CONNECTING BUSINESS INITIATIVE

VANUATU BUSINESS RESILIENCE COUNCIL

Quick Planning Guides in Preparedness, Response and Recovery

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Purpose of document

This guide is designed to highlight how a business resilience organization in the Pacific, the Vanuatu Business Resilience Council (VBRC), has integrated itself into Government and non-governmental humanitarian processes to play a meaningful role in disaster and climate preparedness, response and recovery as well as influence resilience building overall.

This quick planning guide is meant for private sector networks in the Pacific who are currently engaged in emergency operations and who are interested to learn more about the VBRC's approaches to emergency response. Furthermore, the purpose of this document is to provide private sector networks with examples of best practices from the VBRC in supporting national disaster preparedness, response and recovery in collaboration with Government and other key partners. Our story has been one of localization. Rather than always await external experts, the VBRC has shown that it can play a leading role in disaster and climate management.

This Guidance is not specifically tailored to a particular type of industry and only broadly covers general emergency response priorities of the private sector networks. To simplify things, the guide is organized according to the internationally accepted Disaster Management Cycle's three key phases:

1. **Preparedness**
2. **Response**
3. **Recovery**

Table of Contents

1. Private Sector In Disaster and Climate Action **3**

2. Local Context **4**

3. Vanuatu Private Sector **4**

3.1 Prepare For Emergencies 4

3.1.1 Step 1: Making A Plan 5

3.1.2 Step 2: Training Your Staff with Exercises and Drills 5

3.1.3 Step 3: Assemble your Go Kit 6

3.1.4 Step 4: Connecting to the Wider Community 6

3.2 Understanding Risks 7

3.3 Risk Profiling 8

3.4 Weather Forecasting 8

3.5 Multi-Hazard Early Warning 9

4. Respond To The Crisis **9**

Where To Start? 9

4.1 Step 1: Stay Safe 9

4.2 Step 2: Do No Harm 10

4.3 Step 3: Save Lives First Apply The Principle Of Triage 10

4.4 Step 4: Support The Collection Of Data And Information 10

4.5 Step 5: Do And Act 11

4.6 Step 6: Keep Records, Monitor And Report Back 11

5. The Road To Recovery **12**

5.1 Step 1: Restart Operations As Soon As Possible 12

5.2 Step 2: Be Ready For A Business Pivot 12

5.3 Step 3: Get Involved In The Official Government Recovery Planning Process 12

5.4 Step 4: Sell Yourself 13

6. Conclusion **13**

1. Private Sector in Disaster and Climate Action

The private sector is a fundamental part of local communities affected by humanitarian crises, and it has long been engaged in humanitarian emergency preparedness, response and recovery.

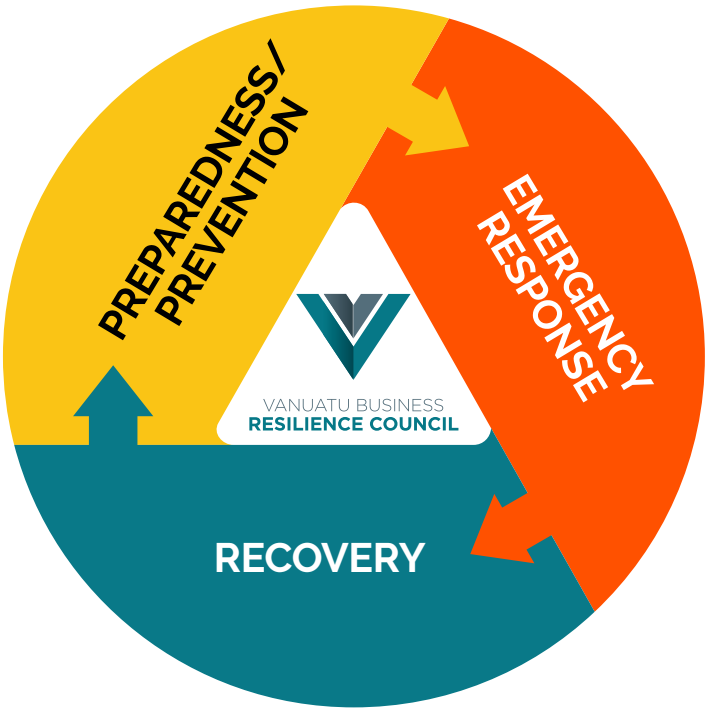
Private sector actors are present before humanitarian crises occur and as crises unfold, and they are among the first part of society to respond. Both small and large private sector actors, whether they are operating directly in humanitarian contexts or indirectly through supply chains, can leverage their own expertise, resources, channels and influence to address humanitarian needs and make positive contributions to long-term sustainable peace and development. They can do so independently by working directly with people affected by humanitarian crises, as well as by collaborating with humanitarian organizations at the local, regional and international levels.

