STANDARD OPERATING PROCEDURES

DISASTER RISK MANAGEMENT & CLIMATE CHANGE ADAPTATION

FEBRUARY 2017
ACKNOWLEDGEMENTS

The Ministry of Agriculture, Livestock, Forestry, Fisheries and Biosecurity (MALFFB) is thankful to its stakeholders, partners and staff for their contributions toward the development of this Standard Operating Procedure (SOP). Their financial, technical and in-kind inputs have ensured that this SOP is in place to provide operational guidance for members of the Food Security and Agriculture Cluster (FSAC) to efficiently and effectively conduct climate and disaster operations.

Financial and technical assistance for this undertaking comes from the SPC/GIZ DEZA II program of the Swiss and German Governments. Members of the FSAC and the Risk Resilience Unit (RRU) team have provided technical and logistical support for the SOP consultations, drafting and printing.

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FOREWORD

Vanuatu is exposed to numerous disasters and hazards including floods, droughts, climate change, volcanoes, earthquakes and potential tsunamis. According to the World Risk Report 2015, Vanuatu is the most risk prone and vulnerable country in the world, with natural hazards on average affecting more than a third of the population each year.

The Category 5 Tropical Cyclone Pam that devastated Vanuatu in March 2015 affected approximately 200,000 people, destroying and damaging agricultural livelihoods, infrastructure and food security. The total cost of the damage was estimated at approximately half a billion dollars – nearly two thirds of Vanuatu’s economic output. The El Niño drought that followed brought even more challenges to the already decimated communities and the nation’s food security.

Since TC Pam there have been a number of reviews and Lessons Learned Reports, including one undertaken by the Risk and Resilience Unit (RRU) in the Ministry of Agriculture, Livestock, Forestry, Fisheries and Bio-Security (MALFFB) focusing on agricultural recovery and food security. The Lessons Learned Reports identified the need for development of Standard Operating Procedures (SOP) to guide and strengthen the capacity of the RRU and the Food Security and Agriculture Cluster (FSAC) in order to improve the effectiveness and efficiency of climate and disaster operations.

This document is the first of its kind for the MALFFB and its stakeholders and first of its kind in the Pacific region. The SOP operationalizes policy directives on Climate Change and Disaster Risk Reduction under the mandate of the Ministry, and itemizes roles and responsibilities of staff as well as members of the FSAC.

The SOP developed does not merely focus on Response Phase operations for FSAC and RRU nor one or two hazards but rather has a multi-agency (through FSAC), multi-hazards, and multi-phase (planning, preparedness, response and recovery) approach.

Furthermore it is proposed that this document should be reviewed annually based on experiences and lessons learned from managing different hazards and disasters to ensure currency and recency.

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ACRONYMS AND ABBREVIATIONS

ACDCCC – Area Council Disaster & Climate Change Committee
BV – Biosecurity Vanuatu
CC – Climate Change
CCA – Climate Change Adaptation
CePaCT – Centre for Pacific Crops and Trees
CDCCC – Community Disaster & Climate Change Committee
CSO – Civil Society Organization
CSU – Corporate Services Unit
DARD – Department of Agriculture and Rural Development
DEPC – Department of Environmental Protection and Conservation
DG – Director General
DoF – Department of Forests
DRR – Disaster Risk Reduction
DRM – Disaster Risk Management
DSPPAC – Department of Strategic Policy, Planning & Aid Coordination
ENSO – El Nino Southern Oscillation
FAD – Fish Aggregating Device
FAO – Food and Agriculture Organization
FSAC – Food Security and Agriculture Cluster
GDP – Gross Domestic Product
GIS – Geographical Information System
GIZ – German Agency for International Cooperation
GIZ DEZA – The Swiss-German Cyclone Pam Support Program
GoV – Government of Vanuatu
HAP - Humanitarian Action Plan
ICA - Initial Community Assessment
IM – Information Management
IMWG – Information Management Working Group
ISO - Initial Situation Overview
JPOC – Point Police Operations Centre
LPO – Local Purchase Order
MALFFB – Ministry of Agriculture, Livestock, Forestry, Fisheries, Biosecurity
MCCA – Ministry of Climate Change Adaptation
MFEM – Ministry of Finance and Economic Management
MLT - Media Liaison Team
MOOC – Massive Online Open Courses
MOU – Memorandum of Understanding
NAB – National Advisory Board for Climate Change and Disaster Risk Reduction
NDC – National Disaster Committee
NDMO – National Disaster Management Office
NEOC – National Emergency Operations Centre
NGOs – Non Government Organizations
OCHA – Office of the Coordination of Humanitarian Affairs
OGCIO – Office of the Government Chief Information Officer
PDC – Provincial Disaster Committee
PDOC – Provincial Disaster Operations Centre
PDNA – Post Disaster Needs Assessment
PFEM – Public Finance and Economic Management
PLWD – People Living with Disability
PMO – Prime Minister’s Office
PSC – Public Service Commission
RRU – Risk and Resilience Unit
RTA – Rapid Technical Assessment
SimEx – Simulation Exercise
SITREP – Situation Report
SMS – Short Message Service
SOP – Standard Operating Procedures
SPC – The Pacific Community
TA – Technical Advisor
TAG – Technical Advisory Group
TC – Tropical Cyclone
ToR – Terms of Reference
TNA – Training Needs Analysis
UN – United Nations
VARTC – Vanuatu Agriculture Research and Technical Centre
VASP – Vanuatu Agriculture Sector Policy
VFD – Vanuatu Fisheries Department
VHT – Vanuatu Humanitarian Team
VMF – Vanuatu Mobile Force
VMGD – Vanuatu Meteorology and Geo-hazards Department
VNSO – Vanuatu National Statistics Office
WFP – World Food Program
1.0 GENERAL

1.1 Background

Vanuatu is one of the most vulnerable countries in the world to climate change and disaster risks. The island nation experiences cyclones, storm surges, landslides, flooding and droughts, which may become more intense as a result of climate change. Vanuatu is also highly exposed to geophysical threats such as volcanic eruptions, earthquakes and tsunamis, as well as human, animal and plant diseases, and human-caused disasters (Vanuatu CC/DRR Policy 2015).

The country suffers from the third highest rate of annual losses to GDP resulting from natural disasters of any country in the world: almost 7 per cent of GDP every year (World Bank 2012). Since 1939, Vanuatu has experienced 124 tropical cyclones, of which 45 were categorized as having hurricane force winds – 14 of which have occurred since 1981, or an average of 1 major cyclone every 1.7 years (World Bank 2008).

The devastating consequences of the Category 5 tropical Cyclone Pam in March 2015 and the subsequent severe El Nino event highlight our country’s risk from natural disasters. Predicted increases in extreme weather from climate change means we will face even greater impacts in the future (Vanuatu CC/DRR Policy 2015).

Total agriculture sector damage and losses caused by Tropical Cyclone Pam are estimated to be around VT 6.1 billion. Consistent with its share in sector GDP, the crop subsector was the most affected (69%), followed by forestry (16%), livestock (9%), and fishery (6%) (Pam PDNA 2015).

1.2 Purpose

This Standard Operating Procedures (SOP) sets out operational guidance for Directors, Managers, Officers and sectoral partners during disaster and climate change planning, preparedness, response, and recovery. In response to sector stakeholders’ proposals, the Plan was developed on a multi hazard basis.

The SOP defines roles and responsibilities of the Food Security and Agriculture Cluster (FSAC), the Risk Resilience Unit (RRU) of the MALFFB, Departments under MALFFB, and partner agencies. It also links operations of FSAC to the National Emergency Operations Centre (NEOC), across other clusters, and down to provincial and community-level disaster committees.
1.3 Hazards and Risks

The SOP will enable the sector to plan, prepare and respond to disasters or events created by the following hazards:

- Earthquake
- Floods
- Seawater inundation & Saltpray
- Bush Fire
- Landslide
- Tsunami
- Drought
- Volcanic Ash
- Cyclone
- Other Climate Events

1.4 SOP Development

The MALFFB coordinates development of this SOP, and will continue to liaise with its partners to formally review it on an annual basis and make amendments where necessary to keep up to date with changes that may arise in future.
2.0 OPERATIONAL STRUCTURE

The Food Security & Agriculture Cluster (FSAC) sits under MALFFB but is also part of Cluster groupings established by the Vanuatu Humanitarian Team (VHT) who report to the National Disaster Management Office (NDMO), the National Advisory Board on Climate Change & Disaster Risk Reduction and the National Disaster Committee (NDC).

