



Government of the Republic of Vanuatu
National Disaster Management Office
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NATIONAL DISASTER MANAGEMENT OFFICE (NDMO) STRATEGIC PLAN (2016–2020)



**MINISTRY OF CLIMATE CHANGE ADAPTATION, METEOROLOGY & GEO-
HAZARDS, ENERGY, ENVIRONMENT & NATIONAL DISASTER MANAGEMENT
OFFICE (NDMO)**

OCTOBER 2015

MINISTER'S PREFACE

It is with pleasure I present the Strategic Plan (2016 – 2020) for a key agency in Government – the National Disaster Management Office. One of the most important Lessons Learned from the national and international response to Cyclone Pam was that this small Department has been under-resourced in terms of funding, infrastructure and personnel. Yet NDMO's role as a coordination agency is absolutely critical for effective response to natural disasters and to emergencies.

NDMO works with a range of operational partners on the ground, including line ministries, UN agencies, faith-based organisations, private sector, international and local non-governmental organizations (NGOs), and the Red Cross and Red Crescent Movement, to assess the needs of people affected by disasters. The NDMO facilitates coordination between many humanitarian organisations to ensure that these needs are addressed as quickly as possible through the provision of food, water and sanitation, emergency shelter and other emergency relief.

As Vanuatu is ranked the most vulnerable nation in the world to natural disasters – cyclones, earthquakes, tsunamis, volcanic eruptions, El Nino & El Nina events and landslides– this a situation we must prepare for and be ready to respond. However, it would be naïve to ignore the fact that Vanuatu is a small nation with limited resources and there are many competing priorities for funding from our Central Government, our development partners and the Non Government agencies working here with us. It is therefore essential that we plan well to make the best possible use of the limited resources available.

If I tap your knee with a rubber hammer, your leg will kick in a “knee jerk reaction.” This sort of reaction to an impact after it has happened is not what we want to do. We want to see responsive, forward thinking that allows plans to be prepared and in place before an event occurs and practiced in simulation exercises. We need to be both imaginative and practical to envisage a major aviation or maritime disaster taking place or a catastrophic volcanic eruption– and how we would respond.

Over hundreds of years, the people of Vanuatu have learned how to deal with disasters. Traditional coping mechanisms have made Vanuatu resilient in the face of emergencies and disasters – and this is a valuable resource and knowledge base of “*kastom*” must be included in planning processes undertaken. It is our *kastom* here in Vanuatu to look at problems in village or group meetings for consultative and collaborative planning - after all, “a problem shared is a problem solved.”

For too long, it was believed that planning should be centralised in key government agencies here in Port Vila. To ensure the voices and knowledge and concerns of the people living in isolated rural areas is heard, we invited all Secretaries General, Provincial Planners and NDMO's Provincial Disaster and Climate Change Officers to participate in the preparation of NDMO's new Strategic Plan. The revised Decentralisation Act focusses strongly on the devolution of roles previously held in central government agencies back out to the provinces where 76% of our people live and work.

My Ministry, the National Disaster Management Office and our NGO partners have already recognised the importance of the involvement of the provinces:

- Provincial Disaster Officers full time;

- Provincial Disaster Response Plans;
- Provincial Disaster Committees;
- Community Disaster Committees;
- Building two NDMO Provincial offices – one on Tanna and the other in Sola

Yet much remains to be done:

- Specific Hazard & Vulnerability Assessments and emergency contingency plans;
- Revised Standard Operation Procedures;
- On-going Simulation Exercises to practice responses;
- Permanent employment in Government positions for currently contracted Provincial Disaster & Climate Change Officers;
- Four NDMO Office Buildings in Malampa, Sanma, Shefa and Penama

Our Ministry is one that seeks to establish itself as an organisationally just institution where women, children, youth, the aged, widows and those living with disability have their voices heard and valued - and their needs accommodated. We need a Strategic Plan that is realistic, and able to be funded & operationalised, one that recognises kastom resilience and preparedness and very importantly is based on the principles of inclusion to address the needs of all segments of our society.

The NDMO Strategic Plan (2016 – 2020) will be read with interest, not just by our sector stakeholders and neighbouring nations but our Regional and International partners, especially in regards to mechanisms for cooperation and financing. Already much of what we are doing here in our Ministry is regarded as “benchmark” – establishing best practice that is admired and emulated by our Pacific Island neighbours – so let’s continue with innovative, imaginative planning & problem solving approaches.

Throughout the Cyclone Pam response and in the time that followed, Public Private partnerships, private sector engagement and outsourcing have been avenues not previously widely utilised in disaster and emergency responses but is proving to be an area for exploration – something we have investigated and institutionalised in this Plan. It is hoped that the NDMO Strategic Plan (2016 – 2020) responds not only to the challenge of Vanuatu being the most vulnerable nation on our globe to natural disasters but also that the nation that is recognised as the one of the most resilient in the world.

Yours sincerely

Hon Jerome Ludvaune (MP)
Minister for Climate Change Adaptation
(MCCA)

Minister’s
Photo
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DIRECTOR GENERAL'S COMMENTS

As you are all aware, the Ministry of Climate Change Adaptation is a relatively new Ministry created in in early 2014. The alliance of these Departments affords a unique opportunity to bring to together the skills of talented teams of our Government officers, Technical Advisors, regional authorities, Non Government Organisations, international agencies, volunteer organisations, the private sector and the historical knowledge of our Vanuatu people to devise contingency plans to address these joint risks. This strategic amalgamation of the Vanuatu Meteorology & Geo-Hazards Department, Energy, Environment and the National Disaster Management Office brings together Departments critical in addressing Disaster Risk Reduction and Mitigation.

Starting something new provides that conundrum of a blank sheet but also the challenge of the enormity of tasks needing to be undertaken to fill in that white page. On one hand this allows creativity and the opportunity to try new approaches; on the other hand, with few resources and the imperative of time, we face the whole gamut of creating or revising legislation, policy, procedures, restructuring, engaging new staff, budgets, infrastructure, technology purchases while at the same time, delivering services day-to-day to our sector partners and clients.

Our resources are stretched – human, physical, technical and budgetary - and the NDMO Strategic Plan (2016 – 2020) will assist in prioritisation and allocation. We need to make wise, considered and practical decisions about resource use – yet we have this unique opportunity to be visionary and bold – to set the example and standard for our Pacific partners to follow. We have a saying here in Vanuatu – “*nasituan*” which means in Bislama “*yumi helpim yumi*” – we all help ourselves by helping each other. If we all help each other, combining strategically, then we can make best use of our combined resources, skills and knowledge.

Fortunately this process of preparing a Strategic Plan for the National Disaster Management Office came at a time where we have new initiatives occurring that will strengthen and support the outcomes of this workshop. Cyclone Pam - although a national disaster – also focussed national, regional and international attention on the Department in relation to its role and needs.

The National Disaster Management Office, after having moved from the Police Department to Internal Affairs and now to our new Ministry, has only recently received approval for a Restructure. This restructure of the National Disaster Management Office was able to be informed by the broad consultation of the Lessons Learned Cyclone Pam process. We will be able to staff this new structure early in 2016 in a staged implementation over the next three years.

Recognising the value and role of traditional practices and historical resilience was one of the Lessons Learned from Cyclone Pam, a strength that can be utilised and built on with appropriate planning to “*Build Back Better & Safer.*”

The legislative framework for NDMO is becoming more clearly defined. Funding has been provided by the World Bank for a legislative drafter to be mobilised to review the legislative framework of disaster response across agencies and sectors. This new Act will be based on a broad, consultative process to capture the concerns and needs of stakeholders. The recently rewritten Decentralisation Act has mandated the improved focus on provincial delivery and presence. Consequently new Provincial National Disaster Management Offices are being constructed in Sola and Isangel as part of a rollout program, with others to follow, to establish an NDMO coordination presence in each Province and our new Strategic Plan provides resources and training to build provincial capacity.

The drafting of the new Strategic Plan is also timely because of recent policy development. The development of the National Sustainable Development Plan affording NDMO the opportunity to craft the first Strategic Plan fully aligned with the new development pillars and Key Performance Indicators. The Sendai Framework on Disaster Risk Reduction was prepared in March 2015. A newly approved Climate Change Disaster Risk Management & Climate Change Policy for Vanuatu (August 2015) has also guided the development of the NDMO Strategic Plan. This allows the NDMO Strategic Plan (2016 – 2020) to reflect recency in its Goals, Objectives and Activities.

I wish to stress that the National Disaster Management Office is not an implementing agency. It is a coordinating agency – the doorway through which services, guidance and information flows to the 76% of people who live in rural areas, urban populations and to our sector stakeholders and development partners. This coordination focus and role is clearly delineated in this Strategic Plan.

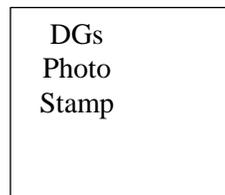
Our Ministry has always prided itself on leading innovative practices. With the window of opportunity to craft a plan to facilitate national, regional and international thinking and priorities, taking a holistic “ridge to reef” planning process, I am sure the National Disaster Management Office’s new Strategic Plan 2015 to 2020 will provide a Pacific benchmark.

In closure, I wish to remind everyone that “disasters are everyone’s business.”

Yours sincerely

Jotham Napat
Director General
(MCCA)

October 2015





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Acronyms

APC	Africa Pacific Caribbean
CC	Climate Change
CCA	Climate Change Adaption
CDC	Community Disaster Committee
CDCCC	Community Disaster and Climate Change Committees
DEC	Department of Environment and Conservation
DM	Disaster Management
DSPPAC	Department of Strategic Planning, Policy Aid Coordination
DRR	Disaster Risk Reduction
DRM	Disaster Risk Management (higher level than reduction)
EDF	European Development Fund
EIA	Environmental Impact Assessment
EOC	Emergency Operations Centre
GFDRR	Global Facility for Disaster Risk Reduction
GP	Gender and Protection
IDRL	International Disaster Response Legislation
IFRC	International Federation of Red Cross and Red Crescent Societies
IM	Information Management
IMT	Information Management Team
IMWG	Information Management Working Group
JPOC	Joint Planning and Operations Centre
MCC	Millennium Challenge Corporation
MCCA	Ministry of Climate Change Adaption
NDMO	National Disaster Management Office
NEOC	National Emergency Operation Centre
NIP	National Indicative Programme

NFI	Non-Food Item
NAB	National Advisory Board
OCHA	Office for the Coordination of Humanitarian Affairs
PDC	Provincial Disaster Community
PDCCC	Provincial Disaster and Climate Change Committee
PDO	Provincial Disaster Officers
PEOC	Provincial Emergency Operations Centre
PHT	Pacific Humanitarian Team
PMU	Project Management Unit
PRRP	Pacific Risk Resilience Programme
PSC	Public Service Commission
QMS	Quality Management System
SIMEX	Simulation Exercise
SITREP	Situation Report
SOP	Standard Operating Procedures
SPC	Secretariat of the Pacific Community
SWOT	Strengths, Weaknesses, Opportunities, Threats
TA	Technical Advisers
TOR	Terms of Reference
UNDAC	United Nations Disaster Assessment and Coordination
UNDP	United Nations Development Programme
UNFPA	United Nations Population Fund
UNHCR	United Nations High Commissioner for Refugees
UNISDR	United Nations International Strategy for Disaster Management
UNICEF	United Nations Children's Fund
VCAN	Vanuatu Climate Adaption Network
VCC	Vanuatu Christian Council
VCCI	Vanuatu Chamber of Commerce & Industry
VHT	Vanuatu Humanitarian Team
VNSO	Vanuatu National Statistics Office
VMGD	Vanuatu Meteorology and Geo-Hazards Department
VPF	Vanuatu Police Force
WFP	World Food Programme