2. Local Context

In 2021, Vanuatu was again ranked[1] the most risk exposed country in the world. The three top ranked countries are all Pacific Island Nations, and of the top 15 most vulnerable, five are countries are in the Pacific region and seven are small island states.

As a small business owner in Vanuatu (The Pacific), it is a matter of WHEN, not IF a disaster will affect your operations. Every business has its own unique vulnerabilities and weaknesses. Knowing which disasters are most likely to affect your business, and how they do so, can help you prepare for, respond to and recover from these events to return to your operations faster.

Rank	Country	Risk
1	Vanuatu	47.73
2	Solomon Islands	31.16
3	Tonga	30.51
4	Dominica	27.42
5	Antigua and Barbuda	27.28
6	Brunei Darussalam	22.77
7	Guyana	21.83
8	Philippines	21.39
9	Papua New Guinea	20.90
10	Guatemala	20.23
11	Cape Verde	17.72
12	Costa Rica	17.06
13	Bangladesh	16.23
14	Fiji	16.06
15	Cambodia	15.80



3. Vanuatu Private Sector

3.1 Prepare for Emergencies

From cyclones, to droughts, pandemics to social unrest, disasters can take many forms and the financial cost of rebuilding thereafter is often overwhelming. If you're prepared for emergencies, you'll be in a better position to recover and continue operations when disasters strike. Its cliché, but certainly worth remembering that prevention is better than a cure (and usually cheaper too!)

The goal of preparedness is to be as ready as possible. To be prepared you must think through each aspect of your business and how a disaster will impact it differently: employees, property, and operations. Preparing includes considering and understanding risks, identifying priorities, making a plan, training employees, and reviewing insurance options.

[1]The WorldRiskIndex 2021 assesses the disaster risk for 181 countries. This covers almost 99 per-cent of the world's population https://reliefweb.int/sites/reliefweb.int/files/resources/2021-world-risk-report.pdf

3.1.1 Step 1: Making A Plan

With better understanding of risks, a business continuity plan (BCP) is a document that outlines how your business will continue operating during an unplanned disruption in service.

It's more comprehensive than a disaster recovery plan and contains contingencies for business processes, assets, human resources and business partners – every aspect of the business that might be affected. Good Plan typically contain checklists that include critical supplies and equipment, data backups and emergency site locations. As a rule, keep your plan simple, easy to understand and implement.

The Vanuatu Business Resilience Council has developed these easy to use 11-step Guides and Checklists to help you develop your Business Continuity Plan.