2.1 National Disaster Coordination Structure

2.2 MALFFB Structure

The structure of MALFFB ([Annex1](#)) consists of four (4) main sections. These are:
- The Directorates (manages 5 departments under the Ministry)
- Risk Resilience Unit (RRU)
- Administration Unit
- Project Management Unit (PMU)

The Ministry collaborates closely with provincial authorities, private sector, farmers, NGOs, civil society, donors and other partners through the FSAC and departmental extension network.
3.0 FOOD SECURITY AND AGRICULTURE CLUSTER

3.1 FSAC Establishment and Objective

The FSAC was established by the VHT to manage DRM & CCA within the agriculture sector, chaired by MALFFB. The establishment is in line with the government position for agriculture development stipulated in the Vanuatu Agriculture Sector Policy (VASP):

“"That there will be a Food Security and Agriculture Cluster led by the Department of Agriculture and Rural Development, with provincial focal points, to coordinate and monitor programs and issues related to food security, climate change and natural disasters."” – VASP; pg 20

This cluster provides an action-oriented forum for bringing together national and international partners to improve the timeliness and effectiveness of assistance and advocacy to minimize the impacts of climate change and hazards for vulnerable communities and sectors in Vanuatu. In particular, it will help ensure coherent, coordinated and integrated initiatives that are driven by evidence-based assessment of food security and of the needs of affected populations.

The FSAC will work towards the following objectives:

1. Facilitate effective coordination and sharing of information amongst agencies and organizations, including local organizations and local government partners involved in food and nutrition security efforts, disaster risk reduction, climate change adaptation and mitigation programs and recovery initiatives;
2. In collaboration with the NDMO, ensure coordination of effective emergency food and nutrition security and agriculture response;
3. Oversee and coordinate provision of timely evidence-based reporting to MALFFB and NDMO of activities in food and nutrition security, and agriculture emergency response of sector partners/members;
4. Promote the integration of CC/DRR across the agricultural sector;
5. Increase resilience in the agriculture sector;
6. Contribute to national/provincial FSAC contingency and preparedness planning, supporting cluster members to provide timely response during emergencies;
7. Address disruption in the provision of existing MALFFB services during emergencies and liaise accordingly with sector partners and regional support agencies such as FAO, WFP, OCHA and SPC;
8. Liaise and coordinate with the NDMO and other clusters- especially with joint initiatives such as DRR and response as required.
3.2 FSAC Mandated Areas

- Provide policy guidance and strategic advice;
- Establishment and maintenance of appropriate integrated CC/DRM food and nutrition security, and agriculture sector coordination mechanisms;
- Provision of a platform for evidence based food security assessment and appropriate response;
- Planning and strategy development;
- Information management, monitoring, evaluation and reporting;
- Application of standards, guidelines and best practices;
- Strengthen DRR & CCA capacity within the cluster;
- Training and capacity building;
- Contribute to inter-cluster coordination;
- Provision of assistance or service;
- Integration of cross-cutting thematic issues.

3.3 FSAC Leadership and Membership

3.3.1 In peace time the RRU Manager shall be the chair of the FSAC;
3.3.2 In the event of a disaster, the Director General (DG) or Minister shall appoint an appropriate Director from MALFFB to chair the FSAC depending on the nature of the disaster. Appointment of the Chair in disaster time should specify clearly the term of engagement;
3.3.3 The United Nations (UN) Food and Agriculture Organization (FAO) is the co-lead and co-chair agency;
3.3.4 The RRU will act as the Secretariat for the FSAC;
3.3.5 The Cluster Lead/Chair may appoint a Coordinator by letter to assist in the work of FSAC;
3.3.6 The Coordinator shall be responsible for facilitating meetings and representing the cluster membership at inter-cluster coordination and other meetings;
3.3.7 The voluntary membership in the FSAC will be as inclusive as possible, and will be comprised of among others, the following:
  - Government and local authorities
  - National and international NGOs
  - UN agencies
  - Red Cross Movement
  - Private Sector
  - Civil Society Organizations
  - Other stakeholders as relevant
3.3.8 Provision could also be made within the cluster for those actors who may wish to participate as observers, mainly for information sharing purposes or have limited participation relative, for example, to a particular geographical location or type of disaster;
3.3.9 The FSAC must have a Terms of Reference (ToR) to guide its operations, and is to be reviewed annually. The ToR (see Annex 2) should specify the roles of FSAC during peace and disaster times.
3.4 Risk Resilience Unit (RRU)

3.4.1 Mandate
This Unit was established by MALFFB and endorsed by the Public Service Commission (PSC) on 29th October 2015 purposely to ensure coordination of food security and agriculture activities and programs among sector partners related to disaster mitigation, risk reduction, preparedness and response and climate change adaptation activities. The Unit also serves as the Secretariat and also Chair of the FSAC during peace time.

3.4.2 Roles and Responsibilities of the RRU
I. Advise the MALFFB on Climate Change & Disaster Risk Reduction (CC/DRR) and resilience
II. Design projects related to CC/DRR and resilience
III. Support the implementation of food security and CC/DRR policies and strategies under MALFFB
IV. Mainstream and monitor CC/DRR and resilience activities in the sector
V. Ensure coordination of food security and agriculture activities and programs under the MALFFB
VI. Monitor food security concerns
VII. Facilitate access to climate change and DRR funding by grant writing
VIII. Act as Secretariat of the Food Security and Agriculture Cluster (FSAC)
IX. Provides Chairmanship to FSAC during peace time

3.5 RRU Structure and Staff

3.5.1 Structure
3.5.2 RRU Staff
Below is the outline and purpose of the five (5) positions in the Risk Resilience Unit. Detailed Job Descriptions of each position is referred to in Annex 3.

I. Manager
The purpose of this post is to ensure continued integration of climate, environment and disaster risks to MALFFB work program through management of operations of the Risk and Resilience Unit, coordinating the Food Security and Agriculture Cluster if a disaster or emergency is declared by the Government.

II. Monitoring and Information Officer
The purpose of this post is to assist the Ministry to collect, organize, analyze and disseminate information to inform effective disaster preparation and response, promoting resilience and risk reduction and to provide information for sound decision-making for the Ministry.

III. Climate Change and Disaster Risk Reduction (CC/DRR) Officer
The purpose of this post is to support the implementation of national policies, strategies and programmes on Climate Change and Disaster Risk Reduction (CC/DRR) under a multidisciplinary and a human rights vision in coordination and consultation with national authorities, civil society organizations, parliamentarians and other development partners.

IV. Food Security and Nutrition Officer
The purpose of this post is to support the design and implementation of national policies, strategies and programmes on food and nutrition security under a multidisciplinary and a human rights vision in coordination and consult with national authorities, civil society organizations, parliamentarians and other development partners.

V. Administration Support and Data Capture Officer
This position exists to assist the Ministry to provide administrative support in the Risk & Resilience Unit as well as data capture/entry to ensure the effective monitoring projects in food security, climate change and agriculture preparedness and response projects.
4.0 COORDINATION ARRANGEMENTS

Planning and Preparedness

4.1 Meetings

The RRU Manager and Coordinator are responsible for organizing FSAC meetings during disaster Planning and Preparedness Phases.

Invitations are to be sent to members and observers via FSAC email at least three (3) days prior to the meeting to advice on date, venue, time and meeting agenda.

All meetings during peace time are to be chaired by the RRU Manager, and the Admin& Data Capture Officer of the RRU is to register attendance and record minutes. Copies of the Attendance Record and Minutes are to be circulated to members and observers via FSAC email within three (3) days after the meeting.

Meetings during this phase are to be conducted regularly to keep members informed.

4.2 Coordination with PDOCs, ACDCCCs and CDCCCs

MALFFB Provincial Managers are members of the PDOC and TAGs

MALFFB Field officers are to work in collaboration with ACDCCCs and CDCCCs to develop, update and implement disaster and climate change plans

4.3 Coordination with NDC and NDMO, NAB

DG MALFFB is a member of the National Disaster Committee (NDC)

All Directors under MALFFB are members of the National Advisory Board (NAB) for Climate Change and DRR

The NDMO & NAB must have a representative in the FSAC

4.4 Communication with Donors

Communication with donor partners will be delivered by the Cluster Lead, Co-lead and/or Coordinator during peace time. During disaster time communication with donor partners should be done by the Cluster lead, Co- Lead and/or donor partner through the NDC.
Emergency Response and Recovery

4.5 Briefings

The RRU Manager and Coordinator are also responsible for organizing and advising the Cluster Lead to call meetings/briefings during disaster emergency response and recovery stages. The RRU Information and Monitoring officer should maintain an up-to-date contact data base of initial stakeholders.

During the Emergency Response Phase, invitations are to be sent to members and observers via FSAC email, phone and SMS to immediately advise on date, venue, time and meeting agenda. Briefings or meetings are to be held daily, and with consideration of the scale of the disaster the Cluster Lead will advise when daily briefings shall cease or be changed to longer time intervals.

Moving into the Recovery Phase, the calling and staging of meetings/briefings are to be conducted as in the Preparedness Phase.

4.6 Surge Capacity

RRU Staff, MALFFB Extension Officers, NGO Field Officers, and Volunteers are to be provided by attachment. The FSAC Chair must be able to communicate clearly capacity needs to relevant institutions supporting the Cluster to second staff to provide additional support.

It is essential for the MALFFB to develop Terms of Reference (ToR) to guide the work of any Technical Advisor (TA) or Agency, both local and international that comes in to assist the FSAC.
5.0 INFORMATION MANAGEMENT

The Monitoring & Information Officer at the Risk and Resilience Unit will act as the Information Manager for the FSAC. He/she is to work in collaboration with members of the MALFFB Information Management Working Group (IMWG), and will be responsible to collect, provide and share information within the Cluster.

