



Vanuatu affordable & resilient
settlements project (VARs)

STAKEHOLDER ENGAGEMENT PLAN

ETAS

Prepared for Government of Vanuatu
Prepared by Beca International Consultants Ltd

24 October 2024



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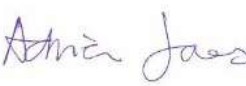
Appendix A – Detailed engagement plan

Appendix B –VARS Help Desk (Grievance Mechanism) Form

Revision History

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1 Introduction

This Stakeholder Engagement Plan was first prepared for VARS Subcomponent 1, Phase 1.1 - Clearing and Fencing Activity. This version has been updated to cover the balance of activity for Subcomponent 1.1 Resilient New Settlement Development and Subcomponent 2.2. Sustainable Urban Drainage (off-site works).

This Stakeholder Engagement Plan (SEP) is prepared as an integral part of the environmental and social risk management measures of the Vanuatu Affordable and Resilient Settlements (VARS) project. The SEP is required under the World Bank's Environmental and Social Framework (ESF), particularly Environmental and Social Standard 10 on Stakeholder Engagement and Information Disclosure (ESS10). The SEP sets out planned engagement activities to inform the VARS project, which is being implemented by the Government of Vanuatu. **This SEP covers Subcomponent 1.1 Resilient New Settlement Development and Subcomponent 2.2 Sustainable Urban Drainage** for Etas planned subdivision.

This engagement plan includes:

- An overview of the project and consultation undertaken to date
- Engagement purpose and objectives
- Identification of key project stakeholders
- Overview of engagement approach
- Confirmation of roles and responsibilities for team members
- Detailed engagement plan for Etas

This is a live document and will be kept updated as and when required throughout the project.

2 Project background

2.1 Project overview

The VARS project has four components: Component 1: Affordable and Resilient New Settlement Development; Component 2: Affordable and Resilient Settlement Upgrading; Component 3: Strengthening Institutional Capacity for Implementation and Sustainability, and Component 4: Contingent Emergency Response.

The Project Development Objective (PDO) is to: (i) improve access to and resilience of infrastructure and services in selected new and existing settlements, and (ii) strengthen land planning and management for resilient human settlement.

Subcomponent 1.1: Resilient New Settlement Development

The MoLNR has identified a 10-ha site based on the following criteria: (i) held by the state under a long-lease (75 years), (ii) well located on a transport corridor, (iii) on relatively less hazardous (particularly climatological hazards) land, and (iv) suitable for mixed land use and lower-middle income residential purposes. On the nominated 10-ha site, the sub-component will finance site investigations, site planning and survey, detailed design (incorporating relevant climate-resilience measures), construction, and supervision for a package of proposed basic infrastructure investments (potentially including collector and local access roads, improved footpaths, drainage, individual household water supply, sanitation, solid waste management, and street and security lighting) to support a lower-middle income residential development with associated land uses.

Subcomponent 1.1 is planned in two phases: Phase 1. Minor Clearing and Fencing Works, which is already underway and Phase 2. Subdivision on-site works, planned for construction commencing in June 2025.

Subcomponent 2.2 Sustainable Urban Drainage:

This component will finance sustainable and integrated (grey-green) urban drainage infrastructure that improves stormwater drainage on the periphery of the greenfield site. Stormwater captured in the surrounding catchment area will be addressed by improving the drainage along the external bounding roads and directing it away from the site to natural drainage areas. Stormwater captured on the site will also be drained through a drainage network associated with the road and pathway network and removed from the site to community sedimentation and infiltration ponds in the low-lying Northwest area. A network of channels is needed to collect stormwater and either infiltrate it back into the ground or transport it away from the subdivision. The subdivision has a natural slope east to west and flow will be directed to the low point in the northwestern corner adjacent to the Ring road.

Technical designs will consider how to adapt to identified future climate risks (e.g., through bioswales, detention spaces, stormwater harvesting and retention). Such drainage and stormwater management investments are integral to the resilience of the Etas settlement and have been identified as a key priority for residents.

This Stakeholder Engagement Plan (SEP) is prepared for Subcomponent 1.1: Subdivision on-site works and 2.2 off-site drainage. An earlier version of this SEP was prepared for Subcomponent 1.1 Phase 1: Minor clearing and fencing works.

2.1.1 Scope of subdivision on-site works and off-site drainage

The second phase of works on the Etas subdivision site involves construction works on site to develop the new subdivision, as well as the construction of off-site drainage networks. This builds on the work done at the site to date, which included temporary fencing of the site and clearing of grass, vegetation, shrubs, small trees and debris from the site.