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Terminology

Alert	A notice indicating that precautions should be taken because a hazard is expected to affect the specified community or area in the near future
Capacity	The combination of all the strengths, attributes and resources available within a community, society or organisation that can be used to achieve agreed goals
Cluster	Groups of humanitarian organisations based on UN model, led by GoV “Leads,” working in the main sectors of humanitarian actions, created when clear humanitarian needs exist within a sector, when there are numerous actors within sectors and when national authorities need coordination support
Coordination	A coherent and complementary approach to identify ways to work together for better collective results
Disaster	A serious disruption of the functioning of a community or society involving widespread human, material, economic or environmental losses and impacts, which exceeds the ability of the affected community or society to cope using its own resources
Disaster Risk	The potential disaster losses in lives, health status, livelihoods, assets and services, which could occur to a particular community or society over some specified future time period
Disaster Risk Management	The systematic process of using administrative directives, organisations and operational skills and capacities to implement strategies, policies and improved coping capacities in order to lessen the adverse impacts of hazards and the possibility of disaster
Disaster Risk Reduction	The concept and practice of reducing disaster risks through systematic efforts to analyse and manage the casual factors of disasters, including through reduced exposure to hazards, lessened vulnerability of people and property, wise management of land and the environment, and improved preparedness for adverse events

Disaster Risk Reduction Plan	A document prepared by an authority, sector, organisation or enterprise that sets out goals and specific objectives for reducing disaster risks together with related actions to accomplish these objectives
Emergency	A situation generated by the real or imminent occurrence of an event that requires immediate attention
Emergency Management	The organisation and management of resources and responsibilities for addressing all aspects of emergencies, in particular preparedness, response and initial recovery steps
Gender	The socially constructed attributes and opportunities associated with being male and female and the inter and intra relationships between women, men, girls and boys
Governance	To conduct policy, actions and affairs of a State, organisation or people in a democratic manner with transparent processes that promote equity, participation, pluralism, transparency and accountability
Hazard	A dangerous phenomenon, substance, human activity or condition that may cause loss of life, injury or other health impacts, property damage, loss of livelihoods and services, social and economic disruption, or environmental damage
Household	Either one person, or multiple persons living together, making provisions for food and other essentials for living
Mainstreaming	A strategy, approach and means to ensure perspectives to achieve the goal of equity
Mitigation	The lessening or limitation of the adverse impacts of hazards and related disasters
Preparedness	The knowledge and capacities developed by governments, professional response and recovery organisations, communities and individuals to effectively anticipate, respond to, and recover from the impacts of likely, imminent or current hazard events or conditions
Prevention	The outright avoidance of adverse impacts of hazards and related disasters
Reconstruction	Permanent measures to repair or replace damaged dwellings and infrastructure and set the economy back on course
Recovery	The immediate and long-term restoration of physical, economic, social and psychological damage
Rehabilitation	Restoring normalcy in people's life, re-establish essential services including the repair of physical, economic, social and psychological damage
Resilience	The ability of a system, community or society exposed to hazards to resist, absorb, accommodate and recover from the effects of a hazard in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions

Response	The provision of emergency services and public assistance during or immediately after a disaster in order to save lives, reduce health impacts, ensure public safety and meet the basic subsistence needs of the people affected
Revitalisation	The move to higher than pre-disaster levels of social and economic wellbeing in the community
Vulnerability	The characteristics and circumstances of a community, system or asset that make it susceptible to the damaging effects of a hazard

NDMO SWOT 2015 (OCTOBER 2015)
STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

STRENGTHS		WEAKNESSES	
INTERNAL	EXTERNAL	INTERNAL	EXTERNAL
<ul style="list-style-type: none"> • Strategic Planning for the next 5 years gives direction to activities • Experienced staff • Strong team culture • Stable team • New structure submission • Supportive leadership • Timely reporting and planning • Innovative, benchmarking • Learning culture guided by lessons learned • Demonstrated achievements and resources established (e.g. NEOC, communication room) • Access to technical expertise • Complementarity of sections work (e.g. VMGD technical to feed into CC/DRR) • Decentralization to the provinces • Lots of good experience from the TC Pam Response • New National Disaster Act to guide the duties of the Department • Link between NDMO and Line Agencies • Cluster system worked 	<ul style="list-style-type: none"> • Strong collaborative between stakeholders and donors; provincial governments, private sector and faith based agencies • Technical support • Strong partnership with provincial • External support towards human resource (Volunteers) • Formation of new MCCA ministry creates a strategic alliance • Strong links with NGO networks (e.g. NAB CC/DRR WG, VCAN & VHT) and the Red Cross movement • FRANZ support to humanitarian action led by Government. • Receptive and enabling environment for NDMO generated by recent and current emergencies.- Disaster is everybody's business • Increased community & public awareness of the NDMO • Vanuatu's vulnerability to disaster has allowed an opportunity to be an example to other Pacific nations • PDC & CDCs strengthen the Provincial System in terms of resources • Establishment of Area Councils Secretaries • Public trust for NDMO disaster messaging and information • SMS communication well received 	<ul style="list-style-type: none"> • Limited resources (budget, staffing, equipment, infrastructure) at National, Provincial and Community level. • More systematic use of EOC's resources and technology. • Develop Emergency Protocols to address the regional and international influx • No existing system for logistics coordination • Mainstreaming CC and DRM across line ministries and private sector • Lack of DRM policies - need an official standardised DRM package containing all information and offering training • Lack of quality data (demographic and geographic) for decision making and coordination <ul style="list-style-type: none"> ○ Needs regular updating ○ Need for inter-organisational information sharing ○ Standardised assessment forms ○ Data security ○ Data base for sharing of information • Need greater synergy in processes and format of information management – will require formal and ongoing training at all levels • Lack of public awareness for response processes and priorities – some communities felt neglected • Greater need for centralized NDMO processes to be disseminated from community upward • NEOC surge capacity process not in place - MOUs with agencies, organizations and ministries for staff in times of emergency with support rosters / surge plans at provincial level • Lack of communication equipment & assets at the Provincial Level • Strengthening linkages between National and Provincial level to reduce by-passing of PDCs/CDCs 	<ul style="list-style-type: none"> • Devolved funds through FSB • Impact of Cyclone Pam on delivery timelines & budget • PMU's drawn-out process for accessing donor support • Improve Cluster Coordination at the Provincial Level • Insufficient budget (Nat. Gov.) for DRM/CCA implementation of activities and programs • Decentralization is slowly moving toward the Provincial Level (progress) • Government agencies and implementing partners are slow in engaging in coordination processes • High number of activities and stakeholders to manage <ul style="list-style-type: none"> ○ Severe need to strengthen the systems of information flow between each level ○ Coordination at small geographical level was easier ○ NDMO information structures need strengthening and communicating ○ Strong MOUs needed at all levels or between parties and agencies to make this process easier • Better coordination of partners in the ground with clear responsibility and reporting lines CDCs →Area Councils→PDCs →NDMO→VHT→PMs Office→Donors • SOPs need urgent review

		<ul style="list-style-type: none"> Provincial Government to budget for an Emergency Fund Limited establishment of CDC in remote islands Lack of HR capacity development plan Increase capacity building of PDCs on DRM and Emergencies Delayed response times impact on provinces and rural areas the most Need for provincial EOCs / Provincial Disaster Committees to work more consistently with the NEOC Lack of NDMO control over finances makes it difficult to access funds quickly 	<ul style="list-style-type: none"> Improve process of accessing the Recovery Fund Emphasize the use of existing traditional structures International agencies by-passing National Government straight to Provincial Level (or even to communities) Vanuatu Government to establish a control mechanism for International agencies coming in during disaster Review the National Disaster Act Radio assistance including the provision of equipment and respective frequencies communicated
OPPORTUNITIES		THREATS	
INTERNAL	EXTERNAL	INTERNAL	EXTERNAL
<ul style="list-style-type: none"> Progress restructuring at national and provincial level Interesting & Rewarding work Review and develop SOPs across all hazards linking SOP with provincial and community disaster management plans Improve relevant qualifications of human resources ITC Help Desk capacity for provincial officers Improved services delivery Investigate revenue collection New equipment/offices for provincial EOCs Develop overarching M&E framework for CC/DRR Strengthening linkages with academic research programs and initiatives Progress the capacity building and communication with PDCs, CDCs & communities through the provincial set up 	<ul style="list-style-type: none"> Strengthen NDMO's presence as coordinating agency, not implementing agency Donor support & funding for NDMO's programs and activities Technical support All Government agencies to have Emergency Fund on stand-by along with Emergency Plan Regular training courses and simulation exercises/drills at national and provincial level Formalize coordination architecture arrangements with other emergency services and the private sector Improve NEOC processes involving dedicated liaison officers from emergency services and line ministries. Twining arrangements with other emergency services in-country and internationally 	<ul style="list-style-type: none"> Security of NEOC working environment – ie equipment Workplace Health and safety Inadequate numbers of trained staff Vacant positions not filled Multiple demands not related to NDMO's core mandate NDMO's staff involved in distribution and micro management at the cost of coordination Activities related to logistics dilute away from core NDMO's tasks Senior management not always available Lack of liaison officer (IM Officer) from the National to the Provincial Level Security of PDC in terms of 'community reaction' Lack of life insurance Inaccurate information misleading the community Financial constrain in using appropriate resource during disaster Lack of Risk Mapping 	<ul style="list-style-type: none"> Losing donor support Natural and man-made disasters Burdensome donor requirements, including timeframes High expectations from stakeholders Inconsistent policy direction due to changes in political leadership Lengthy process to access emergency funds Unclear criteria for emergency fund release Politicization of humanitarian response Recognition that NDMO is a coordinating agency and not an implementing agency not fully understood by stakeholders Unauthorised media releases etc spread incorrect information Any errors in messaging may impact negatively on public trust in NDMO

<ul style="list-style-type: none"> • Legislative review • Improve systems including communication and information management in support of coordination • Where other line ministries are reviewing legislation policy and SOPs; NDMO can advocate and enable compliance with Sendai DRM framework • Lots of existing knowledge and opportunities along with resourceful people within the Government • Opportunity to revive traditional knowledge (people's livelihood connected with the ecosystem). Traditional knowledge to be sustained • NGO present in most Area Councils • Involve AVL and VMC in planning & operations • Opportunity to use previous assessments to better inform next time, and speed up time to estimate damage, request funding and provide supplies 	<ul style="list-style-type: none"> • Achieve consistency in incident management system for EOC at national and provincial level • Develop protocol with the Pacific Island Forum and MSG for responding to disaster events. • Utilise technological platforms for data collection and communication • Use simple and effective ways to communicate when technology breaks down. (e.g. VHF radio, high frequency radio) • Streamlining future disaster response through centralized resources/Fund • JPOC's partnership role with NDMO encouraged through SOPs • NDMO Web Site with pre-approved list of relief supplies with processes for unsolicited goods • Better, consultative & coordinated use of civ/military assets • Vanuatu's vulnerability to disaster has allowed an opportunity to be an example to other Pacific nations • More Climate Change Scholarships to be made available for students • DRM and DRR included in the Education Curriculum • Engaging the Private Sector in Early Response Activities • PDC Strengthening in an open tender process through donor funding (e.i. SECCE Project through Ministry of Education) • Upgrade existing building into Evacuation Centers (Churches) 		<ul style="list-style-type: none"> • Processes for refusing unsolicited goods, customs & bio-security protocols • Cultural beliefs negatively influencing communities decision and actions • No proper budget support for implementing partners • Common understanding between Government and implement agencies (VHT partners) • PDC morale & commitment has dropped because of lack of salaries/overtime • Vanuatu Building Code not applicable in rural areas – only municipalities
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POLICY FRAMEWORK

NATIONAL SUSTAINABLE DEVELOPMENT POLICY (NSDP)

Policy Objectives (draft at time of NDMO Strategic Plan preparation):

3: A strong and resilient nation in the face of climate change & risks posed by hazards and natural disasters

- i. Support preparedness and response activities with a range of technical investments in monitoring and early warning systems and post-disaster assessments including data collection and access*
- ii. Ensure strengthened resilience and adaptive capacity to climate-related hazards and natural disasters*
- iii. Mainstream climate and disaster risk into policies, strategies and planning at all levels*
- iv. Improve education, awareness-raising and human and institutional capacity on climate change and disaster mitigation, adaptation, impact reduction and early warning, and community resilience*
- v. Expand and strengthen methods of acquiring sufficient finance to adapt to and mitigate the negative impact of climate change and hazards*

MINISTRY of CLIMATE CHANGE ADAPTATION MISSION STATEMENT

“Develop sound policies & legislative frameworks and provide timely, reliable scientific information for service delivery to enable resilient communities, a sustainable environment and economic development.”