Planning and Preparedness

5.1 Filing and Recording

The MALFFB has both an electronic filing system and paper filing system. The RRU must establish a shared drives which will contain:
- Databases (includes that of baseline data);
- Maps and charts;
- Work documents;
- Final documents;
- Officer responsible for the creation of documents has to ensure it is saved into the filing system
- Documents that need to be updated are the responsibility of the RRU Administration and Data Capture Officer.

5.2 Contact List – FSAC and Sector Focal Points

The RRU Monitoring and Information Officer will be responsible for maintaining an up to date contact list of the stakeholders. This includes the MALFFB Departments, the Directors and focal points, the MALFFB extension officers, the NDMO - Director and Operation Manager, the NGOs - Country Directors and Focal Points, the Donors - Focal Points and the Food Security Regional Coordinators.

5.3 Maps and Charts

Maps and charts are used to record geographically and pictorially significant operational information including details of the area or specific locations under threat and the extent of damage caused. The Monitoring & Information Officer has to ensure that all relevant, updated and available maps and charts are in the electronic filing system.

The types of maps and charts are:
- Vulnerability maps: flood, landslide, tsunami, etc.;
- Maps for food security issues (Hotspot mapping);
- Land use maps;
- Hydrological maps;
- National and provincial maps – used to plot locations of damage, resources, problems, etc.;
- Vessel Locations Chart – used to show the location of surface vessels;
- Tracking Map – used to plot the location and movement of cyclones, etc. as reported by the Vanuatu Meteorological Service.
5.4 Key Messages

The Monitoring and Information Officer is responsible for securing, collating and updating all multi-hazards key messages. The key messages will be validated by MALFFB and the FSAC and saved on the shared drive. The above Officer will disseminate them across the MALFFB and the FSAC.

5.5 Data Collection and Management

The MALFFB Information Management Working Group (IMWG) will be responsible to collect and manage relevant databases of disaster risk management and climate change adaptation in the sector. This includes, but is not limited to:

- Disaggregated population data;
- Productive areas (crops, livestock, fisheries);
- Nurseries;
- Public infrastructure for agriculture, livestock, forestry and fisheries;
- Record and incidence of pest and disease outbreaks;
- Database of soil conditions;
- Risk and vulnerability mapping;
- Rainfall data;
- Operational 4Ws (Who, what, when and where);
- 4Ws CCDRR and Food and Nutrition Security activities in the sector.

Emergency Response and Recovery

5.6 Contact List

The Monitoring & Information Officer will be responsible of maintaining an up to date contact list of the stakeholders. This includes all surge capacity officers/teams coming in country.

5.7 Data Collection, Management and Sharing of Information

The IMWG will be responsible for collecting managing and sharing the information within the cluster. The contact point of the Working Group is the Monitoring & Information officer.

The Monitoring & Information Officer will liaise with the provincial technical officers and the extension officers to collect information as and when required.
5.8 Situation Report (SITREP) for FSAC only

The Cluster Coordinator prepares the SITREP with assistance from the MALFFB and RRU staff. This SITREP should contain a progressive update of the emergency situation in terms of:

- Details of the hazard.
- The areas affected.
- Impact on food security.
- Actions taken and progress of response.
- Any other relevant information.

The Situation Report template is in Annex 4.

5.9 The 4Ws

This is an important activity reporting tool adopted by the FSAC to gather information from cluster members on the 4Ws (Who, When, Where, What)? The RRU Monitoring & Information Officer is responsible for collecting, updating and analyzing this report on a monthly basis. A standard template is in Annex 5.

6.0 COMMUNICATIONS

Planning and Preparedness

The MALFFB Media Liaison Team (MLT) and IMWG shall undertake to compile, update and/or develop new disaster and climate change key messages, and disseminate to stakeholders and the public through the following means:

- Print material (posters, flyers, leaflets, brochures etc.);
- Email;
- Radio messages;
- Mobile SMS;
- Television;
- Video;
- Newspaper;
- Animation;
- Role plays.
Emergency Response and Recovery

All external communication with media and communities will be delivered by the Media Liaison Focal Point. The MLT, composed of one officer across all Departments of the MALFFB, will act as the focal point for all matters related to dissemination of important information to the media, the public and communities. The MLT will:

- Be responsible for liaising with the public and media and with other agencies with incident related information requirements;
- Report to Cluster Lead and Cluster Coordinator;
- Assemble and prepare information for release to the media and public;
- Inform media and conduct regular meetings;
- Manage media requests and organize media interviews and briefings;
- Set-up an information board outside of the FSAC / MALFFB and update it on a regular basis;
- Liaise with media agencies and monitor all forms of media for inaccurate information;
- Record all media and public information releases and any information received from the media in the activity log;
- Pre-record / write articles on adaptation, preparedness, response and recovery in the agriculture sector;
- Support communication officers - or MALFFB staff whose roles and responsibilities cover communication - in disseminating pre-recorded voice and SMS messages.

6.2 Producing and Disseminating Key Messages - Written and Audio/Visual Messages

Should there be missing key messages, the communication officers - or staff holding this responsibility within the MALFFB - will be responsible for the development of written and audio-visual messages related to response and recovery that the MALFFB and FSAC need to disseminate.

6.3 Landline / Phone Contacts

A free landline/hotline under the MALFFB will receive calls from the public, and collect information and/or provide advice.

Focal contact points - specifically MALFFB Extension Officers - across all six provinces will be responsible to collect information, provide feedback and inform/advise on the status of the provinces. The Monitoring & Information Officer or RRU Manager will reach out to the focal points and collect, collate and store all incoming information.
6.4 Communications Tree

The Monitoring and Information Officer is the first point of contact for informing Cluster members. The Communications Tree below shows the channels of communication and information flow.

7.0 RESOURCE DEPLOYMENT

When a hazard or emergency is presented or following the declaration of a State of Emergency, the Minister of the MALFFB and his/her delegate(s) will take charge of other government department resources in order to respond well to the situation.

With additional officers or staff from sector partners deployed to assist, resource deployment must be well coordinated.
Types of resources may include but are not limited to:

- Staff (refer to section on secondment arrangements);
- Vehicles;
- Equipment;
- Equipment consumables;
- Office space and equipment;
- Petty cash;
- Transport and travel costs;
- Monitoring & Evaluation reports on resource utilization;
- Electronic devices.

7.1 Human Resource Management

- **Contact list** (mobile phone, e-mail) up-to-date for
  - Local officers;
  - International officers
- **Staff timesheets** and **overtime records** to be completed on PSC standard forms (PSC Form 4.1) and agreed and signed by supervising officer. No late unauthorized, undocumented overtime will be paid. Unsocial Hours Payments may be considered (ordinary hourly rate + overtime + unsocial hours) as per PSC Staff Manual 4.2 (b)
- **ID Lanyards** should be prepared using the NDMO NEOC template and NDMO SOP to ensure only authorized personnel have access to working areas in times of emergency/disaster.

7.2 Staff Attachment

**Planning Phase**
To provide “surge capacity” in times of disaster and emergency, in peace time GoV and NGO officers with critical skills and expertise needed for adaptation, national response and early recovery efforts in a multi sector agency approach across whole of Government and NGO/CSO partners are to be identified. These officers are to be tracked on a database.

**Preparedness & Adaptation Phase**
In peacetime, special preparedness workshops are organized with the nominated staff “work released” or attached at the request of the Minister responsible. This training in peace time will better equip them for climate change adaptation, emergency disaster response and early recovery attachments. SOPs developed by FSAC i.e. Food Distribution can be the basis for training.

**Response Phase**
Staff will be attached to the appropriate Unit i.e. NDMO or a Cluster in an Emergency Attachment, with salary, demobilization, overtime and benefits still paid by the Officer’s Department or Ministry or CSO/NGO.

Job Descriptions or Terms of Reference should be modified to reflect the additional responsibility/role.
Recovery Phase
As country enters the Recovery Phase, the officers can be sequentially demobilized back to their respective Departments or agencies.

In Pacific Island Countries where this system is used, it is referred to as a “Two Hat System.”

7.3 Financial Management
It is proposed that a Cost Centre is created under the RRU for Disasters/Emergencies/CCA with a small budget allocated annually from MALFFB. In times of emergency/disaster/climate, funds can be sourced from this Cost Centre to allow for resource deployment and purchasing. By creating a special Cost Centre, accounting and auditing of cost related to Disaster/Emergency response can be easily tracked through SmartStream to gather reports on:

- Correct financial documentation on all purchases related to response and recovery efforts;
- Local Purchase Orders (LPOs) correctly completed as per PFEM Act for
  - Food;
  - Fuel;
  - Stationery;
  - Travel expenses;
  - Stock Control in order i.e. tools, seeds;
  - Stock Control Received;
  - Stock Control Dispatched.
- Donations or pledges
  - Donations or pledges recorded on an Excel database;
  - Donation disbursement tracked and recorded;
  - Storage of donations must be referred to the NDMO Logistics Officer and the Logistics Cluster for decisions regarding location of storage and security.
- Petty cash
  - Petty cash on hand and secured;
  - Petty cash reported as per PFEM regulations.