The works are anticipated to include development of a new mixed-use subdivision at Etas, including higher density residential areas, recreational spaces, accessways and on-site sanitation. Off-site drainage will be provided to assist in stormwater management. Geotechnical and survey investigations will also need to occur before development of the site commences.

Design of the subdivision is currently underway, but key features are likely to include:

- Establishment of a block layout subdivision with 37 'super blocks' and 150-170 lots. Lots are anticipated to be around 400m².
- A service centre and market as well as a community meeting space.
- Provision of green open spaces.
- Pathways between lots / blocks as well as road connections.
- On-site sanitation, likely to consist of a stand-alone septic tank and soak hole system.
- Provision of drainage channels to provide for stormwater management throughout the site, and off-site drainage systems around the settlement boundary.

2.1.2 Social context of Etas subdivision site

The Etas subdivision site is a sloping site which covers an area of approximately 10ha. The site is provisionally earmarked for 170 new households, or around 850 people. There are currently no homes or human settlement within the project site. There was informal gardening within the site from informal land users, which has ceased since the commencement of the clearing and fencing works.

2.2 Summary of consultation undertaken to date

Engagement and information sharing for the VARS project has been ongoing for a number of years.

A ceremony was held at the site on 23rd Nov 2023, with the Chairman of Malvatumauri Council of Chiefs, Chairman of Vaturisu Council of Chiefs and a representative of the Eratap Customary Landowners. The ceremony was to acknowledge the custom landowners, the lease title held by Government and governments' intension to construct the pilot subdivision. On the same day signs were erected in the 3 official languages to mark the boundary of the site and to provide a contact for the project information Help Desk. It was explained to the local community that 23rd November marked the cut-off date for encroachment into the site and gardeners were given 6 months to harvest crops.

In May 2024 a socio-economic survey was conducted with 32 households neighbouring the site, including those who were informally gardening within the site. All 32 households expressed their support for the proposed project and reported that they were aware of the need to harvest remaining crops, and all reported that they had already identified alternative garden sites.

From August through September 2024, the Policy, Legal and Marketing (PLM) Advisory Services have engaged with a wide range of stakeholders to assess appetite and feasibility options for both public and private partners to support service delivery and the development of the new subdivision at Etas. PLM-lead consultations will continue in November 2024. PLM Advisory Services are tasked with preparing an Etas marketing strategy and implementation plan for transparent allocation of the subdivision blocks. The strategy and plan, when available, will form an appendix to this SEP.

In mid-September 2024 the PMU consulted with the Ambrym, Buninga, and Tanna community clusters at Etas to inform community members that ground clearing would soon commence and to collect names and phone numbers of low-income residents who were interested in being involved in the ground clearing works.

On 26th September 2024, a groundbreaking ceremony was held at Etas with government ministers and custom landowners, the Secretary General of Shefa Province and the Mayor of Port Vila City Council.

The ground clearing and fencing activity continued into October 2024 with workers from within the local community and from outside the community. Local community members have been given cut wood to use as firewood and smaller cuttings for fencing. The community has been very supportive of the clearing activity and there have been no concerns raised to-date regarding the gardens or issues of any kind.

The table below sets out, at a high level, the consultation activities that have been undertaken to date.

Table 1. Summary of Consultations to-date

Date	Consultation activity	Details
10 May 2022	Consultation with Etas informal gardeners: Rex Tari, MoLNR Lands Compliance Officer, Jennifer Manua, QCL Social Officer, spoke with families from Tanna and SE Ambrym households neighbouring the Etas site. Jack Amos was community rep. 4 M / 6 W	GoV intention to develop the site as a subdivision was disclosed. The gardeners were advised to not plant any new crops or trees as the project was planning to start in 2023.
31 Oct 2023	Consultation with Etas Leadership: Local Chiefs representing SE Ambrym & Buninga and 6 women, met with Custom Landowner Sam Kalpoilep and MoLNR represented by; Jeff Malmangrou, Project Officer, A/DG Erickson Sammy, Director Gordon Willie, Jay Hinge Executive Officer and	Etas Community and Leaders were consulted regarding the Etas greenfield planned investment.