NATIONAL DISASTER MANAGEMENT OFFICE (NDMO)

NDMO MISSION STATEMENT

Ensuring that there are resilient communities throughout Vanuatu by integrating the coordination of Disaster Risk Management and Climate Change Adaptation into sectorial plans, policies and budgets

NDMO OBJECTIVES

Objective 1: *Strengthen the NDMO governance framework through reporting/M&E, planning, budgeting, resourcing, legislation, policy and procedures and by advocacy for DRM & CC mainstreaming.*

Objective 2: *Improve Disaster Risk Management (DRM) coordination arrangements with all stakeholders at regional, national, provincial and community levels.*

Objective 3: *Enhance Disaster Risk Management (DRM) operations preparedness, response and recovery for a safer, secure & resilient Vanuatu.*

Objective 4: *Facilitate harmonization and mainstreaming to promote coherence between Disaster Risk Management including Climate Change approaches, systems, programmes and stakeholders involved in development (preparedness, response & recovery)*

**NATIONAL DISASTER MANAGEMENT OFFICE
STRATEGIC PLAN (2016 – 2020) MATRIX
OBJECTIVES**

Objective 1: Strengthen the NDMO governance framework through reporting/M&E, planning, budgeting, resourcing, legislation, policy and procedures and by advocacy for DRM & CC mainstreaming.

Objective 2: Improve Disaster Risk Management (DRM) coordination arrangements with all stakeholders at regional, national, provincial and community levels.

Objective 3: Enhance Disaster Risk Management (DRM) operations preparedness, response and recovery for a safer, secure & resilient Vanuatu.

Objective 4: Facilitate harmonization and mainstreaming to promote coherence between Disaster Risk Management including Climate Change approaches, systems, programmes and stakeholders involved in development (preparedness, response & recovery)

Activity (How? & What?)	Timing (When)	Resources (Funding – With What? How Much & from where)	Responsibility (Who?)	Key Performance Indicator (KPI)	M&E (leave blank)
Objective 1: Strengthen the NDMO governance framework through reporting/M&E, planning, budgeting, resourcing, legislation, policy and procedures and by advocacy for DRM & CC mainstreaming.					
1.1 Contribute to reporting on activities undertaken by NDMO					
1.1.1 Annual Report contribution prepared by NDMO	February annually	Internal	Director	NDMO Annual Report section submitted on time	
1.1.2 Annual Development Report for NDMO indicators prepared	April annually	Internal	Director	NDMO Annual Development Report section submitted on time	
1.1.3 M&E (Also refer Objective 2)					
1.1.3 i) Develop clear M&E framework to track NDMO activities annually	January annually	Internal	Director, Finance Officer	M&E framework included in Business Plan	
1.1.3 ii) Monthly Report by Director to Director General & Minister against KPIs of M&E Framework	Monthly	Internal	Director	# Reported in Annual Report	
1.1.4 Undertake Community Profiling					
1.1.4 i) Seek funding for Community Profiling	2016	DFAT	Director, Snr IM Officer, NSO, Research & Planning Officer	Discussions held DCO/COM Papers	
1.1.4 ii) Undertake Community Profiling	Completed by Dec 2016	DFAT, NDMO funding tbc	Director, Snr IM Officer, Research	Community Profiles available	

			+ Planning Officer, NSO, PD & CC Officers		
1.1.4 iii) Community Profiles accessible via Data Base and up-dated	Completed by Dec 2016	Internal	Director , Snr IM Officer, Research + Planning Officer, NSO	Data Base established/in use and up-dated	
1.1.5 Provide training for CDCs to collect data	On-going	Internal	Director, NSO, Snr IM Officer, Snr Training Officer, Area Councils, CDCCCs, PD&CC Officers	i) Training undertaken ii) Reported in Annual Report	
1.2 Undertake Planning for a well-resourced, responsive NDMO					
1.2.1 Annual Plan					
1.2.1 i) Hold internal NDMO team meeting to develop NDMOs contribution to Annual Plan	Jan/Feb annually	Internal	Director + NDMO team	Meeting held with draft developed	
1.2.1 ii) Participate in MCCA workshop to develop Annual Plan	Jan/Feb annually	Internal	Director + NDMO team	NDMOs Annual Plan component to DG on time	
1.2.2 Develop and/or review Provincial Disaster Plans					
1.2.2 i) Review Provincial Disaster Plans + related Contingency Plans for multi-hazard natural & man-made hazards: Torba, Tafea, Shefa	2016	NDMO, donor, Red Cross & NGO	NDMO, Red Cross, PDCs, PD & CC Officers, CDCs, DSPPAC	Provincial Disaster Plan for Torba, Shefa Tafea	
ii) Organise Provincial Workshop to reach coordination agreement, funding, responsibilities/roles for existing Disaster Response Plans: for Torba, Tafea + Shefa	2016 – Torba 2016 -Tafea 2016 - Shefa	1,000,000 Funding source tbc	NDMO, Red Cross, PDCs, PD & CC Officers, CDCs, Prov Gov'ts	Workshop Report	
1.2.2 ii) Review Disaster Master Plans + related Contingency Plans for multi-hazard natural & man-made hazards for Sanma, Penama, Malampa	2017	Donor, NGO and NDMO	NDMO, Red Cross, PDCs, PD & CC Officers, CDCs, DSPPAC	Disaster Plans for Sanma,, Penama, Malampa	
i) Organise Provincial Workshop to reach coordination agreement, funding & responsibilities/roles for new multi-hazard Disaster Response Plan for Torba, Tafea ,Penama	2017–Sanma 2017- Penama 2017 Malampa	1,000,000 Funding source tbc	NDMO, Red Cross, PDCs, PD	Workshop Report	

			& CC Officers, CDCs, Prov Govt's		
c) Progress Standard Operating Procedures for Disaster Response Plans	Refer Obj 3	Refer Obj 3	Refer Obj 3	SOPs available for use	
1.2.3 Support multi-hazard Disaster Mapping	End 2020	Donor and regional organisation funding tbc	VMGD, SOPAC, NZ, Australia, Japan, BECA	Multi- Hazard risk map developed	
1.2.4 Mainstream gender & protection; shelter, WASH, health and education issues in Disaster Risk Management Plans	On-going	Internal	NDMO, PD & CC Officers, Prov Gov'ts, DRR & CCCM Officer	Social sector benchmarks and activities in Disaster Plans	
1.2.5 Incorporate National Sustainable Development Plan initiatives and KPIs in NDMO Strategic, Corporate & Business Planning	By 1st Quarter 2016	Internal	Director	NSDP KPIs reflected in NDMO planning	
1.3 Budgeting					
1.3.1 Prepare annual Business Plan for NDMO	May annually	Internal	Director	Annual Business Plan	
1.3.1 i) Support Allocation of budget for Provincial Disaster Committees in Line Ministries	On-going	Internal, Line Agencies + Provincial Gov't	Line Ministries, NDMO Director and MFEM	Line Ministries activities reported	
1.3.1ii) Seek funding for Provincial Awareness & Simulation exercises through a recurrent NPP	Annually	1,000,000 per province = 6,000,000	DG, Director, Secretaries General, Snr Provincial Liaison Officer, DRR & CCCM Officer	Budget allocated and activities reported in Annual Plan	
1.3.1 iii) Allocate Stand-by Budget for rapid on-set emergencies in provinces	On-going	1,000,000 per province = 6,000,000	DG, NDMO Director, MFEM	Budget allocated and activities reported in Annual Plan	
1.3.2 Develop Ministerial Budget Committee Submission	Aug/Sept annually	Internal	DG, Director, DSPPAC Sector Analyst	MBC Submission presented	
1.3.3 Allocate budget to Provincial Disaster Office					
1.3.3 i) Tanna + Torba	2016	50,000 a month per office	Director & Snr FO PD & CC Officers,	Budgeted activities reported in Annual Report	

ii) Malampa + Penama	2017	50,000 a month per office	Director & Snr FO PD & CC Officers,	Budgeted activities reported in Annual Report	
iii) Shefa & Sanma	2018	50,000 a month per office	Director & Snr FO PD & CC Officers,	Budgeted activities reported in Annual Report	
1.3.4 Increase NDMO budget for yearly provincial Simulation Exercises	Annually	Joint Funding: NDMO, Donors NGOs	NDMO with Prov Gov'ts, TVET, RTCs, AVL, P&M, VMC, VMF, ProMED, Red Cross, NGOs and VHT, DRM & CCCM Officer	1.3.4 i) Activities reported in Annual Report 1.3.4 ii) NDMO Budget allows for Simex 1.3.4 iii) Sector Stakeholders co-fund Simex's	
1.3.5 Provide budget for municipal/urban area Simulation Exercises	Annually	Joint Funding: NDMO, Donors NGOs	NDMO with Municipal Gov't, MoIA, DLA, TVET, RTCs, AVL, P&M, VMC, VMF, ProMED, Red Cross, NGOs and VHT, DRM & CCCM Officer	1.3.4 i) Activities reported in Annual Report 1.3.4 ii) NDMO Budget allows for Simex 1.3.4 iii) Sector Stakeholders co-fund Simex's	
1.4 Resourcing					
<i>1.4.1 Ensure quality Human Resources for service delivery</i>					
1.4.1 i) Progress NDMO restructure through staged Implementation Plan through employment of Snr Logistics Officer, Snr ICT Data Officer, Snr Information Management Coordinator, Rapid Response Officer and 2 PDOs (Tafea and Torba) identified and employed	2016	NDMO Salary Budget	Director, HRM	Officers employed	
1.4.1 ii) 2 PDOs (Penama & Malampa), and Snr Finance Officer	2017	Internal	Director, HRM, TA	Staff in place	
1.4.1 iii) 2 PDOs (Sanma & Shefa)	2018	Internal	Director, HRM, TA	Staff in place	
1.4.1 iv) Undertake Restructure in 2018 to reflect emerging priorities	2018	Internal	Director, HRM, TA	Restructure submitted	
1.4.1 v) Engage additional staff for PDOs in next NDMO restructure (2019)	2019/2020	Internal	Director, HRM, TA	Restructure submitted	

