



Lesson Learnt Workshop Together Becoming Resilient

Opening Workshop Supporting Community Planning

MALAMPA Province



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Abbreviations

ACS	Area Council Secretary
BO	Branch Officer
CAP	Community Action Plan
CBDRR	Community Based Disaster Risk Reduction
CCA	Climate Change Adaptation
CDC	Community Disaster Committee
CRP	Community Response plan
DRM	Disaster Risk Management
DRR	Disaster Risk Reduction
FGD	Focus Group discussion
FRC	French Red Cross
HQ	Headquarters
KAP	Knowledge, Attitude, and Practice
MoU	Memorandum of Understanding
NDMO	National Disaster Management Office
NGO	Non-Governmental Organization
ODK	Open Data Kit
PEOC	Provincial Emergency Operational Centre
PDC	Provincial Disaster Council
PDO	Provincial Disaster Officer
RC	Red Cross
SBO	Sub-Branch Officer
TBR	Together Becoming Resilient
TC	Tropical Cyclone
VCA	Vulnerability and Capacity Assessment
VRCS	Vanuatu Red Cross Society

GENERAL CONTEXT

Since 2010 the French Red Cross has been developing a DRR programme at national, provincial and community level, aiming at increasing the resilience of isolated and vulnerable communities in the country.

For more than 4 years now, this programme has been run under two complementary projects:

- “Together Becoming Resilient (TBR)” projects implemented in Torba Province and in Malampa Province. TBR projects 1, 2 & 3 are completed, and TBR 4 is now ending in Malampa Province.
- « Supporting Community Planning (SCP) » projects developed in Torba Province. SCP 1 & 2 are completed. SCP3 will continue until July 2018 in Torba and Malampa Provinces.

USAID funding of the fourth phase of DRR project in Vanuatu – TBR4 allowed extending actions and projects areas in Malampa province, and more specifically in 8 communities of south and south east Malekula. Those communities were selected with support from the authorities at national level and local level, following a methodology that can be found in the initial evaluation report (FRC, 2014, Milestone 2). This project lasted for 21 months from August 2014 to April 2016.

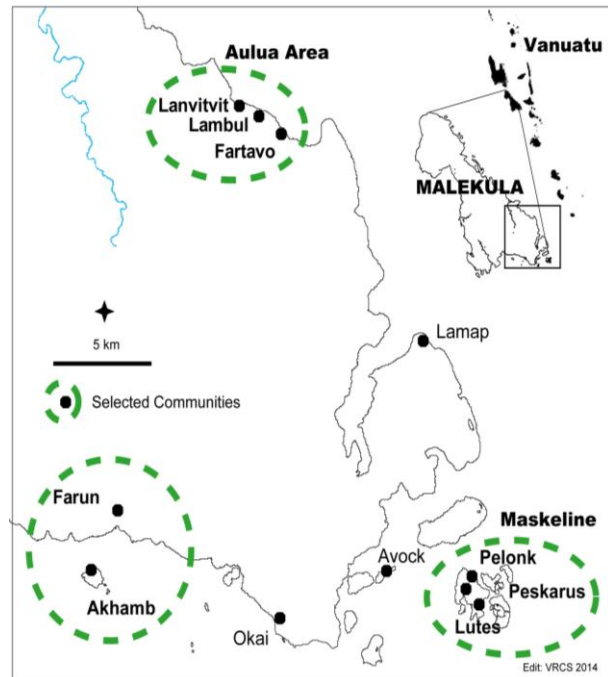


Figure 1 Location map of the 8 target communities of TBR4 and SCP3 in Malekula

Community Based Disaster Risk Reduction (CBDRR) activities aims to increase knowledge of disaster preparedness and risk reduction methods in targeted vulnerable communities through a participatory process that supports communities to establish a systematic and holistic approach to preventing, preparing for and responding to potential disasters.

By continuing the activities implemented in the frame of TBR4, SCP3 is designed to strengthen the knowledge and skills of the 8 selected communities on natural disaster preparedness, mitigation and response. Because community resilience is closely linked to water access and to the ability of people to ensure the safety of water resources, water facilities will be constructed, awareness sessions on hygiene will be conducted, and water & hygiene committees will be set up under the SCP3 project.

To achieve these projects, the French Red Cross builds upon its partner network developed over many years and the Vanuatu Red Cross Society and its network of volunteers present throughout Vanuatu.

The purpose of this TBR4 lesson learnt – SCP3 opening workshop report is to draw conclusions on TBR4 project’s successes and failures to improve possible future projects. To do so, the plan is to explain the objectives and methodology of the workshop; to present and analyze its content, and the results and challenges that came out of the discussions and exercises; and finally to gather and formulate recommendations for future projects. It was decided to organize a joint workshop and to produce a joint report for the two projects as they are implemented in the same communities, with the SCP3 project following the TBR4 project and both funded by USAID. It ensures program coherence and identification of the new project team by the communities.

During the lessons learnt workshop, everyone had the opportunity to express their views on the differences observed and challenges faced in communities, in CDCs, in communicating, etc. in order to have an idea the overall impacts on populations, assess the assumed causal pathways linking project activities to outcomes and impacts, and determine how interventions contributed to achieving project goals. A key function of the Lesson Learnt report is to provide recommendations for further activities in the targeted areas, which will be taken into consideration for the SCP3 project, which has a DRR component and will be implemented in the 8 targeted communities until July 2018.

OBJECTIVES AND EXPECTED RESULTS

GENERAL OBJECTIVES OF THE WORKSHOP

The overall objectives of the workshop are:

- To monitor and evaluate results and impact on the main project activities in terms of disaster self-resilience, the Disaster Management coordination in Malampa Province, and the efficiency of CBDRR activities and tools to identify the ones to be replicated in other communities in Malampa province and other provinces by:
 - Reminding everyone the activities that have taken place in the frame of the project for almost two years in the frame of TBR4 project,
 - Presenting the results of the endline survey,
 - Organizing participatory activities designed to obtain feedbacks from all actors, and in particular the CDCs, provincial and national actors (ACS, NDMO, etc.) on the differences they observe between the beginning and the end of the project, on the challenges they faced,
 - Coming up with suggestions/recommendations for future projects in the zone.
- For the TBR4 Team, to guide the SCP3 team and to progressively step aside in their favor during the workshop by:
 - Introducing them to community members, CDC members, provincial Red Cross members, official representatives from the Province.

