

NDMO HUMAN RESOURCES DEVELOPMENT PLAN



2017 - 2019



January 2017

FOREWARD AND APPROVAL

The National Disaster Management Office was established as an Act of Parliament. Then it was managed as a Department under the Vanuatu Police Services. In 2011 following a ministerial decision, a new structure of NDMO was established (diagram 1). As a result the Police personnel were recalled to carry out their policing duties and hence allow the Ministry of Internal affairs to advertise and recruit mainly civilians to manage the office. By early 2012 NDMO recruited a total of 8 staffs.


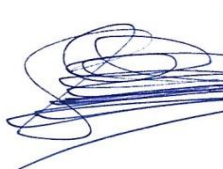
The existing NDMO structure is small although its mandate is significantly huge to oversee all disaster threats in the country. The structure (diagram 2) is the proposed version separating the distinct role of operation and role of disaster risk. At the moment the current Officers are performing multiple duties covering all aspects of disaster from operation to risks to administration, and from national to province and down to the community.

As the year progresses, NDMO hope to upgrade and expand its roles and responsibilities from national to province and down to community level to properly manage disaster in the country. This does call for acquiring of new knowledge, skills and experiences through training of the current and incoming staff. This is the first Human Resource Development Plan for NDMO. It is being planned for 3 years from 2017 to 2019.

The training needs identified and documented in this plan is a working document and will be reviewed and updated to ensure it best addresses the training needs and requirements of NDMO. The training is not earmarked mainly for NDMO staffs. Indeed, volunteers attached to NDMO including staff members from Government Line Agencies and Vanuatu Humanitarian Team members and Non-Government Organizations, are equally eligible to participate in the training program. NDMO will even second their nomination to attend the training as part of its approach to involve **ALL** in training as well as involve **ALL** in managing disaster threats. A disaster can only be well managed and its outcome being successful if everyone knows what everyone is doing.

I commend this training plan for the better management of disasters in Vanuatu.

Yours sincerely,



Shadrack Rubbart WELEGTABIT
DIRECTOR

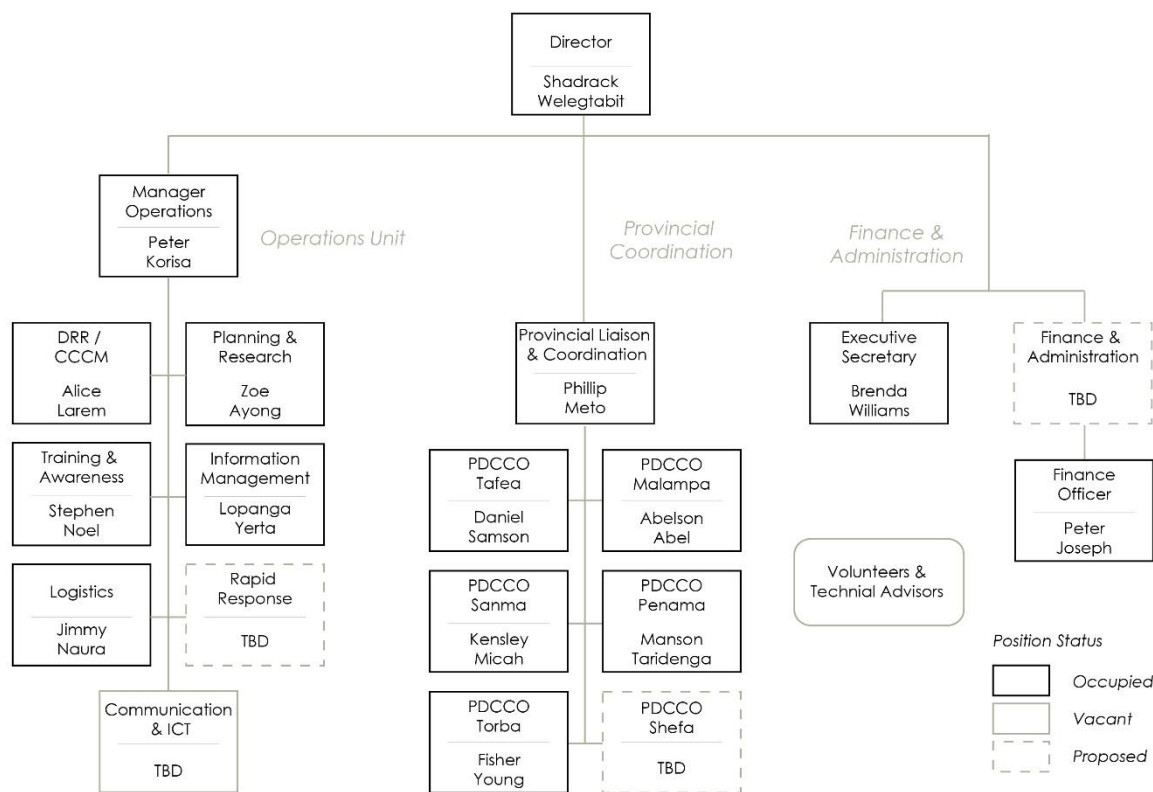
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Background

The National Disaster Management Office is established to oversee and coordinate disaster management in Vanuatu. The department was initially managed by the Vanuatu Police Services. In 2010 a new structure (Diagram 1) was approved by PSC and in 2011 recruitment of the positions in the structure commenced. The structure as it still stands today accommodates only 14 positions and all the positions were occupied since 2012 and 2014 till last year 2016.

