



## Evaluation Report

Final evaluation of the Vanuatu NGO Climate Change Adaptation Program

“Yumi stap redi long Klaemet Jenis”

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Much learning has taken place throughout the process of developing and conducting the evaluation. It is this process that should be valued equally to the report itself.

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Cover page photo: Women take part in weaving as part of the Custom Day. ©Peter Kolmas, VRDTCA

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## LIST OF ABBREVIATIONS

ACFID	Australian Council for International Development
BER	Basic Efficiency Resource Analysis
CBA	Community Based Adaptation
CCA	Climate Change Adaptation
CCCPIR	Coping with Climate Change in the Pacific Island Region Program
CDCCC	Community Disaster and Climate Change Committee
CMG	Consortium Management Group
COP19	19 <sup>th</sup> Session of the Conference of the Parties
CSIRO	Commonwealth Scientific and Industrial Research Organisation
CSO	Civil Society Organisation
DARD	Department of Agriculture and Rural Development
DFAT	Department of Foreign Affairs and Trade
FRCS	French Red Cross Society
FSA	Farm Support Association
IDC	Island Development Committee
IUCN	International Union for Conservation of Nature
MEL	Monitoring, evaluation and learning
NAB	National Advisory Board
NACCC	National Committee on Climate Change
NDMO	National Disaster Management Office
NRM	Natural Resource Management
NSDP	National Sustainable Development Plan
PCCSP	Pacific Climate Change Science Program
PICAN	Pacific Islands Climate Action Network
PLA	Participatory Learning and Action
PMU	Project Management Unit
PVCA	Participatory Vulnerability and Capacity Analysis
PWD	People with Disability
RTC	Rural training centre
SIDS	Small Island Developing States
SPC-GIZ	Secretariat of the Pacific Community - Deutsche Gesellschaft für Internationale Zusammenarbeit
ToC	Theory of Change
UNFCCC	United Nations Framework Convention on Climate Change
USP	University of the South Pacific
VANGO	Vanuatu Association of Non-Governmental Organisations
VARTC	Vanuatu Agricultural Research Training Centre
VCAN	Vanuatu Climate Action Network
VMGD	Vanuatu Meteorological and Geo-hazards Department
VRCS	Vanuatu Red Cross Society
VRDTCA	Rural Development Training Centres Association
WASH	Water, Sanitation and Hygiene



## EXECUTIVE SUMMARY

This document is a report based on an independent evaluation of the Vanuatu NGO Climate Change Adaptation Program in Vanuatu, locally known as *Yumi stap redi long Klaemet Jenis*. The evaluation and report was commissioned by Oxfam, and supported by the Australian Government's Department of Foreign Affairs and Trade (DFAT).

The program, which took place between 1 July 2012 and 31 December 2014 was implemented by Oxfam, CARE International in Vanuatu, Save the Children, Vanuatu Red Cross Society in partnership with the French Red Cross, the Vanuatu Rural Development Training Centre Association (VRDTCA) and the Secretariat for the Pacific Community-Deutsche Gesellschaft für Internationale Zusammenarbeit (SPC-GIZ).

### Key Findings

Overall, the program reached 5,064 women, men and young people; just short of meeting its aim of working with 5,400. However, the reach of the project has been larger, with 39 communities across 12 islands in the provinces of Torba, Tarea, Shefa and Penama in Vanuatu – an increase of nine communities from the original design.

As a result of the program, community members (women, men, girls, boys and People with Disability) now have more knowledge of weather, climate variability, climate change, and climate change adaptation options through awareness raising, training and workshops conducted by consortium partners. The program has been a significant driver of not only increasing knowledge of climate change, but making this knowledge widely available. Using knowledge and skills gained, community members have taken actions to adapt to climate change across a range of sectors including water, sanitation and hygiene (WASH), natural resource management (NRM), agriculture, and disaster risk reduction. While many of the actions taken are locally based and small-scale in nature, progress taking place is providing a number of benefits for community members, the majority of which are likely to continue after the program finishes. The program has also been effective in supporting community members to establish and improve links with government structures (mostly at a local level), although many challenges remain in making links strong enough to be sustainable without the continued support of the program.

Working together, consortium program agencies are increasingly sharing information and resources with each other and with the broader Vanuatu Climate Action Network (VCAN) network, which is convened by Oxfam. VCAN has engaged over 20 civil society organisations to come together and learn about each other's work, network, share learning and create new knowledge. These activities, along with joint planning and development of consistent tools and approaches for monitoring and evaluation, has helped strengthen partnerships and increased awareness of the strengths and resources held by each agency. As a result, there is now increased consultation on and coordination with incoming climate change initiatives in Vanuatu; and internationally, civil society, through VCAN, has collaborated with government to represent Vanuatu in the international climate change negotiations, further cementing the good relationships. Without the existence of VCAN and its reputation as an effective civil society body by government, these opportunities may not have arisen.

Drawing on the collective experience and specialist skills of individual agencies, consortium partners and the wider network have greater capacity in climate change adaptation programming, leading to increased program effectiveness at the community level. Increased collaboration between consortium agencies in VCAN and with government, as well as SPC-GIZ's encouragement of civil society-government links, has enabled individual agencies to have a broader policy influence, in

particular though emphasising the importance of gender and equity as foundation blocks of sustainable development, and the effectiveness of focusing on capabilities rather than technological fixes for development issues. As a direct result, consortium partners (through VCAN) have been able to better coordinate and increase their input into government policies and planning processes that they may not have known about otherwise. While policies and efforts to develop a national approach to climate change adaptation practice are ongoing (and in many cases still under development, and therefore difficult to assess in terms of delivery and impact at a practice level), the involvement of VCAN and civil society in their development can be viewed as a positive step in promoting policy and practice that is more reflective of community priorities. This is an important point, given that prior to the establishment of VCAN very little engagement of civil society in climate change issues was occurring.

Strategies and approaches used to support the delivery of the program have been instrumental in the achievement of program objectives and outcomes. These include the Vanuatu Resilience Framework, which provides an effective framework to guide the work of the consortium and to monitor program impact. The Resilience Framework is held in high regard by government; it is seen as an effective theory of change; and has helped frame national policy development. The framework is still a work-in-progress however, as it is still being tested, especially at the community level. It also needs to be more explicit in addressing equity, which is currently only articulated in three of the framework's characteristics. Partnership models have also helped provide mechanisms, alongside the framework, that have helped the program work in ways that have increased the effectiveness of program strategy and delivery. The consortium approach, whereby agencies work together under the umbrella of one program rather than separately, has brought together different agencies, with different sets of knowledge, to share information, learn from each other, work together and reduce duplication, which has increased the capacity and reach of the program. The decision to build on existing programs has also ensured that positive gains from previous programs could be continued and increased and duplication of projects reduced. Efforts to start a dialogue about climate change using traditional knowledge have also proved useful because using traditional knowledge as a foundation has provided the language and context upon which a better (and more complete) view of climate change can be built. In general, this has helped build trust between consortium partners and communities, as respect for traditional knowledge is important for community members and part of their identity, and has supported the creation of joint knowledge. However, there have been some challenges linking traditional knowledge with scientific information on climate change, for example, when traditional knowledge is at odds with the science, as well as concern in some communities about how traditional knowledge is shared outside of communities, especially in terms of loss of identity when traditional guardians of the knowledge no longer have exclusivity over the knowledge.

Despite the high costs of implementing programs in the Pacific when compared to other regions, the program has achieved a large majority of planned outputs across each of its objectives and outcomes, with less than 1% overspend of the final budget. This includes material inputs in WASH, natural resource management (NRM), infrastructure, and agriculture; as well as awareness raising/knowledge building, research and policy, training and capacity support, liaison and representation, and monitoring and evaluation components. While some delays have occurred over the duration of the program, all delayed activities were implemented by the end of the program. All variances in the budget are less than 10% of the budget, with the majority less than 5%. The program's partnership models, such as the consortium approach, building on existing programs and coordinating technical support, have all contributed to increasing the efficiency of the program, and it is perceived by consortium partners to have been efficient.

Assessing issues related to equity has been one of the most challenging aspects of the evaluation process. However, in terms of targeting, the program has made a conscious decision to work in remote parts of the country. This has increased the access of vulnerable populations to support, information and action on climate change, and helped them reach out to each other and the

government. The logistical challenges of reaching such remote locations and the efforts made to work with targeted beneficiaries, are a success in itself in a country that is so scattered geographically, with difficulties in transportation and communication. The program has increased the participation of different groups (women, youth and people with disability) in community activities, including vulnerability and capacity assessments, awareness raising, training and workshops, on-the-ground actions, and decision making/governance structures established or strengthened to manage community involvement and increase community ownership. However, this does not mean, that women, youth and People with Disability have the same access to decision making as men – they are still disadvantaged – but this is slowly changing.

The program has provided a solid foundation for the continuation of program gains through enhanced capacities of community members and partners, improved governance structures, connections between community and government bodies at a provincial and national level, and tools and resources to support learning and action to date. However, more work needs to be done on regular and systematic community planning processes that have technical input from Government staff and feed into provincial and national development planning processes, such as Area Development Plans. Given the importance of these plans for the ongoing sustainability of program achievements this is an area which requires communities, non-governmental organisations and governments alike to work together to ensure that plans are turned into concrete actions that benefits all communities, in particular those most at-risk from climate change impacts.

## Key Recommendations

The evaluation report makes 10 recommendations to continue and improve upon program achievements:

- 1. Improve the consortium model** so that community-based adaptation work is not the work of one consortium partner alone, but a joint effort between two partners, who support each other with complementary knowledge and skills sets. This could help create a more comprehensive program with greater impact.
- 2. Investigate and support increased linkages between communities (particularly women) and government and other service providers:** While the program has made some important advancements in community linkages with government and other service providers, there is still much work to be done to better understand the barriers and enablers. This includes supporting governance structures at different levels, but particularly those at local and provincial levels that link to the national level. This should be a priority for any new program.
- 3. Continue to include gender as a core part of the program:** Gender (and equity) are central to the achievement of resilience, not only for women, but society in general. Going forward, the program should ensure that gender is a core part of the program, through the development of a gender action plan and the adjustment of the resilience framework (see next point).
- 4. Revise the resilience framework to explicitly address equity:** Currently, equity is only articulated in three of the framework's characteristics. However, equity is understood by consortium partners to be fundamental to the achievement of all characteristics. Going forward, the framework should explicitly address equity across all its characteristics.
- 5. Maintain a level of flexibility to take advantage of new opportunities as they arise:** Given the successes of the current program by being flexible and responsive, this should be an area of open discussion with current/future donors, and be part of program design and implementation.
- 6. Support sustainable structures/processes to provide communities with access to information on climate change and related issues:** Sustainable structures/processes (appropriate to



women, men and young people) are required to ensure communities are kept up to date and momentum to understand and act on information is not lost.

7. **Continue to focus on linking traditional and scientific knowledge of climate change related issues**, finding ways to address/incorporate cultural issues and sensitivities.
8. **Evaluate any new interventions against their ability to support resilience:** It is not enough for interventions to support adaptation to the *impacts* of climate change, they should also support *adaptive capacity*, and/or help *transform* structures where resilience is not enough.
9. **Ensure that any future consortium develops a shared monitoring, evaluation and learning system** at the concept/design stage so that baselines, monitoring and evaluation of programs can be better compared and shared for joint learning. This may require flexibility from some agencies, but also a monitoring, evaluation and learning design that is broader in nature than individual agencies plans.
10. **Use VCAN and PICAN** to facilitate greater information sharing across Vanuatu and the Pacific related to adaptation actions that respond to specific adaptation challenges, as well as act as the key body for influencing national, regional and international policy development.

# 1. INTRODUCTION

This section provides an introduction to the evaluation including: its purpose, goals and objectives; and evaluation key questions.

## 1.1 Evaluation Report Overview

This is an external end of program evaluation undertaken to assess the Vanuatu NGO Climate Change Adaptation Program known locally as ‘Yumi stap redi long Klaemet Jenis’. The evaluation team included one external consultant: Charlotte L. Sterrett (lead evaluator); and 11 national staff members from five of the six consortium partners – Oxfam, Save the Children, CARE International, the Vanuatu Red Cross Society (supported by the French Red Cross Society (FRCS) and the Red Cross Red Crescent Climate Centre), and the Vanuatu Rural Development Training Centres Association (VRDTCA).

Internal team members participated in the design, collection, analysis and verification of data, and have provided comments on the draft evaluation report. This formed part of the participatory methodology chosen for the evaluation, and was essential in meeting objective 4 of the evaluation.<sup>1</sup>

The evaluation was commissioned and managed by Oxfam and supported by the Australian Government’s Department of Foreign Affairs and Trade (DFAT).

## 1.2 Evaluation Goals and Objectives

The overall goal of the evaluation is: **To provide evidence for the outcomes and lessons from the program for the final program report to the donor and to guide future programming.**

The objectives of the evaluation are to:

1. Examine the effectiveness of the program in achieving intended objectives and outcomes and contributions to building the resilience of women, men, girls and boys in Vanuatu
2. Assess the extent to which the program’s partnership and implementation strategies are relevant, efficient, equitable and sustainable
3. Identify lessons and provide recommendations for future consortium, network or individual-agency resilience programs in Vanuatu and the Pacific
4. Strengthen the skills of in-country staff in data collection, collation and analysis through their participation in the evaluation team.

## 1.3 Evaluation Key Questions

For each of the four evaluation objectives, key questions have been developed to guide the development of data collection tools for different stakeholders.

**Table 1: Evaluation Key Questions**

Result Areas	Key Questions
Achievement of program objectives and outcomes (Objective 1)	<ol style="list-style-type: none"><li>1. To what extent have the programme’s objectives been achieved?</li><li>2. What are the chief factors responsible for the achievement or failure of the objectives?</li><li>3. How has the program contributed to resilience?</li><li>4. What have been the unintended outcomes and impact of the program?</li><li>5. How has the program increased access to, understanding and use of</li></ol>

	weather and climate information by community members, network member and other stakeholders?
Effectiveness of the partnership model in achieving program objectives, outcomes and resilience (Objective 1)	<p>6. In what ways have the different partnership models and implementation strategies contributed to the program objectives and outcomes, and resilience?</p> <p>7. How has the resilience framework helped guide the program to achieve its objectives and outcomes?</p>
Relevance, efficiency, equity and sustainability of program's partnership and implementation strategies (Objective 2)	<p>8. To what extent do the program's objectives remain valid? Why?</p> <p>9. How relevant was the program to the communities and other stakeholders it sought to support?</p> <p>10. Is the program considered cost effective/value for money? How and why?</p> <p>11. Were activities and outputs achieved on time? How and why?</p> <p>12. How has the program increased equity, particularly for young women and men, and people with a disability?</p> <p>13. How sustainable are the changes and structures established or supported through the program?</p>
Lessons learned and recommendations for future programming (Objective 3)	<p>14. What are the key lessons learned from the program?</p> <p>15. What are the key recommendations for future programming at: consortium/ network/ individual agency level resilience programs in Vanuatu/Pacific?</p>
Capacity strengthening of in-country staff in data collection, collation and analysis (Objective 4)	<p>16. What skills have in-country staff gained in evaluation processes, as a result of participation in the evaluation?</p> <p>17. How do in-country staff perceive their ability to conduct future evaluations?</p>

## 2. CONTEXT AND PROGRAM

This section provides background information on the country context in terms of: climate change and disasters; cultural and equity issues present in Vanuatu; and an overview of civil society and government action on climate change prior to the commencement of the program. It also provides an overview of the NGO CCA Program including: the program's goals, objectives and change outcomes; different strategies used to deliver the program effectively; and information on program locations.

### 2.1 Country Context

#### 2.1.1 Climate Change and Disasters

Vanuatu's location on the Ring of Fire and cyclone belt subjects it to a wide range of geological and hydro-meteorological hazards. Geological hazards include earthquakes, tsunamis, volcanoes and landslides. Hydro-meteorological hazards include cyclones, floods and droughts, and are indicative of Vanuatu's already highly variable climate. El Niño and La Niña events which oscillate in the Pacific, amongst other regional climatic patterns, contribute to significant seasonal variation in rainfall, sea level and temperatures, which has created an underlying level of uncertainty for Vanuatu communities.

Climate change is a growing threat to Vanuatu with government assessments and the Pacific Climate Change Science Program (PCCSP) finding in addition to the underlying variability, increasing temperatures above the rate of global average increases in recent decades, increased ocean acidification and rising sea levels. Scientific studies by the Commonwealth Scientific and Industrial Research Organisation (CSIRO) and Australian Bureau of Meteorology in 2014<sup>2</sup> show that Vanuatu is currently experiencing significant changes in weather, with longer term projections showing a range of potentially adverse impacts, including:

- Temperature increases in the range of 0.4–1.0°C by 2030
- Sea level rise in the range of 3-17 cm by 2030 (based on a high emissions scenario)
- Increases in the frequency and intensity of extreme rainfall events, with impacts on community infrastructure and agricultural production
- Decrease in frequency of tropical cyclones, but an increase in the proportion of more intense storms.

Community assessments undertaken by consortium partners prior to the commencement of the program confirm the science, illustrating how climate variability and change are playing out at the local level:

- Villages located in areas where there are sandy beaches are being affected by erosion
- Heavier rains are causing waterlogging, leading to damaged root crops and stagnant surface water
- Wild yams, widely known to be a robust and tolerant crop, are becoming endangered in some areas (such as Torres) as people are increasingly relying on it when other crops fail
- Communities on some islands are finding wells, often the main water source, are becoming salinated. Water from natural springs is susceptible to damage and pollution by cyclones and heavy rains
- Lack of clean and reliable water sources, sanitation and hygiene are some root causes of illness in the communities
- Increased incidence of disease in domestic livestock
- Some communities are experiencing changes in fruiting seasons and fewer fruits
- Traditional housing is often built with weak foundations and structure and is vulnerable to severe storms

- Traditional knowledge and practices are easily applicable by the community and one of the most efficient ways to help communities adapt to the impact of climate change, however they are not widely recorded or disseminated. Strong social networks and support are important.

In a country where 80% of the population live subsistence lifestyles, these factors pose a significant risk to the health and livelihoods of women, men and young people. However, while these similarities across the country exist, the geographical, cultural and social diversity of Vanuatu means that communities can be impacted by climate variability and change in very different ways. Localised solutions are required.

In addition, community vulnerability is compounded by structural factors such as institutional weaknesses, geographical remoteness, the absence of basic infrastructure such as access to safe water, gender inequalities, a lack of knowledge of the risks, and poor access to information, education and health services. However at the community level, coping mechanisms exist including traditional knowledge and a high degree of mutual support.

### **2.1.2 Culture and Equity**

Vanuatu has complex gender dynamics. Culture and *Kastom*<sup>3</sup> have created a traditionally male dominated and largely patriarchal society. Women have traditionally often been excluded from key decision making processes both within the family and in public life, with young women being particularly undervalued. However women play key roles in the traditional and cash economies as well as carrying the main responsibility for reproductive labour and care. In some provinces, they also have the primary responsibility for growing and cooking food for their families, collecting fuel for cooking and collecting water, reflecting a disproportionate labour load. These traditional women's roles and areas of labour are highly vulnerable to climate variability and change, which can result in both an increased burden on women and reduced nutritional intake for women and their children. However, over time, these roles are being challenged and engagement with women to address their specific needs is increasing, through the work of NGOs, government and communities themselves. As evidenced in this report, women are becoming more involved in understanding their vulnerability and capacity to adapt and respond to climate variability and change, as well as being more included in decision making and that activities that target their needs. Men are also recognising the knowledge and skills of women in climate change adaptation by listening to their ideas and acting upon them.

Similarly, young people and children, traditionally, have been often overlooked in community decision making and planning as they have a lower status in the community. Children and young people are particularly vulnerable to the impacts of climate change. They are more susceptible to temperature changes and the water and vector borne diseases that are likely to be exacerbated by climatic changes. Children are also more likely to be killed or injured during extreme weather events and their lives and future livelihoods will be at greater risk. However, over time, child and youth participation in community decisions and planning is changing as a result of efforts by NGOs, governments and communities themselves. As evidenced in this report, children and youth in many communities have become more included in their communities (and wider society), have access to dedicated groups advocating for their needs, and are participating in activities that benefit them.

### **2.1.3 Civil Society and Government Action on Climate Change**

Prior to the commencement of the program, civil society and government action on climate change was in its infancy. While civil society had shown an expressed desire to collaborate and share knowledge on climate change and disaster management issues, there had been no consistent coordination mechanisms, meaning agencies were often working in isolation and not benefiting from the learning of others. This also meant that there was a risk of inconsistent information being provided to communities. The Vanuatu Association of Non-Governmental Organisations (VANGO) was the main body representing civil society in a number of government consultations on climate change and environmental issues, albeit with limited capacity to consult with or represent broader civil society.<sup>4</sup>

Vanuatu government action on climate change prior to the program was limited due to weak institutional capacity and funding to implement its plans. In spite of this, the government had established a National Committee on Climate Change (NACCC) (1989), ratified the United Nations Framework Convention on

Climate Change (UNFCCC) (1993), submitted its first National Communication (1999), and developed a National Adaptation Plan of Action (2005). Its key adaptation priorities have been agriculture, water management, coastal management and health. A review and restructure of climate change was underway at the start of the program, including the establishment of the National Advisory Board (NAB), set up to bring together climate change and disaster risk management issues.

## 2.2 Program Overview

The Vanuatu NGO Climate Change Adaptation (CCA) consortium program commenced in 1 July 2012 and was completed in 31 December 2014. It was funded by the Australian Government through DFAT’s Community Based Climate Change Action Grants (a \$2 million grant for the duration of the program) and implemented by Oxfam, CARE International in Vanuatu, Save the Children, Vanuatu Red Cross Society in partnership with the French Red Cross, the Vanuatu Rural Development Training Centre Association (VRDTCA) and Deutsche Gesellschaft für Internationale Zusammenarbeit (SPC-GIZ).<sup>5</sup>

### 2.2.1 Program Goal, Objectives and Outcomes

The overall goal of the program is **to increase the resilience of women, men and young people in Vanuatu to the unavoidable impacts of climate change.**

A shared approach to resilience is underpinned by the ‘Vanuatu Community Resilience Framework’ developed through the program (see Annex 6). It articulates a joint definition of impact; the features of a community in Vanuatu that is resilient to climate variability and change. This framework has informed the approach and focus of the activities and program monitoring, evaluation and learning. The Resilience Framework is supported by the program Theory of Change (ToC) (see Annex 7). The program seeks to contribute to resilience through the following objectives and change outcomes:

**Table 2: Program Objectives and Change Outcomes**

Objective 1	Change Outcomes
Women, men and young people across Vanuatu have a greater ability to adapt to the impacts of climate change, both short and longer term changes.	<ol style="list-style-type: none"> <li>1. Up to 5400 women, men and young people in 30 communities in the provinces of Torba, Tafea and in the Port Vila area have increased knowledge and capacity to plan for and address unavoidable impacts of climate change, and use this to implement on the ground adaptation actions, focusing on health, livelihoods, water and DRR.</li> <li>2. Women, men and young people in Vanuatu have increased their understanding of climate change, its potential impacts and actions required to increase their resilience.</li> <li>3. Communities, particularly women and young people, are taking action on climate change and articulate their priorities to governments and other service providers.</li> </ol>
Objective 2	Change Outcomes
The delivery of climate change initiatives in Vanuatu is more efficient and effective due to increased capacity, collaboration and information sharing amongst the NGO sector and with the Government.	<ol style="list-style-type: none"> <li>4. The NGO sector, government and other stakeholders have an increased awareness of climate change activities in Vanuatu and are increasingly collaborating on climate change initiatives.</li> <li>5. NGO Network members have improved knowledge and practice in supporting women, men and young people to become more resilient to climate change.</li> <li>6. Issues reflecting civil society knowledge and experience on climate change and related issues are reflected in government policy and practice.</li> </ol>



Objective 3	Change Outcomes
The learning from this program supports government and other stakeholders to develop and implement policy and practice that better support women, men and young people in Vanuatu adapt to climate change.	<p>7. The collation and refinement of tools, processes and information materials supports a consistent national approach to practice and data collection on climate change in Vanuatu.</p> <p>8. Through a strong evidence base, this program makes a measurable contribution to the development and delivery of national and regional level community based climate change policy and action.</p>

### 2.2.2 Program Strategy

The program has a number of shared strategies that have been used to increase community resilience, both in the short and longer term.

**Table 3: Program Strategy**

Program Strategy	Description
Consortium approach	By working together, the program partners have provided a coordinated approach to community based adaptation programming, where partners can better learn from each other's experience, and build a program that is bigger than its individual parts.
Building on what has been done	The program selected project sites where partners had existing work in order to deepen the work and expand local capacities, and to integrate CCA into existing work, thereby avoiding the 'siloeing' of climate change as a separate sector. Existing technologies, tools, education materials and resources have been utilised to limit duplication, building in or developing climate change content as appropriate.
Linking community (traditional) and scientific knowledge to build up climate information	The program has documented local knowledge and linked this to the available scientific knowledge from PCCSP, CLIMsystems <sup>6</sup> and other climate science programs to understand the localised climate related impacts and inform community action.
Coordinating technical support	Through the Consortium Management Group the program has shared expertise and coordinated external technical support as a group.
Networking among civil society organisations	Through the Vanuatu Climate Action Network (VCAN) and the Pacific Climate Action Network (PICAN), the program has actively sought to increase networking opportunities for civil society organisations to: increase sharing of information, lessons and resources; increase coordination of programs and activities; and provide a platform for collective action to inform decision making at different levels.

### 2.2.3 Program Locations

The program was implemented in 39 communities in 12 islands across four provinces in Vanuatu. Four of the consortium partners directly implemented projects in each of the 12 islands (VRCS, CARE, Save the Children, and VRDTCA), while SPC-GIZ provided technical assistance where required, and Oxfam provided overall management of the program, including work at the national level to establish and support the VCAN and PICAN. For more information on program locations see Annex 8.

**Table 4: Program locations**

Consortium partner	Number of communities	Number of people targeted	Program areas of focus
Red Cross	25	2,234	Water, Sanitation and Hygiene (WASH); coastal protection; food production and protection; climate change tools; and resource development
CARE	4	817	Community gardening, targeted training of food and nutrition, women's empowerment, development of climate change resource materials
VRDTCA	8	434	Building of climate change resource centres WASH infrastructure, community tree planting, development of climate change training module
Save the Children	9	1579	Child-centred climate change adaptation and youth outreach and awareness, tools and resources

## 3. METHODOLOGY

This section provides information on the methodology used for the evaluation including: the evaluation approach and sampling technique; a description of key informant groups; details on the different data collection tools developed and used; the scope of data collection; how the quality of data collection and analysis processes were maintained; and the limitations of the evaluation.