- To launch the SCP3 project, which is designed to continue TBR4 activities by:
 - Presenting all the DRR actors at the national, provincial and local levels,
 - Presenting VRCS activities in terms of DRR,
 - Reminding everyone’s role and responsibilities,
 - Presenting the SCP3 project (DRR and WASH components, objectives, etc.),
 - Signing MoUs with the communities.
- To be accountable to donors and partners

Having feedbacks from all stakeholders allows donors and partners to consider the project results more objectively. This report gathers useful qualitative data on the evolution of knowledge among community members, on their perception of everyone’s roles and responsibilities, on their new expectations about SCP3 project, etc.

EXPECTED RESULTS

The following results are expected to be achieved during this workshop:

- ✓ Community members are able to name/recognize the project steps/activities,
- ✓ Progress and difficulties, in particular on awareness, capacity building and response, and action plans are identified, discussed and written down,
- ✓ Recommendations are formulated,
- ✓ The communities recognize the SCP3 project team and all the project actors,
- ✓ Community members know everyone’s roles and responsibilities,
- ✓ Community members understand, agree with and commits to being involved in SCP3 project by signing MoUs with the VRCS.

To put it simply, the objective of the workshop is to answer the three following questions: “Where are we now? (End of TBR4) Where do we want to go? (Suggestions and recommendations) How are we going to go there? (Recommendations and SCP3 project)”.

METHODOLOGY

ORGANIZERS

The VRCS/FRC team organized the project in collaboration with the NDMO, its privileged partner and national structure in charge of Disaster Risk Management in Vanuatu from the national (government office) to the local level (CDCs). Mr. Philip Meto, the Provincial Liaison Officer, took part in the conception of the workshop and the definition of its agenda.

On the VRCS/FRC side, the workshop was organized by TBR4 Head of Project Ms Isabelle Choutet, in charge of conception, organization and coordination, and her team composed of 2 Support Officers, Mr. Wilkins Binihi and Mr. Stephen Tom responsible for workshop conception, organization, animation and logistics. The Support Officer for SCP3 project, Mrs. Linda Arukelana, is also present as a facilitator and to present and launch SCP3 project. The assistant to the Head of Delegation, Ms Morgane Rosier, is in charge of reporting, participates to brainstorming on workshop organization and methodology, and helps prepare the necessary tools.

PREPARATION OF THE WORKSHOP

Selection of participants

It was important to gather participants from each community targeted by the project - our first partners on the field. It appeared straightforward that CDC representatives had to attend the workshop as community members and beneficiaries, but above all as the ones in charge of Disaster Risk Reduction and Management in their respective communities, and our focal points throughout the project. Their actions will have to continue after the project ends.

Secondly, participation of NDMO (Provincial Disaster Officer based in Lakhatoro, Provincial Liaison Officer based in Vila) and Area Secretary Councils from the targeted zone of intervention was crucial.

Besides, as the VRCS/FRC work is carried out in close collaboration with national and provincial authorities, with the objective to achieve more coordination and communication between all actors, representatives from the Province (Red Cross, Councilors) were invited to the workshop.

Invitation

An invitation letter was sent to each CDC Chairman and to the Provincial Government, detailing the conditions in which the workshop would be carried out (see Appendix 1). Each CDC chairman could invite another CDC member of his/her choice.

A follow-up on invitations was conducted by phone as well as directly on the field during a mission in February, and the final list of participants was defined 3 weeks before the workshop. Ten days before the beginning of the workshop, the final agenda was sent to the Province authorities and to the NDMO.

Preparation of the agenda

A first draft of the agenda was produced by the HoP who suggested organizing the workshop in 3 phases, roughly corresponding to 3 days:

- 1st phase: to wrap up TBR4 project along with participatory approaches
- 2nd phase: to step back in order to have feedback from participants on three main themes (awareness, response capacity, and action plans), corresponding to the project's three main steps for which it is most important to gather feedback on
- 3rd phase: to step in again to discuss actor's final priority needs based on the second day outcomes and support this discussion with the VRCS/FRC recommendations before to launch SCP3 project

A preparatory meeting was then organized with the NDMO to discuss the agenda and get feedback. The NDMO was satisfied of the draft and validated overall workshop organization.

The agenda could then be presented to the project team (HoP, 3 SO and Assistant), two weeks before the workshop beginning during a first preparatory meeting. The objectives were to present, discuss, and gather feedbacks from team members on the agenda to be able to adjust it, and finally to define everyone's role for workshop preparation and for workshop facilitation.

The agenda was then sometimes enriched according to the following meetings' outcomes:

- The second preparatory meeting was dedicated to the choice of methodologies for the different activities according to different goals (more details in the next section).
- The third preparatory meeting was dedicated to workshop preparation, to define a preparation planning to follow during the remaining few days (who does what and when) according to the agenda, and to organize logistics.
- The fourth preparation meeting was organized with the two board members accompanying us on this mission: the VRCS President, former and first President of the Republic of Vanuatu Mr. Ati Georges Sokomanu, and the Board Secretary Mr. Jim Woodford. The project team took this opportunity to present themselves and their respective roles at the VRCS/FRC, in the project and during the workshop. Team members and DM Manager also presented the project in the frame of Vanuatu DRR National and Provincial Strategy, the role of Red Cross and its involvement in DRR since 2010 in Torba Province and the DRR structure in Vanuatu. Then came a time for questions and answers in a very open way, when we re-affirmed our attachment to transparency with other DRR actors and beneficiaries. Logistics details were clarified.

Choice of methodologies

The choice of methodologies to use during the workshop was facilitated by the experience VRCS/FRC has been acquiring since several years working on DRR in Vanuatu. However, a brainstorming was organized with the project team during the second preparatory to come up with specific methodologies adapted to the workshop outcomes.

The aim is to obtain feedback efficiently to be able to analyze the project strengths/weaknesses as precisely as possible to define recommendations that can benefit future projects, and especially SCP3.

To reach this aim, **the means** have to be as participatory as possible, adapted to the audience, adapted to the type of answers/data we want to collect, and tools have to be diversified (activities, presentations, exercises, debates, etc.).

Speeches, presentations and **participatory methodologies** were developed and used for the workshop:

Pre-Lesson Learnt Workshops

In order to prepare the workshop, pre-lesson learnt workshops were conducted in the communities one month before to gather:

- feedback and recommendations on the project implementation, activities and tools;
- Expectations from CDC's, Red Cross and community members

It is a way to prepare the final workshop, to provide a base for discussion on recommendations and concrete actions left over to take in order to improve their resilience to natural disasters.