Diagram 1: NDMO STRUCTURE (EXISTING)



Organisational Structure
National Disaster Management Office
January 2017



Note:

1. The structure depicts only the line of authority. It must **not** be interpreted to show that everyone in the box sitting on the same row is similar.
2. The boxes which are shaded are occupied.
3. The boxes which are not shaded are proposed extensions and vacant.

The current structure houses 90 percent of the officers occupying either the executive management or senior positions. The current structure is not too balanced in that it does not have Junior Officers supporting the senior position roles. So the Officers occupying senior positions take on the full roles and responsibilities of the position operating at national down to the province and community level. The scope of such responsibility given its width and depth will require a lot of training to equip the Officers to be able to manage and deliver tangible results of their expected roles. Where there is no proper training, the Officers may not be able to perform well. All Officers are based at national level.

The table below provides names of NDMOs human resources and related information. Of the total NDMO staff, 75 percent of staffs are aged below 40 years and will be working at NDMO for the next 20 or more years. Indeed the majority of staffs commenced duty at NDMO in less than 4 years. In order for these Officers to be able to properly manage disaster operation in the country, they will need to be trained and expand their exposure to different types of training requirements that address specific hazards.

Table 1: NDMO Human Resources, Names and Positions

Name	Position	Sex	Start Date at NDMO	Status
Shadrack R. Welegtabit	Director	M	1 st April 2011	Permanent
Peter Korisa	Operation Manager	M	1 st September 2009	Permanent (Recon)
Steven Noel	Sr Awareness & Training Off.	M	5 th September 2011	Permanent (Recon)
Alice I. Sanga	Sr Disaster Risk Reduction Off.	F	5 th September 2011	Permanent (Recon)
Philip Meto	Sr Provincial Liaison Off.	M	12 th July 2012	Permanent (Recon)
Peter Joseph	Administration Off.	M	28 th December 2011	Permanent (Recon)
Brenda Williams	Executive	F	1 st September 2011	Permanent (Recon)
Lopanga Yerta	Information Management officer	F	27 TH Oct 2016	Probation
Zoe Ayong	Sr Research & Planning Off.	F	November 2014	Probation
Jimmy Naura	Logistic Officer	M	5 th January 2017	Probation

The existing structure is not only too small, but it concentrates only on the management aspects of disaster. Management, in this case, refers to the government systems and frameworks that are being established and which are there to support and guide the delivery of roles and responsibilities expected of the office such as NDMO (implementing institution), Act (legal framework), Structure (systems of operation). The structure does not branch out or diversify to take on the other component of addressing a hazard, which is the risk reduction factor. A look at a hazard and its impact on the livelihood of people involves management systems, operation systems and risk reduction measures. A hazard can be said to be efficiently and effectively dealt with only when having these different components interacting in a transparent environment.

The future outlook for NDMO would be to increase and expand its current structure to include management, operation and risk reduction. The proposed NDMO structure provides more clarity on the distinct function of the entities as to their expected roles. Natural hazards occur almost every day throughout the year. The occurrence of these hazards vary in form and magnitude, some are manageable and preventable, others to the extent of disaster. Nonetheless given its mandatory responsibility NDMO is established to oversee and undertake this function. In order for the department to efficiently and effectively execute its mandatory responsibility as shrine in NDMO Act [CAP 267] and as an Act of Parliament for which it was established, NDMO would have to recruit additional staffs to manage the different entities identified. The additional entities as outlined in the proposed structure are provided in a separate document detailing their general and specific roles and responsibilities. They have been mentioned in this plan as a career path for future development and planning references.

Purpose of this document is to

Assist NDMO staff in meeting the requirements, the Public Service Commission is committed to effectively managing and enhancing staff member's work performance. This will be done by promoting effective supervision in the workplace, encouraging the implementation of appropriate performance appraisal system and providing opportunities for work related training and development activities.

It will also assist NDMO staff developing and training public servants through providing focused, work-related development and training opportunities. This commitment is supported by the Public Service Act, which requires that the commission as s responsible and good employer, provide training programs for its staff and encourage the enhancement of their abilities.