3.1.2 Step 2: Training Your Staff with Exercises and Drills

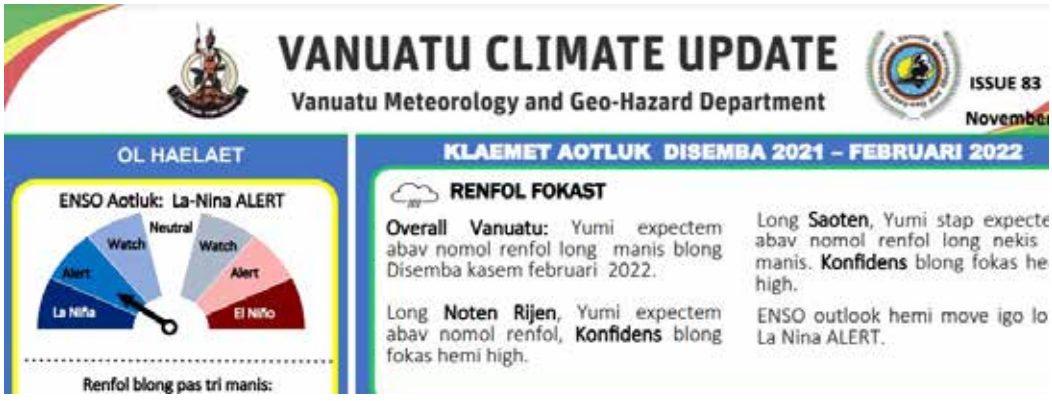
The resilience of a business depends on its People: the owners, managers, line staff and even your suppliers and customers. Building capacity for disaster readiness should be done across the entire chain, so everyone knows what to do when there is an emergency, or disruption of business operations. The Vanuatu Business Resilience Council has developed a Vanuatu Business Resilience Training Handbook, designed to support participants develop and grow their business models, prepare and reduce risks from natural disasters and climate change, while also maintaining and strengthening community, family and kinship ties. It is targeted at small business owners across the country, with emphasis on the agriculture and tourism sectors.

In the Pacific we do better learning by doing, so practical exercises are a great way to train the team and actually get them working together to manage the response to a hypothetical incident. You may want to try:

- Tabletop exercises: team members discuss their roles during an emergency and their responses to a particular disaster situation as guided by a facilitator. This activity could take less than 2 hours, and has been found to be a very useful preparation initiative!
- Functional exercises: allow personnel to actually implement plans and readiness by performing their duties in a simulated disaster scenario, and actually test out communications, warnings, notifications and equipment set-up. This is as close to the real thing as possible, which may take up to a day, and be based in real locations, with equipment and personnel that would be called upon in a real event.

Training on Preparedness shouldn't be one off! Use newsletters, staff meetings, new-hire on boarding and other internal communication tools to regularly communicate emergency plans and procedures.

To help you get started, check out this "How To Guide"[2] developed for the Pacific Islands on designing and implementing a Disaster Simulation Exercise for capacity and training purposes. You may also find this World Health Organisation (WHO) simulation exercise guideline[3] useful.



[2] https://reliefweb.int/sites/reliefweb.int/files/resources/Workbook%20on%20Disaster%20Simulation%20Exercise%20Planning.pdf
[3] https://www.who.int/publications/i/item/WHO-WHE-CPI-2017.10

3.1.3 Step 3: Assemble your Go Kit

Create an Emergency Go-Kit for Your Business. A go-kit is a self-contained, portable stockpile of emergency supplies. For a business, this may include hard copies of critical business information, key contacts and communication trees, copies of BCPs, insurance information, backups of important files. You may consider including tools and equipment in your Go-Kit, including a first aid box, torch lights, small solar system, shortwave radio or any number of items listed here18 that are relevant to your context. It's best to store this kit in a ready to go backpacks/duffle bag and place it in a readily accessible and secure location. Don't forget to identify who is responsible for stocking and replenishing items!

3.1.4 Step 4: Connecting to the Wider Community

Disasters affect businesses up and down the supply chain, so to make sure your business is prepared, you'll need to reach out well beyond your four walls.