In practice, the project team went to each community to present the endline KAP survey results, meaning the differences observed in DRR knowledge, resilience, coordination between the beginning and the end of the project. Discussion went on based on those results and community members identified what they still had to improve in terms of DRR preparedness (see **brainstorming** below). The same methodology was used to identify their expectations towards CDCs and the Red Cross and reversely. Finally, a scoring activity on CBDRR activities was conducted:



- Scoring

Scoring is a way to know which DRR activities participants appreciate the most and with which they learn the most, what they are more responsive to, and to gather quantitative data on these aspects.

In practice, community members are asked to score each activity designed to reinforce CDC capacities out of 5. This allows to calculating an average score for each activity and to obtain a final ranking. The facilitators can then interpret the data, find out which activity community members appreciated the most and try to understand big differences in scores between communities (please refer to Appendix 5 for more details on scoring).

Speeches

They are used mainly to introduce and close the workshop. Major actors (President, ACS, SG, NDMO, RC Chairman) are asked to prepare a small speech to welcome participants and/or to intervene on their area of specialty. They are also invited to pop in whenever they would like to add elements to what it said during the workshop.

Presentations

PowerPoint presentations are created for the workshop to provide participants with a visual support they can refer to during explanations of survey results, feedbacks from communities, rules for the different exercises, and during SCP3 presentation. Presentations are also used to generate questions, discussions and gather feedbacks

Exercises (group work)

- **Photo interpretation**

This exercise is designed to observe if participants recognize the project activities, their content and objective by looking at photos. For each photo, participants are asked to find the title and the small description of the activity. Finally, participants have to place and present the activities on a timeline, represented by flipcharts around the training room.

In practice, two sets of selected pictures taken during the project activities, titles of activities and small descriptions - previously printed and laminated - are displayed randomly on the floor. In two groups, people have to make one or more pictures match with one title and one description. Finally, they can try and place the activities in the right order on the timeline, before sharing with others their own presentation of each activity with their own words.

- **Movie interpretation**

Movies shot during the project activities are mostly used here as learning tools, in particular to assess people's knowledge on CDC roles and responsibilities and on good behavior in times of disaster. In total, 3 movies created within the TBR4 project have been projected to participants, with different goals each time. A first movie (Yumi Mas Rere, CDC Roles And Responsibilities) presents CDC members, ACS and community members' perception of their roles and responsibilities, and was filmed in Torba Province in February 2016. The second movie was based on simulation exercises carried in 8 communities in Malekula within the TBR4 project. This movie was presented on its draft version, yet containing mistakes and necessary things to be changed. Finally, a DVD presented the extent of the TBR4 School Approach was presented to participants.



In practice, for the first movie, people are asked to try and identify the roles and responsibilities of each DRR actor present in the movie, and the missing ones. Therefore, this movie was used a pedagogical tool to discuss participants perceptions of disaster managements actors roles and responsibilities.

For the movie on simulation exercises, people are asked to identify mistakes – sometimes with help from the project team, who stops the movie. This idea is here to take full benefit of a draft movie to ensure that people are able to identify mistakes in actions carried out by CDC or community members during simulations exercises and involve them also in the finalization of the simulation movie for which they have all participated in the activities.

Finally, participants are shown the film on DRR intervention in schools, which is considered as restitution to communities and shows different tools used for DRR awareness with kids, some replicable by CDCs and teachers (songs, quiz, sports, etc.). It is also an opportunity to explain the DRR approach the VRCS/FRC has in schools to all actors. All final movie will be transmitted within the TBR4 Final Report.



- Brainstorming

This activity is designed to gather qualitative feedbacks from participants. First, it allows observing if community members know the actors of DRR in Vanuatu, the channels and means of communication. The same activity is carried out to gather recommendations on the different tools and methodologies used during the project.

In practice, for the first exercise participants are divided into two groups and have to reconstitute the communication tree of DRR actors involved from top to down in Vanuatu with the name of actors and indicate communication links with black and white arrows – previously printed and laminated – on big flipcharts. Once everyone agreed on the right communication tree, the participants, still divided in two groups, place green and red arrows to indicate whether or not the communication link and flow is perceived as good or as not so good, with potential improvements to be made in terms of communication. Finally, participants are asked to turn this information gathered into practical recommendations that could improve communication links in between

actors. The second exercise of brainstorming is based on recommendations on the various steps of the TBR4 project. Indeed, participants are asked to identify the strengths, weaknesses and to formulate recommendations on the different aspects composing the CBDRR approach developed through the project, from the setting of CDC to the end of the project, supposed to sanctioned the readiness of CDC members to support their community for resilience toward disasters. Participants are divided in three groups, each of them dealing with 2 steps of the project (CDC Set Up and Governance, Awareness, Community Action Plan, CDC Capacity to receive and transmit alerts to community members, Community Response Plan and Assessment/Distribution).

Story telling

It is a way to gather feedback by inviting participants to think about in advance and then share success stories, events or challenges linked to the project that happened in their respective communities. It is one of the most direct ways to notice the impacts the project had on people's everyday lives. Besides, it allows participants to be immersed in an environment of trust, which is familiar to them. We can therefore expect them to talk more freely than in a usual meeting room. *In practice*, the project team reached CDC chairmen by phone one week before the workshop to ask them to prepare a story about a success they achieved or a challenge they faced related to DRR during the project. Every night after the workshop, everybody met for a "Kava tok tok" when two or three stories were told in an informal way.

For each activity, results are discussed with the whole group and project organizers reserve the right to make comments, to explain or add anything in relation with the activities. A particular focus is set on justification for good or bad results. Questions are most welcome and encouraged.

Logistics

Preparatory work

First and foremost the team had to identify a workshop location according to several criteria: accommodation capacity, neutrality, water availability, central geographical location for beneficiary communities. Lamap appeared to be meeting all these requirements.

The next step consisted in calling the guesthouse for accommodation, getting in touch with local actors (Area Council Secretary, School Headmaster for participants accommodation, etc.) to ask for their contribution (conference room, etc.).

Then the project team organized transport for the participants and themselves. It was decided that the project team would arrive by plane three days before the beginning of the workshop to set everything up (accommodation, meals, power, room preparation, activity preparation, and deal with unexpected issues). Participants, Board members, NDMO representative and VRCS DM Manager would



arrive on the first morning of the workshop for three days. Board Members, NDMO Representative and VRCS DM Manager arrived by plane while participants arrived by boat from their communities (one boat coming from Aulua, and one boat coming from Maskelyne with SOs who left Lamap the day before). Everyone returned home at the end of the workshop the same way they had come to Lamap.

Before departure

During meetings, the team decided who was in charge of what, what was to do before departure and what could be done during the three preparatory days on the field.