Staff training and development need

At the same time as the annual review, the supervisor and staff member should also identify and discuss any training and development needs of the staff member and how these might be met. This discussion must carefully focus on what specific training or development opportunity the staff members needs to improve or enhance his or her work performance or make a greater contribution to the Public Service and department.

Specific on-the-job and off-the-job development and training opportunities must be identified and noted by the Supervisor and the staff member and written on the WP&D Plan. Then, if feasible, arrangements must be made to ensure that the staff member is provided with the opportunity to undertake appropriate training and development activities [see Chapter 5, section 3 of the Public Service Manual for training and development requirements]

The following training needs have been identified following staffs appraisal conducted in 2015. They include:

a) Basic and Advance Office Management

The positions that each Officer occupies is itself an office. Officers see a desk, chair, and computer and office supplies as an office and use it only for the purpose of work. They may not see it as an asset or something that is of value to their work. They do not organize their office environment (filing by types and priority) to help them learn and be more productive. They need office management training to help them manage their office, and once they have mastered that, then they can manage the entire department.

b) Basic and Advance Computer Training on a specific software program

The roles and responsibilities of the staffs are for them to collect data, analyze, convert figures into percentages, diagrams, write reports and document them. These are basic computer education but if an Officer does not know how to use them, they can impact negatively in their work performance. As soon as they have understood these computer trainings then they are able to branch out into learning other technologies appropriate to their work environment.

c) Training in other Hazard and Disaster related fields.

NDMO staffs deal with all types of natural hazards (earthquake, cyclone, tsunami, tidal waves, flood, drought, fire, landslide, and mudslide) and each hazard has its own peculiar ways of addressing them. In order for the staff to address and manage them, they need induction or orientation training specific to them. As soon as they have completed such basic training they can attend advance training to help them feel more confident and secure in dealing the hazard.

d) Training in Leadership Management.

NDMO is the government institution responsible for disaster in Vanuatu. As a government entity, it is expected to provide leadership to disaster partners mainly the Line Government Agencies, Vanuatu Humanitarian Team members and Non-Government Organizations supporting NDMO in addressing hazard and disaster activities in the country. This expectation requires NDMO staff to undergo training in leadership to equip them to provide leadership responsibilities as required by the government. NDMO is there to lead and provide leadership while the implementers are disaster partners.

e) Advanced Training in Specific Fields of Interest.

The level of trainings obtained by the staffs varies. Some have attended and completed some courses, others have yet to commence. Those who have completed some courses (at whatever level) are interested to pursue advance level of learning in the same course. These courses are offered overseas and whether they are fully funded, or not are subject matters that individual staffs are free to pursue to further their interests.

f) Exposure to Challenges required in the Delivery of Service

Delivering disaster services as mandated requires a lot of simulation exercises or drills. Disasters are actual events and they impact on the livelihood of people in many ways leading and resulting in loss of lives. To engage staffs in these conditions, they need to be prepared, feel secure and basically know what they are doing as well as what they are expecting. Hence, they need maximum exposure in preparation and simulation exercises or drills.

g) In-House Training in Meteorology, Climate, Climate and Adaptation, Geo-Hazards, Fire, Search and Rescue

Short hours training of mornings only or a day's training on specific topics in Meteorology, Climate, Climate and Adaptation, and Geo-hazards, Fire, Search and Rescue conducted at the NEOC would further excel the knowledge of staffs in understanding and upgrading their work performance. These short hours training are recommended, they are free and they build a bridge of learning between the experts and amateurs, the learned and the learners and as a result create a pool of workforce able and capable of addressing these events in time of disaster.

h) Twinning Programs between neighboring countries

A country like an individual cannot move on and said to have done well or poorly in an activity without learning from another. The NDMO staffs in Vanuatu would need to spend time with their counterparts in other neighboring countries such as Fiji and Solomon Islands or even Samoa to be able to learn the achievements other countries put into addressing their disaster. Having learned from their experience, they can improve what they perceived lacking in their own country. Sharing and learning from each other is to be

recommended and will enhance not only the skills and knowledge of the staffs but especially the progressive development of NDMO as an organization and its mandatory responsibilities.

