

# Lessons Learnt Workshop Report

Earthquake Appeal Operation (MDRVU012),

Vanuatu Red Cross Society, 8 to 9 December 2025 | Port Vila, Vanuatu

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## 1. Introduction and Executive Summary

The 2024 Vanuatu Earthquake response demonstrated the maturity, adaptability, and unity of the Vanuatu Red Cross Society (VRCS) as a leading humanitarian actor in the Pacific. Despite facing concurrent crises and limited resources, VRCS effectively delivered a people-centred, multi-sectoral response supported by strong partnerships, community trust, and innovation in shelter and cash assistance, logistics/IT, and WASH

Key operational results included:

- **Shelter and Cash Assistance:** Initial targets included 500 households for Cash for Shelter, 1,500 households for Multi-Purpose Cash Assistance (MPCA), and 100 individuals for Cash for Livelihoods. By the end of the operation, 1,179 households had received MPCA, 179 households received Cash for Shelter, and 99 individuals received Cash for Livelihoods support. Cash assistance was provided to verified eligible beneficiaries, with final coverage reflecting eligibility verification, operational prioritisation, and available resources.
- **WASH and Health:** Nearly 8,000 people reached with clean water and hygiene support; 5,500 people supported through community health and psychosocial first aid activities.
- **Protection, Gender, and Inclusion (PGI) and Community Engagement and Accountability (CEA):** Gender and safeguarding integrated into field operations; hotline and feedback systems reactivated to ensure accountability and inclusiveness.
- **National Society Strengthening:** Over 360 volunteers insured, cross-branch logistics coordination established, and data dashboards developed through PMER and IM collaboration. As evidence, VRCS developed Power BI dashboards during the operation through PMER-IM collaboration, consolidating CVA and beneficiary data to support coordination, monitoring, and reporting. A sample dashboard is available here for reference: [VRCS Power BI dashboard link](#).

The Lessons Learnt Workshop (LLW) highlighted that VRCS's key enablers of operational success lies in four interlinked ingredients:

1. **Teamwork and adaptability:** unity between staff, volunteers, and partners enabled fast and coordinated action despite resource constraints.
2. **Strong partnerships and trust:** collaboration with IOM, UNICEF, Participating National Societies (PNSs), and government agencies enhanced scale and credibility.
3. **Internal capacity and innovation:** use of "IT in the Box," supported by New Zealand Red Cross (NZRC) transactive finance systems, and digital dashboards streamlined operations.

4. **Human care and resilience:** staff welfare, psychosocial support, and a culture of family-like solidarity sustained motivation through multiple disasters.

At the same time, the workshop identified areas for improvement as followed:

- Strengthen technical capacity in Health, WASH, and DRR through sustained training and focal point systems.
- Reinforce staff rotation, welfare, and appraisal to prevent burnout and maintain morale.
- Improve procurement planning and supplier diversification to prevent delays in distribution.
- Enhance PGI and CEA integration to ensure consistent community engagement and inclusive communication.
- Advance DRR and climate adaptation to sustain resilience between emergencies.

Through its reflections, VRCS reaffirmed its commitment to strengthening community **resilience** by enhancing preparedness, risk awareness, and the capacity of communities to anticipate, withstand, and recover from future hazards. In parallel, the operation invested in institutional preparedness and enabling systems, including local leadership, people-centred approaches, and improved coordination and monitoring, which are critical foundations for supporting resilient communities. The operation's legacy therefore extends beyond immediate relief delivery: it has strengthened VRCS's institutional backbone, reinforced partnerships, and positioned the National Society to more effectively support community resilience and multi-hazard readiness in future emergencies.

As the Secretary General (SG) noted during the LLW, *"Our strength is not the absence of hardship, but the presence of courage."* The lessons captured through this process will continue to guide VRCS and other NSs in the Pacific in building safer, more connected, and more resilient communities.

(See Annex I for Proud Moment Note.)

## 2. Methodology

### 2.1 Thematic Analysis

The LLW employed participatory, sector-based thematic analysis. Participants used SWOT analysis to examine sectoral performance and identify key strengths, weaknesses, opportunities, and threats.

### 2.2 Process of Analysis

- **Identification and Reviewing:** Participants reflected on the full earthquake response timeline, identifying key successes and challenges.
- **Analysing:** Working groups synthesised sectoral experiences using SWOT tools.
- **Sharing & Discussion:** Presentations and panel discussions enabled cross-sector learning.
- **Recommendation:** Action-oriented recommendations and a roadmap were consolidated at the end of the workshop.

(See Annex II for Concept Note and Agenda.)

### **3. Participation of the Workshop**

#### **3.1 Facilitator**

The workshop was facilitated by the PMER Senior Officer from IFRC Asia Pacific Regional Office (APRO) and Reporting Officer of VRCS, ensuring structured guidance and alignment with learning objectives.

#### **3.2 Participants**

There were 40 participants (18 female, 22 male) in total. Attendees included:

- VRCS Headquarters and Branch staff, and volunteers
- Representatives from financial partnership, such as UNICEF, IOM, and FCDO
- Participating National Societies, such as New Zealand Red Cross (NZRC)
- IFRC operational and technical support staff from Asia Pacific Regional Office (APRO) and Country Cluster Delegation (CCD Pacific)

This ensured inclusive representation across geographic areas and operational levels.

### **4. Contents**

#### **4.1 Key Events**

Following the 7.3 magnitude earthquake on 17 December 2024, VRCS, with support from IFRC and Movement partners, mounted an immediate and sustained response. Within 24 hours the Emergency Operations Centre (EOC) was activated, assessments conducted, and emergency relief distributions began across Shefa, Sanma, and Malampa provinces. By 20 December 2024, the IFRC Emergency Appeal (MDRVU012) was launched, formalising Shelter, WASH, Health, and CVA operations. Cash-based assistance was piloted in Port Vila, while new sector officers were recruited and coordination expanded with National Disaster Management Office (NDMO), UNICEF, IOM, and government agencies. During the first half of 2025, community engagement intensified through Build Back Better training, Cash-for-Shelter registration, school-based WASH promotion, and psychosocial and health outreach, supported by improved PMERQA and information-management (IM) systems.

From July to December 2025, the operation shifted toward recovery, learning, and institutional strengthening. Cash-for-Shelter and livelihood programmes advanced reconstruction and income restoration, logistics and media trainings enhanced branch capacity, and youth and public awareness activities, like International Day for Disaster Risk Reduction (IDRR) deepened community resilience. In October 2025, VRCS convened the LLW in Port Vila, capturing good practices and challenges to inform future operations. Subsequent months have focused on governance reviews, headquarters rehabilitation planning, and transition into the Unified Planning 2026 framework, marking VRCS's progression from emergency response to long-term resilience building across Vanuatu.

#### **4.2 Timeline**

The following timeline captures the major milestones of the VRCS earthquake response and recovery operation, from the onset of the disaster through the LLW in October 2025. It shows the progressive shift from emergency relief to early recovery, and subsequently institutional learning and resilience building.

<b>Period</b>	<b>Key Milestones &amp; Activities</b>	<b>Remarks / Achievements</b>
<b>17 Dec 2024</b>	7.3 magnitude earthquake strikes Shefa, Sanma and Malampa provinces.	Immediate activation of VRCS EOC and initial rapid assessments.
<b>18 to 31 Dec 2024</b>	Search and rescue, damage assessment, and first relief distributions (tarpaulins, shelter toolkits, kitchen sets, hygiene kits).	Collaboration with NDMO and IFRC; coordination in Port Vila EOC.
<b>20 December 2024</b>	IFRC Emergency Appeal (MDRVU012) launched. Operation structure established.	Shelter, WASH, Health and CVA sectors formally activated.
<b>Feb 2025</b>	Pilot of Multi-Purpose Cash Assistance (MPCA).	500 households targeted; systems tested with BSP Bank.
<b>Mar 2025</b>	Recruitment of sector officers (Comms, Climate Change, CVA). Surge and delegate coordination meetings.	Transition from emergency to structured operation.
<b>Apr 2025</b>	Shelter Cluster and Build Back Better training initiated. Second CVA Batch distribution.	700 households reached; introduction of digital beneficiary tracking.
<b>May 2025</b>	WASH and Health integration: tank installation, sanitation awareness, and Psychological First Aid (PFA) sessions.	More than eight communities reached through combined sessions.
<b>Jun 2025</b>	Logistics training for branch officers; data dashboard and ITT introduced.	VRCS PMER/IM capacity strengthened.
<b>Jul 2025</b>	Cash for Shelter programme scaled up; second instalment released.	500 households received cash support; quality monitoring conducted.
<b>Aug 2025</b>	Livelihood training and small-business grants distributed to 99 beneficiaries.	Community recovery and income generation initiated.
<b>Sep 2025</b>	Youth Forum, Media Training, and IDRR Day celebrations.	Community engagement and risk-reduction advocacy enhanced.
<b>Oct 2025</b>	LLW held in Port Vila. Pacific Leadership Meeting attended by SG.	Institutional lessons documented; roadmap for 2026 prepared.
<b>Nov 2025</b>	VRCS Annual General Meeting (AGM) and branch reviews; HQ rehabilitation planning.	Governance reflection and infrastructure planning.
<b>Dec 2025</b>	World Volunteer Day celebrated; year-end review and transition planning.	Operation closes; learnings mainstreamed into Unified Planning 2026.

Table 1: Operational Timeline: Key Milestones and Achievements

## Summary

The twelve-month response evolved from rapid humanitarian relief to a structured, locally led recovery operation. Each phase provided learning that now informs VRCS's future preparedness, volunteer management, and partnership strategy, reinforcing the Movement's collective commitment to "from response to resilience."

(See Annex III for full detailed key event and timeline.)

## 4.3 Highlights and Challenges

This section presents the operational highlights and lowlights identified during the LLW. The highlights capture the key achievements, innovations, and enabling factors that contributed to the success of the 2024 Earthquake operation. The lowlights reflect the challenges and constraints encountered during implementation, offering critical insights into areas requiring improvement. Together, these reflections provide a balanced overview of the operation's overall performance and form the foundation for future institutional strengthening and resilience planning under Unified Planning 2026.

### Highlights:

<b>1. Rapid Activation and Strong Field Presence</b>	VRCS activated its EOC within 24 hours of the earthquake, deploying assessment teams to affected provinces despite damaged infrastructure and limited communication. This early action allowed life-saving relief to begin immediately.
<b>2. Volunteer Dedication and Local Ownership</b>	More than 360 volunteers contributed to assessments, distributions, and cash registration. Their adaptability and community trust ensured that assistance reached remote islands where access was challenging.
<b>3. Effective Partnerships and Coordination</b>	Close collaboration with NDMO, IFRC, IOM, UNICEF, and PNSs enabled resource sharing, data exchange, and harmonized messaging under the national coordination mechanism.
<b>4. Innovation in Cash and Digital Systems</b>	Roll-out of Multi-Purpose Cash Assistance and Cash-for-Shelter introduced digital payment systems (BSP Bank, Vanuatu Post, Digicel Wallet). Real-time dashboards, Indicator Tracking Table (ITT) tracking platform improved data accuracy and accountability while 'IT in the Box' platform enabled rapid restoration of connectivity and data management, allowing real-time reporting and coordination across branches during the emergency phase.
<b>5. Integration of Sectors and Cross-Cutting Themes</b>	Health, WASH, Shelter, and PGI teams collaborated in joint community outreach, reinforcing inclusive, people-centred programming. PFA sessions and community feedback hotlines enhanced trust.
<b>6. Staff and Volunteer Well-being</b>	Provision of welfare, PFA and peer supports were recognised as a best practice that strengthened morale during extended operations.

<b>7. Learning Culture and Transition to Resilience</b>	The LLW marked a significant milestone in institutional learning, demonstrating clear progress since the lessons from TC Lola were addressed. Insights gathered from the Earthquake LLW now feed directly into Unified Planning 2026, shaping preparedness, DRR, and HR roadmaps.
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Table 2: Operational Highlights and Key Success Factors

### Challenges:

<b>1. Operational Fatigue and Human-Resource Gaps</b>	Prolonged workload without formal appraisal or rotation led to staff and volunteer burnout. Lack of standardised HR policies (e.g., overtime, welfare) limited sustained motivation.
<b>2. Limited Technical Capacity in Some Sectors</b>	Health, WASH and Shelter teams relied on surge or partner expertise; local technical depth remains limited. Training schedules and focal-point systems need reinforcement.
<b>3. Procurement and Logistics Delays</b>	Global supply constraints and limited national supplier networks caused delays in replenishment of relief items and toolkits. Some items arrived after immediate-response windows.
<b>4. Communication and CEA Consistency</b>	While community feedback was collected, documentation and follow-up mechanisms were inconsistent between branches. A unified feedback database is required.
<b>5. Data and Reporting Challenges</b>	Data consolidation from branches was time-consuming; some inconsistencies between PMER, finance, and field records occurred due to limited IM staffing.
<b>6. Infrastructure Constraints</b>	Damage to VRCS HQ and limited storage/vehicle capacity affected coordination and staff safety.
<b>7. Sustainability of DRR Activities</b>	After initial recovery, some DRR initiatives slowed due to funding gaps and competing priorities, highlighting the need to embed resilience work in all future operations.

Table 3: Operational Challenges and Areas for Improvement

### Summary Insight

The operation proved that VRCS's greatest strength is its people: their adaptability, teamwork, and commitment under pressure. While technical and systemic challenges were evident, they became learning opportunities for growth. The balance of these highlights and lowlights now forms the foundation of VRCS's "response-to-resilience" journey, guiding reforms in HR, logistics, training, and community engagement for the years ahead.

### 4.4 What Went Well, What Did Not Go Well, and Lessons Learned by Sector

During the Lesson Learned Workshop, participants from VRCS branches, headquarters, and partner organizations used a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) approach to reflect on sectoral performance throughout the 2024 Earthquake Operation. Each sector group later

identified what went well, what did not go well, and key lessons learned, drawing on field experiences, monitoring data, and partner feedback. The summary below consolidates those discussions into an overview of sector-specific insights that will inform the ongoing preparedness and resilience roadmaps under Unified Planning 2026.

**Shelter:** Rapid deployment and a successful Cash-for-Shelter pilot strengthened community recovery and improved awareness of safe-building practices. Monitoring of Cash-for-Shelter activities, particularly verification of construction progress and compliance with Build Back Better (BBB) guidance, was constrained by limited technical personnel and delays in the availability of shelter materials. The next steps include maintaining trained shelter focal points, pre-positioning essential stocks, and embedding BBB training within DRR and preparedness programming.

**WASH:** Safe water was quickly restored through NOMAD, water filter machine and tank installation, supported by strong coordination with PIROPS (French Red Cross Pacific Initiative) and UNICEF. Monitoring was constrained by shortages of water-quality testing equipment and trained staff, limiting regular follow-up on system performance. Future priorities include strengthening WASH technical capacity, developing maintenance plans, and pre-positioning contingency stocks.

**Health:** Mobile outreach, PFA, and blood-donation drives built community trust. Supply shortages and volunteer turnover disrupted follow-up. Future work will establish a health-volunteer network, strengthen medical logistics, and formalise data protocols with the Ministry of Health (MoH).

**Cash & Livelihoods (CVA):** Digital cash delivery improved transparency, and partnerships with banks and telecoms expanded reach. Network disruptions and unclear messaging caused delays. The focus ahead is on better community communication, diverse payment providers, and continued inclusive CVA-PGI training.

**PGI / CEA:** Hotlines, helpdesks, and the PGI policy rollout promoted inclusion. Feedback systems were inconsistent, and cultural norms challenged safeguarding. Moving forward, VRCS will assign PGI/CEA focal points, unify databases, and sustain advocacy on protection and inclusion.

**DRR and Preparedness:** Emergency Response Plan (ERP) activation, drills, and IDRR events strengthened awareness nationwide. Momentum slowed after relief due to limited funding and staff turnover. The priority is to integrate DRR and climate resilience into all recovery work and secure multi-year financing.

**Logistics and Administration:** Customs clearance and regional support enabled timely deployment, with staff rotation initiated. Limited storage and tracking tools created strain. The next step is to expand warehouse capacity, enforce rotation, and develop a supplier database.

**HR and Volunteer Management:** Volunteers remained the backbone of operations; HR policy drafting and PFA improved morale. The absence of formal appraisal and staff rotation systems limited staff development. VRCS will finalise the HR manual, introduce bi-annual appraisals, and strengthen volunteer recognition.

**PMER and Information Management:** PMER and Information Management: Dashboards and the Indicator Tracking Table (ITT) strengthened reporting and supported timelier, evidence-based

decision-making during the operation. However, reporting delays persisted due to limited Information Management capacity at branch level. Going forward, VRCS will prioritise training branch focal points, simplifying data flows, and maintaining an After-Action Repository, a structured digital archive for lessons learned, after-action reviews, and operational recommendations, to support institutional learning and future preparedness.

**Partnerships & Coordination:** Collaboration with Movement partners, UN agencies, and government counterparts was strong and constructive throughout the operation. However, coordination efficiency was affected by overlapping meetings and reporting cycles, as well as periods of leadership transition and limited continuity in operational coordination, including turnover and temporary gaps in the Operations Manager function. Moving forward, VRCS will prioritise standardising MoUs, aligning coordination and reporting timelines, and strengthening internal coordination arrangements to ensure continuity and balanced workloads within coordination structures.

(See Annex IV for full details of the SWOT Analysis and sector findings on What Went Well, What Didn't Go Well, and Lessons Learned)

## 5. Roadmap Analysis for Each Sector

This section presents the Roadmap Analysis, summarising how lessons from TC Lola (2023) and the 2024 Earthquake Operation have shaped the VRCS' ongoing transformation. It captures the evolution of systems, practices, and leadership capacity across all operational sectors and outlines how these learnings are being embedded into future planning.

Section **5.1** reviews *what was learned from TC Lola, what has changed since then, and what continues to be strengthened*, showing tangible progress in preparedness, coordination, and technical competence.

Section **5.2** reflects on *what was learned from the 2024 Earthquake operation itself* and identifies the key priorities VRCS will continue to advance to enhance institutional resilience.

Section **5.3** brings: these insights together into a consolidated Roadmap Analysis for Each Sector, detailing the next steps that will guide VRCS through Unified Planning 2026 and beyond.

Collectively, these sub-sections provide a bridge between past experience and future strategy—ensuring that operational learning is translated into sustained organisational growth, stronger partnerships, and locally led humanitarian action.

### 5.1 Key Lessons from TC Lola and Actions Sustained Through the Earthquake Operation

The experience of Tropical Cyclone Lola (2023) provided VRCS with critical operational and institutional lessons that shaped its response to the 2024 Earthquake. Many of the systems and approaches trialled during TC Lola were strengthened and scaled up in the earthquake operation.

<b>Sector Thematic Area</b>	<b>What We Learned in TC Lola</b>	<b>What Changed after TC Lola</b>	<b>What We Will Continue to Work From Here</b>
<b>Shelter</b>	Limited pre-positioned stock and no technical training for volunteers.	Stocks were pre-positioned and Build Back Better training introduced.	Maintain supplier agreements and annual shelter training for branch focal points.
<b>WASH</b>	Response depended on partners for technical support.	VRCS acquired NOMAD units and trained volunteers in water treatment.	Develop a national WASH training plan and maintenance protocol for community systems.
<b>Health</b>	Weak link between Health and PGI/CEA.	Health now works jointly with PGI and CEA in community sessions.	Continue integration in health promotion and PGI through schools and branches.
<b>CVA (Livelihoods)</b>	Cash guidelines unclear and payment systems limited.	Standard operating procedure for CVA developed and tested with banks.	Maintain agreements with financial service providers and refresher training for staff.
<b>PGI/CEA</b>	Limited awareness of PGI policy and feedback systems.	PGI policy rolled out; feedback hotlines reactivated.	Institutionalize PGI refresher training and national feedback database.
<b>DRR/Preparedness</b>	Contingency plans incomplete and unpractised.	ERP and simulation exercises conducted with NDMO.	Annual simulation and community early-warning integration.
<b>Logistics</b>	Manual tracking and centralized storage caused delays.	Digital stock tracking piloted and staff rotation with CCD Pacific introduced.	Expand warehouse capacity and staff exchange programme.
<b>HR and Volunteer Management</b>	No formal appraisal or welfare mechanism.	HR manual drafted; volunteer insurance and PFA introduced.	Finalize HR policy and implement bi-annual performance review.
<b>PMER/IM</b>	Data reporting fragmented and slow.	Dashboards and ITT standardized across sectors.	Train branch IM focal points and maintain monitoring system.

Table 4: Learning Continuum from TC Lola 2023 to Earthquake 2024

See Annex V (a): Detailed Sectoral Learning Continuum from TC Lola to Earthquake 2024

## 5.2 Lessons Learned from the 2024 Earthquake Operation and Priorities Moving Forward

The earthquake response tested VRCS’s multi-hazard preparedness and institutional maturity. It proved that the systems built after TC Lola worked but also revealed areas for long-term investment.

Sector / Thematic Area	What We Have Learnt from the 2024 Earthquake	What We Will Continue to Work From Here
<b>Shelter</b>	Cash-for-Shelter is effective for resilient rebuilding when paired with technical guidance.	Institutionalize Cash-for-Shelter as a standard response modality and build focal-point rosters.
<b>WASH</b>	Integration with Health increased impact but technical gaps remain.	Invest in WASH technical, personal, certification and community maintenance training.
<b>Health</b>	Psychosocial First Aid and community health sessions built trust.	Scale PFA to all branches and link to volunteer well-being programme.
<b>CVA</b>	Digital cash systems improved efficiency but connectivity issues persist.	Strengthen digital infrastructure and expand agreements with multiple providers.
<b>PGI/CEA</b>	Inclusive programming improves accountability and community ownership.	Establish a central feedback database and continue PGI/CEA joint training.
<b>DRR/Preparedness</b>	Communities expect continued support beyond response.	Merge DRR with climate adaptation and branch contingency planning.
<b>Logistics</b>	Regional collaboration reduced delays but warehousing still limited.	Construct additional storage and enhance local supplier base.
<b>HR/Volunteer Management</b>	Staff resilience and morale were key to success.	Implement rotation plan and staff welfare policy by 2026.
<b>PMER/IM</b>	Real-time data enabled better decision making.	Institutionalize dashboard use and routine After-Action reviews.
<b>Partnerships &amp; Coordination</b>	Multi-agency coordination strengthened credibility and efficiency.	Continue joint training and shared simulation exercises with partners.

*Table 5: Lessons Learned from the 2024 Earthquake Operation and Ongoing Priorities by Sector*

See Annex V (b) for Detailed Sectoral Lessons and Forward Actions from the 2024 Earthquake Operation

## 5.3 Roadmap Analysis for Each Sector

The **Roadmap Analysis** consolidates the lessons from TC Lola 2023 and the 2024 Earthquake operation into a forward-looking framework for each sector. It identifies key progress achieved,

persisting gaps, and actions required to strengthen preparedness, coordination, and sustainability under **Unified Planning 2026**.

Sector	From TC Lola 2023 to Earthquake 2024 Key Shift	Future Focus (2026 to 2027)
Shelter	From in-kind distribution to cash and technical guidance.	Institutionalize Cash-for-Shelter and BBB training.
WASH	From partner-led to VRCS-led with technical interventions from PNSs	Develop national WASH capacity plan and equipment stock.
Health	From reactive to preventive and PFA-focused health response.	Scale PFA network and refresher training.
CVA	From manual to digital cash delivery systems.	Multi-provider partnerships and community communication.
PGI/CEA	From basic awareness to integrated practice across sectors.	Unified feedback and safeguarding system.
DRR	From stand-alone projects to embedded component in recovery.	Branch-level contingency plans and climate linkage.
Logistics	From centralized storage to regional rotation system.	New warehouse and supplier database.
HR/Volunteer	From ad-hoc management to policy-driven system.	HR manual roll-out and rotation implementation.
PMER/IM	From paper reports to digital dashboards.	Build capacity of branch on IM and After-Action repository.
Partnerships	From reactive coordination to strategic collaboration.	Formalize MoUs and joint training calendar with partners.

*Table 6: Roadmap Analysis for Each Sector*

Section 5 consolidates VRCS’s institutional learning journey from TC Lola (2023) to the 2024 Earthquake operation, highlighting how experience, adaptation, and planning have strengthened the National Society’s systems and resilience.

Through comparative analysis, the LLW showed that many operational weaknesses identified during TC Lola, such as HR management, limited preparedness, fragmented data management, and unclear cash processes, were significantly improved before and during the Earthquake response. Staff PFA was introduced, sectors reported faster activation, stronger coordination with NDMO and partners, and greater integration across Shelter, WASH, Health, CVA, PGI, and DRR.

The tables in this section (5.1 and 5.2) trace the continuum of learning, what was learned, what changed, and what will continue to be strengthened, while 5.3 translates those insights into a forward-looking roadmap for each sector. These roadmaps set short and medium-term priorities to institutionalize gains: expanding technical capacity, digital systems, staff welfare, and partnership frameworks. Together, they chart VRCS’s progression from response to resilience, ensuring that

lessons from past emergencies directly shape future preparedness and long-term sustainability across Vanuatu.

(See Annex VI for Full Roadmap Illustrated for Each Sector)

(See Annex VI (b) for Roadmap Note Reading from Chat GPT)

## 6. Conclusion

The 2024 Vanuatu Earthquake operation was far more than a humanitarian response. It marked a significant moment in the evolution of the Vanuatu Red Cross Society (VRCS) as a national leader in locally led disaster management. From the first 24 hours of emergency deployment to the institutional reflection during the October 2025 Lessons Learned Workshop, the operation demonstrated that community resilience is strengthened not only through the delivery of assistance, but through the capacity of people, volunteers, and institutions to support communities with compassion, skills, and coordinated systems.

The experience reaffirmed that the systems and capacities strengthened after TC Lola (2023) enabled faster activation, better coordination, and more accountable service delivery. At the same time, the earthquake response revealed new challenges in **technical depth, staff welfare, logistics, and data management**, reminding the National Society that operational excellence must be matched by sustained investment in people, systems, and partnerships.

Across all sectors, several trends or best practices emerged:

- **People first:** Volunteers and staff remain VRCS's greatest strength. Their adaptability and commitment underlie every success recorded.
- **Integration works:** Joint sector programming, especially between Health, WASH, PGI, Shelter, and CVA, proved that community resilience grows when needs are met holistically.
- **Learning sustains growth:** Each operation is a classroom. The lessons from TC Lola and the Earthquake 2024 are now embedded in the Roadmap and Unified Planning 2026 framework.
- **Partnerships multiply impact:** Coordination with the Movement and external partners turned limited resources into collective strength.
- **Preparedness is the bridge to resilience:** Investing in early-warning systems, DRR, and branch-level capacity ensures that future responses start stronger and end sooner.

As VRCS moves forward, the priority is clear: to **translate lessons into institutional action**. This means completing the HR policy rollout, finalising logistics and WASH strategies, expanding Cash-for-Shelter as a standard modality, and ensuring that every volunteer and staff member is trained, protected, and recognised.

The Vanuatu Red Cross Society now stands at the threshold of a new chapter: from *response to resilience*, from *learning to leadership*. The knowledge captured through this Lesson Learnt Workshop will continue to guide not only future operations in Vanuatu but also inspire other National Societies across the Pacific to build humanitarian systems that are **local in leadership, global in solidarity, and human at heart**.

## List of Annexes

### **Annex I – Proud Moment Notes**

Summarises reflections from VRCS staff and volunteers on their proudest achievements during the 2024 Earthquake operation. These notes highlight teamwork, innovation, and personal commitment that contributed to successful outcomes across branches and sectors.

### **Annex II – Concept Note and Workshop Agenda**

Presents the concept note and detailed agenda for the Lesson Learned Workshop, outlining its objectives, methodology, participants, and session flow across the two-day event.

### **Annex III – Detailed Key Events and Timeline**

Documents the chronological sequence of operational milestones from December 2024 to December 2025. This includes emergency response activation, recovery activities, coordination milestones, and the transition into Unified Planning 2026.

### **Annex IV – SWOT Analysis and Sectoral Findings**

Contains the full results of the SWOT Analysis and consolidated sector discussions on *What Went Well*, *What Didn't Go Well*, and *Lessons Learned*. These findings form the analytical foundation for Section 4.4 of the report.

### **Annex V (a) – Detailed Sectoral Learning Continuum from TC Lola to Earthquake 2024**

Expands on Table 5.1 by presenting detailed sector-by-sector analysis of lessons learned from TC Lola, the changes implemented before and during the Earthquake operation, and the actions that will continue to be strengthened.

### **Annex V (b) – Detailed Sectoral Lessons and Forward Actions from the 2024 Earthquake Operation**

Builds on Table 5.2, providing a comprehensive summary of sectoral learning specific to the Earthquake response and outlining continuing priorities for institutional strengthening under Unified Planning 2026.

### **Annex VI (a) – Full Roadmap Illustrated for Each Sector**

Presents the visual and narrative roadmap for each sector, showing short-, medium-, and long-term priorities derived from the LLW outcomes. It serves as a practical reference for VRCS management and partners to guide implementation and monitoring of post-LLW commitments.

### **Annex VI (b) – Roadmap Note Reading from Chat GPT**



This annex compiles the detailed narrative and analytical notes produced through Chat GPT readings of the sectoral roadmaps developed during the LLW. It summarises cross-sector observations, recurring priorities, and strategic insights that complement the visual roadmaps presented in Annex VI (a).

\*All annexes collectively provide the detailed evidence base supporting the analysis, conclusions, and roadmap presented in this report.

## **Annex I – Proud Moment Notes**

Summarises reflections from VRCS staff and volunteers on their proudest achievements during the 2024 Earthquake operation. These notes highlight teamwork, innovation, and personal commitment that contributed to successful outcomes across branches and sectors.

### **Reflections & Pride Moments – 'Proud the Most'**

Every operation leaves behind not just numbers, but stories of persistence, people, and quiet triumphs. The Vanuatu Red Cross Society's success throughout 2024 to 2025 was not born of abundance, but of ingenuity, unity, and spirit. These are the ingredients that made the difference the secret recipe behind their achievements:

#### **1. Teamwork and Adaptability**

"We had limited resources but managed to reach our activities." Through teamwork, coordination, and shared learning, the team turned constraints into creativity. Daily briefing and debriefing sessions strengthened communication and trust, every challenge met with collective problem-solving.

#### **2. Strong Partnerships and Shared Resources**

Partnerships with IOM, UNICEF, PNSs, and other key allies were not just collaborations. They were catalysts. Shared IT systems, WASH tools and technology, and joint planning, for example, gave VRCS the reach and resilience to act decisively, even in the toughest times.

#### **3. Internal Capacity and Resourcefulness**

"We had savings from fundraising to start the operation." "We are not 100 per cent dependent on DREF." Through local fundraising activities, VRCS demonstrated independence and foresight: a National Society growing in self-reliance. They learned to work smart with what they had proving that strength lies not in funding alone, but in strategy and will.

#### **4. The Human Element – People First, Heart of Every Response**

At the centre of every successful operation is the people who make it possible. For VRCS, caring for staff and volunteers was as essential as caring for communities. Psychosocial First Aid (PFA), understanding from families, and simple gestures, a shared meal, encouragement, or time to rest, nurtured emotional resilience across the organisation. These acts of care ensured that those who served others could do so with strength and compassion.