- Get friendly with the authorities:
    - » The National Disaster Management Office is the Vanuatu government agency mandated to prepare for and respond to disasters.
    - » In most Pacific nations, Governments are severely limited in their resource capacities to provide services. Your business may be ready fill a critical gap and be contracted by Government to act in a disaster. These arrangements should be made well in advance, ideally with provisional contracts and MoUs signed well-before a disaster event. This is a helpful Guide to negotiating disaster-related Public-Private Partnerships.
    - » Even if you're not quite ready to be an official first responder, it is worth an in-person trip to the NDMO to say G'Day, collect a few mobile phone numbers, add your email address to distribution lists, and start a personal relationship. Here is an NDMO staff contact list to get you started.
- Vanuatu has developed a National cluster system to enable humanitarian agencies and government to develop and implement disaster preparedness activities during peace time. Private Sector agencies are generally welcome to participate in Cluster activities, you just need to ask! The eight clusters meet regularly:
    - » Education Cluster
    - » Emergency Telecommunications Cluster (ETC)
    - » Food Security & Agriculture Cluster (FSAC)
    - » Gender & Protection Cluster (G&P)
    - » Health & Nutrition Cluster
    - » Logistics Cluster (VLC)
    - » Shelter Cluster
    - » Water Sanitation & Hygiene Cluster (WASH)
- Take advantage of what the Vanuatu Chamber of Commerce and Industry (VCCI) has to offer:
    - » The VCCI is host to the VBRC to engage the private sector strategically before, during and after emergencies, increasing the scale and effectiveness of the response and recovery in a coordinated manner. Its primary functions are to Identify and deliver programs to strengthen the resilience of local businesses and the communities within which they operate, and enable private-sector humanitarian network that connects, strengthens, and expands disaster preparedness, response, and recovery activities in conjunction with government authorities.
    - » Other services provided by the VCCI include disseminating important information, email lists, accessing covid19 recovery support, financial literacy and business management training, business support services (including coaching and mentoring)

    - » Contact lists within the private sector. The VCCI is the central location for all business license holders, they can help connect you in advance with important disaster-related services like telecommunications companies, insurers, agricultural suppliers, and logistics operations. Don't wait until it's a crisis to know the range of private sector services available to you!

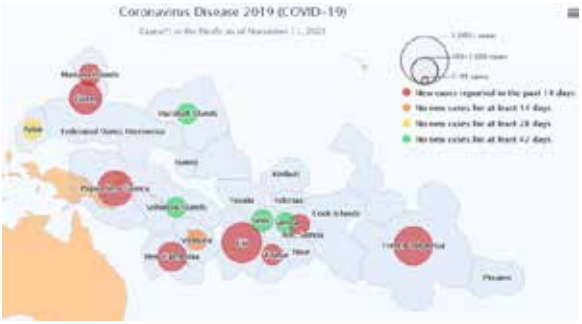
- Share your readiness to motivate others:
    - » Social Media is probably the best way to get the word out to your customers, clients, suppliers and even government about your proactive Disaster Preparedness initiatives. Be alert to your messaging as Vanuatu has laws which prohibit the dissemination of false or misleading information about disasters, particularly in relation to forecasting and responses. Whether it's on Facebook, Twitter, TikTok, Flickr, Youtube, Pinterest, SnapChat or other platforms your preparedness-related sharing will almost always inspire others to step up and get ready (as well as generate new interest about your own business!)

3.2 Understanding Risks

Everyone in the Pacific region knows what a Tropical Cyclone is and can do to our business, but do we really understand how cyclone risks change from one year to the next or where to get the best advance warnings. The sections below provide samples of our favourite online resources from Vanuatu and the Pacific region so you can see whether equivalent options exist for your country or region:

- **Vanuatu Meteorology & Geohazards Department: www.vmgd.gov.vu**
  Seasonal Forecasts[4] give you a good indication of whether you can expect above or below normal rainfall for the coming three months. This information may help you plan for increased wet- weather activities, or if dry weather is coming up, even encourage you to expand your business to areas that are normally too slippery and muddy to access.
- **Cyclone Dashboard: https://cyclonedashboard.com**
  This site pulls together all the relevant risk information for Vanuatu. Here you can find current weather, earthquake information from USGS, local shortwave Radio frequencies and even upcoming hour by hour rainfall projections.
- **Pacific COVID19 Dashboard: https://www.spc.int/updates/blog/2023/02/covid-19-pacific-community-updates**
  This site gives you the latest COVID19 caseloads for each Pacific country, including resources on sanitation, educational resources, and FAQs.
- **Pacific Ocean Portal: https://oceanportal.spc.int/portal/ocean.html**
  A one-stop shop for everything you need to know related to the current status of our Ocean. Here you can find up to the minute sea level rise and tsunami data, coral reef bleaching warnings, good fishing areas, climate-tourism recommendations and shipping conditions.
- **Vanuatu National Disaster Management Office: https://ndmo.gov.vu**
  Here you'll find accurate messages about each of the major hazards affecting Vanuatu (cyclones, earthquakes, floods, landslides and volcanos). Get a copy of the Community-Based Disaster Risk Reduction Training Handbook[5], the Country Preparedness package[6], Evacuation Center Guidelines[7], and a comprehensive NDMO briefing pack[8] that outlines the organisational and coordination structures for disaster risk management in Vanuatu.

[4]https://www.vmgd.gov.vu/vmgd/index.php/climate/reports-and-summaries/vanuatu-climate
[5]https://ndmo.gov.vu/resources/downloads/category/44-cbdrr-handbook
[6]https://ndmo.gov.vu/resources/downloads/category/47-country-preparedness-package
[7]https://ndmo.gov.vu/resources/downloads/category/17-evacuation-centre-guidelines
[8]https://ndmo.gov.vu/resources/downloads/category/9-ndmo-briefing-pack



3.3 Risk Profiling

- **Global Facility for Disaster Reduction and Recovery (GFDRR):** https://www.gfdrr.org/en/publication/vanuatu-country-note
- Risk overview of the hazards in Vanuatu including tropical cyclones, floods, and droughts, volcanoes, earthquakes, and resulting tsunamis and landslides.
- **UN Office for the Coordination of Humanitarian Affairs (UN OCHA):** https://www.preventionweb.net/publication/vanuatu-composite-hazard-map
  Composite Hazard Map with geospatial representation of Vanuatu's exposure to seismic, volcanic and tropical storm hazards
- **ThinkHazard!: https://thinkhazard.org/en/report/262-vanuatu**
  Interactive map tool for a general view of the hazards in Vanuatu.
- **Internal Displacement Monitoring Centre (IMDC):** https://www.internal-displacement.org/publications/vanuatu-disaster-displacement-risk-profile
  This report from the IMDC indicates the risk of displacement to Vanuatu people related to different hazards like sea level rise and cyclones.
- **Asian Development Bank (ADB) – Disaster and Climate Risk Assessment for Greater Port Vila Urban Resilience Project:** https://www.adb.org/sites/default/files/linked-documents/52031-001-sd-04.pdf
  Risk profiles for different locations in Port Vila are available as part of the Greater Port Vila Urban Resilience Project
- **Pacific Community (SPC) - The Pacific Risk Information System: https://risk.spc.int/**
  Provides risk-related geospatial data sets ranging from satellite, aerial imagery to project-related asset, risk, and hazard data for 15 Pacific Island Countries.

3.4 Weather Forecasting

- **Joint Typhoon Warning Center (JTWC): www.metoc.navy.mil/jtwc/jtwc.html**
  provides weather advisories and tropical cyclone alerts for the Indian Ocean and the Pacific.
- **Fiji Meteorological Service: www.met.gov.fj**
  Offers weather forecasting and tropical cyclone warning services on a regional scale to countries across the South Pacific in addition to forecasting for Fiji.
- **Emergency Managers Weather Information Network (EmWIN): www.nws.noaa.gov/emwin**
  Offers severe weather information through a suite of data-access methods (radio, internet, satellite) and live stream alerts.

- **Japan Meteorological Agency (JMA): www.jma.go.jp/jma**
  Monitors extreme natural phenomena such as earthquakes, tsunamis, typhoons and heavy rains for Japan and neighbouring countries.
- **Australian Bureau of Meteorology: www.bom.gov.au**
  Provides weather advisories and tropical cyclone alerts for Australia and neighbouring countries.