- I) The training and development activities can be provided through a range of on the job learning experience (for example, secondments, job rotation and special projects) as well as through “off the job” formal courses and programs (for example, training courses, short and long term scholarship opportunities and conferences)

Keeping records of training in Departments

Directors-General and Directors, with the assistance of the Ministry HRO (or designated officer with HRD responsibilities), are also required to keep accurate records of all training undertaken by their staff. Directors-General must also provide a report to the Commission once every 12 months providing the following information:

- (i) The type of training and development activities undertaken by the staff of the Department;
- (ii) The total cost of training provided by the department;
- (iii) The distribution of training amongst the staff by salary level and gender;
- (iv) Identified training needs and skill needs of the Department; and
- (v) An assessment of the training undertaken by staff and how it meets the training needs of the Department

Responsibilities for training and development activities

Directors-General and Directors have responsibility for:

- (i) The development and publication of a Corporate Plan for his/her Ministry and a Human Resource Development Plan for his/her Department;
- (ii) managing the performance of staff and providing appropriate training and development opportunities for them; and
- (iii) keeping accurate records of all training undertaken by their staff and must provide a report to the Commission once every 12 months as outlined in the this Manual.
- (iv) Must ensure that arrangements are in place to cover the officer's responsibility for the duration of the officer's study period.

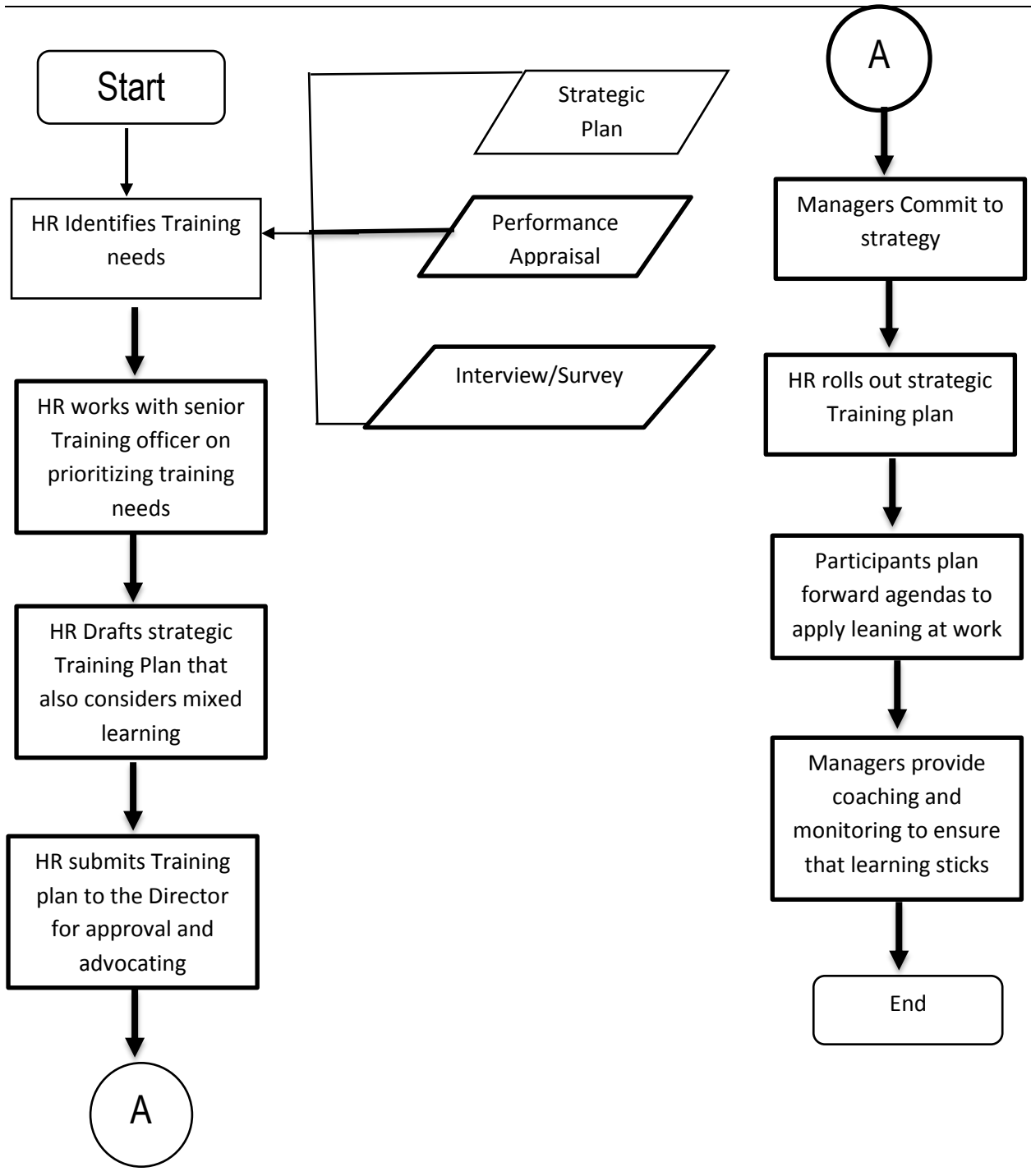
Supervisors are responsible for:

- (i) Ensuring each staff member has a personal Work Performance and Development Plan. This plan includes any identified training or development needs the staff member has in relation to the work in their WP&DP or in relation to the Department's goals; and
- (ii) a plan being developed to ensure that staff who have undertaken a significant training and development activity share their knowledge and skills within the Unit/Department; and
- (iii) Assisting staff to participate in appropriate, work-related training and development activities.