Financial aspects were settled first, with the establishment of the mission's budget. The team asked for an operational advance to be able to pay the participants' per diem and to cover all the costs for logistics (accommodation, meals, generator, fuel, transport, etc.).

The project team gathered the necessary equipment composed of:

- Security equipment: life jackets for boat trips, 2 sea safety kits, 1 satellite phone.
- Workshop equipment: stationary (flipcharts, markers, post-its, clips, paper, etc.), electronics (laptops, cameras, projector, power regulator, speakers, etc.), banners, activity material (laminated photos, titles, descriptions, actors and arrows, etc.).

In Lamap

In Lamap, the project team was joined by Caroline, a VRCS Sub-Branch Officer. At arrival, the first preparatory day on the field was dedicated to logistics, so that the team could focus on the workshop content in the couple next days. The arrangements comprised:

- Meeting our interlocutors in the community: manager of the guesthouse, community chief, headmaster of primary school;
- The room repartition and preparation in the guesthouse;
- The identification of water points and to ensure there will be water for everyone;
- The preparation of all payments (for participants, accommodation, meals, transport, etc.);
- To go get the generator and to buy fuel;
- To prepare the presentations and all the flipcharts needed for the activities;
- Rehearsals;
- The preparation of the conference room where the workshop is conducted;
- To go get people from Farun, Akhamb, Maskelyne (Wilkins) and Aulua (Caroline), and bring them back to Lamap on Monday morning.



Team preparation



Meeting room



Welcoming of participants – Morning Tea at the guesthouse

THE WORKSHOP

Schedule

The workshop was scheduled from the 4th to 6th of April 2016 (3 days) in Lamap, Malekula Island, Malampa Province, Vanuatu. Organized close to the end of the project on April 31st, it will allow the project team to compile feedback and give recommendations for future projects in the Final Report.

The agenda was respected, regardless of some small delays and day-to-day adaptations according to debriefings. Indeed, on Day 4, an exercise on ranking and inventing DRR tools was cancelled, and an exercise which consisted in listing on flipcharts three concrete actions participants were going to implement as soon as they got back to their respective communities was added. This change came from participants expectations from the workshop as well as discussions during debriefing. The team found it useful and particularly relevant to implement as it gave participants a precise goal after the workshop.

Please find the final Agenda with detailed schedule in Appendix 2.

Tools

A diversified range of DRR tools was used during this workshop:

- PowerPoint Presentations
- Laminated photos, titles and descriptions
- Movies
- Flipcharts

- Notice Board
- Poster
- Risk land Game.

The way the project team used them is described above, under the Methodology Section. The Notice Board, posters, and risk land game were only used for demonstrations and as examples.

Speakers

Lamap Councilor, NDMO Representative and finally VRCS President and first President of the Republic of Vanuatu Mr. Ati Georges Sokomanu gave opening speeches and welcomed all the participants.

Invited to intervene throughout the workshop in their area of expertise were the ACS, the PDO, the NDMO Representative and the Head of VRCS Disaster Management Department.

The extended project team composed of the HoP, the 3 Support Officers and the Sub-Branch Officer was in charge of animating the workshop, giving presentations, clarifications and some recommendations.

The two VRCS Board Members were invited to address the participants whenever they wished to make a comment on the workshop content.

Finally, the participants were asked to introduce themselves and to express their expectations about the workshop during a brief exercise. Their three main expectations were:

- To learn more about Disaster Risk Reduction;
- To know how they could help their respective communities in a concrete way;
- To learn more about the new SCP3 project being launched.

List of participants

31 participants attended the workshop:

- 16 Community Representatives of Malekula (15 CDC members, 1 Red Cross volunteer)
- 2 Area Council Secretaries for Malampa Province
- 1 Provincial Disaster Committee members (Secretary General, Vanuatu Red Cross Secretary)
- 1 Councilor from Lamap area
- 1 VRCS Disaster Management Officer
- 3 VRCS Branch Officers & 1 Sub-Branch Officer
- 2 VRCS Board Members (President, Secretary)



SaluSalu Welcome Ceremony – VRCS President

- 2 NDMO Representatives (Provincial Disaster Officer, Provincial Liaison Officer)
- 1 Lamap Chief of the community
- 1 FRC Head of Project
- 1 FRC Assistant of the Head of Delegation

Please find the complete Attendance List in Appendix 3.

ANALYSIS AND SUMMARY

CRITICAL ANALYSIS OF WORKSHOP PREPARATION

First, it was a challenge to get our *governmental partner*, the NDMO, involved in the conception and organization of the workshop. Even if the VRCS and the NDMO have very strong ties and complementary roles on the field and during workshops, the preparation phase is often largely the responsibility of the VRCS project team. More generally, it is often laborious to reach and get governmental actors involved in the workshop preparation and logistics from top to down (missed appointments, cancellations, etc.).

It leads to the second point about *logistics*, which is therefore entirely supported by the VRCS team with no intermediary except the guesthouse manager, when it should be the ACS taking care of those aspects on the field. In remote communities of Vanuatu in particular, there are lots of elements to think about (accommodation, water supply, transport, security, etc.). Most places on the islands are not equipped to host such an event in which more than 30 people participate in. It appears essential to divide the different tasks and to anticipate. This way it frees up time to face unexpected events. to continuous last-minute adjustments.

Nevertheless, the workshop preparation started long before the workshop took place (identification of workshop venue, invitations, plane tickets and bookings, accommodation, division of tasks, etc.), which allowed the project team and their partners to plan and anticipate, and therefore start the workshop in optimum conditions. Besides, regular meetings were held, and a clear, accurate preparation schedule was produced so that everyone knew what his/her allocated tasks were.

CRITICAL ANALYSIS OF WORKSHOP

Workshop organization and content

Debriefings were conducted after each day with the project team, board members and the VRCS DM Manager to get feedback and to adjust the workshop activities and planning.

In terms of *organization*, logistical aspects were handled well and all the equipment was available and working for the entire duration of the workshop. However, the project team sometimes had trouble in

respecting the timing, and therefore the agenda planned for the workshop. This was due partly to intervention and participation of actors which is a good thing in terms of content. But it was also partly due to imprecisions in the explanations of activity rules, which confused the participants and took time to adjust.

In terms of *content*:

Firstly, it was decided to make a presentation on Day 2 and 3 during the morning recap to make sure everyone was on the same page on results obtained during activities. During Day 1, an overview of the project was provided but was shorted as arrival of participants with plane ended a delay of 2 hours in the first day agenda, thus calling for adjustments on details given for specific sessions. Indeed, it was the first time some participants attended a Red Cross workshop, which the project teams tended to forget when working full time on the project. The project team also planned to remind all the participants that the objective of the workshop, to put it simple, was to answer the three following questions: “Where are we now? (End of TBR4) Where do we want to go? (Suggestions and recommendations) How are we going to go there? (Recommendations and SCP3 project)”.