### 3.1 Evaluation Approach

#### 3.1.1 Approach

The evaluation was led by an external consultant with the participation of a gender balanced team of 11 national staff from consortium agencies. Of these, nine took part in the design, data collection and analysis stages of the evaluation, and two were responsible for supporting the evaluation process (six male, five female). The inclusion of national staff in the evaluation team was essential for ownership and adoption of the learning from the evaluation and to provide contextual grounding to the evaluation team's analysis. For more information on the evaluation team and how they participated in the evaluation see Annex 4.

The evaluation approach was gender- and culturally-sensitive, and participatory. This included disaggregation of the views of women, men, young women, young men and people with disability both in consultation and in data analysis, and the use of female evaluation team members to speak with female community members. Data collection tools were based on the Participatory Learning and Action (PLA) approach.

#### 3.1.2 Sampling Technique

Stratified purposive sampling was used to select the five project sites for data collection. At least one site per consortium agency was visited, and a range of activities representative of the program were assessed. The data collection also took place across a geographic spread of islands representing the North and South of Vanuatu (as well as the main island of Vanuatu- Efate). Overall, the evaluation visited seven (18%) of the 39 communities that participated in the program.

**Table 5: Data Collection Sites**

Organisation	Province	Island	Community
Save the Children	Torba	Vanua Lava	Vatrata
Save the Children	Shefa	Efate	Olhen
CARE	Tafea	Futuna	Herald Bay
CARE	Tafea	Futuna	Mission Bay
VRCS	Torba	Motalava	Nereningman
VRCS	Torba	Motalava	Rah
VRDTCA	TAFEA	Tanna	Lume

#### 3.1.3 Key Informant Groups

Three key informant groups were identified for the purposes of collecting the necessary data for the evaluation:

- *Group 1: Program beneficiaries and local leaders.* This group includes a range of program beneficiaries (men, women, girls, boys, elderly, and PWD across each of the five data collection sites).

- *Group 2: Consortium staff.* This group includes a range of staff who are involved (or have been) involved in the program across the six consortium agencies.
- *Group 3: Other stakeholders.* This includes staff from different government departments, network members and other NGOs working on related issues in Vanuatu.

For further information on key informant groups see Annex 3.

### 3.2 Data Collection Tools

The evaluation methodology was participatory and employed a mixed-methods approach to data collection, triangulating qualitative and quantitative data from key stakeholders: women, men, young women and men and boys and girls participating in the program, staff from consortium agencies, VCAN members, island, provincial and national government staff, donors, and other stakeholders.

**Table 6: Data Collection Tools**

Data collection tools	Description
Desk review	A desk review was conducted of key documents related to the program (design documents, implementation plans, reports, research, case studies, endline surveys, et cetera).
Focus Group Discussion Guide	The focus group discussions (FGDs) were developed and used to identify overall domains of change as seen by different key informants.
Key Informant Interview Guides	The key informant interview guides were developed and used to focus and probe specific issues relevant to the program implementation. This enabled the study to focus on the issues referred to in the evaluation objectives, as well as those in the program design document.
Personal Testimony	To bring to life the experience of those participating in the program, personal stories of change were gathered and used to inform the evaluation.
Basic Efficiency Resource Analysis	A basic efficiency resource (BER) analysis was developed and used to help assess the perceived efficiency of the program.
Evaluation Team Self-Assessment	A pre- and post-evaluation self-assessment was developed and used to assess the improvement in evaluation skills of the in-country evaluation team.
Observation	Program site visits were conducted to orientate the evaluation team to the specific activities undertaken in relation to the overall program and to gain and overall sense of each community and the context in which the program operates.

### 3.3 Scope of Data Collection

The evaluation team undertook data collection in five islands of three provinces over a two week period from 4 to 18 November 2014. A total of 88 key informants shared their views and perspectives during the data collection process comprised of: project beneficiaries, local area council members and chiefs, provincial and national government staff, partner staff, and members of key stakeholder organisations including VCAN. Of these 88 took part in FGDs (28 male and 60 female), while 63 (34 male, 29 female) took part in interviews. Overall, 41 youth or children (20 male and 21 female) and two PWD (one male, one female) took part in the evaluation.<sup>7</sup> A detailed breakdown of numbers, groups and roles of key informants who participated in interviews is provided in Annex 3.

### 3.4 Quality of Data Collection

The quality of data collection and analysis was monitored throughout the collection process. Methods included:

- *Evaluation planning and design workshop:* Evaluation team members took part in a one day workshop to brief, train and test the different data collection tools. This provided team members with knowledge and skills to support data collection in the various sites.
- *Pre-site briefings and end-of-day briefings:* Evaluation team members were briefed prior to commencing data collection in each site. This included a recap of data collection tools, and techniques to increase participation of key informants in the data collection process. At the end of each day, or in the morning prior to data collection, there were short briefings for team members to recap the day's data collection in terms of any issues, challenges and ways in which to improve the process going forward.
- *Data collection:* During the data collection, team members worked together to gather the relevant data. The lead evaluator supported other team members throughout the data collection process.

The initial analysis of data took place during a two day workshop after all data was collected. During the workshop, team members were taught how to analyse the data by coding and tabulating the data collected, and then organising data to determine key themes of the evaluation. Initial findings were developed based on these themes.

### 3.5 Limitations

The evaluation was limited by several factors which need to be considered alongside the findings and analysis presented in this report. The limitations include:

- The time dedicated to design the evaluation methodology was too short. Instead of the two days planned to conduct the participatory design and planning of the evaluation, only one day was possible. This reduced the amount of time available and resulted in the lead evaluator developing the majority of the design in advance of the workshop, and meant that no generic training on evaluation methodologies was given to evaluation team members.
- The lead evaluator did not speak Bislama, which limited the amount of information gathered during interviews, informal discussions and conversations throughout the evaluation process. Translations were done by program staff not a professional translator, which also meant that not every word was translated, which also limited the amount of information gathered. This was mitigated partly, by other data collection team members who were fluent in Bislama and who conducted the majority of focus groups discussions and individual interviews. Interpretations made by the evaluators are also inevitably influenced by that individual's experience and opinions.
- Several members of the evaluation team were consortium partner staff who provide management oversight and direct support to communities. While there were strategies in place to avoid bias in the data collected – for example, partner staff did not conduct key informant interviews where they thought their presence would skew the data – this cannot be ruled out completely.
- Data collection tools were not translated into Bislama due to time shortages. This may have impacted on the accuracy of questions asked and a wider interpretation of the data collected.
- Baseline surveys completed for each of the projects under the overall program were not consistent with each other, so it has been difficult to compare project outcomes across the program. In addition, the baseline surveys did not collect the same sort of information required for the evaluation, so it has been difficult to measure changes in some areas, for example relevance and sustainability.

- It was very difficult to assess issues of equity and participation given the different and complex governance structures at a community and island level, and the lack of time to study these during the data collection component of the evaluation.
- Due to the time it took to codify and analyse data collected from field visits, evaluation team members were only able to analyse and provide findings for program objective 1, not 2 and 3. This required the lead evaluator to complete this analysis alone after the in-country visit. This has been partially mitigated by the evaluation report review process, where evaluation team members have been able to give their considered input into the draft report.
- While the evaluation team were able to visit 18% of the communities involved in the program, providing conclusive findings across all key questions was not always possible. This was partly a result of the complex nature of the program (four implementing partners with different projects across the different communities), but also a result of the innate difficulty of assessing climate change adaptation in general.
- VRCS works with 25 of the 39 communities that are part of the program, yet the evaluation team was only able to visit two of their communities (on the island of Motalava). While, these two communities represent 29% of the overall communities visited as part of the program, the scale of VRCS' work is still somewhat underrepresented in the evaluation.
- The Basic Efficiency Resource (BER) analysis tool used to assess perception of efficiency by consortium partners only received inputs from two of the six consortium partners (Oxfam and SPC-GIZ), which reduces its reliability.



## 4. FINDINGS

This section assesses the key program outcomes in terms of effectiveness, relevance, efficiency, equity, and sustainability, as well as how the program has contributed to the overall goal of building resilience. It also assesses how the evaluation process has strengthened the skills of in-country staff.

Each section includes an overview of key learning, a discussion of program achievements, including gaps, barriers and opportunities, as well as an overall rating of success. Ratings have been determined based on an overall assessment of the program against each of its eight change outcomes (see page 14 for a full list of change outcomes).<sup>8</sup>

### 4.1 Program Effectiveness

For the purposes of clarity, information presented here is split into four sections: the first three sections assess the effectiveness of the program in achieving its three objectives; and the fourth section assesses the effectiveness of the program in building resilience.

#### 4.1.1 Program Effectiveness in Achieving Objective 1 and Associated Outcomes

The program has worked with 5,064 women, men and young people in 39 communities across 12 islands in the provinces of Torba, Tarea, Shefa and Penama to build their resilience
Community knowledge of weather, climate variability and climate change has increased, but men have been able to access climate change information more than women
Community members are adapting to climate change in multiple ways across, WASH, NRM, agriculture, disaster risk reduction, and other sectors
While some community members have better links with government structures, much more work needs to be done to support men, women, youth and PWD and governments to work together

Objective 1 of the program states that: ‘Women, men and young people across Vanuatu have a greater ability to adapt to the impacts of climate change, both short and longer term changes.’ As an objective, it is ambitious and challenging to achieve in the relative short period of time that the program has been operating.<sup>9</sup>

Overall, the program reached 5,064 women, men and young people; just short of meeting its aim of working with 5,400. However, the reach of the project has been larger, with 39 communities across 12 islands in the provinces of Torba, Tarea, Shefa and Penama in Vanuatu – an increase of nine communities from the original design. The program has achieved a good gender balance working with 57% male participants, and 43% female participants. Youth and children were also well represented, with 51% of participants either youth or children.

**Table 6: Program participants disaggregated by sex<sup>10</sup>**

Consortium partners	# men	# women	# Youth and children (male)	# Youth and children (female)	Including PWD
VRCS	783	713	365	373	5
CARE	143	131	298	245	6
Save the Children	225	224	608	522	10

VRDTCA	133	121	115	65	1
<b>Total</b>	<b>1,284</b>	<b>1,189</b>	<b>1,386</b>	<b>1,205</b>	<b>22</b>

### Increasing understanding of climate change and its potential impacts: **HIGH RATE OF SUCCESS**

As a result of the program, community members (women, men, girls, boys and PWD) now have more knowledge of climate change and its potential impacts as a result of awareness raising, training and workshops conducted by consortium partners. 100% of community members interviewed as part of the evaluation were able to identify at least one aspect of climate change (cause, effect, impact) and of these 95% (95% male, 95% female) stated that their understanding had increased as a result of the program.

#### Box 1: Increasing understanding of climate change and its impacts<sup>11</sup>

Ways in which the program supported community members increase their understanding of climate change included:

- Awareness raising, training and workshops on a variety of issues, including climate change science, climate adaptive agricultural techniques, risk reduction, food preservation, linking traditional and scientific knowledge to revise cropping calendars, et cetera.
- Written resources: Various resources have been used to accompany awareness and training, for example, VRCS's Klaod Nasara toolkit VRCS's Weather, Climate and Climate Change Handbook CARE's Community Level Reflection manual, CARE's Climate Smart Agriculture manual, and CARE's Recipe book.
- Community noticeboards: On Futuna, community members were able to access climate and disaster information, village risk maps, the cropping calendar, program information and CDCCC meeting announcements. This method of communication has increased access to information for disadvantaged members of the community, for example, those without mobile phone and radio access. Nationally, the NAB Portal with over 300 resources, is accessible by anyone who has Internet access, and anyone can upload documents and contribute to the knowledge base.
- Construction of a climate change resource centre: In Lume, Tanna, a centre was constructed specifically to host climate change training. To date however, it does not have any tools or resources (electronic or hard copy) or shelves on which to display them.
- Strengthening of community governance structures, for example, Community Disaster and Climate Change Committees (CDCCC), village and island councils, women's and youth groups.
- Events: The National Youth Symposiums, the Futuna Agricultural festival and the school Climate Zone competition have all provided participants with hand-on experience of climate change knowledge and skills to adapt.

Increasing access to information is a precursor to increased understanding of climate change. Findings of the evaluation indicate that the majority of community members are better able to access information on climate change as a result of the program.<sup>12</sup> Table 7 provides an overview of responses by key informants when asked whether or not they are able to access climate change information.

**Table 7: Access to information by community members**

Type of information accessed	% 'Yes'		% 'No'		% No response	
	Male	Female	Male	Female	Male	Female
Information on causes and impacts of climate change	50%	44%	49%	53%	1%	3%

Information on weather/forecasting	56%	39%	41%	58%	3%	3%
<b>Average</b>	<b>53%</b>	<b>42%</b>	<b>45%</b>	<b>55%</b>	<b>2%</b>	<b>3%</b>

Of those who answered ‘yes’ they stated that increased access had been the result of concerted efforts by consortium partners to provide different means to access information through: awareness raising, training, workshops, tools, resources and physical infrastructure (such as the Lume climate change resource centre and community notice boards on Futuna); communities structures such as the Community Disaster and Climate Change Committee (CDCCC), village council and village groups (women’s groups, youth groups, et cetera), and groups set up to manage and monitor adaptation activities; as well as the use of traditional knowledge to link weather, climate variability and climate change observations at a community level with scientific concepts of weather, climate variability and climate change. Information on climate change was also received by community members through their participation in other events such as the Agricultural Festival in Futuna and the 2013 and 2014 National Youth Symposiums. Outside of the program, community members are also able to access information through: electronic media such as mobile phones, radio and television; and via the Meteorological Department that provides seasonal updates via community governance structures.

Of those who answered ‘no’ reasons stated included: not attending program training and awareness raising events; not being part of council meetings where information is shared; inability to read tools and resources shared within the program; and poor or no access to radio, mobile phones or television.

In terms of differences in access between genders, 42% of women interviewed said they were able to access information on the causes and impacts of climate change, and weather/forecasting, compared to 53% of men; an 11% difference. Some of the reasons given by women on the challenges they face in accessing information included: not having a radio to listen to weather forecasts; not being able to read the community noticeboards (illiteracy); not being part of council meetings where information is shared; and being unable to attend awareness and training events due to other commitments.

Community members stated that the information they accessed has helped them in a number of ways:

- In Motalava, both men and women said that weather information helps community members prepare for and mitigate the impacts of cyclones, droughts and floods at home and in their livelihoods.
- In Futuna, women said that information on the impacts of climate change on traditional food crops has helped them know what to plant and when; manage pests; diversify and plant more disaster resilient crops; and preserve food.
- In Futuna, where CARE worked with community members to establish community gardens, both men and women said that information on changing seasons and weather patterns has helped them adapt to the changing conditions, and they perceived that this has helped them improve their standard of living, through better food and nutrition.
- In Vanualava, where Save the Children worked with youth groups to establish a poultry raising project, youth (both male and female) said that the information on the impacts of climate change, such as heat stress in animals, helped them decide to design and poultry project.

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*“Learning how to plant trees along the coast is important because it stops the sand from washing away, protecting our land.” Youth male, Motalava*

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**Community action to increase resilience: MEDIUM-HIGH RATE OF SUCCESS**

Findings from the evaluation indicate that climate change adaptation practice has increased in all communities as a result of the program. In the locations visited as part of the evaluation, the following actions were found to be taking place:

In Futuna, men, women, youth and PWD are adapting to climate change through food and nutrition security. One major impact of the project is that women now have a role and the skills for gardening, which includes traditional and new varieties of fruits and vegetables. This traditionally was a men’s role so the move to community and household level gardens was a new area for Futuna. Women reported that they feel empowered through the ability to grow, select and cook the produce they choose for family meals instead of being dependent on men who previously controlled choice and timing of household foods. Additionally through the project activities and subsequent garden produce, women now have access to ways to generate income. This has also been extended to supporting the women’s handicraft group to link with handicraft markets in Port Vila.

In Motalava, men, women, youth and PWD are adapting to climate change through coastal protection and securing water resources. Coastal protection included setting up a nursery to grow seedlings of appropriate species that could be planted in saline and exposed areas, while rainwater harvesting systems were put in place near schools to ensure that safe drinking water was available during the dry season, or for use in case of cyclones.

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*“The Kastom days have been a real success. It gives us [women] a chance to learn about the old practices that we have forgotten. We teach our children so they can carry them on into the future.”*

Adult female, Tanna Island

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In Tanna, community members have worked together to plant trees to prevent waterlogging, and are in the process of reviving traditional practices of food preservation, as well as revising cropping calendars that take into consideration climate science.

In Vanualava, youth in the community (through the youth club) are driving forward small-scale adaptation through

the establishment and running of a domestic chicken farm (to raise chicks for sale, along with eggs produced). While the chicken farm is still very small and only recently established, the process of deciding on the project was driven by youth who participated in a participatory vulnerability and capacity analysis (PVCA) process and decided to prioritise this initiative over soil erosion and inundation has been important.

In Efate, community members (in particular youth) are adapting to climate change by: reviving traditional methods of conservation and putting in place alternative options for accessing fish; conducting waste management and rainwater collection to reduce storm runoff, which often floods homes during the rainy season; and setting up composting boxes to reduce waste during flooding, and to manage organic waste materials. The benefits of these activities includes: the diversion of otherwise waste materials to landfill has contributed to a reduction in potential methane gases which in turn reduces the overall emissions from a particular community; and composting actively contributed to increased soil fertility and water retention capacity which are essential to ensuring continued agricultural practices and adapting to increased erratic rainfall and droughts.

**Table 8: Community examples of adaptation and why it is important**

Adaptation	Importance
Awareness and education	- ‘Knowing more about climate change helps us to prepare for the future’ [Adult male]
	- ‘Now we are not blindly heading into the future. It’s important we have a plan’ [Adult male]
	- ‘We cannot change the climate so we must adapt’ [Adult male]

	<ul style="list-style-type: none"> <li>- “Knowing how to adapt is important for my future’ [Adult male]</li> <li>- ‘Climate change threatens the basics of life: clean water, a strong house and food. We need to know about it’ [Adult male]</li> <li>- ‘Increased knowledge helps us know what to do now and in the future’ [Adult female]</li> </ul>
Coastal mitigation	<ul style="list-style-type: none"> <li>- ‘It helps keep marine resources alive and clean’ [Adult male]</li> <li>- ‘It ensures we have marine resources for the future’ [Adult male]</li> <li>- ‘Planting trees and grasses reduce erosion and protects our homes from strong winds’ [Adult male]</li> <li>- ‘Planting trees along the coastline is important as it helps stop erosion’ [Youth male]</li> </ul>
New techniques for agriculture	<ul style="list-style-type: none"> <li>- ‘Planting more diverse and drought resistant vegetables improves our health as we have more to eat and a better choice’ [Adult female]</li> <li>- ‘Being able to plant more yam increases the amount we have to sell, increasing our income’ [Adult male]</li> <li>- ‘Composting and mulching improve soil quality and reduce water use’ [Adult female]</li> </ul>
Disaster preparedness	<ul style="list-style-type: none"> <li>- ‘Now we cut down manioc stems to stop them being destroyed in cyclones’ [Adult male]</li> <li>- ‘Preserving and storing food helps us better prepare for disasters’ [Adult female]</li> <li>- ‘We teach the children what to do when there is a cyclone’ [Adult female]</li> </ul>
Water accessibility and safety	<ul style="list-style-type: none"> <li>- ‘Now we have enough water for vegetables and crops during long periods of sun’ [Youth female]</li> <li>- ‘Collecting rainwater increases our access to clean water’ [Adult female]</li> <li>- ‘Having a tank at the school means our children go to school’ [Youth male]</li> <li>- ‘Securing our resource now means they will be available for future generations’ [Adult male]</li> </ul>

However, while all communities visited as part of the evaluation were undertaking a variety of adaptation actions, the scale of these varied depending on the location.

In Futuna, adaptation activities in relation to food and nutrition security appear to have transformed the way in which people plant, grow, harvest and consume their food through the introduction of new crop varieties alongside traditional crops, as well as providing them with opportunities to earn small a small income from the sale of vegetables within the community. Community members have not only adapted their agricultural practices within community gardens, but they have transferred this learning to household plots, demonstrating that community members have found the adaptation activities highly effective. While the benefits of this work extends across whole families, women have perhaps seen the greatest positive impacts on their lives. Through access to tools, seeds and training activities, women are able to grow the food they choose to provide for their families, as well as being able to contribute to year round food security.

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*“Not everyone does the work needed to care for the chickens. I am worried that the project won’t work.”*  
 Youth male, Vanualava Island

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In Motalava, while the rainwater harvesting systems are up and running and working well, the coastal protection activities are still in their infancy and need to be continued over a longer period of time to see if they will have long term positive impact. For example, while the nursery has been established, and some trees planted, the roots systems and crop covers are not yet established enough to have concrete effect on reducing coastal erosion.

In Tanna, while the physical construction of a dedicated training centre for climate change has been completed, it does not yet have a computer, tools or resources (electronic or hard copy) for use by those in

the community or attending trainings. It is also (at the time of the evaluation) without a dedicated climate change trainer to deliver relevant training.

In Vanualava, the long term viability of the chicken farm is still unclear as the project is still in its infancy. Some of the youth involved in the project also stated that they were unsure who the profits from the sale of chicks would go to, while others said that only some of the youth worked to look after chickens and that tasks were not shared equally. The project therefore requires the village council, youth and wider community support if it is to be successful. It may also require periodical technical support (and monitoring) from external agencies to assess the project's viability as not only an adaptation activity, but also as an income generation activity for youth in the community.

Overall, however, while adaptation actions are still in their infancy, this is to be expected given the short timescale of the program. What is needed going forward, in many cases is continued involvement by service providers and governments, along with NGOs to monitor existing actions and to see them grow in scale and impact over time.

## Box 2: Personal testimonies

### School gardens and nutrition

Dasy is a 14 year old girl who attends Ishia primary school on the island of Futuna. As part of the program Dasy and other school children learned about climate change through awareness activities run by CARE. 'We saw changes happening in our community because of climate change. We learned that it can also cause heavy rain fall, landslides, hotter season and cyclones.'

Using the information learned, and observing the other community gardens already established, the school asked if they could also plant a vegetable garden to grow food to provide to children boarding at the school. The school gardens have been a great success; providing nutritious food for the school and teaching children how to garden. 'Before CARE came I only saw the vegetables we now grow in a book. Now we have a school garden that the students take care of. Every morning and afternoon we have to water our vegetable gardens to help them grow during the dry season' explains Dasy. 'We know that if we don't water the plants they will die.'

### Women and decision making

Madlen is 35 years old and lives in White Sand on the island of Tanna with her husband and children. She works at the Lume Rural training centre as their Climate Change Coordinator. 'People in my community are aware of the changes happening in the climate and are trying to adapt in lots of different ways like planting different trees to absorb water and reviving traditional food preservation practices' explains Madlen.

'Building the training centre has been a big achievement. It acts not only as a place where people can learn about climate change; it is also an evacuation centre if a cyclone happens. When I was chosen as the Climate Change Coordinator at the centre, at first the men didn't believe that a woman could do the job. But now when the committee and I start organising activities like the Kastom days people start realising that women can also be leaders.'

Madlen goes on to explain that being involved in the decision making at the centre has also helped her at home. 'I have learned that I can consult with my husband on any decision. I also learned to help my children, especially the girls by encouraging them that they are also important [as boys] and they can do any decision making.'

### Learning to adapt

Hendry is 30 years old and lives in Nereningman on the island of Motalava. 'The Red Cross program has brought many positive changes to our community. We have gardens to plant more resilient crops and we are planting trees to stop the seas from taking our land' says Hendry. 'Changing our practices is important because climate change is bringing huge changes compared to the past. By helping to protect and maintain our land and not increase impacts our lives will be better. It's also important for our children.'



Using what he has learned from the program Hendry has plans for the future. 'I will share the information I have learned at home and in the community so that people understand climate change.'

### Articulation of community priorities to governments and other service providers: **MEDIUM RATE OF SUCCESS**

As a result of the program, consortium partners have been increasingly able to broker links between communities and government, although many structural challenges remain in making links strong enough to be sustainable without the support of the program.

In Futuna, communities now have decision making processes which include Provincial Area Council and established CDCCCs, and within these groups, youth, women and PWD are all represented. Linkages with the Department of Agriculture and Rural Development (DARD) and the Vanuatu Agricultural Research Training Centre (VARTC), which sits under DARD, have also been made with CARE and have been passed directly onto communities through VARTC visits to Futuna as well as VARTC-DARD participation in the Futuna Agricultural Festival. The Area Council Secretary (who is the Provincial Government representative on Futuna) has also been consulted on and participated in all project activities.

In Futuna and other program locations, the involvement of Area Secretaries and Provincial Government in program activities has also built government interest in supporting ongoing adaptation work. The adoption of VRCS' adaptation activities in government plans at the Area Secretary, Provincial and national levels; and the Kastom Days facilitated by VRDTCA in Tanna, are good examples.

In Motalava, VRCS and Save the Children have helped link communities with the Department of Forestry and the Department of Agriculture to support the identification of suitable trees and grasses

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*'Our government is the NGOs like the Red Cross. We never see government come here.'* Adult male, Motalava Island

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to reduce coastal erosion. In interviews conducted with community members, many said that prior to the program they hadn't seen a government representative in their community for many years. A follow up interview with the provincial government Forestry Officer confirmed that it is difficult for provincial staff to visit outlying islands, due to little or no budget.

The island of Vanualava experiences similar issues to Motalava. The community of Vatrata, where Save the Children's program operated, is only accessible by boat or four-wheel-drive. For the average community member reaching the provincial capital of Sola is costly and time consuming, meaning communities are reliant on government, NGOs and others to come to them. Despite this, some informal relationships with the Forestry Department and local Members of Parliament are evident, although relationships tend to be those who already have links outside of the community through family and friends.

There are also challenges linking provincial government with national government. For example, area development plans developed during the program are the direct responsibility of the Department of Local Authorities, which has poor links to national government. This means that in many cases, the necessary budgets to implement the plans are slow to materialise or non-existent. This requires communities to develop links with a broader range of departments and ministries to ensure that the cross-cutting nature of their priorities on climate change can be addressed effectively. It is also unclear how the decentralisation process currently underway will support communities to lead their own development. While in theory decentralisation makes common sense; in practice rolling out decentralisation will take time and resources. The role of NGOs in brokering relationships between communities, government and service providers is therefore still an important one.