1.4.2 Infrastructure					
1.4.2 i) Secure funding for 2 provincial offices in Tafea and Torba	2016	Donor World Bank 15 million vatu per building = 30,000,000	Director, IRCCNH Project (Donor EU GFDRR). PD & CC Officers,	Building opened & reported in Annual Report	
ii) Secure funding for 3 provincial offices in Penama, Sanma and Malampa	2017	Donor tbc 15 million vatu per building = 30,000,000	Director, IRCCNH Project (Donor EU GFDRR). PD & CC Officers,	Building opened & reported in Annual Report	
iii) Secure funding for 1 provincial office in Shefa	2018	Donor tbc 15 million vatu per building = 30,000,000	Director, IRCCNH Project (Donor EU GFDRR).	Building opened & reported in Annual Report	
1.4.3 i) Draft a Capacity Building Plan for NDMO	Mid 2016	Internal	Director, HRM, TA	Capacity Building Plan drafted	
1.4.3 ii) Secure funding for training identified in Capacity Building Plan	3 rd Quarter 2016	Internal	Director, HRM, TA	i) Capacity Building Plan operationalised ii) Training for NDMO staff reported in Annual Report	
1.4.4 Undertake regular Performance Appraisals as required by PSC	Twice yearly	Internal	Director	PMA's sent to DG on time	
1.4.5 Include Peer Learning in CB Plan – Country to Country, Province to Province, Island to Island, Community to Community through Internships, Exchanges and Simulations	On-going	Internal, Donor & VHT	Director, Operations Manager, Snr Training Officer	Training reported in Annual Report	
1.4.6 Engage in Vanuatu TVET initiatives for training of National Provincial Area Councils & CDCs	On-going	Internal, Donor & VHT, TVET Program	Director, TVET Program, NDMO Operations Manager; Snr Training Officer	Training reported in Annual Report	
1.4.7 Engage in regional PACVET initiative for training of National Provincial Area & CDCs	On-going	Internal, Donor & VHT, PACVET	Director, PACVET, Operations Manager, Snr Training Officer	Training reported in Annual Report	
1.5 Equipment					

1.5.3 i) Design an asset maintenance and replacement plan and allocate sufficient budget for the plan for NDMO central office & provincial facilities	Mid 2016	Internal & donor	Director, Ops Manager, TA and FO	Asset Maintenance & Equipment Replacement Plan drafted	
1.5.3 ii) Undertake rolling equipment provision and upgrades for NDMO staff	Annually	500,000 Internal Operations budget	Director and FO	i Equipment available and well maintained ii Assets Register	
1.5.3 iii) Equipment provision for new PD Offices	2016 Tafea & Torba	World Bank,	Director, IRCCNH Project (Donor EU GFDRR).	New equipment installed	
	2017 Sanma, Penama & Malampa	tbc	tbc	tbc	
	2018 Shefa	tbc	tbc	tbc	
1.5.3 iv) Identify, seek funding and replace aging equipment in NEOC	Rolling out of program	Donor funding tbc as needed	Director and FO	New NEOC equipment installed and reported in Annual Report	
1.5.4 Provide office equipment for new NDMO staff (computer to OGCIO standards, desk, chair, filing cabinet etc) @ 250,000 vt per person (refer 1.4.1)					
1.5.4 i) Equipment for 6 staff: Snr Logistics Officer, Snr ICT Data Officer, Snr Information Management Coordinator, Rapid Response Officer and 2 PDOs Tafea and Torba)	2016	1,500,000	Donor & NDMO	i) equipment procured and reported ii) Assets Register updated annually	
1.5.4 ii) Equipment for 3 staff: 2 PDOs Penama & Malampa), and Snr Finance Officer	2017	1,250,000	Donor & NDMO	Equipment procured and reported	
1.5.4 iii) Equipment for 2 PDO staff: 2 PDOs (Shefa)	2018	250,000	Donor & NDMO	Equipment procured and reported	
1.6 Review Legislation to provide a legal framework for NDMO					
1.6.1 Undertake a review of the national disaster risk management governance arrangements and legislation	2016	World Bank	IFRC, IRCCNH Project (Donor EU GFDRR).and SPC.	Review undertaken	

1.6.2 Progress draft NDM legislation through broad sector stakeholder workshop to review draft disaster management legislation	Fe/March 2016	World Bank	IRCCNH Project (Donor EU GFDRR) & NDMO, SLO, Law Reform Commission	Workshop Report	
1.6.3 Submit revised legislation to SLO	March 2016	Internal	SLO	SLO review legislation	
1.6.4 Submit draft legislation to Law Reform Commission for comment	March 2016	Internal	Law Reform Commission	Law Reform Commission	
1.7 Develop Policy to provide a policy framework for NDMO					
1.7.1 DRR and CC Policy printed and distributed	Jan 2016	Internal	Director & DG	Copies available (e-copy and hard copy)	
1.7.2 Incorporate National Sustainable Development Plan initiatives and KPIs in NDMO Strategic, Corporate policy & Planning	By 1st Quarter 2016	Internal	Director	NSDP KPIs reflected in NDMO policy and planning	
1.7.3 Undertake regular reviews to ensure NDMO policy platforms are compliant with international policy to which Vanuatu is a signatory ie UNCCC	On-going	Internal	Director	NDMO Policy regularly reviewed	
1.7.4 Support development policy based on information management systems for consistent data based policy and strategies ie food security, child protection, CwC, AAP	On-going	Internal & NGO	Director, Save the Children, Agriculture & Security Cluster	i) Food Security Policy ii) Child Protection in times of disaster	
1.7.5 Develop DRM policy	Dec 2016	Internal	Director, DRM Officer	i) Draft policy developed and distributed ii) Reported in Annual Report	
1.7.6 Undertake policy + planning for gender & protection benchmarks					
i) Develop a White Paper for DCO	2016	Internal	Director & G&P Cluster	White Paper	
ii) Undertake workshops in provinces, including CWC and AAP issues	2017/2018	Funding NDMO, Donors, NGOs	NDMO, DoWA, VNCW, VSDP, Donors, NGOs	Gender & Protection Policy in place	
iii) Membership of women + PLWD on PDC + CDCs	On-going	Internal	NDMO, DoWA, VNCW, VSDP,	Membership of women + PLWD on	

			Donors, NGOs, PD & CC Officers,	PDC + CDCs reported	
iv) Gender and PLWD participation in SIMEXs	On-going	Internal	NDMO, DoWA, VNCW, VSDP, Donors, NGOs, PD & CC Officers, DRM & CCCM Officer	Gender and PLWD participation in SIMEXs reported in Annual Report	
v) Gender and PLWD participation in disaster & emergency training programs	On-going	Internal	NDMO, DoWA, VNCW, VSDP, Donors, NGOs, PD & CC Officers, DRM & CCCM Officer	Gender and PLWD participation reported in Annual Report	
1.8 Review Standard Operating Procedures (SOPs) for NDMO operations					
1.8.1 Review Standard Operating Procedures (SOPs)	On-going	Refer Objective 3	Refer Objective 3	Refer Objective 3	
1.9 Advocacy for Mainstreaming DRM + CC issues and initiatives (refer Objective 2)					
1.9.1 Advocate inclusion of DRM/CCA in the budgets of all Ministries	On-going	Internal	DG, Director, , Research & Planning Officer, Training & Awareness Officer	CC & DRM funding in Line Ministry budgets	
1.9.2 Undertake an audit of all Ministries to determine CC DRM initiatives underway or planned	On-going	Internal	Director, Research & Planning Officer, Training & Awareness Officer DRM & CCCM Officer	i) Report in Annual Report	
1.9.3 Encourage all Line Ministries to undertake DRM & CC Risk Assessments in new projects/initiatives	On-going	Internal	Director, Research & Planning Officer, Training & Awareness Officer DRM & CCCM Officer	Report in Annual Report	
1.9.4 Progress disaster risk management mainstreaming initiatives at national, sectoral and local levels.	On-going	Internal	GoV, SPC DRM & CCCM Officer	Annual Report on mainstreaming	

OBJECTIVE 2: IMPROVE DISASTER RISK MANAGEMENT (DRM) COORDINATION ARRANGEMENTS WITH ALL STAKEHOLDERS AT REGIONAL, NATIONAL, PROVINCIAL AND COMMUNITY LEVELS

Activity (How? & What?)	Timing (When)	Resources (Funding – With What? How Much & from where)	Responsibility (Who?)	KPI	M&E (leave blank)
Objective 2: Improve Disaster Risk Management (DRM) coordination arrangements with all stakeholders at regional, national, provincial and community levels					
2.1 Improve Information Management at Regional Level					
2.1.1 Promote connections to regional information networks utilising UN Organisation for Coordination of Humanitarian Response UNOCHA & UNISDR	On-going	Internal & UN	Director, Snr IM Officer & Snr PR/Media Officer	Reports on regional engagement & attendance at regional fora	
2.1.2 Strengthen regional IM by attending regional meetings for IM, including Pacific Humanitarian Partnerships (PHP) meetings	On-going	Internal & UN	Director, Snr PR & Media Officer & Snr IM Officer	i) # Seminars attended ii) Report on PHP attendance	
2.1.3 Develop mechanisms for capturing best practice in IM in Vanuatu (from national to community levels) to share at regional level	On-going	Internal & UN	Director, Snr PR & Media Officer & Snr IM Officer	i) Presentations by NDMO team reported in Annual Report ii) Participation as co-author on research papers	
2.1.4 Encourage on-going professional relationships to improve access to expertise and knowledge on IM systems including peer exchange, mentoring	On-going	Internal and donor scholarships	Director, HRM CSU	Training reported in Annual Report	
2.1.5 Promote standardisation of regional IM systems especially for multi country disasters	On-going	Internal & UN	NDMO, SPREP, SPC UNOCHA	Discussions re standardised IM Systems reported in Annual Report	
2.1.6 Support regional standardisation of data collection & IM tools to link with 2.1.5	On-going	Internal & UN	NDMO, SPREP, SPC UNOCHA	Promotion of standardised Data collection & IM tools reported in Annual Report	
2.1.7 Link data bases of contacts for critical personnel and organisations	On going	Internal	NDMO, Ops Manager, Snr PR	Up-dated data base	

			& Media Officer & Snr IM Officer		
2.2 Improve Information Management at National Level					
2.2.1 Establish, coordinate and maintain a NDMO DR IM system by building from available datasets (NSO, Health, Communications, Police, Area Secretary's, including core datasets for DRR needs)	Ongoing, baseline established by June 2016	NDMO budget and donor support	NDMO Director, Snr IM Officer, OCHA Support & Operation Manager	System is built Baseline is established Regular system of maintaining database is in place	
2.2.1 Support the establishment and utilisation of IM Units for Preparedness and Response within agencies and clusters by actively seeking NSO support for technical resources	Ongoing, establish by first quarter 2016	HR, computers, office space, GIS Software or licenses	NDMO with technical support from OCHA, NSO, SPREP and UNESCO	i) Units are established ii) Information is used iii) NSO is engaged with activities reported in Annual Report	
2.2.2 Establish MOUs for central data sharing and Intellectual Property (IP) protection between agencies and organisations	2017	Seek donor support for funding for Software, MOU agreements, data, data system,	NDMO, OGCI, OCHA	i) Processes and standards developed and implemented with report in Annual Report ii) # number of MOU reported.	
2.2.3 Accurately identify, categorise and tag data	2017	Internal	NDMOs Snr PR & Media Officer & Snr IM Officer	Data accessible	
2.2.4 Nominate and utilise IMWG Focal Points for Line Ministries and Clusters	2016	Cluster representatives	Respective cluster lead	i) Establishment of Cluster IM focal group Contact list ii) # of meetings reported in annual report.	
2.2.5 Establish full time permanent NDMO Snr IM Coordinator's role	1 st Quarter 2016	NDMO staffing budget + DFAT role support	Director NDMO and PSC	Senior IM Coordinator's position filled	

2.2.6 Establish full time permanent NDMO Snr Communications & ICT role	1 st Quarter 2016	NDMO staffing budget + DFAT role support	Director NDMO and PSC	Snr Communications & ICT Officer position filled	
2.2.7 Seek support for TA/Volunteer capacity to mentor new IM & Communication NDMO Officers	2016	NZ Volunteer as mentor	Director NDMO	Training reported in Annual Report	
2.2.8 Standardise Harmonised Processes for initial cluster assessment forms	1 st Quarter 2016	Internal funds	CBDRR Working Group IM Cluster	Standardised forms	
2.2.9 Up-date procedures around initial cluster assessment teams, how information is passed and informs sector and cluster planning, enumerators	1 st Quarter 2016	Internal funds	CBDRR Working Group	Procedures updated	
2.2.10 Review initial assessment forms and modify	Ongoing	Internal	CBDRR Working Group IM Cluster	Standardised form completed	
2.2.11 Train PDC, Area Councils and CDC personnel to ensure accurate and timely initial analysis & assessments are carried out	Ongoing	Training funds from VHT, NDMO, NGOs, and Donors	CBDRR Working Group IMWG	Training Carried out and reported in Annual Report	
2.2.12 Provide training in use of forms, data transmission to central data collection points	On-going	Internal	CBDRR Working Group	Forms utilised	
2.2.13 Improve GIS Mapping Capacity through software systems to support ICS system, command structure system in place, with internal processes established to provide support within Gov't and across clusters, shared management processes, dissemination	Ongoing	Seek donor support for software or licenses	NDMO, Donors, Lands Department, UNSCAP, KOICA and Technical Advisors (Map Action)	i) GIS mapping undertaken ii) GIS mapping utilised by Clusters utilised iii) GIS mapping activities reported in Annual Report	
2.2.14 Undertake GIS training	2016 to 2020	Seek donor support for training resources	NDMO, Donors, Technical Advisors (Map Action)	Training reported in Annual Report	
2.2.15 Collate DRM Package (Save The Children) by utilising existing DRM material to close identified gaps	October 2016	Save the Children and VHT	NDMO, Save the Children, VHT and other NGOs	DRM package in use and reported in annual report.	
2.2.16 Seek agreement to generate standardised information packages	October 2016	Save the Children and VHT	NDMO, Save the Children, VHT and other NGOs	DRM package in use and reported in annual report.	