7.4 Office Space & Equipment
- Additional office space: Offices may need to house additional personnel. This can be negotiated with the Director General, Directors, Executive Officer and Managers of the MALFFB or other Ministries (as necessary);
- Equipment consumables must be recorded with LPOs to buy paper, cartridges, etc. against the approved Cost Centre for the Department but recorded clearly as Disaster Response/Climate Change Adaptation for later tracking/auditing purposes.

7.5 Asset Management
Equipment may need to be moved. This must be done in liaison with MALFFB’s two Assets Officers who will track relocation of equipment i.e. computers, desks, chairs, photocopiers, using the established Assets Register.
7.6 Vehicles Use

Vehicle use for disaster operations both in peace and disaster times shall be guided by the following:

- **Authority to Operate**: Under PSC regulations no Non-Government Officer may drive a Government plated vehicle;
- **Project vehicles** may be used if the Project Team Leader so agrees. This will require a change in the Projects Insurance Policy with additional authorized driver information being provided to the Projects insurer;
- **Licenses**: Only drivers with a valid Vanuatu or International License may drive. It is noted that after three months of residency, any internationally licensed person must apply for and hold a Vanuatu license to be legally authorized to drive a vehicle. This license clearly specifies the type of vehicle;
- **Vehicle Log**: Government regulations require the completion of a vehicle log. This log book can be purchased from Sun Productions. Vehicle logbooks can be bought from local stationer businesses;
- **Fuel** must be used responsibly and its use and purchase clearly recorded;
- Petty cash or LPOs may be used to purchase fuel;
- Reimbursement for cash payments will only be made upon reception of proper receipts;
- Fuel use should be recorded in the Vehicle Log Book which is kept in each vehicle.

7.7 Transport & Travel Costs—aires, airfreight and shipping

- For *Logistics Standard Operating Procedure* refer to Logistics Section and/or to NDMOs SOP on Logistics & Logistics Cluster operations;
- Any transport or travel costs must be negotiated with the supervisor and approved:
  - LPOs must be prepared as per PSC and PFEM regulations;
  - Travel and transport invoices should be kept for reimbursement processes according to the PSC Manual & PFEM Regulations.

7.8 Monitoring & Evaluation Reports on Resource Utilization

- *M&E reports* on resource utilization must be completed as per GoV or donor regulations;
- *Timely reports* to supervising or designated focal point officer may be needed to release next tranche of funds;
- *Acquittals* may be required to be made in different forms depending on donor.

7.9 Electronic Devices

- Electronic equipment should be utilized for rapid assessments, IM gathering and in-field communications such as but not limited to:
  - Mobile phones;
  - Laptops;
  - Tablets;
  - VHT Radios;
- Cameras;
- Movie Cameras;
- Drones.
- MALFFB Asset Officers and OGCIO staff will allocate asset numbers to these devices and record number, user, travel/location details and equipment condition return:
  - Asset Officer will be responsible for up-to-date status and tracking of MALFFB electronic devises/assets;
  - OGCIO staff will be responsible for registry and tracking of OGCIO equipment.

8.0 FOOD ASSISTANCE, SEEDS & OTHER AGRICULTURAL INPUT

8.1 Food Assistance

Food assistance in the areas of food transfers, cash and voucher transfers, and livelihoods is covered in a separate SOP for food distribution.

8.2 Seeds & Other Agricultural Input

Response and Recovery
Sourcing, purchase, import and distribution of seeds for disaster response and recovery shall adhere to all Bio security import requirements, and guidelines in the MALFFB Seeds Policy (draft).

Tools and inputs sourced and distributed for disaster response and recovery shall follow appropriate guidelines developed by the FSAC (draft). These inputs include:
- Hand tools;
- Rotary machines;
- Forestry tools and milling machines;
- Livestock shed and fencing materials;
- Animal feed;
- Fishing gears and FADs;
- Aquaculture.
9.0 ASSESSMENT

Assessment is undertaken as required when triggered by a food security concern. Additionally, the MALFFB has an ongoing Food Production Monitoring System.

Planning

The NDMO is tasked in its legislation to review NDMO Plans annually for disaster and emergency response. As part of sectoral response strategies, MALFFB policies and plans must be up-dated regularly to ensure mainstreaming of CC/DRR initiatives to improve resilience and recovery from emergencies and disasters to accommodate priorities in the following for action:

- Sendai Framework for Disaster Risk Reduction;
- Framework for Resilient Development in the Pacific\(^1\);
- The Climate Change and Disaster Risk Reduction (CCDRR) Policy 2016 – 2030;
- Vanuatu Agriculture Sector Policy 2015 – 2030;
- MALFFB Corporate Plan (2014 – 2018);
- MALFFB Contingency Plan for Multi Disaster Response (in preparation);
- Overarching Productive Sector Policy (OPSP) 2012-2017;

A number of sub-sectoral policies sit under the OPSP to further guide the actions of the MALFFB’s planning for climate change adaptation, preparedness, response and recovery.

Key sub-sectoral policies under MALFFB include:

- National Livestock Policy 2015-2030;
- Agriculture Sector Policy 2015-2030;
- Vanuatu Forest Policy 2013-2023; and
- Vanuatu Fisheries Policy (in draft)
- Biosecurity Policy (in draft)

Specific reference was given to Thematic Area 12 in the Agriculture Sector Policy – Climate Variability, Climate Change and Disaster Risk Reduction and “the mainstreaming of climate variability, climate change and disaster risk reduction using adaptation and mitigation strategies in all agricultural initiatives and developments;” as well as to the vision of CCDRR Policy that “Vanuatu is a resilient community, environment and economy.”

MALFFB plans, including this Standard Operating Procedure (SOP) seek to operationalize planning objectives.

Preparedness & Climate Change Adaptation

\(^1\)http://gsd.spc.int/frdp/
The FSAC is to meet and agree on a form to use in a particular assessment. The RRU Coordinator is to lead the development and/or to update the form that will be used. The form is to be circulated to members of the FSAC who will use it.

In peacetime, MALFFB and FSAC will collect data as the basis for effective planning, climate change adaptation and disaster preparedness to improve resilience and recovery in times of disasters and emergencies. The following means are to be considered:

- Build capacity in country through training of designated staff in Clusters and stakeholder agencies to undertake research assessment and reporting to reduce dependency on regional and international agency support i.e. PDNAs;
- Vulnerability Assessments;
- VARTC research utilized to improve resilience (resistant crops, cropping & planting systems);
- Regional best practice research utilized to improve resilience (resistant crops, cropping & planting systems);
- MOUs with Seed Bank through CePaCT Centre;
- Monitoring & Evaluation;
- Crop Availability;
- Growth Stages/Production;
- National Cattle Audit;
- Agro-Forestry data (tree cash & food crops)
  - Annual Report with data;
  - Project reports.
- Fisheries – Annual Report
  - Fishermen (number and location through Fisherman’s Association);
  - Aquaculture stock reports;
  - Surveillance reports.
- Vanuatu National Statistics Office (VNSO) website and publications provide a variety of data for use in planning evidence based responses;
- Programs and projects related to climate change adaptation (as contained within the website of the National Advisory Board on Climate Change & Disaster Risk Reduction)

**Emergency Response**

Safety of Assessment personnel is of paramount importance. Safety equipment e.g. life jackets must be used at all times when teams are deployed to the field.

The below assessments are to be conducted during emergency response phase:

**9.1 Initial Situation Overview (ISO)**

This is also referred to as the Fly Over in which designated members of the NDC and/or Ministry/Cluster representatives will fly over the affected areas to quickly ascertain the extent of damages soon after the threat has diminished. The ISO is expected to be completed within the first 24-36 hours after the disaster has occurred. The Cluster Lead in collaboration with the Director of
NDMO, and NEOC staff will coordinate. The members of the team will be selected based on the type of emergency as seating is limited due to seating capacity of the aircraft that will be engaged. The focus here is on issues such as areas affected; damage to lifelines and critical facilities. In most instances the technical report of the ISO team will assist the NDC to determine the next step of response action, for example, declaration of a State of Emergency or activities to be undertaken by MALFFB through the FSAC.

9.2 Initial Community Assessment (ICA)

The ICA (Annex 6) is carried out within the first 48 hours after a disaster has occurred and is coordinated at the provincial level. Assessment forms are then sent to the NDMO for collation by the Information Management Officer who then presents to the Cluster Leads.

Those responsible to undertake an ICA are:
- Community Disaster Committees;
- Area Secretaries;
- Provincial Governments – through TAG;
- Vanuatu Humanitarian Team (VHT) Partners (NGO’s, Civil Society, Churches etc.);
- Clusters.

9.3 Rapid Technical Assessment (RTA)

This assessment tool applies to rapid-onset disasters/hazards such as a cyclone or flash flood.

The RTA is carried out as soon as teams are able to be deployed. Cluster members with expertise in Education/ Child Protection, WASH, Logistics, Health and Agriculture and Food Security with NDMO officers will make up the RTA teams. Rapid Technical Assessment Forms for FSAC are currently under development which will be available soon to guide the assessment impact in the Agriculture and Food Security sectors.