Date	Consultation activity	Details
	PMU 6 M / 6W	
23 Nov 2023	Custom Ceremony to mark cut-off date: Cliffson Kalarus Eratap Custom Landowner Representative, Malvatumauri President Chief Raven Paul Robert and CEO Chief Pierre Tom and Vaurisu Chairman Chief Poilapa. Met with MIA A/DG Leith Veremaita, MFEM A/DG Tony Sewen, MoLNR; Jeff Malmangrou, Project Officer, A/DG Erickson Sammy, Director Gordon Willie, Jay Hinge Executive Officer, PVCC A/Town Clerk Mandes K Tangaras, Shefa A/SG Liah Kaltai, DUAP Jenny Naki, and members of the local community. 19 M / 9 W	Custom Ceremony with Chiefs and Etas Custom Landowners to give thanks for the Subdivision greenspace and to disclose and socialize the cut-off date.
22 Jan 2024	Meeting with Land Management Planning Committee	To discuss next steps with Etas proposed development
31 Jan 2024	Consultation with Eratap Customary Landowners: Kalserei Jonah- Eratap Village, Chief John Tau – Eratap Village, Chief Charlot Nawen Maseimerman (Erakor Chief), Johnston Kalman – Eratap Community Samuel Kaltabang- Spokesman of Chief Maseimerman (Erakor Village) met with Erickson Sammy - A/DG- MOLNR Gordon Willie- Director Lands, Jeff Malmangrou- PO MOLNR, Darren Fatu- Lands Officer , Alick Kalmelu- LMPC Chairman and the PMU 14 M / 0 W	Disclose GoV intention to develop the Etas lease as a subdivision.
9 Feb 2024	Consultation with Custom Landowners: Chief Johnstone Tau met with MoLNR A/DG Erickson Sammy and Director of Lands Gordon Willie and the PMU 10 M / 0 W	Follow-up consultation with custom landowners regarding the planned investment.
06 March 2024	Consultation with DEPC: Acting Director Trinison Tari and PMU 3 M / 1 W	To discuss the details of the planned investment and the process for environmental permit
10 April 2024	Consultation with Custom Landowner/Lessors: Andrew Willy Laklokai, Samuel Andrew, Jack Norris Kalmet, Kalkot Kaltatak, Jack Kallon and the PMU 5 M / 0 W	To secure signed access consent from custom owners.
19 April 2024	Consultation with DEPC: DEPC A/Director Rolenas Tavue Baereleo, EIA OIC Frazer Alo, Trinison Tari 4 M / 2 W	To discuss the details of the planned investment and the process for environmental permit with the newly appointed Director.

Date	Consultation activity	Details
26 April 2024	Consultation with Shefa Province representatives: A/SG Shefa Liah John Kaltoi, Administrator Shefa Ali Nangof, Eratap Area Administrator Jason Kalman, Eratap Area Council Secretary Delwyne Kalopong, Eratap Area Council Chairman Kalorus, Presbyterian Church Pastor Songi Worman, PMU. 4 M / 2 W	To discuss the socio-economic survey of the Etas community
26 April 2024	Consultation with Etas gardeners: Stacey George, Rose Tomaki, Claude Takahne, Serima Ambong, Yvanna Albert, Alick Albert, Renata Albert, Chief Sam Kalpoilep 4 M / 10 W	To disclose and socialize the upcoming socio-economic survey.
26 April – 6 May 2024	Consultation with Etas gardeners and local community to raise awareness and provide information on socio-economic survey. 32x socio-economic surveys conducted, provided information on help desk and distributed brochures for help desk.	Gather socio-economic data and socialise help desk information
19 June 2024	Meeting with new secretary general of Shefa Provincial Council	Provide project briefing and encourage involvement of Chiefs and Provincial Council in ongoing consultations at Etas
22 August 2024	Consultation with Etas Custom Landowner and new Chairman of the Vaturisu Council of Chiefs, Chief Charlot Nawen Rutau Maseimerman	Provide a project update and share date for Ground Breaking Ceremony
Aug -September 2024	Meeting with Department of Urban Affairs and Planning	To establish and understand physical planning areas, zoning and development control plans and constraints on the Etas subdivision. To establish areas of collaboration and coordination between the Etas subdivision and the National Housing Policy in consideration of accessible housing and building standards
	Meeting with Special Envoy for Climate Change, former Minister for Lands Ralph Regenvanu	To discuss environmental policies, protections and history of NLSP.
	Meeting with Greater Port Vila Urban Resilience Project	To establish work undertaken to date on Physical Planning Areas and the Port Vila Zoning and Development Plan and Emergency Shelters.
	Meeting with IFC	To determine synergies between IFC's PPP low-cost housing approach and the Etas subdivision.