2.2.17 Standardise language for IEC materials across sectors by translating to Bislama, using common terminology	On-going	GoV	NDMO, Translation Unit and Cluster leads	IEC materials in standardised language completed	
2.2.18 Undertake awareness of common terminology to ensure people understand the language used	On-going	GoV	NDMO, Translation Unit and Cluster leads	# of training sessions and awareness programs detailed in Annual Report	
2.2.19 Maintain "4 Ws" What? Where? Who? When? for peace time and emergencies and cover preparedness and response	2016 - 2020	Funding identified through Clusters	Cluster Leads and VHT	3Ws maintained and reported with regular update.	
2.2.20 Prepare a Sector Map to track resources, equipment etc held by sector partners/stakeholders	On-going	VHT	VHT, NDMO OGCIO	Sector Map up-to-date	
2.2.21 Develop Standardised Templates to be disseminated across all levels including the 'community profiling' template	Ongoing	Internal	NDMO, Line Govt agencies, and partners	i) Templates standardised ii) Reporting requirements defined & agreed	
2.2.22 Establish NDMO Web Site with DRM Act, response & contingency plans, reports, contact lists, meeting schedules, with data, project application forms, projects under way, research papers available	Mid 2017	Internal	NDMO donors	NDMO Web Site "live" and up-dated	
2.3 Improve Information Management at Provincial Level					
2.3.1 Undertake a Skills Gap audit of Provincial Gov't staff & Area Secretaries as basis for training to improve IM	4 th Quarter 2016 and then bi-annually	VHT	VHT, NDMO, PD & CC Officers	Skills Gap Audit	
2.3.2 Investigate equipment provision for Area Secretaries and Provincial Planners to promote better IM flows	4 th Quarter 2016	tbc	tbc, NDMO	Information included in Equipment Audit	
2.3.3 Utilise video conferencing to communicate information with provinces	On-going	Internal	Director, Snr PR & Media Officer & Snr IM Officer PD & CC Officers	# video conferences reported in Annual Report	
2.3.4 Investigate information and report availability and requirements for Secretaries General, Provincial Planners and PDCs	On-going	Internal	Director, Snr PR & Media Officer & Snr IM Officer PD & CC Officers	Report to Director	
2.4 Improve Information Management at Community Level					

2.4.1 Harmonise community profiling by establishing community profiling which captures all information for each community, province etc. which can facilitate rapid responses based on informed assumptions emphasising data integrity as paramount	On-going	6,000,000 (1 million per province from donor tbc)	CDCs, ACDOs, NSO, DLA and Area Secretaries, PD & CC Officers OGCIO	Community profiling completed and updated regularly	
2.4.2 Progress Quarterly reporting and feedback template to the community – AAP & CWC	Quarterly reporting by area secretary	NDMO operations budget	CDCCCs, Area Secretary, PD & CC Officers	Reports submitted quarterly to PDCs and to NDMO and Clusters	
2.4.3 CDCCCs registered with Provincial Government & NDMO with regular quarterly updating to NDMO, Vila Office.	Regular updating	Internal	NDMO, PDOs, ACDO, CDCCCs, PD & CC Officers	i) CDCs registration form developed ii) database of registered CDCCCs iii) GIS coordinates of each CDCCC	
2.4.4 Develop clear roles and responsibilities of CDCCCs, TOR to include preparedness, response and recovery processes.	1st Quarter 2016	Internal	NDMO and working groups, PD & CC Officers	TOR developed	
2.4.5 Undertake training of CDCCCs by the PDCs, NDMO, VHT and NGOS	Ongoing	Seek Training Budget 6,000,000 from NGOs (1 million per province)	NDMO, VHT, Province, PDCs, ACDO and NGOs, PD & CC Officers	CDCCCs Trained	
2.4.6 Ensure warning dissemination avenues are clear and warnings are issued in a timely manner	Ongoing	Internal	NDMO, line departments	i) SOP updated ii) Warnings disseminated on time as needed and reported in Annual Report	
2.4.7 Secure development funding and provision of training for use of cyclone tracking maps training and other hazards	Ongoing	Donors tbc	NDMO, line departments VMGD	New cyclone tracking maps	
2.4.8 Hold Simulation Exercises at community level	Ongoing	Simulation budget supported by VHT (refer to Objective 1.3.1 ii)	NDMO and NGO partners	i) Simulation exercise done at the community level + ii) # reported in Annual Report	

				iii) Media Releases on SIMEX	
2.4.9 Improve information transfer at household level	Ongoing	Internal, donor, VHT	NDMO and NGO partners, PD & CC Officers	Activities reported in Annual Report	
2.4.10 Improve information transfer at island level, recognising "island" as type of community	Ongoing	Internal, donor, VHT	NDMO and NGO partners, PD & CC Officers	Activities reported in Annual Report	
2.5 Improve Communications at Regional Level					
2.5.1 Link data bases of contacts for critical personnel and organisations for media	On-going	Internal	Director, Ops Manager, Snr PR & Media Officer & Snr IM Officer	Contact List up-dated regularly	
2.5.2 Promote connections to regional communications utilising UN Organisation for Coordination of Humanitarian Response UNOCHA & UNISDR	On-going	Internal & UN	Director, Snr PR & Media Officer & Snr IM Officer	Reports on regional engagement & attendance at regional fora	
2.5.3 Strengthen regional communications by attending regional meetings for IM, including PHT meetings	On-going	Internal & UN	Director, Snr PR & Media Officer & Snr IM Officer	i) # Seminars attended ii) Report on PHT attendance	
2.5.4 Develop mechanisms for capturing best practice at all levels in Vanuatu from national to community levels in communications to share at regional level	On-going	Internal & UN	Director, Snr PR & Media Officer & Snr IM Officer	i) Presentations by NDMO team reported in Annual Report ii) Participation as co-author on research papers	
2.5.6 Encourage on-going professional relationships to improve access to expertise and knowledge on communications systems including peer exchange, mentoring	On-going	Internal and donor scholarships	Director, donor partners	Report on exchange in Annual Report	
2.5.7 Promote standardisation of regional communications systems especially for multi country disasters	On-going	Internal & UN	NDMO, SPREP, SPC UNOCHA	Discussions re standardised comms systems reported in Annual Report	
2.5.8 Support regional standardisation of data collection & IM tools to link with 2.1.5	On-going	Internal & UN	NDMO, SPREP, SPC UNOCHA	Promotion of standardised	

				communications tools reported in Annual Report	
2.6 Improve Communications at National Level					
2.6.1 Establish full time permanent NDMO Snr IM Coordinator's role	2016	NDMO staffing budget + DFAT role support	Director NDMO and PSC	Senior IM Coordinator's position filled	
2.6.2 Identify roles and responsibilities, between PMO (mandated as national communications focal point) & NDMO - who do they report to, how often and when do they engage with the media.	by June 2016	NDMO staffing budget	NDMO Snr IM Officer and Snr Media & PR Officer	Communications Manager Hired	
2.6.3 Develop an SOP for Reporting Structure, reporting immediately between strata for example NDMO ↔ Provincial ↔ Community, training and communication to be provided including surge capacity	2016	NDMO Operation Budget, VHT funding	NDMO and Provincial Offices	i) Reporting structure established ii) Reporting structure utilised	
2.6.4 Develop MOUs so that agreed reporting will be both ways and information should be disseminated (include why, what will be delivered, how and where)	2018	Communication mechanisms including MOUs	NDMO and Provincial Offices	i) Training provided ii) Information disseminated	
2.6.5 Develop effective Early Warning / Communication Strategy SOP around early warning and messaging strategies that include the dissemination of warnings to and preparedness of communities and government response agencies	1st quarter 2016	NDMO Budget	NDMO Snr IM Officer, Snr PR & Media Officer, Provincial Government, VMGD, Digicel, TVL, OGCIO SPC UN agencies	i) Early Warning Communications strategy developed ii) Training conducted	
2.6.6 MOUs established with communication service providers	2 nd Quarter 2016	NDMO Budget	Snr PR & Media Officer & Snr IM Officer, Provincial Government, VMGD, Digicel, TVL, OGCIO	MOUs established	
2.6.7 Develop Evacuation Plans utilising the strategic partnership with IOM (International Organisation for Migration)	2 nd quarter 2016	IOM Budget and additional donor funding	IOM, NDMO PWD, Provincial Governments PD & CC Officers	i) Evacuation plans established ii) Displacements Plans drafted	