Secondly, the issue of workshop monitoring and follow-up on the tasks the participants committed to perform during the workshop when they would be back in their respective communities was raised. From there, an additional activity was planned for Day 3 which consisted in asking the participants to write down three concrete priorities/achievements among the recommendations that they were going to implement as soon that they would come back to their communities (the participants were divided in 8 groups, one per community) – Appendix 4. Besides, regarding follow-up and monitoring, VRCS/FRC Officers are already coming every month to follow-up on projects, and the FRC will soon have a monitoring plan/strategy.

Satisfaction Survey

To better ensure accountability towards participants and for the sake of our continuous improvement, a satisfaction survey was conducted at the end of the workshop. The overall satisfaction score is 88%, which shows participants were globally satisfied of the workshop content and organization (please refer to Appendix 14 (form + scoring results) for more details).

Below are the key points raised by participants in the comment section:

- The overall workshop, presentations and materials were useful, especially to identify project strengths and weaknesses;
- Thanks to the recommendations formulated during the workshop, participants will be able to improve the identified weaknesses in their respective communities, especially regarding CDC actions with communities;
- Participants wished the workshop had lasted a bit longer to work even more thoroughly.

Comprehension, involvement and participation of workshop participants

First, the house rules defined at the beginning of the workshop were respected, and it allowed the participants, facilitators and Board Members to express themselves in a respectful environment.

Second, except minor incidents linked to the explanation of activity rules, the participants understood presentations and exercises well. Indeed, *participation* increased gradually throughout the workshop as a climate conducive to work and exchange formed.

This was made possible through the adoption of a *participatory approach*, seeking to gather as much feedback as possible from participants. The exercises and activities were designed to reach this purpose, using appropriate tools for each of them. The participants immediately appropriated the activity tools and DRR material at their disposal. Most of the participants were already familiar with these tools, as the Lesson Learnt Workshop looked at the entire project activities (spread out over 21 months) during which the tools had been used. It made the conduction of exercises more fluid.

ANALYSIS OF THE RESULTS (ACCORDING TO THE WORKSHOP OBJECTIVES)

During the first exercise participants expressed their wish to learn more about DRR during the workshop, to learn how to help their own community and to have information on the new project to be launched. Based on these expectations, the project team explained the workshop had been conceived to have as much feedback and recommendations from beneficiaries and DRR actors as possible to improve everything that had been done in the TBR4 project in terms of trainings, establishment and implementation of action plans and response plans, etc. in future projects.

All results and feedback from participants are available in Appendices 4-9 and 11, 12.

To monitor and evaluate results and impact of the main project activities in terms of disaster self-resilience

- Participants are able to identify the project activities and place them on a timeline.
- They are also able to identify the main hazards affecting their community, being cyclone and drought (see results in Appendix 5); and have a good notion of roles and responsibilities of each actor in case of disaster. Elements were added by participants, VRCS DM Manager and the President during the workshop about honest feedback and the importance of taking concrete actions (prune trees, build strong houses, have a contingency plan, etc.).



- Success stories and more challenging one were told by participants during kava ceremonies, but also during the workshop, on how they faced drought in their community by planting resistant crops, on how people were rescued thanks to first-aid trainings, etc. This is the most rewarding and concrete result on the project impact.

Community Work in Lambul – by Maxim Joel, CDC Chairman

Lambul community is made up of 3 stations, Sason, Lambul and Seaside, which usually get flooded whenever there is heavy rain. Flooding usually damages many houses in the three stations. The Red Cross Project came in to educate the community members on different disasters and to set up the Community Disaster Community. CDC members are in charge of training community members in order to reduce disaster impacts in the community.

The CDC works together with the VRCS/FRC Project Team that trains them in many different ways on different kinds of disasters. One activity was to develop a Community Action Plan to prepare for disasters. In Lambul, the community decided that one of the Community actions would be to dig a drainage through the station of Lambul and one in Sason, with leadership support from CDC members so that water during flooding would find its way to the sea and would not damage any house. Since this action was carried out, heavy rains did not involve any more any flooding and damage to properties in the community anymore. The last proof of that was during cyclone PAM, where no flooding was observed in the 2 stations targeted by the mitigation measures of the community. The community of Lambul is happy with the action plan that helps its members in a very concrete way.

Drought in Farun – by, Seikon Jack CDC Chairman

“Farun went through a very big challenge during the drought period”, CDC Chairman stated. Since he was a small boy, they used a big river as their main water source for cooking, drinking and washing. But the river dried out during the drought period and the community members were restless as they tried to find solutions on how to find water. This is when CDC chairman asked the youths to dig down to see if they found water, and they found water indeed while digging. They used the hole as a well. This scenario was replicated and the people of Farun dug about 12 wells in the community. The CDC Chairman was proud that the CDC introduced something into the community during that disaster.

See all of the stories in Appendix 6.

- Community Disaster Plans were handed over to community representatives, and original copies were distributed to NDMO representative, PDO for Malampa Province, ACS for South-East Malekula (responsible for 3 beneficiary communities), and ACS for South Malekula (responsible for 5 communities). They are specific to each community and regroup the Vulnerability and Capacity Assessment (community profile, map, and historical profile), the Community Action Plan, the Community Response Plan, the list of CDC members, their respective roles and their Terms of Reference; and a list of equipment and materials available (awareness, emergency, recovery) in each of them. This handover is the results of over a year of work between the Red Cross, the NDMO and the communities, a way of being accountable to them, and a tool for them to use to be prepared for, respond to, and recover from a disaster in the future.



Analysis

First, awareness sessions and trainings given by the Red Cross were effective at some point, as people are able to:

- Identify the project’s main steps and to understand the implementation logic;
- Identify the main hazards threatening their communities and are aware of the risks associated to them (see Appendix 5 KAP Survey);
- Cite the roles and responsibilities of DRR actors and in particular the CDCs (see Appendix 7);
- Put the trainings into practice (e.g. first-aid);
- and finally to come up with and develop coping mechanisms (cf. success stories).

Third, we observe top-level government institutions and representatives are almost never mentioned during discussions, or mentioned to talk about their lack of support towards communities. It reflects the reality and justifies the community-based, participatory approach: there is only little involvement from top to down; and it was even difficult to have government representatives attending the workshop. The VRCS President stresses the fact that people do not have to wait for the Government nor for the Red Cross to implement disaster management and risk reduction activities, but do it by themselves, and for themselves.