Date	Consultation activity	Details
	Meeting with Habitat for Humanity	To understand the housing value chain analysis undertaken and understand affordable housing and building capacity challenges.
	Meeting with government partners: Shefa Provincial Government: Secretary General (Lionel Kaluat), Assistant Secretary General (Liah Kaltoi)	To establish the appetite of Shefa Provincial Government to participate in various aspects of the governance and service provision to the Etas subdivision.
	Meetings with Reserve Bank of Vanuatu Financial Inclusion Unit and ANZ Money Minded.	To determine appetite and ability to provide and facilitate financial literacy training for targeted purchasers and qualified buyers.
	Meetings with representatives of Vanuatu banks and financing organisations: • National Bank of Vanuatu • Bred Bank • Bank South Pacific (Vanuatu) Limited • ANZ Bank (Vanuatu) Limited • Wanguteng Bank Limited • Vanuatu Rural Development Bank • Vanuatu National Provident Fund • Fiji National Provident Fund	Meeting to establish the capacity / appetite of banks to provide financing to Etas subdivision purchasers.
	Meetings with developers / builders: • Enterprise Dinh Van Tu • Pierre Brunet Enterprise General • Caillard and Kaddour • Island Property • Le Fare Development Company • Vanuatu Teachers Union • Lumu Design • Naka Homes • Charlie Robert Construction • Christophe Dinh Construction • Module X • Vancorp • Franconierri & Son Construction • Fletcher Construction - Ninane Construction	Meeting to establish the capacity / appetite of developers/builders to support development of the Etas subdivision and of low cost housing.
	Meetings with not-for-profit housing and regional developers: • Home in Place Habitat for Humanity	Meeting to establish appetite of housing organisations to participate in management services for the Etas subdivision.
	Meeting with UN Women, Markets for Change	To establish appetite to participate in the development of a community market in Etas subdivision through their Market for Change programme.

Date	Consultation activity	Details
	Meeting with V2Life – Teouma Christian Academy	To establish appetite to potentially establish a school in the Etas subdivision.
	Meeting with Marine Reach Vanuatu Family Care Centre	To establish appetite to potentially establish a health clinic in the Etas subdivision.
	Meeting with management services providers: • Law Partners • Home in Place	To establish appetite to potentially provide community title or body corporate professional services in the Etas subdivision.
10-12 Sept 2024	Consultation with Chiefs and Etas Community members from Ambrym, Buninga and Tanna household clusters. 21 W & 21 M	Disclosed the upcoming ground-breaking ceremony and gathered names and numbers of community members seeking labour opportunity in the ground clearing activity. Provided information on Help Desk.
26 Sept 2024	High-level officials from MOLNR, MIA, SPGC, PVCC, MFEM, as well as Etas Custom Landowners and community members 42 W & 45 M	Project objectives and progress update provided, with speeches from Minister of Internal Affairs and Minister of Lands and Natural Resources

3 Engagement purpose

3.1 Engagement purpose and objectives

The purpose of stakeholder and community engagement for Subcomponent 1.1 and Subcomponent 2.2 is to provide a coordinated process in which public information disclosure and consultation of project activities are communicated transparently and in a timely manner. The SEP will ensure that surrounding communities and stakeholders with an interest in the Etas subdivision are kept updated about the project and are provided with opportunities to give feedback where possible.

It is noted that this SEP outlines public and stakeholder consultation activities associated with the subdivision development and off-site drainage works for the Etas subdivision. The SEP does not cover engagement associated with the procurement of services and service providers to support the subdivision works, or engagement with the public regarding the sale and purchase of subdivision blocks once these are available on the market. The marketing strategy and plan will be prepared by the PLM Advisory Services, with relevant aspects of the plan attached as appendix to the SEP, when available.

Stakeholder engagement for Etas subdivision on-site works and off-site drainage has the following key objectives:

- Providing stakeholders with clear and transparent information about the project;
- Providing surrounding communities with clear and timely information about opportunities to purchase lots in the Etas subdivision, and about potential financing options.
- Allowing for ongoing engagement with Shefa Provincial Government Council (SPGC) as the local authority for the area;
- Ongoing engagement with Custom Landowners, as the Lessors of the registered lease;

- Making stakeholders aware of the VARS help desk, which they can use to raise any concerns, receive information and provide feedback throughout the project;
- Providing avenues for stakeholders and surrounding communities to provide feedback on the project where necessary.
- Continuing to engage with stakeholders (banks, community service providers, developers etc.) to identify opportunities for stakeholders to support the development of the Etas subdivision.

3.2 Engagement principles

Engagement principles for the VARS project as a whole are as follows:

- **Openness and life-cycle approach:** Stakeholder consultations for the project components will be arranged during the whole project life-cycle, carried out in an open manner, free of external manipulation, interference, coercion or intimidation.
- **Informed participation and feedback:** Information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholder's feedback, for analysing and addressing comments and concerns.
- **Inclusiveness and sensitivity:** Stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the project components is inclusive. All stakeholders at all times are encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups, in particular women, youth and elderly.