			DRM & CCCM Officer	iii) Evacuation Centre buildings identified & mapped	
2.6.8 Undertake capacity building and training to support Evacuation Plan and Evacuation Centre protocols	3 rd quarter 2016	IOM Budget and additional donor funding	IOM, NDMO PWD, Provincial Governments DRM & CCCM Officer	# Training Sessions conducted reported in Annual Report	
2.6.9 Undertake standardisation of early alert system across all hazards, mass education and awareness around information	End of 2016	NDMO budget,	NDMO, VMGD,	i) Alert systems standardised ii) Mass education conducted	
2.6.10 Develop knowledge products & IEC materials to support disaster risk management activities at national level.	On-going	Donor & internal	Activity supported by IRCCNH Project (Donor EU GFDRR), Red Cross, NZ Ministry of Civil Defence and Emergency Management.	Knowledge products to support disaster risk management	
2.6.11 Clarify and make more accessible language & messaging (Bislama), tone and terminology to ensure messaging is understood by local communities	On-going	NDMO Budget, PMO Budget	NDMO Snr PR & Media Officer & Snr IM Officer	Standardised messages in Bislama	
2.6.12 Messaging mainstreamed on DRM & CC into school curriculum	On-going	NDMO Budget, PMO Budget	Snr PR & Media Officer & Snr IM Officer, PMO Communications Manager, DRM & CCCM Officer	DRR & CC in school curriculum frameworks	
2.6.13 Establish Communications Budget	May 2016	NDMO Budget,	NDMO	NPP submitted to MBC	
2.6.14 Explore Modern Technology with OGCI, Digicel and TVL	1st Quarter 2016	Donor Partner and NDMO Budget	NDMO, TVL, Digicel and OGCI	# meetings held MOU signed	
<i>2.6.15 Increase understanding of Accountability to Affected Populations (AAP)</i>					
i) Establish and mainstream concrete procedures, practices and mechanisms with sector partners for	1 st half 2016	Supported by UNICEF (till Feb 2016)	Director, CWC/AAP TA,	Documented procedures,	

improving accountability to affected populations (AAPs) and Communications with Communities (CwC) appropriate for Vanuatu Context			NDMO TA CWC/AAP Working group Snr Prov Liaison Officer	practices, mechanisms and examples	
ii) Increase resourcing & obtain ongoing financial support for AAP activities in Vanuatu.	On-Going	Internal Donor Support	CwC/AAP TA, NDMO TA CwC & AAP Working Group	Sustainable funding secured and incorporated into budgets	
iii) Conduct regular national and provincial training and simulation exercise with sector partners on Accountability to Affected Populations (AAP) and Communications with Communities (CwC) mechanism and process, as well as on the process of responding to feedback. (ongoing)	1 st Quarter 2016 (Pilot) Then On-going twice a year	Pilot supported by UNICEF Donor Partner	CwC/AAP TA, NDMO TA, CWC/AAP Working group, Provincial Liaison Officer, Training & Awareness Officer, Snr PR & Media Officer & Snr IM Officer	# training sessions reported in Annual Report # CwC/AAP TA verification of results of simulation exercise	
iv) Facilitate feedback and response on critical cross cutting CwC/AAP issues through mainstreaming CwC/AAP within national, provincial and community Disaster plans and Aid Distribution activities.	On-going	Internal	CwC/AAP TA, Provincial Liaison Officer, Training & Awareness Officer, Snr PR & Media Officer & Snr IM Officer, Logistics Officer CWC/AAP Working Groups	Group Self Assessments tracking improvement. Report on AAP activities in Annual Report CwC/AAP included in National and Provincial Disaster Plans Records of CwC Activities held at NDMO	

v) Ensure media coverage of CwC/AAP feedback, issues being addressed and progress.	On-going	Internal	CwC/AAP TA, Provincial Liaison Officer, Training & Awareness Officer, Snr PR & Media Officer & Snr IM Officer, Logistics Officer CWC/AAP Working Groups	Records of media placements and activity	
vi) Establish CwC/AAP connections with regional, and international entities working in this space	Ongoing	Internal	CwC/AAP TA, Provincial Liaison Officer, Training & Awareness Officer, Snr PR & Media Officer & Snr IM Officer, Logistics Officer CWC/AAP Working Groups	Regional reports on CwC and other AAP forums shared including presentations on it.	
vii) Increase accountability to Affected Population review across all sectors / line ministries	One sector review in a year	Donor Partner or VHT	AAP/ CwC TA, NDMO, TA, CwC/AAP working group. Snr Prov Liaison Officer, IM Officer, Media & PR Officer	AAP assessment shared with relevant sector/ cluster for their improvement on accountability	
2.7 Improve Communications at Provincial Level					
2.7.1 Undertake Amendments to the Disaster Management Act	June 2016	World Bank TA, NDMO and stakeholders, IRCCNH	NDMO, Donor, IRCCNH	Disaster Act reviewed and gazetted	
2.7.2 Establish Communication Systems in Provinces utilising Tele radios, cell phones, land lines	2018	Donors – Project Proposal	NDMO IM Officer, PD & CC Officers	Communications system established in Provinces	
2.7.3 Develop a standardised Situation Report (SitRep) for events where the SGs need to approve report of PDO	2017	Internal	NDMO IM Officer	Standardised Situation Report (SitRep) in use	

2.7.4 Utilise provincial disaster office as PEOC	2016-2018	Internal & donor funding ie World Bank	Director, Sn Provincial Liaison Officer, PD & CC Officers	PEOC capacity reported in Annual Report	
2.8 Improve Communications at Community Level					
2.8.1 Undertake Tele radio communications training through PDCs, training Area Secretaries and CDCs with a Training and consultation budget	2018	Internal Donor	PD & CC Officers NGOs ie Red Cross, World Vision	Communication system established in Provinces	
2.8.2 Map community specific disasters to identify which communities are prone to what hazards	In process, completed end of 2018	World Bank funded project	NDMO VMGD PD & CC Officers	Community disasters mapped	
2.8.3 Develop Alternative Communication Strategy for times or locations with no reception (tsunami, EQ); Radio Vanuatu to reach all communities, tele radios; 'coconut news,' messaging.	2017	Traditional messaging resources,	NDMO Snr IM Officer and Snr Media & PR Officer, PMO Communications, PD & CC Officers	i) compile list of all alternative messaging strategies, ii) Alternative messaging strategies established	
2.8.4 Investigate traditional messaging as part of alternative Communication strategies	2017	Internal	NDMO Snr IM Officer and Snr Media & PR Officer, Chiefs, VCC, PD & CC Officers	Traditional messaging utilised and reported	
2.8.5 Undertake awareness for people to understand natural hazard signs	2017	Internal	NDMO Snr IM Officer and Snr Media & PR Officer, Chiefs, VCC, PD & CC Officers	Reported in Annual Report	
2.9 Improve coordination at a regional level					
2.9.1 Strengthen linkages between regional scientific and technical agencies with national, sectoral and local level agencies to ensure the integration of risk information into development planning and decision-making processes and systems.	ongoing	Internal & Donor	UNISDR IFRC UNOCHA, UNFCCC SPREP BOM SPC, WB, ADB,	i) Meeting records ii) guidance documents disseminated	

2.9.2 Attendance at regional meetings workshops & seminars	ongoing	Internal & donor	NDMO	# meetings reported in Annual Report	
2.9.3 Develop risk exposure database.	On-going	WB and SPC.	SPC, WB,	National risk and exposure data are collected, compiled and collated, and the Risk Exposure Database is developed and maintained.	
2.9.4 Progress cooperation on technical advice for post disaster assessments.	On-going	Support provided by UNOCHA and IFRC.	UNOCHA and IFRC	Assessments & processes revised	
2.10 Improve coordination at a national level					
2.10.1 Undertake Stakeholder Mapping to strengthen existing communication networks	Ongoing	HR, equipment, Digicel, TVL, internet, OGCIO	NDMO, WFP, Digicel, TVL, OGCIO	Communication networks mapped	
2.10.2 Enhance reach of Early Warning Systems and Coordination	Ongoing	Seek donor support for software, budget funding, equipment	NDMO Director, Snr IM Officer and Snr Media & PR Officer,	Reach of early warning systems expanded	
2.10.3 Devise strategies to ensure information comes from trusted community sources for stronger Information Sharing Systems	On-going	Internal	NDMO Snr IM Officer and Snr Media & PR Officer, IMWG	Report on improved systems in place	
2.10.4 Advocate for increased DM Emergency funding to provincial funding facilities for immediate access, pre the release of emergency funds via an NPP submission	May 2016	Internal	NDMO Director, DG and FM (CSU), DLA, Secretaries General	i) NPP prepared for MBC consideration ii) NDM Act review investigates the facility	
2.10.5 Develop TORs to accommodate roles and processes for mobilising surge partners to ensure external parties act in supportive roles and clearly outline how all parties are to work together	December 2016, ongoing	TA	NDMO and stakeholder agencies, VHT	i) Discussion Paper Roles clearly defined For Surge partners act in support ii) TOR developed	
2.10.6 Strengthen the Incident Command System within the EOC by establishing a clearer command structure for response	Ongoing	PIEMA (AIIMS), US Fire and Forest Service	NDMO, Provinces and Municipality	i) Incident command system established	

				ii) Clear structures exist iii) MOU signed	
2.10.7 Provide Incident Command System training for NEOC staff	Ongoing	PIEMA (AIIMS), US Fire and Forest Service	NDMO, Provinces and Municipality	i) Training delivered and reported in Annual Report	
2.10.9 Develop Resource and communication mapping for coordination purposes defining who has access to what and where (JPOC), including how many sim cards are active in which locations	Ongoing	Internal and Cluster funding	NDMO and cluster Leads	Resources mapped	
2.10.10 Strengthen links with other emergency service providers	Ongoing	Ambulance, fire, police, military, maritime, CAAV, VCH	NDMO, Provincial Govt, municipalities, emergency service provides	Development of SOPs utilise emergency services	
2.10.11 Develop SOPs to link agencies with NEOC to ensure links feed all the way to community level with other emergency services, clusters and leads, provincial gov't, municipalities, local authorities, NDMO	1st Quarter 2017	Internal	NDMO, provincial Govt, municipalities, cluster leads	SOPs developed to utilise NEOC services	
2.10.12 Standardise NFI Items and identify warehousing solutions	1st Quarter of 2016	Internal	NDMO, Line Ministries, Red Cross and NGOs	Standardisation protocols in use	
2.10.13 Undertake prepositioning of NFIs at provincial level to facilitate faster distribution ie transport of storage units,	Ongoing	VHT, Donors GoV	NDMO, Line Govt agencies, donor and humanitarian partners	NFI preposition / coordination at provincial level	
2.10.14 Review legislation	2016	World Bank Funding,	NDMO World Bank, SLO LRC	DRM Legislation gazetted	
2.10.15 Develop Guidelines to address security protocols and agency Roles and Responsibilities for PLWD, women and children	2016/2017	Internal VHT Clusters	NDMO	Guidelines developed	
2.10.16 Progress contingency planning for Hazard events Refer Objective 3.1.16 & 3.1.17	2016/2017	Internal & donor (World Bank)	NDMO, PD & CC Officers, Provincial Government, VHT Donor partners	Multi Hazard Plans developed	

2.11 Improve coordination at provincial level					
2.11.1 Strengthen links with Provincial level partners NGOs based in provinces,	Ongoing	Centralised networking of Provincial Govt, Central Agencies, Partner organisations, NDMO	Provincial Govt, Central Agencies, Partner organisations, NDMO, PD & CC Officers	Strong PDC network reflected through Quarterly Reports	
2.11.2 Undertake prepositioning of NFIs at provincial level	Ongoing	Warehousing and storage for emergency supplies, transport, maintenance personnel	NDMO, Govt and humanitarian partners	Supplies pre-positioned and reported	
2.11.3 Develop new Hazard Specific Disaster Response Plans specific to each province	2016 ongoing (refer to Objective 1)	NDMO provincial budget, VHT,	NDMO, provincial Govt, Line Govt agencies, donors and partners, PD & CC Officers	Disaster Response Plan completed and utilised	
2.11.4 Identify Roles and Responsibilities for Hazard Specific Disaster Response Plans	2016	NDMO provincial budget, VHT,	NDMO, provincial Govt, Line Govt agencies, donors and partners PD & CC Officers	Disaster Response Plan completed and utilised	
2.11.5 Develop a list and map of community evacuation centres that meet defined suitability/standards	2017	NDMO provincial budget, VHT,	NDMO's DRM & CCCM Officer provincial Govt, Line Govt agencies, donors and partners PD & CC Officers,	i) List updated and ii) maps available	
2.11.6 Strengthen Provincial capacity for DRM through training on Disaster Response Plans	On-going	NDMO provincial budget, VHT,	NDMO, provincial Govt, Line Govt agencies, donors and partners, DRM & CCCM Officer	# training sessions reported in Annual Report	