#### 4.1.2 Program Effectiveness in Achieving Objective 2 and Associated Outcomes

NGOs, government and other stakeholders are more aware of climate change and how to support communities to adapt as a result of the program
Drawing on the collective experience and specialist skills, consortium and network agencies have greater capacity in climate change adaptation programming
Issues reflecting civil society knowledge and experience on climate change and related issues are increasingly being reflected in government policy and practice
The program's partnership models have increased the effectiveness of program strategy and delivery

Objective 2 of the program states that: 'The delivery of climate change initiatives in Vanuatu is more efficient and effective due to increased capacity, collaboration and information sharing among the NGO sector and with the Government.'

#### Increased awareness of climate change activities and collaboration by NGOs, government and other stakeholders: **MEDIUM-HIGH RATE OF SUCCESS**

Working together, consortium program agencies are increasingly sharing information and resources with each other and with the broader VCAN network. To date VCAN has engaged over 20 civil society organisations to come together and learn about each other's work, network, share learning and create new knowledge. A social network analysis conducted by SPC-GIZ in 2014 evidenced the importance of VCAN in linking actors in the resilience sector with each other and to the NAB.<sup>13</sup> Networking, sharing of information and resources, joint planning and development of consistent tools and approaches for monitoring and evaluation has helped strengthen partnerships and increase awareness of the strengths and resources held by each agency. As a result, there is now increased consultation on and coordination with incoming climate change initiatives in Vanuatu. For example, the majority of new climate change adaptation (CCA) projects, either in design or mobilisation phase, are consulting with the VCAN secretariat to identify synergies and build on existing CCA efforts, which is a positive change to strengthen programs and reduce duplication. Research by the United Nations, NGOs and others have also involved VCAN and networks partners. Referrals to VCAN from the government also indicate the value that others see in involving civil society in the planning and implementation of adaptation activities. More recently, the establishment of the Pacific Islands Climate Action Network (PICAN),<sup>14</sup> has increased the reach of awareness of climate change activities and opportunities at a regional level through different activities and information updates.

Interviews with government and consortium staff, and observations and results from the program reflection indicate that there is increased collaboration between NGOs and Government on climate change initiatives through the work of individual agencies and VCAN, leading to increased awareness among Government staff of the work of civil society and a more consultative and inclusive approach taken by government in developing CCA policy and practice. For example, consortium agencies' engagement with authorities has promoted transparency and alignment with government's priorities, drawn on provincial technical expertise and has strengthened capacities on CCA among provincial government staff. In some cases, consortium agencies have been able to broker new links between government staff and communities, such as VRDTCA's efforts to facilitate joint visits with provincial or national government staff (in agriculture,

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*"This program has very much increased collaboration between NGOs and the government. We have facilitated government staff visits to the community to learn about the project. This has helped them better understand what is happening at a local level."*

Consortium partner staff member

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forestry, women's affairs and education) to share information about their projects with Provincial Secretary Generals (SGs) and Area Council Secretaries to increase uptake of climate change adaptation initiatives. In addition, VCAN's permanent role on the NAB and consultation process with its members preceding NAB meetings ensures that NGOs input into and receive feedback on decisions made. VCAN's updates provided at both the NAB and the government's CCDRR Working Group meetings also provide transparency to external stakeholders about NGO climate change programming. These achievements are also a result of the commitment of champions within the NAB/PMU to improve coordination with civil society.

Internationally, civil society, through VCAN, has collaborated with government to represent Vanuatu in the international climate change negotiations, further cementing the good relationships. Without the existence of VCAN and its reputation as an effective civil society body by government, these opportunities may not have arisen.

### Box 3: Strengthening collaboration between civil society and government<sup>15</sup>

Engagement in the global climate negotiations was not part of the original design of the *Yumi stap redi long klaemet jenis* program. However improved relations between VCAN and the Vanuatu government led to the addition of an extra six-month project to improve Vanuatu's contribution to the Warsaw Conference of Parties (COP19). The "Strengthening Vanuatu's International Climate Change Negotiating Capacity project" aimed to increase Vanuatu's negotiating capacity, improve the participation of civil society, women, youth and community in the UNFCCC process and strengthen public awareness of the global climate talks.

Previous to the 2013 project, the government's COP preparations were less co-ordinated, with little civil society engagement. At very low cost, the new project led to an improvement in Vanuatu's preparation and intervention in Warsaw. This initiative was jointly designed and implemented by VCAN, Oxfam, SPC-GIZ and the VMGD, and funded by the overall program.

The NAB-PMU Coordinator noted: "I think we achieved so much in such a short time with our six month preparation project. We've made history for Vanuatu on different levels: we made our first two submissions to the UNFCCC on Gender Balance and Direct Finance; this is our largest delegation ever with over 15 members, including a large female contingent, which is a first too."

The project involved a range of elements which strengthened the Vanuatu government intervention in the global negotiations:

*Policy formulation:* The COP delegation was chosen early enough to allow time for preparation. This gave local communities an opportunity to contribute ideas and evidence for incorporation into government policy documents. With over 450 people engaged in pre-COP workshops and training programs, there was increased and improved content in government negotiating positions and in formal submissions to the UNFCCC summit.

*Increased CSO involvement:* The 15-strong delegation to Warsaw was larger than normal, with the Minister for Climate Change joined by a range of government, civil society, youth and private sector representatives. VCAN was invited to nominate a representative to the government selection panel that chose the delegation.

*Improved gender focus:* Previous delegations to COP negotiations had been all-male groupings, so VCAN and Vanuatu government officials agreed on a target of 50 per cent female representation in the delegation, and increased involvement of young people. Seven of 15 delegates were women, including the three civil society representatives.

*Media coverage:* The project worked to strengthen coverage by Vanuatu media before and after COP 19, through the training of 16 journalists. A number of talkback shows on three radio stations allowed nearly 100 listeners to ask questions of COP delegates on the impacts of climate change, options for adaptation and the role of the NAB-PMU.

*Community and youth outreach:* The pre-COP build-up also involved general community awareness raising about the UNFCCC process including: a seminar for students at the University of the South Pacific (USP); a National Youth Symposium on Climate Change was organised in partnership with the Vanuatu National

Youth Council; a Youth and Climate Change National Day involved more than 160 people in climate change awareness activities in six provinces and two municipalities; and VCAN members developed a community questionnaire, which was relayed to partner communities in the lead up to the COP 19 meeting, allowing more than 40 community members to contribute their thoughts and priorities to the delegation.

### **Greater capacity in climate change adaptation programming by consortium and network members: MEDIUM-HIGH RATE OF SUCCESS**

Drawing on the collective experience and specialist skills of individual agencies, consortium partners and the wider network have greater capacity in climate change adaptation programming. For example, SPC-GIZ has provided manuals and guidebooks to all agencies, ensuring that previous lessons are documented for use by others, reducing duplication and overlap in technology investment. VCAN members have access to climate change information relevant to Vanuatu through an average of three VCAN email digests per month; providing selected updates of direct relevance to VCAN members. VCAN members were also able to access several learning events hosted by different network agencies. Monitoring and evaluation staff from most VCAN member consortium agencies and the National Advisory Board (NAB) joined a new Program Quality Community of Practice supported by Oxfam through another program.

A number of research pieces have also been undertaken, contributing to program knowledge and capacity. These include:

- A learning paper on how to advance resilience practice in Vanuatu aimed at bridging the information gap between Pacific practitioners and resilience thinking and practice globally. While the paper has yet to be finalised, its development has influenced the development of a new program (an extension of the current NGO program) and was helpful in framing the evaluation data collection and analysis process.
- An advocacy paper on understanding the benefits of community-based adaptation, drawing specifically the lessons, challenges and successes of the Program. While the paper has not yet been published,<sup>16</sup> it is intended to strengthen NGO's climate change advocacy positions in Australia, the Pacific and globally, and to help share the Program's knowledge and experience. In particular the paper aims to help influence debates on climate financing and provides a strong evidence base to support future funding proposals.
- A research paper on how the program and the Resilience Framework has contributed to greater collaboration on resilience building in Vanuatu. This paper, due to be published in 2015 in a special edition of the journal *Coastal Management*, aims to contribute to global learning on collaboration in community based adaptation.

Consortium partners and network members also feel more confident in speaking about and promoting climate change issues more broadly in Vanuatu society, with service providers, governments, the media and others, which has had a positive impact on government policy development

Increased capacity of consortium partner staff has also enabled them to have more impact at a local level. For example, staff trained in a variety of climate change related issues have been able to adapt and conduct similar trainings within communities which has helped community members gain (or increase) their knowledge and skills to implement different adaptation activities.

Factors for increased capacity are various and include:

- Specific training and skills development in a range of climate change and related issues. For example, training on gender, disability inclusion, mangroves and CCA, communicating climate change (through the Klaod Nasara toolkit), site visits to learn about and peer monitor different projects (although a number of consortium partner staff said that more visits of this type were needed)
- Participation in VCAN meetings and events that encourage people to learn, share ideas and network.

- Working in a consortium where it is easier for individual agencies and staff members to ask for and receive advice and technical support; share information and learn from each other; and feel part of a larger national effort on climate change adaptation, which motivates people to achieve more
- Use of the Resilience Framework as a unifying framework to understand the different aspects of resilience and different strategies to work with communities, government and other stakeholders to build resilience.
- The promotion of rights-based and assets-based approaches so that consortium partners are better able to work in a participatory way with communities.

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*‘Working in a consortium has helped fostered a culture of sharing in Vanuatu. For people new to climate change issues, this has helped them kick start their journey.’ Consortium partner staff member*

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**Issues reflecting civil society knowledge and experience on climate change and related issues are reflected in government policy and practice: MEDIUM-HIGH RATE OF SUCCESS**

Increased collaboration between consortium agencies in VCAN and with government, as well as SPC-GIZ’s encouragement of civil society-government links, has enabled individual agencies to have a broader policy influence, in particular though emphasising the importance of gender and equity as foundation blocks of sustainable development, and the effectiveness of focusing on capabilities rather than technological fixes for development issues.

As a direct result of the program, and the high regard of VCAN by government, consortium partners (through VCAN) have been able to better coordinate and increase their access to opportunities to input into government policies and

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*“VCAN is very strong and reliable. They make our job easier.” National Advisory Board staff member*

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planning processes that they may not have known about otherwise. For example, VCAN representatives facilitated input from, and feedback to, members at numerous policy consultations, including:

- *The National Climate Change Adaptation and Disaster Risk Reduction Policy (CCDRR) and Action Plan:* While the development of the CCDRR policy is still ongoing (and has had many delays and issues related to consultation), VCAN has been able to influence the content of the policy. For example, VCAN mobilised civil society involvement in the consultation process, is on the policy steering committee, has had significant input into the adaptation section of the policy, and has drafted (led by SPC-GIZ) the monitoring and evaluation section of the policy. Importantly, the monitoring and evaluation section has been based on the Resilience Framework, with indicators aligned to the factors for resilience building.
- *The National Sustainable Development Plan:* The NSDP is the highest level policy in Vanuatu and VCAN has been heavily involved in its development. Individual VCAN members have been charged with drafting specific sections (including the section on climate change adaptation), including high level approach indicators.

While these policies (and others) are still under development, and therefore difficult to assess in terms of impact at a practice level, the involvement of VCAN in their development and its ongoing role in national decision making can be seen as a positive step in fostering policy and practice that is more reflective of community priorities. It also demonstrates that the VCAN model for engagement with government is an effective and efficient approach to coordination.

**Increased effectiveness of program strategy and delivery through program partnership models: MEDIUM-HIGH RATE OF SUCCESS**

The following partnership models have helped provide an approach, alongside the Resilience Framework, that has helped the program work in ways that have increased the effectiveness of the program.



*Consortium approach:* The consortium approach, whereby agencies work together under the umbrella of one program rather than separately, is seen by the large majority of consortium staff and other stakeholders as key feature and factor for success of the program. It brings together different agencies,

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*“Before our program, agencies tended to work alone. Now agencies want to work together more. Even the government sees the effectiveness of this approach and is now looking for consortium proposals for its future climate change work.”*

Consortium partner staff member

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with different sets of knowledge and skills (or agency ‘superpowers’ as they are commonly referred to), to share information, learn from each other, work together and reduce duplication, which increases the capacity and reach of the program. A key outcome of this approach has been the development of three new consortium proposals to other donors, which demonstrates that individual agencies value the approach and wish to continue working together. A new

consortium between CARE, Live and Learn and the International Union for Conservation of Nature (IUCN) has also been established; something which was not considered possible before the program. The Consortium Management Group (CMG), which is the mechanism where agencies come together regularly (once per month) to share ideas and knowledge, discuss progress and achievement, and work through emerging issues and challenges, is seen as an effective group, however not all agencies attend the meetings on a regular basis.

The consortium model is the first of its kind in Vanuatu and has attracted a lot of interest from other stakeholders (including government). A number of key respondents stated that they believe that this model will be adopted in other sectors given its success, particularly in the creation of collective learning, collaboration and the opportunity for increased funding (as a result of being viewed as ‘value for money’ and a ‘one stop shop’ by donors).

*Building on existing programs:* The decision to build on existing programs has ensured that positive gains from previous programs could be continued and increased and duplication of projects reduced. Trust and relationships has helped the majority of programs commence implementation early on in the program. However, this may have prevented the program from working in new areas. Despite this, given the relatively short timeframe of the program, working in new areas would have been very difficult indeed, and time spent setting up program logistics and developing relationships, would have detracted from program implementation.

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*“Building on what’s already been done makes the program more effective because we already have trust and acceptance in the communities and we can move into program implementation quicker.”*

Consortium partner staff member

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*Linking traditional and scientific knowledge:* Across the program, efforts have been made to start the dialogue about climate change using traditional knowledge. This has proved useful because using traditional knowledge as a foundation helps provide the language and context upon which a better (and more complete) view of climate change can be built. In general, this has helped build trust between consortium partners and communities, as respect for traditional knowledge is important for community members and part of their identity. As a result of this dialogue the program has been effective in developing joint knowledge of climate change. Example include: the development and documentation of revised traditional cropping calendars taking into consideration community observations of climate change and scientific knowledge on climate change; the use of solar dryers to preserve traditional foods; regular Kastom days held at the VRDTCA project site to revive old traditions of food preservation and trade routes; the development of a guide on traditional knowledge in Futuna; and the initiation of efforts to record

traditional indicators (such as indicators for rain, flowering of fruits) to integrate traditional and scientific knowledge was led by VRCS in some of its project sites.

However, there have been a number of challenges linking traditional knowledge with scientific information on climate change. This has occurred when traditional knowledge is at odds with the science. There has also been concern in some communities about how traditional knowledge is shared outside of communities, especially in terms of loss of identity when traditional guardians of the knowledge no longer have exclusivity over the knowledge. In addition, traditional knowledge is generally the domain of men, and the sharing of this knowledge with women and outsiders is generally discouraged. While this is slowly breaking down, for example, in Futuna where women are freely able to access traditional knowledge (cropping calendar) via community noticeboards; women remain less able to access traditional knowledge in communities where power and privilege remain the provenance of men. To overcome some of these issues, a communication guide that specifically contained guidance on how to discuss traditional knowledge

in communities in a sensitive manner was developed by VRCS.

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*“Each agency has its own area of expertise. Being able to draw on these ‘Superpowers’ is what makes the program work.” Consortium partner staff member*

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*Coordinating technical support:* The ability to access technical support from within the consortium, and not needing to bring in external (and sometimes international) expertise, is viewed as a key success of

the program. Different consortium partners have worked together to build each other’s capacity and this has helped agencies broaden their work with communities. Example include: gender training co-facilitated by CARE and Oxfam; child protection training facilitated by Save the Children; monitoring and evaluation training co-facilitated by CARE and Oxfam; photography and videography training facilitated by Save the Children; and numerous work by SPC-GIZ across the program supporting organisations to develop and implement climate change adaptation actions.

#### 4.1.3 Program Effectiveness in Achieving Objective 3 and Associated Outcomes

A national approach to climate change adaptation practice is not yet evident, but progress is being made
Trust built with the government through the work of individual consortium agencies and collectively as VCAN has facilitated input into national, regional and international community based climate change policy development and planning processes

Objective 3 of the program states that: ‘The learning from this program supports government and other stakeholders to develop and implement policy and practice that better support women, men and young people in Vanuatu adapt to climate change.’

#### A national approach to climate change adaptation practice: **MEDIUM RATE OF SUCCESS**

While a national approach to climate change adaptation practice in Vanuatu is not yet evident (and understandable given the relatively short timeframe of the program), the program has been involved in a number of efforts to standardise climate change information and communication, and develop criteria and approaches for CCA, that over time may result in a national approach climate

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*“Vanuatu does not yet have a national approach to climate change practice, but with the development of national policies such as the CCDRR policy and lessons learned from the NGO CCA program, we are working towards it.” NAB staff member*

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change adaptation practice.

*Criteria for national endorsement of programs:* VCAN has supported and influenced the NAB in the development of criteria for national endorsement of any programs (for example, using local expertise and participatory approaches in projects and programs) to ensure they are strategically aligned to national priorities and existing programs. While endorsement is not mandatory for new projects and programs, it is now common that agencies seeking to develop and implement CCA in Vanuatu seek this endorsement. VCAN, through its NAB representation, is part of the endorsement process.

*NAB Portal:* VCAN and consortium members continue to use the NAB Portal website, which was established by SPC-GIZ as a one-stop climate information and coordination website and is now managed by the NAB's Project Management Unit. Content and use of the Portal has grown during program although several consortium agencies identified the need to strengthen participation across VCAN members in uploading content to share lessons and analysis, improve coordination (project site visits, meetings, project site selection) and build consistency to adaptation approaches.

*Resilience Framework:* The increased use of the Resilience Framework outside of the program among VCAN members, and the government is helping to establish a common language for CCA practice and a definition of impact.

*CCDRR policy and NSDP:* Significant input by VCAN into national policy development process, such as the CCDRR Policy and the NSDP, in ensuring that grass-roots issues are acknowledged and catered to at the highest policy level. As a result project best practice and learning are now being codified into major strategic documents and contributing to the overall development of a national approach to CCA.

*Vanuatu-specific climate change toolkit:* The Klaod Nasara animation and toolkit provides standardised information on the impacts of El Niño and La Niña and encourages people to take early action by raising awareness. While developed outside this program (with significant input from consortium members), the toolkit demonstrates how the consortium, as a key implementer of climate action in Vanuatu, is acting as a conduit for standardised information on climate change.

### **Contributions to the development and delivery of national and regional level community based climate change policy and action: MEDIUM RATE OF SUCCESS**

Trust built with the government through the work of individual consortium agencies and collectively as VCAN has facilitated input into national, regional and international community based climate change policy development and planning processes. While policies and dialogue are ongoing (and in many cases still under development, and therefore difficult to assess in terms of delivery and impact at a practice level), the involvement of VCAN and civil society in their development can be viewed as a positive step in promoting policy and practice that is more reflective of community priorities. This is an important point, given that prior to the establishment of VCAN very little engagement of civil society in climate change issues was occurring. Examples of effective contributions to the development of national and regional level community based climate change policy include:

- Integrated adaptation initiatives being included in water, agriculture and coastal protection, in the Torba Province Strategy (2013-17) and island development plans through VRCS' work with these authorities.
- Significant input into national policy development process, such as the CCDRR Policy and the NSDP, which has ensured that grass-roots issues are acknowledged and catered to at the

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*“Because of the increased size of the Vanuatu delegation [at the UNFCCC COP19] we were able to achieve much more; for once we had time to cover many areas of the negotiations, as well as network and have bilateral meetings with other delegations.”*

NAB staff member

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highest policy level. As a result project best practice and learning are now being codified into major strategic documents.

- A stronger and coordinated civil society through engagement in Vanuatu's delegation to the UNFCCC's 19<sup>th</sup> session of the Conference of the Parties (COP19),<sup>17</sup> and the inclusion of three civil society representatives within government delegation. Compared to previous years' baseline of no civil society representation and no women, Vanuatu achieved a gender balanced delegation of twelve Ni-Vanuatu delegates including a youth delegate. COP19 preparations included the development of Vanuatu's first UNFCCC submissions on climate finance as well as gender balance and equality, positioning Vanuatu as one of two Pacific countries making submissions to the global body. The gender submission was prepared with inputs from SPC-GIZ, VCAN and other regional and global agencies. Back in Vanuatu there was a substantial increase in media coverage of the negotiations and direct feedback from the public into the negotiations document.
- Appointment of Oxfam, on behalf of VCAN, as the civil society representative on the Government of Vanuatu Climate and Disaster Finance Taskforce, which inputted into the Vanuatu Disaster and Climate Finance Assessment as part of the Australian funded UNDP Strengthening Disaster and Risk Governance Project in Vanuatu.
- Presentation by Oxfam's VCAN representative at the UNFCCC Adaptation Committee's workshop in Fiji in 2014 on the monitoring and evaluation of adaptation. This included a joint presentation by VCAN and the NAB on how collaboration is increasing learning in Vanuatu. The close collaboration between VCAN and the NAB-PMU was positively received.
- Invitation by the NAB for VCAN to co-present at the joint meeting of the Pacific Platform for Disaster Risk Management and the Pacific Climate Change Roundtable. The presentation on inclusive engagement between the NAB and civil society attracted interest from other delegates in the Pacific region. Vanuatu was frequently cited as a model for CC/DRR integration and civil society-government cooperation.
- Presentation of lessons from Vanuatu's climate change adaptation experience at the 8<sup>th</sup> International Community Based Adaptation Conference held in Kathmandu in 2014.
- Sharing of lessons on the integration of climate change and disaster risk reduction in the post-2015 landscape at the 2014 ACFID high level panel involving over 70 participants including, government officials, academics, politicians and international development experts.

#### Box 4: Unintended outcomes of the program

Some of the unintended outcomes of the program include:

- National Youth Symposia: These were the not part of design but they were seen to provide an opportunity for youth to come together to talk about Climate change adaptation and disaster risk reduction. Both symposia allowed youth, from all the islands where the program operates, to represent the youth and their community nationally. This has provided them with opportunities to meet with other youth, learn and share ideas, and present these to government and other decision makers. The outcome has been a push of youth-driven adaptation from provincial and island youth council across the country, and youth that are energised and empowered to go back into their communities to make change happen.
- Climate change handbook: A handbook was developed by VRCS for use in communities by program staff. The handbook tailored climate change information to the Vanuatu context and was so successful that it was used not only by VRCS staff, but other consortium partners and government agencies as a key resource to raise awareness on climate change.
- Futuna Agricultural Festival: The festival, led by CARE, allowed community members on the island to showcase vegetables grown as part of the program to other islanders, government and NGOs. The

show was attended by senior government staff from the Department of Women’s Affairs, Local Government Association and the Department of Agriculture and Rural Development. Their participation enabled Futunese women, men and youth to speak directly with national and provincial decision makers about their experiences and priorities. As a result, provincial authorities and community members from other islands made a commitment to continue the agricultural show as a regular biannual event, to be held in different islands throughout Tafea Province.

- COP19 project: The COP19 project saw Vanuatu’s first gender-balanced government delegation, with civil society representation attend the 2013 international climate change meeting held in Poland. This has helped build civil society and government relationships and increased collaboration on strategic and policy issues.
- Awareness activities on Crown of Thorns starfish: In response to requests from communities in Futuna, CARE and SPC-GIZ conducted awareness activities during the Agricultural Festival. As a result, the program bought snorkel and mask sets and the Department of Fisheries mobilised community members to remove approximately 200 starfish using techniques learned at the Festival. While the long term impact of this activity is not yet known, in the short term the removal of starfish has reduced the amount of damage done to the reef.
- Construction of disability garden plots: Due to the receptiveness of the community to include PWD in community activities, it was agreed that CARE could trial different designs of disability access plots as part of the project. Whilst not in the original design, this addition has enhanced the breadth of the project, the impact on this social group, as well as the type of learning from the project.
- Pacific Islands Climate Action Network: The establishment of PICAN – a regional climate change civil society network – has increased the reach of awareness of climate change activities and opportunities at a regional level through different activities and information updates.

#### 4.1.4 Program Contribution to the Goal of Building Resilience

Consortium partners find the Resilience Framework useful because it helps provide a guiding framework for the overall work of the program
Community members perceive that they are resilient across the majority of resilience characteristics including basic needs, livelihoods, leadership and inclusive decision making, the ability to plan for the future, ability to innovate and take risk and social networks
Community members feel less resilient around issues of governance at local and national levels
There are gender differences in perceptions of resilience between women and men; women feel less resilient in the characteristics of leadership and inclusive decision making, and access to information

The Vanuatu Resilience Framework (see Annex 6) is the program’s definition of impact. The program theory of change assumes that by working towards these characteristics, communities will be more resilient to climate change and other risks and stresses. Over the past two and a half years, program interventions have been working towards positive change in each of these features, building on results from participatory capacity and vulnerability analysis and technical assessments. The framework is held in high regard by government; it is seen as an effective theory of change, and it has helped frame national policy development (CCDRR policy, the National Sustainable Development Plan).

The Resilience Framework is still a work-in-progress however, as it is still being tested, especially at the community level. It also needs to be more explicit in addressing equity, as it is currently only articulated in three of the framework’s characteristics. Despite this, the promotion of equity is seen by the program and

its partners as fundamental to the achievement of all characteristics, and a review of the framework is currently underway to ensure that equity is recognised explicitly in each characteristic.

### Perceptions of resilience by consortium partners

Consortium partners find the Resilience Framework useful because it helps provide a guiding framework for the overall work of the program; it helps individual partner agencies work towards common goals without being too restrictive. It is also useful as a reflective tool as it helps chart progress towards resilience across different elements of the program (see table 9 below).

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*“The resilience framework helps us understand the impact of our work, but it needs to be used more effectively at the community level, in ways that community members can understand.” Consortium partner staff member*

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The data provided is based a reflection exercise conducted during the analysis and reflection workshop attended by evaluation team members and consortium staff, as well as information gathered from

the desk review. The data suggests that the consortium is working hard and making significant progress in each of the different characteristics to build resilience.