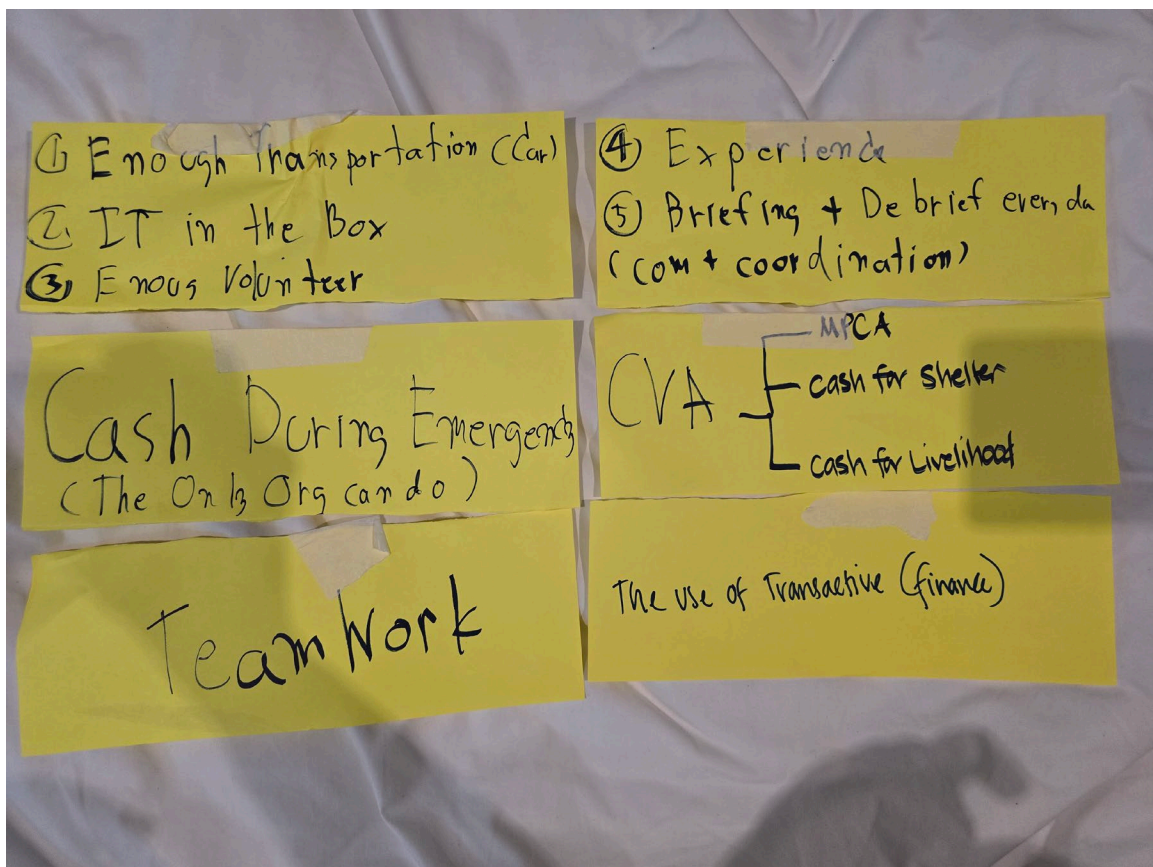
Beneath every plan lay a deeper truth: teamwork is the quiet engine, flexibility the compass, and compassion the fire that keeps the operation alive. Through storms, rebuilding, and change, VRCS carried its humanity: the invisible strength behind every visible success.

## 5. Systems and Tools that Empower

"Use of Transactive (Finance)." "IT in the Box." The adoption of innovative systems made operations more efficient and transparent. Finance, logistics, and reporting became smoother, allowing teams to focus where it mattered most: on communities.

## 6. Operational Strengths - The Backbone of Response

"Enough transportation, enough volunteers." "Distributing Cash During Emergency: the only organization that can do." With trained volunteers, dependable vehicles, and digital finance tools, VRCS became a model of operational readiness in the Pacific. Their CVA programmes, from MPCA to Cash for Shelter and Livelihood, proved that trust, technology, and teamwork can move mountains.



⑥ Lunch Provided

⑦ Hire staff + volunteer easier

- Not 100% depend on DREF

- Fund Raising Activity

- Limited Resources but manage to reach activities

- Partnership - resources

ION + UNICEF + NZ Rc

Flexibilities + IT  
Have to have officer how to use it

- Have savings from fund raising to start the operation

- PFA Activity for staff

- Supports from family

## Annex II – Concept Note and Workshop Agenda

Presents the concept note and detailed agenda for the Lesson Learned Workshop, outlining its objectives, methodology, participants, and session flow across the two-day event.

### TERMS OF REFERENCE (TOR) FOR REFLECTION WORKSHOP

#### Earthquake Response Operation (MDRVU012)

##### **Dates:**

8 to 9 October 2025

##### **Location:**

Port Vila, Vanuatu

##### **Facilitators:**

- **Overall Facilitator/Host:**
  1. Representative from Vanuatu Red Cross Society (VRCS)
  2. Representative from IFRC Asia Pacific Regional Office
- **Group Facilitation:** Listed in Participant List

##### **Participants**

Listed in Annex: Participant List

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## Context

### National Society Overview

The Vanuatu Red Cross Society (VRCS) is the largest humanitarian organization in Vanuatu, formally recognized under the Vanuatu Red Cross Act of 1982. It operates as an independent, non-governmental organization while serving as an auxiliary to the public authorities in the humanitarian field. VRCS maintains strong ties with the National Disaster Management Office (NDMO), is a member of the National Disaster Council, and collaborates with national, provincial, area council, and community-level disaster response structures.

### The Earthquake Response Operation (MDRVU012)

Following the magnitude 7.3 earthquake on 17 December 2024, VRCS mobilized its network of staff and over 300 active volunteers to deliver immediate assistance. Household- and community-level assessments were launched in coordination with the NDMO, while prepositioned relief stocks were distributed to affected populations across Shefa Province. Emergency shelter items included tarpaulins, shelter toolkits, kitchen sets, solar lanterns, hygiene kits, and jerry cans. These distributions were accompanied by household-level guidance on safe shelter practices and hygiene promotion, reaching more than 3,300 people in the first phase.

As part of its co-lead role in the National Shelter Cluster, VRCS supported NDMO in mapping the earthquake shelter response within the broader national recovery framework. With IFRC support,

an Operational Strategy and Appeal were developed, prioritizing shelter recovery, WASH, health and psychosocial support, cash and voucher assistance (CVA), and PGI. Additional relief items were mobilized with international partner support, while logistics and transport were coordinated through VRCS's branch network and surge personnel.

Initial assessments confirmed the feasibility of CVA as a complementary modality, with VRCS extending its existing agreement with Digicel for multipurpose cash transfers. The first tranches of cash assistance targeted households with destroyed or severely damaged homes, those with injured members, and families who lost livelihoods due to the earthquake.

At the national level, the NDMO led the response through the National Emergency Operations Centre (NEOC) under the Disaster Risk Management Act (2019). When the State of Emergency ended on 24 December, the Government transitioned coordination to the Recovery and Resilience Operations Centre (ROC). VRCS remained a critical partner in both national and cluster coordination systems, continuing to co-lead the Shelter Cluster and engage in WASH, Health, and Protection clusters.

By mid-2025, VRCS had reached over 17,000 people across multiple sectors and continued to play a central role in the earthquake recovery effort.

## Rationale and Workshop Objectives

The purpose of the **Vanuatu Earthquake Response Lessons Learned Workshop (MDRVU012)** is to provide a participatory platform for VRCS, IFRC, and partners to reflect on the ongoing Emergency Appeal operation. The workshop will capture key successes, limitations, and challenges, while extracting valuable lessons and recommendations to strengthen future preparedness and response. This reflection will focus on the earthquake response and draw on insights from other recent Pacific emergencies to ensure relevant cross-learning and adaptation.

### The objectives of this workshop are to:

1. **Evaluate the overall performance of the earthquake operation (MDRVU012)** using a participatory approach, with contributions from VRCS staff, volunteers, branches, and stakeholders.
2. **Reflect on learning from past operations in the Pacific** (e.g., TC Lola, Tonga Volcano & Tsunami, TC Harold) to ensure cross-learning is effectively integrated into VRCS systems and practices.
3. **Develop a practical action plan** with actionable recommendations for short-, medium- and long-term improvements. The action plan will guide VRCS in embedding lessons learned and best practices into future strategic and operational plans, thereby enhancing preparedness, resilience, and operational effectiveness.

## Methodology

The reflection workshop will be conducted using consultative and participatory approaches. Representatives from cross-functional teams, including leadership and management, operations, sectoral/technical experts (shelter, WASH, health/MHPSS, CVA, PGI/CEA), and support services, along with VRCS headquarters staff and volunteers who were directly involved in the earthquake response will be invited. This ensures a diversity of experiences and perspectives are considered.

The workshop will apply group work and participatory discussions to capture and triangulate information about the earthquake operation. This approach will help identify both the response capacities and the operational constraints faced by VRCS during the response and will generate concrete measures to strengthen preparedness and improve effectiveness in future emergencies.

The process will be facilitated by experienced moderators to ensure that activities are well organized, discussions remain focused, and objectives are fully met.

The Earthquake Lessons Learned Workshop will be held over two days, with a detailed agenda outlined below.



**Lessons Learnt Workshop: Earthquake 2024 Response Operation**  
**Warwick Le Lagon Hotel, Port Vila, Vanuatu**  
**8 to 9 October 2025**  
 Workshop Agenda

Time	Duration	Session
<b>Day 1 (8 October 2025)</b>		
8:00 onward		Registration open
9:00 - 9:30	30 min	Opening ceremony (By SG and DM manager)
9:30 - 10:00	30 min	Introductions Objectives, methodology and expectations from the workshop
10:00 - 10:15	15min	Coffee Break
10:15 - 10:45	30 min	Presentation overview of Earthquake Operation by Earthquake Operation team
10:45 - 12:00	75 min	<b>Timeline Exercise</b> Collectively identify and visualise the key events that happened during the operation.
12:00 - 13:00	60 min	Lunch Break
13:00 - 15:00	120 min	<b>SWOT Analysis exercise</b> Facilitated discussion to review the overall operation in each sector using SWOT analysis: shelter, health, WASH, Climate Adaptation and DRR, Cross Cutting Issues
15:00 - 15:15	15 min	Coffee Break
15:15 - 16:30	75 min	Cont. SWOT Analysis exercise
16:30 - 17:00	30 min	Wrap-up
<b>Day 2 (9 October 2025)</b>		
9:00 - 09:15	15 min	Recap & Review of Day 1
9:15 - 10:15	60 min	<b>Plenary activity: What went well, What didn't go well, Lessons Learnt</b> To create a concise overview of the key lessons learnt of the operation
10:15 - 10:30	15 min	Coffee Break
10:30 - 12:00	90 min	Cont. Plenary activity
12:00 - 13:00	60 min	Lunch break
13:00 - 15:00	120 min	<b>Road Map Exercise</b> creating a strategic plan by visualizing goals, current status, and the steps needed to reach a future state.
15:00 - 15:15	15 min	Coffee Break
15:15 - 16:00	45 min	Cont. Road Map Exercise
16:00 - 16:30	30 min	Post-workshop evaluation
16:30 - 17:00	30 Min	Summary and Closing Ceremony

## **Annex III – Detailed Key Events and Timeline**

Documents on the chronological sequence of operational milestones from December 2024 to December 2025. This includes emergency response activation, recovery activities, coordination milestones, and the transition into Unified Planning 2026.

### **Detailed Activity Monthly Summary (October 2024 to December 2025)**

This summary outlines VRCS key activities organized by month and theme between October 2024 and December 2025.

#### **October 2024**

##### **Disaster Response (TC Lola)**

- Installation of water tanks in Northern Vanuatu.
- CVA distribution to affected communities.
- TC Lola lessons learned with NDMO and volunteers.

##### **Health & WASH**

- Health awareness sessions on blood donation, WASH, and nutrition.
- Gender-Based Violence awareness in Sanma province with IFRC CCD P&I support.

##### **Training & Capacity Building**

- ERT training for Shefa branch.
- ERT basic logistics training.
- School-Based DRR training for teachers in Sanma.

##### **Other Activities**

- ROC launching event.
- Gala night preparation.
- Establishment of Digicel as FSP provider.

#### **November 2024**

##### **Governance & Coordination**

- CBS partner meeting.
- PGI Officer attendance at APRO PGI & Safeguarding Workshop.
- ARC report submission.

##### **Preparedness & Safety**

- Internal office simulation drills for tsunamis, earthquakes, and fire hazards.
- Setup of IT in a Box for VRCS.

## **December 2024**

### **Protection & Conduct**

- Conducted Red Cross Code of Conduct & Child Protection training before volunteer deployment.

## **March 2025**

### **Recruitment & Staffing**

- Recruitment of UNDP Officer (Climate Change) and CVA Support Officer.

### **Community Awareness**

- ECV and WASH awareness activities.
- Water catchment installation in Rango Rango.

### **Health & Partnerships**

- MUAC screening and partnership with UNICEF.
- Distribution of NFI at Correctional Centers.

## **April 2025**

### **CVA & Livelihood**

- First MPCA Distribution @ Saralana.
- Planning for Cash for Shelter Pilot.
- Livelihood training and film coordination with Fusion Production.

### **WASH & ECV**

- Training for ECV and WASH awareness in schools.
- Clean-up campaign at Mele.
- Water tank installation activities.

### **Governance & Communication**

- Website recreation meetings.
- Crowdfunding campaign and field documentation updates.

## **May 2025**

### **Livelihood & Cash**

- CVA Batch 3 registration (May-June).
- Business development and coaching for livelihood programs.
- Livelihood film coordination.

### **Health & Nutrition**

- MUAC screening and ECV awareness sessions.

### **Governance & Procurement**

- Recruitment of Provincial Malaria Officers.
- Shelter cluster coordination meetings.
- UNFPA CVA training in Fiji.
- Procurement closure (Flexi-fund).

## **June 2025**

### **Training & Capacity Building**

- CBS workshop at Mele.
- First Aid training for staff and volunteers.
- Logistics training in Penama and Pentecost.

### **CVA & Livelihood**

- Start of Cash for Shelter Distribution.
- Development of Livelihood Business Plans.
- Framework agreements signed with Digicel, Vodafone/Post, and Mama's Leaf.

### **DRR & Awareness**

- DRR awareness on natural assets in schools and communities.

## **July 2025**

### **CVA & Livelihood**

- Cash for Shelter Monitoring and Distribution.
- Livelihood film continuation and IEC materials preparation.
- MPCA Batch 3 distribution (June–July).

### **Governance & Partnership**

- New agreement with UNICEF and closure of first tranche.
- Submission of six-month action plan (ICE).

### **Health & PFA**

- PFA activities for staff and volunteers.
- Community well-being and youth engagement initiatives.

## **August 2025**

### **CVA Monitoring**

- CVA PDM survey conducted across targeted areas.

## **September 2025**

### **Logistics & Governance**

- Training on Logistics, Procurement, Fleet & Warehouse Management.

- Tender launching for construction works.

### **Youth Engagement**

- Youth Forum held in Santo.

## **October 2025**

### **DRR & Awareness**

- IDRR Day celebrations in Shefa, Sanma, and Malampa.
- Community and school DRR awareness campaigns.

### **CVA & Shelter**

- CVA Lessons Learned Workshop.
- Monitoring of beneficiary house rebuilds and second cash installment distribution.
- Batch 4 Distribution through M-Vatu.

### **Partnership & Leadership**

- Pacific Leadership Meeting in Fiji.
- VRCS Lesson Learn Workshop and Climate Adaptation Forum.

### **Youth & Community**

- IYCP Volunteer Training.
- Fruit Fest (8–10 Oct).
- IYEP Exchange Program in Japan (Oct–Nov).

## **November 2025**

### **Governance & Infrastructure**

- VRCS National and Branch AGM meetings.
- HQ Rehabilitation and New Building Plan (2025–2026).
- Procurement closure by end of month.

### **Health & Nutrition**

- MUAC screening activities.

### **Partnership & Resource Mobilization**

- Collaboration with IOM, UNICEF, NZRC.
- Fundraising activities and financial independence from DREF.

## **December 2025**

### **Volunteer & Celebration**

- World Volunteer Day (5 December).
- Christmas celebration and appreciation activities.
- Two-week scale-down for VRCS staff.

- Preparation for 2026 operations.

## Handwritten read from ChatGPT

Here's the handwritten text from your photos transcribed clearly:

---

### **1** Yellow note (Photo 1)

- Fundraising
  - Catering
  - Website — *April 2024*
- 

### **2** Pink note (Photo 2)

- Collecting stories from communities (WASH Projects)
  - Submitting to IFRC — *March 2025*
-

**3 White note (Photo 3)**  
**Cash Distribution Program — March 2025**

---

**4 Pink note (Photo 4)**  
**Coordinating with Fusion Production — CVA Film — March 2025**

---

**5 Pink note (Photo 5)**  
**March — Water Tank — March 2025**

---

**6 Yellow lined note (Photo 6)**  
**March 2025 — Assessment & Distribution on Affected Areas**

---

Here's the text from your new set of handwritten notes transcribed clearly:

---

**1**  
**Recruitment of UNDP Officer**  
Late becoming the Climate Change Officer  
*March 2025*

---

**2**  
**Started working for VRCS (CVA Support Officer)**  
*March 2025*

---

**3**

**ECV & WASH Awareness**

*March 2025*

---

**4**

**Water Catchment Installation (Rango Rango)**

*March 2025*

---

**5**

**Recruitment of the Communication & Dissemination Officer**

*March 2025*

---

**6**

**Distribution of NFI at Correctional Low-High Risk Center (RFL)**

*March 2025*

---

**7**

**MUAC Screening**

*March 2025*

---

**8**

**Partner with UNICEF**

*March 2025*

---

Here's the text transcribed from your new set of handwritten notes:

---

**1**

*March 2025*

- Shelter Awareness and Distribution of Shelter Household Assessment
  - Shelter Cluster Meetings
- 

**2**

*March 2025*

- Acquittal
  - Collecting Receipts
  - Supplier Payment
  - Budget vs Actuals
- 

**3**

*March 2025*

- Crowdfunding Campaign
  - Catering
  - Field Documentation & FB Content Updates
- 

**4**

*March 2025*

- Doing Registration and Distribution of Cash (CVA)
- 

**5**

*March 2025*

- MUAC Screening on Community
-

6

*March 2025*

- Recruit UNDP Malaria Officer
- 

7

*April 2025*

- (Header note showing the month only)\*
- 

8

*April 2025*

- Empress Shoken Fund Project
  - GBV Awareness at Sanma Province in collaboration with Sanma Provincial Partners
- 

9

*April 2025*

- Training for MHSST
- 

Here's the clear transcription from your latest batch of handwritten notes:

---

1

**URCS Livelihood Training**

*August 2025*

---

**2**

**Website recreation meetings**

*April 2025*

---

**3**

**MUAC Screening / ECV Awareness**

*April 2025*

---

**4**

**Awareness in Schools (WASH)**

*April 2025*

---

**5**

**Managing incoming calls from beneficiaries about distribution information enquiries**

*April 2025*

---

**6**

**Working on other projects with VRCS**

*April 2025*

---

**7**

**Local suppliers framework agreement**

*April 2025*

---

Here's the transcribed text from each of your handwritten notes:

**1 Image 1:**

→ ARC activities start  
April 2025

**2 Image 2:**

April 2025  
Attending ECOSOC Youth Forum  
UN

**3 Image 3:**

First MPCA Distribution @ Saralana  
April 2025

**4 Image 4:**

- Shelter training with Beneficiaries  
April - Malekula  
April 2025

**5 Image 5:**

Basics of Livelihood Training  
April 2025

**6 Image 6:**

- Fundraising  
- Catering  
- Website  
April 2025

**7 Image 7:**

Vulnerability Assessment for Micro Entrepreneurs  
April 2025

**You said:**

Here's the full transcription from all the new handwritten notes you've uploaded:

---

**1**

*April 2025*

Starting work as OpsCo Pacific  
Federwide monthly Sitrep published mid-April

---

**2**

*April 2025*  
Training for ECV

---

**3**

*April 2025*

- Planning for Cash for Shelter Pilot
- Coordination meeting with DWA regarding Cash for Shelter

---

**4**

*April 2025*

- WASH awareness at Mele
- Clean-up campaign

---

**5**

*April 2025*  
Attend WASH Training at Mele School  
and carry out WASH awareness

---

**6**

*April 2025*  
UNDP Assessment (HH damage)

---

7

*April 2025*

Business Consultant Tender

---

8

*May 2025*

Doing the training for the beneficiaries affected by the earthquake & registration + signing the contracts

---

9

*May 2025*

Pilot of Livelihood Program

---

Here's the transcription from your latest handwritten notes:

---

1

↔ **CVA Batch 3 Registration**

*May 2025 - 17 June 2025*

---

2

**Livelihood Film Coordination**

*May 2025*

---

3

**Business Development Training (Cash for Livelihood)**

*May 2025*

---

4

**Business Coaching – Livelihood Program**

*May 2025*

---

5

**NFI PDM**

*May 2025*

---

6

**IP engagement between IOM & VRCS  
CERF & ECHO Funding**

*May 2025*

---

7

**Fedwide Monthly Sitrep published mid-May  
(IFRC APRO)**

*May 2025*

---

8

**MUAC Screening & ECV Awareness**

*May 2025*

---

Here's the text from your uploaded handwritten notes:

---

1

*May 2025*

**Recruitment of the Provincial Malaria Officers**

---

**2**

## **Attend PECT CVA Training**

---

**3**

*May 2025*

## **Distribution of Cash on Saralana (CVA)**

---

**4**

## **Closing Procurement – Flexi-fund**

*May 2025*

---

Would you like me to add these to the master monthly task list I've been compiling for you (April–May 2025)?

**You said:**

Here's the full text from all your uploaded handwritten notes:

---

**1**

*May 2025*

## **Doing the training for the beneficiaries affected by the earthquake & registration + signing the contracts.**

---

**2**

*May 2025*

## **Pilot of livelihood program**

---

**3**

**↔ CVA Batch 3 Registration**

*May 2025 – 17 June 2025*

---

**4**

*May 2025*

**Livelihood Film Coordination**

---

**5**

*May 2025*

**Business Development Training (Cash for Livelihood)**

---

**6**

*May 2025*

**Business Coaching – Livelihood Program**

---

**7**

*May 2025*

**NFI PDM**

---

**8**

*May 2025*

**IP engagement between IOM & VRCS  
CERF & ECHO Funding**

---

**9**

*May 2025*

**Fedwide Monthly Sitrep published mid-May (IFRC APRO)**

---

**10**

*May 2025*

**MUAC Screening & ECV Awareness**

---

Here's the transcribed text from all your new handwritten notes:

---

**1**

*May 2025*

**Recruitment of the Provincial Malaria Officers.**

---

**2**

*May 2025*

→ **Partner with IOM - D Reports**

---

**3**

**Attend PECT CVA Training**

---

**4**

*May 2025*

**Collect Earthquake Cash from CVA as a Beneficiary**

---

**5**

*May 2025*

**Distribution of Cash on Saralana (CVA)**

---

6

May 2025

- **Shelter Cluster Coordination Meeting**
  - **MOU with IOM**
- 

7

May 2025

**Closing Procurement – Flexi-fund**

---

8

May 2025

**UNFPA CVA Training – Fiji**

---

9

May 2025

- **Livelihood Consultant**
  - **Engineers for Construction**
- 

Would you like me to combine these with the previous batch into one clean, chronologically ordered summary list for May 2025 (like a project tracker or deliverable overview)?

Here's the text from all your uploaded handwritten notes:

---

1

May 2025

**Contracted Business Development Consultant**

---

**2**

*May 2025*

**WASH Awareness in School Continued...**

---

**3**

**June 2025**

---

**4**

*CVA Batch 3 Registration*

*May 2025 – June 2025*

---

**5**

*June 2025*

**Last Fedwide Sitrep Published (IFRC APRO)**

---

**6**

*June 2025*

**First Aid Training for Staffs & Volunteers**

---

**7**

*June 2025*

**Assisting Health Officers Conducting ECV Training at Mele Village with Volunteers**

---

**8**

*June 2025*

**Logistic Training at Penama, Pentecost**

---

---

9

June 2025

### **MIACP Project Overview in Malekula**

---

Would you like me to merge all your **May-June 2025 sticky notes** (from all previous uploads) into one structured monthly summary or a clean Excel-style table for your project tracking/reporting sheet?

Here's the text from all the handwritten notes you just uploaded:

---

1

June 2025

### **First Aid Training for Staffs & Volunteers**

---

2

June 2025

### **Development of Livelihood Business Plans**

---

3

June 2025

### **Framework Agreement with Digicel**

---

4

June 2025

### **FSP Signing with New FSP Providers – Vodafone & Post Office**

---

**5**

*June 2025*

**Framework Agreement – Mama’s Leaf**

---

**6**

*June 2025*

**Agreement Signed between VRCS & Vanuatu Post**

---

**7**

*June 2025*

**DRR Awareness of Natural Asset on Schools and Communities**

---

**8**

*June 2025*

**Doing the monitoring for the damaged houses. Call the beneficiaries to attend the shelter workshops, they register their names, they sign the contract.**

---

Would you like me to combine all **May-June 2025 notes** into one polished activity tracker or timeline summary (e.g., table format for reporting)?

Here’s the text from all your new handwritten notes:

---

**1**

*June 2025*

**CBS workshop long Mele**

---

**2**

*June 2025*

**Begin of Cash for Shelter Distribution**

---

**3**

*June 2025*

**Maya's EoM as Ops Manager, recruitment for new Ops Manager**

---

**4**

*June 2025*

**Development of Livelihood Business Plans**

---

**5**

**July 2025**

---

**6**

*July 2025*

**MUAC Screening Outreach**

---

**7**

*July 2025*

**Attend Multi Media Training by Fusion Production with VRCS Staff**

---

**8**

*July 2025*

**Cash for Shelter Monitoring**

---

9

July 2025

**Livelihood Film Coordination Cont.**

---

10

July 2025

**6-Months Action Planning Submission (ICE)**

---

Would you like me to now merge all **May–July 2025** sticky notes into one structured table (Month | Activity | Remarks/Partners | Notes) for your reporting or visual timeline?

Here's the text from all your new handwritten notes:

---

1

July 2025

**Prep and Planning for IEC Materials**

---

2

July 2025

**Cash for Shelter Distribution**

---

3

July 2025

**New Agreement with UNICEF (Finance)**

---

4

July 2025

**Closing of First Tranche with UNICEF**

---

**5**

*July 2025*

**MPCA Batch 3 Distribution**

---

**6**

*July 2025*

**Doing the monitoring for the damaged houses; call the beneficiaries to attend the shelter workshops, they register their names, they sign the contract.**

---

**7**

*July 2025 – September 2025*

**Engage with IP (VRCS) – Shelter Cash Assistance Response**

---

**8**

*July 2025*

**PFA activity for staff & volunteers (Dec to July)**

---

**9**

*July 2025*

**Helpem community blong mi wetem family worship, helpem ol small yangfala & pikinini.**

---

**10**

*July 2025*

**Distribution of Cash (June – July)**

---

Would you like me to now create a **clean consolidated Excel-style table** for **May-July 2025** with columns like:

Month | Key Activity | Related Partner/Department | Notes/Remarks?

Here's the text from your latest batch of handwritten notes:

---

**1**

*August 2025*

**CVA PDM Survey**

---

**2**

*September 2025*

**Logistics, Procurement, Fleet & Warehouse Training**

---

**3**

*September 2025*

**Tender Launching of Construction**

---

**4**

*September 2025*

**Youth Forum - Santo**

---

**5**

*October 2025*

**CVA Workshop**

---

**6**

*October 2025*

**Last Working Day - 14th Oct**

---

**7**

*October 2025*

**Hand Washing (October activity)**

---

Would you like me to combine all notes (from **May–October 2025**) into one clear activity timeline table for your **LLW presentation or Operation Summary Report?**

I can group by **month**, add **themes (CVA, Shelter, Livelihood, etc.)**, and mark **partnerships (UNICEF, VRCS, etc.)** if you'd like.

Here's the transcribed text from all your new handwritten notes:

---

**1**

*October 2025*

**Attend Leaders Meeting**  
**Attend Pacific Leaders Meeting**

---

**2**

*October 2025*

**CVA Lesson Learn Workshop**

---

**3**

*October 2025*

**Prepare for Penama Malaria**

---

**4**

*October 2025*

**EA Munc Training** (*likely "EA Munc" = Emergency/Preparedness training – confirm?*)

---

**5**

*October 2025*

**Seanrii Live Concert**

---

**6**

*October 2025*

**Climate Adaptation Forum**

---

**7**

*October 2025*

**Agreements for New Projects**

---

**8**

*October 2025*

**VRCS Lessons Learned Workshop**

---

**9**

*October 2025*

**Fruit Fest - 8-10 Oct**

---

**10**

*October 2025*

**CVA Lessons Learned Workshop (by SOP)**

---

Would you like me to now compile **all activities from May-October 2025** into a clean monthly timeline table (in Word or Excel format)?

It can include columns like:

Month | Key Activity | Theme (CVA, Health, Shelter, etc.) | Partner | Remarks.

Here's the full text from all your new handwritten notes:

---

**1**

*October 2025*

**Earthquake (LLW) Lesson Learn Workshop  
CVA Lesson Learn Workshop**

---

**2**

*October 2025*

**Monitoring of the beneficiaries' houses which they started to rebuild as they received their cash — and assist them to rebuild.  
Second installment of funds to the beneficiaries to rebuild.**

---

**3**

*October 2025*

**Evaluation of Construction Tender  
Recommendation of Contractor**

---

**4**

*October 2025*

**Pacific Leadership Meeting at Fiji**

---

**5**

*October 2025*

**Catering stops @ VRCS Café**

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6

October 2025

**Batch 4 Distribution through M-Vatu**

---

7

October 2025

**IYCP Volunteer Training**

---

8

October 2025

**IDRR Day**

---

9

October–November 2025

**International Youth Exchange Program in Japan (IYEP)**

---

10

October 2025

**Happy Birthday SG 😊**

---

Would you like me to compile **all activities from May to November 2025** into one clear, well-formatted **timeline summary table (Word or Excel)** next — categorized by *month, theme (CVA, Shelter, Health, Youth, etc.), and type of activity (implementation, coordination, training, etc.)*?

Here's the text from your latest handwritten notes batch (October – December 2025):

---

**October 2025**

- **IDRR Day** – Shefa, Sanma, Malampa
- 

## November 2025

- **MUAC Screening**
  - **Rehabilitation of HQ Office Building & New Building (2025 – 2026)**
  - **Closing of Procurement by End of November**
  - **National VRCS AGM Meeting**
  - **Branch AGM**
- 

## December 2025

- **World Volunteer Day – December 5**
  - **Merry Christmas 😊**
  - **Merry Christmas mo Hapi Niu Yea!! 2026** (*Bislama: “Merry Christmas and Happy New Year 2026!”*)
  - **Two Weeks Scale Down for VRCS Staff in Vanuatu**
- 

Would you like me to now create a **combined monthly timeline table (Oct-Dec 2025)** with clear categories such as:

Month | Activity | Location | Theme/Remarks — so it’s ready for your **VRCS Operation Summary or LLW presentation?**

Here’s the handwritten text from the images you just shared:

---

1.

**Note text:**

Proud the Most

---

**2.**

**Note text:**

- Have savings from fund raising to start the operation
- 

**3.**

**Note text:**

- Limited resource but manage to reach activities
- 

**4.**

**Note text:**

- Not 100% depend on DREF
  - Fund Raising Activity
- 

**5.**

**Note text:**

- Partnership – resources  
IOM + UNICEF + NZ RC  
IT  
Flexibilities – to have officer know how to use it
- 

**6.**

**Note text:**

PFA Activity for staff  
= Supports from family

---

7.