2.11.7 Institutional strengthening of NDMO in provinces including physical infrastructure and equipment	End of 2018 Refer to objective 1	PDOs, NDMO Offices, PEOC equipment, NDMO Budget	NDMO and provincial offices, PD & CC Officers	NDMO offices and officers in all provinces	
2.11.8 Develop Public Private Partnerships (PPPs)	Ongoing	MOUs, MOAs, Stand by Contracts	NDMO and private sector	MOA and MOU established	
2.12 Improve coordination at community level					
2.12.1 Establish, build capacity, resource and support CDCCCs	Ongoing	NDMO and partner budget support	NDMO, PD & CC Officers Provincial Gov't, partners	CDCCCs established & reported	
2.12.2 Link community evacuation and disaster response plans and reporting into provincial planning	Ongoing, completed 2019	Supported by provincial Gov't and partners,	NDMO, PD & CC Officers provincial Gov't, and partners	Completion of community response plans	
2.12.3 Strengthening communication dissemination and coordination including early warning two ways and across communities by utilising HF Radios, VHF, internet, SMS, satellite phones, NDMO , Digicel, TVL and development partners	2016, ongoing	Supported by provincial Gov't and partners,	NDMO, PD & CC Officers Provincial Government, humanitarian and private partners	i) Equipment procurement undertaken ii) Equipment in place with location/type recorded iii) Reported in Annual Report	
2.12.4 Facilitate the process of placing HF Radio with area council secretaries	2016, ongoing	Donors	NDMO, PD & CC Officers Provincial Government, humanitarian and private partners	Tele-radios procured	
2.12.5 Establish protocols outlining how and when communication is to occur for better coordination	2016, on-going	Internal	NDMO Provincial Government	Protocols agreed and reported	

NDMO STRATEGIC PLAN

OBJECTIVE 3: STRENGTHEN DISASTER RISK MANAGEMENT OPERATIONS IN PREPAREDNESS, RESPONSE AND RECOVERY FOR A SAFER, SECURE AND RESILIENT VANUATU

Activity (How? & What?)	Timing (When)	Resources (Funding – With What? How Much & from where)	Responsibility (Who?)	Key Performance Indicators KPI	M&E (leave blank)
OBJECTIVE 3: STRENGTHEN DISASTER RISK MANAGEMENT (DRM) OPERATIONS IN PREPAREDNESS, RESPONSE AND RECOVERY FOR A SAFER, SECURE AND RESILIENT VANUATU					
3.1 Improve DRM Operational Preparedness					
3.1.1 NDMO update population data, facilities like schools and health centres, infrastructure, highest point for evacuation for Multi Hazard responses	Annually (Jan- Nov)	Vanuatu Government Donor partners and NGOs, Red Cross & Private sector	Provincial Govt, VNSO IM Focal Point, Health Cluster, PWD, Education , Lands Dep't, OGCIO PD & CC Officers Snr IM Officer	i) Updated logistic data ii) School mapping data established in each province ii) Updated population database established in each province iv) Updated Infrastructure map in each province	
3.1.2 NDMO develops updated list of pre-positioned supplies	Annually (Jan-Nov)	Investigate funding from NGO, VHT Partners, Provincial Government& Faith Based Associations	PDO, CDC, NGOs VHT Partners, Red Cross, PD & CC Officers	Prepositioned stock update at the National and Provincial level reported to NDMO	
3.1.3 Investigate establishment of accounts for Disaster Response being set-up in each provinces	November 2016	Internal	NDMO	i) DCO Paper ii) Approved budget for each province	
3.1.4 Develop a Cluster agreement on recommended specification of relief goods likely to be useful	March 2016	Internal	NGO, VHT Partners Red Cross, NDMO	Standardized document of relief goods approved	
3.1.5 Provide demographic data to the Provincial level or to implementing agencies	2016 - 2019	Stakeholder funding sourced	NDMO, Snr IM Officer, PD & CC Officers, NSO, IMWG Provincial Government Government line agencies VHT partners	i) One population database completed ii) One population map completed iii) Updated demographic data every 6 months	

				iv) IM format created and v) data based established	
3.1.6 Provide geographic data (water sources, infrastructure, high point) at the Provincial level and to implementing agencies	2016 - 2019	Funding allocated from Government line agencies, VHT	OGCIO, Lands Dep't NDMO, Water Resources	One geographical atlas completed	
3.1.7 Establish national minimum standards for NFI, nutrition (food basket) etc for each cluster	2016	Internal	Cluster Lead, VHT NDMO	Standard NFI manuals completed	
3.1.8 Conduct and provide DRM training opportunities for PDC and CDC personnel incorporating traditional resilience & coping strategies	Ongoing	NDMO Donor agencies VHT	NDMO, VHT, PD & CC Officers	Training attended and provided	
3.1.9 Establish CDCs within all Communities	2020	Internal GoV	NDMO, VHT NGOs PDOs & Area Secretaries, PD & CC Officers	i) CDCs established in Area Councils ii) List of established and registered CDCs	
3.1.10 Link CDCs to Provincial Government	June 2016	Internal	Provincial Liaison Officer to lead	Discussion Paper to assess CDC role to investigate issues and processes for providing links	
3.1.11 Build provincial disaster centres in at 4 provinces REFER 1.5.3	Refer 1.5.3	Donor agencies NDMO	NDMO, PD & CC Officers Provincial Government	Provincial disaster centres built Refer 1.5.3	
3.1.12 Conduct Multi Hazard DRM awareness throughout Vanuatu to ensure communities are better prepared for future disaster	Ongoing	Funding sourced through VMGD, NDMO VHT & Prov Gov't	VMGD, NDMO, PD & CC Officers VHT & Provincial Government	i) DRM Awareness delivered ii) Awareness report provided	
3.1.13 Production of IEC materials for DRM incorporating traditional resilience & coping strategies and recognising Custom Culture, ecosystems impact	Ongoing	VHT, GoV	VMGD, NDMO, PD & CC Officers PMU, NGOs Provincial Government	Posters, brochures, leaflet developed	
3.1.14 Support identification of existing buildings to be graded, upgraded & used as Evacuation Centres (ECs)	2016 – 2019	Donor partners Stakeholder agencies & GoV	IOM, NDMO, PD & CC Officers Partner agencies & Red Cross	i) Identify buildings ii) GIS located	

3.1.15 Develop and implement National ToT manual for DRM and CCA (informal education sector)	2016 – 2019	TVET Program and Donor partners	Provincial Government NDMO, Prov Liaison Officer, Training & Awareness Officer, VHT, TVET, VQA (Vanuatu Qualification Authority), VRDTCA	i) Training manual developed ii) Endorsement from VQA iii) List of assessed trainers ToT conducted	
3.1.16 Advocate for savings & loan schemes at the community level so that communities are self-sufficient and more financially resilient after a disaster event	Ongoing	Internal Cooperative Private sector Financial Institution	Cooperatives, VNPF, Provincial Government, NDMO Financial Institutions	i) Community discussions held ii) Media release	
3.1.17 Develop Multi Hazard Provincial Disaster Plans for each of the six provinces based on hazard and risk models and quantitative risk assessments	2016 – 2019	Seek funding from NDMO, Provincial Government, VHT & Donor partners	NDMO, PD & CC Officers, Provincial Government, VHT Donor partners	Provincial Multi Hazard Disaster Plans developed	
3.1.18 Develop Hazards Specific Response Plan for each province	2016 – 2019	Seek funding from NDMO, Provincial Government, VHT & Donor partners	NDMO, PD & CC Officers, Provincial Government, VHT Donor partners, DRM & CCCM Officer	Response Plan for specific hazard developed	
3.1.19 Assist the establishment of stand-by communication means in each province (HF, VHF, Sat-phone and radio station)	2016 – 2020	Donor partners NDMO	OGCIO, Snr IM Officer, PD & CC Officers, NDMO Provincial Gov	Stand-by communication means established	
3.1.20 Assist the development of Hazard Emergency Plans for each Government department, private sector	2016 – 2020	Government	Each Department Private sector	Emergency Plans developed	
3.1.20 Advocate embedding of Cluster System for DRR planning in GoV agencies with appropriate resourcing	2016 – 2020	GoV	DG, Director GoV agencies	Annual Report on mainstreaming	
3.1.22 Advocate the nomination of a representative within each Lead and Co Lead Agency to participate in Cluster System	2016 – 2020	GoV	DG, Director, GoV agencies	Nominations provided to NDMO	
3.1.23 Negotiate governance arrangements and agreements for the coordinated use of NDMO, Fire, Police and other emergency services with workshop to identify gaps & legislative needs	2016 – 2020	GoV	DG, Director GoV agencies	i) # Workshops ii) # MOUs	
3.2 Improve Response Systems					

3.2.1 Establish logistics coordination system	2016 – 2019	Identify funding from Vanuatu Government, Red Cross & Donor partners	NDMO, Logistics cluster Provincial Government	i) MoU with transport providers /suppliers ii) Update the prepositioning of NFI iii) Create logistic structure iv) Updated logistic capacity of each province v) Updated available resources (mapping)	
3.2.2 Support the provision of information on population and facilities made readily available	2016 – 2019	Secure funding from Vanuatu Government (NDMO) Provincial Gov Donor partners	NDMO, NSO, OGCI, Provincial Gov Government line agencies, VHT partners, DRM & CCCM Officer	i) Population and facility information available ii) Updated information on population and facilities	
3.2.3 Develop PDC SOPs for the 6 provinces	2016 - 2019	Provincial Government NDMO, VHT	Provincial Government NDMO, PD & CC Officers	PDC SOPs developed	
3.2.4 Improve multi-hazard Early Warning Systems at a national, provincial and community level	On-going	GoV VHT	Director, Operations Manager	MHEWS established	
3.2.5 Implement a fully functioning, tested, standardised system for disaster/emergency and incident management.	On-going	GoV VHT	Director, Operations Manager DRM & CCCM Officer	Incident Management System	
3.3 Improve Information Flows					
3.3.1 Train Information Management officer (3Ws set up)	2016 – 2019	OCHA, NDMO, VHT	OCHA, Government line agencies	Information Management Officer training reported	
3.3.2 Regular inter-cluster meetings at national & provincial levels	Ongoing	Investigate funding from VHT, NDMO Clusters, PDC	PDC, NDMO VHT, Cluster	i) Regular meeting minutes provided ii) List of represented cluster rep	
3.3.3 Review Situation Report (Sitrep) Template	2016	NDMO, VHT	NDMO, Cluster Provincial Government	Revised National Sitrep Template	
3.3.4 Improve return flow of information with impact assessment mapping and monitoring	On going	Internal, donor partners	NDMO, Sector agencies	Impact assessment reporting	

3.3.5 Develop procedures for response related asset management ie radios, vehicles	2016 – 2019	Provincial Government NDMO VHT	Provincial Government NDMO Government line agencies	i) Developed procedures and guidelines ii) vehicles & equipment repaired after disaster	
3.4 Improve Recovery Processes and Procedures					
3.4.1 As a coordination agency working with PMO, advocate medium to longer term needs plus priority actions after the response phase by working with cluster agencies to incorporate the longer term needs considerations with disaster response assessments	2016 – 2020	Donor agencies Vanuatu Government (Response & Recovery Fund)	PMO, NDMO, Provincial Government, Government line agencies Communities	Long terms recovery plans developed	
3.4.2 Support Post Disaster Needs Assessment	On-going as required	UN agencies, World Bank, ADB	NDMO UN agencies, IRCCNH Project (Donor EU GFDRR)., ADB	PDNA supported	
3.4.3 Participate in discussion with implementing agencies on recovery plan	Ongoing	National Government Implementing agencies Provincial Government Donor partners	Provincial Government National Government Implementing agencies	Support Recovery plans integration into existing projects and programs	
3.4.4 Advocate all recovery plans developed by sectors/clusters have identified funding/budget	Ongoing	National Government (PMO). Donor partners Clusters	NDMO, Clusters Provincial Government Government line agencies	Recovery plan developed by sector and funding allocated & reported	
3.4.5 Utilise Lessons Learned Cyclone Pam to investigate and devise prompt project implementation based on Recovery Frame work planning	Mid 2016	Internal	NDMO, PM's Office, Recovery Committee	Annual Report on prompt recovery project implementation	
3.4.6 Investigate creation of an Impact Data Base (Disaster Data Base)	2017	Internal	DSPPAC, PM's Office, NDMO, VMGD	Discussion Paper	
3.4.7 Consider NDMO role in Loss & Damage (PDNA) assessment	2017	Internal	DSPPAC, PM's Office, NDMO, VMGD	Discussion Paper	