**Table 9: Perceptions of resilience by consortium partners**

A resilient community:	Examples
1. has their basic needs met, so they are healthy and safe	<ul style="list-style-type: none"> <li>- Community members are no longer being dependent on yam and island cabbage as their main food source after the introduction of new varieties of fruit and vegetables, resulting in a more varied and nutritious diet [CARE]</li> <li>- Nutrition training has taught community members, in particular women how to prepare and cook vegetables (traditional and new) so that they are tasty and nutritious [CARE]</li> <li>- The Nereningman community now has access to safe and accessible drinking water in the local school through the installation of rainwater harvesting tanks [VRCS]</li> <li>- Community members using the Lume Rural Training Centre (RTC) now have access to adequate and safe water through a new water tank [VRDTCA]</li> <li>- Olhen community members now are able to manage their waste [Save the Children]</li> <li>- Community members now have an alternate source of protein as a result of increased poultry production and fresh water fish ponds [Save the Children]</li> <li>- The provision of bee hives has increased food production (fruit trees) [Save the Children]</li> <li>- Coastal Communities have a safer and healthier environment through coastal protection measures (establishment of a marine protected area and planting of coastal species to reduce coastal erosion) [VRCS]</li> </ul>
2. can build their livelihoods on a diverse range of material assets and know how to best utilise and improve	<ul style="list-style-type: none"> <li>- Home gardens have helped community members diversify income sources [CARE]</li> <li>- Women have a new source of income in all six communities of Futuna, and have improved access to tools, seeds and planting materials, with CARE providing a women’s allocation to support women’s access and use of the tools [CARE]</li> <li>- New economic opportunities and women’s income has increased as a result of the handicraft work [CARE]</li> <li>- The introduction of a tree nursery that supplies commercial species to its members and community will provide alternative income sources [VRCS]</li> </ul>

<p>their value and sustainability</p>	<ul style="list-style-type: none"> <li>- Community members can now sell a fruits, freshwater fish, eggs and chickens for cash income [Save the Children]</li> <li>- In Torba, five communities started to develop a common approach to natural resource management (coastal and marine life protection) and water [VRCS]</li> <li>- Several consortium agencies have increased communities' access to external knowledge and diversified livelihoods through a series of technical guidelines and manuals for climate change adaptation developed by SPC-GIZ, all of which include a component of income generation and livelihoods</li> <li>- The involvement of male and female students in the construction of Lume's RTC Resource Centre allowed them to learn traditional ways of making quality bricks without the use of machinery. The skills and knowledge developed by RTC students on cyclone-resistant building construction provides useful knowledge that may provide future livelihood opportunities within and outside of Lume [VRDTCA]</li> </ul>
<p>3. has leadership and decision-making processes that are fair, inclusive and responsive to the needs of the whole community</p>	<ul style="list-style-type: none"> <li>- Youth are more involved in agricultural monitoring, which is a new leadership role for them in the community [VRCS]</li> <li>- PWD are now included in the nursery committee [VRCS]</li> <li>- Men are increasingly supporting women's decision making, for example, through the CDCCC and community gardening groups, village councils, area councils [CARE]</li> <li>- Women are participating in different workshops and training that they were not able to prior to the program [CARE]</li> <li>- Women and youth are more involved in civil society meetings and decision making at national levels [Oxfam]</li> <li>- Civil Society Organisations (CSOs) are now consulted and contribute to national level policy [Oxfam]</li> <li>- Ni-Vanuatu CSO staff have increased confidence to contribute to and lead decisions through VCAN [Oxfam]</li> <li>- Youth structures now exist in different communities [Save the Children]</li> </ul>
<p>4. has access to relevant information, both traditional and external, and can use this to their advantage;</p>	<ul style="list-style-type: none"> <li>- Community members have access to information to help them prepare for extreme events [CARE]</li> <li>- Notice boards have been installed on Futuna as a way for community members to access information about weather, climate and disasters [CARE]</li> <li>- Consortium partners have been supported to better understand features of the resilience framework so it can be incorporated into program design and implementation [Oxfam]</li> <li>- VCAN Climate Updates link government and CSO action [Oxfam]</li> <li>- Traditional and scientific knowledge is linked through climate change training, workshops and Custom days [VRCS, VRDTCA]</li> <li>- The national Youth Symposium provide youth, CSO and governments opportunities to share information and learn from each other [Save the Children]</li> <li>- Numerous resources (DVDs, booklets, brochures, toolkits, fact sheets, teacher resources) have been developed by the consortium to educate community members, CSOs and government about different aspects of climate change [All]</li> <li>- Community reflections have allowed community women, men, youth and PWD to collectively analyse project successes, impacts, challenges and future priorities. Feedback from both women and men in these reflections indicated women's participation in gardening activities and decision-making over which crops are planted and in CDCs as changes brought about by CARE [CARE]</li> <li>- VRCS' work has led to Island Development Committees (IDCs) and Provincial Authorities integrating CCA actions in their development plans. VRCS also reports</li> </ul>

	that community leaders and community members became more aware of valuable roles women and youth can play in committees and adaptation actions [VRCS]
5. is able to innovate and take risks	<ul style="list-style-type: none"> <li>- Community members have applied new farming techniques (mulching, watering, composting) [CARE]</li> <li>- Community members are experimenting with different varieties of vegetables [CARE]</li> <li>- Community members are using traditional and techniques to preserve food [CARE, VRDTCA]</li> <li>- Consortium partners are working in partnership with different organisations than they have traditionally worked with [Oxfam]</li> <li>- Community members are planting new local coastal species of trees and grassed to reduce coastal erosion [VRCS]</li> <li>- Community members (in particular youth) are introducing new farming practices for poultry to reduce heat stress [Save the Children]</li> <li>- Community members (in particular youth) are using fish ponds to grow fresh water fish for cash income [Save the Children]</li> <li>- Community members are establishing bee hives to pollinate fruit trees and increase food production [Save the Children]</li> </ul>
6. has belief system and culture that can help understand and act on shocks and changes	<ul style="list-style-type: none"> <li>- Traditional Food preservation techniques are helping community members prepare for disasters [VRDTCA, CARE]</li> <li>- Working to overcome gender inequality has helped women better prepare and respond to climate change and disasters [Oxfam]</li> <li>- Chiefs and local governance structures are now more accepting of new ideas and techniques to help community members adapt to climate change [Save the Children]</li> <li>- Youth are now part of decision making process in some community members through the formation of youth clubs and inclusion in village councils [VRDTCA, Save the Children]</li> </ul>
7. has social networks that extend beyond the immediate community	<ul style="list-style-type: none"> <li>- Relationships with the Farm Support Association (FSA) and provincial forestry officers has increased community access to agricultural expertise [Oxfam, VRCS]</li> <li>- Some community members have better access to areas secretaries as a result of involvement with program [CARE]</li> <li>- Youth have better access to decision makers through the Youth Symposium [Save the Children]</li> <li>- Some community members have developed local work plans that address different community issues and sectors [VRCS]</li> <li>- Youth have links with other youth from different islands as a result of exchange visits [Save the Children]</li> <li>- Consortium partners are able to receive technical support from each other to increase their capacity [Oxfam]</li> <li>- Ni-Vanuatu staff have a space to share information and solve issues through their participation in VCAN [Oxfam]</li> </ul>
8. has governments at different levels that are connected, listen to and are responsive to community	<ul style="list-style-type: none"> <li>- The program has increased access and influence of CSO through participation in the NAB [Consortium partners]</li> <li>- The program has increased government awareness of climate change issues, across different departments and levels [Consortium partners]</li> <li>- Government policy is more cognisant of community needs through awareness raising by CSOs and involvement of CSOs in government policy drafting [Consortium partners]</li> </ul>



- needs
- Program has participated in government delegations internationally to represent on climate change issues (COP19) [Consortium partners]
  - Consortium partners have attended Small Island Developing States (SIDS) meeting as government delegates [Consortium partners]
  - VCAN has facilitated joint inputs for the NSDP and is part of the working group drafting the environmental pillar of the plan [Consortium partners]
  - Communities in Futuna has established new links with the provincial government to address issue of climate change, disasters and food security [CARE]
  - Through government participation in the Futuna Agricultural Festival, the area council, provincial and national government are more aware of community issues [CARE]

### Perceptions of resilience by communities

To gain a better understanding of community perceptions of resilience, each of the characteristics of the Resilience Framework were adapted into simplified personal statements that key informants could respond to with a 'Yes' (Y), 'No' (N) or 'Somewhat' (S) followed by a more detailed explanation of why they thought this was the case. The information provided in diagram 1 is the result of these responses, and is based on mean averages from data collected from 33 key informant interviews (18 male, 15 female; of these three were male youth and six were female youth). Although the data collected was rudimentary it does provide great insight into how community members perceive their own resilience and which areas require more work by consortium partners.

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*“In the past, if I said something to the village chiefs they would reject my idea. But now, after broadening my knowledge [on climate change] I can give my views and participate in decisions that affect me.” Female youth, Vanualava Island*

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The data suggests that community members perceive that they are resilient across the majority of resilience characteristics including basic needs, livelihoods, leadership and inclusive decision making, the ability to plan for the future, ability to innovate and take risk and social networks, with over 75% of respondents stating 'yes' in response to

each of the resilience personal statements. Where there are major gaps in community perceptions of resilience is in governance at local and national levels. Here the majority of responses sit in the 'no' category (42% for local government and 46% for national government). More detail on the reasons given for these responses is included in diagram 1 below.

The data also shows that there are gender based differences in community perceptions of resilience.<sup>18</sup> More women (90%) than men (73%) feel that they have resilient livelihoods, whereas more men (94%) than women (73%) feel that they have resilient social networks. In terms of decision making and access to information, women are less likely to feel resilient. 20% of women compared to 7% of men feel that they are not part of fair and inclusive leadership and decision making process; and 25% of women compared to 6% of men feel that they are unable to access relevant information about climate change. In contrast 53% of men compared to 36% of women feel that they do not have connected and responsive national government.



**Diagram 1: Perceptions of resilience by communities**

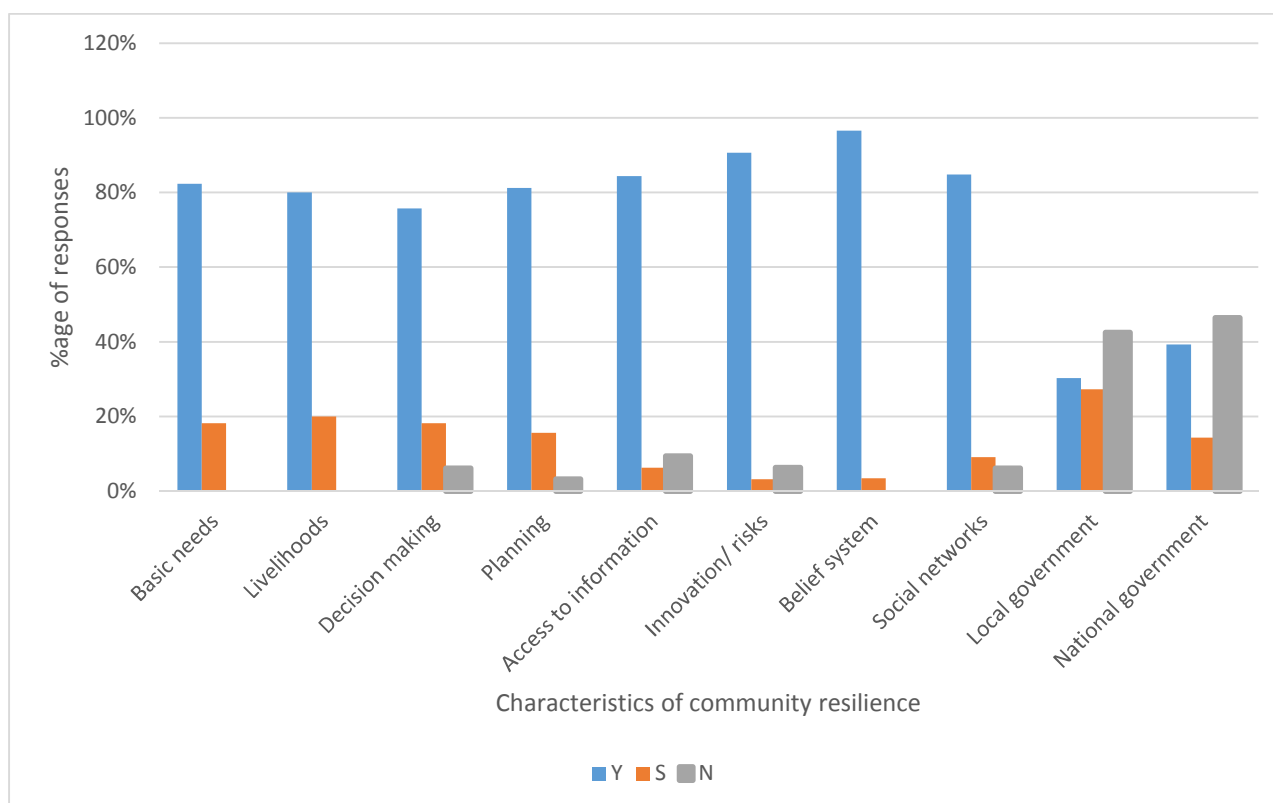


Table 10, elaborates on the information provided in diagram 1, with examples of community perceptions of resilience based on individual interviews conducted with key informants. What the table demonstrates is people’s inherent resilience within communities and how organisations, such as those in the consortium can support them. The examples listed are representative of the overall sample.

**Table 10: Examples of community perceptions of resilience**

Personal Statements of Resilience	Examples
I have my basic needs met	<ul style="list-style-type: none"> <li>- ‘I have a strong house that can withstand cyclones’ [Adult male]</li> <li>- ‘I built my house using strong materials so that the cyclone cannot damage it’ [Adult male]</li> <li>- ‘My family are healthy because my garden provides me with enough food to eat’ [Adult female]</li> <li>- ‘I am healthy because I know how to make good food due to the nutrition training I attended’ [Adult female]</li> <li>- ‘The learning from the workshop has helped me and my family plant different varieties of crops and how to prepare healthy food’ [Adult female]</li> <li>- ‘My home is not safe from a tsunami’ [Adult female]</li> </ul>
I have a livelihood that provides for me now and into the future	<ul style="list-style-type: none"> <li>- ‘I have a shop that stocks everything and this provides my family with income’ [Adult male]</li> <li>- ‘I have a garden that provides enough food for me and my family’ [Adult female]</li> <li>- ‘When I need money I sell a sandalwood tree, which fetches V110,00 per tree’ [Adult male]</li> <li>- ‘I have pigs and poultry which I sell when I need money’ [Adult male]</li> </ul>

	<ul style="list-style-type: none"> <li>- 'I weave baskets and bags to sell, and I sell crops from my garden' [Adult female]</li> <li>- 'I bake bread to sell and this gives me a small income' [Adult female]</li> <li>- 'I make copra and even sell my garden crops to earn a living' [Adult male]</li> <li>- 'I plant African yam and sell it to make money' [Adult male]</li> <li>- 'We have chickens and enough fruits and vegetables to provide for all the family' [Youth male]</li> <li>- 'I do not have a secure livelihood as the price for copra is too low' [Adult male]</li> <li>- 'It is hard to generate in an income here' [Adult male]</li> </ul>
I feel included in decisions affecting me within my community and this makes me happy	<ul style="list-style-type: none"> <li>- 'I am the women's president so I am included in many decisions affecting my community' [Adult female]</li> <li>- 'I am part of the church group so I have a right to be included in decisions' [Adult female]</li> <li>- 'I have a leadership position [female climate change committee member] as a result of being involved in the climate change resource centre' [Adult female]</li> <li>- 'I take part in resolving conflicts between families in the community' [Adult male]</li> <li>- 'The project has helped me build my knowledge and skills and now I can participate in decision making. I can even talk to the chief' [Youth male]</li> <li>- 'I am not included because of Kastom here' [Youth female]</li> <li>- 'Some decisions don't make me happy [Youth male]</li> </ul>
I can plan for my future	<ul style="list-style-type: none"> <li>- 'I am planning for my children's future by learning new ways to farm and improve my living standard' [Adult female]</li> <li>- 'I know how to prepare for future disasters and how to respond' [Adult female]</li> <li>- 'I don't know what the future will look like' [Adult female]</li> </ul>
I can access information about things that affect me (such as climate change and disasters) and can use this to improve my live	<ul style="list-style-type: none"> <li>- 'As a member of the CDCCC I can access information' [Adult female]</li> <li>- 'I have a radio and phone that I listen to to find out information' [Adult male]</li> <li>- 'It is difficult for me to access information as I don't have a phone or radio' [Adult female]</li> <li>- 'I learned about how to adapt to climate change from CARE' [Youth female]</li> <li>- 'I access information about climate change and disasters through the CDCCC' [Adult male]</li> <li>- 'Weather forecasts don't come often enough and we don't have enough rainfall monitors' [Adult female]</li> </ul>
I try new things to improve my life even when there are risks	<ul style="list-style-type: none"> <li>- 'I went overseas for work even though I missed my family. It was a risk as I didn't know what to expect' [Adult male]</li> <li>- 'I try to plant new crops even though I am not sure that they will grow or be successful' [Adult female]</li> <li>- 'I have planted vetiver grass which is new to us. I wasn't sure it would work and that was a risk' [Adult female]</li> <li>- 'I know we will need to move from the coast as the sea level rises, but haven't done this yet' [Adult male]</li> <li>- 'I don't try new things because I don't know how to' [Adult female]</li> <li>- 'We planted new trees to stop soil erosion even though we were unsure that they would work' [Adult male]</li> </ul>
I am connected to the land and sea and believe that it looks after me if I look after it	<ul style="list-style-type: none"> <li>- 'I use traditional knowledge to conserve the fish in the seas' [Adult male]</li> <li>- 'I leave the gardens to rehabilitate' [Adult male]</li> <li>- 'The land is important because it provides me with food to live' [Adult male]</li> <li>- 'I look after the land because it provides me with food' [Adult female]</li> </ul>

	- 'When we need to conserve our resources, we do 'tabu' [Adult male]
I have people outside my community who help me overcome any problems I have and/or help me improve my life	<ul style="list-style-type: none"> <li>- 'CARE and the Council of Chiefs help me when I have difficulties' [Adult female]</li> <li>- 'I have a family member who works at the provincial government' [Adult male]</li> <li>- 'I don't really know anyone except for the Save the Children. This is a big problem for us' [ Youth female]</li> <li>- 'My relatives that live in Vila help us from time to time' [Adult male]</li> <li>- 'My son is at school in another island. My brother and his family look after him' [Adult female]</li> </ul>
Local government listens to me and responds to my needs <sup>19</sup>	<ul style="list-style-type: none"> <li>- 'The chief holds meetings which we are able to attend. In these meetings we discuss different issues and decide on how to address them' [Adult male]</li> <li>- 'Only the chief help us, not the government' [Adult male]</li> <li>- 'The areas secretary committee is there to help us, but sometimes they don't respond' [Adult female]</li> <li>- 'Local government built a cyclone shelter for us but they don't support us with other development. They very rarely come to visit' [Adult male]</li> <li>- 'The political system means that people look after their own needs not ours' [Adult male]</li> </ul>
National government listens to me and responds to my needs	<ul style="list-style-type: none"> <li>- 'Our government is the NGOs like Red Cross. We never see government come here' [Adult male]</li> <li>- 'The government never listens' [Adult female]</li> <li>- 'Sometimes the government listens but they never respond' [Adult female]</li> <li>- 'The government provided us with relief assistance when there was a cyclone' [Adult male]</li> <li>- 'We haven't seen the government here for 30 years' [Adult male]</li> <li>- 'Government only comes here when there is political campaign' [Adult female]</li> <li>- 'Government listens but they have difficulty responding' [Youth male]</li> </ul>

## 4.2 Program relevance, efficiency, equity and sustainability

### 4.2.1 Relevance

The program has addressed specific community needs, including the needs of women and youth
The program has adapted to take into consideration new and emerging issues and ideas put forward by community members
The program's participatory approach, including a focus on equity has allowed a wider range of people be involved and decide upon different aspects of the program
The program has increased cooperation and collaboration among civil society and government, in particular through the consortium model and VCAN

Overall, the program is considered relevant by community members and local leaders, consortium partners and network members, and provincial and national government.

**Table 11: Relevance<sup>20</sup>**

	No. of affirmative responses		% of affirmative responses	
	Male	Female	Male	Female
Community members and local leaders	21/21	14/14	100%	100%

Consortium partners and VCAN members	7/7	7/7	100%	100%
Provincial and national government	3/3	-	100%	-
<b>Total</b>	<b>31/31</b>	<b>21/21</b>	<b>100%</b>	<b>100%</b>

At a community level, the large majority of key informants believe that the program is relevant because it deals with issues that are central to their lives, and through vulnerability and capacity assessments, community members selected the interventions they wanted to prioritise through the program. Reasons stated by community members include:

- Food and nutrition benefits:* Community members have experienced a range of food and nutrition benefits as a result of the program. This includes access to disaster and drought resilient crops, the introduction of new vegetables to diversify sources of food and increase nutrition, and the generation of income from the sale of vegetables, chickens and weaving items.

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*“Because of the program we are no longer dependent on buying vegetables; now we grow our own food.”*  
Male community member, Futuna Island

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- Capacity building and empowerment:* Community members feel that they have a better understanding of the causes, effects and impacts of climate change, and that they can use this to better adapt to its impacts. Community members also stated that they feel that they have more knowledge and skills and are more empowered. They feel more able to take on new tasks such as being involved in planting new vegetable varieties, being a representative on community led disaster and climate change committees, water committees, nursery groups, and youth groups. They also stated that they feel more positive about their children’s future as a result of learning how to adapt to climate change, and to prepare for and reduce the impacts of disasters.
- Community cohesion:* Community members feel that the program has helped bring together different groups to work together to design and implement the project, in spite of difference between families (for example, land conflicts). This includes women working with women, youth working with youth, but also women working more with men. Women in particular noted that the program has helped them be more involved in decision making at a household and community level and that their views are taken into account more than prior to the project.
- Water security:* Women stated that as a result of program interventions (in particular, increasing access to water) has given them more time to do other tasks such as gardening cleaning and washing, as well as spend more time with other women to meet and discuss issues affecting them.
- Disaster preparedness:* By building on what has already been done in previous interventions, the program has increased community’s knowledge and skills in preparing for and responding to disasters (in particular, cyclones). This also includes slow onset disasters such as drought, where community members feel that they now have strategies to plant more disaster resilient crops, to diversify their crops, and preserve food.

At a consortium level and network partner level, the program remains relevant because it continues to serve the needs of the consortium staff and networks partners. Through VCAN and PICAN, as well as the CMG, the program has increased understanding and practice of climate change related issues, in particular communicating about climate change at multiple levels through different mechanisms (including VCAN and PICAN, but also through the National Youth Symposiums, regular media in newspapers, television, et cetera, involvement in NAB and government policy discussions, and regional and international representation, such as the Small Island Developing States international meeting in 2014).

The program has also been instrumental in influencing government policy and increase increasing collaboration between consortium partners and other stakeholders. For example, VCAN is represented on

the government NAB, which is the primary mechanism for policy development on climate change and disasters; CARE is now working with Live & Learn in Futuna to develop Area Council Development Plans, using the work it has been doing in the CCA program as a foundation from which the plans are being developed; while some tools developed by different consortium partners have been developed in consultation, shared and used across the consortium.

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*“The program is more relevant now than when we started. Now people are talking about what needs to be done and we are at a tipping point for well planned, scientific and gender balance community based adaptation.” Consortium partner staff member*

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The program has also adapted to incorporate new ideas and suggestions from community members and other stakeholders. Examples include: the Futuna Agricultural Festival led by CARE (see box 5 below) where community members on the island showcased vegetables grown as part of the program to other islanders, government and NGOs; the National Youth Symposiums led by

Save the Children and held in 2013 and 2014; the COP19 project which saw a gender-balanced government delegation, with civil society representation attend the 2013 international climate change meetings held in Poland; the development of a teacher’s guide by Save the Children for use in schools; Kastom days organised by VRDTCA and attended by community members every fortnight to revive old traditions and learn about climate change; and attendance at the SIDS international meeting in Fiji by the VCAN Coordinator as a Vanuatu civil society representative.

#### Box 5: Futuna Agricultural Festival<sup>21</sup>

It’s a first for the island of Futuna: an agricultural show to showcase new initiatives on nutrition and food security, and highlight the best the island has to offer.

Futuna is one of Vanuatu’s more isolated islands, located in the south-east of the archipelago. But in September 2014, the villagers of Futuna invited a range of government MPs, officials from the Department of Agriculture, representatives of NGOs and donors and other dignitaries to visit. They wanted people to understand the success of their efforts to improve livelihoods and increase community resilience to disasters and climate change.

The festival gave the villagers a chance to show off their work to a wider audience. It included a school debate, displays on agricultural products, local cooking and nutrition, exhibitions of the solid food dryers and food preservation techniques, as well as the sale of local handicrafts and carvings. VCAN members including CARE, SPC-GIZ, Live & Learn and Wan Smolbag organised displays and presentations on their work with local communities.

The show was attended by senior government staff from the Department of Women’s Affairs, Local Government Association and the Department of Agriculture and Rural Development. Their participation enabled Futunese women, men and youth to speak directly with national and provincial decision makers about their experiences and priorities. Provincial authorities and community members from other islands made a commitment to continue the agricultural show as a regular biannual event, to be held in different islands throughout Tafea Province.

The original idea for the festival came from a community reflection on the program facilitated by CARE. It symbolises the synergies that can come from partnerships between communities, NGOs and governments and was a strong affirmation of the program’s success in fostering community ownership.

The CDC hopes that this evidence of community mobilisation will inspire ongoing support from government and other partners. The people of Futuna are proud of their efforts and this bodes well for the program’s sustainability. It also highlights the importance of flexible program design, with sufficient resources and capacity to respond to the real priorities and ideas of communities

## 4.2.2 Efficiency

The program's partnership strategies (consortium approach, building on existing programs, coordination of technical support) have reduced costs and increased structural efficiencies

The large majority of the program is perceived to have operated at an 'above average efficiency' rate

Documentation and sharing of lessons learned has increased efficiencies and reduced duplication of tools and resources

### Structural efficiency

The program's partnership models, such as the consortium approach, building on existing programs and coordinating technical support, have also been instrumental in increasing the structural efficiency of the program.

*Consortium approach:* Consortium agencies have supported the implementation of each other's activities. Examples include: contribution of questions, judges and funding for the school climate quiz; a gender and climate change workshop for youth participating in Youth Symposium; VCAN members participation in the COP19 project, and support to ensure the success of the Futuna agricultural festival.