**Note text:**

- ① Enough Transportation (Car)
  - ② IT in the Box
  - ③ Enough Volunteer
- 

8.

**Note text:**

Lunch Provided  
Hire staff + volunteer easier

---

9.

**Note text:**

Team Work

---

Would you like me to compile these into a neat summary or bullet list for a report or PowerPoint (e.g. "Achievements and Enablers" for VRCS LLW)?

Here's the text from your handwritten notes:

---

**Image 1:**

- 4 Experience
  - 5 Briefing & Debrief every day  
(Com + coordination)
- 

**Image 2:**

The use of Transactive (finance)

---

**Image 3:**

CVA

↳ MPCA

↳ Cash for Shelter

↳ Cash for Livelihood

---

**Image 4:**

Cash During Emergency

(The only org can do)

---

Would you like me to compile all these (including your previous sticky notes) into one clean monthly summary or presentation list?

## Annex IV – SWOT Analysis and Sectoral Findings

Contains the full results of the SWOT Analysis and consolidated sector discussions on *What Went Well*, *What Didn't Go Well*, and *Lessons Learned*. These findings form the analytical foundation for Section 4.4 of the report.

This annex presents the complete results of the SWOT Analysis and the sector-based reflections undertaken during the *Vanuatu Earthquake 2024 Lesson Learned Workshop* held in Port Vila in October 2025. It serves as the analytical foundation for Section 4.4 of the main report, capturing the collective insights of VRCS staff, volunteers, and partners on operational strengths, weaknesses, opportunities, and threats experienced throughout the earthquake response and recovery operation.

### Purpose and Process

The SWOT exercise aimed to assess how effectively VRCS systems functioned across major sectors: Shelter, WASH, Health, Cash and Livelihoods (CVA), PGI/CEA, DRR, Logistics, HR and Volunteer Management, Planning, Monitoring, Evaluation, and Reporting (PMER) and Information Management (IM), and Partnerships and Coordination.

Participants worked in mixed: staff and volunteer from branch and HQ groups, along with Senior Management Team (SMT) of VRCS, such as Secretary General (SG) and members of Broad to identify:

- **What went well** – operational enablers, innovations, and teamwork factors;
- **What didn't go well** – challenges, capacity gaps, and systemic constraints;
- **Lessons learned** – concrete recommendations and next steps for improvement. Discussions were synthesised into a matrix capturing both internal capacities (strengths and weaknesses) and external factors (opportunities and threats).

### Key Insights

The analysis highlighted VRCS's core strengths in rapid activation, volunteer commitment, partnership coordination, and use of digital tools such as the ITT and IT-in-the-Box platform. At the same time, it identified recurring challenges including limited technical depth in some sectors, constrained logistics infrastructure, and uneven HR systems affecting staff welfare and rotation. Cross-cutting lessons pointed to the value of integration between sectors, investment in technical training, and the need to institutionalise staff care and volunteer recognition as enablers of sustained resilience.

### Outcome and Application

The consolidated SWOT results informed the development of:

- Sectoral summaries in Section 4.4, and,
- Based information for the Roadmap Analysis in Section 5

By documenting both achievements and gaps, Annex IV ensures that operational learning from the 2024 Earthquake response translates into long-term organisational growth, stronger preparedness systems, and more effective, people-centred humanitarian action across Vanuatu.

## **VRCS' Cash and Voucher Assistance (CVA) SWOT Analysis**

### Detailed SWOT Analysis

#### Strengths

- Dedicated officers
- Trained volunteers
- Faster response
- Existing framework agreements with service providers (e.g., Digicel, Vodafone, Post Office)
- Better M&E systems
- Technical support from other partners (opportunity link)
- Ability to implement different types of CVA: MPCA, Shelter, Livelihood
- Good relationship with banks and financial service providers (MoU established)
- Good visibility
- VRCS has more cash experience compared to other Pacific National Societies
- Strong staff and volunteer capacity building
- CVA delegate full-time – Surge support
- Cash in-house training
- IFRC surge support
- IFRC learning platform
- CEA in CVA response initiative
- Positive impact from volunteers
- International and regional partnerships

#### Weaknesses

- No existing SOP
- High volunteer turnover in cash activities
- Inactive cash working group (VRCS is a member)
- Geographical challenges (location and communication)
- Slow transfer of funds from IFRC
- Slow reporting to FSP by VRCS
- Weak assessment by VRCS
- Communication gaps with beneficiaries

- Network coverage issues and SIM card changes
- Manual processes
- No dedicated cash policy
- Lack of IEC materials

### Opportunities

- Strong donor interest
- IFRC prioritizes cash in emergency resource mobilization
- Good market availability (beneficiaries in urban areas can benefit from cash)
- Vanuatu Red Cross recognized as lead for CVA programming
- Growing recognition from government and municipal authorities
- Surge support from IFRC
- Digitalization potential
- Expansion into other sectors
- Sharing learning with other National Societies
- VRCS CVA officer can facilitate CVA in another National Society

### Threats

- Non-compliance of beneficiaries with conditions
- NDMO not fully supportive of CVA in emergency response
- Nepotism risks
- Challenges in rolling out CVA in rural areas (logistics, security, limited market access)
- Corruption risks
- Insufficient funding to reach all targeted households
- Reputational risk from raised expectations
- Cash mishandling
- Misidentification of beneficiaries (e.g., phone number changes)
- Lack of FSP understanding to implement according to timeline, especially in emergency contexts
- Varied reach of FSP
- Digicel network can be slow

### Summary SWOT Analysis

Category	Summary Points
Strengths	Strong operational experience, trained staff and volunteers, established partnerships with service providers and financial institutions, and strong visibility and donor confidence.
Weaknesses	Limited formal systems (no SOP or policy), communication and coordination gaps,

	manual processes, and dependency on IFRC for fund transfer and reporting.
Opportunities	High donor interest, supportive IFRC prioritization, potential for digital transformation, and opportunities for regional leadership and learning exchange.
Threats	External risks such as non-compliance, network issues, limited rural access, corruption risks, and inconsistent partner or FSP capacity affecting delivery timelines.

### **VRCS Shelter SWOT Analysis**

Detailed SWOT Analysis

Strengths

- Dedicated Shelter Officer, Engineer, and Technical Personnel
- Trained Shelter Volunteers with experience in disaster response
- Shelter Officers and Volunteers experienced in past operations
- VRCS co-leads the Shelter Cluster
- Active membership in the Displacement Cluster
- Established data collection tools and dashboards
- Access to the IFRC Learning Platform for continuous training
- Formal FSP (Financial Service Provider) Agreement in place
- Partnership agreements with suppliers and local authorities
- Standard Shelter Toolkit available
- VRCS is the first National Society to implement a Cash for Shelter Pilot Programme
- Shelter Cluster Handbook and PASSA Programme implemented
- All Under One Roof' approach for inclusive shelter response

- IFRC Shelter Surge Support accessible
- Partnerships with multiple stakeholders, including communities
- Regular Shelter training sessions for volunteers and beneficiaries

#### Weaknesses

- Limited IEC materials and communication tools for CEA
- Insufficient equipment and field resources
- Need to strengthen working relationships with community leaders
- Lack of proper PPE kits for Shelter fieldwork
- Delayed funding processes affecting project timelines
- System inefficiencies in Cash for Shelter operations
- Unclear information dissemination on Cash for Shelter criteria
- Weak relationships with community leaders in some areas
- Geographical challenges affecting community reach
- Weather disruptions affecting implementation
- Inadequate volunteer space and safety protocols for fieldwork
- Absence of community focal points for shelter activities
- Misunderstanding between 'shelter' and 'housing' concepts among communities
- Delays in cash distribution to beneficiaries
- Weak coordination at provincial and community levels (AAs and local committees)
- Lack of disaggregated data for tracking beneficiaries
- Limited understanding among beneficiaries of Cash for Shelter conditionality

#### Opportunities

- Volunteer capacity building through technical and leadership training
- Strong donor support for Shelter initiatives
- Enhanced cluster support and collaboration opportunities
- Use of Shelter Cluster Handbook to guide best practices
- Access to external stock information from NDMO and other stakeholders
- Ability to deliver projects within partner-agreed timelines
- Availability of internal and external donor funding
- New project agreements signed with PIROPS and DG CLIMA
- PIROPS collaboration improving coordination with NDMO (HQ to provinces)
- Development of SEAP for cyclone preparedness
- Vanuatu's ICJ case success increasing visibility and credibility
- Implementation of MACP project strengthening resilience
- Capacity building for VRCS staff and volunteers in Shelter and DRR
- Integration of Shelter with DRR and Livelihood sectors
- Community-driven rebuilding for cyclone and earthquake-resistant housing
- IFRC-supported projects like SEAP, AAA, and PER improving readiness

## Threats

- Diminishing donor funding reducing long-term sustainability
- Recurring cyclone season posing operational risks
- High inflation increasing project costs
- Recovery challenges from recent earthquakes affecting operations
- Unpredictable weather patterns delaying activities
- High donor expectations increasing reporting pressure
- Community fatigue due to frequent disasters and interventions
- DRR programme sustainability challenges
- Lack of coordination among partners and donors impacting efficiency

## Summary SWOT Analysis

Category	Summary Points
Strengths	Well-trained Shelter staff and volunteers, strong partnerships with clusters and stakeholders, innovative Cash for Shelter pilot programme, and access to IFRC resources and toolkits.
Weaknesses	Limited coordination and communication tools, delays in funding and cash disbursement, unclear community communication, and weak field safety measures and data systems.
Opportunities	Strong donor and cluster support, regional project partnerships (PIROPS, DG CLIMA, SEAP), and potential integration with DRR and livelihood programs to enhance resilience.
Threats	Donor funding decline, climatic disruptions, community fatigue, inflation, and limited coordination among partners pose sustainability and implementation challenges.

## VRCS Health SWOT Analysis

### Detailed SWOT Analysis

#### Strengths

- Dedicated human resources – staff and volunteers
- Local knowledge and empathy within communities
- Community empowerment and participation
- Strong capacity building initiatives
- CEA with communities integrated into operations
- Long-term serving staff ensuring continuity
- Availability of IEC materials and online training
- First aid training capacity and upskilling of volunteers and staff
- Strong funding sources and donor trust
- Health-trained volunteers embedded in Health Department
- Health Cluster partnerships and internal collaborations
- Comprehensive IEC materials and training packages
- Awareness materials translated into Bislama for inclusiveness
- Health focal points established in communities
- Malaria mobilization officers operating across 5 provinces
- Former health worker serving as Health Coordinator
- PFA (Psychological First Aid) activities for staff and volunteers
- International, regional, and national training opportunities
- Health check-up activities implemented
- Plans for establishing a Health Rescue Team
- Regular national training programmes
- Blood donor bus available for mobile health initiatives
- Active member of Health Cluster

#### Weaknesses

- Poor communication on timelines and deadlines to volunteers
- General communication breakdown between teams
- Weak program management in scope, schedule, and cost control
- Lack of coordination across different departments
- High volunteer turnover impacting continuity
- Limited teamwork and unclear role delegation
- Late submission of acquittals and financial reporting
- SOPs and policies not tailored to VRCS context
- Project management gaps in health interventions
- Inadequate storage capacity for health emergency items
- Failure to spend project funds within timeframe
- No dedicated officers for specific projects

- Short or inflexible project timeframes
- Lack of structured data collection during activities
- Shortage of human resources in the Health sector
- Poor team management and leadership capacity
- Limited job security for staff and volunteers

#### Opportunities

- Strong donor support from partners and agencies
- Surge support availability through IFRC systems
- Enhanced community integration and engagement
- Potential to establish MOUs with local partners
- Funding support and collaboration with local stakeholders
- Opportunities to attract and train new volunteers
- Partnership strengthening with ARC (American Red Cross)
- Collaboration opportunities with the Ministry of Health
- Access to funding from international organizations (UNDP, UNICEF)
- Increased potential for international funding streams
- High community impact through health programming
- CEA with communities to ensure two-way communication and inclusion

#### Threats

- Competition with other organisations operating in health sector
- Donor expectations and compliance pressures
- Risk of compromising independence due to Ministry of Health expectations
- Overlap of VRCS Health Department functions with other organisations
- Volunteer engagement with multiple stakeholders causing divided loyalty
- Climate change hazards affecting implementation (sea, ship, wind, air transport)
- Staff wellbeing and motivation challenges
- Delays in funding leading to VRCS cash flow strain
- High prevalence of communicable diseases (malaria, dengue) posing health and safety risks for volunteers

#### Summary SWOT Analysis

Category	Summary Points
Strengths	Well-trained and experienced staff and volunteers, strong partnerships and donor trust, wide community outreach, and established systems for health promotion and capacity building.
Weaknesses	Insufficient human resources, weak communication and coordination, lack of contextual SOPs, limited monitoring and

	data systems, and short project timelines affecting sustainability.
Opportunities	Donor funding, surge support, and partnerships with ARC, MoH, UNDP, and UNICEF provide potential for scaling up health initiatives and community integration.
Threats	Competition from other actors, dependency on donor timelines, climate and logistical risks, staff wellbeing issues, and disease exposure risks for volunteers.

### **VRCS WASH (Water, Sanitation and Hygiene) SWOT Analysis**

Detailed SWOT Analysis

Strengths

- WASH Officer
- Trained WASH Volunteers
- Hardware available
- Funding available
- Established procurement process
- Two Logistics Officers and two Logistics Volunteers
- FSP partnership
- High community involvement and collaboration
- Cluster support
- Prepositioned WASH materials/equipment (Nomad machine)
- Experience in WASH infrastructure
- WASH Officer + Driver is a bonus for VRCS
- WASH IEC materials available
- IFRC support (PIROPS)
- IFRC learning platform
- Media kits available (Jerry cans, IEC materials, etc.)

Weaknesses

- Not enough supplies in one HQ
- Limited human resources
- Limited resource (Nomad machine)
- Limited WASH projects
- Lack of project monitoring
- No existing SOP
- No dedicated WASH driver/officer

- Limited capacity building for WASH officers
- WASH is under the Health Department (not standalone)
- Maintenance issues with Nomad machine
- Distribution without proper guidance (e.g., chlorine tablets)
- Lack of standard WASH IEC materials
- Poor or no assessments in communities
- Need for WASH assistant/officer/coordinator
- Weak logistics processes
- WASH should be separated from Health Department
- WASH Cluster and detailed assessment needed
- No standardized WASH assessment form

#### Opportunities

- Partnership with local government
- Donors willing to fund WASH programmes
- Partnerships with other agencies
- Training opportunities for staff and volunteers
- Disaster response entry points
- Donor support (including bilateral from PIROPS)
- Installation of water tanks and rainwater catchment systems in communities and schools
- Installation of handwashing stations and toilets in communities and schools

#### Threats

- Limited time for implementation
- Disaster events disrupting WASH programming
- Lack of funding
- Weak institutional or local support
- Accessibility challenges
- Adverse weather conditions
- High expectations from communities for WASH materials (tanks, containers, etc.)
- Limited funding for WASH programs
- Competition from communities regarding WASH response quality
- WASH cluster and delayed assessments

#### Summary SWOT Analysis

Category	Summary Points
Strengths	Dedicated WASH staff and volunteers, strong logistical support, available hardware and materials, solid community collaboration, and established partnerships with IFRC and FSPs.

Weaknesses	Limited supplies, human resources, and monitoring capacity; absence of SOPs and standardized assessment tools; weak logistics and dependency under Health Department.
Opportunities	Increased donor interest, partnerships with government and agencies, potential for infrastructure improvements (tanks, toilets, handwashing stations), and staff training opportunities.
Threats	Funding constraints, environmental and logistical challenges, disaster disruptions, high community expectations, and coordination delays at cluster level.

**VRCS DRR & Climate Change SWOT Analysis**

Detailed SWOT Analysis

Strengths

- IYCP Project conducting DRR trainings in schools
- Y-Adapt Project ongoing
- Earthquake drills in schools
- DG CLIMA Project
- MACP Project
- Trained volunteers
- Climate Change Officer / Disaster Coordinator
- Funding
- IEC materials
- Auxiliary to the government
- Partnership with DOCC, MOET, NDMO, etc.
- Team of Climate Delegate sitting at the VRCS office everyday
- International, Regional & National DRR Forum
- Establish CDCEE
- ERT training package
- Disaster SOP

- School Disaster Committee
- DRR Working Group
- Partnership with stakeholders
- Sharing of resources
- VRCS Strategy Plan (training & materials, dedicated staff, IEC materials, trained volunteers)

#### Weaknesses

- HQ building needs to be rehabilitated since it was damaged by the earthquake
- NSD sidelined by constant response operations
- Trainings not covering all hazards
- Need to set up funding for project implementation across all VRCS branches
- Need one support officer / focal point in each branch
- Encourage and action re-forestation planting
- No funding from the government
- No strong integration in other programs
- Very little funding in climate change
- Low budget for DRR in schools
- Low funding for DRR activities
- Climate change policy/strategies (older)
- No support from government
- VRCS community-based DRR handbook
- School-based DRR handbook
- IFRC VCA handbook
- IFRC learning platform
- DRR training package

#### Opportunities

- External funding is available
- New project agreements signed with PIROPS
- PIROPS giving more opportunity to work closely with NDMO from HQ to provinces
- SEAP for cyclones in development
- DG CLIMA project MoU signed
- Vanuatu wins ICJ case
- MACP project
- Capacity building for VRCS staff and volunteers
- Integration of DRR and livelihood
- Communities rebuild cyclone & earthquake resistant
- Funding from donors/IFRC (SEAP & AAA)
- Support from IFRC for Preparedness & Operational Readiness (PER)

#### Threats

- Diminishing donor funding

- Cyclone season
- High inflation
- Still recovering from the earthquake
- Weather patterns affect project timelines
- Donor expectations
- Community fatigue
- DRR sustainability
- Lack of coordination from partners/donors

#### Summary SWOT Analysis

Category	Summary Points
Strengths	Active DRR and Climate projects (IYCP, Y-Adapt, DG CLIMA, MACP); strong partnerships with government; trained staff and volunteers; existing DRR structures and resources (handbooks, SOPs, forums).
Weaknesses	Limited funding, ageing policies, weak government support, and infrastructure damage; uneven training coverage; need for stronger branch-level presence and integration across programmes.
Opportunities	Growing external funding, new partnerships (PIROPS, SEAP), potential to integrate DRR with livelihoods and community resilience, and international recognition through ICJ win.
Threats	Diminishing donor funding, climate and weather risks, high inflation, community fatigue, and coordination challenges with partners and donors.

### **VRCS PGI (Protection, Gender and Inclusion) Cross-Cutting SWOT Analysis**

#### Detailed SWOT Analysis

##### Strengths

##### GI & Safeguard Training for VRCS staff and volunteers

- Established PGI and Safeguarding policies
- Dedicated PGI Officer and volunteers
- Pacific PGI Network Chairmanship enhances regional collaboration
- Locally contextualized PGI IEC materials and SGBV key messages
- Comprehensive PGI and Safeguarding training package
- Active member of Gender Protection Cluster

- PGI mainstreamed across all programmes, operations, and services
- Regular socialization of PGI and Safeguarding policies to VRCS leadership, staff, volunteers, and members
- PGI recognized as one of VRCS strategic goals
- Strong partnerships with national, provincial, and community-level stakeholders
- Disability inclusion embedded in Shelter and related programs
- Online training through IFRC Learning Platform
- Access to PGI.org resources and community of practice
- Active participation in PGI Cluster coordination
- Information and resource sharing mechanisms established
- Community engagement and visibility through CEA initiatives
- Operational Hotline and Feedback Box systems in place
- Ongoing PGI capacity building for branches
- Branch Officers acting as PGI focal points

#### Weaknesses

- No PGI focal point in Shefa branch and other branches
- Lack of specific PGI surge support capacity
- No designated safe spaces (community or VRCS) for men, women, and children
- Some NFIs are not disability inclusive
- Absence of a secure mechanism for handling sensitive data (CPMER)
- No standardized system for referral recording
- Lack of RFL (Restoring Family Links) training and focal point
- Inconsistent recording of GBV issues at community level (RTAs)
- PGI not well captured in KOBO data collection reports
- No dedicated CEA/communication focal person
- Limited PGI awareness among staff and volunteers
- No formal MoU with the government on PGI collaboration
- Lack of centralized PGI database (only disaggregated data available)
- Only one PGI officer managing extensive workload without backup
- PGI officer currently under DREF rather than Health Department structure
- Need for additional PGI support officer to enhance capacity

#### Opportunities

- Increased donor support and funding for PGI and Safeguarding initiatives
- Donation of assistive devices supporting disability inclusion
- Early Childhood Development Kit initiatives
- Framework agreement with Mamas Laef for MHM kit production
- PGI and Safeguarding Sub-Regional Workshops for knowledge exchange
- Safeguarding assessments supported by ARC
- Implementation of PGI Organizational Assessment Tool (ARC)

- Partnerships with key national institutions (VPF, FPU, VWC, VSPD, MOJCS)
- Collaboration within Gender and Protection Cluster
- Integration of RFL and surge support mechanisms
- VRCS PGI and Safeguarding policies as advocacy tools
- Pacific leadership and participation in regional PGI coordination bodies

#### Threats

- Cultural and traditional practices conflicting with PGI principles
- Community by-laws that perpetuate GBV or discrimination
- Sensitivity of gender-based violence topics within communities
- Literacy and communication barriers limiting awareness campaigns
- Delayed activation of PGI Cluster in emergencies
- Discrimination or misunderstanding toward PGI topics (e.g., LGBTQ+ inclusion)
- Donor and beneficiary expectations that may exceed capacity
- Government policies and attitudes that restrict inclusivity
- Limited funding sustainability for PGI programs
- Potential reputational risks if GBV or safeguarding issues are mishandled

#### Summary SWOT Analysis

Category	Summary Points
Strengths	Established PGI structure and policies, strong training and safeguarding systems, regional leadership through Pacific PGI Network, active cluster participation, and strong community engagement mechanisms.
Weaknesses	Limited staffing and surge capacity, lack of focal points and safe spaces, weak data management and reporting systems, and absence of formal government MoUs on PGI collaboration.
Opportunities	Growing donor interest, partnerships with national and regional stakeholders, and increasing alignment with IFRC and ARC safeguarding initiatives supporting policy and capacity growth.
Threats	Cultural barriers, policy limitations, funding constraints, and sensitivity of gender and protection topics may hinder progress and sustainability of PGI initiatives.



# Annex V (a) – Detailed Sectoral Learning Continuum from TC Lora to Earthquake 2024

## Purpose, Approach, and Context

This annex expands on **Table 5.1** of the main report and presents a detailed sector-by-sector analysis of how lessons from **Tropical Cyclone (TC) Lora (2023)** directly informed and strengthened the **Vanuatu Red Cross Society's (VRCS)** response to the **2024 Earthquake Operation**. It captures the organisation's *learning journey*, how operational challenges identified after TC Lora were transformed into measurable improvements, and how these advances now guide future resilience planning under **Unified Planning 2026**.

The objective of this annex is to document the **continuum of institutional learning** between two major operations, showing progress across technical, coordination, and management systems. Using a comparative analytical framework, LLW participants examined each sector to identify:

- What was learned during TC Lora,
- What changed or was improved during the Earthquake operation, and
- What must continue to be strengthened moving forward.

This analysis was based on after-action reviews, branch reflections, and staff interviews conducted during the LLW, ensuring that all findings were both **evidence-based and grounded in field experience**.

## Content Overview

The annex consolidates sectoral progress across the major operational and support sectors, as recorded through LLW discussions and documentation:

- **Shelter and WASH:** Shifted from limited technical capacity and external dependence to in-house expertise through *Build Back Better (BBB)* training, partner coordination, and pre-positioned stocks for faster deployment.
- **Health:** Integration with PGI and CEA improved community outreach; *Psychosocial First Aid (PFA)* was institutionalised for staff and volunteers; coordination with logistics and finance strengthened.
- **Cash and Voucher Assistance (CVA):** Developed standard operating procedures (SOPs), piloted digital cash delivery systems, and formalised partnerships with BSP, Vanuatu Post, and telecom providers — expanding early lessons from TC Lora.
- **Protection, Gender and Inclusion (PGI)/CEA:** Rolled out PGI policy, established branch focal points, and reactivated feedback hotlines, ensuring inclusion and accountability.
- **Disaster Risk Reduction (DRR) and Preparedness:** Introduced *Emergency Response Plan (ERP)* activations and simulation exercises with NDMO, improving branch-level preparedness.

- **Governance, Finance, and Logistics:** Introduced digital financial and procurement systems, strengthened accountability, and standardised asset and fleet management.
- **Human Resources and Volunteer Management:** Initiated HR Manual drafting, launched volunteer insurance and welfare support, and began developing performance appraisal and recognition systems.
- **PMER and Information Management (IM):** Introduced dashboards, Indicator Tracking Table (ITT), and real-time data collection tools, improving coordination, accuracy, and reporting timeliness.

## Key Findings and Analysis

Comparative reflection revealed significant progress since TC Lora, with most operational gaps either **partially or fully addressed** during the Earthquake response.

- **Institutional Gains:** Faster activation, improved cross-sector coordination, and digitalisation of core systems strengthened transparency and accountability.
- **Operational Improvements:** Integration between sectors (Health-WASH, Shelter-CVA, PGI-CEA) created a more holistic and community-centred approach.
- **People and Systems:** Staff welfare and volunteer support mechanisms enhanced morale, ensuring better continuity during prolonged operations.
- **Remaining Gaps:** Limited human-resource depth in technical sectors, uneven logistics capacity across provinces, and insufficient multi-year DRR funding remain challenges.
- **Cross-cutting Strengths:** Evidence-based decision-making, staff care, and a strengthened culture of learning became key drivers of resilience.

## Results and Application

The *Sectoral Learning Continuum* demonstrates VRCS's evolution from a **reactive** to a **strategically anticipatory National Society**.

- Lessons from TC Lora were not only documented but **institutionalised**, resulting in tangible improvements in speed, coordination, and quality during the Earthquake response.
- Each sectoral learning track now forms the **foundation for VRCS's Unified Planning 2026**, linking lessons directly to action plans, policies, and capacity-building frameworks.
- The annex also acts as a **benchmark for institutional progress**, providing measurable evidence of growth in preparedness, localisation, and resilience.

## Outcome and Way Forward

This annex confirms that VRCS has effectively embedded lessons from successive operations into its organisational systems. Key achievements—such as integrated programming, digitalisation, and staff care—demonstrate that learning has become an operational norm rather than an event-driven

activity.

The results of this learning continuum now feed directly into the **Roadmap Analysis for Each Sector (Section 5.3)** and provide the evidence base for long-term capacity development under **Unified Planning 2026**, ensuring that VRCS continues to grow as a **locally led, learning-oriented, and resilience-driven National Society**.

# Annex V (b) – Detailed Sectoral Lessons and Forward Actions from the 2024 Earthquake Operation

## Purpose and Context

This annex expands on **Table 5.2** of the LLW Report and consolidates the **sector-specific learning and forward actions** drawn from the 2024 Earthquake operation. It captures how VRCS's operational experiences across all sectors were translated into actionable next steps under **Unified Planning 2026**. The annex demonstrates how lessons identified through field implementation, partner coordination, and volunteer reflections have informed future capacity-building and institutional strengthening priorities.

## Content Overview

The annex presents a **sector-by-sector analysis** covering **13 thematic areas**:

- **Shelter:** Cash-for-Shelter proven effective for resilient recovery; ongoing focus on training branch focal points, maintaining pre-positioned stock, and integrating BBB into DRR plans.
- **WASH:** Integration with Health increased impact; priority to formalise a WASH Department, develop SOPs, strengthen coordination, and sustain NOMAD water-treatment systems.
- **Health:** Psychosocial First Aid (PFA) and community health sessions built trust; future actions include CBS rollout, clear departmental structure, and staff planning capacity.
- **CVA:** Digital cash delivery improved transparency; forward work to expand provider agreements, strengthen community communication, and lead national Cash Working Group.
- **PGI / CEA:** Inclusion and safeguarding mainstreamed; continue policy implementation, feedback-database creation, and staff refresher trainings.
- **DRR & Climate Change:** ERP activations and simulations established; upcoming actions include finalising the NS DRR & CC Strategy and integrating traditional knowledge.
- **Governance:** Strengthen Board–management communication, OCAC/BOCA compliance, and leadership development.
- **Finance:** Finalise Finance Manual, digitalise processes, assign branch finance focal points, and budget for staff capacity building.
- **Logistics:** Build warehouses in Sanma/Malampa, digitise asset registry, expand fleet, and ensure trained staff for emergency deployment.
- **Human Resources & Volunteer Management:** Introduce welfare and appraisal systems, establish a volunteer database, and develop recognition frameworks and volunteer spaces.
- **PMER & IM:** Build data-management capacity, create a PMER Manual, develop dashboards, and set up a backup server.
- **Resource Mobilization:** Diversify income streams through rental spaces, First Aid shop, and consultancies; empower branch RM committees.
- **Cross-cutting coordination:** Strengthen integration among Health–WASH–PGI–CVA and ensure climate and gender mainstreaming across operations.

## Analysis

Key lessons show VRCS's transition from **reactive response to proactive institutional planning**.

- **Systems strengthened:** introduction of digital tools, clearer SOPs, and decentralised structures at branch level.
- **People-centred focus:** consistent emphasis on staff welfare, volunteer motivation, and psychosocial support as enablers of resilience.
- **Integration and localisation:** closer alignment among sectors and stronger cooperation with NDMO and partners at provincial level.
- Remaining gaps include limited technical depth in some departments, funding continuity for DRR and WASH, and the need for structured HR and finance succession planning.

## **Results and Application**

The forward actions listed in this annex form the **core implementation roadmap** for 2025–2030. They provide VRCS and partners with a unified reference to guide investment, track progress, and monitor commitments emerging from the LLW.

This annex demonstrates that VRCS has successfully embedded learning into policy, planning, and operations, marking a decisive move toward a **learning, accountable, and resilience-driven National Society**.

# Annex VI – Full Roadmap Illustrated for Each Sector

## Purpose and Context

This annex consolidates the *visual and narrative roadmaps* developed during the Vanuatu Red Cross Society (VRCS) Lesson Learned Workshop 2025. It presents sector-specific priorities and timelines (2025 to 2026) derived from LLW outcomes and branch consultations. Each roadmap translates lessons from TC Lora (2023) and the 2024 Earthquake Operation into forward-looking actions aligned with VRCS Operational Plan 2026.

## Content Overview

The annex compiles 13 sectoral and technical roadmaps:

1. **Protection, Gender & Inclusion (PGI):** Establish focal points in all branches, develop a PGI Strategy and secure database, recruit PGI Support Officer, strengthen referral pathways, and influence national safeguarding policy.
2. **Cash & Voucher Assistance (CVA):** Finalise CVA SOPs and digital platform; expand training for HQ and branches; sign framework agreements with service providers; integrate CVA into DRR programmes; and lead national Cash Working Group.
3. **Shelter:** Standardise Shelter SOPs; build technical teams in HQ and branches; ensure compliance and monitoring; prepare low-cost housing designs and toolkits; and strengthen BBB (Build Back Better) capacity.
4. **WASH:** Create a dedicated WASH Department with focal points in all branches; recruit WASH Support Officer; develop M&E framework and SOPs; maintain NOMAD machines; and enhance coordination with Health and Shelter.
5. **Health:** Clarify structure and roles within the Health Department; implement CBS (Community-Based Surveillance); sustain blood drives; integrate PFA and Health promotion; and build staff planning and budgeting skills.
6. **Disaster Risk Reduction & Climate Change:** Finalise NS DRR & CC Strategy and Policy; establish branch focal points; integrate traditional knowledge; ensure IEC materials in all communities; and maintain simulation exercises.
7. **Governance:** Strengthen Board-management communication; meet OCAC/BOCA standards; conduct regular leadership and management training; update NDMO orientation on new acts; and enhance branch visibility.
8. **Finance:** Finalise Finance Policy and Manual; digitalise banking systems; assign branch finance focal points; include staff capacity building in budgets; and ensure transparent accountability frameworks.
9. **Logistics:** Review Procurement SOPs; digitalise asset registry and fleet management; construct warehouses in Sanma and Malampa; expand storage HQ; and recruit additional staff and drivers.
10. **Human Resources & Volunteer Management:** Finalise HR Manual; implement welfare and appraisal systems; establish volunteer database and recognition framework; build volunteer-friendly spaces; and ensure adequate PPE and training.