4 Stakeholders and target audiences

This section outlines the stakeholders and target audiences for engagement during Phase 2.

4.1 Governance: national level

Elected members and government organisations will have a high level of interest over the project and are kept informed through regular Project Steering Committee (PSC) Meetings.

The PSC is the key Government decision-making body for the project and includes representatives from:

- Ministry of Lands and Natural Resources (MoLNR)
- Ministry of Finance and Economic Management (MFEM)
- Ministry of Infrastructure and Public Utilities (MIPU)
- Ministry of Internal Affairs (MIA)
- Ministry of Climate Change Adaptation, Meteorology and Geohazard (MoCC)
- Shefa Provincial Government Council (SPGC)

PSC representatives are encouraged to provide project updates to Ministers on an as needed basis.

The project has also established a Technical Working Group with regular meetings to inform key stakeholders and provide direction to the project. Stakeholders include:

- Port Vila City Council (PVCC)
- Shefa Provincial Government Council (SPGC)
- Department of Environment and Conservation (DEPC)
- Department of Urban Affairs and Planning (DUAP)
- Ministry of Lands and Natural Resources (MoLNR)
- Ministry of Finance and Economic Management, (MFEM)

- Malvatumauri Council of Chiefs
- Vaturisu Council of Chiefs

The PSC and Technical Working Group will be provided with regular updates on design and construction progress.

4.2 Governance: provincial / city level

At the provincial level, the Shefa Provincial Government Council (SPGC) will have a high level of interest over the proposed works at Etas. SPGC and the Port Vila City Council (PVCC) will need to be kept informed about the project and will need to be engaged with throughout Phase 2 to provide feedback on design and construction of the subdivision.

PVCC is represented on the TWG and SPGC is represented on both the PSC and TWG. Both Councils will be kept informed through regular TWG and PSC meetings.

SPGC also provide an important link to Eratap Custom Landowners. By keeping the SPGC updated through meetings with the project team, the Council will then be able to disseminate project information throughout the Eratap and Etas Area Councils.

4.3 Community level:

While the project site does not currently have any residents, Etas area residents will have varying levels of interest in the proposed subdivision. The local community around Etas will need to be kept informed about this next phase of the works.

Interested community members may include:

- **Neighbours of the site:** Residents who neighbour the site will have high interest in the project. They will need to be kept informed about construction works so that they understand what activity will be occurring and how this may temporarily impact them (e.g. increased noise and activity, any temporary detours or traffic delays). The SPGC will play a key role in disseminating information to the wider Etas area.
- **Etas & Eratap Leaders:** Many of the neighbours of the project site originate from Ambrym, Tanna and Buninga and have local Chiefly leadership. The Etas land is owned by custom landowners from Eratap, who live in Eratap and Erakor communities. There are positions for Etas Area Counsellors and Eratap Area Counsellors on the SPGC. These leaders are key stakeholders for information dissemination to the people of Etas and to the Eratap custom landowners. As such they have a high interest in the project.
- **Greater Port Vila Residents:** Potential purchasers (future residents) may have high interest in the project if they have interest in potentially moving to the subdivision once it is complete. This is a key group to keep informed about project progress, in particular the finalised design and anticipated construction timeframes.

4.4 Stakeholder level

In the Greater Port Vila area, a number of other stakeholders may have interest in the project. This includes organisations who may be able to support the development of the subdivision (e.g. building companies, banks/financial organisations) and those who could potentially provide community services and facilities (e.g. school or market) for the long-term operation of the subdivision.

Many of these groups have already been consulted through meetings with the PLM advisory team and have expressed varying levels of interest in being involved further. These stakeholders are included in the table below in **red text**, and it is anticipated that most engagement with these groups will occur as part of the PLM continued marketing consultations and PMU procurement discussions.

- Stakeholder mapping for Subcomponent 1.1 & 2.2 is presented on the next page.