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*"The program was developed to reduce duplication of efforts. This forced us to work together and be smarter." Consortium partner staff member*

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Consortium partners have also worked together to reduce costs. Examples include: VRCS' charter of a boat for the delivery of materials and tools to remote Torba province, which combined procurement, shipment and delivery processes with another project to optimize costs and efficiencies. This also supported the Health Department of Sanma/Torba provinces for the transportation of water tanks. All materials and tools were procured from Luganville rather than Port Vila, to halve transportation costs.

Greater documentation and sharing of lessons between consortium partners has also led to greater efficiency gains. For example: resources developed by SPC-GIZ, VRCS and CARE have been shared and used by other staff and agencies in communities not targeted by this program, as well as across VCAN and the NAB (for example, CARE's Climate Smart Agriculture Manual, and the VRCS/Vanuatu Meteorological and Geo-hazards Department's Weather, Climate and Climate Change and Communicating Climate Change Booklets); information and learning from the 2013 and 2014 National Youth Symposiums, as well as the Futuna Agriculture have also been shared widely; and VRDTCA, with support from SPC-GIZ, developed a climate change module that is about to be field tested and rolled out across all its RTCs in Vanuatu, as a direct result of the program.

*Building on existing programs:* Building on existing programs was also considered as an efficiency mechanism in the design of the program. Organising and facilitating community based activities in provincial Vanuatu is an expensive exercise due primarily to geographic isolation and high transport costs. Therefore, already established relationships of field staff in provincial areas with communities created an efficient platform on which to introduce the new program concept. Existing relationships with provincial government staff also played a key role during program implementation through organising logistics such as transport, accommodation, catering and providing venues in which to facilitate activities.

*Technical support:* The combined skill set of consortium staff includes knowledge in agriculture, NRM, WASH, DRR, gender, community participation, traditional knowledge, climate science, policy analysis/coordination and adaptation processes. Expertise, resources and materials available inside the consortium and network were utilised, rather than agencies independently duplicating work. The consortium has also been able to draw on collective international expertise across partners, helping to

reduce consultant costs. In addition, regular communication (for example through the CMG) has enabled links to be made between consortium agencies and reduced duplication.

At an individual agency level, other efficiency gains have been made:

- Save the Children, after a review of efficiency in its project, amended its staffing structure and now has three fulltime staff working on the project with two support staff at neutral cost to its budget.
- A decision by the Consortium Management Group to split the scheduled second tranche mitigated the risk of individual agencies being underspent at the end of the program.
- Oxfam took advantage of emerging opportunities to leverage resources to achieve greater impact, by seeking (and gaining) approval from DFAT to amend the program design to include the COP19 project. This investment strengthened the international reach of the program, linked civil society and community voices to the international level, and built national capacity in climate negotiations.
- VRDTCA used leftover cement from construction to fix earthquake-cracked water tanks.

### Cost efficiency

Despite the high costs of implementing programs in the Pacific when compared to other regions, the program has achieved a large majority of planned outputs across each of its objectives and outcomes, with less than 1% overspend of the final budget. This includes material inputs in WASH, natural resource management (NRM), infrastructure, and agriculture; as well as awareness raising/knowledge building, research and policy, training and capacity support, liaison and representation, and monitoring and evaluation components. While some delays have occurred over the duration of the program, all delayed activities were implemented by the end of the program. All variances in the budget are less than 10% of the budget, with the majority less than 5%.

**Table 12: Budget, expenditure and variance**

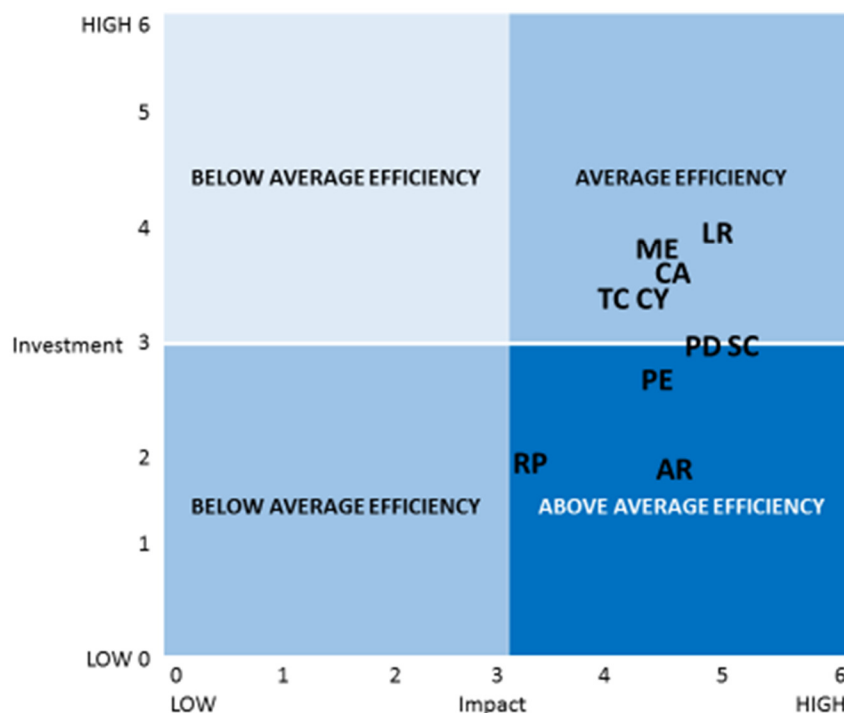
Budget area	Budget AUD	Expenditure AUD	Variance AUD	% Variance AUD
Personnel costs	936,801	991,675	-54,874	-5.53%
Support costs	120,986	130,158	-9,171	-7.58%
Activity costs	644,565	601,620	42,945	7.00%
MEL costs	78,500	75,432	3,068	3.9%
Design costs	28,000	26,361	1,639	5.9%
Overheads	200,984	202,274	-1,290	0.64%
<b>TOTAL</b>	<b>2,009,836</b>	<b>2,027,519</b>	<b>-17,683</b>	<b>-0.88%</b>

### Perception of efficiency

A Basic Resource Efficiency (BER) Analysis<sup>22</sup> was also used to help assess the efficiency of the program. A questionnaire was developed and responded to by consortium partner staff to assess 10 components of the program: (CA) Community adaptation projects; (AR) Awareness raising and knowledge building; (CY) Child and youth focused awareness, education and adaptation activities; (TC) Training and capacity support; (LR) Liaison and representation; (RP) Research and policy; (ME) Monitoring, evaluation and learning; (PE) Personnel; (SC) Support costs; and (PC) Program design. The results of the BER are provided below:



**Diagram 2: Perceptions of efficiency**



The results of the BER show that all aspects of the program, are considered either ‘average’ or ‘above average efficiency’, which indicates that the program is perceived by consortium partners as efficient. Components of the program considered the most efficient include awareness raising, personnel and research and policy; all considered to be ‘above average efficiency’ using low-medium investment to achieve medium-high impact. Support costs and program design are considered to be ‘average-above average efficiency’, using medium investment to achieve high impact. Liaison and representation, community adaptation activities, child and youth based activities, MEL, and training and capacity support are considered ‘average efficiency’ using medium-high investment to achieve medium-high impact.

Individual interviews with consortium partner staff and other stakeholders confirm the result of the BER, with 90% of respondents stating that they thought that the program was efficient structure- and cost-wise. Where interviewees stated that they wished to see improvements, these related to a perceived need for larger budgets in order to increase the outputs and impacts of program interventions, particularly in on-the-ground adaptation activities.

### 4.2.3 Equity

Assessing issues of equity is difficult due complex cultural contexts that are hard to understand and penetrate
Women, men, youth and people with disability have all been involved in the program, taking part in a range of interventions
Women are now more involved in community activities and decision making as a result of their involvement in different aspects of the program
Despite people with disability being explicitly involved in the program, people with disability remain disadvantaged in their communities
Youth are, in many cases, the first members of the community to respond to project activities as they view them as an opportunities to learn new skills and apply them

Assessing issues related to equity has been one of the most challenging aspects of the evaluation process. This is because it was difficult, in the time available to conduct the evaluation, to understand the complex cultural contexts in which the program operates, and the diversity of cultural practice across the 12 islands that are part of the overall program. Of the five islands visited as part of the evaluation, culture and Kastom varies, not only at an island level, but between and within communities. As a consequence, the findings presented in this evaluation are tentative and should be considered with this in mind.

In terms of targeting, however, the program has made a conscious decision to work in remote parts of the country. This has increased the access of vulnerable populations to NGO support, information and action on climate change, and helped them reach out to each other and the government through, for example, community exchange visits and the Youth Symposiums. The logistical challenges of reaching such remote locations and the efforts made to work with targeted beneficiaries, are a success in itself in a country that is so scattered geographically, with difficulties in transportation and communication.

Overall, the evaluation finds that there has been increased participation of different groups in project activities, including vulnerability and capacity assessments, awareness raising, training and workshops, on-the-ground actions, and decision making/governance structures established or strengthened to manage community involvement and increase community ownership.

## Women

Despite a range of cultural constraints placed on women in many of the communities in which the program operates, in general, women are now more involved in community activities and decision making as a result of their involvement in different aspects of the program. Women, in general, have been provided

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*“Before the program, women weren’t allowed to attend village meetings. But now we not only go to the meetings, but the men listen to us as well.”* Female from Futuna Island

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with many more opportunities to be involved in communities activities and decision making, compared to prior to the program. This includes their participation in awareness and training, new agricultural techniques, nutrition training, food preservation and many other activities. Their involvement in community decision making processes

has also increased with women’s representation on village councils in the majority of communities. This does not mean however, that women have the same access to decision making as men – they are still disadvantaged – but this is slowly changing. As women become more involved in community activities and develop knowledge and skills, the men tend to listen to their ideas more and their voices are better heard. Women’s decision making power appears to have increased most at a household level where husbands and wives discuss issues more freely, and where needs and issues identified by women are more likely to be considered by husbands and taken to ‘Nakamals’<sup>23</sup> for discussion and agreement by men.

Of all of the consortium partner programs, it is CARE that has been most explicit in addressing gender equity. It has developed a gender action plan<sup>24</sup> with a specific goal and objectives to ensure that women and men are equally able to adapt to climate change through equitable participation in project activities and decision making processes, including project design to ensure that women’s vulnerabilities and capacities are taken into account.

## People with disability

Disability inclusiveness has been explicitly addressed in the program. At the program outset a disability inclusiveness session was facilitated by the Nossal Institute, resulting in the promotion of disability inclusiveness throughout the program, especially in community planning

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*“At the moment I just watch other people garden but I would like a new garden that is easy to access.”*  
Female youth with a disability, Futuna Island

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processes, disaggregated assessment and monitoring data and information, as well as specific activities that meet people living with disabilities' needs. Examples include: improvements to VRDTCA's climate change resource centre to enable access for PWD; the integration of lessons from disability inclusiveness training into Save the Children's project to increase awareness among communities of the additional adaptation challenges faced by PWD; the use of VRCS' strong community relationships to locate and involve people with a disability who were hidden by their families; and CARE's explicit inclusion of PWD within project activities has led the recent building of raised garden beds to ensure equitable access for PWD in community gardens, which was not part of the original project design.

Despite these positive actions, PWD remain largely disadvantaged in their communities. A recent report<sup>25</sup> commissioned by CARE on the island of Futuna demonstrates this disadvantage, with the majority of PWD living in poor housing conditions, with a lack of access to decent healthcare, resources to reduce their advantage (wheelchairs for mobility, opportunities to earn a livelihood, et cetera.), and very little voice in decision making (although they do participate in some community activities if they are mobile). While families and communities are generally doing all they can to support PWD in their care, they lack the necessary knowledge and skills to do so. Healthcare workers also lack the capacity to understand health issues associated with disability, making treatment non-existent for the large majority of PWD.

## Youth

Youth and children have been explicitly targeted in the program, participating in awareness raising, education, planning and implementation of climate change adaptation interventions. As a result, youth and children have increased opportunities to learn about climate

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*"I help support the chief by giving him ideas about how the community will benefit if youth are involved in the poultry project." Male youth, Vanualava*

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change and how to adapt. They have participated in vulnerability and capacity assessments and planning at the beginning of programs to identify the specific needs of youth and children, and to develop appropriate interventions. VRDTCA and SPC-GIZ have collaborated to develop a Certificate 1 course in Climate Change and Disaster Risk Reduction to be taught in Rural Training Centres nationally. The course content, covers climate science and impacts, traditional knowledge, and adaptation opportunities relevant to the Vanuatu context. CARE was approached by the local primary and secondary schools in Iaso (Futuna) to establish demonstration plots to complement the existing agriculture curriculum. All students have roles in maintaining the plots, providing opportunity to learn about soil and pest management and growing different varieties of vegetables. The produce is being used by the school canteen which currently only provides students with plain rice. CARE complements the agricultural training with regular climate awareness sessions using materials from Klaod Nasara.

Save the Children's projects have set up and strengthened community youth clubs, raising their awareness of climate change through training and educational resources, and supporting them to identify, implement and monitor youth led climate change adaptation activities such as freshwater fish farming, poultry raising and bee keeping. As a result of their involvement in the program youth are now interested in being involved in climate change activities, more confident to speak up within the community, and better able to contribute to decision making processes, even putting forward proposals that directly benefit youth in their communities. Girls and boys interviewed as part of the evaluation also stated that being involved in the program has helped girls and boys see each other more equally, with decisions being made jointly, and that youth are, in many cases, the first members of the community to respond to project activities as they view them as an opportunities to learn new skills and apply them

Save the Children's program has supported the establishment and strengthening of community youth clubs, their representation on village and island decision making bodies, the development of youth led climate change adaptation initiatives (for example, tilapia fishponds, poultry raising, and bee keeping) to increase their knowledge and skills to develop sustainable livelihoods for their future. The development and delivery of climate change adaptation school curriculum across Save the Children project sites has

been significant and has acted as a catalyst to link schools and their communities with national level decision makers through training and national events.

Nationally, youth involvement in the National Youth Symposiums (in 2013 and 2014) supported by Save the Children has been a great success and allowed youth from all the islands where the program operates, to represent the youth and their community nationally. This has provided them with opportunities to meet with other youth, learn and share ideas, and present these to government and other decision makers. During the symposiums, SPC-GIZ also took the lead in organizing and facilitating technical adaptation training. The GIZ training activities focused on hands-on, youth-appropriate strategies in agriculture and food security. The outcome has been a push of youth-driven adaptation from provincial and island youth council across the country, and youth that are energised and empowered to go back into their communities to make change happen.

#### 4.2.4 Sustainability

The program has strengthened the capacities of women, men and young people to plan and take action on climate change information
Investment in strengthening the capacity of consortium partners has increased their knowledge and skills on climate change, but also their confidence, analytical skills, and networks
Community members are using what they have learned in the program to autonomously adapt
Tools developed as part of the program have helped organisations and community members fill gaps in their understanding of climate change and how to address it in the Vanuatu context
Better relationships with national government and civil society as a result of VCAN has increased joint development of policies and the participation of government in parts of the program. However, engagement with local and provincial government has not been systematic throughout the program resulting in a gap between national and local level policy and practice

In general, the program has provided a solid foundation for the continuation of program gains through enhanced capacities of community members and partners, improved governance structures, connections between community and government bodies at a Provincial and National level, and tools and resources to support learning and action to date. Challenges remain however, and for program gains to be sustained and improved upon requires communities, government and NGOs to continue working together to build community resilience over the long term.

#### Capacity strengthening

All consortium partners have strengthened the capacities of women, men and young people to plan and take action on climate change information to deal with future changes. This includes: the use of train the trainer methodologies on various issues; support to youth clubs and community members in fundraising skills so they can access funds outside the program; and the development and dissemination of a wide

range of tools, curricula and resources on various aspects of the program. Some community members have also actively participated in monitoring of the project activities through their involvement in various committees or work groups set up to manage the activities. Community led monitoring within individual projects has not been systematic however, with most conducted via verbal reporting and not at set intervals. This poses problems for future monitoring of activities (and addressing any challenges as they

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*“My knowledge of climate change has increased because of the program, and this has improved my ability to make decisions and be a leader.”* Female community member, Tanna Island

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arise) once the program has concluded.

There has also been significant investment in the capacities of consortium partner national staff to deliver the program. This includes: training on weather, climate variability and climate change; food preservation training, gender training, training with government on different issues, and project site visits to learn and monitor consortium partner programs, and participation in research projects. Staff have also learned about traditional knowledge and practices, such as traditional weather indicators, and Kastom, which has helped them gain a better contextual understanding of the communities and led to improvements in program delivery. Informal mentoring of national staff by international staff and vice versa has also not only supported the development of individuals but has helped program delivery.

Staff interviewed as part of the evaluation stated that they feel more confident to speak about climate change issues; that they have improved analytical skills and can think more strategically; that they can provide constructive feedback; and have better networks across Vanuatu. However, with a very high level of staff turnover throughout the program, not all staff have received the same amount of training, with some feeling that they are less proficient in climate change issues than others. Others also feel that more generic training on project management would have helped them better deliver the program, for example, project cycle management, capacity building on monitoring and evaluation and fund management. It was also found that field level staff felt less connected to the broader program than higher level staff. Despite this, a culture of sharing and joint learning fostered within the consortium and part of VCAN meetings has helped encourage partner staff and other organisations to continue the learning journey after the program has concluded.

It was also a conscious decision to include in-country staff in the evaluation process in order to strengthen their skills to conduct future evaluations. As a result, the evaluation process was designed in a participatory manner, with all evaluation team members actively taking part in the evaluation design, data collection, collation and analysis. Their input was also sought in the drafting and finalisation of the evaluation report. It is expected that the knowledge and skills gained through the evaluation process will support consortium partner staff in future work of a similar nature.

### **Governance structures**

While the program has supported community members to implement a range of on-the-ground adaptation actions that will help support communities through increased livelihoods, income and resources; governance structures have also been set up/strengthened within communities that are designed to exist beyond the life of the program to protect long term project gains. This includes: youth clubs, women's groups, community disaster and climate change committees (CDCCC), water committees, nursery and community garden committees, which are designed to take on the planning and day-to-day running of community initiatives, and to work with village councils and area council secretaries and committees to ensure that the ongoing needs of communities in climate change issues are addressed. In some case business development plans have been developed (for example, the Lume RTC has a plan to ensure it becomes self-sustaining the future), but this is not widespread. However, despite a range of structures currently in existence, it is unclear how these will continue beyond the program without ongoing support from government and NGOs.

### **Connections between communities and government**

Sustainability has also been enhanced through the involvement of Area Secretaries and Provincial Government, building their interest and capacity for ongoing adaptation work. The adoption of VRCS' adaptation activities in government plans at the Area Secretary, provincial and national levels; and the Kastom Days facilitated by VRDTCA, are good examples. However, engagement with local and provincial government has not been systematic throughout the

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*“Communities find it hard to build nurseries on their own, which is why it's important for the NGOs and the government to work together with communities to support them.” Forestry Officer, Vanualava Island*

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program. Given the importance of local governance systems (in particular the Area Councils in light of the decentralisation process currently underway), long term sustainability of program gains relies in part on the ability of communities to articulate their ongoing needs and for governments to listen to them and respond appropriately.

At a national level, better relationships with government and civil society as a result of VCAN has increased joint development of policies and the participation of government in parts of the program. Examples include: consultation on the CC/DRR national policy process; VCAN representation in the NAB; involvement of VCAN representatives in the different working group pillars in developing the NSDP; Vanuatu Meteorological and Geo-hazard Department (VGMD) involvement in the Futuna Agricultural Festival and VRCS trainings and tool development; civil society submissions on gender; the participation by government and other stakeholders in the national Youth Symposiums; and preparations for COP19.

### Sustainability through autonomous actions

Many activities are already at a point where community members are able to sustain them. For example, in Futuna, community members are already replicating agricultural techniques and have seeds for ongoing planting, and are no longer dependent on the program for inputs. In Motalava, community members are using vetiver grass to reduce coastal erosion independent of the program, and in Ohlen tilapia fishponds are being extend beyond those funded by the program.

However, more work needs to be done on regular and systematic community planning processes that have technical input from Government staff and feed into provincial and national development planning processes, such as Area Development Plans. Given the importance of these plans for the ongoing sustainability of program achievements this is an area which requires communities, NGOs and governments alike to work together to ensure that plans are turned into concrete actions that benefits all communities, in particular those most at-risk from climate change impacts.

### Tools and resources

A large number of tools and resources have been developed and widely used as part of the program to support community members develop and sustain actions to build resilience. Each of the tools was developed to fill gaps in existing resources and support organisations and community members better understand different climate change issues and ways in which to address them now and into the future. However, the development of these tools is not enough: ensuring access and use of these tools in the future is necessary, and will require ongoing support from consortium partners still working in Vanuatu after the program has finished.

**Table 13: Tools and resources<sup>26</sup>**

Gap identified	Tool developed to address gap
Lack of unifying framework	<u>Vanuatu Community Resilience Framework</u> : Eight characteristics that provides the program’s definition of impact. Guides consortium-level reflection and reporting. Developed by the consortium, led by Oxfam. Draws on Twigg (2009) and Jones, Ludi, and Levine (2010)
Lack of guidance to turn analysis of community vulnerability and capacity into community-based action	<u>Asset-based planning on CBA</u> : An internally focused and relationship-driven approach to support community planning on CBA by focusing on strengths, relationships and assets. Developed by Oxfam and VRDTCA.
Lack of information on meteorological and climate forecasts to facilitate two-way communication between meteorological services and local community	<u>Klaod Nasara</u> : Animation and resource kit for communicating climate variability, El Niño and La Niña to communities (PACCSAP 2013). This tool tailored a regional animation (The Climate Crab) to Vanuatu context <sup>27</sup> <u>Weather, Climate and Climate Change Handbook</u> A handbook developed for Branch Officers and Volunteers. Developed by VRCS in partnership



actors	with Vanuatu Meteorological and Geo-hazards Department  <u>Practitioners guide</u> : A guide to communicate climate change for risk reduction. Developed by the Red Cross
Monitor and evaluate CBA in particular community led monitoring and building upward and downward accountability	<u>Community-level reflection</u> : Amended from participatory monitoring, evaluation, reflection and learning manual. Developed by CARE  <u>Participatory reflection</u> : A process used at consortium level meetings using the resilience framework to guide reflection on program achievements. Led by Oxfam  <u>Peer monitoring</u> : Project site visits by consortium staff to learn about partner projects, and increase sharing and collaboration. Led by Oxfam
Lack of simple technical advice which is locally appropriate	Vanuatu-specific <u>technical guidance</u> on specific adaptation interventions for food and water security and coastal zone management. Developed by SPC-GIZ and used by all consortium partners  <u>Kakai blong yumi</u> : A recipe book developed by CARE in partnership with WanSmolBag that contains nutrition guidance and recipes for the new vegetables introduced as part of the CARE project.  <u>Smart Akrikalja Practokol Hanbuk</u> : A manual adapted from Kastom Garden (Solomon Islands). Developed by CARE in partnership with VARTC (Department of Agriculture and Rural Development) giving practical guidance on the new agricultural techniques introduced as part of the CARE project (watering, mulching, seed saving, pest management).  <u>Weather, Climate and Climate Change Handbook</u> A handbook developed for Branch Officers and Volunteers. Developed by VRCS in partnership with Vanuatu Meteorological and Geo-hazards Department  <u>Coastal Erosion Poster and Facilitator Guide</u> : A tool designed by VRCS and the French Red Cross to run awareness sessions on coastal erosion.
Lack of information and collaboration on CCA projects	<u>National Advisory Board Portal</u> : Online platform for sharing research, tools and resources for CCA and DRR in Vanuatu.  <u>Vanuatu Climate Change Adaptation Network</u> : A network of over 20 civil society organisations and government that promotes sharing and good practice; and coordinates efforts to link community voices with national and international decision-making

### 4.3 Strengthening in-country staff skills

Participation in different parts of the evaluation process has increased consortium staff skills in data collection, collation and analysis

Consortium staff now feel more confident in being involved and/or leading future evaluation processes

In order to strengthen the skills of in-country staff in various evaluation processes, evaluation team members were active participants in the following aspects of the evaluation:

- *Evaluation design*: Evaluation team members took part in a one day workshop to finalise the evaluation design.<sup>28</sup> During this workshop, participants presented an overview of each of the consortium partners projects, worked together to finalise the evaluation framework and data collection tools (in particular



focus group discussion guides and key informant interview guides for project beneficiaries), and spent time to finalise logistics for each of the project site visits. As a result of the workshop, team members felt more confident about the design of the evaluation, in particular the data collection tools, which were improved and made more contextually specific.

- *Data collection:* Each evaluation team member, except for one person,<sup>29</sup> undertook data collection in two or three of the project sites. This provided team members with the opportunity to visit project sites outside of their existing project. Team members took turns to facilitate and documents FGDs and key informant interviews, with female team members generally working more with female key informants, and male team members generally working more with female key informants. To ensure quality of data collection pre-site visit briefings were held in all sites at the start of each day, and post-site visit debriefs were held in all site at the end of each (although sometimes both types of meetings were held together). The lead evaluator spent dedicated time with each team member throughout the data collection process to provide support and answer questions.
- *Data collation and analysis:* Evaluation team members took part in a two day workshop to collate and analyse data collected from project sites. During the workshop, team members were taught how to analyse the data by coding and tabulating the data collected, and then organising data to determine key themes of the evaluation. Initial findings were developed based on these themes. During this workshop team members also took part in a reflection about the evaluation process itself; details of which are included in the section below.
- *Report drafting and finalisation:* All team members (plus other stakeholders) were given the opportunity to input into the evaluation report.

As part of the evaluation process, team members also took part in daily reflections to discuss ‘what worked’, ‘what didn’t work’ and ‘key learning/recommendations’ to strengthen their reflection and analysis skills. This information was then used to improve the evaluation process and to help team members reflect on their own personal learning. During the two day analysis and reflection workshop, this process was repeated with all team members. Responses to ‘key learning/recommendations’ are included below.