3.5 Multi-Hazard Early Warning

- **DisasterAWARE: https://www.pdc.org/disasteraware/**
  Provides multi-hazard monitoring, alerting, decision support, and risk intelligence tools for disaster management agencies and I/NGOs around the globe. DisasterAWARE is fully customizable—powering the regional and national warning systems at the ASEAN AHA Centre, Indonesia's BNPB, Viet Nam's VNDMA, and Thailand's NDWC.
- **US Geological Survey (USGS): www.usgs.gov**
  Provides information on global ecosystems and environments, especially natural hazard warnings. USGS supports the warning responsibilities of the National Oceanic and Atmospheric Administration (NOAA) for geomagnetic storms and tsunamis.
- **Global Disaster Alert and Coordination System (GDACS): www.gdacs.org**
  Provides alerts about global hazards and tools to facilitate response coordination. It contains preliminary disaster information and electronically calculated loss-and-impact estimations after major disasters.
- **Automatic Disaster Analysis and Mapping (ADAM): https://gis.wfp.org/adam/**
  An automated alert system providing near real-time information on disasters to enhance immediate humanitarian response.

4. RESPOND TO THE CRISIS

OK, it has happened, the disaster we have feared has arrived. If you have taken Preparedness seriously, now is the time to act no matter what kind of business you operate. The private sector in the Pacific is often at the front line of a crisis, the most trusted and accessible partners in a community needing support in this phase which can last days to months (depending on the hazard and severity).

Where to Start?

4.1 Step 1: Stay Safe

- As the highest priority seek to place yourself and your business out of immediate danger. You will be of no use to your community if you are unable to engage in the response due to personal injury or operational incapacity.
- Support your staff with an Employee Assistance Program (EAP), especially to help employees and families access medical care, food, housing, and other essentials, as well as possibility providing financial assistance through the form of emergency grants or as an advance on future wages.

4.2 Step 2: Do No Harm

- Ensure that your action will not cause unintended negative impacts on affected people. Without thinking things through, our desire to help, actually exacerbates the problem.
- Underlining all humanitarian action are the principles of humanity, impartiality, neutrality and independence. These principles, derived from international humanitarian law, have been taken up by the United Nations in General Assembly Resolutions . The Red Cross has developed a comprehensive Code of Conduct to safeguard high standards of behaviour and maintain independence and effectiveness in disaster relief. Even as a private sector entity, and especially in a disaster situation, we all must strive to uphold the highest principles of human rights.

4.3 Step 3: Save lives first apply the Principle of Triage

- We are only human, and we are all limited in our disaster response capacities and resources. You must prioritize and provide support first for those who are most immediate need, and who will benefit most from your action. The biggest lesson learned by private sector in the Pacific is that because we care, we try to do too much, well beyond our capacities, leading to ineffective outcomes and rapid depletion of our own personal and business resources.

4.4 Step 4: Support the Collection of Data and Information

- One of the most important contributions you can make is to collect data and information that authorities and humanitarian partners will use for operational decision-making. In the disaster response contexts, there are two tools into which your information can be included if obtained by NDMO (ndmo@vanuatu.gov.vu)
    - » FLASH UPDATE is issued within hours of a sudden onset crisis. It is a short summary of whatever information is available and can lead to the production of a Situation Report.
    - » SITUATION REPORT is an operational document that provides a snapshot of current needs, response efforts and gaps in an emergency.
- Always make sure to provide as much detail as possible, with a focus on age and gender disaggregated statistics. Best to stick to the data collection formats proposed by the NDMO in the First Community Assessment Forms (pg. 62).
- Other critical data needed by the authorities includes information on Infrastructure, Community Buildings, Evacuation Centers, Health, Social Protection Issues, Water, Food, and Communications. Economic impact data is difficult to obtain, and so your records will support these underreported impacts. As private sector, we often have good baseline data already, and sometimes simply sharing it with government and humanitarian is the best thing you can do.
- Don't forget that there are established sector-specific Clusters that will be mobilizing to collect data. Do connect with them as soon as possible do you are not duplicating their work, and where possible using their forms and templates. Remember also that there are Municipal and Provincial authorities (e.g., Area Administrators) that must be kept in the loop as soon as possible.
- The best disaster related maps are often produced by Map Action using satellite imagery and analysing the effects of a disaster quickly and over a large area. They mobilize and deploy within the first 72 hours of a response and fulfill specific pieces of work related to data management or mapping.
- There should be basic Emergency Operation Center kit, which includes a laptop, projector, satellite phone so that the business can maintain basic services for its community and to connect to the larger network.