Table 2. Stakeholder Mapping & Analysis

Stakeholder	Interest in the Project	Role/Potential Role in the Project
MOLNR	HIGH	Implementing agency, Chair of the PSC and Chair of the TWG. Project decision maker.
MFEM	HIGH	Executing agency. Member of the PSC and TWG. Project decision maker.
MIPU, MIA, MoCC	HIGH	Member of the PSC and TWG. Project decision maker.
SPGC	HIGH	Key authority for Shefa Province. Project decision maker. Key for information dissemination to constituents. Have expressed interest in how services (such as garbage collection and a market) will be provided, how road maintenance will occur and physical planning considerations.
Malvatumauri Council of Chiefs.	HIGH	Project decision maker. Key for information dissemination to constituents.
Vaturisu Council of Chiefs	HIGH	Key for information dissemination to constituents.
PVCC	HIGH	Key authority for Port Vila. Project decision maker. Key for information dissemination to constituents.
Etas Leaders	HIGH	Key for information dissemination to custom landowners and Etas neighbours.
Etas site Neighbours	MED-HIGH	Neighbours of the site and will need to be kept updated, particularly around how construction may impact them temporarily.
Port Vila Residents	HIGH	Potentially, 170 households will become the future residents of the Etas site.
Banks / financing organisations (key financing partners): - National Bank of Vanuatu - Bred Bank	HIGH	High interest and high capacity to assist in financing Etas subdivision. Potential to be a key financing partner. Need to be kept informed about project timelines and opportunities to be involved.
Developers and builders	HIGH	Organisations with high interest and capacity to be involved as developers or builders for the Etas subdivision. Need to be kept informed about project timelines and opportunities to be involved.
Housing providers	MED - HIGH	Organisations with interest and capacity to participate in management services for the Etas need to be kept informed about project timelines and opportunities to be involved.
Management service providers	HIGH	Organisations with moderate-high interest in providing community title or body corporate professional services in the Etas subdivision, and high capacity to support. Need to be kept

Stakeholder	Interest in the Project	Role/Potential Role in the Project
		informed about project timelines and opportunities to be involved.
Donors and service providers	MEDIUM	Organisations who could support (either financially or through service offerings) the provision of social / community facilities in the new subdivision such as a community market and health clinic. Need to be kept informed about project timelines and opportunities to be involved.

5 Communications and Engagement plan

5.1 Engagement approach and messaging

In this second phase of engagement, the key focus will be on informing community, government and key stakeholders about project progress, with more targeted information provided around what to expect at each stage of the work.

There are a number of key messages that will need to be communicated to various stakeholders at key project milestones. These are outlined in the table below:

Theme	Key messages	To be shared:
General project information	- The VARS project is aiming to create a subdivision at the greenfield Etas site. This will include: - High density residential and mixed-use development - On-site sanitation - Pedestrian friendly, accessible environments including recreational spaces - There are 2 phases of works needed before the subdivision is ready. Phase 1 is clearing and fencing the site, site investigations and design work. Phase 2 is Subdivision works and off-site drainage. - Phase 1 has been completed and Phase 2 is now commencing. This will involve finalising the design for the subdivision, construction works to prepare the subdivision, and construction of drainage systems including some off-site work. - Once complete, it is anticipated that the subdivision will provide around 170 new homes and could be home to up to 850 people.	Along with other project messaging (as introductory info)
Draft design update	- Geotechnical and survey investigations have now concluded at Etas. - Design for the new Etas subdivision is currently underway. - More information on the design will be shared with the community in early-mid 2025 once the design is finalised.	When draft design is underway (late 2024/early 2025)
Final design update	- The design for the Etas subdivision has now been completed. - The subdivision will include:	When design is finalised (May 2025)

Theme	Key messages	To be shared:
	▪ Establishment of a block layout subdivision with approximately 37 'super blocks' and 150-170 lots. Lots are anticipated to be around 400m². ▪ A service centre and market as well as a new community meeting space ▪ Provision of green open spaces ▪ Pathways between lots / blocks as well as road connections ▪ On-site sanitation, likely to consist of a stand-alone septic tank and soak hole system. ▪ Provision of drainage channels to provide for stormwater management throughout the site, and off-site drainage systems around the settlement boundary. 3. Provision of internal drain channels to provide for stormwater management throughout the site, and off-site drainage systems (trunk drains) around the settlement boundary. 4. information will be made available to the public (by PLM) on how to apply for purchase of a block <i>(note this is DRAFT messaging which will need to be updated/confirmed once design for subdivision is finalised)</i>	PLM will prepare a selection criteria and application process (early-mid 2025)
Construction update – what to expect	1. Construction of the new subdivision will start in June 2025 with completion by June 2026. 2. For those who live close to the site, there will be some additional noise and activity while the site is being excavated and developed. This might include additional trucks in the area, additional noise and dust, and temporary traffic management. 3. Works Contractor(s) will prepare and implement an Environmental Social Management Plan (ESMP) with will include a Labour Management Plan (LMP) and Code of Conduct (CoC) to prevent and address issues of sexual exploitation, abuse and harassment (SEAH) and to ensure workplace occupational health and safety (OHS) measures are in place as well as a Waste Management Plan (WMP) to protect the environment and Traffic Management Plan (TMP) to protect the local community. 4. The project team have set up a VARS Help Desk where any queries or concerns or grievances about the project can be lodged and will be investigated by the project management unit. 5. During the construction process, information will be made widely available to the public, advertising the blocks that will be available in the new subdivision, and the application process and selection criteria.. • <i>(note this is DRAFT messaging which will need to be updated/confirmed once design for subdivision is finalised)</i>	Prior to construction activities (commencing June 2025) PLM will prepare a selection criteria and application process (early-mid 2025)