**Table 14: Results of the evaluation reflection**

Area	Responses
Key learning	<ul style="list-style-type: none"> <li>- Being part of the different evaluation processes has helped team members feel more confident about participating and/or leading future evaluations</li> <li>- The evaluation did not include enough focus on broader contextual issues affecting communities (for example, land issues). Future evaluations and data collection tools should include questions that provide a greater understanding of the contextual issues affecting communities</li> <li>- Not having a joint baseline to use as a basis for the evaluation has limited its results.</li> </ul>
Key recommendations	<ul style="list-style-type: none"> <li>- Future programs should ensure that a joint baseline (even if it is more basic) is completed against which the program can be evaluated</li> <li>- More space should be left in the data collection process to allow for unforeseen delay and difficulties in travelling/accessing project sites</li> <li>- Questionnaires should be shorter (maximum 2-3 pages). However this may not be possible if we wish to explore other issues outside of the scope of the evaluation (in order to contextualise findings)</li> <li>- Questionnaires should be tailored to each project site, rather than having a generic questionnaire for all site. This would help gather more specific info All data collection tools should be translated into Bislama and checked by a technical expert to ensure consistency/meaning</li> <li>- The design workshop should be extended to two days to ensure that team members have enough time to learn about evaluation processes, and to</li> </ul>

design and prepare for the data collection process (in particular, e to role play/test and revise each of the data collection tools)

Assessment of in-country staff skills in evaluation processes was done via self-assessment. Each team member completed a pre- and post- evaluation self-assessment questionnaire, developed by the lead evaluator. The pre-evaluation questionnaire was designed to ascertain perceived skill levels and efficacy of team members prior to the evaluation, as well as gather information about individual needs in order to provide more tailored support. The post-evaluation assessment was designed to assess skills levels and self-efficacy/confidence after they had participated in the evaluation. The results of the self-assessments are presented in diagram 3 below.

**Diagram 3: Perceived skill level in evaluation processes<sup>30</sup>**

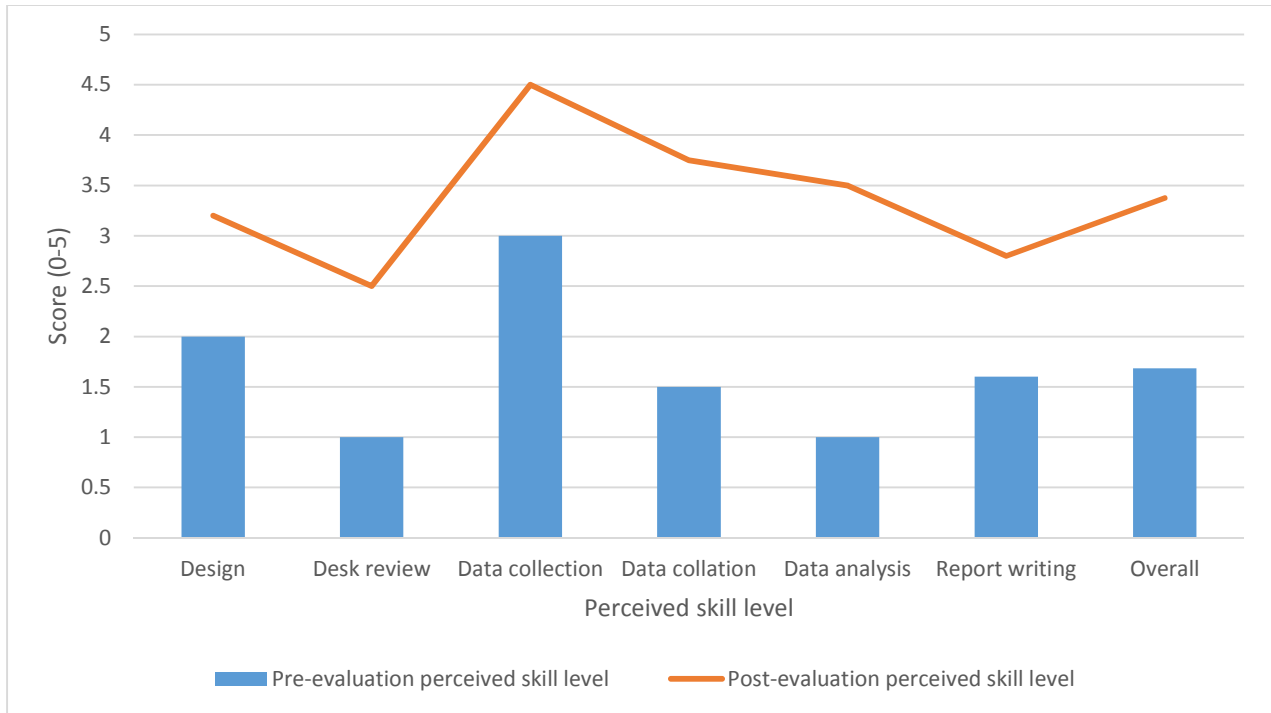


Diagram 3 indicates that the perceived skill level of participants has increased as a result of their participation in the evaluation (+1.7 points). The biggest increases are in data analysis (+2.5 points) and data collation (+2.25 points). The smallest increases are in evaluation design (+1.2 points) and report writing (1.2 points).

**Diagram 4: Perceived confidence in conducting future evaluations<sup>31</sup>**

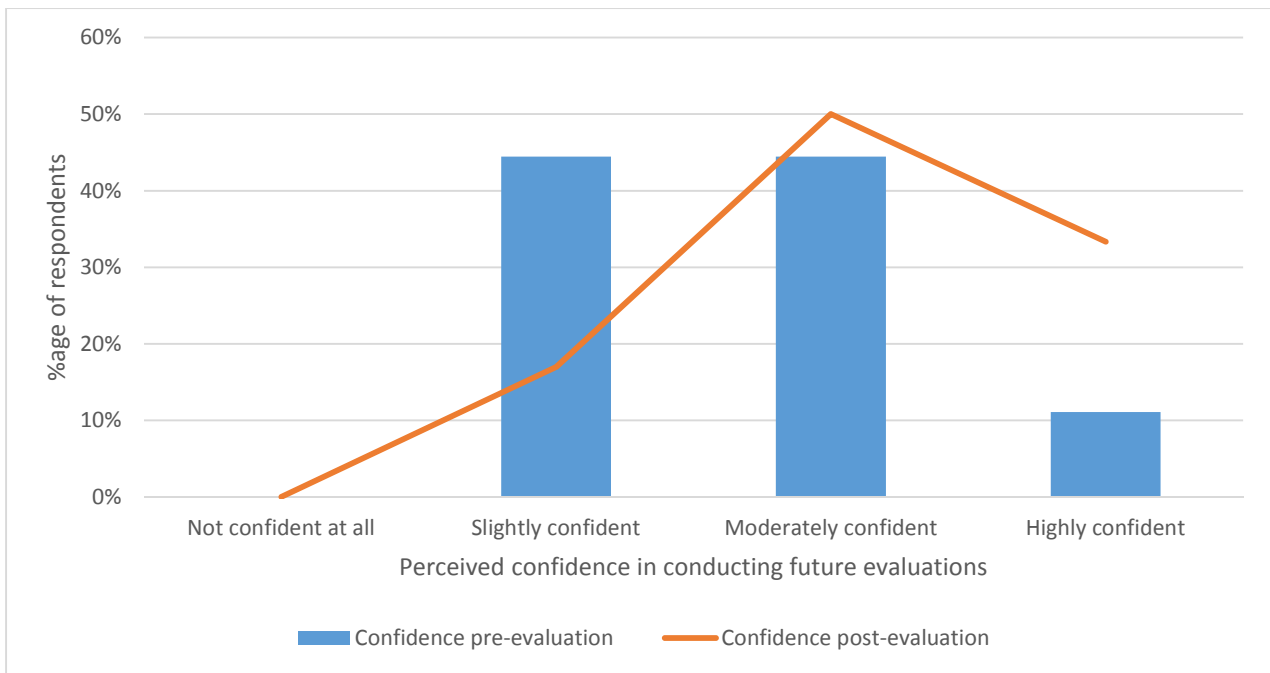


Diagram 4 indicates that participants' perceived level of confidence in conducting future evaluations has increased as a result of their participation in the evaluation process. 83% of participants now feel either moderately confident or highly confident compared to 65% prior to the evaluation, an increase of 28% (moderately confident +6%, highly confident +22%).

## 5. CONCLUSION

Overall, the program reached 5,064 women, men and young people; just short of meeting its aim of working with 5,400. However, the reach of the project has been larger, with 39 communities across 12 islands in the provinces of Torba, Tarea, Shefa and Penama in Vanuatu – an increase of nine communities from the original design.

Community members (women, men, girls, boys and People with Disability) now have more knowledge of weather, climate variability, climate change, and climate change adaptation options through awareness raising, training and workshops conducted by consortium partners. The program has been a significant driver of not only increasing knowledge of climate change, but making this knowledge widely available. Using knowledge and skills gained, community members across the program have taken actions to adapt to climate change across a range of sectors including water, sanitation and hygiene (WASH), natural resource management (NRM), agriculture, and disaster risk reduction. While many of the actions taken are locally based and small-scale in nature, given the timeframe of the program, progress taking place is providing a number of benefits for community members, the majority of which are likely to continue after the program finishes. The program has also been effective in supporting community members establish and improve links with government structures (mostly at a local level), although many challenges remain in making links strong enough to be sustainable without the support of the program.

Working together, consortium program agencies and the broader Vanuatu Climate Action Network (VCAN) network, have increased consultation on and coordination with incoming climate change initiatives, policies and strategies in Vanuatu; and internationally, has collaborated with government to represent Vanuatu in the international climate change negotiations, further cementing the good relationships. Without the existence of VCAN and its reputation as an effective civil society body by government, these opportunities may not have arisen.

Strategies and approaches used to support the delivery of the program have been instrumental in the achievement of program objectives and outcomes. These include the Vanuatu Resilience Framework and partnership models. The Framework is held in high regard by government; is seen as an effective theory of change; and has helped frame national policy development. The Framework is still a work-in-progress however, as it is still being tested, especially at the community level. The consortium approach, has brought together different agencies, with different sets of knowledge and skills, to share information, learn from each other, work together and reduce duplication, which has increased the capacity and reach of the program. The decision to build on existing programs has also ensured that positive gains from previous programs could be continued and increased and duplication of projects reduced; while efforts to start a dialogue about climate change using traditional knowledge have also proved useful because using traditional knowledge as a foundation has provided the language and context upon which a better (and more complete) view of climate change can be built.

The program is considered relevant by community members and local leaders, consortium partners and network members, and provincial and national government. Through the use of participatory vulnerability and capacity assessments, community members have selected the interventions they wanted to prioritise through the program leading to improvements in food and nutrition, water security, capacity building and empowerment, community cohesion and disaster preparedness.

Despite the high costs of implementing programs in the Pacific when compared to other regions, the program has achieved a large majority of planned outputs across each of its objectives and outcomes, within the allocated budget. This includes material inputs in WASH, natural resource management (NRM), infrastructure, and agriculture; as well as awareness raising/knowledge building, research and policy, training and capacity support, liaison and representation, and monitoring and evaluation components. The program's partnership models, such as the consortium approach, building on existing programs and coordinating technical support, have all contributed to increasing the efficiency of the program.

The program has made a conscious decision to work in remote parts of the country. This has increased the access of vulnerable populations to support, information and action on climate change, and helped them reach out to each other and the government. The program has increased the participation of different groups (women, youth and PWD) in project activities, including vulnerability and capacity assessments, awareness raising, training and workshops, on-the-ground actions, and decision making/governance structures established or strengthened to manage community involvement and increase community ownership. However, this does not mean, that women, youth and People with Disability have the same access to decision making as men – they are still disadvantaged – but this is slowly changing.

The program has provided a good foundation for the continuation of program gains through enhanced capacities of community members and partners, improved governance structures, connections between community and government bodies at a Provincial and National level, and tools and resources to support learning and action to date. However, more work needs to be done on regular and systematic community planning processes that have technical input from Government staff and feed into Provincial and National development planning processes, such as Area Development Plans.

## 6. LEARNING AND RECOMMENDATIONS

### 6.1 Key Learning

- 1. Investment in relationship building and coordination leads to positive outcomes:** The program has made some advances in facilitating links between government, international NGOs, local communities and donors, through networking, collaboration, and community empowerment and this has increased positive outcomes for communities involved in the program and more broadly. However, maintaining and improving links between different levels of government and communities remains one of the biggest challenges of the program.
- 2. A focus on gender leads to concrete benefits for women and the broader community:** Despite a range of cultural constraints placed on women in many of the communities in which the program operates, by focusing on gender, women are now more involved in community activities and decision making, and gender realities are gradually changing, becoming more equitable.
- 3. A common framework for building resilience has helped consortium partners** by providing a guiding framework for the overall work of the program. This has supported individual partner agencies work towards common goals without being too restrictive; and has been a useful reflective tool to chart progress towards resilience across different elements of the program, including progress at a community level.
- 4. Flexibility in program and budget management by the consortium and DFAT has allowed the program to take advantage of unplanned opportunities:** Being flexible and responsive to changing environments has allowed the program to achieve more than would have been possible with rigid program management approaches.
- 5. Awareness raising on climate change and resilience issues at the community level (and within NGOs and other stakeholders) needs to be ongoing** and develop as new information, research and learning occurs. This is important if the program is to be flexible and responsive to changing environments and needs.
- 6. Community perceptions of resilience highlight the multiple drivers and inhibitors for resilience,** in particular structural issues. The impact of CCA and resilience programs will be limited without considering structural issues, which need to be addressed over longer timeframes and through linking communities and their experiences with other organisations/duty bearers at multiple levels/scales.
- 7. Data collection takes time.** It is essential to have robust monitoring systems in place, but this means staff need to be regularly trained on the use and importance of these systems and given adequate time during and post project activities to record and write up both qualitative and quantitative data.
- 8. Shared monitoring, evaluation and learning (MEL) systems are essential for program cohesion, but program experience indicates that this takes commitment by all partners to achieve.** Consortium partner staff did not initially support a common MEL approach because of the differences between agency approaches and tools.
- 9. Working in a consortium is an effective and efficient approach to programming:** Consortium arrangements allow for the efficient sharing of resources and expertise and greater impact through joint activities. Coordination is enhanced and agency roles and responsibilities become easier to define. Lessons can be shared and learned from all. They do however require time in essential relationship management and coordination meetings. This time needs to be



accounted for in project planning as the success of a consortium can be affected by lack of an agency's inputs.

10. **Links between climate change issues identified by communities and the appropriate adaptation actions chosen need to be continually reflected upon.** This requires regular follow up on awareness raising within communities to 'check in' on climate change issues; to test adaptation options to see if they are working and will continue to work over time.

## 6.2 Key Recommendations

1. **Improve the consortium model** so that community-based adaptation work is not the work of one consortium partner alone, but a joint effort between two partners, who support each other with complementary knowledge and skills sets. This could help create a more comprehensive program with greater impact.
2. **Investigate and support increased linkages between communities (particularly women) and government and other service providers:** While the program has made some important advancements in community linkages with government and other service providers, there is still much work to be done to better understand the barriers and enablers. This includes supporting governance structures at different levels, but particularly those at local and provincial levels that link to the national level. This should be a priority for any new program.
3. **Continue to include gender as a core part of the program:** Gender (and equity) are central to the achievement of resilience, not only for women, but society in general. Going forward, the program should ensure that gender is a core part of the program, through the development of a gender action plan and the adjustment of the resilience framework (see next point).
4. **Revise the resilience framework to explicitly address equity:** Currently, equity is only articulated in three of the framework's characteristics. However, equity is understood by consortium partners to be fundamental to the achievement of all characteristics. Going forward, the framework should explicitly address equity across all its characteristics.
5. **Maintain a level of flexibility to take advantage of new opportunities as they arise:** Given the successes of the current program by being flexible and responsive, this should be an area of open discussion with current/future donors, and be part of program design and implementation.
6. **Support sustainable structures/processes to provide communities with access to information on climate change and related issues:** Sustainable structures/processes (appropriate to women, men and young people) are required to ensure communities are kept up to date and momentum to understand and act on information is not lost.
7. **Continue to focus on linking traditional and scientific knowledge of climate change related issues,** finding ways to address/incorporate cultural issues and sensitivities.
8. **Evaluate any new interventions against their ability to support resilience:** It is not enough for interventions to support adaptation to the *impacts* of climate change, they should also support *adaptive capacity*, and/or help *transform* structures where resilience is not enough.
9. **Ensure that any future consortium develops a shared MEL system** at the concept/design stage so that baselines, monitoring and evaluation of programs can be better compared and shared for joint learning. This may require flexibility from some agencies, but also a MEL design that is broader in nature than individual agencies plans.
10. **Use VCAN and PICAN** to facilitate greater information sharing across Vanuatu and the Pacific related to adaptation actions that respond to specific adaptation challenges, as well as act as the key body for influencing national, regional and international policy development.

## APPENDICES

### 1. Evaluation Terms of Reference

#### Final evaluation: Vanuatu NGO Climate Change Adaptation Program

Managing organisation	Oxfam
Consortium organisations	CARE International in Vanuatu, Save the Children, Vanuatu Red Cross Society (VRCS) supported by the French Red Cross (FRC) and the Red Cross Climate Centre, Vanuatu Rural Development Training Centres Association (VRDTCA), Deutsche Gesellschaft für Internationale Zusammenarbeit (SPC-GIZ) Coping with Climate Change in the Pacific Islands Region Program
Geographical coverage	Vanuatu: Port Vila and Provinces
Program lifespan	July 2012 to December 2014 (2.5 years)
Program budget	AUD \$2 million
Evaluation timeframe	27 <sup>th</sup> October to 10 <sup>th</sup> December 2014
Consultancy budget	AUD\$20,000
Evaluation commissioning manager	Colin Collett Van Rooyen, Country Director, Oxfam in Vanuatu
Evaluation manager	Daniel Vorbach, Climate Change Program Manager, Oxfam in Vanuatu

#### 1. Background, rationale and purpose of the evaluation

The Vanuatu NGO Climate Change Adaptation (CCA) consortium program runs from July 2012 to December 2014, funded by the Australian Government through DFAT's Community Based Climate Change Action Grants. The program is implemented by Oxfam, CARE International in Vanuatu, Save the Children, Vanuatu Red Cross Society in partnership with the French Red Cross, the Vanuatu Rural Development Training Centre Association (VRDTCA) and Deutsche Gesellschaft für Internationale Zusammenarbeit (SPC-GIZ)<sup>32</sup>. The program partners work from community to international levels in a coordinated and innovative way.

The overall goal of the program is to increase the resilience of women, men and young people in Vanuatu to the unavoidable impacts of climate change.

A shared approach to resilience is underpinned by the 'Vanuatu Community Resilience Framework' developed through the program (see Annex). It articulates a joint definition of impact; the features of a community in Vanuatu that is resilient to climate variability and change. This framework has informed the approach and focus of the activities and program monitoring, evaluation and learning.

The program seeks to contribute to resilience through the following objectives:

1. Women, men and young people across Vanuatu have a greater ability to adapt to the impacts of climate change, both short and longer term changes
2. The delivery of climate change initiatives in Vanuatu is more efficient and effective due to increased capacity, collaboration and information sharing amongst the NGO sector and with the Government
3. The learning from this program supports government and other stakeholders to develop and implement policy and practice that better support women, men and young people in Vanuatu to adapt to climate change

Oxfam, as the consortium lead, is seeking a consultant evaluator capable of providing a credible evaluation of the consortium program. The evaluation should also inform the next phase of NGO resilience programs in Vanuatu. The evaluation will be carried out in October/November 2014, and should be finalised by 10<sup>th</sup> December 2014.

The **purpose** of this evaluation is to provide evidence for the outcomes and lessons from the program for

the final program report to the donor and to guide future programming. The *process* of the evaluation will be used to increase learning and reflection among consortium staff and stakeholders to inform future resilience program design, practice and collaboration among resilience stakeholders. The process will also build evaluation skills among a selection of Ni-Vanuatu consortium agency staff who will participate as members of the evaluation team. The *results* of the evaluation will be used to inform the future practice of resilience actors in Vanuatu and the Pacific through evidence-based lessons on effective resilience approaches.

The evaluation’s primary audiences are consortium agencies, DFAT and communities. Oxfam will work with consortium agencies to produce a visual summary in Bislama to support oral communication in community meetings. The evaluation’s secondary audiences are peer NGOs in Vanuatu, regional resilience networks and the Government of Vanuatu.

## 2. Specific objectives of the evaluation

The objectives of the evaluation are:

- Examine if and how the program and its partnerships have been effective in achieving intended objectives and outcomes and contributions to building the resilience of women, men, girls and boys
- Assess the extent to which the program’s partnership and implementation strategies are relevant and represent value for money in terms of economy, efficiency, effectiveness and equity
- Identify lessons and provide recommendations for future consortium, network or individual-agency resilience programs in Vanuatu and the Pacific
- Strengthen the skills of in-country staff in data collection, collation and analysis through their participation in the evaluation team

## 3. Key questions of the evaluation

The evaluation questions have been developed by consortium staff and are expected to be refined by the successful consultant in conjunction with project staff at the in-country design workshop.

Area	Primary Questions	Sub-questions
<b>Impact</b>	What contribution has the program made to increasing women’s, men’s, boys’ and girls’ resilience to climate change?	<ul style="list-style-type: none"> <li>• What have been the results in relation to intended and unintended outcomes and impact?</li> </ul>
<b>Effectiveness</b>	How has the program increased equity, particularly for women, young women and young men, and people with a disability?	<ul style="list-style-type: none"> <li>• What initiatives were successful and less successful in promoting equity? What were the challenges?</li> <li>• What are the implications of learning related to equity for the Vanuatu Community Resilience Framework?</li> </ul>
	How has the program increased access to, understanding and use of weather and climate information by community members, network members and other stakeholders?	<ul style="list-style-type: none"> <li>• How effective were different communication tools such as <i>Klaod Nasara</i>?</li> <li>• How and to what extent was climate and weather information used in community planning processes?</li> <li>• What were the enabling or constraining factors?</li> </ul>
	What can be learned from consortium agencies’ diverse approaches to building resilience to climate change?	<ul style="list-style-type: none"> <li>• How well were cross-cutting issues addressed?</li> <li>• Which program strategies were effective/less effective in contributing to outcomes and why?</li> <li>• What strategies could be replicated or scaled up?</li> </ul>
	How have the different	<ul style="list-style-type: none"> <li>• What contributed to or constrained the</li> </ul>

	partnership models (government, non-government, consortium, network, Australia-based staff) contributed to resilience and understanding of climate change at different levels?	effectiveness of partnerships, including their management? <ul style="list-style-type: none"> <li>• What were the gains and trade-offs of consortium and network models of partnership?</li> <li>• What influence did the program have on policy or practice at local, provincial, national, international levels?</li> <li>• What are the lessons for future consortium and network models?</li> </ul>
<b>Relevance</b>	How relevant was the program to the communities and other stakeholders it sought to support?	<ul style="list-style-type: none"> <li>• How and how much did community members and other stakeholders mobilise to implement adaptation planning and action?</li> <li>• How did their participation ensure relevance to their priorities?</li> </ul>
<b>Value for money</b>	To what extent did the program represent value for money in terms of economy, efficiency, effectiveness and equity?	<ul style="list-style-type: none"> <li>• How effectively and efficiently were resources used?</li> <li>• What are stakeholders' views of the program's value for money?</li> </ul>
<b>Sustainability</b>	How sustainable are the changes and structures established or supported through the program?	<ul style="list-style-type: none"> <li>• What aspects of the program contributed to or constrained communities' capacities to adapt to ongoing change beyond the life of this program?</li> </ul>

#### 4. Scope of the evaluation

The diversity in strategies and approaches used across consortium agencies and across the program is a unique opportunity for learning what works to build resilience in Vanuatu that can be scaled up or replicated, and what doesn't. The evaluation approach will be gender-sensitive, gender-responsive, culturally-sensitive and participatory. This includes disaggregation of the views of women, men, young women, young men and people with a disability both in consultation and in data analysis, the use of women evaluation team members to speak with women community members and analysis of how gendered power relations have been impacted by the program and have impacted on the program. The evaluation team will also be expected to follow Oxfam's Research Ethics Guidelines, including obtaining informed consent from all evaluation participants.

The **evaluation team** will comprise an external consultant lead evaluator and a gender-balanced team of national staff from consortium agencies<sup>33</sup>. The inclusion of national staff on the evaluation team will be essential for ownership and adoption of the learning from the evaluation and to provide contextual grounding to the evaluation team's analysis.

The evaluation methodology is expected to employ a **mixed-methods approach** to data collection, triangulating qualitative and quantitative data from key stakeholders: women, men, young women and men and boys and girls participating in the program, staff from consortium agencies, Vanuatu Climate Adaptation Network members, island, provincial and national government staff, donors, regional stakeholders and Australia-based staff from consortium agencies.

While the exact design of the methodology will be decided and finalized at a **two day evaluation design and briefing workshop** in conjunction with the evaluation team and other consortium staff, it is expected that *Participatory Learning and Action* (PLA) techniques will be used to gather the majority of data. This may include:

- **Focus group discussions** with different key stakeholders representative of the program (beneficiaries, other stakeholders to identify overall domains of change as perceived by different stakeholders

- **Semi-structured interviews** with selected FGD participants, as well as other stakeholders (such as government, consortium members, other institutions) to focus and probe specific issues relevant to the program across the different evaluation criteria/areas
- Use of a simplified version of the **Most Significant Change** methodology to gather learning, significant change stories and lessons learned, to highlight personal stories of success and challenges of the program.
- **Other PLA techniques**, such as transect walks and historical timeline to better understand the different contexts in which the program operates.
- Facilitation of a **two day reflection and analysis workshop** with consortium agency staff and potentially other external stakeholders to enable a deeper analysis of and ownership over the main conclusions and recommendations.

PLA techniques used will vary according to each of the different key questions of the evaluation (relating to impact, effectiveness, relevance, value for money and sustainability of the program).

## 5. Evaluation team

The **consultant lead evaluator** should have:

- Excellent knowledge of monitoring and evaluation in theory and practice, with strong experience in an evaluation lead or evaluation facilitation role
- Expertise in community based climate change adaptation/DRR/resilience programs
- Experience using mixed-methods (qualitative and quantitative) approaches to evaluation
- Strong commitment to participatory and learning focused evaluation and knowledge/use of participatory tools
- Knowledge of the Pacific context and the unique challenges of small island developing states
- High level analytical skills, including experience in applying conceptual frameworks of analysis
- Strong skills in gender analysis
- Capacity to manage and facilitate a complex evaluation
- Awareness and use of the Code of Ethics mandated by the Australasian or Asia-Pacific Evaluation Societies/Association
- Fluent written and spoken English. Ability to speak Bislama an advantage.