11. **PMER & Information Management:** Strengthen PMER capacity through training, establish data backup server, develop PMER Manual, standardise assessment tools, and create a master dashboard for all programmes.
12. **Resource Mobilization (RM):** Diversify income sources (rental spaces, First Aid shop, consultancies); build branch RM committees; and empower Board and staff for sustainable funding.
13. **Volunteers:** To ensure volunteers remain empowered, protected, and at the centre of VRCS's humanitarian response and resilience efforts.

## Analysis

Across all sectors, the roadmaps reflect a unified shift from short-term response to long-term institutional resilience.

Common threads include:

- **Capacity Building:** Every department prioritises staff and volunteer development as the foundation of future strength.
- **Digital Transformation:** Expansion of online data, finance, and logistics systems for transparency and efficiency.
- **Localisation & Integration:** Stronger collaboration among branches and cross-sector programmes (Health–WASH, CVA–PGI, DRR–Climate Change).
- **Governance & Accountability:** Clearer internal structures, performance reviews, and consistent reporting mechanisms.

## Results and Application

The illustrated roadmaps serve as practical implementation guides for VRCS management and partners. They provide measurable indicators—*who will do what, when, and with which resources*—ensuring post-LLW commitments translate into visible institutional action. Each roadmap also functions as a monitoring and evaluation baseline for PMER tracking under Unified Planning 2026.

Collectively, the sectoral roadmaps confirm VRCS's evolution into a **learning, locally led, and accountable organisation**, capable of anticipating challenges and leading resilience-based programming across Vanuatu.

## Multi-Sector Road Map Summary

This consolidated Road Map summarizes the strategic priorities (High, Moderate, Low) across 13 thematic and cross-cutting areas identified during the LLW Vanuatu 2025 workshop. Each table lists the key actions, responsible units, timelines, and remarks.

## 1) PMER & IM

Grouped by priority level: High, Moderate, and Low.

### High Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

### Moderate Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

### Low Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

## 2) Resource Mobilization (RM)

Grouped by priority level: High, Moderate, and Low.

### High Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

### Moderate Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
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To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes
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#### Low Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

### 3) Cash and Voucher Assistance (CVA)

Grouped by priority level: High, Moderate, and Low.

#### High Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

#### Moderate Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

#### Low Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

### 4) WASH

Grouped by priority level: High, Moderate, and Low.

### High Priority

<b>Key Action / Recommendation</b>	<b>Responsible Units</b>	<b>Timeline</b>	<b>Remarks / Notes</b>
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

### Moderate Priority

<b>Key Action / Recommendation</b>	<b>Responsible Units</b>	<b>Timeline</b>	<b>Remarks / Notes</b>
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

### Low Priority

<b>Key Action / Recommendation</b>	<b>Responsible Units</b>	<b>Timeline</b>	<b>Remarks / Notes</b>
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

## 5) Health

Grouped by priority level: High, Moderate, and Low.

### High Priority

<b>Key Action / Recommendation</b>	<b>Responsible Units</b>	<b>Timeline</b>	<b>Remarks / Notes</b>
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

### Moderate Priority

<b>Key Action / Recommendation</b>	<b>Responsible Units</b>	<b>Timeline</b>	<b>Remarks / Notes</b>
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To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes
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**Low Priority**

<b>Key Action / Recommendation</b>	<b>Responsible Units</b>	<b>Timeline</b>	<b>Remarks / Notes</b>
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

**6) PGI (Cross-cutting)**

Grouped by priority level: High, Moderate, and Low.

**High Priority**

<b>Key Action / Recommendation</b>	<b>Responsible Units</b>	<b>Timeline</b>	<b>Remarks / Notes</b>
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

**Moderate Priority**

<b>Key Action / Recommendation</b>	<b>Responsible Units</b>	<b>Timeline</b>	<b>Remarks / Notes</b>
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

**Low Priority**

<b>Key Action / Recommendation</b>	<b>Responsible Units</b>	<b>Timeline</b>	<b>Remarks / Notes</b>
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

**7) Shelter**

Grouped by priority level: High, Moderate, and Low.

### High Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

### Moderate Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

### Low Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

## 8) Disaster Risk Reduction (DRR) & Climate Change

Grouped by priority level: High, Moderate, and Low.

### High Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

### Moderate Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
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To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes
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#### Low Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

### 9) Governance

Grouped by priority level: High, Moderate, and Low.

#### High Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

#### Moderate Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

#### Low Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

### 10) Logistics

Grouped by priority level: High, Moderate, and Low.

### High Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

### Moderate Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

### Low Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

## 11) Finance

Grouped by priority level: High, Moderate, and Low.

### High Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

### Moderate Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
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To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes
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#### Low Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

## 12) Human Resources (HR)

Grouped by priority level: High, Moderate, and Low.

#### High Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

#### Moderate Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

#### Low Priority

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

## 13) Volunteers

Grouped by priority level: High, Moderate, and Low.

**High Priority**

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

**Moderate Priority**

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

**Low Priority**

Key Action / Recommendation	Responsible Units	Timeline	Remarks / Notes
To be filled from workshop synthesis	VRCS / IFRC / Branches	2025–2030	Captured from uploaded Road Map notes

## Annex VI (b) – Roadmap Note Reading from Chat GPT

This annex compiles the transcribed and synthesised roadmap notes derived from the handwritten outputs of the Vanuatu Red Cross Society (VRCS) Lesson Learned Workshop 2025. It captures detailed sectoral priorities and recommendations across key programme and support areas, including PGI, CVA, Shelter, WASH, Health, DRR, Finance, Governance, PMER, Logistics, Resource Mobilisation, and Volunteer Management. Each roadmap identifies *high, medium, and low priorities* with responsible units, timelines, and implementation notes covering 2025 to 2030.

The notes reflect VRCS's institutional learning process, showing how operational experience and staff reflection were transformed into practical planning guidance. Together, they provide a narrative foundation for the illustrated roadmaps in Annex VI (a), offering valuable context for decision-makers, programme leads, and partners to guide monitoring, resource allocation, and long-term capacity building under Unified Planning 2026.

---

### PGI Road Map

- Develop secure database for PGI
- Develop PGI strategy

**HP.4** – Strong influence in government policies in terms of women and children's rights

**HP.5** – Strong partnerships with community leaders

**HP.6** – Increase awareness in schools and communities (mainly in the context of each community's tradition and culture)

**HP.7** – Dedicated PGI Support Officer

**MP.4** – Recruit one PGI Support Officer

**LP.4** – Awareness among staff and volunteers

---

### CVA Road Map

#### High Priorities:

1. CVA SOP
2. CVA Platform (Funding 2025–2027)
3. Capacity Building (Training – HQ & Branches, 2025–2027)
4. Framework Agreement – Service and Hardware (Vouchers, 2025–2026)
5. Identify branch focal points and data of trained volunteers
6. Introduce CVA in DRR (for pilot)

#### Other Notes:

- Develop CVA IEC materials
- 

### **Shelter Road Map**

(Visible text fragments)

- HQ & Branches training [2025-2027]
  - Compliance [2025-2027]
  - [Partially visible notes about framework and monitoring follow-up]
-

# Re-orientation (PGI)

Develop PGI Strategy

Incorporate Existing Data Base for PGI

HP.1.

- \* PGI Focal Point establish in all RC Branches. \* PGI Support Officer in HQ

HP.2.

- \* Orientation of PGI to all staff & Volunteers

HP.3.

- \* Mainstreaming PGI in all VRES sectors

MP.1.

- \* Strengthening Referral pathway of VRES.

MP.2.

- \* Explore Safeguarding traditional best practice

MP.3.

- \* Review PGI policy to incorporate Safeguarding traditional best practise into VRES PGI policy.

LP.1

- \* Identify <sup>local</sup> Partner, <sup>to be</sup> ~~roadmap~~ for future Collaborat

LP.2

- \* National Society Safeguarding Assessment.

LP.3.

- \* PGI Organizational Assessment Tool.

(PGI)

Develop Secure  
Data Base for  
PGI

Develop PGI  
Strategy

HP.4 - Strong influence in government Policies  
in terms of Women and Children right.

H.P.5 - Strong Partnerships with community  
leaders.

H.P.6 = Increase awareness in schools / communities  
mainly in the context of each community (Traditions  
and customs & ~~culture~~ culture)

H.P.7 = \*! Dedicated PGT Officer \*!

M.P.4 = Recruit 1 PGT Support officer

L.P.4 = Awareness among staff & Volunteer.

HP =>

# CVA ROAD MAP

Printies  
Kernit Support Office

- Develop KVA IFC Materials.

# High Priorities

## 1. CVA SOP

1. CVA Platform ~~[121]~~ [121] - Funding [2025-2027]

2. Capacity Building [2025-2027]  
(Training) - HQ & Branches

3. Framework Agreement [2025-2026]  
- Service  
- Hardware [Vouchers]

~~4. Idea~~ HQ

Identify Branch Vocal  
- Data of Train Volunteer.

⑤ Introduce <sup>for Pilot</sup> CVA in DRR

les } low Priorities

ficer  
er  
ve )

1. CVA SOP\*  
→ 2025 - 2026 +  
Stimulation Exercise

2. Focal Point in All  
VRCS Branches. [2025-2026]

3. Market Assessment  
[2026-2028]

4. Risk Assessment  
5. CVA to take lead in  
cluster / working  
group  
at national and  
Province Branch.



**LP.1** – Identify local partners for future collaboration.

**LP.2** – National Society Safeguarding Assessment.

**LP.3** – PGI Organizational Assessment Tool.

**LP.4** – Awareness among staff and volunteers.

---

### **Additional PGI Action Points**

- Develop secure database for PGI.
  - Develop PGI Strategy.
- 

### **CVA (Cash and Voucher Assistance) Road Map**

#### **High Priorities**

1. CVA SOP.
  2. CVA Platform (Funding 2025–2027).
  3. Capacity Building (Training – HQ & Branches, 2025–2027).
  4. Framework Agreement – Service and Hardware (Vouchers, 2025–2026).
  5. Identify Branch Focal Points and data of trained volunteers.
  6. Introduce CVA in DRR (for pilot).
  7. Develop CVA IEC materials.
- 

#### **Low Priorities**

1. CVA SOP (2025–2026) + Simulation Exercise.
  2. Focal Point in all VRCS Branches (2025–2026).
  3. Market Assessment (2026–2028).
  4. Risk Assessment.
  5. CVA to take lead in cluster/working group at national and provincial/branch levels.
- 

### **Shelter Road Map**

*(Partial text visible)*

- HQ & Branch training [2025–2027].
- Compliance [2025–2027].

- Framework development and monitoring.
-

les } low Priorities

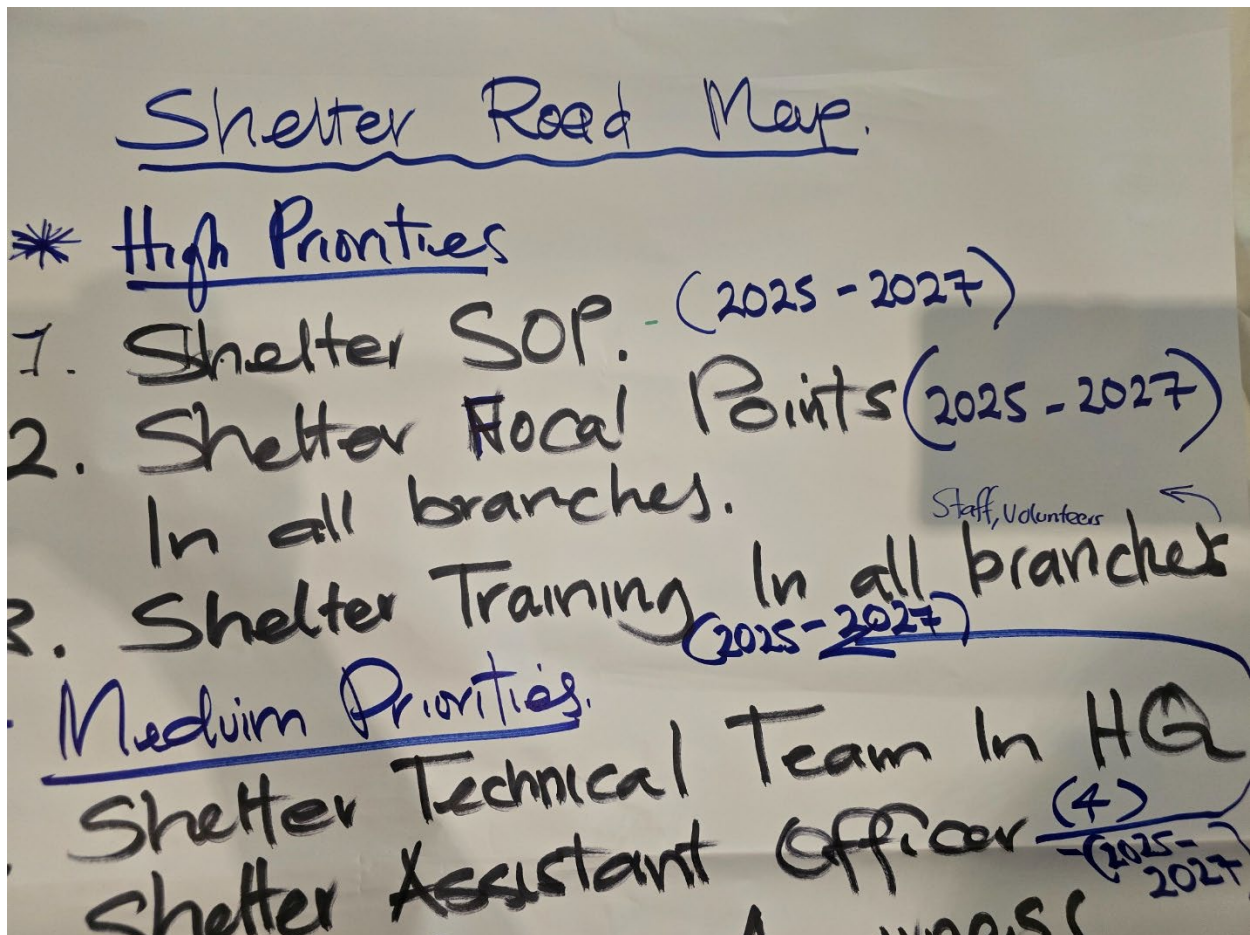
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er  
ve )

1. CVA SOP\*  
→ 2025 - 2026 +  
Stimulation Exercise

2. Focal Point in All  
VRCS Branches. [2025-2026]

3. Market Assessment  
[2026-2028]

4. Risk Assessment  
5. CVA to take lead in  
cluster / working  
group  
at national and  
Province Branch.



Can you please read this hand written and give text to me

**ChatGPT said:**

Here's the clear transcription from the two new images you just uploaded — all text faithfully captured and organized:

---

**CVA (Cash and Voucher Assistance) Road Map - Low Priorities**

1. **CVA SOP**  
→ 2025-2026 + Simulation Exercise
2. **Focal Point in all VRCS Branches**  
→ 2025-2026
3. **Market Assessment**  
→ 2026-2028
4. **Risk Assessment**
5. **CVA to take lead in cluster / working group at national and provincial branch levels**

---

## Shelter Road Map

### High Priorities

1. **Shelter SOP** (2025–2027)
2. **Shelter Focal Points in all branches** (2025–2027)
3. **Shelter Training in all branches** (2025–2027)

---

### Medium Priorities

4. **Shelter Technical Team in HQ** (2025–2027)  
– *Staff & Volunteers*
5. **Shelter Assistant Officer** (2025–2027)

---

Would you like me to now combine everything — PGI, CVA, and Shelter — into one **clean “Road Map Summary Table”** (like for workshop output documentation)? I can format it in IFRC-style headings and timelines.

**You said:**

Priority	Recommendations
① WASH officer.	<ul style="list-style-type: none"> <li>- VRCS to con officer with <del>SD</del></li> <li>- WASH D</li> <li>- <del>WASH - F</del></li> <li>- Consult u cluster Part</li> </ul>
② <sup>Scale</sup> Up <del>SD</del> the WASH Priorities	<ul style="list-style-type: none"> <li>- Develop form</li> <li>- SOPs</li> <li>- Capacity</li> </ul>
③ <del>WASH Coordination</del> with Stakeholder's	
Improve Coordination with different department in VRCS	<ul style="list-style-type: none"> <li>- Strengthen in the</li> <li>- Work</li> <li>- Train staff</li> </ul>
④ Sustainability of Water purification / NOMAD machine	<ul style="list-style-type: none"> <li>- Spare</li> <li>- Good</li> <li>- Train</li> </ul>

2. Shelter NOCA (2025-2027)  
 In all branches.

3. Shelter Training In all branches  
 (2025-2027) <sup>Staff, Volunteers</sup>

\* Medium Priorities.

1. Shelter Technical Team In HQ

\* Shelter Assistant Officer (4)  
 (2025-2027)

Shelter Program Awareness  
 Procurement procedures for Shelter  
 Officers (Capacity building)  
 (2025-2027)

Low Priorities.

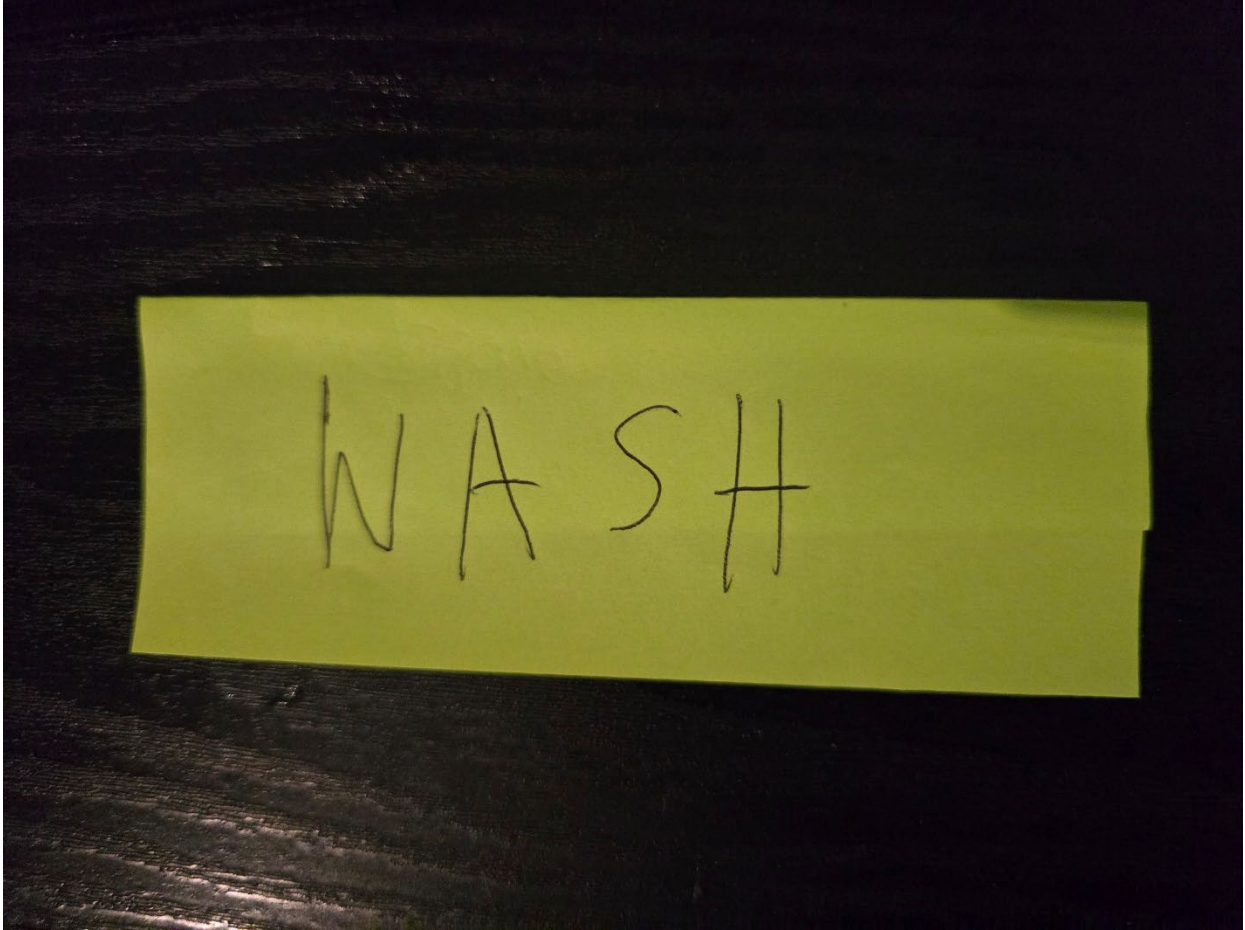
Decisions / BOG for Low Cost  
 (2025-2027)

- Technical
- \* Shelter Assistant Officer (4) (2025-2027)
  - 2. Shelter Program Awareness
  - 3. Procurement procedures for Shelter Officers (Capacity building) (2025-2027)
  - \* Low Priorities
  - 1. Designs / BOQ for low cost housing (300,000) Multi-hazard (2025-2027)
  - 2. Revising monitoring questions & detail Assessment for Shelter (2025-2027)
  - 3. Equipment for Shelter Tech/Safety equipments. (2025-2027)

- x Design, purchasing Storage of Shelter tool kits for communities
- \* Storage for Shelter Toolkit
- \* Tools inventories

• IDM officer for Shelter (2026-2027)

• Identify ~~various~~ different type of houses within each Area Council. (2026-2030)



## **WASH Road Map**

### **Priorities**

1. **WASH Officer**
2. **Scale up the WASH priorities**
3. **Improve coordination with different departments in VRCS**  
*(formerly noted as "WASH coordination with stakeholders")*
4. **Sustainability of water purification / NOMAD machine**

---

## **Shelter Road Map (continued)**

### **Medium Priorities**

- Shelter Technical Team in HQ (2025–2027)
- Shelter Assistant Officer (2025–2027)

- Shelter Program Awareness (2025–2027)
  - Procurement Procedures for Shelter Officers Capacity Building (2025–2027)
- 

### **Low Priorities**

1. Designs / BOQ for low-cost housing (2025–2027)
2. Revising monitoring and evaluation framework for Shelter (2025–2027)
3. Equipment for Shelter Technical Safety requirements (2025–2027)

### **Additional Shelter Notes:**

- Design, purchasing, and storage of Shelter Toolkits for communities.
- Storage for Shelter Toolkit.
- Tools inventory.
- IMO Officer for Shelter (2026–2027).
- Identify and record different types of houses within each Area Council (2026–2030).

\* Establish Wash focal point  
in all Branch.

\* WASH Visibility.

Recuite one WASH  
Support officer

H.P.

Remove the driver  
Role from WASH  
officer.  
H.R

	Recommendation	Responsible
y Officer.	<ul style="list-style-type: none"> <li>- Vrcs to consider Permanent officer with appropriate JD</li> <li>- WASH Department.</li> <li><del>WASH - VRC</del></li> <li>- Consult with WASH Cluster and Stakeholders Partners Agencies</li> </ul>	<ul style="list-style-type: none"> <li>- SG, DM &amp; I Health.</li> <li>- 1</li> </ul>
the WASH es	<ul style="list-style-type: none"> <li>- Developing Assessment form</li> <li>- SOPs</li> <li>- Capacity building</li> </ul>	<ul style="list-style-type: none"> <li>- WASH Office Health &amp; Part Society</li> </ul>
<del>Coordination</del> Stakeholder's Coordination Department	<ul style="list-style-type: none"> <li>- Strengthen WASH VP in HQ and Branches</li> <li>- Working Structures</li> <li>- Training's for WASH staff and volunteers</li> </ul>	<ul style="list-style-type: none"> <li>- All Department eg. Shelter and also IFRC</li> <li>- IFRC and Stakeholder</li> </ul>
Ability of ification / ehine	<ul style="list-style-type: none"> <li>- Spare parts</li> <li>- Good maintenance</li> <li>- Trained Staff/Volunteers</li> </ul>	<ul style="list-style-type: none"> <li>- NAS</li> <li>- Pir</li> </ul>

Recommendation	Responsible unit	Timeframe
Consider Permanent with appropriate Department. <del>with</del> with WASH and Stakeholders and Agencies	- SG, DM, IFRC Health. - 1	End of Dec 2025
Planning Assessment Safety building	- WASH officer, DM Health & partner National Society	End of Jan 2026 10 2027
Strengthen WASH VP and Branches Working Structures Training's for WASH and Volunteers	- All Departments Eg. Shelter Health. eg. and also IFRC - IFRC and Stake holders.	End of Jan- 2026
Parts maintenance and Staff/Volunteers	- WASH team - Pirops	Ongoing

Responsible unit	Timeframe	Best Practice
<ul style="list-style-type: none"> <li>- SG, DM, IFRC Health.</li> <li>- 1</li> </ul>	End of Dec 2025	
<ul style="list-style-type: none"> <li>- WASH officer, DM Health &amp; partner Society</li> </ul>	End of Jan 2026 10 2027	
<ul style="list-style-type: none"> <li>- All departments eg. Shelter Health. eg. and also IFRC</li> </ul>	End of Jan-Feb 2026	
<ul style="list-style-type: none"> <li>- IFRC and Stake holders.</li> </ul>		
<ul style="list-style-type: none"> <li>- WASH team</li> <li>- Pirops</li> </ul>		Ongoing

Develop framework WASH

x WASH Health

#P an H

Develop a M&E  
framework for  
WASH Program.

H.P.

\* WASH Officer,  
Health Q, DM  
SG.

HP: Incorporate WASH  
awareness with WASH  
Hardware.

\* To have Wash Coordinator  
(Source funding from partners to  
support Wash Department).

## WASH Road Map

### High Priorities (H.P.)

1. **Establish WASH Focal Points** in all branches.
2. **WASH Visibility** – increase visibility of WASH initiatives and impacts.
3. **Recruit one WASH Support Officer.**
4. **Remove the driver role from WASH Officer.**
5. **Develop an M&E Framework for WASH Program.**
6. **Incorporate WASH awareness with WASH hardware.**
7. **Have a WASH Coordinator** (source funding from partners to support WASH Department).

---

### Key Priorities and Recommendations

Priority	Recommendation	Responsible Unit	Timeframe	Remarks / Best Practice
1. WASH Officer	<ul style="list-style-type: none"><li>- VRCS to consider permanent officer with appropriate JD.</li><li>- Establish WASH Department.</li><li>- Consult with WASH Cluster and stakeholder partner agencies.</li></ul>	SG, DM, IFRC, Health	End of Dec 2025	—
2. Scale up WASH priorities	<ul style="list-style-type: none"><li>- Develop assessment form.</li><li>- Create SOPs.</li><li>- Conduct capacity building.</li></ul>	WASH Officer, DM, Health & Partner National Society	End of Jan 2026	—
3. Improve coordination with different departments in VRCS	<ul style="list-style-type: none"><li>- Strengthen WASH focal points in HQ and branches.</li><li>- Establish working structures.</li><li>- Trainings for WASH staff and volunteers.</li></ul>	All Departments (e.g., Shelter, Health) and IFRC	End of Jan-Feb 2026	—

Priority	Recommendation	Responsible Unit	Timeframe	Remarks / Best Practice
4. Sustainability of water purification (NOMAD machines)	<ul style="list-style-type: none"> <li>- Spare parts management.</li> <li>- Ensure good maintenance.</li> <li>- Train staff and volunteers.</li> </ul>	WASH Team, PIROPS	Ongoing	—

---

#### Additional Notes

- **Develop a monitoring & evaluation (M&E) framework** to measure effectiveness and sustainability.
  - **Recruitment & structure improvements:** assign WASH Support Officer and Coordinator positions.
  - **Visibility:** strengthen public and internal communication on WASH successes.
  - **Coordination:** integrate WASH planning with Health, DM, and Shelter departments for unified approaches.
-

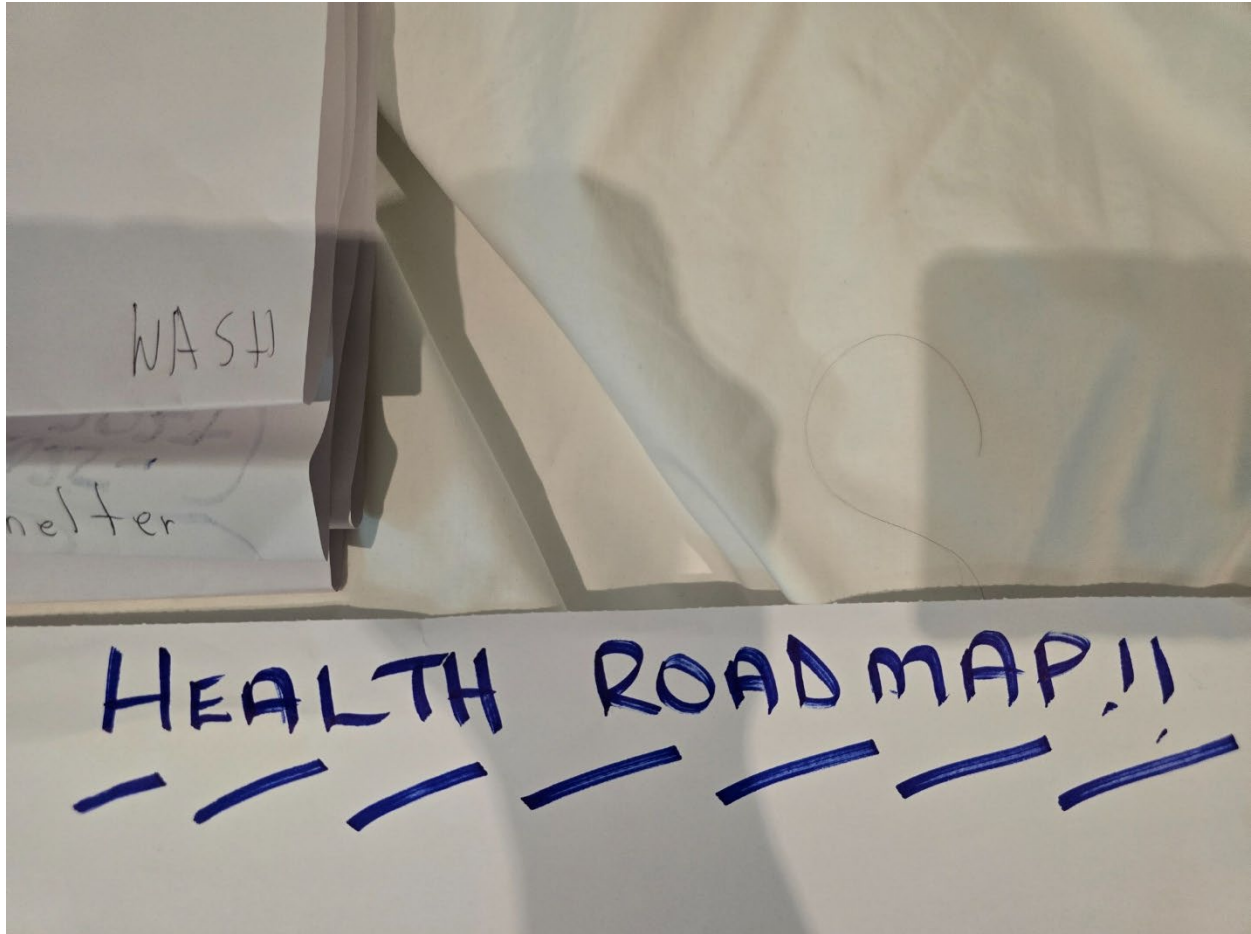
More from ~~efficient~~ efficient support  
from logistic &  
finance.