To monitor and evaluate the Disaster Management coordination in Malampa Province

- First, we observe communication trees are globally correct and each actor is placed at the right hierarchical level. However, regarding the quality of communication, the two trees are different, which shows that differences may be observed between communities. Besides, the role of community chiefs is discussed: in reality, they are often not involved in the CDC, which can cause their failure and the lack of community participation. It is very important to have them on board and to incorporate them in the DRR community activities for CDC initiatives to succeed.

Second, causes of those communication flaws are diverse: it appears that lots of communication links have to be improved in terms of frequency (systematic, regular updates and reports), availability of people (turn up at meetings, answer the phone) and means (oral, electronic or paper-based reporting).



- We observe that participants still have lots of expectations from each other. They are mainly linked to reporting, feedback, communication between all actors and extra-funding or material supply (see full table in Appendix 8). In that sense:
 - As a way of being accountable to VRCS/FRC beneficiaries, who are also our partners, we distributed DVDs on activities implemented in schools a few months earlier during the International Disaster Day, as well as a booklet with the main results from the endline KAP survey and main community feedbacks (see Appendix 9) so that CDC members could bring them home and discuss them with their community as the project was ending. A booklet with the main recommendations of the Lesson Learnt Workshop will also be distributed soon after the workshop (Appendix 10).
 - Participants asked the PDO (with eventual support from the VRCS) to organize a meeting in May to present the lesson learnt workshop results during the Provincial Council Meeting that is held with the full Province authorities of

Malampa, along with all Provincial Councilors. Before this date, a report in Bislama regrouping the main results from the Lesson Learnt Workshop will be designed, printed and distributed to CDC chairmen, provincial and national authorities. It will be presented to provincial authorities in Lakatoro. (Appendix 10).



Analysis

First, it shows the participants have a clear understanding of the DRR National structure in Vanuatu, of the existent links between actors, their strengths and their flaws. Various explanations are given to explain the good/bad quality of the links they mentioned (pink and green post-it) including a lack of feedback from top level actors, the fact that phones are turned off very often, etc. Recommendations are numerous, sometimes specific to a community and sometimes general. See Communication Tree – Strengths, Weaknesses and Recommendations in Appendix 11.

Second, communication links are clear, but the quality is average, which shows the government through the NDMO fails to build a fluid, automatic communication schema between all actors. The Red Cross achieved clarifying the knowledge on structure and communication links, but not on the quality of communication. There is a lack of standard practices and forms to ensure the information travels intact and unchanged from down to top and top to down, and that there is compulsory feedback. Interferences, including political ones, have to decrease to reach a minimum level. Communication means have to be reviewed and/or adapted (phones, emails, reports, etc.). Reporting and accountability were two subjects often discussed throughout the workshop. CDCs are expecting the upper levels to transmit reports, give more feedbacks on their actions and support them in the implementation of

activities. Finally, it seems essential to participants to work with community leaders in order to achieve a higher participation level to CDC activities: it is almost impossible to bypass them in a society based on custom as they are responsible for the community management and well-being.

Finally, we observe actors at all levels (community, provincial, national, RC) still expect a lot from each other, which again means they know each other's roles and responsibilities and above all that there is still space for improvement in terms of coordination for future projects. These expectations could also be seen as recommendations for all actors (see below).

To monitor and evaluate the efficiency of CBDRR activities and tools to identify the ones to be replicated in other communities in Malampa province and other provinces

- Results from the scoring activity of CBDRR activities show community members perceive they strengthened their DRR capacities mainly through simulation exercises (37), the implementation of community response plans (35), and first-aid trainings. However, some activities seem to have less impact or present more challenges like the election of CDC members (some elected people are not even present during the election, the process is not followed, etc.) which seem to need improvements in the methodology used to set up CDC members; or the International Disaster Day. The full table is available in Appendix 5.
- Participants identified strengths and weaknesses for each CBDRR activity, but most of the weaknesses concern CDC setup & Governance and Assessment & Distribution. Regarding CDCs, there are election (process, replacement, etc.) and attendance problems. On Awareness and Distribution, participants point out a lack of communication and coordination between actors, and recognize most CDCs are not ready to conduct accurate assessments if a disaster should strike. When looking at other activities, participants regret there is only little community work and participation, and recognize they need more trainings on how to conduct awareness sessions and how to use radios. Finally, Community Actions Plans are not or just partly implemented in communities. These results are aligned with those of the scoring activity. The full table is available in Appendix 12.
- According to the recommendations based on the KAP survey results, the DRR tools community members appreciated the most were the simulation exercises, movies and poster on the different disasters. The full table is available in Appendix 5, with a focus on the last line here.
- Discussions revealed participants' concern for capacity strengthening and project sustainability:
 - VRCS DM manager and Board Member reminded everyone the objective was to take concrete action when going back to the community after the workshop. To support these interventions, the VRCS President remembered not to wait for the government, and the importance of initiative and concrete work.
 - Participants mentioned the importance to continue actions after the workshop and even after the project ends. Communication channels have to be used efficiently, for example the Red Cross has to reach communities if there is change in SCP3 planning in the future so that they can adapt.

- SCP3 Project was presented as well as the associated MoU. It launched a discussion on whether or not the document should be translated in bislama to be able to present it to the communities back home. Participants stressed the fact that community members must know the content of the MoU. As soon as it is signed (when CDC chairmen go back to their community), a meeting should be organized by the CDC with chief(s) and the entire community in order for everyone to be aware of what they are involved in: it is essential to ensure cooperation of the whole community and CDCs and their participation in VRCS/FRC activities when their teams are on the field and avoid misunderstandings. MoUs were signed at the end of the workshop.



Analysis

The project team expected such results regarding CBDRR activities based on their observations on the field during monitoring missions (action plans not implemented, missing CDC members, etc.), and because first-aid trainings, for example, have already helped save people from probable death in some communities (e.g. 2 people in Farun). Activities held for the International Disaster Day could not take place in all beneficiary communities due to the death of a Red Cross Sub-Branch Officer during the project. However, where the activity was carried out, people were highly satisfied and will now try to implement the activity every year.

Focusing on Community Action Plans - a key document designed to increase community risk resilience in a specific, targeted way for each community - the project team observed they were not being implemented. Participants mentioned the community's lack of participation, which might be linked to the lack of collaboration of CDCs with community leaders/chiefs, the only ones with detaining the power to mobilize people for community work and mitigation. Besides, participants noted that their communities did not understand the action plan, which could be either because the action plans are not explained to them thoroughly enough. It could also be because they are too ambitious or complicated to implement for communities.

