using the same approach as VCAP, given government capacity and commitment is similar</li> </ul>
<b>Follow-up Actions</b>	<p>The project has resulted in a lot of benefits and it will rely on other projects to replicate and further upscale to a greater level of significance. A follow-up intervention is recommended to further secure the investment made by the GEF, Government and UNDP.</p> <p>VCAP 2 PIF has been approved for design phase by the LDCF and GEF, and design will likely begin in 2020, during which time these Lessons Learned should be carefully considered.</p>

<b>Project Information</b>	
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<b>Project resources:</b>	<a href="https://www.adaptation-undp.org/projects/lDCF-vanuatu">https://www.adaptation-undp.org/projects/lDCF-vanuatu</a>
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