4.5 Step 5: Do and Act

- More than anything else, private sector stakeholders in the Pacific are often the most active doers when it comes to responding to crisis. Often under-acknowledged, and always under-resourced, we mobilize our assets (trucks, boats, equipment, property, and staff) as well as purchase additional food and non-food items for our communities to fill gaps while awaiting humanitarian aid.
- If you do get involved in distribution of goods, make sure to use best practice guidance, ensure that the most vulnerable have been identified that the supplies reach them despite traditional power structures that may exclude them. Here are international best practices on distribution, as well as a simple distribution guideline developed by the international shelter cluster for Non-Food Items
- Take stock of what you have to offer and let the authorities know. If you are a supplier of goods and services, expect government and aid agencies to reach out quickly. Have latest inventories and price lists readily available! Recall that many donors have strict procurement rules, and so you may find yourself making quote after quote. This is normal, and part of the process. If you can support logistical arrangements, you will be in high demand, be prepared to reorganize schedules to meet increasing demand. You may need to bring on extra staff to provide essential service.
- Mobilize your networks. You will find people contacting you asking how they can help. Be ready with answers! Know what your community most urgently needs (often shelter, food, water, medicine) and where it can be obtained locally. We certainly don't need containers of high-heel shoes being shipping into the country, blocking wharf space, and taking up valuable human resources. Assess offers of in-kind donations against actual needs, secondary costs, and cultural appropriateness.
- Often an appeal for donations will be highly successful, keeping in mind that cash-payments to the most vulnerable communities is often the best option.
    - » If you want to keep an eye on the resources being mobilized internationally for the disaster, check out the UN Financial Tracking Service (FTS,) a global real-time searchable database that records humanitarian contributions (cash and in-kind) to emergencies.
- Collaborate in Networks as much as possible. There is much wisdom in the idiom "United we Stand", and a crisis is exactly the time we will need to reach work with others, including our competitors. In addition to reaching out quickly to NDMO, the Cluster Leads, Area Administrators, Provincial Secretaries, and Humanitarian Agencies, an emergency response will be even more successful if you can work as a well-coordinated local Network of private sector stakeholders in an area. Divide and allocate tasks, and give authorities a single focal point of contact for urgent communications.

4.6 Step 6: Keep records, monitor and report back

- One of the reasons the private sector is under-acknowledged in the disaster response space is because we do not typically feed out information into the official Monitoring channels.
- Keep track of everything you do, and all items you provide and report this to the authorities as soon as you are able, ideally using official templates and forms
- Visit the 'The Humanitarian Data Exchange ' where you can find, share, and use humanitarian data all in one place. Anyone can contribute, including private sector.

5. THE ROAD TO RECOVERY

- Recovery is the final phase of the cycle and is aimed at the return of the local economy to some sense of normalcy. By this time, the impacted area has hopefully has achieved a degree of physical, environmental, economic and social stability.
- A healthy private sector is often the best pathway to recovery, as we are able to support affected communities move back to resilient livelihoods and away from dependence on humanitarian aid.