**National project staff** evaluation team members will have:

- Strong group facilitation and community mobilisation skills
- Experience implementing community based climate change adaptation/DRR/resilience programs
- Ability to contribute to the evaluation team’s analysis a strong understanding of local contexts and culture and the strengths and challenges of communities in Vanuatu
- Commitment to learning
- Verbal and written communication in Bislama and English

## 6. Schedule, budget, logistics and deliverables.

The consultancy is expected to commence by mid to late October and end by 10<sup>th</sup> December. The consultancy must be completed in this timeframe due to staff availability. Please note that this consultancy will require travel on small planes and boats.

The schedule for in-country activities will be negotiated based on partner availability and logistics requirements.

Activity	Management responsibility	Timing	# Consultant days
Provision of relevant program documents for review	Oxfam	27 Oct	0
Document review	Consultant	28-29 Oct	2

Evaluation design (pre design workshop)	Consultant	30 Oct	1
Travel from Melbourne to Port Vila	Consultant	2 Nov	1
Evaluation in Vanuatu	Consultant	3 – 21 Nov	19
Travel from Port Vila to Melbourne	Consultant	22 Nov	1
Draft report written and submitted	Consultant	25 -29 Nov	5
Review of draft report	Oxfam	1 – 5 Dec	0
Final report written and submitted	Consultant	10 – 11 Dec	2
<b>TOTAL</b>			<b>31</b>

The expected deliverables will be:

- An evaluation plan developed based on the methodology workshop with consortium staff
- A presentation of initial evaluation findings from community visits and Port Vila consultations at the reflection and analysis workshop
- Full final evaluation report, approximately 30 pages, of publishable quality (as per the outline below);
- Executive Summary as a stand-alone, communicable document, 4 pages maximum;

#### Report outline:

1. Cover page
2. Table of contents
3. List of abbreviations.
4. Executive summary that can be used as a stand-alone document
5. Introduction, stating objectives of the evaluation and evaluation questions
6. The intervention and context
7. Methodology, including an indication of any perceived limitations of the evaluation
8. Presentation of the findings and their analysis
9. Conclusions
10. Learning and Recommendations
11. Appendices:
  - Terms of reference
  - Evaluation program (main features of data and activities carried out).
  - A list of interviewees (name, function and working environment) and places visited.
  - List of documents and bibliography used.
  - Details on composition of evaluation team
  - Link to methodological appendices:
    - The evaluation proposal
    - Evaluation instruments such as questionnaires and interview guides
    - Data collected

#### 7. Evaluation responsibilities and management arrangements

The roles and expectations of key stakeholders through the evaluation process are:

##### Consultant

- Undertake consultancy within the timeframe agreed
- Prepare and submit a plan for the consultancy and amend as required
- Undertake desk based review of program documentation
- Develop the methodology for undertaking the evaluation with consortium staff including data collection and analysis
- Manage the evaluation team
- Lead data collection and analysis processes
- Ensure information collected is jointly analysed and recommendations developed with team members
- Produce and submit an evaluation report including recommendations



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- Amend report in light of feedback from the evaluation steering group
- Submit final report as per timeline agreed

### **National project staff evaluation team members:**

- Provide input to all aspects of the evaluation process
- Contribute as members of the evaluation team, including to the development and implementation of the evaluation methodology
- Contribute to data collection and analysis processes
- Contribute contextual understanding and implementation experience to the evaluation team's analysis
- Organise logistics for meetings in relevant communities (island-based accommodation, travel, meetings and food) and facilitate access to communities, individuals and other relevant stakeholders
- Provide English translation to evaluation team members

### **Consortium Management Group** comprising representatives from each agency:

- Develop, review and sign off on the Terms of Reference (some agencies also require sign off from Australian offices)
- Consultant selection
- Provide information as required to the evaluation team including ensuring other staff are available for meeting with evaluation team
- Input to/review of consultant's evaluation plan and methodology
- Provide/select the project staff participating on the evaluation team
- Ensure all implementation staff are available to participate in the reflection and analysis workshop
- Review and provide feedback on draft evaluation report
- Develop a management response to the evaluation's recommendations
- Disseminate the evaluation report and lessons for accountability and learning purposes

### **Oxfam:**

- Coordinate the consortium management group's involvement in the evaluation, including liaising with consortium agencies on their participation in the evaluation and consolidating all inputs on draft documents
- Coordinate the development of the terms of reference for the evaluation
- Commission and manage the consultant
- Conduct regular meetings with the consultant to discuss progress and provide support
- Coordinate all inter-island travel logistics
- Coordinate the evaluation management response and report sign-off process
- Disseminate the evaluation report and lessons for accountability and learning purposes

## **8. Dissemination strategy, plan and responsibilities for sharing and using the findings**

The report will be provided to DFAT along with the final program report. It is also expected to be shared via the NAB Portal, agencies' websites and related networks (VCAN, Pacific Islands Climate Action Network, Pacific Climate Services Framework Network, Pacific Disaster Net, Vanuatu's National Advisory Board for Climate Change and DRR, et cetera.) for transparency and learning purposes. Oxfam will work with consortium agencies to produce a visual summary in Bislama to support oral communication of the results in community meetings. Lessons from the evaluation will also be shared externally through consortium agencies' representation at national, regional and global resilience events and the dissemination of learning documents and case studies drawn from the evaluation report.

## 2. Evaluation Program

Date	Activity
Sun 2 Nov	International travel and meeting with Evaluation Manager and Support Person
Mon 3 Nov	Planning workshop
Tue 4 Nov	Travel and Tanna site visit
Wed 5 Nov	Tanna site visit and travel to Futuna
Thu 6 Nov	Futuna site visit
Fri 7 Nov	Futuna site visit
Sat 8 Nov	Travel to Port Vila
Sun 9 Nov	Preparation for Motalava/Vanualava data collection
Mon 10 Nov	Travel to Motalava and team briefing
Tue 11 Nov	Motalava site visit
Wed 12 Nov	Motalava site visit and travel to Vanualava
Thu 13 Nov	Vanualava site visit
Fri 14 Nov	Provincial interviews in Vanualava
Sat 15 Nov	Travel to Port Vila
Sun 16 Nov	Rest
Mon 17 Nov	Port Vila Interviews
Tue 18 Nov	Olhen site visit/ Port Vila interviews
Wed 19 Nov	Port Vila Interviews/VCAN meeting
Thu 20 Nov	Analysis and Reflection workshop
Fri 21 Nov	Analysis and Reflection workshop
Sat 22 Nov	Rest
Sun 23 Nov	International travel

### 3. List of Key Informants

#### Group 1: Program Beneficiaries

Name	Village	Island, Province	Community Role	Sex	Age
Jimmy Tom	Lume	Tanna, Tarea	RTC Manager	M	45
David Iaukal	Lume	Tanna, Tarea	RTC Trainer	M	32
Jimmy Tom	Lume	Tanna, Tarea	Community member	M	-
Makline Naiu	Lounaula	Tanna, Tarea	Community member	F	19
Iaruel Kanam	Lounaula	Tanna, Tarea	Community member	F	40+
Ailyn David	Loukaru	Tanna, Tarea	Community member	F	45
Madeleine George	Lume	Tanna, Tarea	Climate Change Committee Chairperson	F	35
Annie Seiake	Herold Bay	Futuna, Tarea	Community member	F	59
Edu (no surname given)	Herold Bay	Futuna, Tarea	Attending school	M	13
Nishina Peter	Ishia (Herold Bay)	Futuna, Tarea	Attending school	F	14
Dasy Wahe	Ishia (Herold Bay)	Futuna, Tarea	Attending school	F	14
Angela Mike	Herold Bay	Futuna, Tarea	Attending school	F	17
Chief Naniakasi	Herold Bay	Futuna, Tarea	Chief	M	53
Samson Shiba	Ilunga (Herold Bay)	Futuna, Tarea	Community member	M	34
Soutapu Kaman	Yasoa (Herold Bay)	Futuna, Tarea	Community member	F	35
Vero Waka	Yasoa (Herold Bay)	Futuna, Tarea	CDC Chairperson	M	27
Rolina(no surname given)	Mission Bay	Futuna, Tarea	Community member	F	16
Shamine Robert	Mission Bay	Futuna, Tarea	Community member	F	38
Isaac Seru	Selesele (Mission Bay)	Futuna, Tarea	Community member	M	54
Miranta Iataha	Mission Bay	Futuna, Tarea	Community member	F	-
Nancy Pepetua	Nereningman	Motalava, Torba	Women's President for Motalava	F	55
Rocky Ham	Nereningman	Motalava, Torba	Community member	M	33
David Kophen	Nereningman	Motalava, Torba	Community member	M	54
Lisline Mdim	Nereningman	Motalava, Torba	Community member	F	36
John Binihi	Rah Island	Motalava, Torba	Community member	M	57
Hendry Eldad	Kweremande	Motalava, Torba	Community member	M	30
John Ninian	Avar	Motalava, Torba	Nursery Chairperson	M	67
Nason Suva	Vatrata	Vanualava, Torba	Community member	M	56
Moffet William	Vatrata	Vanualava, Torba	Community member	M	48
Alice Angela	Vatrata	Vanualava, Torba	Women's representative	F	58
Mark Vores	Vatrata	Vanualava, Torba	Village (Nasara) Chief)	M	34
Judy Baleh	Vatrata	Vanualava, Torba	Community member	F	21
Janneth Atkin	Vatrata	Vanualava, Torba	Community member	F	16
Karen Dingly	Vatrata	Vanualava, Torba	Community member	F	25
Rinah Hutson	Vatrata	Vanualava, Torba	Community member	F	34
Wilson Selwye	Vatrata	Vanualava, Torba	Youth President, Vatrata	M	23

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Nester Patricia	Vatrata	Vanualava, Torba	Youth club member	F	25
Leonard Justin	Vatrata	Vanualava, Torba	Youth club member	M	21
Johnas Gurani	Vatrata	Vanualava, Torba	Youth club member	M	18
Harold Howard	Vatrata	Vanualava, Torba	Community member	M	34
Abbie Jimmy	Pango	Efate, Tarea	Fisheries representative at Area Council	M	49

### Group 2: Consortium Staff

Name	Position	Organisation	Sex
Daniel Vorbach	Program Manager	Oxfam	M
Danielle Roubin	Program Quality and Capacity Development Coordinator	Oxfam	F
Shirley Laban	VCAN Coordinator	Oxfam	F
Mala Silas	Field Officer	CARE	F
Sanford Nako	Field Officer	CARE	M
Charlie Damon	Program Manager	CARE	F
Neneth Garae	Training Officer	Save the Children	F
Amos Kalo	Program Manager	Save the Children	M
Sharin Vile	Training Officer	Save the Children	F
Peter Kolmas	Program Officer	VRDTCA	M
Thomas Putunleta	Support Officer	VRCS	M
Arnaud Bonmarchand	Program Manager	FRCS	M
Rebecca McNaught	Pacific Regional Advisor	Red Cross Climate Centre	F
Christopher Bartlett	Program Manager	SPC-GIZ	M

### Group 3: Other Stakeholders

Name	Position	Organisation	Sex
Jothan Napat	Director General, Ministry of Climate Change	Government of Vanuatu	M
Malcolm Dalesa	Climate Change Adaptation Officer, Ministry of Climate Change	Government of Vanuatu	M
Rebecca Iaken	Monitoring and Evaluation Officer	Government of Vanuatu	F
Andrina Thomas	Country Manager/ VCAN co-representative	Live & Learn	F
Geoff Robinson	Program Manager	Act for Peace	M
	Deputy Secretary General, Torba Province	Government of Vanuatu	M
Kasen Alick	Forestry Officer, Torba Province	Forestry Department, Government of Vanuatu	M
Harris Apos	Area Secretary, Motalava (from Totoglage village)	Government of Vanuatu	M

## 4. Evaluation Team

Name	Evaluation role	Position/Organisation
Charlotte Sterrett	Lead consultant	Founder and Director/ Climate Concern
Daniel Vorbach	Evaluation Manager	Program Manager, Oxfam
Danielle Roubin	Evaluation Support Person	MEL Adviser, Oxfam
Amos Kalo	Evaluation Team Member (Motalava and Vanualava)	Program Officer, Save the Children
Sharin Vile	Evaluation Team Member (Motalava and Vanualava)	Program Officer, Save the Children
Thomas Putunleta	Evaluation Team Member (Motalava and Vanualava)	Program Officer, VRCS
Neneth Garae	Evaluation Team Member (Motalava and Vanualava)	Program Officer, Save the Children
Peter Kolmas	Evaluation Team Member (Tanna and Futuna)	Program Officer, VRDTCA
Mala Silas	Evaluation Team Member (Tanna and Futuna)	Program Officer, CARE
Sanford Nako	Evaluation Team Member (Tanna and Futuna)	Program Officer, CARE
Richard Jerry	Evaluation Team Member (Motalava logistics only, no data collection)	Program Officer, VRCS

Other people who accompanied the CCA evaluation team were:

- Jonathan Ensor and Shirley Laban, who conducted research into resilience practice for the Oxfam. While they took part in the majority of FGDs and sat in on some interviews, they also conducted their own interviews with community members and other stakeholders
- Sarah Whitfield, an external consultant who accompanied the evaluation team to Futuna as part of CARE's disaster risk reduction evaluation (which took place at the same time as the CCA evaluation).

## 5. Methodological Appendices

### A) Evaluation Proposal

#### **Final Evaluation: Vanuatu NGO Climate Change Adaptation Program Methodology, Timeline and Management Arrangements**

##### **Methodology**

The evaluation methodology will employ a mixed-methods approach to data collection, triangulating qualitative and quantitative data from key stakeholders: women, men, young women and men and boys and girls participating in the program, staff from consortium agencies, Vanuatu Climate Adaptation Network members, island, provincial and national government staff, donors, regional stakeholders and Australia-based staff from consortium agencies. At all times the methodology will be participatory in nature and inclusive of different groups and stakeholders to ensure the evaluation is representative of the overall program. Purposive sampling will be used to select the communities used to conduct data collection using a set criteria that is representative of the program.

While the exact design of the methodology will be decided and finalised in conjunction with the evaluation team and other consortium staff, it is expected that *Participatory Learning and Action* (PLA) techniques will be used to gather the majority of data. This may include:

- **Focus group discussions** with different key stakeholders representative of the program (beneficiaries, other stakeholders to identify overall domains of change as perceived by different stakeholders)
- **Semi-structured interviews** with selected FGD participants, as well as other stakeholders (such as government, consortium members, other institutions) to focus and probe specific issues relevant to the program across the different evaluation criteria/areas
- Use of a simplified version of the **Most Significant Change** methodology to gather learning, significant change stories and lessons learned, to highlight personal stories of success and challenges of the program.
- **Other PLA techniques**, such as transect walks and historical timeline to better understand the different contexts in which the program operates.

PLA techniques used will vary according to each of the different key questions of the evaluation (relating to impact, effectiveness, relevance, value for money and sustainability of the program).

In addition to PLA techniques, **Basic Efficiency Resource (BER)** analysis will also be used to assess the program's 'value for money'. As a methodology, BER sets out a quadrant analysis for evaluating programs, campaigns and activities, and it provides a helpful piece of evidence which can assist triangulation of other results. To accompany the BER, annual project audits plus annual budget and expenditure reports will be reviewed.

Data will be initially assessed and analysed at a two-day analysis and reflection workshop that will be attended by consortium staff and other stakeholders (to be decided). This will include coding and tabulation of FGD and interview responses (along with other supporting information gathered from other PLA techniques used in the data collection), followed by the identification of key learning, lessons, and recommendations according to each of the evaluation criteria/areas.

Following the workshop, findings, conclusions and recommendations of the evaluation will be incorporated into a report (full and executive summary) along with appendices.



### Proposed process and timeline

The timeline includes proposed activities, management responsibility, timing of activities and number of consultant days.

Activity	Management responsibility	Timing	# Consultant days
Provision of relevant program documents for review	Oxfam	23 Oct	0
Document review	Consultant	24 Oct	1.5
Evaluation design (pre design workshop)	Consultant	26 Oct	2.5
Travel from Melbourne to Port Vila	Consultant	2 Nov	1
Evaluation design and briefing workshop	Consultant/ evaluation team	3 Nov	1
Data collection- Tanna and Futuna	Consultant/ evaluation team	5-10 Nov	6
Data collection- Vanualava and Motalava	Consultant/ evaluation team	11-16 Nov	6
Meetings and interviews in Port Vila with VCAN members and other external program stakeholders	Consultant	17-19 Nov	3
Analysis and reflection workshop preparation	Consultant	20 Nov	1
Data analysis and reflection workshop	Consultant/ evaluation team	21-22 Nov	2
Travel from Port Vila to Melbourne	Consultant	23 Nov	1
Draft report written and submitted	Consultant	25 -29 Nov	4
Review of draft report	Oxfam	1 – 5 Dec	0
Final report written and submitted	Consultant	10 – 11 Dec	2
<b>TOTAL</b>			<b>31</b>

### Management Arrangements

The consultant (Charlotte Sterrett) will report directly to Daniel Vorbach, and work in an inclusive and participatory manner with the evaluation team and others (as required and agreed) to deliver the following:

- An evaluation plan developed based on the methodology workshop with consortium staff
- A presentation of initial evaluation findings from community visits and Port Vila consultations at the reflection and analysis workshop
- Full final evaluation report, approximately 30 pages, of publishable quality (as per the outline below);
- Executive Summary as a stand-alone, communicable document, four pages maximum.

## B) Data Collection Tools

The following tools were used to collect data from a variety of key informants.

- Focus Group Discussion Guide
- Key Informant Interview Guides: Program beneficiaries (Adults, Youth); Consortium staff; Other stakeholders
- Personal Testimony
- Basic Efficiency Resource Analysis

### B1) Focus Group Discussion Guide

Guidance: The following template provides a guide for the information that should be collected. FGDs should take between 1 - 1.5 hours (depending on number of participants; no more than 8 participants per group). Roles: 1 facilitator, 1 documenter

#### Consent:

*We are here today to learn more about the CCA program you have been involved and to speak with you personally about different aspects of the program. The information you provide us with will help us to evaluate the program and may be used in the program report. Your involvement in this process is voluntary and you can withdraw at any time. Are you happy to be involved? Do you have any questions before we proceed?*

Result Areas	Areas of enquiry
Effectiveness Evaluation objective 1 (questions 1, 2, 3, 4)	<ol style="list-style-type: none"> <li>1. Tell the story of what has happened in the community since the program started</li> <li>2. Give an example of something you have learned about climate change. How did you learn this?</li> </ol>
Relevance, efficiency, equity and sustainability of program's partnership and implementation strategies Evaluation objective 2 (question 5)	<ol style="list-style-type: none"> <li>3. How are you adapting to climate change?</li> <li>4. (Optional if not enough detail from questions 1-3) What changes have happened in the community because of the program?</li> <li>5. Once the program finishes, do you think the positive changes will continue? How?</li> </ol>
Relevance, efficiency, equity and sustainability of program's partnership and implementation strategies (Evaluation objective 2)	<ol style="list-style-type: none"> <li>6. Do you think the community needed this program? In what ways? [RELEVANCE]</li> <li>7. Has the program been worthwhile for the amount of time you have spent involved in activities? [EFFICIENCY]</li> <li>8. How has the program increased the participation of women? Has this lead to women being more involved in decision making? [EQUITY]</li> <li>9. How has the program increased the participation of young women and men? Has this lead to young women and men being more involved in decision making? [EQUITY]</li> <li>10. How has the program increased the participation of people with disability? Has this lead to people with disability being more involved in decision making? [EQUITY]</li> </ol>
Lessons learned and good practices (Evaluation objective 3)	<ol style="list-style-type: none"> <li>11. What have been the challenges and what did you do to overcome them? [LESSONS LEARNED/GOOD PRACTICE]</li> </ol>

## B2) Key Informant Interview Guide (Adults)

Guidance:

- Interviews should last about 45 minutes (up to an hour for project beneficiaries).
- Speak clearly and slowly, giving enough time for participants to respond and to feel comfortable with the process.
- The questions below are provided as a guide, you may omit or add questions depending on the particular circumstances of the interview.
- It is important that enough detail is recorded, otherwise the information will not be able to be used effectively in the evaluation.

### Scripted start of interview:

*Hi, I'm \_\_\_\_\_ and I work for the Vanuatu NGO Climate Change Adaptation Program. I am here to conduct an evaluation of the program and I would like to hear your views. An evaluation helps us understand what works and doesn't work in the program, and how to improve it for the future. There is no assistance linked to participation, and you can decide if you would like to participate in the evaluation or not. Would you like to participate in the evaluation?*

*[If so, proceed to Section A. If not, thank them for their time and look for another interviewee.]*

Location of interview (village):	
Date:	
Interviewer's name:	
Interviewee's name:	
Sex and age:	
# years lived in the village:	

### **Evaluation objective 1: Achievement of program objectives and outcomes**

Q1a: What are some of the changes you have seen in the community as a result of the CCA program?

[Probe with questions about changes for different groups: young men, young women, women, people with disability]

Q1b: Of these, which do you consider to be the most significant/important?

Q2: Has your knowledge of climate change increased over the past 3 years? If so, please give an example

[Probe with why, how?]

Q3: What do you know about the impacts of climate change? Please give an example.

Q4a: In what ways are you adapting to climate change?

Q4b: Why do you think this example [answer to Q4a] is important?

Q5: Are you able to access information on climate change?

<b>Access to climate change information</b>	<b>Yes</b>	<b>No</b>	<b>Details of information</b>
Information on the causes and impacts of climate change (on agriculture, water, health, disasters)?			
Weather/forecasting information (e.g. seasonal forecasts)			

Q5b: What do you use this climate change information for?

**Evaluation objective 2: Relevance, efficiency, equity and sustainability of program’s partnership and implementation strategies**

Q6: Do you think the community needed this program? Why? Why not?

Q7: Since the program started, how has the participation in community activities changed for these groups?

Group	Less participation	Same participation	More participation	Reason for change
Adult women				
Youth (males)				
Youth (females)				
People with disability				

Q8: Since the program started, how has decision making ability of these groups changed?

Group	Less decision making	Same decision making	More decision making	Reason for change
Adult women				
Youth (males)				
Youth (females)				
People with disability				

Q9: Once the program finished, do you think the positive changes will continue? Why, how? [Ask interviewee for examples]

**Evaluation objective 3: Lessons learned and recommendations**

Q10: What have been some of the challenges of the program and how did you overcome these?

Q11: How will you use what you have learned to improve your life (and that of your family) in the future? What will you do? How will you do it?

**Resilience Framework**

Q12: Please answer the following statement ‘yes’, ‘some’, or ‘no’:

	Y/S/N	Reason
I have my basic needs met (safe home, enough food to eat, we are healthy)		
I have a livelihood that provide for me now and into the future		
I feel included in decisions affecting me within my community and this makes me happy		
I can plan for my future		
I can access information about things that affect me (such as climate change and disasters) and can use this to improve my life.		
I try new things to improve my life, even when there are risks		
I am connected to the land and sea and believe that it looks after me if I look after it		
I have people outside of my community who help me overcome any problems I have and/or help me improve my		

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life		
Local government listens to me and responds to my needs		
National government listens to me and responds to my needs		

***At the end of the interview take any photos that will help visualise the interviewee (and family) and their testimony.***

### **Scripted closure of interview**

*Thank you for answering my questions. Once again, I am (name)\_\_\_\_\_ and this evaluation is being done for the Vanuatu NGO CCA program so that we can improve our future climate change work here in Vanuatu and the Pacific.*

*If you have any questions about the program or the purpose of the evaluation, please contact Daniel Vorbach on 5968651.*

### B3) Key Informant Interview Guide: Program Beneficiaries (Youth)

Guidance:

- Interviews should last about 45 minutes (up to an hour for project beneficiaries).
- Speak clearly and slowly, giving enough time for participants to respond and to feel comfortable with the process.
- The questions below are provided as a guide, you may omit or add questions depending on the particular circumstances of the interview.
- It is important that enough detail is recorded, otherwise the information will not be able to be used effectively in the evaluation.

#### Scripted start of interview:

*Hi, I'm \_\_\_\_\_ and I work for the Vanuatu NGO Climate Change Adaptation Program. I am here to conduct an evaluation of the program and I would like to hear your views. An evaluation helps us understand what works and doesn't work in the program, and how to improve it for the future. There is no assistance linked to participation, and you can decide if you would like to participate in the evaluation or not. Would you like to participate in the evaluation?*

*[If so, proceed. If not, thank them for their time and look for another interviewee.]*

Location of interview (village):	
Date:	
Interviewer's name:	
Interviewee's name:	
Sex and age:	
# years lived in the village:	

#### Evaluation objective 1: Achievement of program objectives and outcomes

Q1: How have you been involved in the CCA program?

Q2: What did you like most about the program?

Q3: What did you like least about the program?

Q4: What are some of the things you learned?

Q5: What do you think is important about some of this learning? Why?

Q6: Has your knowledge of climate change increased over the past 3 years? If so, please give an example [Probe with why, how?]

Q7: What do you know about the impacts of climate change? Please give an example.

Q8: As a result of the program, are you and your family doing anything differently in your lives? Why?

Q9: Why do you think this example [answer to Q8] is important?

Q10: Are you able to access information on climate change?

Access to climate change information	Yes	No	Details of information
Information on the causes and impacts of climate change (on agriculture, water, health, disasters)?			
Weather/forecasting information (e.g. seasonal forecasts)			



Q11: What do you use this climate change information for?

**Evaluation objective 2: Relevance, efficiency, equity and sustainability of program’s partnership and implementation strategies**

Q12: Do you think the community needed this program? Why? Why not?

Q13: Since the program started do you feel more involved in community activities in general (not just the program)? Please give some examples.

Q14: Since the program started do you feel more involved in decision making (at home, school, in the community) Please give some examples.

Q15: Once the program finished, do you think the positive changes will continue? Why, how? [Ask interviewee for examples]

Q16: How will you use what you have learned to improve your life (and that of your family) in the future? What will you do? How will you do it?