On CBDRR tools, participatory approach and exercises seem to be more effective, as expected, when it comes to DRR knowledge rather than presentations or speeches. It could also be observed during the workshop.

Finally, participants showed real concern about the project’s sustainability and started to make suggestions for SCP3 project, which translates their desire to continue working in collaboration with the Red Cross and to improve in the areas where weaknesses were identified.

RECOMMENDATIONS

RECOMMENDATIONS FOR PREPARATION AND ORGANIZATION

First, one of the key elements contributing to a workshop success is anticipation, regarding logistics as much as for workshop content. To avoid precipitation and mistakes, especially in Vanuatu where transport between islands is often an issue, it is essential to send out the invitations to participants and to book transport and accommodation for everyone as early as possible. However, it is important to remain flexible on the activities and on the agenda. Indeed, unexpected events can always come up in such remote areas. Furthermore, workshop participants are grown-ups, and the schedule can be modified to spend time discussing important matters to them.

Related to this element is workshop duration. The present workshop would have deserved to last from a half-day to one day more, as we fell behind during Day 1 due to workshop setup, presentation, and lively discussions. A solution could be to have participants arriving one day before the workshop starts, so that presentations take place beforehand. It would allow beginning earlier on the first day of workshop and getting straight into the activities.

Second, it was difficult to get government actors involved during at the conception and organization phases (difficulties to organize meetings, to have feedback by email, etc.).

Third, to conduct pre-Lesson Learnt Workshops in the communities can provide support for discussion during the workshop, and allow the community as a whole to participate in the activities to have more accurate results. It is also a way of being accountable to communities by organizing a restitution of results with a simple, concise document in which community members can find the main evolutions and differences in their DRR knowledge and capacities between the beginning and the end of the project.

Finally, one of the challenges was to keep the project team involved and focused during workshop preparation and for the entire duration of the workshop. It can be overcome by defining each team member’s roles and responsibilities very clearly for each phase, and to remind everyone’s tasks for the following day during debriefings.

RECOMMENDATIONS FOR THE WORKSHOP

The participants’ recommendations can be divided in 3 main categories, corresponding to the workshop objectives and more globally to the project overall objectives, focusing on the main topics they expressed themselves on during the pre-lesson learnt workshops and the final one.

On results and impact of the main project activities in terms of disaster self-resilience

✓ To implement the community action plans

- Build or finish building a safe place/strong house with traditional material to use in case of cyclone
- Manage and plan food for 3 months in case of disaster
- Plant resistant crops (kumala, taro, manioc, wild yam, etc.)
- Always have savings to spend in case of disaster
- Store water (in containers) and manage it (no wasting)

If the action plans are too ambitious and/or if the communities do not manage to implement them, it is necessary to *revise the action plans* in a way that will allow the community to implement concrete actions, step by step.

- ✓ Build a *water system/network* in addition to water tanks
- ✓ Encourage the communities to use *traditional knowledge* and warnings instead of relying on technology to prepare for a disaster and receive alarms
- ✓ Introduce *family disaster plans* for the CDCs to reach each and every household who should then know how to use the cyclone tracking map, where to evacuate (safe place) in case of disaster, etc.
- ✓ CDCs should implement *awareness sessions* and preparedness activities more often by organizing social events in their community such as sport events, fundraising etc and by linking more with key community groups already existing such as Youth, Churches etc.

On Disaster Management coordination in Malampa Province

- ✓ Overcome communication flaws by charging phones, turning up to meetings
- ✓ To involve *community chief(s)* in disaster risk reduction activities in communities. In the case of new election of chiefs at community level, discuss the possibility of integrating new chiefs in the CDCs. They would enter the DRR communication tree as actors, which would increase the respect community members have for CDC members, and increase participation in activities organized by CDCs.
- ✓ To involve *community members* by, for example, translating project MoU in bislama and organize a meeting to present it.
- ✓ Develop the sense of *accountability* between actors: feedback, updates and reports have to be produced in time and transmitted in a transparent way from top to down and down to top, on a compulsory, regular and standardized basis. In that sense, standard reporting procedures and forms could be developed.
- ✓ To develop a *Provincial Disaster Plan* for Malampa Province

On the efficiency of CBDRR activities and tools to identify the ones to be replicated in other communities in Malampa province and other provinces

✓ On CBDRR activities

- Some elected CDC members moved to other places and have to be replaced by organizing *elections*
- Community has to elect *members who are willing to work* in the CDC
- CDC to organize *social activities* like sports, music night, string band competition, brochure, DVD, posters, small fundraising
- CDC and RC must explain the importance of good communication to the community with CDCs
- CDC must work together with the community leaders to mobilize the community to carry out the action plan. Besides, Chief, CDC, Community members must work together and meet regularly to make sure they fulfill the community response plan, and everyone has to know about it.
- HF/VHF operators must practice using radio. E.g. phonetic alphabet
- Radio operator should have a phone
- Community and CDC members need to look after the radio
- Practice coordination system
- Set up a Standard Operating Procedure
- CDC must have a budget

✓ On trainings

- Conduct trainings on how to fill assessment forms after a disaster
- Regularly conduct *refresher trainings* on everyone's roles and responsibilities, on DRR structure in Vanuatu, and on the main steps of a DRR project
- Conduct more trainings, especially to conduct *awareness sessions* (how to use DRR tools) and on how to prepare in case of drought (how to manage food, what to plant, etc.)
- Conduct training on radio use so that more than one person can operate and take care of the radio

✓ On tools

- Continue and develop the following tools, used in a participatory approach, most appreciated by the communities: Simulation exercise, drama, poster, and movie.
- Improve, adapt or reinvent the existing tools that are currently not working well by working with community members.
- Come up with new imaginative and engaging tools and activities on DRR theme: music, sports or singing competition, games, Disaster Hunt, etc.

RECOMMENDATIONS ON PROGRAMMATION

There are three main areas in which future DRR programs and projects need to be thoroughly improved in the light of TBR4 project experience, regrouping feedbacks from all stakeholders, and the VRCS/FRC in particular:

The approach

First, new tools designed to improve CDC members' comprehension of their *roles and responsibilities* and to train them on how to *conduct awareness* sessions and use available tools, should be developed.

Second, a big focus should be put on *drought* by developing new awareness tools and using existing ones (posters), as well as by conducting trainings for CDCs on how to *conduct awareness on drought* and in particular on how to use and animate these tools.