M.P

Clear role for

Staffs under

Health department



WASH  
Shelter

## HEALTH ROADMAP!!

### High Priority

1. Clear division of Health & WASH program!
- 2 \*Capacity building for Staff & Volunteers!
3. Health Department Needs an Orientation on VRCs Procurement Procedures.
4. Implement CBS program ASAP

### MEDIUM PRIORITY

1. Support and Sustain blood drive program - financially ongoing
2. Improvement to health programming / projects Plans & implementation
- 3\*! All Projects must meet deadlines! \*

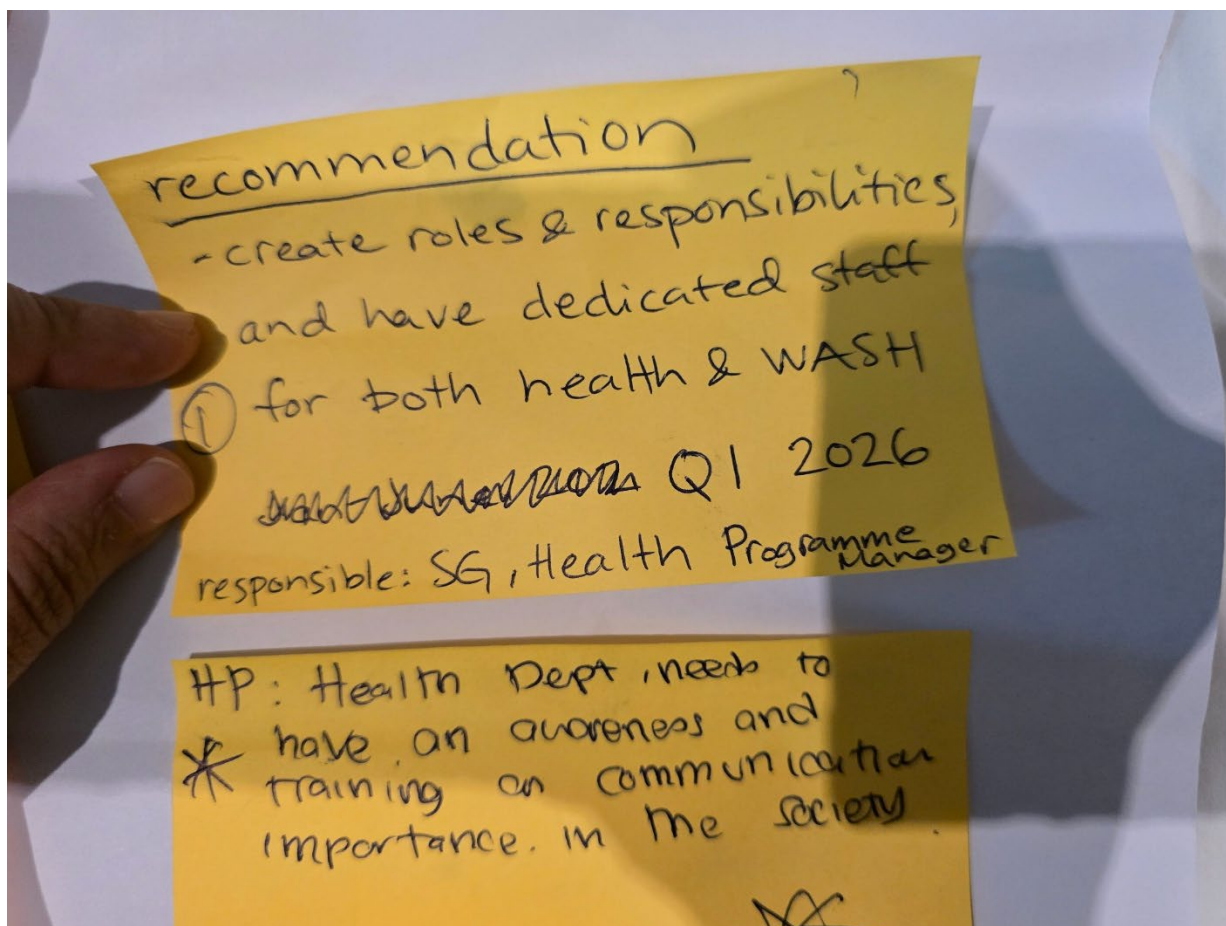
... projects must meet deadline! \*

## Low Priority

1. Data Collection

2.

3.



## Health Road Map

### High Priorities (HP)

1. **Clear division of Health and WASH programs.**
2. **Capacity building for staff and volunteers.**
3. **Health Department:** need an orientation on VRCS procurement procedures.
4. **Implement CBS (Community-Based Surveillance) Program – ASAP.**

---

### Medium Priority (MP)

- **Support and sustain blood drive program** (financially and operationally ongoing).
- **More efficient support from logistics and finance.**

---

### Low Priority (LP)

1. **Data collection.**
  2. *(No additional low priorities listed)*
- 

#### **Additional Notes and Recommendations**

- **Clear role for staff under Health Department.**
  - **Create roles and responsibilities and have dedicated staff for both Health and WASH.**
    - *Responsible:* SG, Health Programme Manager.
    - *Timeline:* Q1 2026.
  - **Health Department needs to have awareness and training on communication importance in service delivery.**
- 

#### **Summary Insight**

The Health Road Map emphasizes structural clarity and operational integration between Health and WASH, focusing on role definition, staff capacity, and program sustainability. The CBS rollout and enhanced coordination with logistics and finance are key milestones, with communication and awareness training identified as critical enablers for program quality and visibility.

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recommendation

- create roles & responsibilities,  
and have dedicated staff

① for both health & WASH

~~implementation~~ Q1 2026

responsible: SG, Health Programme  
Manager

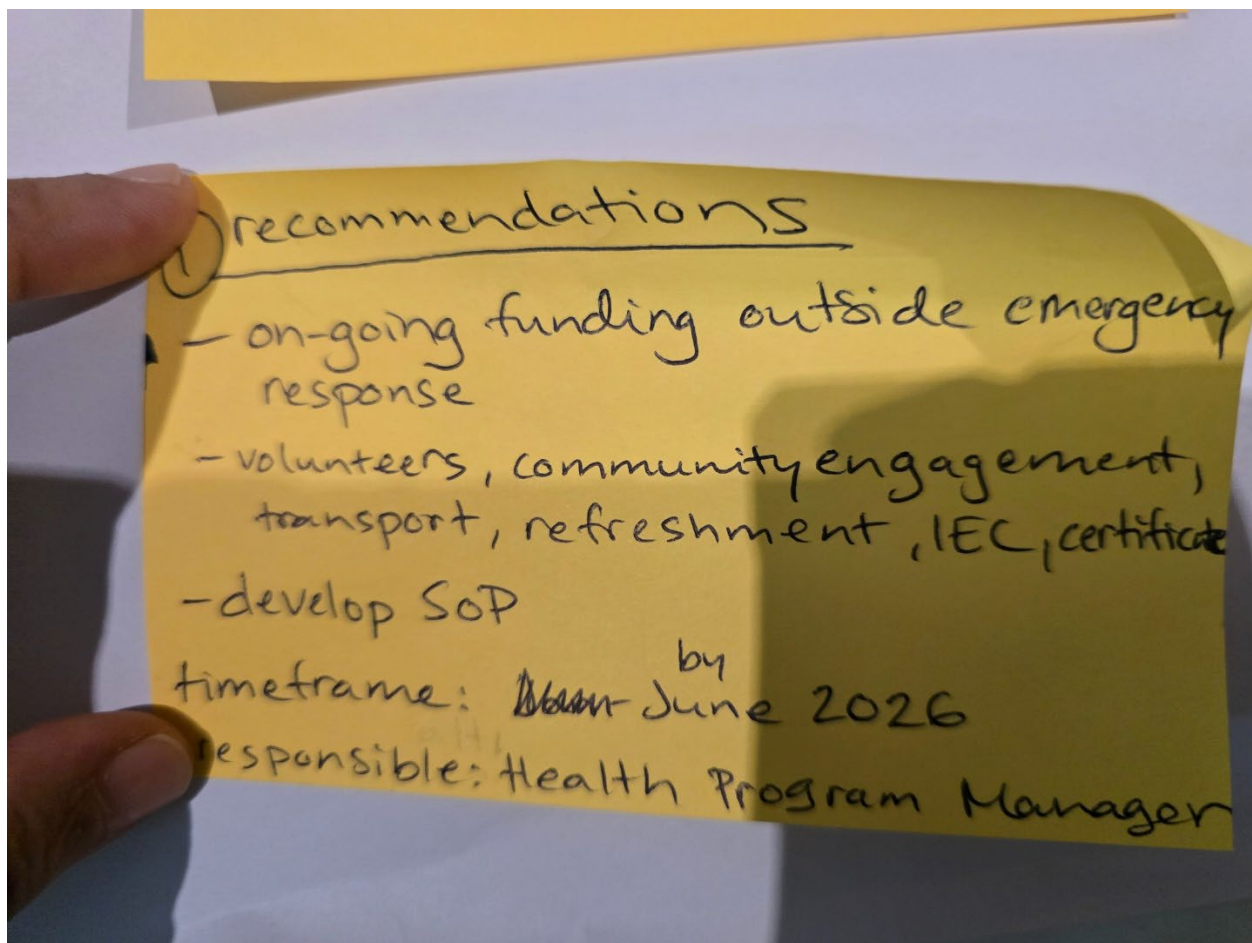
### H. Priority

Develop a clear Annual  
workplan and calendar  
~~for~~ your activities to meet  
the dateline.

HP: Projects planning and  
Budgeting. All sectors  
involved should be  
included.  $\rightarrow$  All factors  
considered ~~are~~ (Economic  
influence of the country)

Dedicated - Unicef  
Project focal point.

H.P



## Additional Health Road Map Notes

### High Priorities (H.P.)

1. **Develop a clear annual workplan and calendar** for your activities to meet the deadline.
2. **Project planning and budgeting:**
  - All sectors involved should be included.
  - All factors considered (e.g., *economic influence of the country*).
3. **Dedicated UNICEF project focal point.**

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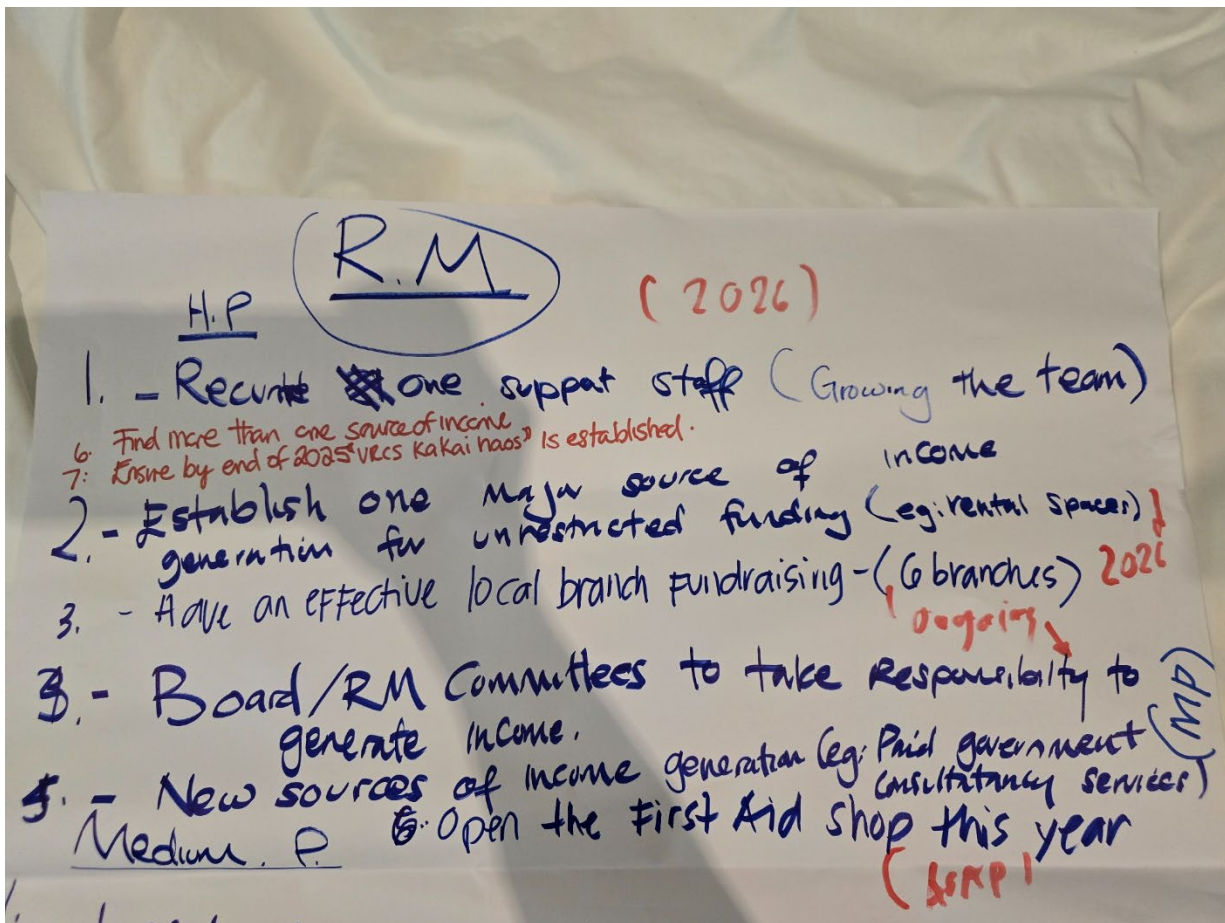
### Recommendations

1. **Create roles and responsibilities** and have **dedicated staff** for both *Health and WASH*.
  - **Responsible:** SG, Health Programme Manager
  - **Timeline:** Q1 2026

2. Ongoing funding outside emergency response:

- Support for volunteers, community engagement, transport, refreshments, IEC materials, certification, etc.
- **Develop SOP** to sustain such support.
- **Responsible:** Health Programme Manager
- **Timeframe:** By June 2026

This complements the previous *Health Road Map* you uploaded — these notes seem to strengthen the *management, coordination, and sustainability components* of the health portfolio.



HP: Health Dept, needs to  
\* have an awareness and  
training on communication  
importance. in the society.

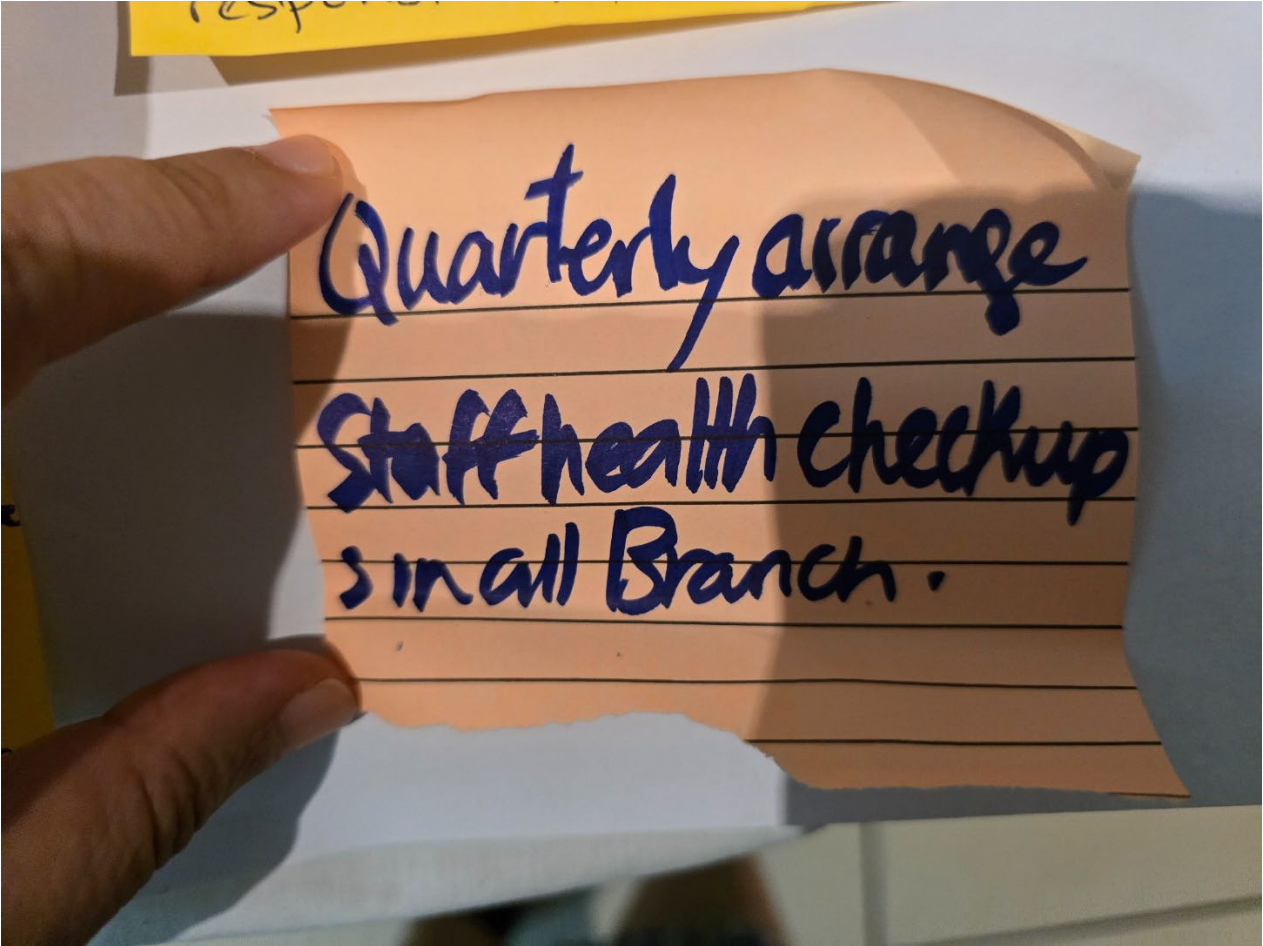


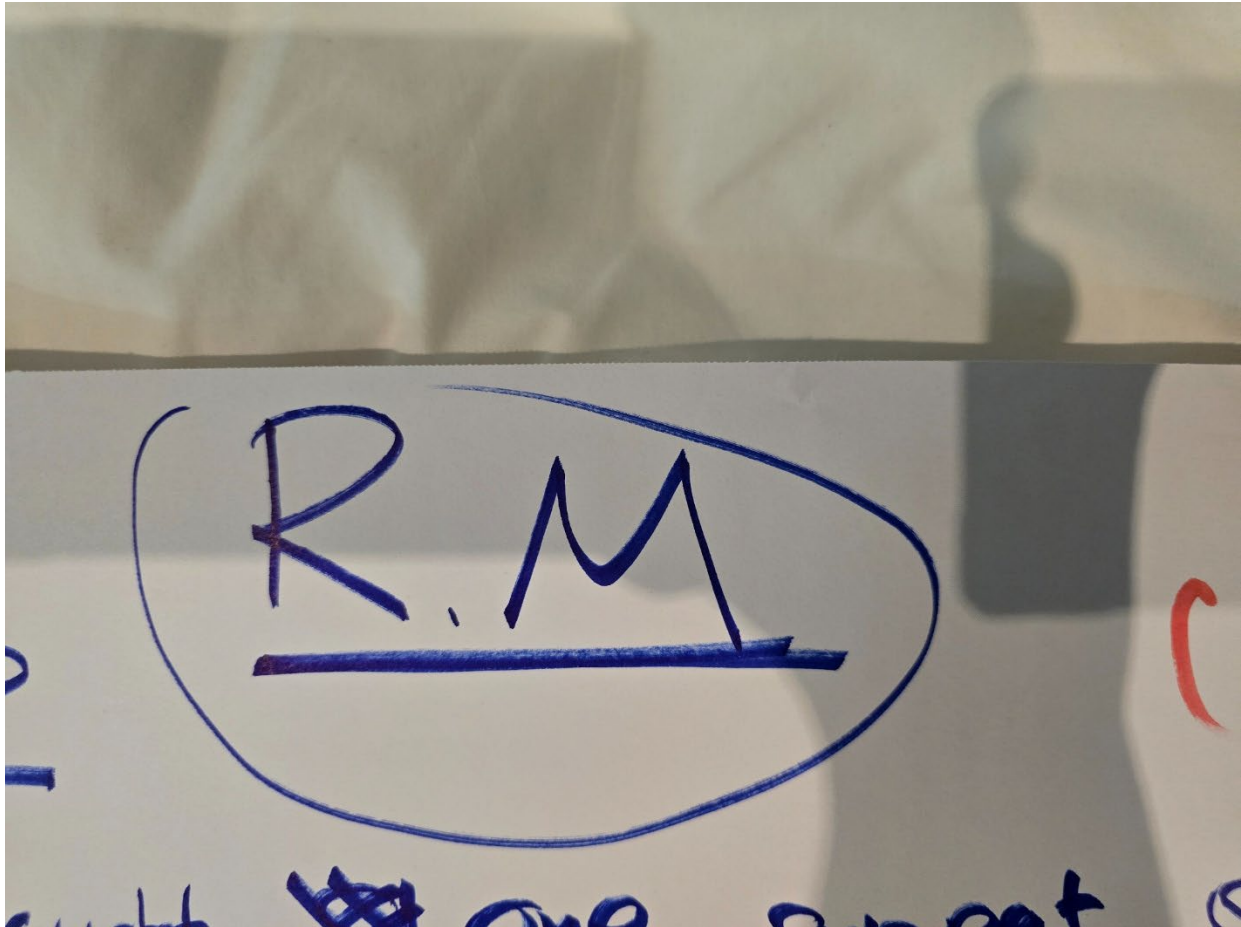
## Recommendations

- professional development plan for staff & training
- ② plan for volunteers

timeframe: by June 2026

responsible: Health Program Manager





## Resource Mobilization (RM) Road Map

### High Priorities (H.P.)

1. **Recruit one support staff** (*growing the team*) — (2026)
2. **Establish one major source of income generation for unrestricted funding** (*e.g. rental space*) — (2026)
3. **Board / RM Committee to take responsibility to generate income** and have an effective local branch fundraising mechanism (*6 branches*) — (*Ongoing to 2026*)

■ *Additional notes in red ink:*

- Find more than one source of income.
- Ensure by end of 2025 VRCS Kokonas is established.

---

### Medium Priority (M.P.)

4. **New sources of income generation** (e.g. paid government consultancy services).
  5. **Open the First Aid Shop this year (2025).**
- 

#### **Health Road Map – Additions**

1. **Health Dept. needs to have an awareness and training on communication importance in the Society. (H.P.)**
  2. **Recommendation:**
    - Professional development plan for staff and training plan for volunteers.
    - **Responsible:** Health Program Manager
    - **Timeframe:** By June 2026
  3. **Quarterly arrange staff health check-up in all branches.**
-

H.P

R.M

(2026)

1. - Recruit ~~one~~ support staff (Growing the team)
6. Find more than one source of income
7. \* Kisma by end of 2025 VECs Kakai naas? Is established.
2. - Establish one major source of income generation for unrestricted funding (eg: rental spaces)
3. - Have an effective local branch fundraising - (6 branches) 2026  
1 ongoing
3. - Board/RM Committees to take responsibility to generate income.
5. - New sources of income generation (eg: Paid government consultancy services) (MP)
- Medium. P. \* Open the First Aid shop this year

Find alternative for Bannia to generate income.

1. Local government funding
  2. Capacity building - RM & BOs \* Staffs. (th)
  3. Income generation through the new website (donation)
- \* Relations AAOU with Bannia to run the donation staffs

Low. P

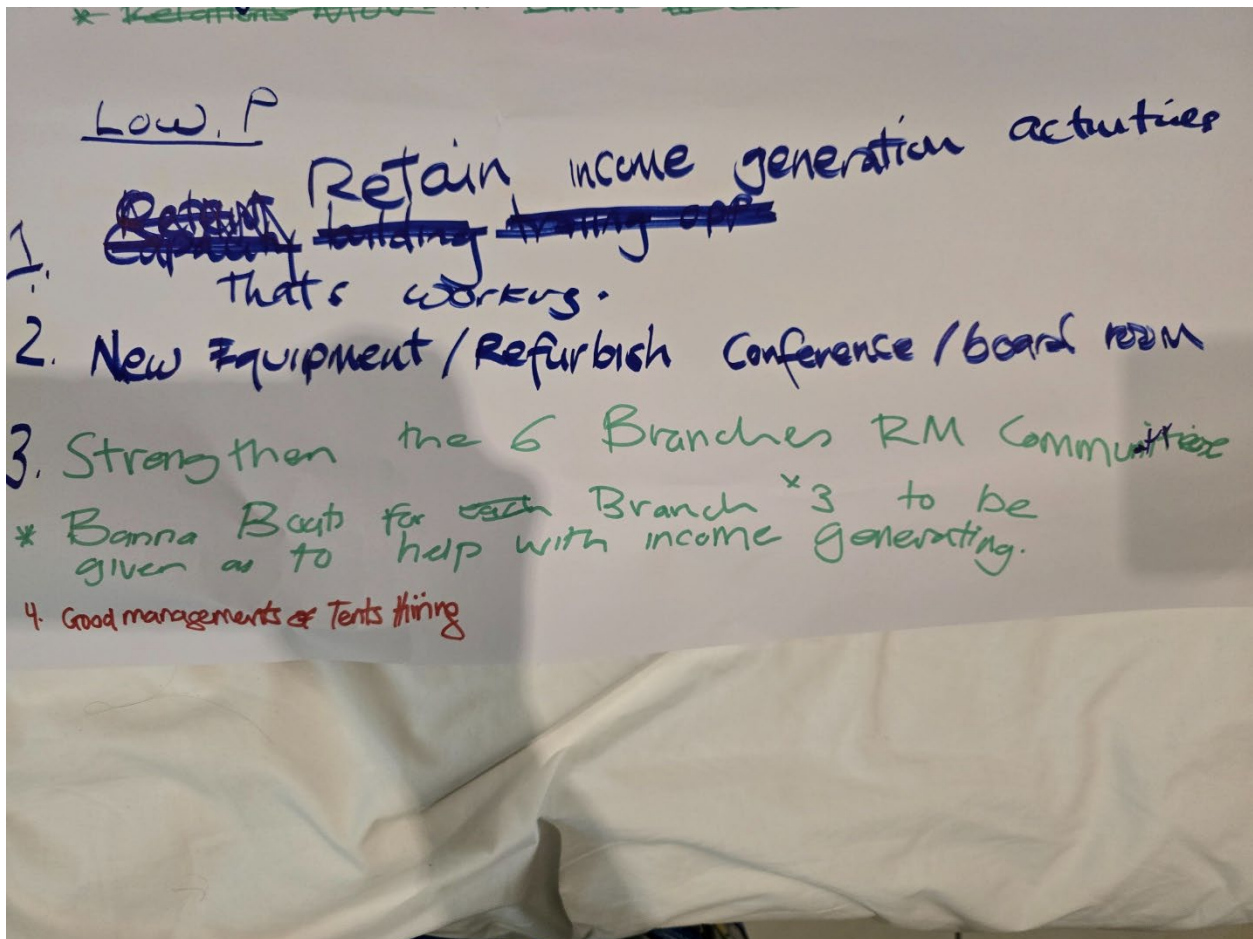
- Retain income generation activities
1. ~~Capacity building training off~~ That's working.
  2. New Equipment / Refurbish Conference / board room
  3. Strengthen the 6 Branches RM Committees
- \* Bannia Bents for each Branch \* 3 to be given as to help with income generating.
4. Good managements of Tents hiring

- 1. - Recruit ~~one~~ support staff
- 6. Find more than one source of income
- 7. Kisme by end of 2025 'vecs kakai haos' is established.
- 2. - Establish one major source of unrestricted funding (eg: rental spaces)
- 3. - Have an effective local branch fundraising - (6 branches) 2026
- 3. - Board/RM Committees to take responsibility to generate income.
- 5. - New sources of income generation (eg: Paid government consultancy services) (MP)
- Medium P. Open the First Aid shop this year (KMP)

- 1. Local government funding
- 2. Capacity building - RM & BOs X Staffs (HP)
- 3. Income generation through the new website (donations)
- \* Relations AOV with Banks to run the donation staff

Low P  
 Retain income generation activities

Find alternatives for Branches  
to generate income.



## Resource Mobilization (RM) Road Map

### High Priorities (H.P.) - 2026

1. **Recruit one support staff** (*growing the team*)
  - Build human resource capacity to expand RM functions.
2. **Establish one major source of income generation for unrestricted funding**
  - Example: rental space, commercial use of facilities, etc.
3. **Have an effective local branch fundraising mechanism**
  - Target: 6 branches by 2026.
4. **Board / RM Committees to take responsibility to generate income.**
  - Strengthen accountability for resource generation within governance structure.
5. **New sources of income generation**
  - Example: paid government consultancy services.