Staff have a responsibility to:

- (i) fully participate in activities both on the job and off the job, which will enhance their skills and assist them to perform the tasks associated with their position; and
- (ii) Plan their individual career development program in consultation with their supervisor.
- (iii) Maintain contact through e-mail with their Department at least every six-months when undertaking long term training in regards to their progress, study program and ideas for utilising skills and knowledge on return to the workplace.

High Level Training Plan process Flow



Master list of Individual training options

Table 1

Category	Training
Disaster Risk Management	<ul style="list-style-type: none"> ● Incident Command Systems ● Logistics <ul style="list-style-type: none"> ○ Warehouse ● Disaster Risk Management <ul style="list-style-type: none"> ○ Hazard mapping ○ Risk Management ○ Civil-Military Coordination ○ Gender & Protection ● Capacity Risk Assessment ● DRR and DM ● Sphere ● EOC training ● Early Warning ● Assessments ● Design and develop Drill exercise
Information Technology	<ul style="list-style-type: none"> ● Microsoft Office <ul style="list-style-type: none"> ○ Word, Excel, Power point ● Geographical Information Systems (GIS) <ul style="list-style-type: none"> ○ ArcGIS, QGIS, Google Earth ● Graphic Design Adobe Create Suite <ul style="list-style-type: none"> ○ Illustrator, Photoshop, InDesign ● Website Management <ul style="list-style-type: none"> ○ HTML, JavaScript, CSS ○ Joomla content management system ● Communication Systems <ul style="list-style-type: none"> ○ HF, VHF, Satellite Phones
Organizational	<ul style="list-style-type: none"> ● Project Management ● Leadership ● Monitoring and Evaluation ● Time Management ● Performance Management ● Team Culture building ● Personnel effectiveness ● Leadership and Management development ● Procurement ● Financial management

Organizational Master Training options

Table 2

Training program	Objectives	Target Participants
Service Culture Building Program [how to build a better customer service culture in our department]		
Service Leadership	<ul style="list-style-type: none"> • Describe leadership roles in building a client -focused service culture • Identify skills necessary for serving client • Coach employees to demonstrate needed client service behaviors 	Managers and Supervisors
Service Excellence	<ul style="list-style-type: none"> • Describe the right mindset towards client • customer expectations • Demonstrate skills for handling client complaints • Identify ways to improve client service process 	Non-managerial employees
Team Culture Building [enables a team to define and establish the culture needed for top performance in a work place]		
Team Leadership	<ul style="list-style-type: none"> • Define their roles and responsibilities as Team Leaders • Evaluate their own preferred leadership style and learn how to modify it across a range of everyday work situations • Identify with the knowledge, skills and appropriate behaviors required for effective leadership • Describe the causes of motivation and how to develop it within a team • Practice effective communication at team and individual level • Use Coaching tools to improve team performance 	Managers and Supervisors
Management Team building	<ul style="list-style-type: none"> • Model cohesiveness as the organization's leaders • Identify trust, conflict management, commitment, accountability and focus on results as key ingredients to teamwork. 	NDMO team members
Company-wide Team building	<ul style="list-style-type: none"> • Identify trust, conflict management, commitment, accountability, and results as key components of teamwork; • Know others in the group in a deeper sense in order to learn how to work with them better • Describe required behaviors for productive collaboration; and 	All employees

	<ul style="list-style-type: none"> • Create forward agenda that will help them keep track of their performance as a team. 	
Assertiveness Training	<ul style="list-style-type: none"> • Appreciate the importance of communication in work success • Identify various communication styles • Pave the way for positive interactions • Appreciate the art of active listening • Anticipate and avoid common misunderstandings • Practice assertive communication • Manage challenging conversations 	All employees
Team Problem Solving and Decision Making	<ul style="list-style-type: none"> • Define problems correctly using appropriate tools like Defect + Object • Distinguish between symptoms and causes • Use the appropriate analysis tools to analyze the Root Cause/s of a given problem • Distinguish among Corrections, Corrective and Preventive Actions • Identify the right solutions or corrective actions using appropriate Decision-making tools 	All employees
Leadership and Management Development		
Basic Leadership and Management	<ul style="list-style-type: none"> • Shift mindset from worker to leader and from boss to leader • Describe the process in building teamwork • Identify the basic management tools • Use communication as an important leadership tool • Align actions with organizational values 	Basic Leadership and Management
Performance Management	<p>Describe the tools for</p> <ul style="list-style-type: none"> • Policy Design and implementation mechanisms • Performance goal setting mechanisms • Performance Monitoring techniques • Developing employees' capability to perform through training and coaching • Appraising performance <ol style="list-style-type: none"> 1. Rewarding and recognizing performance. 	Performance Management