9.4 Rapid Technical Assessment (RTA) Data Collation

Assessment teams will visit affected areas and return to base. The Information and Planning Officer will collate information. Based on the information collected the Assessment Team/s will make recommendations. Operations will draft a report with recommendations for the NDMO Controller to present to the NDC. Report will also include whether the RTA team/s recommend declaring a disaster.

Information will be supplied to Clusters such as FSAC to guide evidence based decision making on food, seeds, planting material and tool distribution. The RRU Monitoring & Information Officer will ensure easy access to collated data in close cooperation with the Information Management Working Group (IMWG).

9.5 Post Disaster Needs Assessment (PDNA) – Damage and Loss Assessment
Undertaken at the request of the Prime Minister’s Office and NDC, where possible utilizing capacity in GoV and NGOs and supported by international actors such as the World Bank, the Damage and Loss Assessment provides a national appraisal of the impact of the disaster/emergency.

MALFFB and FSAC to play a critically important role in provision of information on crop loss, food availability, agro-forestry damage, livestock loss, livestock availability and critical infrastructure loss – bridges, wharves, fencing, animal containment, FAD loss. This provides data for decision making by central GOV Agencies and donor partners for their Response Phase efforts and in the Recovery Phase.

9.6 Humanitarian Action Plan (HAP)

Shortly after the disaster/emergency, the GoV (PMO/NDC) requests International Agencies to enter the country to conduct assessments as the basis of a Humanitarian Action Plan (HAP). The NDMO and its stakeholder Ministries with the support of the Cluster System (Including FSAC) assist in this process to guide planning and coordination of initiatives to meet the identified emergency/disaster needs.

9.7 Secondary Data

Secondary Data is collected and collated by NDMO’s Information Management Officer and by FSAC’s nominated M&E/Information Officer. This may be an officer from within the Risk and Resilience Unit or another Agency selected by the Cluster Lead of FSAC.

9.8 Census Data

The Vanuatu National Statistics Office (VNSO) Website and publications provide a variety of data for use in planning evidence based responses. VNSO staff may be invited to provide data or to attend planning/Cluster meetings to assist with data.

Recovery Phase

The Recovery Phase is guided by the assessments of the previous phases and by the category of disaster.

However, in addition a Lessons Learned Report should be prepared for significant disasters to appraise the effectiveness and operational gaps in the Planning, Preparedness and Response Phases. Depending on the type of disaster/emergency, a Lessons Learned Report will be prepared by FSAC for inclusion in national reports.

Donor funded initiatives will require assessment as per DSPPAC and specific donors requirements, procedures, Reporting Matrices & Assessment Tools.
10. LOGISTICS

The National Disaster Management Office is legally mandated under the National Disasters Act Cap 267 as the coordinating agency for emergency response in Vanuatu. This Act has been reviewed to further define and strengthen the NDMO’s capacity to act as Vanuatu’s national emergency and disaster coordinating agency by building strong capability through establishment of robust partnership with other line emergency responders to save lives and reduce losses to properties of all citizens. This role is articulated clearly in NDMO’s Strategic Plan 2016 – 2020

“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.” Excerpt Page 6 NDMO Strategic Plan 2016 – 2020

The Ministry of Agriculture, Livestock, Forest, Fisheries and Biosecurity is one of the sector stakeholders and host agency for the Food Security and Agriculture Cluster (FSAC), established as part of a Cluster System to improve coordination. NDMO has eight Clusters organized to assist in its coordination role:

- Logistics,
- Shelter,
- Food Security and Agriculture,
- Education,
- Health and Nutrition,
- Gender and Protection;
- Water, Sanitation & Housing; and
- Emergency Telecommunications.

All of these Clusters are coordinating agencies – including the Logistics Cluster.

Neither the National Disaster Management Office nor the Food Security and Agriculture Cluster are mandated to undertake logistics/food distribution roles but rather to coordinate programs on evidence based decisions.

The MALFFB and the FSAC shall closely collaborate with the Logistics Cluster.
11.0 TRAINING AND CAPACITY BUILDING

Training and Capacity Building is essential for sector stakeholders MALFFB and FSAC to improve organizational and systemic capability to support NDMO & the NAB in its role as coordination agencies for

- Planning
- Preparedness & Climate Change Adaptation
- Response &
- Recovery

A Training Needs Analysis (TNA) Survey should be undertaken every second year to determine emerging training needs for CC/DRR initiatives in these four designated areas.

Needs identified through an informal TNA conducted with FSAC partners indicate the following:

- Grant Application Preparation
- PDNAs
- Project Management
- Project Design Writing
- Report Writing
- Excel – Introduction, Refresher and Advanced Levels
- PowerPoint – Introductory & Advanced
- Kobo Toolbox
- Data Analysis
- GIS – Introduction
- SimEx – a Simulation Exercise to test the MALFFB SOP
- Drafting Press releases
- Web Site Management
- Use of Social Media in Emergencies (WEB 2.0)
- VHT Radio Use (through OGCIO)
- Inclusivity Sensitivity Training
- CC/DRR Training utilizing MOOC
- DRM & Humanitarian Response
- Raise level of Technical Officers on DRR good practices e.g. food preservation
- Needs Assessment
12.0 CROSS CUTTING ISSUES

12.1 Gender and Protection

The MALFFB and the FSAC must promote coordination with the Gender and Protection Cluster

Planning and Preparedness
Disaster & Climate Change plans should be developed by and disseminated to both men and women, to ensure responsibility and awareness. Ensure women, youths, People Living With Disability (PLWD), the elderly and other vulnerable groups are engaged in disaster preparedness and climate change adaptation from the beginning.

Response and Recovery
Women, youths, People Living with Disability (PLWD), the elderly and other vulnerable groups need to be given information and power to make decisions in a disaster and during climate change, be equally represented on assessment teams, and be equally involved in coordination and decision-making.

Women and children, People Living with Disability (PLWD) and the elderly have different needs to those of men following a disaster. These needs should be addressed by the response. Ensure information about response is communicated directly to women, and meeting times and locations are appropriate for women.

12.2 Environment

The MALFFB and the FSAC disaster and climate change response operations must incorporate environmental considerations.

Response and Recovery
12.2.1 Disaster Waste Management
Natural disasters such as cyclones, floods, and tsunamis can generate large quantities of solid and liquid wastes which can pose risks to public health through direct or vector-induced exposure to uncollected hazardous wastes. Waterways, agricultural areas, and communities are also at risk of contamination (Draft National Waste Management Strategy 2016).

Waste Management Plans developed by the Provinces and Municipalities also includes disaster waste management activity in their respective plans.

The FSAC will coordinate with the above authorities and the Department of Environmental Protection and Conservation (DEPC) as and when necessary to address disaster waste in line with the National Waste Management Strategy.
ANNEXES
ANNEX 2: FSAC ToR – Role of Cluster Lead, Co-Lead, Secretariat, Partners and Observers

A. Role of the cluster lead and chair
- Represent the interest of agreed food security and agriculture priorities in discussion with stakeholders on priorities, resource mobilization and advocacy;
- Maintain appropriate links and dialogue with other national and local authorities, state institutions, civil society and other relevant actors;
- Ensure regular meetings are taking place with the support of the RRU;
- Participate actively in cluster/inter-agency contingency planning and preparedness;
- Participate actively in priority setting and the development of crises response strategy and cluster action plan;
- Endorse training and capacity building activities of partners and national authorities on CCDRR in the sector;
- The Cluster lead may delegate these roles.

B. Role of the cluster co-lead
- Maintain appropriate links and dialogue with other national and local authorities, state institutions, civil society and other relevant actors- ensuring that the FSAC position is informed by multi-agency;
- Participate actively in cluster/inter-agency contingency planning and preparedness, ensuring that the multi-agency community is also contributing to and sharing FSAC responsibilities;
- Represent the interest of the sector in discussions with stakeholders on priorities, resource mobilization and advocacy;
- Participate actively in gap analysis, priority setting and the development of crises response strategy and cluster action plan- in order to improve the quality of food security and agriculture based humanitarian responses in Vanuatu. Ensure that NGOs participate in and assume their responsibilities as part of any emergency response work, including planning, assessments, analysis and response;
- Promote/ support training and capacity building of partners and national authorities on the CCDRM cycle in the sector;
- Ensure regular meetings and cluster coordination are taking place and that the NGO members of the cluster are kept fully informed of the meetings and decisions that take place outside of regular FSAC meetings;
- Share cluster based support to NDMO& NAB;
- Facilitate linkages with the Regional Food Security Cluster.
C. Role of the FSAC Secretariat

- Provide technical advice to the FSAC and MALFFB on CCDRR, and Food and Nutrition Security;
- Support coordination and elaboration of gap analysis, capacity and vulnerability assessment, CCDRM strategy, and cluster action plan;
- Develop funding proposals for CCDRR, and food and nutrition security in the agriculture sector;
- In support of the cluster lead and co-lead, ensure regular meetings are taking place;
- Participate actively in cluster/inter-agency contingency planning and preparedness as requested by the cluster lead;
- Promote/support training and capacity building of partners and national authorities on CCDRR in the sector;
- Facilitate information sharing between the FSAC partners.

