

# PROJECT EVALUATION LEARNING BRIEF

October 2018

This learning brief is a summary of the key findings, conclusions, and recommendations prepared by the evaluator for use by key project stakeholders, including IOM staff and project partners. Details on all of the findings, conclusions, and recommendations can be found in the full evaluation report.

<b>Evaluation type:</b>	Internal independent final evaluation
<b>Evaluator(s):</b>	Elizabeth Wilkins, IOM Australia
<b>Evaluation visit:</b>	09—13 July 2018
<b>Final report:</b>	31 October 2018
<b>Commissioned by:</b>	IOM Mission in Vanuatu

**Managed by:** Masood Akhtar, Project Manager

**Evaluation purpose:** Conducted post-project implementation, the purpose of this evaluation is to provide IOM project management, the donor (IDF) and key partners (Government of Vanuatu—MOCC and NDMO) with key findings in relation to the expected project results, conclusions, recommendations, lessons learned and best practices to inform future project implementation.

**Evaluation criteria:** Relevance, effectiveness, efficiency, and sustainability.

**Evaluation methodology:** Document review, semi-structured key informant interviews with partners and stakeholders, and a final debrief and discussion with IOM staff including participative identification of initial recommendations.

## PROJECT SUMMARY

The project aimed to build the capacity of the Government of Vanuatu to manage displacement as a result of sudden- and slow-onset disasters, seeking to ensure protection-sensitive 'Durable Solutions' for disaster-affected populations. The project planned a participatory development of a national framework for durable solutions, including a policy document, and related operational tools. Under the leadership of the Ministry of Climate Change Adaptation (MCCA) and National Disaster Management Office (NDMO), IOM facilitated a consultation process involving government partners, cluster members, humanitarian and development partners.

The project had the following objective and deliverables:

**Objective:** To contribute to upholding the rights of displaced populations in Vanuatu in the context of natural disasters and climate change.

**Outcome:** The Government of Vanuatu responds to displacement in a way that achieves durable solutions and protects the rights of those displaced in line with the National Displacement Policy.

**Output:** The Government of Vanuatu has the capacity to manage displacement in the context of natural disasters and climate change.

**Project:** "Development of a National Framework for Durable Solutions in Vanuatu"

**Geographical coverage:** Vanuatu

**Project type:** Community Stabilization (Policy)

**Project code:** CS.0837

**Project period:** 01 November 2016 to 31 July 2017

**Donor:** IOM Development Fund

**Budget:** USD 100,000



National consultation workshop on draft Vanuatu Displacement Policy June 2017 © IOM

### KEY FINDINGS/CONCLUSIONS

**Relevance:** The proposal is well-designed with a good description of activities and results. The expected results are aligned to the national needs and priorities of the government of Vanuatu. The project responds to a critical national gap through the participatory development of first 'National Policy on Climate Change and Disaster-Induced Displacement.' The policy is the first of its kind the Pacific Region.

**Effectiveness:** Overall, the main project partners were satisfied with the implementation of the project and with the support provided for the development of Vanuatu's first displacement policy. Stakeholders highly valued the process of project implementation and the resulting policy, however informants consistently expressed that operational tools and training are further required to operationalize the policy. Operational tools were part of the design of the project, nevertheless these final activities were over ambitiously tied to the adoption of the policy without proper consideration of the time required for government's review process. The policy was officially adopted post-project and activities related to support its implementation were not completed.

**Efficiency:** The project had highly qualified experts and technical inputs to deliver results. During implementation, the project made use of strategic partnerships, adding value to available resources. The project complemented existing government initiatives and builds on previous projects implemented by IOM in Vanuatu and in the Pacific region. However, the project did not deliver all planned activities within the project timeline and allocated budget.

**Sustainability:** The project's policy has been officially adopted and launched on September 2018. The government has appointed a lead Ministry and has incorporated other ministries and departments to directly support the implementation of the policy. The project has contributed to the knowledge of project partners to manage displacement, however the government has requested additional support to implement the policy and obtain the intended project results.

### KEY RECOMMENDATIONS

#### Project Design & Implementation:

Recommendations for the follow-up phase of the project include incorporating a component on capacity building and development of tools to support the implementation of the policy (i.e. trainings, SOPs, communication tools and policy snapshots in Bislama). Additionally, for similar interventions related to policy development, ensure the outputs and activities can be fully implemented under the direct control of the project and with the project allocated resources.

**Monitoring & Evaluation:** It is strongly recommended to conduct monitoring and evaluation regularly and to document progress and/or delays. The project manager should review and update the risk management plan and if necessary, revise the results matrix and budget accordingly to obtain the expected results.

**Stakeholder Engagement:** The project displayed a strong participatory process with stakeholders, primarily Government counterparts to obtain input for the development of the National Policy on Climate Change and Disaster-Induced Displacement. However, it is recommended for an effective coordination mechanism, to ensure project progress and results are shared with partners and stakeholders regularly (i.e. newsletters, briefs, meetings).

**Community Consultations:** Projects which require community consultations should include adequate resources to achieve a desired level of community outreach. The resources allocated to the project should take into consideration a combination of best practice methodologies such as consultations with small groups (community leaders' meetings, general gatherings, FGDs) and individuals (household visits). Community consultation components should include a proper consideration of logistics to conduct data collection in the context of the Pacific (ie. transportation from Island to Island, local language translators, data collection assistants).