Personal Effectiveness		
Personal Effectiveness Workshop	<ul style="list-style-type: none"> • Identify and integrate their professional and personal goals • Set meaningful life goals • Create strategies for completing their most essential activities at any point in time • Manage time wasters • Monitor their activities and take the appropriate corrective measures • Develop a personal support system that will facilitate their achievement of life goals • Prepare themselves mentally, physically and emotionally for various life challenges • Find a more balanced lifestyle • Formulate a more balanced work life program 	Identified employees
Stress Management	<ul style="list-style-type: none"> • Increase their awareness of personal stressors, how these affect them and how they cope • Learn and practice a variety of effective coping strategies. • Develop a personal stress management plan 	Identified employees
Time Management	<ul style="list-style-type: none"> • Explain the importance of managing time effectively. • Identify specific factors that impede employee productivity • Determine top “time wasters” in the workplace. • Apply tips and approaches on how to manage time effectively 	Identified employees
Personal Effectiveness Workshop	<ul style="list-style-type: none"> • Identify and integrate their professional and personal goals • Set meaningful life goals • Create strategies for completing their most essential activities at any point in time • Manage time wasters • Monitor their activities and take the appropriate corrective measures • Develop a personal support system that will facilitate their achievement of life goals • Prepare themselves mentally, physically and emotionally for various life challenges • Find a more balanced lifestyle • Formulate a more balanced work life program 	Identified employees

Training logical Framework

Training priority <i>(list things you have to do in the next 12 months period)</i>	Target date <i>(if applicable put in the finishing date)</i>	Target Audience <i>(Identify your participants base on the training needs priority)</i>	Identified source of resources <i>(list the training that you need to do your job better)</i>	Performance Indicators <i>(describe what measures will be used to assess work performance)</i>	Means of Verification
2017					
1. Project Management		NDMO Staff		Number of participant who completed the training by Sex and age	Training report
2. Performance Management		NDMO Staff		Number of participant who completed the training by Sex and age	Training report
3. Illustrator		NDMO Staff		Number of participant who completed the training by Sex and age	Training report
4. Administration Management		NDMO Staff		Number of participant who completed the training by Sex and age	Training report
5. GIS [Geographical information System]		NDMO Staff		Number of participant who completed the training by Sex and age	Training report
6. DRR and DM advance level		NDMO Staff		Number of participant who completed the training by Sex and age	Training report
7. Design and develop drill exercise		NDMO Staff		Number of participant who completed the training by Sex and age	Training report
8. Monitoring and Evaluation		NDMO Staff		Number of participant who completed the training by Sex and age	Training report
2018					
9. Data Base		NDMO Staff		Number of participant who completed the training by Sex and age	Training report
10. Information Management		NDMO Staff		Number of participant who completed the training by Sex and age	Training report
11. Leadership and Management Development		NDMO Staff		Number of participant who completed the training by Sex and age	Training report
12. Procurement		NDMO Staff		Number of participant who completed the training by Sex and age	Training report
13. Financial Management		NDMO Staff		Number of participant who completed the training by Sex and age	Training report
2019					
14. Communication System		NDMO Staff		Number of participant who completed the training by Sex and age	Training report
15. Logistic		NDMO Staff		Number of participant who completed the training by Sex and age	Training report

16. Team Culture		NDMO Staff		Number of participant who completed the training by Sex and age	Training report
17. Capacity and Risk Assessment		NDMO Staff		Number of participant who completed the training by Sex and age	Training report
18. Web Management		NDMO Staff		Number of participant who completed the training by Sex and age	Training report
19. ICS		NDMO Staff		Number of participant who completed the training by Sex and age	Training report
20. Sphere		NDMO Staff		Number of participant who completed the training by Sex and age	Training report
21. OHS [Occupational Health and Safety]		NDMO Staff		Number of participant who completed the training by Sex and age	Training report
22. Personal effectiveness		NDMO Staff		Number of participant who completed the training by Sex and age	Training report
23. Power Point, Word and Excel		NDMO Staff		Number of participant who completed the training by Sex and age	Training report

External funded training for 2017 [*Funded training*]

Type of training	3 Months in a quarter				Training funded by	Staff Responsible
	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter		
1. Performance Management Training	2 nd week Feb				Public Service Commission	OM, Director and Training Officer
2. NETP training	Feb				WFP	
3. Information Management training	Feb				ESCAP	
4. Logistic Training	Feb 14, 15 and 16				WFP	Logistic officer
5. ICS Training	March	April			Rotary NSW	
6. IM and Emergency Training	March				Partner project	
7. Information Management Training		May			Partner project	
8. Risk Mapping Training					NIWA	
9. Assessment Training		June			UNOCHA	
10. Tsunami Simulation Training		Jun	July	August	WFP	

Budget breakdown for 2017 - 2019

Priority Training and estimate Budget for 2017 – 2019 [Short Term Courses]

Note: Other training programs not reflected in this plan considered by managers to be important shall be accommodated provided appropriate request is submitted with approval of top management.