D. Role of Cluster Partners and Observers

Stakeholders can participate in the development of common CCDRM activities and plans. They are expected to be proactive partners in assessing needs, developing appropriate strategies and plans for the sector, and implementing agreed priority activities. Provision is also made in the cluster for those actors who may wish to participate as observers, mainly for information-sharing purposes.

Partners are focused on three core areas: support (technical, operational and strategic), guidance (technical, operational and strategic) and advocacy. These are areas where the diverse perspectives and contribution from organizations actively engaged in the CCDRM cycle, food and nutrition security and the agriculture sector.

Observers provide additional insights, contribute to strengthening mechanisms for dealing with inter-clusters gaps and contribute to strengthening operational coordination.

- Partners
  - Partners will support as requested by the GoV to plan, harmonize, implement, integrate and report on CCDRR and food and nutrition security activities;
  - Each partner organization will identify a dedicated Focal Point to facilitate communications, as well as to ensure that partners have the opportunity to participate to their maximum capacity;
  - The partner organization will attend to regular FSAC meetings as resources allow;
  - The Focal Point will assist in the strategic planning processes and with the development of the annual FSAC work plan;
  - The organization will, if possible, provide support to the FSAC through participation in assessment missions and joint analysis;
  - Partners will collaboratively consult to strengthen, harmonized and integrated FSAC activities;
  - The organization will provide necessary data to the FSAC so that an up to date picture of programmatic operations can be maintained in relevant reporting;
  - The Focal Point, or a suitable technically skilled alternate, if available will support relevant working groups established by FSAC;
- Resourcing for partners will be provided by their institutions.

- Observers
  - Each observer organization will identify a dedicated Focal Point to facilitate communication between the FSAC and the observer organization;
  - As determined to be appropriate by the partners of the FSAC, this dedicated observer Focal Point will be invited to:
    - Provide input on technical and strategic documents;
    - Attend FSAC meetings on regular basis;
    - Provide additional insights;
    - Contribute to strengthening mechanisms for dealing with inter-clusters gaps;
    - Contribute to strengthening operational coordination;
    - Update FSAC partners on specific areas of concern;
    - Resourcing for observers will be self-provided.
# ANNEX 3: RRU Staff – Job Descriptions

## I. Manager – Risk & Resilience Unit

<table>
<thead>
<tr>
<th></th>
<th><strong>Key Result Areas (KRAs)</strong> refers to general areas of outcomes or outputs for which the post/role is responsible.</th>
<th><strong>Key Performance Indicators (KPIs)</strong> refers to the quantifiable measurements that reflect the critical success of the KRAs.</th>
</tr>
</thead>
</table>
| 1.1 | Manage planning for the Risk and Resilience Unit | 2.1 | - Business Plan provided to Director General on time with appropriate resourcing allocations budget, staff, equipment, travel) with budget allocations and scheduling  
- Development/revision of CC/DRR framework for sectors  
- Project Designs that include food security and disaster, climate and environment risk management components. |
| 1.2 | Manage budget to resource the Risk and Resilience Unit | 2.2 | - Budget for RRU including Ceiling Allocation and NPPs provided on time to DG as per PSC and PFEM requirements  
- Work Schedule developed from Business Plan allocated with approved budget |
| 1.3 | Manage reporting for the Risk and Resilience Unit | 2.3 | - Monthly Report to Director General on donor funded programs successfully implemented ie Cyclone Pam Recovery;  
- RRU Annual Report provided for Director General on RRU activities against Business Plan;  
- RRU report for Six Monthly Projects) Report for DG to provide to DSPPAC;  
- Key Lessons Learned Reports and best practice reporting from the disaster response and recovery implementation process (short, medium and long term);  
- Project Completion Report (PCR) documentation provided to the Director General & Prime Minister’s Office on completion of projects. |
| 1.4 | Provide leadership of the Food Security and Agriculture Cluster during non-disaster response periods, ensuring readiness for future disasters to ensure integration of risk into sector, provincial and project level monitoring and evaluation | 2.4 | - # of FSAC meetings reported  
- Minutes of FSAC Meetings  
- Annual Report of FSAC provided to Director General  
- Revised agriculture and food security initial rapid and detailed disaster assessment tools (crops, livestock, fisheries, forestry, and commerce)  
- Cluster contingency plans and preparedness activities, use evidence-based information drawn from assessments and baselines work undertaken by DARD and Cluster members;  
- SOPs developed with NDMO agreed lines of engagement, needs assessments and food assistance protocols & processes |
| 1.5 | **Integration/mainstreaming of climate, environment and disaster risk management** into MALFFB policy, strategies, planning and budgeting processes in order to better mitigate, prevent and prepare for the impact of disasters, environmental and climate change on MALFFB projects and programs. |
| 2.5 | • **# & type of meetings attended to integrate/mainstream Risk & Resilience activities reported in RRUs contribution to MALFFB Annual Report**  
• MALLFB Corporate Plan includes mainstreaming initiatives  
• Tools, templates and systems to support the integration of CC/DRR considerations into sector development planning to reduce vulnerability of agro-ecological systems.  
• New sectoral strategic documents, Standard Operating Procedures and other key policies reflect resilience strategies for households and communities. |
| 1.6 | **Ensure capacity building** in MALFFB on climate, environment, disaster risk reduction & Food & Nutrition security. |
| 2.6 | • **Business Plan for RRU plans and designates funding for training;**  
• Annual Report details training provided & participants;  
• Training Reports on DRR & Nutrition Food Security with technical support to community members to ensure integration of DRR issues onto agriculture and food security activities undertaken during and post-disaster context;  
| 1.7 | **Manage & coordinate CC/DRR & Food & Nutrition knowledge collection & dissemination** through development of RRU as a learning & information dissemination CC/DRR & Food & Nutrition hub |
| 2.7 | • **Mechanism established for improved organizational and institutional learning within and between stakeholders working in agriculture and food security**  
• Food security early warning information is accurate, timely and useful to better monitor threats and inform decision-making in preparedness, response, policy, advocacy and programming. |
## II. Monitoring and Information Officer

<table>
<thead>
<tr>
<th>1</th>
<th><strong>Key Result Areas (KRAs)</strong> refers to general areas of outcomes or outputs for which the post/role is responsible.</th>
<th>2</th>
<th><strong>Key Performance Indicators (KPIs)</strong> refers to the quantifiable measurements that reflect the critical success of the KRAs.</th>
</tr>
</thead>
</table>
| **1.1** | Information products regarding progress of CC DRM & food security & nutrition activities, including 4W matrices, Situation Reports, HAP & monitoring reports | **2.1** | Production of reports:  
- Monthly Report to Manager (RRU)  
- 4W matrices,  
- Situation Reports,  
- HAP & monitoring reports |
| **1.2** | Support flow of information to stakeholders, regarding CC DRM & food security & nutrition activities, including MALFBB, its departments, other Ministries, NGO partners and donors | **2.2** | Development of information management repository and systems relevant to food security and agriculture information across sectors:  
- FASC  
- NDMO Inter-Cluster  
- NDMO Information Working Group  
- NSO |
| **1.3** | Support the advocacy, communication and reporting functions CC DRM & food security & nutrition activities, through the collection, processing, storage and retrieval of data | **2.3** | Collection, processing, storage, analyzing and retrieval of data, regarding relief operation is up-to-date and accessible as needed  
- Early Warning Systems;  
- Contingency Plans for  
  - Cyclones  
  - Seismic events  
  - La Nina/El Nino |
| **1.4** | Maintain central system for the collection, analysis and dissemination of information relevant to food security and agriculture | **2.4** | Central system populated and up-to-date utilizing appropriate tools for data management & storage |
| **1.5** | Provide reports as directed on time and to a high quality, supported by up-to-date data & analysis | **2.5** | Reports on time:  
- Monthly Report to Supervisor on activities issues against agreed Business Plan and Work Schedule  
- 4 W Reports  
- Food Security Monitoring Report  
- situation reports,  
- draft press releases &  
- briefing papers |
| **1.6** | Design & organize seminars and workshops for MALFBB officers & sector stakeholders | **2.6** | Reports on seminars & workshops  
Report on Lessons Learned Workshops |
### III. Climate Change and Disaster Risk Reduction (CC/DRR) Officer

#### Key Result Areas (KRAs)

1. **Promotes mainstreaming of disaster and climate risks as critical for sustainable development.**
   - Mainstreaming promoted:
     - # Meetings attended
     - # Media Releases prepared
     - Design & development of programs on CC/DRR for MALFFB

2. **Develop related policies, capabilities, legislative and institutional arrangements to prioritize CC/DRM as a critical development challenge in high-risk areas.**
   - Policies developed
   - Legislative review undertaken
   - Reports/Briefing Notes on sector partner meetings attended
   - Contribute to ADR reporting on NSDP KPIs related to CC/DRR

3. **Reports on CC/DRR issues in relation to risk & resilience and the nature and level of risk and ensure that appropriate risk reduction.**
   - Reports:
     - Monthly Report to Supervisor aligned to Unit’s Business Plan, MALFFB Corporate Plan & NSDP KPIs on achievements, issues, challenges & good practices
     - Contribution to MALLFB Annual Report
     - Donor Reports as requested
     - Draft Press releases
     - Policy Briefing Notes