5.2 Engagement methods

A number of methods will be used to share project information with stakeholders and the community, as set out in the table below:

Method	Purpose	Details	Target audience	Responsibility
PSC meetings	To ensure a fully-informed decision-making process is implemented	Regular meetings (generally quarterly) throughout project	Government agencies, SPGC and Malvatumauri	PMU
TWG meetings	To support information sharing to key agencies and support decision-making process	Regular meetings (generally monthly) throughout the project	Government agencies, SPGC & PVCC	PMU
Custom Landowner consultation/Vaturisu	To enable negotiation for the surrender, extension and subdivision of the lease title	In-person meetings	5 representatives of the 3 custom landowner families	PMU
In-person meetings	To share project objectives and timelines and explore opportunities for public, private and non-profit partners to be involved.	Periodic meetings in November 2024 and again in January 2025.	Banks, Developers, Service Providers	PLM Advisory Services
In-person meetings	To inform SPGC about project, next steps (design and construction), Help Desk and to encourage SPGC to disseminate this information throughout the Etas community.	In-person meeting (in Bislama) during Beca site visit in early November. In-person updates from Vanuatu based team member (Hannington) at key project milestones (design finalisation, pre construction)	SPGC	Beca
	To provide neighbours to Etas site and any other interested parties from wider community with a project update once design is finalised	In-person meeting (in Bislama) from Vanuatu based team member (Hannington) to share finalised design.	Etas neighbours / wider community	Beca
Community Meeting	To introduce Etas neighbours to the head works	Community meeting (in Bislama) to share information on	Etas neighbours	PMU

Method	Purpose	Details	Target audience	Responsibility
	contractor prior to the commencement of construction.	Contractors CoC, LMP, WMP, TMP and to disclose the ESIA.		
Dissemination of information through SPGC	SPGC to be updated through TWG and PSC, and encouraged to disseminate project updates at key phases (draft design, final design, construction) to the wider community surrounding Etas.	SPGC to be provided with key project updates (using key messages above) to share through their channels (e.g. Facebook page, mailing lists)	Wider community around Etas / Shefa province	SPGC
Signboards	To disclose the head contractor name and contact details for the Contractors Community Liaison Officer	There are currently 6 large signboards around the boundary of the Etas subdivision site. These will be updated with Contractor information once the head contract is signed.	Wider community around Etas / Shefa province	PMU
Brochures	To share project information with key stakeholders and households in close proximity to the subdivision site at key points: 1. When draft design is being progressed – to update the community that the design is underway, and to share information about the Help Desk 2. When the design is finalised – to share the design with the community and a reminder about the Help Desk being available	Brochures will be delivered during in-person consultation and door-to-door at key points in project: 1. In late 2024 / early 2025 when draft design is being progressed 2. When design is finalised 3. Before construction commences Brochures will be prepared in Bislama and English.	Local Etas community, SPGC and key stakeholders	Beca & PMU

Method	Purpose	Details	Target audience	Responsibility
	3. Before construction commences, to inform the local community about anticipated timeframes and any temporary impacts, and to share information about the Help Desk. 4. During construction to inform Etas neighbours of works timeframes and continue to promote Help Desk			
Dissemination of information to the public	To ensure that lower-middle income earners are made aware of the blocks available at Etas and the selection criteria and application process.	The approach will be prepared by the PLM in early-mid 2025 and may involve information dissemination through radio, road-side signboard, real estate listing as well as direct engagement with targeted groups.	Lower-middle income earners	PLM will develop the marketing strategy and PMU will implement the plan.

5.3 Future phases of engagement / updates to this plan

This plan will need to be updated with additional details once more is known about a) the design of the subdivision b) anticipated construction timeframes and c) the marketing strategy and implementation plan.

This will help to increase the accuracy and usefulness of information that is provided and raise awareness of the subdivision and potentially share information about how to purchase blocks within the subdivision.

5.4 Process for queries and grievances

A VARS Project Grievance Mechanism (referred to publicly as the VARS Help Desk) has been established and will continue to be used for the VARS project. The Help Desk has been introduced to the Etas community during the socio-economic survey and brochures were widely distributed at that time and BECA and the PMU will continue to disseminate information about the Help Desk processes. Help Desk Complaint forms will be held at SPGC and with local leaders and Area Counsellors.