Long Term Courses for NDMO staff – 2017

Table A – of 2017

Staff Name	Type of Course	Course Detail	Course duration	Enrollment type			Starting date	Course end	Course Fees
				Online	By block	Full time			
Alice Iarem/Natu	Postgraduate program on DRM	PCP 806	Semester 1	✓			Semester 2 of 2016	Semester 2 of 2017	340000 VT
		PCP 807		✓					
		PCP 808	Semester 2	✓					
		PCP 809		✓					
Steven Noel	Postgraduate program on DRM	PCP 806	Semester 1	✓			Semester		340000 VT
		PCP 807		✓			2017		
		PCP 808	Semester 2	✓				Semester 2 of 2017	
		PCP 809		✓					

Table B – Priorities Training and estimated budget for 2017 until 2019 – Short term Courses

Year	Numbering	Training needs identified	Information technology	Disaster Risk Management	Organizational Management	Interested staff	Estimated annual budget
2017 [Priority 1 to 5 for the first year]	1	Project Management				Fisher Young, Philip Meto, Peter Joseph, Steven Noel, Peter Korisa and Zoe Ayong	450.000 VT
	2	Performance Management				Alice Iarem, BRENDA William, Steven Noel, Shadrack Welegtabit, Peter Joseph, Philip Meto, Abelson Abel and Kensley Micah	380.000 VT
	3	Illustrator				Lopanga Yerta, Steven Noel, Jimmy Naura, Peter Meto and Abelson Abel	Internal resources
	4	Administration Management				Brenda William, Shadrack Welegtabit, Jimmy Nauru, Peter Joseph and Steven Noel	237.500 VT
	5	GIS [Geographical information System]				Lopanga Yerta, Kensley Micah and Fisher Young	60.000 VT
	6	DRR and DM advance level				Zoe Ayong, Brenda William, Noel Steven and Philip Meto	320.000 VT
	7	Design and develop drill exercise				Philip Meto, Steven Noel and Daniel Samson	Partners External assistance
	8	Monitoring and Evaluation				Zoe Ayong, Shadrack Welegtabit and Daniel Samson	Partners resources
Total Budget for 2017							1.447.500 VT
2018	A	Data Base				Alice Iarem and Brenda William	300.000 VT

[Priority 6 to 8]	B	Information Management				Peter Korisa and Jimmy Naura	Internal Resources
	C	Leadership and Management Development				Peter Korisa and Jimmy Naura	90.000 VT
	D	Procurement				Peter Joseph and Fisher Young	250.000 VT
	E	Financial Management				Peter Korisa and Peter Joseph	155.000 VT
Total Budget 2018							795.000 VT
2019 [Priority 9 to 11]	1	Communication System				Lopanga Yerta	250.000 VT
	2	Logistic				Fisher Young, Jimmy Naura and Kensley Micah	Requesting WFP resources
	3	Team Culture				Alice larem	150.000 VT
	4	Capacity and Risk Assessment				Abelson Abel	95.000 VT
	5	Web Management				Lopanga Yerta	100.000 VT
	6	ICS					Internal Resources
	7	Sphere					Requesting RedR resources
	8	OHS [Occupational Health and Safety]					250.000 VT
	9	Personal effectiveness					85.000 VT
	10	Power Point, Word and Excel					378.000 VT
Total Budget for 2019							1.308.000 VT

Monitoring and Evaluation

Monitoring and evaluation are critical for the department, it will contribute in building a strong evidence base around capacity building and aimed in tracking actual performance against expected results. It will also provide accurate and up-to date information on progress to provide regular feedback and early indications of the progress of our program, or to track actual performance/situation against what was planned or expected.