4. **Supports Food Security and Agriculture Cluster (FSAC).**
   - FSAC supported and issues progressed:
     - Design activities;
     - # Meetings attended
     - Briefing Notes as needed from
     - Actions Arising completed

5. **Liaison with donors, national authorities, CSOs, NGOs, parliamentarians, private sector to promote CC/DRR strategies.**
   - Reports on
     - # meetings
     - Minutes/Briefing Notes produced within 3 working days of meetings and disseminated to other RRU CSU staff as needed

6. **Design and organize field missions, seminars, workshops.**
   - Reports on #s of
     - field missions,
     - seminars,
     - workshops
     - Lessons Learned Reports
## IV. Food Security and Nutrition Officer

<table>
<thead>
<tr>
<th>1</th>
<th><strong>Key Result Areas (KRAs)</strong> refer to general areas of outcomes or outputs for which the post/role is responsible.</th>
<th>2</th>
<th><strong>Key Performance Indicators (KPIs)</strong> refer to the quantifiable measurements that reflect the critical success of the KRAs.</th>
</tr>
</thead>
</table>
| **1.1** | Develop an annual Work Schedule in line with RRU’s Business Plan, MALFFB Corporate Plan & NSDP to achieve Food and Nutrition Security | **2.1** | Work Schedule developed and approved  
Work Schedule developed with budget approved for activities |
| **1.2** | Reporting as required/directed with high quality analysis, data and technical input | **2.2** | Reporting on time  
- Policy Briefing Notes  
- Monthly Report to RRU Coordinator  
- Good practices reporting  
- Briefings for DG Minister  
- Reports/Briefing Notes on sector partner meetings attended  
- Contribute to ADR reporting on NSDP KPIs related to CC/DRR  
- Draft Press Releases |
| **1.3** | Contribute to the development of Food Security Policy with MoH FSCA, Health & Nutrition Cluster | **2.3** | Policy development:  
- Policy meetings organized held and minuted  
- Draft policy circulated  
- # DCO/COM papers approving new policy |
| **1.4** | Promote issues of Food Security and Nutrition | **2.4** | Awareness and promotion through  
- Design & development of Food security & Nutrition Program  
- # Workshops organized  
- # Press Releases  
- # Meetings attended to promote Food Security and Nutrition issues |
| **1.5** | Supports Food Security and Agriculture Cluster (FSAC) | **2.5** | FSAC supported and issues progressed:  
- # Meetings attended  
- Activities designed  
- Briefing Notes as needed from Actions Arising completed |
V. Administration Support and Data Capture Officer

<table>
<thead>
<tr>
<th>Key Result Areas (KRAs)</th>
<th>Key Performance Indicators (KPIs)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Provide administrative support to the Risk &amp; Resilience Unit to ensure its effective, responsive and professional operations</td>
<td>2.1 Administrative duties performed:</td>
</tr>
<tr>
<td></td>
<td>• Reception for team and public provides high standard of service delivery</td>
</tr>
<tr>
<td></td>
<td>• Communications (phone, mail) recorded</td>
</tr>
<tr>
<td></td>
<td>• Meetings organized</td>
</tr>
<tr>
<td></td>
<td>• Minutes taken and distributed promptly</td>
</tr>
<tr>
<td></td>
<td>• Project travel arranged</td>
</tr>
<tr>
<td></td>
<td>• Filing undertaken</td>
</tr>
<tr>
<td></td>
<td>• Procurement of goods &amp; services</td>
</tr>
<tr>
<td>1.2 Support food security and agriculture monitoring system</td>
<td>2.2 Monthly monitoring reports to Manager (RRU)</td>
</tr>
<tr>
<td>1.3 MALFFB has process and procedures in place for monitoring of future disaster and climate events</td>
<td>2.3 Monthly collection and collation of data related to disaster and emergency preparedness, response &amp; recovery</td>
</tr>
<tr>
<td>1.4 MALFFB has database of results linked to project outcome indicators for rapid onset and slow onset disaster response &amp; recovery efforts</td>
<td>2.4 Collection &amp; compilation of indicators for Enso Events</td>
</tr>
<tr>
<td>1.5 Provide support assistance to development of Units Business Plan, budget and annual reporting</td>
<td>9.5 Business Plan, budget and annual reporting completed on time</td>
</tr>
</tbody>
</table>
ANNEX 4: Situation Report (SITREP) Template

EMERGENCY OPERATIONS CENTRE

SITUATION REPORT

Incident/
Event: ___________________________  Sitrep No: _________

Date: ________________  Time: ________________

From: ___________________________  To: ___________________________

Copies to: ___________________________  ___________________________

Situation

General: ___________________________

____________________________________

____________________________________

____________________________________

SITSTAT: ___________________________

____________________________________

____________________________________

Current Operations

Community Response: ___________________________

____________________________________

____________________________________

Provincial Response: ___________________________

____________________________________
National Response

International Assistance

Future Operations

Recommendations
<table>
<thead>
<tr>
<th>Start Date</th>
<th>End Date</th>
<th>Status</th>
<th>Boundary</th>
<th>Boundary Description</th>
<th>Location</th>
<th>Location Description</th>
<th>Activity</th>
<th>Project/Program Name</th>
<th>Organization</th>
<th>Cluster</th>
</tr>
</thead>
</table>

**ANNEX 5: FSAC Standard 4Ws Template**
ANNEX 6: Initial Community Assessment (ICA) Form – Bislama Version

NASONAL DISASTA MENEJMEN OFIS
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Fes Komuniti Assessmen Fom

June 2016

Yu save usum Fes Komuniti Assessmen Form ia taem we i bin gat wan disasta long komuniti osemin wan
flad, fanslaed, earthquake, tsunami, bushfire, drought o cyclone. Fom ia hemi blong ol damej we disasta ia
jes makem.

HAO BLONG FILEMAOT FOM IA

Taem we disasta i finis:
- Filemaot fom ia long 1-3 desa afta disasta i pas.
- Pis tikim ol smol box lo ra tem wa namba long ol big box.
- Sendem fom ia iko long eria sekretari o eria administra blong eria kouncil blong yu. Be sapos yu no
  save kasem hem, yu save sendem iko long Provinsal Disast Komiti long Provins.

PART 1: INFOMESEN BLONG KOMUNITI

- Filemaot ol infomesen long saed blong disasta mo komuniti. (Osemin ol nem, deit mo kontakt
  infomesen).

A. KOMUNITI SUMARI

| Q 1 | Wanem kaen disasta |
| Q 2 | Deit blong disasta |
| Q 3 | Deit blong assessmen |
| Q 4 | Nem mo famili nem blong man we i filemaot fom ia |
| Q 5 | Rol blong yu (pis ra tem) – CDCCC, Jf, Eria Kaoncil
     Sekretari, a hu eva hemi tren long fom ia |
| Q 6 | Mobile namba blong yu |
| Q 7 | Provens |
| Q 8 | Aelan |
| Q 9 | Eria Kaoncil |
| Q 10 | Wod |
| Q 11 | Komuniti |
| Q 12 | I gat hamas pipol long komuniti? |
| Q 13 | I gat hamas haoshoi? |
PART 2: INFOMESEN BLONG SEKTA MO KOMUNITI

- Mit wetem sam difren komuniti lida o grup blong askem ol difren kwestin. (Olsem infrastruktra, helt, wota, kaka, proteksen, mo komunikasen).
- Wokabaot iko tru long komuniti blong lukluk ples blong findemaot ol efekt blo disasta.

### A. INFRASTRUKTA

<table>
<thead>
<tr>
<th>Transport iko long vilej o komuniti</th>
<th>No gat</th>
<th>I gat hamas?</th>
<th>I bin gat damej bifo?</th>
<th>I gat damej afo long disasta?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Smol damej</td>
</tr>
<tr>
<td>Q 14 Men rod blong wokabaot</td>
<td>☐</td>
<td>Yes ☐</td>
<td>No ☐</td>
<td>☐</td>
</tr>
<tr>
<td>Q 15 Rod blong trak</td>
<td>☐</td>
<td>Yes ☐</td>
<td>No ☐</td>
<td>☐</td>
</tr>
<tr>
<td>Q 16 Pasis blong bot</td>
<td>☐</td>
<td>Yes ☐</td>
<td>No ☐</td>
<td>☐</td>
</tr>
<tr>
<td>Q 17 Bridge</td>
<td>☐</td>
<td>Yes ☐</td>
<td>No ☐</td>
<td>☐</td>
</tr>
<tr>
<td>Q 18 Eapot</td>
<td>☐</td>
<td>Yes ☐</td>
<td>No ☐</td>
<td>☐</td>
</tr>
<tr>
<td>Q 19 Narafala <em>(plis raetem)</em></td>
<td>☐</td>
<td>Yes ☐</td>
<td>No ☐</td>
<td>☐</td>
</tr>
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### B. OL KOMUNITI BILDING