**Resilience Framework**

Q17: Please answer the following statement ‘yes’, ‘some’, or ‘no’:

	Y/S/N	Reason
I have my basic needs met (safe home, enough food to eat, we are healthy)		
I have a livelihood that provide for me now and into the future		
I feel included in decisions affecting me within my community and this makes me happy		
I can plan for my future		
I can access information about things that affect me (such as climate change and disasters) and can use this to improve my life.		
I try new things to improve my life, even when there are risks		
I am connected to the land and sea and believe that it looks after me if I look after it		
I have people outside of my community who help me overcome any problems I have and/or help me improve my life		
Local government listens to me and responds to my needs		
National government listens to me and responds to my needs		

***At the end of the interview take any photos that will help visualise the interviewee (and family) and their testimony.***

**Scripted closure of interview**

*Thank you for answering my questions. Once again, I am (name)\_\_\_\_\_ and this evaluation is being done for the Vanuatu NGO CCA program so that we can improve our future climate change work here in Vanuatu and the Pacific.*

*If you have any questions about the program or the purpose of the evaluation, please contact Daniel Vorbach on 5968651.*

**B4) Key Informant Interview Guide: Consortium Staff**

Date:	
Interviewer's name:	
Interviewee's name:	
Position, organisation:	
# years working on CCA Program:	

**EVALUATION OBJECTIVE 1: ACHIEVEMENT OF PROGRAM OBJECTIVES AND OUTCOMES**

**Objective 1 (of the program)**

**VRDTCA**

Q1: To what extent have the following activities been achieved?

Activity	0-24% achieved	25-49% achieved	50-74% achieved	75-100% achieved	Reason
WASH infrastructure and facilities					
Identification of key tree species to reduce waterlogging/ stabilize soils and provide LVH opportunities					
Community tree planting scheme					
Review of training (ag and forestry, carpentry and building skills, WASH and DRR) and dissemination more broadly					

**CARE**

Q1: To what extent have the following activities been achieved?

Activity	0-24% achieved	25-49% achieved	50-74% achieved	75-100% achieved	Reason/Examples
Establishment of FS groups (men and women)					
Targeted training					
Tools and materials					
Gender/women's empowerment					
Development of CC manual (monitor CC impacts, assess risk, CCA)					

implementation)					
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**SAVE**

Q1: To what extent have the following activities been achieved?

Activity	0-24% achieved	25-49% achieved	50-74% achieved	75-100% achieved	Reason/Examples
Child Centred DRR and youth outreach (curricular, extra-curricular, youth clubs)					
Child focused tools and resources					
PVCA					
Other					

**VRCS**

Q1: To what extent have the following activities been achieved?

Activity	0-24% achieved	25-49% achieved	50-74% achieved	75-100% achieved	Reason/Examples
Increased food production methods to reduce damage from cyclones and heavy rainfall					
Increased access to safe and reliable water (resilient to salt water and storms)					
Coastal protection (to reduce erosion)					
Other					

Q2: In what ways have women, men and young people increased their knowledge of climate change, and used this to adapt? [Across health, livelihoods, water and DRR]

Q3: In what ways are communities taking action on climate change and articulating their priorities to governments and other service providers?

Q4: What evidence is there that media and public discussion of climate change has increased and become more informed?

Q5: To what extent has objective 1 of the program been achieved? 0-24%, 25-49%, 50-74%, 75-100%

Q6: Which activities/outputs do you consider to have contributed least to objective 1? What are the factors responsible for the failure/underperforming of activities/outputs in objective 1?

**Objective 2 (of the program)**

Q7: What methods exist within the program to share information and learning from the program? [with NGOs, government, other stakeholders]

Q8: In what ways has this increased collaboration on climate change initiatives?

Q9: How has the NGO network increased knowledge and practice in supporting communities adapt to climate change?

Q10: What examples are there that civil society knowledge and experience is being reflected in government policy and practice?

Q11: Does the Government recognize VCAN as a key climate change stakeholder? What evidence is there of this?

Q12: To what extent has objective 2 of the program been achieved? 0-24%, 25-49%, 50-74%, 75-100%

Q13: Which activities/outputs do you consider to have contributed most to the success of objective 2? Why/what factors are responsible?

Q14: Which activities/outputs do you consider to have contributed least to objective 2? What are the factors responsible for the failure/underperforming of activities/outputs in objective 2?

### **Objective 3 (of the program)**

Q15: As a result of the program, is there a consistent national approach to climate change practice and data collection? [that is used by the government and NGOs]

Q16: To what extent are national stakeholders aware of the program's lessons in supporting communities to adapt? Please give some examples.

Q17: How has the program (and communities) contributed to the development and delivery of national and regional level CBA policy and action?

Q18: To what extent has objective 3 of the program been achieved? 0-24%, 25-49%, 50-74%, 75-

Q19: Which activities/outputs do you consider to have contributed most to the success of objective 2? Why/what factors are responsible?

Q20: Which activities/outputs do you consider to have contributed least to objective 3? What are the factors responsible for the failure/underperforming of activities/outputs in objective 3?

Q21: How and to what extent has the program increased access to climate change information? [For communities, consortium partners, network members, other stakeholders]

Q22: How is this information being used to inform planning and action? [For communities, consortium partners, network members, other stakeholders]

Q23: What have been the unintended outcomes and impacts of the program?

### **Partnership/Strategy Effectiveness**

Q24: What are the different partnership models you have seen in the program? [Consortium approach, build on what has been done, linking traditional and scientific knowledge, coordinating technical support, CMG coordination]

Q25: What do you consider 'good' and 'not so good' about these models? Why?

Q26: How have the partnership models contributed to the objectives?

Q27: What are the benefits and limitations of working in a consortium?

Q28: How are decisions made within the program (in theory, and practice)

Q29: What is the role of the CMG, and how effective is it? What have been some of the challenges, and how have you overcome them?

**EVALUATION OBJECTIVE 2: RELEVANCE, EFFICIENCY, EQUITY AND SUSTAINABILITY**

**RELEVANCY**

Q30: To what extent do the program objectives remain relevant to communities and other stakeholders? Why? Please give examples. [1 = not relevant, 2 = somewhat relevant, 3 = mostly relevant, 4 = highly relevant]

Q31: Is the Theory of Change for the Program still valid? Why, why not?

**EFFICIENCY**

Q32: Do you think the program has been value for money? Why, why not? Please give examples.

Q33: Of these, which aspects have been most value for money/least value for money?

Q34: In what ways could the program be more efficient? How could this be achieved?

**EQUITY AND PARTICIPATION**

**Q35: How has the program increased the participation of the women, young women and men, PWD?**

Group	Reasons for increased participation
Adult women	
Youth (males)	
Youth (females)	
People with disability	

Q36: In what ways, has the program supported women, young women and men, and PWD to increase their decision making abilities?

Group	Reason for change
Adult women	
Youth (males)	
Youth (females)	
People with disability	

**SUSTAINABILITY**

Q37: How did the baseline survey inform the development of the program? In what ways did it support communities to identify their own issues?

Q38: How have community members been involved in monitoring, evaluating and learning from the program?

Q39: How has the program sought to foster strong, durable linkages between communities, local authorities and other agencies?

Q40: How has the program built the capacity of staff and partners to deliver the program effectively?

**B5) Key Informant Interview Guide: Other Stakeholders**

Date:	
Interviewer's name:	
Interviewee's name:	
Position, organisation:	
# years working on CCA Program:	

**EVALUATION OBJECTIVE 1:**

Q1: What aspects of the CCA program are you aware of? Please give some examples.

Q2: Which aspects of the program do you consider to have contributed most to building the resilience of women, youth and PWD to adapt to climate change?

Q3: In what ways have women, men and young people increased their knowledge of climate change, and used this to adapt? [Across health, livelihoods, water and DRR]

Q4: How are communities taking action on climate change and articulating their priorities to governments and other service providers?

Q5: What evidence is there that media and public discussion of climate change has increased and become more informed?

Q6: How do you learn about what happens in the program? Where do you get this information from?

Q7: What examples are there that civil society knowledge and experience is being reflected in government policy and practice?

Q8: Does the Government recognize VCAN as a key climate change stakeholder? What evidence is there of this?

Q9: Is there a consistent national approach to climate change practice and data collection? What examples are there of this? [that is used by the government and NGOs]

Q10: Has anything that has taken place in the program influenced your work? For example, policies, strategies, practice.

Q11: How and to what extent has the program increased stakeholder access to climate change information?

Q12: How is this information being used to inform stakeholder planning and action?

**EVALUATION OBJECTIVE 2:**

**RELEVANCY**

Q13: Do you think communities needed this program? Why? Please give examples.

Q14: What have been some of the benefits of the program for communities/government/other stakeholders?

**EQUITY AND PARTICIPATION**

Q15: In what ways are women able to articulate their priorities within their communities? How is this changing over time? Do you think the program is a factor in this change?

Q16: In what ways are youth able to articulate their priorities within their communities? How is this changing over time? Do you think the program is a factor in this change?

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Q17: In what ways are PWD able to articulate their priorities within their communities? How is this changing over time? Do you think the program is a factor in this change?

### **SUSTAINABILITY**

Q18: What links does the program have with local authorities, government and other stakeholders? Are these relationships long term and sustainable?

Q19: How has the program built the capacity of staff and partners to support communities to adapt?

Q20: Is there anything else you would like to add?



## B6) Personal Testimony Guide

Guidance: This is an optional section. Please only complete for interviewees who you think would make a good case study for the evaluation. Please note responses in the story-teller's own words and in as much detail as possible. Do not assume that the person reading the story will have all the relevant background information.

Name of interviewer:	
Name of interviewee:	
Personal details: - Sex - Age - # of years lived in the village/area - Name of spouse, if relevant - #, age and sex of any children	
Role in community	
How did you first find out about the program?	
How have you been involved in the program up to now?	
What has changed in your life (and that of your family) as a result of the program? Why do you think this is so?	
Has there been any negative changes as a result of the program? What, why?	
Has the program been responsive to your needs and the needs of the community? How? How not?	
Photos:	<ul style="list-style-type: none"> <li>- Ask for permission before taking any photos.</li> <li>- Photos should be of the person interviewed/person demonstrating something that illustrates the story. Overall the picture should tell a story.</li> </ul>

## B7) Basic Efficiency Resource Analysis

Name, organisation:

Guidance:

1. Please answer the following questions and to fill in the respective tables
2. For questions 1-3, use a score from 0-6 (0 is strongly disagree, 1 is disagree, 2 is somewhat disagree, 3 is neither agree nor disagree, 4 is somewhat agree, 5 is agree, 6 is strongly agree) and provide any example activities and reason for score
3. For question 4, use a score from 0 – 6 (0 is not enough, 3 is just right, 6 is too much), and provide a reason for score.

### 1. Women, men and young people across Vanuatu have a greater ability to adapt to the impacts of climate change, both short and longer term changes because of the following:

	Score 0-6	I can't say	Activities upon which score is given and reason for score
Community adaptation projects ( for example, WASH, food security, coastal erosion, infrastructure)			
Awareness raising and knowledge building			
Child/youth focused awareness, education and adaptation			
Training and capacity support			
Liaison and representation (meetings/workshops)			
Research and policy			
Monitoring, evaluation and learning activities (for example, baselines, endlines, program reflections, workshops, project monitoring case studies and publications)			
Personnel (for example, in-Australia staff, In-country staff, staff travel and accommodation)			
Support (in-country office costs)			
Program design			

### 2. The NGO sector in Vanuatu increases its coordination and capacity to support communities to adapt to climate change because of the following:

	Score 0-6	I can't say	Activities upon which score is given and reason for score
Community adaptation projects ( for example, WASH, food security, coastal erosion, infrastructure)			
Awareness raising and knowledge building			
Child/youth focused awareness, education and adaptation			
Training and capacity support			
Liaison and representation (meetings/workshops)			
Research and policy			
Monitoring, evaluation and learning activities (for example, baselines, endlines, program reflections, workshops, project monitoring case studies and publications)			
Personnel (for example, in-Australia staff, In-country staff, staff travel and accommodation)			

Support (in-country office costs)			
Program design			

**3. The learning from this program influences government and other stakeholders to implement policy and practice that support communities in Vanuatu because of the following:**

	Score 0-6	I can't say	Activities upon which score is given and reason for score
Community adaptation projects ( for example, WASH, food security, coastal erosion, infrastructure)			
Awareness raising and knowledge building			
Child/youth focused awareness, education and adaptation			
Training and capacity support			
Liaison and representation (meetings/workshops)			
Research and policy			
Monitoring, evaluation and learning activities (for example, baselines, endlines, program reflections, workshops, project monitoring case studies and publications)			
Personnel (for example, in-Australia staff, In-country staff, staff travel and accommodation)			
Support (in-country office costs)			
Program design			

**4. How much do you believe was invested (money) to achieve the overall program goal?**

	Score 0- 6	I can't say	Activities upon which score is given and reason for score
Personnel Costs			
In Australia staff			
In country staff			
Staff travel and accommodation			
Support costs			
In country office costs			
Activity costs			
Community adaptation projects (for example, WASH, food security, coastal erosion, infrastructure)			
Awareness raising and knowledge building			
Child/youth focused awareness, education and adaptation			
Training and capacity support			
Liaison and representation (meetings/workshops)			
Research and policy			
Program related travel and accommodation			
Procurement for CBA projects			
MEL			
Video case studies and publications			
Baseline, Endline and Final Evaluation			
M&E workshops and program reflections			
Design			
Design Funds			



## 6. Resilience Framework



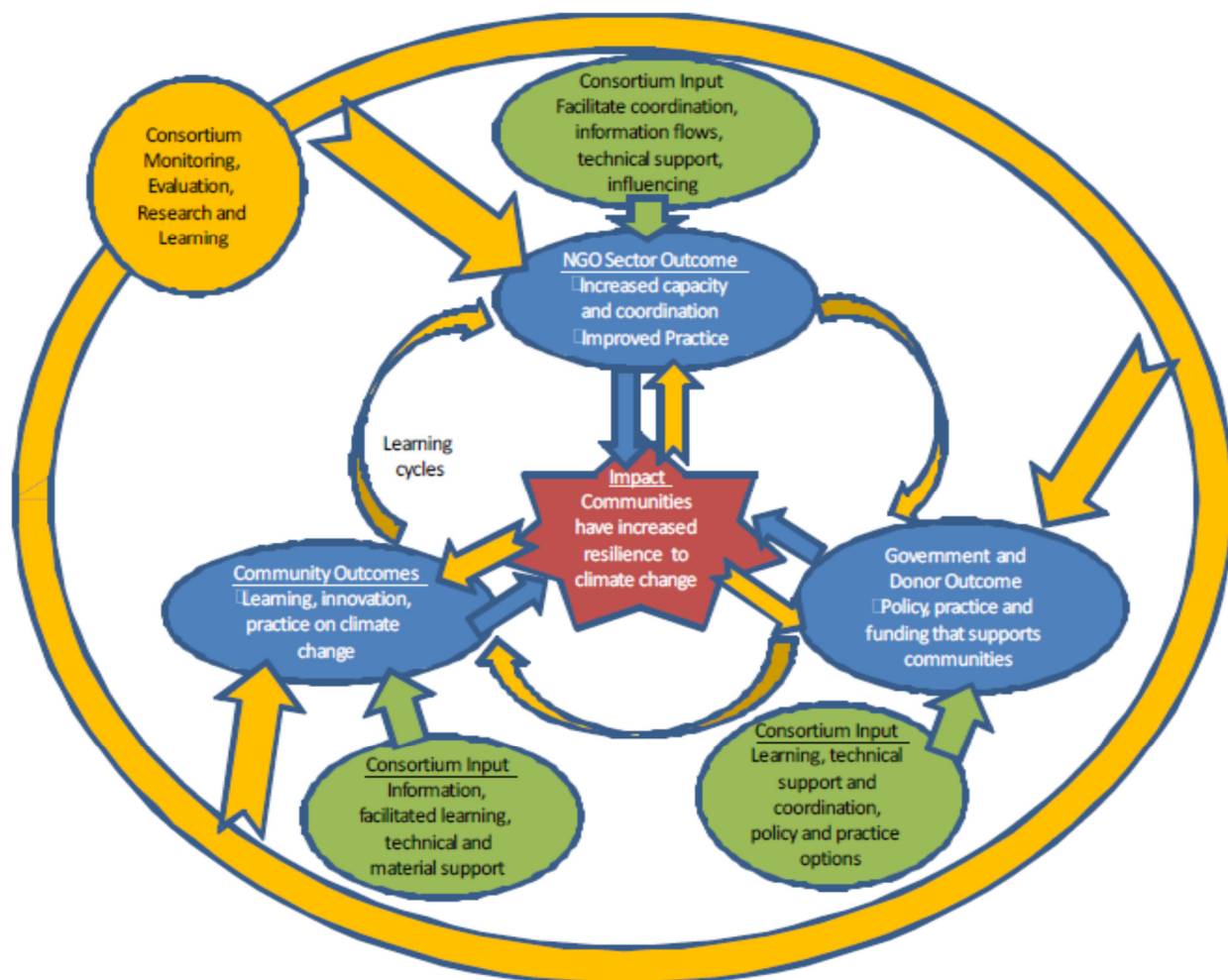
### A resilient community in Vanuatu:

- 1. has their basic needs met, so they are healthy and safe;**
- 2. can build their livelihoods on a diverse range of material assets and know how to best utilise and improve their value and sustainability;**
  - in way that provides equitable access and control across the community,
  - including shelter, land, water, natural resources, financial assets
  - has strong social structures that support its members in times of need
- 3. has leadership and decision-making processes that are fair, inclusive and responsive to the needs of the whole community;**
  - including women, young people and vulnerable groups
  - that can plan for current and future needs
  - that fosters belonging and connection
- 4. has access to relevant information, both traditional and external, and can use this to their advantage;**

This means the mechanisms for all community members to access and share information they need are in place

5. **is able to innovate and take risks**, and has the leadership that is accountable, flexible and forward looking;
6. **has belief system and culture that can help understand and act on shocks and changes**, and foster relationships between the natural environment, social and cultural systems;
7. **has social networks that extend beyond the immediate community**, so that it can share and draw on knowledge, resources and new ideas;
8. **has governments at different levels that are connected, listen to and are responsive to community needs**, is innovative, has strong leadership and is transparent and accountable.

## 7. Program Theory of Change



This diagram encapsulates the Theory of Change for “Yumi stap redi long Climate change” - The Vanuatu NGO Climate Change Adaptation Program. It is underpinned by the Resilience Framework in Annex 6, which articulates what the program means by resilience, and therefore how the program will work towards increasing it.

The Theory of Change articulates change occurring at three different levels, all of which will work towards increased resilience to climate change for women, men and young people.

1. Inputs from the consortium, including information facilitated learning and planning, technical inputs, community organising and material supports, will build community level resilience through increased access to basic services, improved and diversified livelihood assets, improved access to information, increasing innovative practice, have more open and equitable decision making processes and greater connections to external resources and support networks, both government and civil society.

The assumptions built into this process of change include that the resilience of women, men and young people will be built through the direct support of the consortium partners. It assumes that by equipping communities, in gender appropriate ways, with knowledge and technical inputs, they (women, young people and men) will and be able to: take up new practices; engage in decision making that will lead to improved gender outcomes; and access suitable and appropriate external support.

2. Inputs from the consortium including: NGO coordination; improving information flows; technical support; and capacity building; will build community level resilience through increased access to information and knowledge and greater connections to external resources and support networks.,



The assumption built into this process of change is that the resilience of women, men and young people can be further enhanced by more effective and streamlined support from the NGO sector. It assumes: that NGOs will want and are able to participate in such a network; that information and capacity building will lead to improved practice by NGOs at the community level; that the emerging government processes are effective and promote NGO engagement; and that this will translate into change for communities.

Inputs from the consortium, including focused learning and analysis, capacity building, technical support and coordination, will build community level resilience through increased access to information and knowledge, fostering a more responsive and transparent and greater connections to external resources of the government and donors.

The assumption built into this process of change is that the right policy, practice and resource allocation of the Vanuatu Government and other key stakeholders will occur through closer collaboration with government, and that this will increase the resilience of women, men and young people to climate change. It assumes that this program will enable a strong evidence base to be recorded, that other stakeholders, particularly the government, will have the time, inclination or ability to act on this evidence, and that this will lead to change at the community level.

Underpinning this overall Theory of Change is that the above resilience framework encapsulates the factors that will lead to increased resilience for women, men and young people.

These assumptions will be tested through this program. Indicators will be developed to allow information collection that tracks the progress of our work and if our assumptions are valid. These will be reviewed through the MEL processes of the program and changes to our approach modified as required.

## 8. Program Locations

Province	Island	Community	Implementing Organisation
Torba	Vanualava	Vatrata	Save the Children
		Sola	VRCS
		Vatop	
		Mosina	
	Gaua	Lemanman	VRCS
		Lemoga	
		Namassari	
		Qwetevaveg	
		Ontar	
		Dolav	
		Beam	
		Koro	
	Motalava	Lewotqwei	Save the Children
		Nereningman	VRCS
		Totolag	
		Rah	
		Avar	
Queremagde			
Toga	Liteu		
	Likwal		
Loh	Lungariki		
	Rinuha		
Tegua	Lirak		
	Litetra		
Hiu	Yakwana		
	Yegevegemena		
Penama	Ambae West	Nabanga-ake	Save the Children
	Ambae East	Nakombulu	
		Vatmemea	
Shefa	Efate	Pango	Save the Children
		Mangalilu	
		Ohlen Mataso	
Tarea	Futuna	Herold Bay	CARE
		Mission Bay	
		Matangi	
		lasoa	
	Tanna	Namasmethane	VRDTCA

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<sup>1</sup> 'To strengthen the skills of in-country staff in data collection collation and analysis through their participation in the evaluation team.'

<sup>2</sup> PACCSAP (2014) Pacific-Australia Climate Change Science and Adaptation Planning (PACCSAP): *Climate Variability, Extremes and Change in the Western Tropical Pacific: New Science and Updated Country Reports 2014*, Vanuatu - chapter 16, pp319-340 (CSIRO and Australian Bureau of Meteorology, 2014).

<sup>3</sup> Kastom is defined as custom or tradition.

<sup>4</sup> While the program design stated a desire for the consortium partners to work under the auspices of VANGO, only limited engagement has been realised due to VANGO's ongoing institutional challenges.

<sup>5</sup> SPC-GIZ is a non-funded consortium partner, providing technical support to all agencies.

<sup>6</sup> CLIMsystems is a company that designs, develops and markets software systems for assessing impacts and adaptations to climate variability and change.

<sup>7</sup> While Ni-Vanuatu have different interpretations for what constitutes a 'youth', for the purposes of the evaluation a 'youth' is considered to be a person 26 years of age or younger.

<sup>8</sup> Ratings are: 'Low' = The program has achieved less than 35% of the change outcome; 'Low-Medium' = The program has achieved between 35-49% of the change outcome; 'Medium' = The program has achieved between 50-64% of the change outcome; 'Medium-High' = The program has achieved between 65-79% of the change outcome; 'High' = The program has achieved 80% or more of the change outcome.

<sup>9</sup> At the start of the evaluation process, the program had been operating for two years and four months, however some projects have less than an 18 month implementation period, reducing the opportunities for on-the-ground implementation at a community level.

<sup>10</sup> Data from partner final reports, January 2015.

<sup>11</sup> The majority of resources available are Vanuatu specific and in Bislama.

<sup>12</sup> While the two PWD interviewed said that they were able to access information on the causes and impacts of climate change, neither gave examples of how they have used this information in their daily lives.

<sup>13</sup> Vachette, A. (2014) *Social Network Analysis Report. Part 1. Vanuatu Networking Patterns for Climate Change Adaptation, Disaster Risk Reduction and Management in Vanuatu*. Secretariat of the Pacific Community (SPC) & Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ).

<sup>14</sup> Oxfam was approached by the Climate Action Network to convene this group in recognition of the success of VCAN.

<sup>15</sup> Case study adapted from Maclellan, N. (in progress). "*Yumi stap redi long klaemet jenis*" *Lessons from the Vanuatu NGO Climate Change Adaptation Program*. Draft report for Oxfam, Version 2, November 2014.

<sup>16</sup> The paper is due for publication in April/May 2015.

<sup>17</sup> The United Nations Climate Change Conference, COP19 or CMP9 was held in Warsaw, Poland from 11 to 23 November 2013 with conference delegates continuing negotiations towards a global climate change agreement. COP19 is the 19th yearly session of the Conference of the Parties (COP 19) to the 1992 United Nations Environment Program (UNEP) and the 9th session of the Meeting of the Parties (CMP 9) to the 1997 Kyoto Protocol.

<sup>18</sup> Only responses with more than a 15% difference are considered significant.

<sup>19</sup> Local government was interpreted by some as village level governance, area council level governance and/or provincial level governance.

<sup>20</sup> Not all key informants were asked a questions related to relevance. As a result, only those who were asked and responded are included in the table.

<sup>21</sup> Adapted from a case study written by Nic Maclellan (forthcoming).

<sup>22</sup> BER is an adaptation of matrix analysis frameworks used by commercial and social marketers to summarize vast quantities of data into visual charts that can aid insight into complex multi-unit programs.

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As an analytical framework, BER compares two variables (input/investment and output/impact) within a matrix that is divided into quadrants.

<sup>23</sup> A 'nakamal' is a traditional meeting place is used for gatherings, ceremonies and the drinking of kava. Kava is a popular drink (most often consumed by men) made from the roots of a plant with sedative and anaesthetic properties.

<sup>24</sup> CARE. *Gender Action Plan*. Developed for the island of Futuna as part of the CARE program. Draft as of 30 April 2014.

<sup>25</sup> Roberts, K. *Disability Report*. CARE. September 2014.

<sup>26</sup> Adapted from Webb, J., Boydell, E., Vorbach, D., McNaught, R. & Sterrett., C. (in press). Tools for CBA: lessons from NGO collaboration in Vanuatu. *Coastal Management Journal*.

<sup>27</sup> Klaod Nasara was not funded directly from this program, but VCAN members provided significant input into its creation and used the product.

<sup>28</sup> Two members of the evaluation team did not participate in the design workshop as they were already conducting project monitoring visits. However, both team members took part in a two-hour briefing on-site prior to individual project site visits.

<sup>29</sup> One team member was unable to take part in the Vatrata site visit due to ill health. This person did take part in all other aspects of the evaluation process.

<sup>30</sup> Scores have been averages across all evaluation team members.

<sup>31</sup> Scores have been averages across all evaluation team members.

<sup>32</sup> SPC-SPC-GIZ is a non-funded consortium partner, providing technical support to all agencies.

<sup>33</sup> The national staff participants will rotate to share learning and accompany the external evaluators to the northern and southern project sites. It is expected that this will be one male and one female.