Monitoring and Evaluation Framework

Objectives/Activities	Indicators	Tools for Data Collection	Frequency/ Schedule	Person Responsible
GOAL: <i>Improve Disaster Risk Management (DRM) coordination arrangements with all stakeholders at regional, national, provincial and community levels through advocacy ,training and awareness</i>				
Objectives:	Outcome	Means of Verification	Timeframe	Responsibility
Increase the ability of all actors involved in disaster risk reduction training and awareness to provide accurate and consistent information using community participatory methods	Human Resource Development Plan developed and implemented	HRD Plan developed and first objective report submitted	Half yearly [Twice a year]	Training and awareness officer
Improve coordination and collaboration in the development and dissemination of disaster related information among key actor	National and provincial education coordination mechanisms to facilitate team work established	Number of type of training and awareness conducted	Half yearly [Twice a year]	Training and Awareness officer
Increase national, provincial and community awareness on natural disasters risk reduction and disaster response	Increase number of most at risk people reached with information on disaster Risk Reduction and disaster response	Number and type of awareness conducted in DRM	Half yearly [Twice a year]	Training and awareness officer

Activities					
1.	Establish a task force comprising of technical people to lead the development of HRD document	Outputs HRD Document developed	Task force meeting minute provided and list of task force provided	Half yearly [Twice a year]	Training and awareness officer
2.	Conduct National and provincial training for NDMO staff and partners	Training conducted	Training report completed and submitted	Half yearly [Twice a year]	Training and awareness officer
3.	Establish a training data base	Data base training established	Data base report provided	Half yearly [Twice a year]	Training and awareness officer
4.	Develop training assessment tool	Assessment tool developed	Assessment tool provided	Half yearly [Twice a year]	Training and awareness officer
5.	Establish standard criterion for reporting on training conducted	Standard criterion for reporting developed	Report template developed and submitted	Half yearly [Twice a year]	Training and awareness officer
6.	Develop training agreement with training providers	Agreement developed and signed	MOU developed and signed	Half yearly [Twice a year]	Training and awareness officer
7.	Analyse staff training need and identify the gap	Staff training need and gap identified	Analyses report provided	Half yearly [Twice a year]	Training and awareness officer

Annex: 1 – Training Needs Analysis Form – Personal information



**TRAINING NEEDS ANALYSIS
NATIONAL DISASTER MANAGEMENT OFFICE**



Section 1: Personal Information

Family Name		Given Names	
Date of Birth		Island of Origin	
Language		Marital Status	
Position Title		Position #	
Start Date		Previous Work	
Certificates & Copies of Qualifications Provided			
			Yes
			No

Section 2: Education Background

Primary School		Level	
Secondary School		Level	
Tertiary		Level	
Other Training		Level	

Section 3: Skills Gap

Look at your Job Description. What is the required qualification? Is there a difference? What training do you need to bridge this gap or to do your job better? Remember to think about possible promotion to a higher position if you had better qualifications?

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Director's Comments:

.....

.....

Signed:

Date: June 2015

Annex: 2: Appraisal Matrix - *HUMAN RESOURCE ANALYSIS*

Annex 2



NATIONAL DISASTER MANAGEMENT OFFICE (NDMO)



HUMAN RESOURCES SKILLS GAP TABLE

Version Control 1st June 2015
 (Note: TNA available for each officer)

Position	Position #	Name	Status	Site	Specified (JD) Qualification	Currently Held Qualification	Recommended Training	Language	Gender
Director	729	Shadrack Welegtabit	Permanent	Vila	Degree in Public Admin and Risk Management	Masters	None requested	English	Male
Manager (Operations)	730	Peter Korisa	Permanent	Vila	Degree Management or Related field	Bachelors (Economics) Currently studying Grad Dip in Disaster Management	Compete Grad Dip, Degree DM at Massing University, Report Writing, Advanced Excel	English	Male
Senior Training & Awareness Officer	731	Noel Steven	Permanent	Vila	Diploma or Degree in Management or any field related to disaster risk management	Degree (Business Management) APTC Dip Management & Community & Social Welfare	DRM Diploma, Initial Damage Assessment, report Writing, Project Design	English	Male
Senior Research & Planning Officer	732	Zoe Ayong	Permanent	Vila	Diploma or Degree in Management or any field related to disaster risk management	Degree Environmental Studies	GIS, Report Writing, Supervision, Project Management, Team Building	English	Female
Senior Provincial Liaison Officer	733	Philip Meto	Permanent	Vila	Diploma in Management or related field	VIT Certificate Electricity VIT Certificate Media	Excel – Linked Spreadsheets; Photoshop,	English & some French	Male

						& Communications	Report Writing		
Senior Disaster Risk Reduction Officer	734	Alice Iarem Sanga	Permanent	Vila	Diploma in Risk Management or management & Public Administration or any related field	VIT Certificate Media & Communications	Diploma in DRR (Fiji National University) Advanced Excel, Report Writing Project Management	English	Female
Administration Officer	735	Peter Joseph	Permanent	Vila	Certificate or Diploma in Administration & Financial Management	Certificate VIT accounting APTC Diploma in Management	Management Logistics Procurement Report Writing	Bilingual	Male
Clerical Officer	736	Brenda William	Permanent	Vila	Certificate (Yr 10-11) Experience in Office General Duties + Drivers License	Certificate VIT Admin	PowerPoint, DRR, Admin & Management Diploma	English	Female