NDMO STRATEGIC PLAN MATRIX – OBJECTIVE 4

Objective 4: Facilitate harmonisation and mainstreaming to promote coherence between Disaster Risk Management including Climate Change approaches, systems, programmes and stakeholders involved in development (preparedness, response & recovery)

Activity (How? & What?)	Timing (When)	Resources (Funding – With What? How Much & from where)	Responsibility (Who?)	KPI	M&E (leave blank)
Objective 4: Facilitate harmonisation and mainstreaming to promote coherence between Disaster Risk Management including Climate Change approaches, systems, programmes and stakeholders involved in development (preparedness, response & recovery)					
4.1 Advocate that all CC and DRR projects or initiatives gain approval from NAB prior to implementation					
4.1.1 NDMO to review procedures/guidelines and assign responsibility to reflect NAB & NDC requirements	ongoing	Externally funded projects	NDMO All government and partner agencies	NAB endorsement letter and reported	
4.2 Ensure that CC and DRR projects and programmes funded through various donors complement each other and consistently meet government set priorities					
4.2.2 Review procedures and guidelines	ongoing	Government and Externally funded projects	NAB, PMU, NDMO	Government endorsement and reports	
4.2.3 Advocate the importance of Custom, Culture, traditional coping and resilience and environment into CC & DDR projects, policy & initiatives	On-going	Government and Externally funded projects	NDMO, DSPPAC, VHT Line Agencies	Annual Report	
4.2.3 Explore Regional Risk Sharing mechanism to progress funding & resources	On-going	RRS funds	PMO, NAB, NBMO, MCCA, Foreign Affairs	Discussion Paper	
4.2.4 Progress Vanuatu's status as a National Implementing Entity (NIE) to facilitate CC funds being held in country for rapid disbursement	By Dec 2017	Internal, TA support	NAB, VMGD, MCCA's CSU	NIE status granted	
4.2.5 Investigate opportunities for Small Grants facility for CC & DRM activities	By Dec 2018	Internal, TA support	NAB, VMGD, MCCA's CSU MFEM	i) Small Grants facility established ii) Reported activities in Annual Report	
4.2.6 Develop DRM & CC Finance Mapping to provide information on donor funding mechanisms and current projects to avoid duplication & use of available funds	2017	Internal	NAB Strategic Manager, Research & Planning Officer, Director + MFEM	i) White Paper ii) COM Paper iii) Financial Tracking Map established & operating iv) regular up-dating of activities	

4.2.7 Investigate MOUs with Local Authorities and Provincial Governments to accelerate access to resources for rapid response in times of disaster/emergency	2017	Internal	NDMO, MFEM	# MOUs	
4.2.8 Review legislation to advocate for funding mechanisms, procedures and responsibilities are clearly delineated to provide clear governance framework for rapid access to DRR funding	May 2016	World Bank funding for legislative drafting	NDMO, VMGD, SLO, WB TA	i) Consultative workshops ii) Newly revised DM Act	
4.3 Provide reporting on CC and DRR initiatives to provide regular reporting and engage with coordination fora at provincial and national levels in support of coordination					
4.3.1 Devise M&E system to strengthen coordination.	ongoing	Government and external	NAB, NDMO, PMU	M&E system developed and implemented/reported	
4.3.2 Develop information based products.	ongoing	Government and external	NAB, NDMO, PMU	IM products in use	
4.3.3 Strengthen capacity at provincial level through training and review of procedures and guidelines to enable PDCCCs to coordinate CC and DRR initiatives ie UNDP Small Grants	ongoing	Internal and external	NDMO NAB	i) DRR and CC reflected in provincial plans, procedures and guidelines ii) Quarterly coordination meetings focused on DRR and CC held at provincial level, and reported	
4.3.4 Utilise e-mail system + newsletters to inform stakeholders of funding opportunities	On-going	Internal	NDMO	i) Newsletters and e-mail utilised and ii) Reported in Annual Report	
4.3.5 Undertake Vulnerability Assessment across all provinces to assist government with identifying key priority areas to integrate CCA and DRR					
4.3.5.1 Seek donor and implementing agency support to draft and devise integrated Vulnerability Assessments	2020	Externally funded projects	NAB, NDMO	i) Funding identified ii) Stakeholders workshop held and reported iii) Assessment carried out iv) Vulnerability Assessment report	

				produced and disseminated	
4.3.5.2 Promote Preventative Action projects as a responsive mechanism to prepare for emerging CC and DRM projects and initiatives.	On-going	Donor and GoV	NDMO, NAB, DSPPAC, VMGD, Prov Gov'ts, Local Authorities	Preventative Action White Paper	
4.4 Utilise vulnerability assessment tools that integrate climate change adaptation and disaster risk reduction considerations/approaches					
4.4.1 Promote requirement to integrate and standardise assessment tools through existing network and NAB processes at all levels (national, provincial, community) for stronger planning, preparedness, response & rehabilitation to implement programs/projects	ongoing	Government and External	All government and partner agencies, Snr IM Officer and Snr Media & PR Officer,	i) Joint climate change and DRR assessment tools developed ii) Tools integrated into development planning processes and reported	
4.4.2 Work with OGCI0 for integrated data sharing protocols	Ongoing	GoV	OGCIO, Snr IM Officer and Snr Media & PR Officer, Telecoms, NSO, DSPPAC, NAB, NDMO	Discussion Paper	
4.5 Utilise Sendai Framework and UNFCCC to inform legislative and SOP reviews to ensure compliance and responsibilities					
4.5.1 Promote Sendai approaches and standards/requirements	Ongoing	Government and external	NDMO, NAB, SLO	i) Revised legislation and SOPs reviewed ii) Reported in Annual report	
4.6 Continue advocacy for mainstreaming of DRM/CC into other sector policies, structures, budgets and legislations (Refer to Objective 1)					
4.6.1 Participate in sector framework and budgetary development or review discussions	Ongoing	Government and external	NDMO, Sector stakeholders, NAB, PSC	i) DRR/CC considerations into sector policies, budgets and legislation ii) Annual report iii) DRR/CC posts created within sector structures or	

				integrated into existing JDs and reported	
4.7 Strengthen disaster statistics collection and management to support DRM and CC integration approaches (Refer to Objective 2)					
4.7.1 Lobby the relevant departments to strengthen DRM and CC relevant data (demographic, socio-economic, geo-spatial) including traditional responses	Ongoing	Government	NDMO Snr IM Officer and Snr Media & PR Officer, Statistics, Donors, OGCIO Private sector	Data accessible and relevant for effective preparedness, response and recovery	
4.8 Strengthen communication linkages between community and DRM stakeholders					
4.8.1 Develop a community centric multi-hazard early warning system and DRM/CC monitoring system	Ongoing	External and government	NDMO Snr IM Officer, VMGD Government agencies Private sector	Early warning system established to capture effects and impacts of natural/CC disasters	
4.9 Enhance multisector and integrated DRM/CC research					
4.9.1 Promote and undertake multidisciplinary research with other stakeholders and partners	2016 - 2020	Government	NDMO, VMGD NAB, Other stakeholders	i) Research publications produced and reported ii) Papers available on NAB Portal & NDMO Web Site	
4.9.2 Undertake research into traditional coping resilience and response knowledge	2016 - 2020	Seek donor funding	NDMO, Donor, Malvatumauri, Cultural Centre	i) Research Paper ii) Traditional knowledge informs CC & DRM Planning	

**NDMO STRATEGIC PLAN (2016 – 2020) WORKSHOP
ATTENDEE REGISTER
(Monday 19th to Thursday 23rd October, 2015)**

Name	Title	Organisation
Jotham Napat	Director General	Ministry of Climate Change
Shadrack Welegtabit	Director	National Disaster Management Office
Peter Korissa	Manager (Operations)	National Disaster Management Office
Noel Steven	Training Officer	NDMO
Philip Meto	Provincial Liaison Officer	National Disaster Management Office
Zoe Ayong	Research & Planning Officer	National Disaster Management Office
Alice Iarem	Senior Officer DRR	National Disaster Management Office
Noel Stephen	Snr Training & Awareness Officer	National Disaster Management Office
Ben Tabi	Acting Director	Dep't of Local Authorities
Michael Kalworai	Secretary General	Shefa Province
Harry Tete	Provincial Planner	Shefa Province
Ketty Napwatt	Secretary General	Torba Province
Fisher Young Dihn	Provincial Disaster Officer	Torba Province/NDMO
Ephraim Jones	Acting Secretary General	Penama Province
Augustine Garae	Provincial Planner	Penama Province
Daniel Sakarae	Secretary General	Sanma Province
Kensley Micah	Provincial Disaster Officer	Sanma Province/NDMO
Reynolds Surmat	Secretary General	Tafea Province
Paul Nalau	Acting Planner	Tafea Province
Daniel Samson	Provincial Disaster Officer	Tafea Province/NDMO
Edward Kaltamat	Secretary General	Malampa Province
Arthur Palen	Provincial Planner	Malampa Province
Abel Abelson	Provincial Disaster Officer	Malampa Province/NDMO
Vinau Sahe	Statistics Officer	National Statistics Office
Melanie Willie	Statistics Officer	National Statistics Office
Virana Lini	NEIE	Ministry of Education & Training
Mike Worsop	Consultant	Digicel & Pacific Advisory
Mikhaela Nieman	Deputy High Commissioner	New Zealand High Commission
Jimmy Nipo	SDPC	New Zealand High Commission
Patrick Haines	Senior Program Officer, DFAT	Australian High Commission
Amy Kaloris	Manager (SMS)	Air Vanuatu
Philip Mansale	Manager (Climate Services Unit)	Vanuatu Meteorology & Geo-Hazards
Malcolm Dalesa	National Officer PRRPI & PMU	PMU, MCCA
Michael Wolfe	Country Director	World Vision
William Ganileo	ICT Manager	Dep't of Lands
Mereana Mills	Advisor/Consultant	Tourism Dep't
Joseph Brun	Kava Farmer/Private Sector Rep	Brun Services
Cornelia Wyllie	CEO	Vanuatu Direct
Tom Skirrow	Country Director	Save the Children, Vanuatu
Kaiser Rejve	Country Director	Oxfam
Jim Vohor	Undergraduate Volunteer	USP Law School
Sione Topui	Undergraduate Volunteer	USP Law School

Lometo Philippo	Undergraduate Volunteer	USP Law School
Lorenzo Lingamat	Undergraduate Volunteer	USP Law School
Mike Waiwai	Acting Human Resource Manager	Corporate Services, MCCA
Tricia Wilden	Research Fellow	MCCA
Lauren Stockbridge	DRR Project Manager	Save the Children
Ian Kalsuac	ACDO	SPGC
Mikhaela Nyman	Deputy High Commissioner	NZ High Commission
Astrid Boulekne	General Manager	VCCI
Carolyn Ernst	Private Sector Representative	VCCI
Wojciech Dabrowka	Disaster Management Advisor	DFAT/NDMO
Michael Gloeckle	Disaster Management Advisor	NDMO/DFAT
George Toaki	Undergraduate Volunteer	USP Law School
Tagan Paul	Information Management Officer	NDMO (VSA)
Margaret Macfarlane	HR/Corporate Services Advisor	Corporate Services Unit, MCCA
Tarish Obed	Volunteer Facilitator	National Disaster Management Office
Fred	Volunteer Facilitator	National Disaster Management Office
Albert Stewart	Volunteer Facilitator	National Disaster Management Office