Third, training around *family disaster plans* should be developed for CDC members in order for them to be able in each household to present the tool, explain its objective and its use. The family disaster plan is composed of one tracking map, alerts, significations and actions to take in case of disaster, as well as a contact list of key community members.

Finally, stress will be put on *activities in schools*, which should become a new focus in the DRR approach, especially for the International Disaster Day once a year.

CDC and community preparedness capacity

The *revision of Action Plans* should be conducted in collaboration with ACS, chiefs and community members. The aim is to come up with plans that are less ambitious, so that communities are able to implement them with their limited resources, in a realistic timeframe.

CDC and community response capacity

First, additional trainings on how to fill *assessment forms* and to organize a *distribution* after a disaster should be developed and conducted.

Second, the organization of *timetable simulations exercises* would allow CDC members to think about and precisely define their roles and responsibilities inside the CDC in a more detailed way.

The next step would be to organize *complex drill scenarios*, which correspond to a simulation exercise involving several CDCs in several communities at the same time.

Finally, a long-term objective is to support the Province in the development of a *Provincial Disaster Plan for Malampa Province* (as recommended in the 2000 National Disaster Act) and to organize a simulation exercise at the provincial level.

INTEGRATION OF RECOMMENDATIONS IN SCP3 PROJECT




SCP3 Project integrates most of the above recommendations, and the project planning (in Appendix 13) has been completely revised according to simulation exercises, endline KAP survey and lesson learnt workshop outcomes:




SUB SECTOR : AWARENESS/MOBILISATION

Training on AWARENESS Skills and animation skills for CDC Members	August 2016	Workshop (2 to 3 days)	A training should be organize with CDC members in order to make sure that they take full ownership of DRR Awareness tools and come up with creative ways to better organize awareness at community level + Monitoring of awareness on the long run
Revision of Community Actions Plans	Before 2017	Workshop (1 day)	Involve Chiefs and Full community in the revision process of Community Action Plan and ensure that the plan is not too ambitious in order to make it as realistic as possible + Monitoring on Action Plan on the long run

SUB SECTOR : CDC CAPACITY BUILDING AND TRAINING



 Lessons learnt from SIMEX 1	April 2016	Workshop (2 to 3 days)	Report on simulation exercises presented to key actors (Province, NDMO, ACS and CDC) during a joint TBR4 Lessons learnt and SCP3 DRR Opening workshop and main recommendations of activities validated for further activities within SCP3 project .
 Revision of Family Disaster Plans	Mid 2016	Workshop	Organise a full day session on the new Family Disaster Plan with CDC members in order for them to be able to meet households and develop with them their own family disaster plan. CDC will after this training start a door to door campaign.
 Assessment training	Before the end of 2016	Training 1 day to 2 days	Follow up on the revision of the NDMO Assessment form carried out within the CBDRR Working Group and provide CDC members and ACS with trainings, including mini simulation exercise on assessment process

 CDC time table simulation	Before end of 2017	SIMEX 1 day	Organize a full day table top simulation exercise with CDC members: <ul style="list-style-type: none"> - Test Roles and responsibilities inside the CDC and coordination - Test communication with mini simulation on alerts, key messages and logistics
 First aid practical refresher	Before mid 2017	Refresh 1 day	Organize a full day session on First Aid for trainees : <ul style="list-style-type: none"> - To practice skills (1/2 day, mini simulation) - To engage them in replenishment of FA box (1/2 training of conduction of fundraising campains)
 Complex and partial community DRILL	Before mid 2018	SIMEX 2 days with various CDC operating at the same time	Organize a last full day simulation exercise involving provincial level if possible with different CDC operating at the same time Day 1 = Preparation (including casualties for FA skills – blue alert, PDC operating) Day 2 = Evacuation and Assessments (Yellow and red alert + after) <i>Example :</i> South Malekula with 3 CDC deployed in Maskelyne and 2 in Farun and Akhamd with ACS South and PDC operating

CONCLUSION

The joint TBR4 project closing workshop & SCP3 project opening workshop took place in Lamap, Malekula Island, Malampa Province, from April 4th to April 7th, 2016. In total, 31 participants answered our invitation favorably and attended the workshop with 6 VRCS/FRC facilitators, 2 VRCS Board Members, 1 NDMO Representative, 15 CDC Representatives, 2 Area Council Secretaries, 1 Provincial Disaster Officer, 2 Counselors (from Lamap and Akhamb), the Secretary to RC Chairman for Malampa Province, and 1 RC Volunteer. The lesson learnt workshop allowed the VRCS/FRC to:

- Obtain feedback on the project activities and objectives with participatory exercises on implemented activities and based on the presentation of the KAP survey results. Actors were invited to analyze the case study developed in Torba to discuss their perception of the roles and responsibilities of DRR main actors;
- Obtain feedback on their experiences during the project, facilitated by the RC relative withdrawal of discussions at this point. A whole morning was indeed dedicated to main actors, the communication links between them and the expectations they have towards each other through several participatory exercises. The afternoon was dedicated to the strengths and weaknesses of each step of the DRR project cycle through a review of the project activities, allowing the actors to provide project recommendations;
- Obtain feedback from the CDCs and define the priority actions to take right after the Lesson Learnt workshop in the communities, without RC support. Once those priorities had been identified, the Red Cross recommendations based on the KAP survey results, on the pre-lesson learnt and on the final lesson learnt workshop were presented. The Disaster Plans were signed and officially handed over to participants. The last afternoon was therefore dedicated to the presentation of and discussion around the DRR component of SCP3 project. MoUs were presented to and signed by the participants, along with a proof of concept of the project activities presented during the workshop and to be conducted during SCP3.

The recommendations from participants and the Red Cross, globally matching, are taken into consideration for future workshops, and future DRR projects with a focus on the adaptation of the approach in terms of methodology, priority needs and tools; on CDC/community preparedness capacity with the adaptation of action plans for each community; on CDC/community response capacity with more trainings to be provided, simulations exercises and the development of a Provincial Disaster Plan for Malampa Province. Above all, one of the key lessons is to adopt a variable-geometry approach, according to each CDC and community capacities and willingness to implement the project activities.

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Appendix 6 – Kava Story Telling

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Appendix 9 – Booklet - Summary of Endline KAP Survey Results

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Appendix 11 – Communication Tree – Strengths, Weaknesses and Recommendations

Appendix 12 – Strengths, Weaknesses and Recommendations - CBDRR Activities

Appendix 13 – Planning SCP3 Project

Appendix 14 – Satisfaction Lessons Learn Report (Form and Scoring)