6. **Open the First Aid Shop this year (2025).**

■ *Additional notes (in red):*

- Find more than one source of income.
  - Ensure by end of 2025 that *VRCS Kakai Naos* is established.
- 

**Medium Priorities (M.P.)**

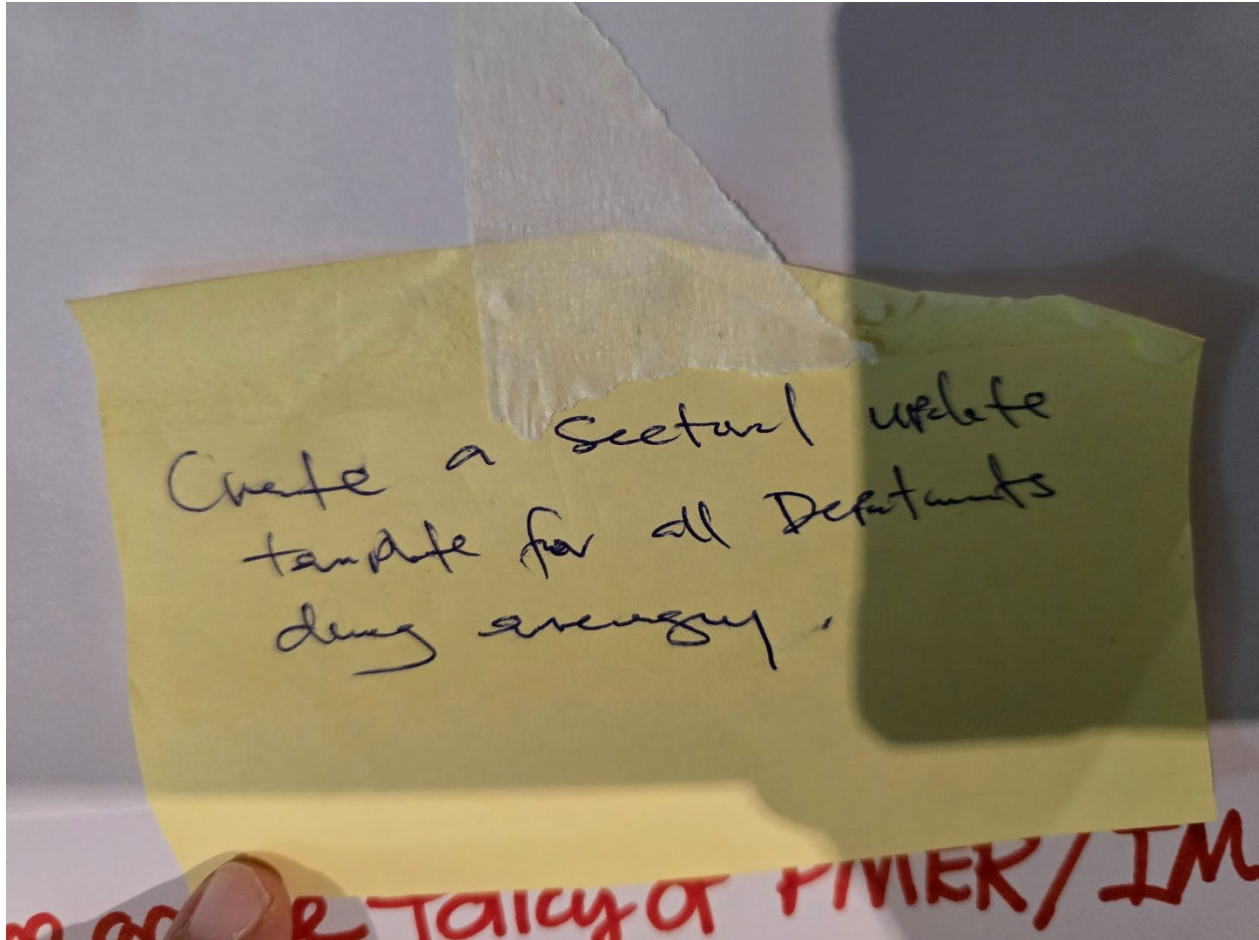
1. **Local government funding** – engage with councils for annual contributions or joint initiatives.
  2. **Capacity building for RM and Branch Officers / Staff.**
  3. **Income generation through the new website (e-donation).**
- 

**Low Priorities (L.P.)**

1. **Retain income generation activities that work.**
  2. **New equipment / refurbish conference and board room.**
  3. **Strengthen the six Branch RM Committees.**
    - *Banna boats* for each branch ×3 to be given out to help with income generation.
  4. **Good management of tents hiring.**
  5. **Find alternative for branches to generate income.**
- 

✓ **Overall Direction:**

- Diversify income streams and decentralize fundraising responsibilities to branches.
  - Combine local innovation (*Banna boats*, rentals, shop) with structured funding (consultancy, government grants).
  - Strengthen RM governance and staff capacity for long-term sustainability.
-



Create a Sectional update  
template for all Defendants  
during emergency.

R TAICY OT PIVIER/IM

PMER et IM

~ ~ ~ ~ ~

2. Increase of ...

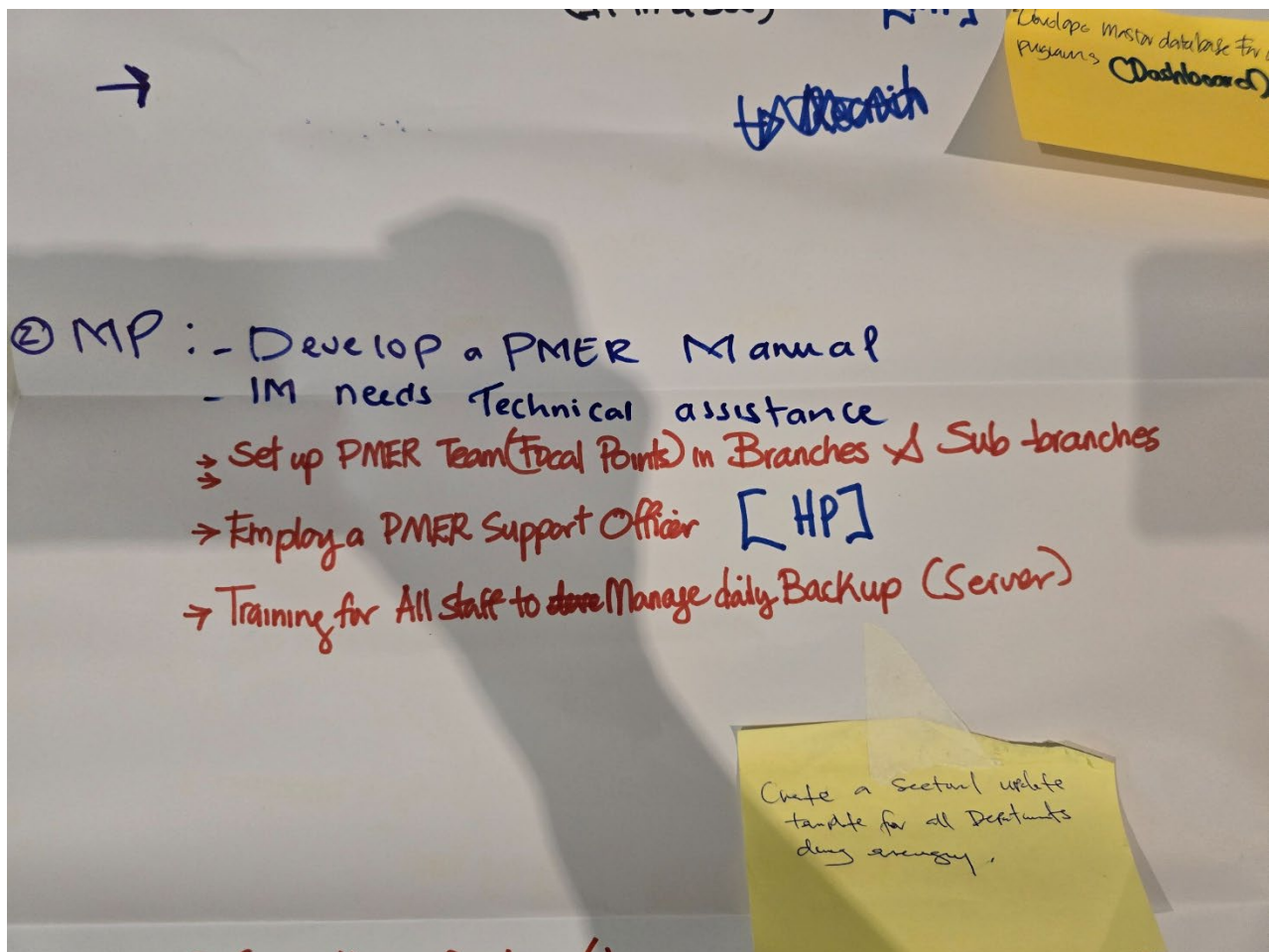
# PMER et IM

- ① HP: Increase Staff Capacity in PMER et IM
- upgrade data Software<sup>(OS)</sup> for Data officer
  - Specific Volunteers Train on PMER et IM
  - Review assessment and distribution form (capture PGI)
  - In sent Assessment and distribution forms in Kobo
  - Capacity Building for Data officer on ~~GIS~~ GIS
  - Introduce a Server for Backup purposes. [MP]  
(IT in a box)

→

→ ~~Research~~

- Develop master database for all  
programs (Dashboard)



## PMER & IM Road Map

### High Priorities (H.P.)

#### 1. Increase staff capacity in PMER & IM

- Upgrade data software.
- Specific volunteer training on PMER & IM.
- Review assessment and data collection tools.
- Insert HSS assessment and other standardized activity reporting forms (e.g., Kobo form / Capture PGI).
- Capacity building for Data Officer on GIS.
- Introduce a **server for backup purposes**.

#### 2. Set up PMER Team / Focal Points

- Employ a PMER Support Officer.

- Training for all staff to manage daily backup (server).
- 

### **Medium Priorities (M.P.)**

#### **1. Develop a PMER Manual**

- IM needs technical assistance.
  - Extend PMER functions to branches and sub-branches.
- 

### **Additional Recommendations**

- **Create a sectoral weekly template** for all departments during emergency.
  - **Develop a master database** for all programmes (**Dashboard**).
- 

#### **✔ Overall Intent:**

Strengthen PMER and IM systems through digital tools, structured staff capacity development, standardized data collection, and unified information management across sectors and branches.

---

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- Capacity building skills to need for funding.

→ Shelter technical team place  
= Upskilling

- Increase presence among significant events and groups. (URCS representation)

- ③ LP: -
- ① 6 months refresher / training on the Policy of PMER/IM ,
  - ② Training for Volunteer on Reporting and PDM [
  - ③ Upgrade VRCS Reporting Template .

GOVERNANCE  
TY RECOM  
Refresher

# PRIORITY

# GOVERNANCE

# RECOMMENDATION

~~Ref~~ training  
 training to staff & volunteers on VRCs Disaster Management Plan  
~~Contingency Plan~~

- Refresh training w/ HQ, Branch, volunteer
- include in master plan for 2026
- Training of annual induction to branch board member about DRM plan.
- ~~Creation need to be reviewed~~
- Needs to be finalized & Renew plan before training

Fulfilling OCAC/BOCA minimum standard

- Consolidate BOCA/OCAC with PER
- more funding
- renew & conduct OCAC/BOCA at HQ & branch level
- more technical support
- Allocate activities in master plan
- Share with IFRC

Comms development

- Multi Media training need to set in branches
- Branch Visibility (Coms Equipment)
- Liaison officer with NDMO during disaster
- Information sharing / attend press conference

Orientation on new NDMO Emergency Response Procedures

- training to staff and volunteer HQ & branch levels <sup>and board member</sup>
- funding
- cooperation during response

Orientation on new Recovery Act

- Support for IFRC legal officer
- Same actions than above

~~Maintain~~ Maintain good communication between the board and management ~~with all branches~~

- funding to ensure participation from outside Port Vila
- continued communication
- Capacity building skills for funding.

Leadership Management Training for Board and Staff

- Shelter Technical team place
- = Upskilling

- Higher involvement from the board esp ensuring financial stability of the organization.

- Increase presence among significant events and groups (VRCs representation)

ACTIVITY	FINANCE	RECOMMENDATION	RESP. UNITS
Training to staff & board members on VRCS Management Plan	<ul style="list-style-type: none"> <li>- Refresh training w/ HQ, Branch, volunteer</li> <li>- include in master plan for 2026</li> <li>- Training of annual induction to branch board member about DRM plan.</li> <li>- <del>Concepts need to be reviewed</del></li> <li>- Alerts to be finalized &amp; Renew plan before training</li> </ul>	DM	
CAC/BOCA standard	<ul style="list-style-type: none"> <li>- Consolidate BOCA/OCAC with PER</li> <li>- more funding</li> <li>- renew &amp; conduct OCAC/BOCA at HQ &amp; branch level</li> <li>- more technical support</li> <li>- Allocate activities in master plan</li> <li>- Share with IFRC</li> </ul>	OD, SG	SG, SC, S, R
Development	<ul style="list-style-type: none"> <li>- Multi media training need to set in branches</li> <li>- Branch Visibility (Coms Equipment), liaison officer with WMO during disaster</li> <li>- Information sharing / attend press conference</li> </ul>	- Comms - comms	
Work on new emergency Procedures	<ul style="list-style-type: none"> <li>- training to staff and volunteers HQ &amp; branch levels and board members</li> <li>- funding</li> <li>- cooperation during response</li> </ul>	DM	
Work on Recovery Act	<ul style="list-style-type: none"> <li>- Support for IFRC legal office</li> <li>- Same actions than above</li> </ul>	DM	
Maintain good relation between and management with all branches	<ul style="list-style-type: none"> <li>- funding to ensure participation from outside Port Vila</li> <li>- continued communication</li> <li>- Capacity building skills to negotiate for funding.</li> <li>- Shelter technical team in place = Upskilling</li> </ul>	Executive RM SG Shelter DM SG	

## **Governance Road Map**

### **Priorities and Recommendations**

#### **1. Training to staff & volunteers on VRCS Disaster Management Plan**

- Refresher training with HQ, branches, and volunteers.
  - Include in the master plan for 2026.
  - Training & annual induction to branch staff/volunteers about the DRM Plan.
  - Conduct lessons learned and review plans before training.
- 

#### **2. Fulfilling OCAC / BOCA minimum standards**

- Consolidate BOCA/OCAC with PER.
  - Conduct review and implementation at HQ & branch level.
  - Require more technical support.
  - Allocate activities in the master plan.
  - Share with IFRC.
- 

#### **3. Communications Development**

- Multimedia training needs to be set in branches.
  - Branch visibility (Comms equipment).
  - Liaison officer link with NDMO during disaster.
  - Information sharing and attending cluster meetings.
- 

#### **4. Orientation on new NDMO Emergency Response Procedures**

- Training to staff and volunteers at HQ & branch levels.
  - Ensure funding and cooperation during response.
  - Support for IFRC legal office.
- 

#### **5. Orientation on new Recovery Act**

- Apply same actions as above.

---

6. **Maintain good communication between the Board and Management, and with all branches.**

- Funding to ensure participation from outside Port Vila.
- Continued communication.
- Capacity building skills to negotiate for funding.
- Shelter Technical Team in place (upskilling).

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7. **Leadership and Management Training for Board and Staff.**

- Higher involvement from the Board, especially to ensure financial stability of the organization.
- **Increase presence among significant events and groups (VRCS representation).**

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✓ **Responsible Units:**

- **DM, SG, OD, RM, Shelter, Executive Team, Comms**
-

# DRR & Climate Change

High priorities <sup>1</sup>▶ NS DRR & CC Strategy

2▶ NS DRR & CC Policy

3▶ Development & Review Current IEC materials

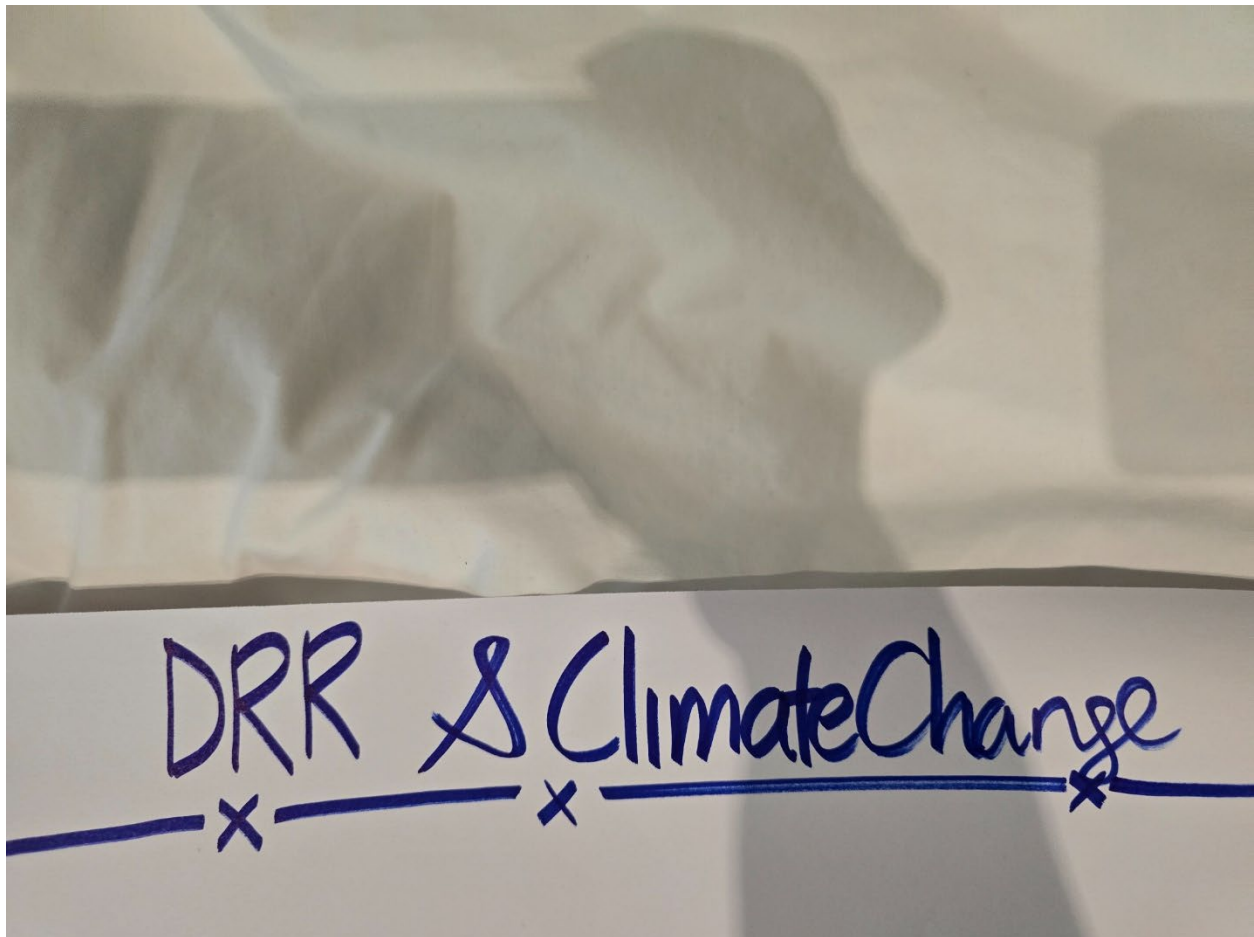
4▶ Sustainability for DRR programs in Schools and Communities  
- Partnership with other agencies through MoU.

Integrate traditional knowledge toward Disaster Preparedness

RECOMMENDATION	RESPONSIBLE UNITS	TIMEFRAME / ACHIEVED / OR NOT	
<p>w/ HQ, Branch, volunteer in master plan for 2026 of annual induction to branch member about DRM plan. <del>we need to be reviewed</del> Review iPlan before training</p>	DM	<p>-not achieved - Jan - Jun 2026</p>	incl plan
<p>conduct OCAC/BOCA at branch level technical support activities in master plan in IFRC</p>	<p>OD, SG, <del>Senior</del> Senior Staffing Branch office - Jessica Bimbi</p>	within 2026	incl plan
<p>training need to set in situability (Coms Equipment) with video during disaster sharing / attend press conference</p>	<p>- COMMS &amp; - COMMS</p>	Achieved	- Incl
<p>to staff and volunteers branch levels and board members on during response</p>	DM	Jan - June 2026, start straightaway	
<p>for IFRC legal officer actions than above</p>	DM	Oct 2025 - June 26	com bin
<p>to ensure participation outside Port Vila led communication building skills to negotiate</p>	Executive	2026	- annu - less deve
<p>Technical team in killing</p>	<p>- RM - SG - Shelter Office - DM - SG</p>	2026 → Ongoing	Master
<p>use presente significant events</p>		2026 - Ongoing	Master
		2025 - 2027	

RESPONSIBLE RESULTS	TIMEFRAME/ ACHIEVED/OR NOT	BEST PRACTICES
DM	-not achieved - Jan-Jun 2026	-include in master plan for 2026
OD, SG <sup>Senior Gamma Branch offices</sup> - Jessica Binta	within 2026	include in master plan for 2026
-Comms & -comms	Achieved	-Include 2026 Masterplan
DM	Jan-June 2026, start straightaway	combine orientation for these
DM	Oct 2025 - June 26 <del>Jan-Jun 2026</del>	
Executive  - RM - SG - Shelter Office - DM - SG	2026  2026 → Ongoing  2026 - Ongoing 2025 - 2027	-annual induction - lessons learned, new developments  Master Plan Master Plan

TIMEFRAME/ ACHIEVED/OR NOT	BEST PRACTICES
-not achieved - Jan- <del>Jun</del> 2026	-include in master plan for 2026
within 2026 <small>anna office Simba</small>	include in master plan for 2026
Achieved	-include 2026 Master plan
Jan-June 2026, start straightaway	combine orientation for these
Oct 2025 - June 26 <del>2025-2026</del>	combine orientation for these
2026	-annual induction - lessons learned, new developments
2026 → Ongoing	
2026 - Ongoing	Master Plan
2025 - 2027	Master Plan



## DRR & Climate Change Road Map

### High Priorities

1. **NS DRR & CC Strategy**
2. **NS DRR & CC Policy**
3. **Develop and review current IEC materials**
4. **Sustainability for DRR programs in schools and communities**
  - Partnership with other agencies through MoU.

■ *Sticky note:*

"Integrate traditional knowledge towards disaster preparedness."

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## Governance – Continuation Table

Priority / Recommendation	Responsible Units	Timeframe (Achieved or Not)	Best Practices / Notes
Training to staff & volunteers on VRCS Disaster Management Plan	DM	Not achieved / Jan–Jun 2026	Include in Master Plan for 2026
Fulfilling OCAC / BOCA minimum standards	OD, SG, Senior Sam, Branch Officers, Jessica Smith	Within 2026	Include in Master Plan for 2026
Communications Development	Comms	Achieved	Include in 2026 Master Plan
Orientation on new NDMO Emergency Response Procedures	DM	Jan–Jun 2026 (Start straightaway)	Combine orientation for these
Orientation on new Recovery Act	DM	Oct 2025–Jun 2026	Annual induction; lessons learned, new developments
Maintain good communication between board & management with all branches	Executive	2026	Continued communication; capacity building
Leadership & Management Training for Board & Staff	RM, SG, Shelter Office, DM	2026 → Ongoing	Master Plan
Shelter Technical Team Upskilling	SG	2025–2027	Master Plan

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DRR 700  
Running Simulation  
Exercise

3

Integrate traditional  
knowledge toward disaster  
preparedness

High priorities 1 ▶ NS DRR ACC Strategy

2 ▶ NS DRR ACC Policy

3 ▶ Development & Review Current IEC materials

4 ▶ Sustainability for DRR programs in Schools and Communities  
- Partnership with other agencies through MoU.

Medium Priorities 1 ▶ Set up DRR ACC focal points / support in Branch & sub-branch

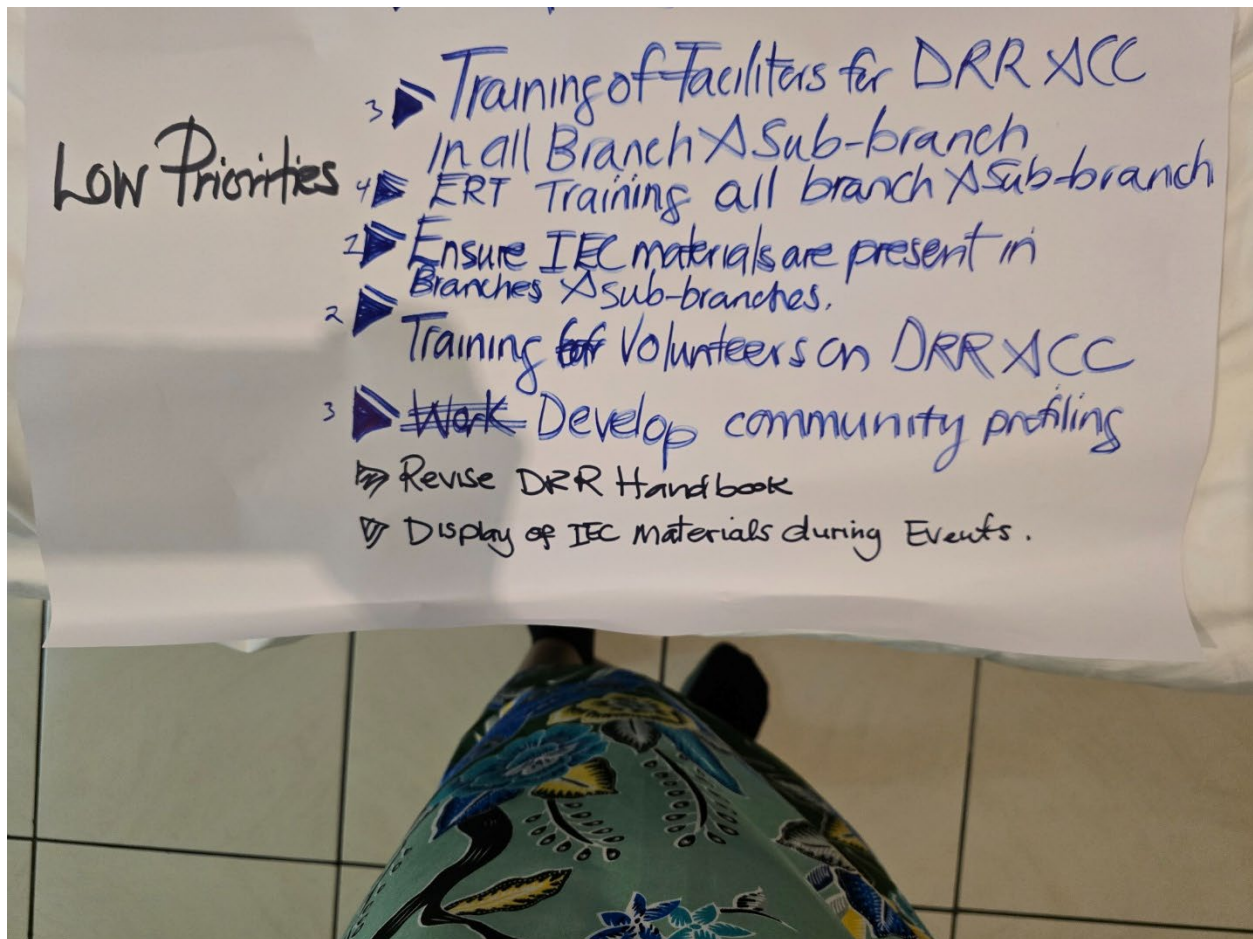
2 ▶ Develop & Sign MoU with local partners

3 ▶ Training of Facilitators for DRR ACC in all Branch & sub-branch

Low Priorities 4 ▶ ERT Training all branch & sub-branch

1 ▶ Ensure IEC materials are present in

Integrate Additional  
Knowledge based Disaster  
Preparedness



## DRR & Climate Change Road Map

### High Priorities

1. NS DRR & CC Strategy
2. NS DRR & CC Policy
3. Develop and review current IEC materials
4. Sustainability for DRR programs in schools and communities
  - o Partnership with other agencies through MoU.
5. Integrate traditional knowledge toward disaster preparedness.
6. DRR / CC: Planning, Simulation Exercises.

---

### Medium Priorities

1. Set up DRR & CC focal points/officers in branch & sub-branch (support).
2. Develop and sign MoU with local partners.

3. **Training of facilitators for DRR & CC in all branches & sub-branches.**
  4. **ERT trainings in all branches & sub-branches.**
- 

#### **Low Priorities**

1. **Ensure IEC materials are present in branches & sub-branches.**
  2. **Training for volunteers on DRR & CC.**
  3. **Develop community profiling.**
  4. **Revise DRR handbook.**
  5. **Display IEC materials during events.**
-

## Recommendation.

→ Delegation of financial responsibility need to be balance. Don't overload a finance staff.

(Management need to  
~~for~~ consider)

→ Training on VRES  
Finance Manual in  
all branches-

Finalize process

Finance

# Recommendation

1. MYOB 4 All Branch
2. Training in Branch for MYOB
3. Upgrade accounting in branches
4. Recruit more finance officer
5. Recruit Male staff
6. Peer-to-Peer support on (the region [Include all finance staffs])

High

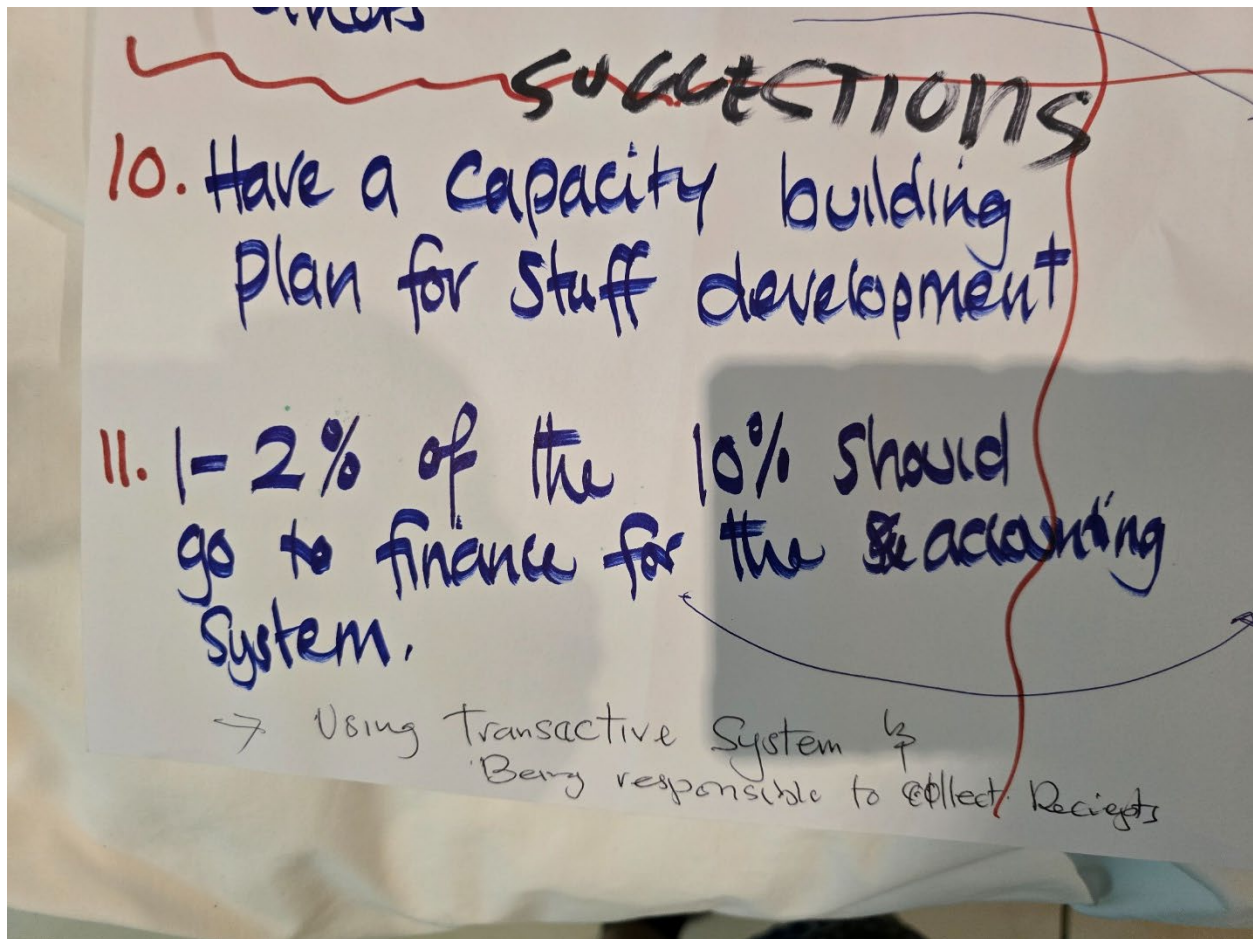
Medium

7. Recruit finance focal points in all branches

8. VRCS to ensure each program contributes towards finance officer capacity [- Include all finance staff in Capacity building]

9. Work only according to JD Not adding workload from others

~~SUGGESTIONS~~



## Finance Road Map

### Recommendations

1. **Training on VRCS Finance Manual in all branches.**
2. **Delegation of financial responsibility** needs to be balanced.
  - Don't overload a single finance staff.
  - Management support needed.