5.1 Step 1: Restart operations as soon as possible

- Even if operations are substantially reduced, by getting people back to work sooner, and cash flowing back into the local economy, families will be able to start their own processes of recovery.
- Your business will become the conduit through which other stakeholders can support recovery processes, particularly if you are involved in retail or logistics related to key sectors like construction, financing, agriculture, and education.
- Take advantage of offers of support from governments and donors, particularly regarding stimulus and recovery payments. This often requires maintaining up to date records of payroll, taxes and meeting other legal business requirements, even in a disaster context. Seek assistance from the Chamber of Commerce on applications of forms.

5.2 Step 2: Be ready for a Business Pivot

- As businesses deal with the new post-disaster reality, "business as usual" will likely take on an entirely new meaning, requiring a rethink on how they do business in order to survive. A potential Pivot may be based on:
    - » New opportunities due to changes in consumer behaviour, needs and wants.
    - » Streamlining operations to work smarter and more cost-efficiently, minimizing costs and reducing overhead.
    - » Reviewing and adjusting short and long-term goals.
    - » A need to modify lease agreements, insurance arrangements, loan repayments, and even suppliers and distributor contracts.
    - » Upskilling and training opportunities that often become available in a post disaster context.
    - » Potential online revenue streams and building a digital presence.

5.3 Step 3: Get involved in the official Government Recovery Planning Process

- As the emergency humanitarian phase is phasing down, government will typically undertake a Post-Disaster Needs Assessment (PDNA) to complement the initial rapid assessments conducted by humanitarian actors to obtain recovery-related data. Your contribution to this analysis will ensure your sector issues are well documented and form part of the official recovery strategy.

- The Disaster Recovery Framework (DRF) is the principal output of the PDNA activity. It is a single consolidated report that provides information on the physical impacts of a disaster; the economic cost of damage and loss; the human impacts as experienced by affected people; and the resulting early and long-term recovery needs and priorities. It provides a basis for the prioritization, design and implementation of a coherent set of recovery programmes that are funded by donors. If you expect recovery support for your business, your impacts must form a part of the Disaster Recovery Framework.

5.4 Step 4: Sell yourself

- Nothing makes for better business advertising than a real story about how you and your business has overcome a crisis and are now able to again support your community through goods and services.
- Use social media, radio and print media to get your messages out there. The road to recovery may also mean you develop or update the company website.

6. CONCLUSION

It is undisputable that in the Pacific, the private sector increasingly plays an important role to augment the disaster preparedness, response and recovery typically carried out by the government, international community, and civil society organizations. Many in the Pacific's business sector have shifted their mindsets from simply doing corporate philanthropy to a more programmatic and meaningful attempt to improve the overall disaster risk management capacity in the region.

The Vanuatu Business Resilience Committee is formally acknowledged by the Vanuatu Chamber of Commerce and Industry as the private sector coordination mechanism for disaster risk management. Composed of business leaders in Vanuatu, both climate and disaster advocates and highly committed professionals, VBRC works alongside field experts and reputable humanitarian institutions to organize and coordinate private sector assistance to disaster-affected communities, and served as a hub for disaster preparedness, training, and coordination for disaster relief and recovery operations.

This document is designed for private sector networks interested or currently implementing disaster preparedness initiatives and emergency response operations. This Guidance provides a catalogue of recommended actions that have been successfully implemented in Vanuatu and organized into the three phases of the disaster timeline: pre-disaster (Preparedness), during disaster (Response), and post-disaster (Recovery).

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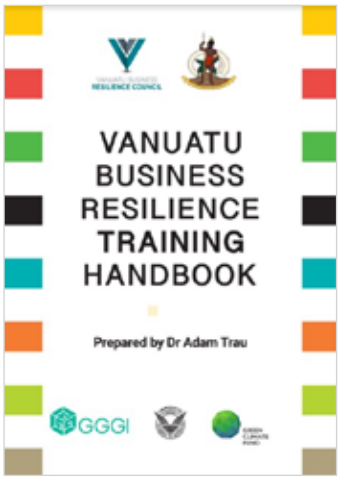
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