<table>
<thead>
<tr>
<th>Ol komuniti biding</th>
<th>No gat</th>
<th>I gat hamas?</th>
<th>I bin gat damej bifo?</th>
<th>I gat damej afo long disasta?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Smol damej</td>
</tr>
<tr>
<td>Q 20 Komuniti hol o nakamal</td>
<td>☐</td>
<td>Yes ☐</td>
<td>No ☐</td>
<td>☐</td>
</tr>
<tr>
<td>Q 21 Skul, klasrum</td>
<td>☐</td>
<td>Yes ☐</td>
<td>No ☐</td>
<td>☐</td>
</tr>
<tr>
<td>Q 22 Jioj</td>
<td>☐</td>
<td>Yes ☐</td>
<td>No ☐</td>
<td>☐</td>
</tr>
<tr>
<td>Q 23 Klinik, Aid Post o Dispensi</td>
<td>☐</td>
<td>Yes ☐</td>
<td>No ☐</td>
<td>☐</td>
</tr>
<tr>
<td>Q 24 Stoa</td>
<td>☐</td>
<td>Yes ☐</td>
<td>No ☐</td>
<td>☐</td>
</tr>
<tr>
<td>Q 25 Narafala <em>(plis raetem)</em></td>
<td>☐</td>
<td>Yes ☐</td>
<td>No ☐</td>
<td>☐</td>
</tr>
</tbody>
</table>
## C. OL SEF HAOS O SEF PLES

<table>
<thead>
<tr>
<th>Q</th>
<th>Ol sef haos o sef ples</th>
<th>Hemi wan komuniti sef haos o sef ples?</th>
<th>Hamas pipol i stap silip yet insaed?</th>
<th>I gat wota blong dring insaed?</th>
<th>I gat wan toilet?</th>
</tr>
</thead>
<tbody>
<tr>
<td>26</td>
<td>Nakamal o komuniti hol</td>
<td>Yes ☐ No ☐</td>
<td>Yes ☐ No ☐</td>
<td>Yes ☐ No ☐</td>
<td>Yes ☐ No ☐</td>
</tr>
<tr>
<td>27</td>
<td>Skul, klasrum</td>
<td>Yes ☐ No ☐</td>
<td>Yes ☐ No ☐</td>
<td>Yes ☐ No ☐</td>
<td>Yes ☐ No ☐</td>
</tr>
<tr>
<td>28</td>
<td>Jioj</td>
<td>Yes ☐ No ☐</td>
<td>Yes ☐ No ☐</td>
<td>Yes ☐ No ☐</td>
<td>Yes ☐ No ☐</td>
</tr>
<tr>
<td>29</td>
<td>Klinik, Aid Post o Dispenseri</td>
<td>Yes ☐ No ☐</td>
<td>Yes ☐ No ☐</td>
<td>Yes ☐ No ☐</td>
<td>Yes ☐ No ☐</td>
</tr>
<tr>
<td>30</td>
<td>Stoa</td>
<td>Yes ☐ No ☐</td>
<td>Yes ☐ No ☐</td>
<td>Yes ☐ No ☐</td>
<td>Yes ☐ No ☐</td>
</tr>
<tr>
<td>31</td>
<td>Narafala <em>(pis raetem)</em></td>
<td>Yes ☐ No ☐</td>
<td>Yes ☐ No ☐</td>
<td>Yes ☐ No ☐</td>
<td>Yes ☐ No ☐</td>
</tr>
<tr>
<td>32</td>
<td><strong>Totul</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

## D. HELT

<table>
<thead>
<tr>
<th>Q</th>
<th>I bin gat eni bigfala sik i kamaot long komuniti blong yu?</th>
<th>*Yes ☐</th>
<th>*No ☐</th>
</tr>
</thead>
<tbody>
<tr>
<td>33</td>
<td>Sitsit wota</td>
<td>Yes ☐</td>
<td>No ☐</td>
</tr>
<tr>
<td></td>
<td>Sik long skin</td>
<td>Yes ☐</td>
<td>No ☐</td>
</tr>
<tr>
<td></td>
<td>Bon i brok</td>
<td>Yes ☐</td>
<td>No ☐</td>
</tr>
<tr>
<td></td>
<td>I had blong pulum wind</td>
<td>Yes ☐</td>
<td>No ☐</td>
</tr>
<tr>
<td></td>
<td>Narafala <em>(pis raetem)</em></td>
<td></td>
<td></td>
</tr>
<tr>
<td>34</td>
<td>Helt klinik long eria blong yu i wok gud noaia?</td>
<td>Yes ☐</td>
<td>No ☐</td>
</tr>
</tbody>
</table>
### E. PROTEKSEN

<table>
<thead>
<tr>
<th>Q 35</th>
<th>I gat no gud fasin i kam andap long komuniti? (Sapos yes, wanem kaen?)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stil</td>
<td>Yes □</td>
</tr>
<tr>
<td></td>
<td>No □</td>
</tr>
<tr>
<td>Man i kilim man</td>
<td>Yes □</td>
</tr>
<tr>
<td></td>
<td>No □</td>
</tr>
<tr>
<td>Man i kilim woman</td>
<td>Yes □</td>
</tr>
<tr>
<td></td>
<td>No □</td>
</tr>
<tr>
<td>Man i kilim pikinini</td>
<td>Yes □</td>
</tr>
<tr>
<td></td>
<td>No □</td>
</tr>
<tr>
<td>I gat ol pikinini we oli liv olgeta nomo olsem resal blong wan disasta?</td>
<td>Yes □</td>
</tr>
<tr>
<td></td>
<td>No □</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q 36</th>
<th>I gat eni danja long ol pikinini afta long disasta? (Pils raetem)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes □</td>
</tr>
<tr>
<td></td>
<td>No □</td>
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</tbody>
</table>

### F. WOTA BLONG DRINK

<table>
<thead>
<tr>
<th>Q 37</th>
<th>I gat wota we hemi sef blong drink?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes □</td>
</tr>
<tr>
<td></td>
<td>No □</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q 38</th>
<th>I gat inaf wota blong drink nocioa?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Yes □</td>
</tr>
<tr>
<td></td>
<td>No □</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Q 39</th>
<th>I gat inaf wota blong drink blong hamas dei?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>*_________Dei</td>
</tr>
</tbody>
</table>

### G. OL WOTA SOS

<table>
<thead>
<tr>
<th>Ol ples wea yu kasem wota</th>
<th>No gat</th>
<th>I gat hamas?</th>
<th>I gat damej afta long disasta?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>Smol damej</td>
</tr>
<tr>
<td>Q.40 Riva o spring</td>
<td>□</td>
<td></td>
<td>□</td>
</tr>
<tr>
<td>Q.41 Wota saplae</td>
<td>□</td>
<td></td>
<td>□</td>
</tr>
<tr>
<td>Q.42 Graon well</td>
<td>□</td>
<td></td>
<td>□</td>
</tr>
<tr>
<td>Q.43 Wota tank</td>
<td>□</td>
<td></td>
<td>□</td>
</tr>
<tr>
<td>Q.44 Hand pump</td>
<td>□</td>
<td></td>
<td>□</td>
</tr>
<tr>
<td>Q.45 Narafala (Pils raetem)</td>
<td>□</td>
<td></td>
<td>□</td>
</tr>
</tbody>
</table>
**H. WOTA MO HYGIENE**

<table>
<thead>
<tr>
<th>Access long sop mo wota</th>
<th>No Gat</th>
<th>Wanwan</th>
<th>Evri wan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q.46 I gat eni toilet long komuniti we yu save yusum?</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Q.47 I gat wota blong wasem hand blong yu long ol toilet?</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Q.48 I gat sop blong wasem hand blong yu long ol toilet?</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

**I. KAKAE**

<table>
<thead>
<tr>
<th>Yu gat meat blong kakaε?</th>
<th>Yes ☐</th>
<th>No ☐</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q.49</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q.50 Sapos yes, wanem kaen meat yu gat? (plis raetem)</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**J. KAKAE LONG KAREN**

<table>
<thead>
<tr>
<th>Ol difren kaen kakaε</th>
<th>I gat hamas saplæ?</th>
<th>Saplæ blong hamas dei?</th>
<th>I gat damej afta long disasta?</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>No gat</td>
<td>Smol</td>
<td>Bigwan</td>
</tr>
<tr>
<td>Q.51 Taro</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Q.52 Manioc</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Q.53 Yam</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Q.54 Kumala</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Q.55 Vegetabol</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Q.56 Ol frut</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Q.57 Narafala (plis raetem)</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>

| Q.58 I gat kakai blong hamas dei? | ☐ | |  |
|-------------------------------|----|------|

50
K. KOMUNIKASEN MO ELEKTRISITI

<table>
<thead>
<tr>
<th>Q. 59</th>
<th>Wanem kaen komunikasen i stap wok naola? <em>(Tikem box sapos ansa blong yu hemi yes)</em></th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobael fon blong TVL</td>
<td>☐ HF Radio</td>
</tr>
<tr>
<td>Mobael fon blong Digicel</td>
<td>☐ Radio Vanuatu</td>
</tr>
<tr>
<td>Fon lanlaen</td>
<td>☐ Radio FM 107</td>
</tr>
<tr>
<td>SMS</td>
<td>☐ Passed toktok nomo</td>
</tr>
</tbody>
</table>