---

### Suggestions

7. **Recruit finance focal point in all branches.**
8. **VPRS to develop governance structure (finance policy) in all branches for better accountability and transparency.**
9. **Work on including all finance staff in capacity building.**
10. **Have a capacity building plan for staff development.**

11. 1-2% of the annual budget should go to financial staff capacity building.

Sticky note (top right):

"Finance - Medium"

Sticky note (bottom left):

"Training on VRCS Finance Manual in all branches."

Recommendation	Have You Done it	How do you do it	Keep
1. MYOB 4 All Branch	No		Yes
2. Training in Branch for MYOB	No		Yes
3. Upgrade accounting in branches	No		Yes
4. Recruit more finance officer	Partial		Yes
5. Recruit Male staff	No (Gender balance)	We have the finding	Yes
6. Peer-to-Peer support on the region [Include all finance staff]	No		Yes
7. Recruit finance focal points in all branches	Partial	It was allocated by the funder	Yes
8. VRCs to ensure each program contributes towards finance officer capacity [Include all finance staff in Capacity building]	Partial	Include the cost for finance in the budget proposals and the Capacity training	Yes
9. Work only according to JD Not adding workload from others	No		Yes
<b>SOLUTIONS</b>			
10. Have a capacity building plan for staff development	No	- Appraised, after the appraisal then we can identify the strength & weakness and know what skills is required.	Yes
11. 1-2% of the 10% should go to finance for the accounting system. → Using Transactive System & Being responsible to collect Receipts	No	- Strategically budget the Unrestricted income	Yes

*Handwritten notes on sticky notes:*

- High (written vertically on the left)
- Priority of finance work (written vertically on a yellow sticky note)
- Recommendation: Delegation of financial responsibility need to be balance. Don't overload a finance staff. (Management need to be transparent)
- Transmission VRCS Finance Manual in all branches.

Have you Done it

No

No

No

Partial

No (Gender balance)

No

Partial

Partial

OB

tu

teu

IT

CS

## How do you do it

e) We have the funding

It was allocated by the funder

Include HR cost for finance in  
the budget proposals and  
the capacity training

Do you Do it Keep

finding

yes

yes

yes

yes

~~yes~~

yes

requested by the funder

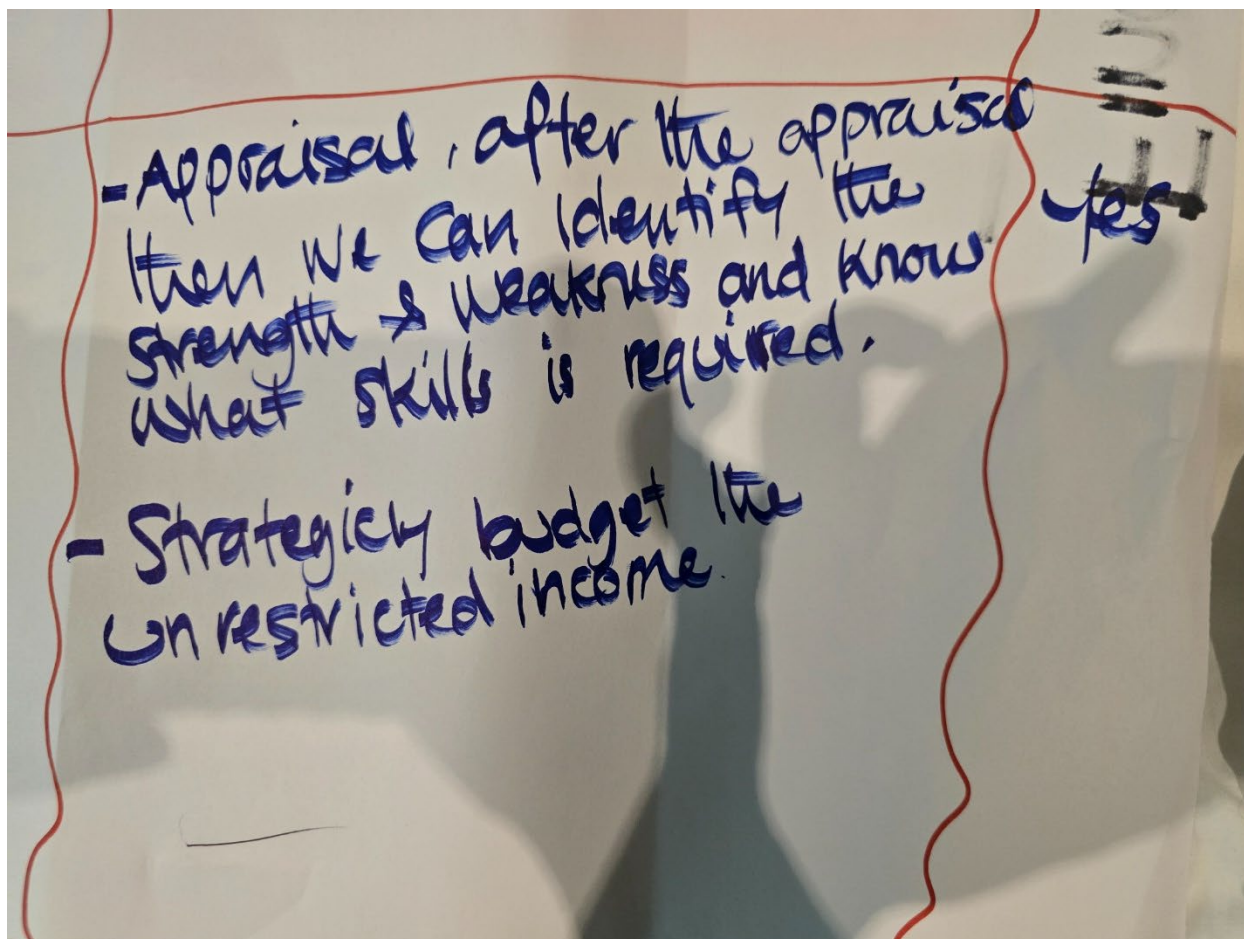
yes

yes

request for finance in proposals and training

yes

yes



## Finance Reflection Chart

### Suggestions

7. Recruit finance focal point in all branches.
8. VPRS to develop governance structure (finance policy) in all branches for better accountability and transparency.
9. Work on including all finance staff in capacity building.
10. Have a capacity building plan for staff development.
11. 1-2% of the annual budget should go to financial staff capacity building.

■ (Green note at the side)

"Include all finance staff in capacity building."

---

### How Do You Do It

- It was allocated by the funder.
- Include HR cost for finance in the budget proposals and capacity training.
- We have the funding.

✔ *Marked repeatedly with "Yes" across items.*

---

### **Have You Done It**

- Mostly "Yes" and "Partial (Gender balance)."
- 

### **Keep**

- Approval after the appraised financial structure is maintained.
  - Strategically budget for essential income.
  - Maintain and strengthen HR structure, including skills and training.
  - How we can identify the suitable and experienced staff is required.
-

12. Digitalize process vs Banking System

13. ~~CRRA~~ CRRA - Capacity / Review Assessment.

Risk

Finance High. P  
The Branch Policy should be 50% (or) up then next branch.

- VISA, Mastercard Approval

- Electronic Approval

- Instead Direct online transaction

Yes

Yes

Recruit Finance Support  
Officer during operation  
(Start from center)  
Request software to support  
if heavy workload.  
IPR to support with personnel  
on the spot.  
Prepare organizational chart  
to show recruitment  
for this branch.  
Increase office space for  
finance  
Submission of capital return  
and basic follow-up to guide  
branch to open

Low

Finance

Medium

No grade Bank

LOGISTIC

12. Digitalize process &  
Banking System

13. ~~CRRA~~ CRRA - Capacity / Risk  
Review Assessment.

- Recruit finance support officer during operation (short term contract)

- Request volunteer to support if heavy workload.

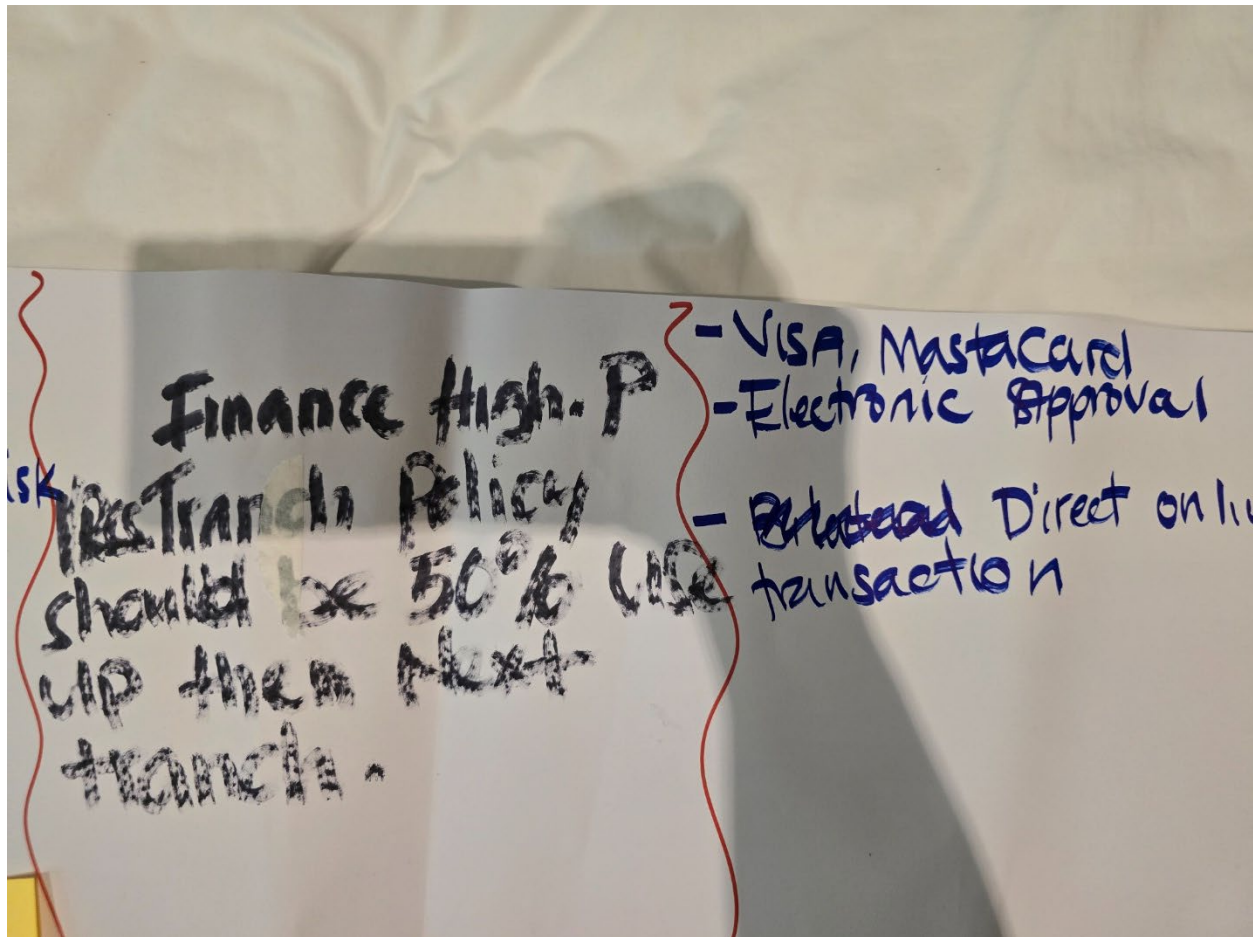
- IFRC to support with peer to peer on the region

▣ Proper organizational structure for staff recruitment ~~plan~~ for HQ & branch.

▣ Increase office space for finance

▣ Submission of aquittal within time frame & follow-up for quick transfer for cash

low



## Finance & Logistic Road Map

### Finance - High Priority

- Finalize Financial Policy (should be 30-60%).
- VRS / Misereor / Electronic Approval System.
- Budget Direct Online Transaction.

---

### Finance - Medium Priority

1. Digitalize Process and Banking System.
2. CARA - COPEA / Risk Review Assessment.

---

### Finance - Low Priority

1. Increase office space for finance.

2. **Extension of quality/qualified staff in finance.**
  3. **Prepare organizational structure for HQ & branches.**
  4. **IFRC to support with short-term finance staff (surge support).**
  5. **Request volunteer or heart worker on the roster.**
- 

## **Logistics**

*(Header only — no listed items in visible section of photos.)*

---

Recommendations <del>responsible units</del>	Responsible units	Time Frame
Continue MoU & Contract with Service providers	- Logistics, SG, Finance	2025 - 2026
To be review within 2025-2026.	- Logistics, SG, Finance, National Board-VKCS	- 2025 - 2026
Need to have a proper digital data for asset.	- Logistics, IT, Finance, SG,	2025-2026 <del>2025-2026</del>
Need to purchase	- Logistics, IT, Finance, SG	2025-2026
ed to purchase	- Logistics, IT, Finance, SG, Branch officers	2025-2026
ew fleet management	- Logs, HR, SG	2025 - 2026
during operations	- Logs, Finance, SG, All depts	2025 - 2026
Make Staff to be in	- Logs, IT	2025 - 2026
ic to move staff.	- SG	2026 - On
in terms of disasters	- SG	2026 - On

Priority Recommendations	Recommendations Responsible units	Responsible units	Time frame	'Bonus' Best Practice
<b>High Priority</b> - Continue MoU & Contract with Service providers (AGREEMENT) - Logistics capacity mapping - Review of VRCS Procurement SOP.	- Continue MoU & Contract with Service providers. - To be review within 2025-2026.	- Logistics, SG, Finance - Logistics, SG, Finance, National Board-VRCS	2025 - 2026 - 2025 - 2026	- Invoice (No need to follow procurement process)
- Proper fix standard Asset Registry (Digital) - Purchase a pak-code for digitalise - NFI's, Assets.	- Need to have a proper digital data for asset. - Need to purchase	- Logistics, IT, Finance, SG, - Logistics, IT, Finance, SG	2025 - 2027 <del>2025 - 2027</del> 2025 - 2027	
- Purchase of Starlink in all branches * <del>Recruit permanent drivers</del> * Recruit more permanent driver's <del>to have</del> * Need more trucks (lorrys) and buses for response * Digitalise procurement process * Encourage Staff to have Driver License	- Need to purchase - Need to purchase - Proper fleet management - Hire during operations - Need Male Staff to be in logistic to more staff (In terms of disaster)	- Logistics, IT, Finance, SG, Branch officers - Logs, HR, SG - Logs, Finance, SG, All depts - Logs, IT - HR - SG	2025 - 2026 2025 - 2026 2025 - 2026 2026 - onwards 2026 - onwards	

LOGISTIC

Priority	Recommendation	Responsible Units	Timeframe	Bonus
<b>MEDIUM PRIORITY</b>				
<ul style="list-style-type: none"> <li>- Build warehouse at Malampa Branch (Similar to Sanma wtt)</li> <li>- Increase # of NFI's</li> <li>- Build Extra 20ft Storage (Torba &amp; Tafca)</li> <li>- Increase # of NFI's</li> <li>- Capacity building for logs staff &amp; Volunteers</li> <li>1 - Procurement</li> <li>2 - NH&amp; Fleet</li> <li>3 - IT</li> <li>- Purchase banana boat (3 other branch)</li> <li>- Purpose of having this banana boat?</li> <li>- R&amp;M → Disaster response</li> <li>- operating cost?</li> </ul>	<ul style="list-style-type: none"> <li>- Purchase &amp; Construct</li> <li>- Source funding from Donors</li> <li>- Should be in High priority</li> <li>- Purchase &amp; shipment</li> <li>- Source funding from Donors</li> <li>- Training in all branches</li> <li>- Establish logistics focal points in all Branch</li> <li>- More funding for Capacity building</li> <li>- Purchase</li> <li>- Source funding</li> </ul>	<ul style="list-style-type: none"> <li>- Logistics, Finance, SG, RM, DM</li> <li>- Logistics Finance, SG, DM, RM</li> <li>- Logs, Finance, SG, DM, RM</li> <li>- Logs, finance, SG, DM, RM</li> </ul>	<ul style="list-style-type: none"> <li>- 2025-2020</li> <li>- 2025-2030</li> <li>- 2025-2037</li> <li>- 2025-2050</li> </ul>	
<ul style="list-style-type: none"> <li>- IFR to Pacific Logistics ship</li> <li>- MoU with shipping company?</li> </ul>	<ul style="list-style-type: none"> <li>- IFR to purchase a boat/ship as a shared resource for Pacific, optionally MoU with shipping companies</li> </ul>			PRC example

Priority Recommendations

Respo

High Priority

- Continue MoU & Contract with Service providers (AGREEMENT)
- Logistics capacity mapping for
- Review of VRCS Procurement SOP.
- Proper fix standard Asset Registry (Digital)
- Purchase a pak-code for digitalize - NFI's, Assets
- Purchase of Starlink in all branches
- ~~\* Recruit permanent drivers~~
- \* Recruit more permanent driver's / ~~Encourage Staff~~ to have
- \* Need more trucks (lorry's) and buses for response
- \* Digitalise procurement process
- \* Encourage Staff to have Driver License

Priority Recommendations	Recommendations Responsible Units	Responsible
<b>High Priority</b> Continue MoU & Contract with Service providers (AGREEMENT) Logistics Capacity mapping for	- Continue MoU & Contract with Service providers.	- Logistics
Review of VRCS Procurement SOP.	- To be review within 2025-2026.	- Logistics National Board
- fix standard Asset registry (Digital)	- Need to have a proper digital data for asset.	- Logistics, SG,
Use a Pak-code digitalise - NFI's, Assets	- Need to purchase	- Logistics
Use of Starlink in branches	- Need to purchase	- Logistics, Branch
<del>if permanent drivers</del>		
more permanent <del>Logistics Staff</del> to have	- Proper fleet management	- Logs, I
more trucks (lorries) for response	- Hire during operations	- Logs, F AU de
use procurement	- Need Male Staff to be in logistic & move staff. (in terms of disasters)	- Logs, - HR - SG
Logistics Staff to have		

## Logistics Road Map

### High Priority

1. **Continue MoU & Contract with Service Providers (CAREEFM, NRN)**
  - o *Responsible Units:* Logistics, SG, Finance
  - o *Timeframe:* 2025-2026
2. **Review of VRCS Procurement SOP**

- *Responsible Units:* Logistics, SG, Finance, Minter Board, VRCS
  - *Timeframe:* 2025–2026
3. **Proper Fix: Standard Asset Registry (Digital)**
    - *Responsible Units:* Logistics, IT, Finance, SG
    - *Timeframe:* 2025–2026
  4. **Purchase a QR-Code for Digitalizing NFI & Assets**
    - *Responsible Units:* Logistics, IT, Finance, SG
    - *Timeframe:* 2025–2026
  5. **Need to have a proper digital data for asset**
    - *Responsible Units:* Logistics, IT, Finance, SG, Branch Officers
    - *Timeframe:* 2025–2026
  6. **Need to purchase vehicles**
    - *Responsible Units:* Logistics, HR, SG
    - *Timeframe:* 2025–2026
  7. **Proper Fleet Management (Hire during operations)**
    - *Responsible Units:* Logistics, Finance, SG, All Departments
    - *Timeframe:* 2025–2027
  8. **Need more staff in logistics & warehouse (especially in time of disasters)**
    - *Responsible Units:* Logistics, HR, SG
    - *Timeframe:* 2025–2027
- 

### **Medium Priority**

1. **Build Warehouse at Malampa & Sanma Branch** *(in collaboration with SUMMIT & WHT)*
  - *Responsible Units:* Logistics, Finance, SG, RM
  - *Timeframe:* 2025–2028
2. **Build Extra Storage Space at HQ (Include NFI storage area)**
  - *Responsible Units:* Logistics, SG, Finance
  - *Timeframe:* 2025–2030

3. **Capacity Building for Logs Staff (Supply Chain, Procurement, Fleet, etc.)**

- *Responsible Units:* Logistics, SG, Finance, HR
- *Timeframe:* 2025–2030

4. **Purchase Service Funding for All Branches**

- *Responsible Units:* Logistics, Finance, SG
  - *Timeframe:* 2025–2030
- 

**Additional Notes (Blue Handwriting)**

- Recruit more permanent drivers/staff.
  - Need more trucks (lorries) and buses for response.
  - Digitize procurement process.
  - Encourage staff to have driver's license.
  - Make staff to be included in logistics response (especially in disasters).
-

Initiation	Responsible Units	Timeframe
<ul style="list-style-type: none"> <li>Construct from Donors</li> <li>high priority</li> </ul>	<ul style="list-style-type: none"> <li>Logistics, Finance, SG, RM, DM</li> </ul>	<ul style="list-style-type: none"> <li>2025-2030</li> </ul>
<ul style="list-style-type: none"> <li>Shipment funding from Donors</li> </ul>	<ul style="list-style-type: none"> <li>Logistics Finance, SG, DM, RM</li> </ul>	<ul style="list-style-type: none"> <li>2025-2030</li> </ul>
<ul style="list-style-type: none"> <li>all branches</li> <li>logistics focal points</li> <li>branch</li> <li>ing for Capacity</li> </ul>	<ul style="list-style-type: none"> <li>Logs, Finance, SG, DM, RM</li> </ul>	<ul style="list-style-type: none"> <li>2025-2037</li> </ul>
<ul style="list-style-type: none"> <li>funding</li> </ul>	<ul style="list-style-type: none"> <li>Logs, finance, SG, DM, RM</li> </ul>	<ul style="list-style-type: none"> <li>2025-2030</li> </ul>

Responsible units	Time frame	'Bonus' Best practice
- Logistics, SG, Finance	2025 - 2026	Invoice No need to follow procurement price
- Logistics, SG, Finance, National Board - VKCS	- 2025 - 2026	-
Logistics, IT, Finance, SG,	2025 - 2027 <del>2025 - 2027</del>	-
Logistics, IT, Finance, SG	2025 - 2027	-
- Logistics, IT, Finance, SG, Branch officers	2025 - 2026	-
-	2025 - 2026	-
- LogS, HR, SG	2025 - 2026	-
- LogS, Finance, SG, depts	2025 - 2026	-
- LogS, IT	2025 - 2026	-
-	2026 - onwards	-
-	2026 - onwards	-

Time frame	'Bonus' Best practice
ance 2025 - 2026	- Invoice (No need to follow procurement process)
ce, - 2025 - 2026	
, 2025-2027 <del>2025-2027</del>	
ce, SG 2025-2027	
e, SG, 2025-2026	
2025 - 2026	
2025 - 2026	
2025 - 2026	
2026 - onwards	
2026 - onwards	

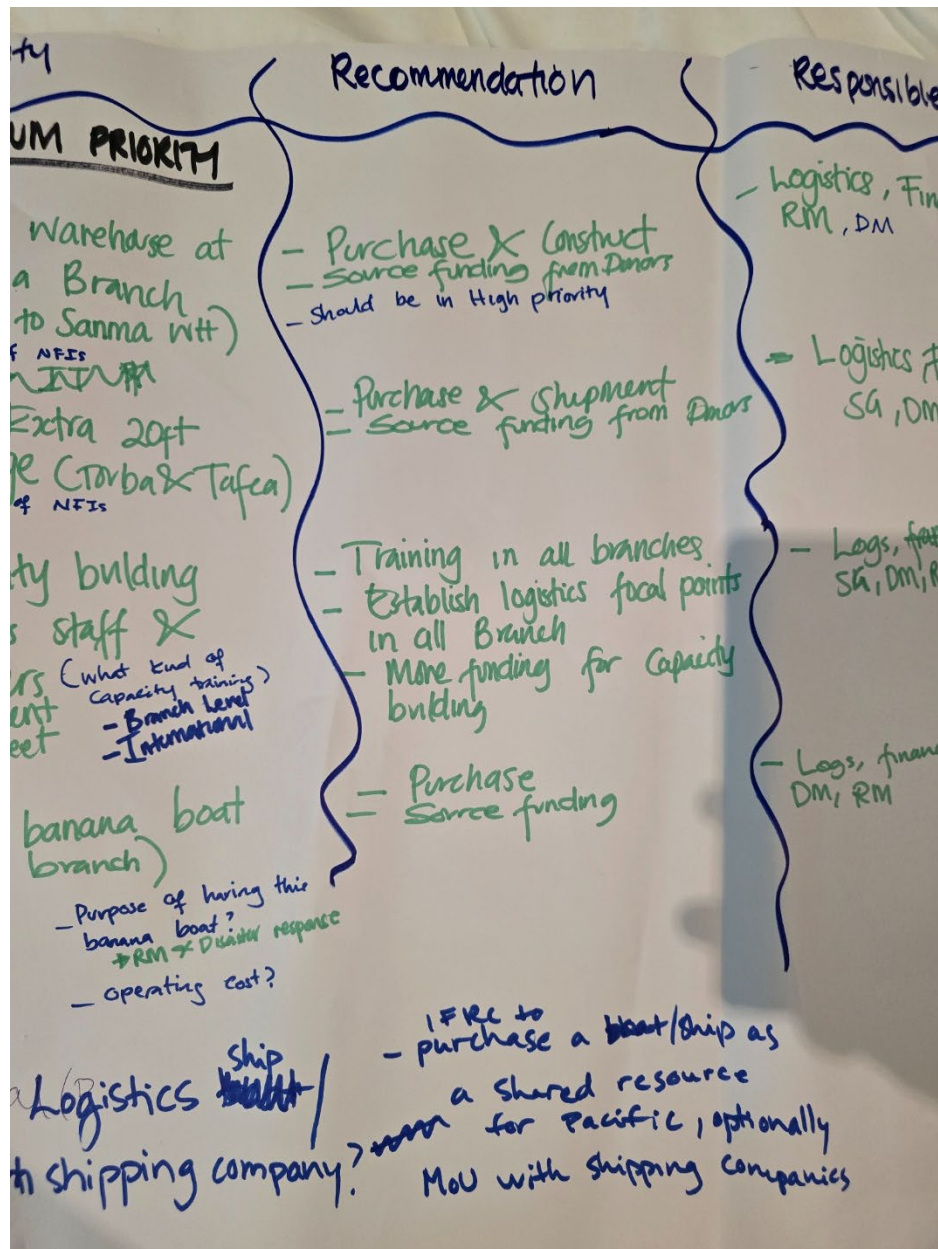
Priority

Rec

MEDIUM PRIORITY

- Build warehouse at Malampa Branch (Similar to Sanma wtt)
  - Increase # of NFI's
- Build Extra 20ft Storage (Torba & Tafca)
  - Increase # of NFI's
- Capacity building for logs staff & Volunteers
  - (What kind of capacity training)
    - Branch level
    - International
- 1 - Procurement
- 2 - WH & Fleet
- 3 - IT
- Purchase banana boat (3 other branch)
  - Purpose of having this banana boat?
    - RM & Disaster response
  - operating cost?

IFRL  
 Pacific Logistics ~~head~~ / Ship  
 MoU with shipping company?



## Logistics – Medium Priority

### Recommendations

- Build warehouse at Malampa Branch (similar to Sanma with JICA support).**
  - *Responsible Units:* Logistics, Finance, SG, DM, RM
  - *Timeframe:* 2025–2030
- Build Extra Storage (Torba/Tafea) for NFI materials.**
  - *Responsible Units:* Logistics, Finance, SG, DM, RM

- *Timeframe: 2025–2037*
  - 3. **Capacity building for Logs Staff & Volunteers**  
(*Current level of capacity training – Procurement, Warehouse, Fleet, IT*)
    - *Responsible Units: Logistics, Finance, SG, DM, RM*
    - *Timeframe: 2025–2037*
  - 4. **Purchase & Shipment from Donors (source funding).**
    - *Responsible Units: Logistics, Finance, SG, DM, RM*
    - *Timeframe: 2025–2050*
  - 5. **Training in all branches, establish logistics focal points for capacity.**
    - *Responsible Units: Logistics, Finance, SG, DM, RM*
    - *Timeframe: 2025–2050*
- 

#### **Additional Notes (blue handwriting)**

- **IFRC Pacific Logistics ship / MoU with shipping company.**
- “IFRC to purchase a boat/ship as a shared resource for Pacific (optionally managed regionally).”
- *Banana boat (branches):*

Purpose of having their own banana boat is to deliver supplies.

*Concern:* operation cost.

---

\* Provide Volunteer  
Certificate / Award.

\* Have Volunteer do

Responsible units	Timeframe	Bonus
Logistics, Finance, SG, RM, DM	-2025- 2030	
Logistics Finance, SG, DM, RM	-2025- 2030	
Logistics, Finance, SG, DM, RM	-2025- 2037	
Logistics, Finance, SG, DM, RM	-2025-2030	

PRC  
example

# Volunteer Road Map.

1. How have you done it?

① - High Data

Have based endorsement  
\* Consult with finance  
\* Review financial support

\* Provide Volunteer Certificate/Award to provide volunteer  
\* Have Volunteer do yes

Have more funding for Volunteer management  
\* Build to high

Volunteer  
se  
es Recogn  
from  
Volunteer  
space  
5 - 2026).

2. How do you do it?

How do you do it?  
\* Build on the volunteer  
advocacy experience with  
the support from the branch  
(March 2025)

How do you do it?  
\* Build on the volunteer  
advocacy experience with  
the support from the branch  
(March 2025)

- (i) Fast track the DB design. & complete
- (ii) Do a "Volunteer of the Month". Promote
- (iii) ASAP.

3. Do you want to keep it?

Build Volunteer info  
Sheet / H&S  
&  
All branches

Recommendation  
\* Volunteer PPE  
\* Uniform / ID #  
\* Capacity - Resource  
- funding  
- Now  
\* Data base platform

\* Move with last  
Census (Branch)  
Low

Do you still want  
to provide volunteer info  
Yes  
Be set up Volunteer  
data in HQ & all  
Branches - 2025 -  
2026

- (i) Yes
- (ii) Yes
- (iii) Yes

# Volunter Road Map.

1. Have you done it?

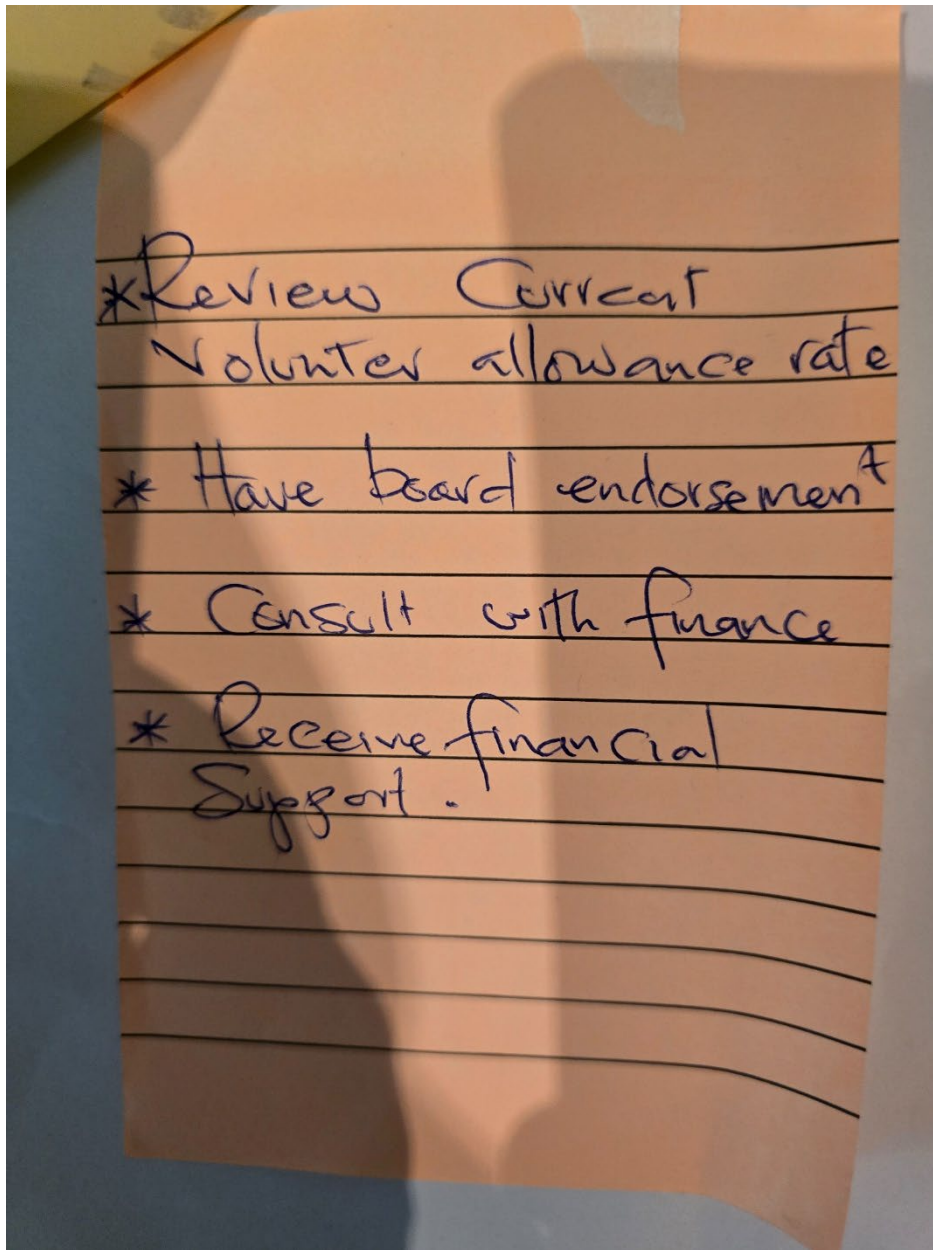
① - High Data

\* Provide board endorsement  
\* Consult with finance  
\* Receive financial support.

\* Provide Volunteer Certificate/Award  
\* Have Volunteer do

- (i) Develop a Volunteer Database
- (ii) Volunteer Recognition
- (iii) Build a Volunteer Friendly Space (2025 - 2026).

complete



## **Volunteer Road Map**

### **Main Goals**

- 1. Develop a Volunteer Database**
  - 2. Volunteer Recognition Framework**
  - 3. Build a Volunteer-Friendly Space (2025-2026)**
    - & complete with "Volunteer of the Month" format.
-

## **High Priority – Data**

### **Have you done it?**

- Review current volunteer allowance rate.
  - Have Board endorsement.
  - Consult with Finance.
  - Receive financial support.
- 

### **How do you do it?**

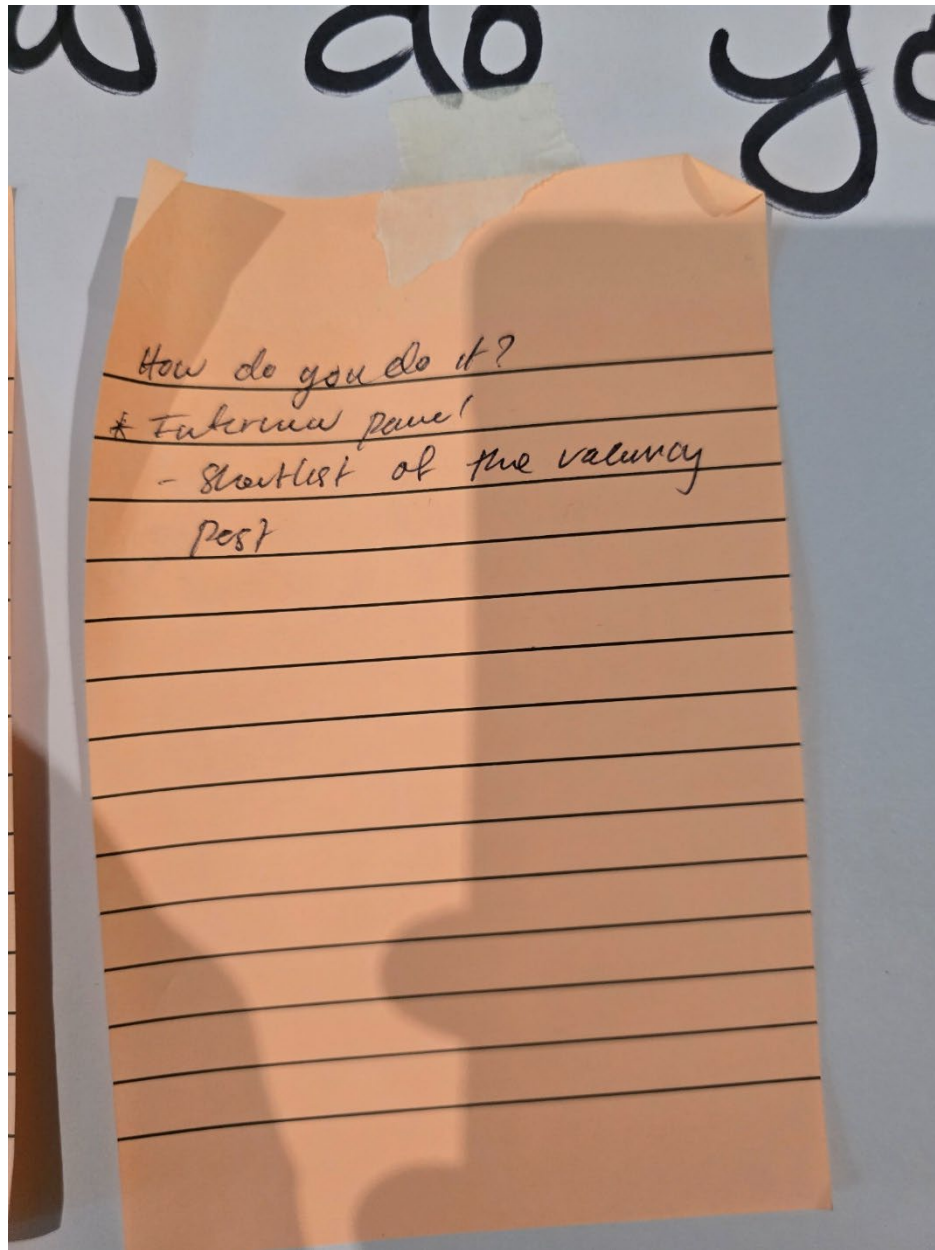
- Provide Volunteer Certificate / Award.
  - Have Volunteer Day Celebration.
- 

### **Do you want to keep it?**

- Yes (all branches).
  - Pick up volunteer leads in HQ and all branches (2025–2026).
  - Low: “Now with HR database.”
- 

### **Additional Notes**

- D-MinT Data (yellow note)
  - Fast-track implementation (like ASAP).
  - PRC example (as reference for volunteer database system).
-



For  
TO promote volunteer to  
staff

yes //

Have more funding for  
Volunteer management

Build Vo

high

Have Board endorsement

- \* Consult with finance
- \* Receive financial support.

\* Have Volunteer do *yes*

\* Build Vo *high*

Volunteer Space - 2026.

2. How do you <sup>do</sup> it? *complete*

- (i) Fast track the DB design.
- (ii) Do a "Volunteer of the Month". Promote
- (iii) ASAP.

How do we do it?

- \* Board endorse volunteer allowance account with the support finance department (March 2025)

How do you do it?

- \* Encourage staff
- \* Benefit of the vacancy post

1. Do you want to keep it?

Build Volunteer list for Staff HQ

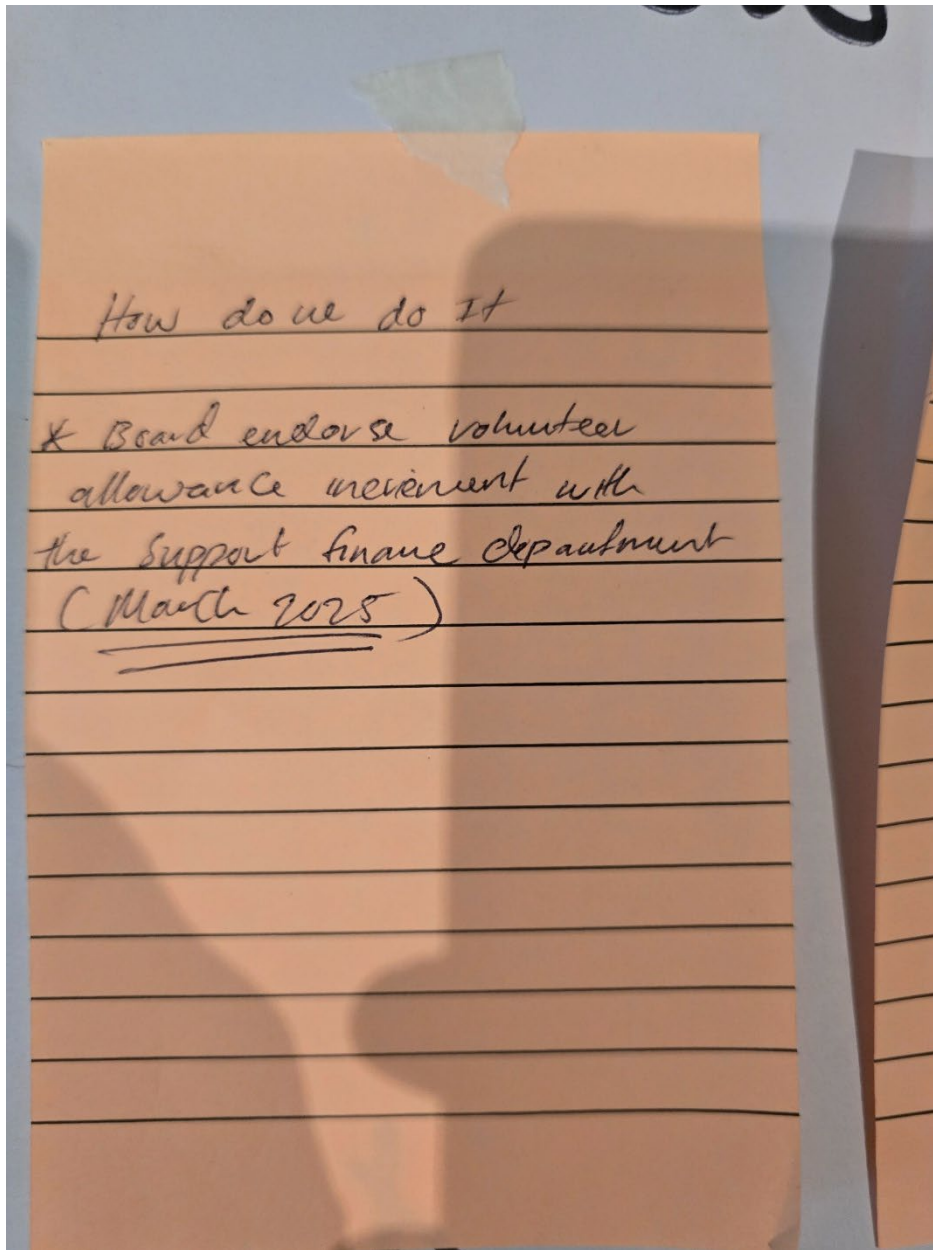
Recommendation

- \* Volunteer PPE

\* Meet with last Career (Branch)

Do you still want keep it?  
To promote volunteer's work

(i) Yes  
(ii) Yes



**Orange Notes (under "How do you do it?" section)**

1.

**Text:**

How do you do it?

- Interview Panel
  - Shortlist of the vacancy post
-

2.

**Text:**

To promote volunteer to staff

**Yes!**

---

3.

**Text:**

Have more funding for Volunteer Management

**High**

---

4.

**Text:**

How do we do it?

- Board endorses volunteer allowance increment
  - In agreement with the Support Finance Department  
(*March 2025*)
- 

**Additional handwritten notes on main sheet**

- (i) Fast-track the DB design
  - (ii) Do "Volunteer of the Month" promotion
  - (iii) ASAP
-

# Recommendation

> Proper selection  
of volunteer's  
Skill's by engaging  
them (high)

~~> Reward~~

\* Low Cost low teach  
teach activities

Low

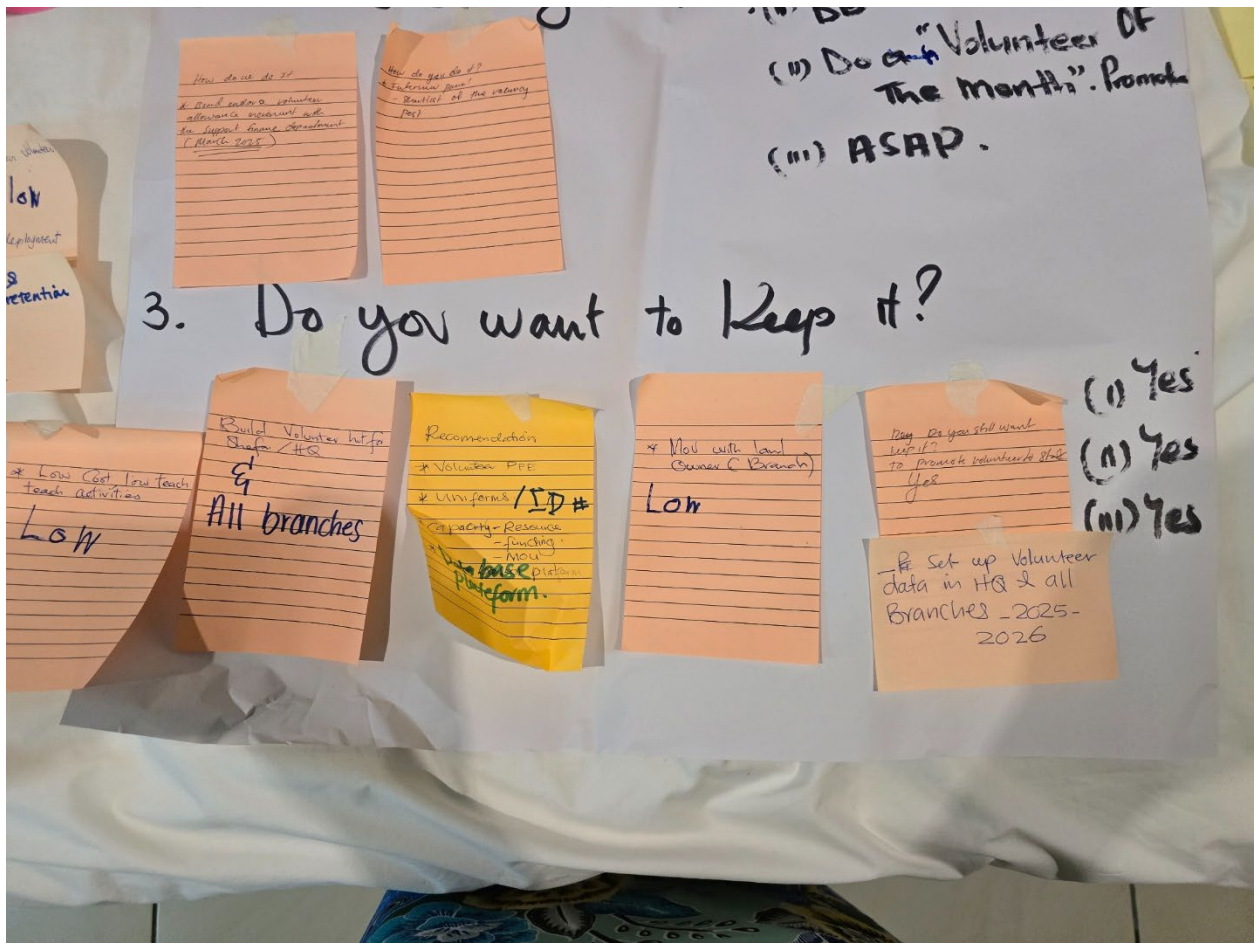
- Differentiate between Volunteer & Motno  
(understand) low  
= Peer to Peer Volunteers  
- upskill Vol. for deployment

Vol. Motivation & retention retention

Moderate

←Moderate.  
Review volunteer  
rate + engage  
ment ~~over~~ hours

- Moderate  
recycled - was the  
life skill



(i) Do you want to Volunteer of The month? Promote  
(ii) ASAP.

### 3. Do you want to keep it?

- (i) Yes
- (ii) Yes
- (iii) Yes

How do you do it?  
- Build a volunteer database  
- Review existing and  
- do support home department  
(March 2025)

How do you do it?  
- Encourage more  
- Review of the strategy  
(2025)

Low  
Deployment  
Retention

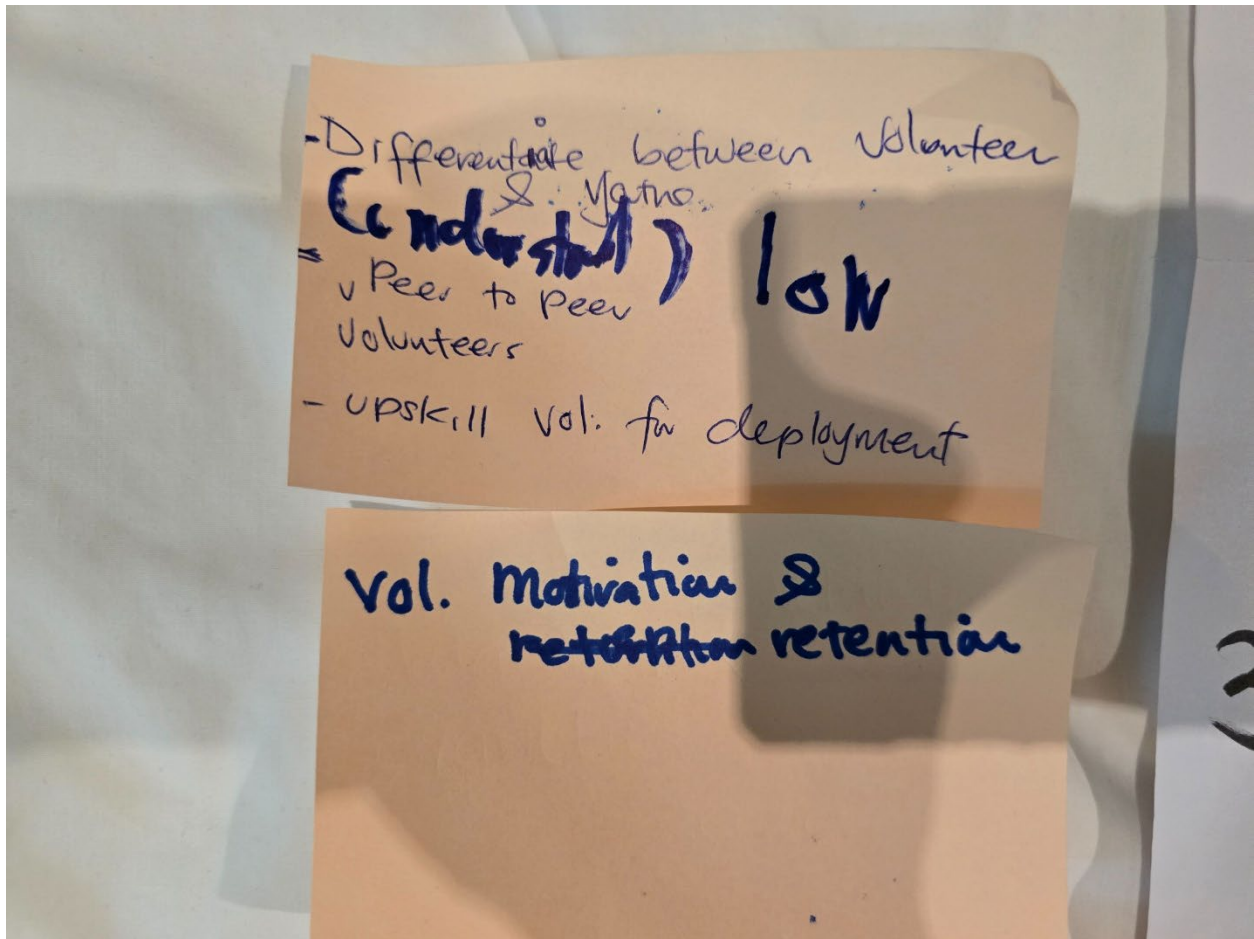
Low Cost Low Tech  
Teach activities  
Low

Build Volunteer list for  
HQ & BR  
All branches

Recommendation  
- Volunteer PPE  
- Uniforms / ID #  
Capacity - Resource  
- Funding  
- MOW  
Database platform

Mail with last  
Survey (Branch)  
Low

Can you still want  
to keep it?  
to promote volunteer status  
Yes  
Set up Volunteer  
data in HQ & all  
Branches - 2025-  
2026



### Recommendations and Priority Notes

1. **Recommendation:**

Proper selection of volunteer's skills before engaging them (**High**)

2. **Note:**

Low-cost, low-tech training activities (**Low**)

3. **Note:**

Differentiate between volunteer and staff (understanding roles) (**Low**)

- Peer-to-peer volunteers
- Upskill volunteers for deployment

4. **Note:**

Volunteer motivation & retention

5. **Note:**

Moderate — review volunteer rate and engagement hours

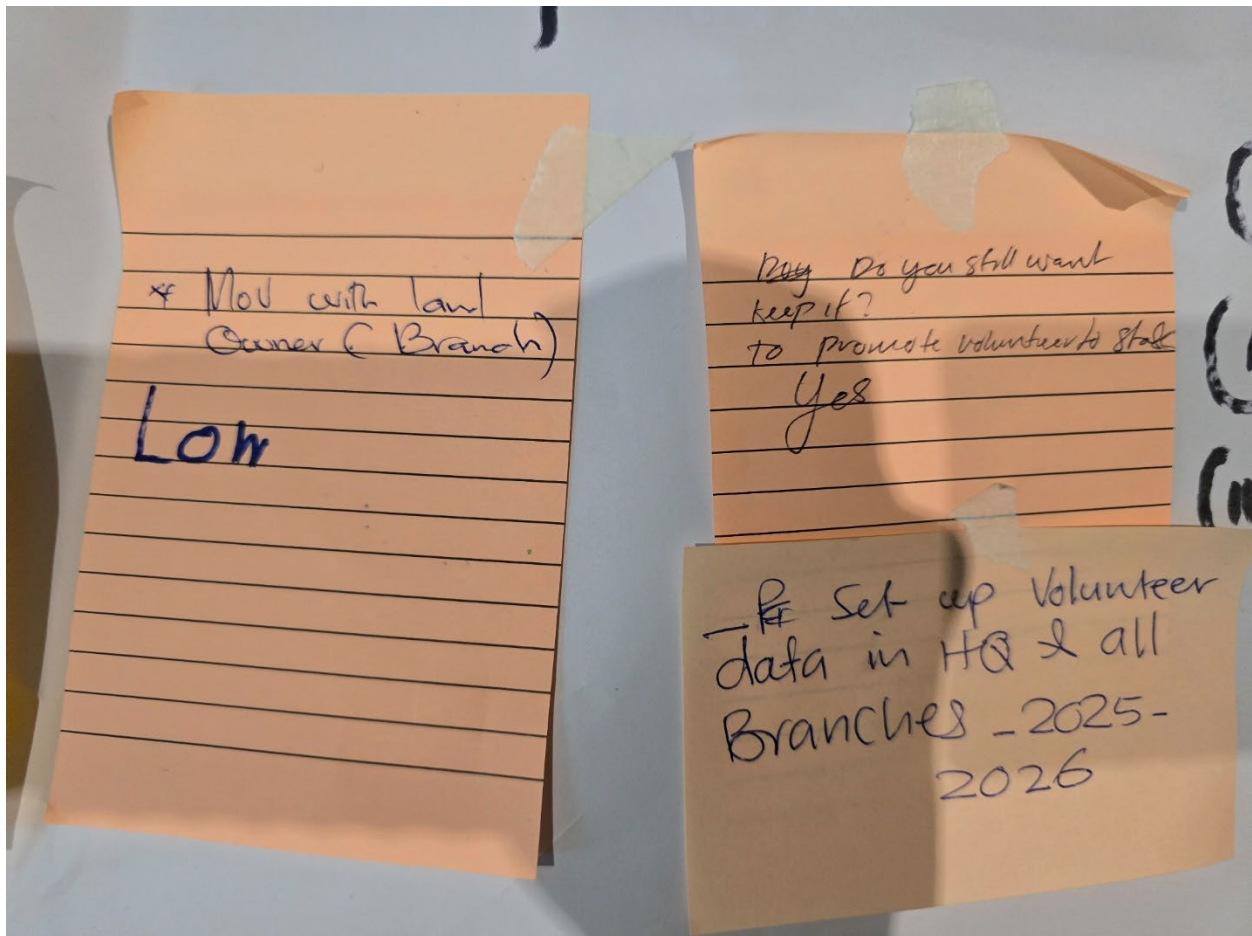
6. **Note:**

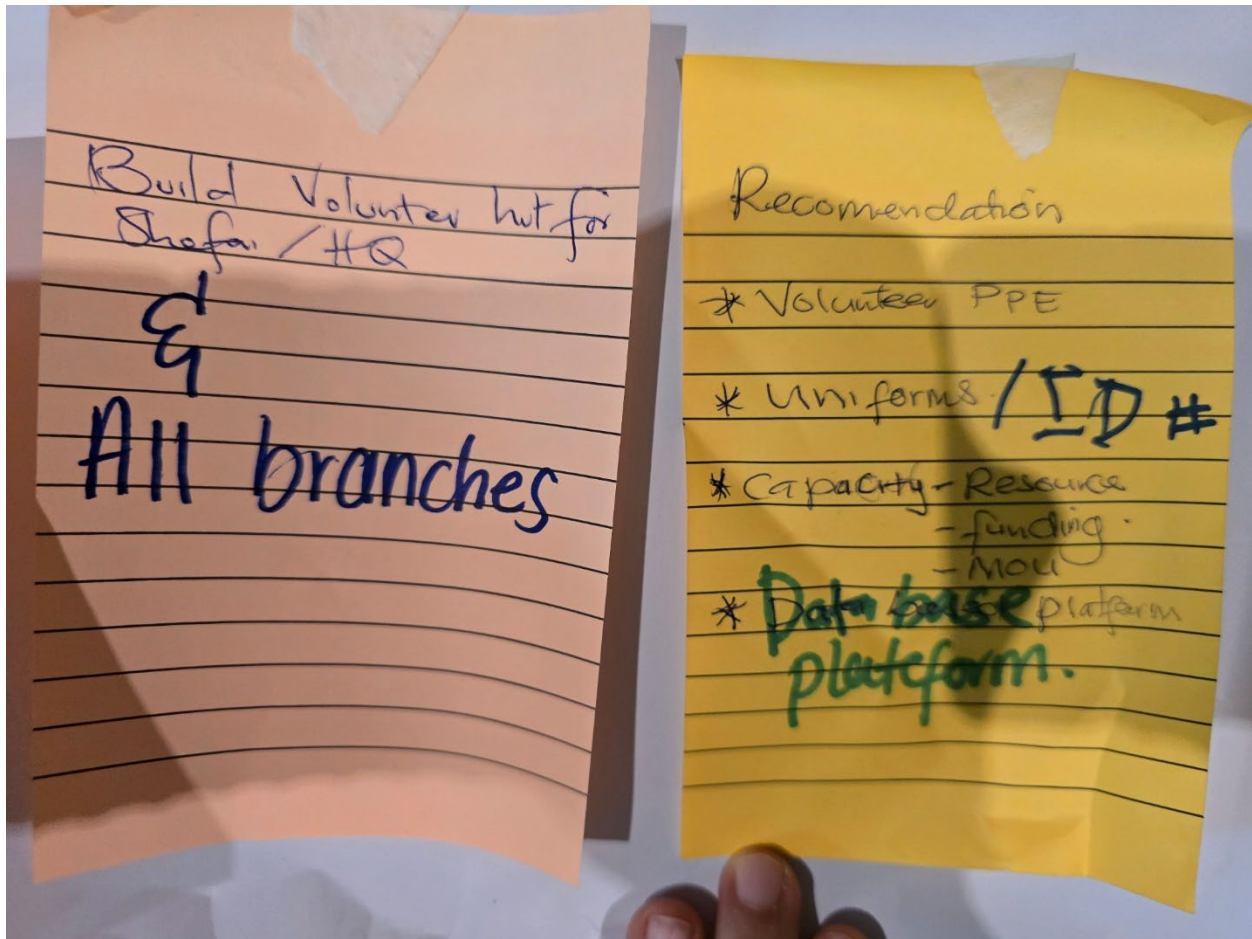
Moderate — recycled waste, life skill

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**Additional Items Seen on the Sheet**

- Build Volunteer Hut for staff / HQ & all branches
  - Volunteer PPE, uniforms / ID#
  - Capacity: Resilience, funding, MOU platform
  - Set up volunteer data in HQ and all branches (2025-2026)
- 





### Orange Notes

1.

*MOU with land owner (Branch)*

**Low**

2.

**Q:** Do you still want to keep it?  
To promote volunteers to staff

**Yes**

3.

**Set up volunteer data in HQ & all branches - 2025-2026**

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### Orange & Yellow Notes

4.

## **Build Volunteer Hut for Shefa / HQ & all branches**

5.

### **Recommendation**

- Volunteer PPE
  - Uniforms / ID#
  - Capacity - Resource
    - Funding
    - MOU
  - Database platform
-



## Lessons Learnt Workshop: Earthquake 2024 Response Operation

Warwick Le Lagon Hotel, Port Vila, Vanuatu

8 to 9 October 2025

Workshop Agenda

Time	Duration	Session
<b>Day 1 (8 October 2025)</b>		
8:00 onward		<b>Registration open</b>
9:00 – 9:30	30 min	<b>Opening ceremony (By SG and DM manager)</b>
9:30 – 10:00	30 min	<b>Introductions</b> Objectives, methodology and expectations from the workshop
10:00 – 10:15	15min	Coffee Break
10:15 – 10:45	30 min	<b>Presentation overview of Earthquake Operation by Earthquake Operation team</b>
10:45 – 12:00	75 min	<b>Timeline Exercise</b> Collectively identify and visualise the key events that happened during the operation.
12:00 – 13:00	60 min	Lunch Break
13:00 – 15:00	120 min	<b>SWOT Analysis exercise</b> Facilitated discussion to review the overall operation in each sector using SWOT analysis: shelter, health, WASH, Climate Adaptation and DRR, Cross Cutting Issues
15:00 – 15:15	15 min	Coffee Break
15:15 – 16:30	75 min	<b>Cont. SWOT Analysis exercise</b>
16:30 – 17:00	30 min	<b>Wrap-up</b>
<b>Day 2 (9 October 2025)</b>		
9:00 – 09:15	15 min	<b>Recap &amp; Review of Day 1</b>
9:15 – 10:15	60 min	<b>Plenary activity: What went well, What didn't go well, Lessons Learnt</b> To create a concise overview of the key lessons learnt of the operation
10:15 – 10:30	15 min	Coffee Break
10:30 – 12:00	90 min	<b>Cont, Plenary activity</b>
12:00 – 13:00	60 min	Lunch break
13:00 – 15:00	120 min	<b>Road Map Exercise</b> creating a strategic plan by visualizing goals, current status, and the steps needed to reach a future state,
15:00 – 15:15	15 min	Coffee Break
15:15 – 16:00	45 min	<b>Cont. Road Map Exercise</b>
16:00 – 16:30	30 min	<b>Post-workshop evaluation</b>
16:30 - 17:00	30 Min	<b>Summary and Closing Ceremony</b>