The Help Desk has three key purposes:

1. Responding to requests for information or requests for design changes,
2. Resolving complaints, and
3. Addressing and resolving grievances in a timely, effective and efficient manner that satisfies all parties involved.

Requests for design change and requests for information are not classified as complaints, though they require follow-up and assurance of satisfaction from the affected party. The project recognizes that requests for design change can add value to the project, ensuring that the needs of stakeholders and affected parties are met. Changes to design can be made through consultation and negotiation and do not necessarily carry the negative connotation of a complaint.

A ‘complaint’ is categorized as an issue that raises negative concern, worry, or otherwise troubles the affected party or parties. A request for information, request for design change or a complaint which is not responded to in a timely or satisfactory manner may escalate into a ‘grievance’. Some issues may present immediately as a grievance. For example, the help desk assessment process may immediately assess issues relating to reports of sexual exploitation, assault or harassment (SEAH) as a grievance and may immediately enlist support from the Vanuatu Women’s Centre (VWC). Similarly, issues involving children will immediately be referred to the Family Protection Unit of the Vanuatu Police Force. The detailed Help Desk Process and Form are attached as Appendix B.

5.4.1 Translation

All consultation with communities and stakeholders will be carried out in the Bislama language. Feedback will then be translated into English for the project team to analyse and report on.

English speaking project team members (from Beca Ltd) will also be present at in person engagements where possible and will liaise with Bislama speaking team members as necessary to answer any queries and provide guidance where needed.

5.5 Engagement programme

The table below sets out the approximate dates for key activities in the engagement programme, noting that these could be subject to change. Appendix A provides more detail on dates of specific consultation activities for each community.

Date	Activity
Early November 2025	Beca team site visit to Vanuatu: In-person update to SPGC: project update and request to disseminate information to the wider community
	In-person update to Etas community leaders
	PLM to continue in-person consultations with key stakeholder
	PMU to hold in-person TWG and PSC Meetings
December / January 2025	SPGC disseminate project update (draft design is progressing, survey works are complete) to wider community around Etas/Shefa
	Brochures disseminated door-to-door (SPGC stakeholders and those in close proximity to Etas subdivision site) to advise that construction is commencing, explain likely timeframes and impacts and share information about Help Desk
	PMU to hold in-person TWG and PSC Meetings

Date	Activity
May 2025	In-person community meeting to share finalised design
	SPGC meeting to provide project update (SPGC to disseminate information to community)
	Brochures disseminated door-to-door (SPGC stakeholders and those in close proximity to Etas subdivision site) to advise that construction is commencing, explain likely timeframes and impacts and share information about Help Desk
Pre-construction (April – June 2025 – target date)	Brochures disseminated door-to-door (SPGC stakeholders and those in close proximity to Etas subdivision site) to advise that construction is commencing, explain likely timeframes and impacts and share information about Help Desk
	Update the six (6) Notice Boards that are installed around the Etas site. Updates will include the name and contact of the Contractor and Contractor's Community Liaison Officer
	Community meeting with Etas neighbours to introduce the Contractor and CoC, LMP, WMP, TMP, and disclose the ESIA.
	SPGC meeting to provide project update (SPGC to disseminate information to community)
During Construction (June 2025 – June 2025 – target date)	Brochures disseminated door-to-door to provide construction updates and to promote Help Desk.
	Implementation of Marketing Strategy, targeting lower-middle income earners.
Ongoing	Project updates and opportunities for feedback at PSC meetings
	Project updates at TWG meetings
	Operation of Help Desk

5.6 Cultural protocols and location-specific engagement protocols

All engagement will need to be undertaken in a culturally sensitive manner, taking into account any specific social, cultural and/or religious norms or requirements relevant to each settlement and to Vanuatu as a whole.

The project team will liaise with the PMU and national specialists before commencing engagement to identify any specific protocols that should be observed. The project team will introduce themselves to the SPGC in the first instance before commencing any other community or stakeholder engagement, noting the Council's key role within the community.

The following will also be observed (noting this is a live document and will be updated as and when other social or cultural protocols are advised):

- No engagement will occur over the Christmas and New Year period.

6 Roles and responsibilities

The table below sets out key project team members and their responsibilities relating to engagement:

Team member	Responsibility
Adam Fraser (Engagement Lead)	• Preparation of, and ongoing updates to, SEP

Team member	Responsibility
Kelly Bingham (Engagement Support)	Engagement / consultation preparation (preparing collateral, briefing on-island team)
Iain Haggarty (Safeguards Specialist)	- Delivery of local engagement (meetings) in Bislama - Translation of any engagement feedback into English
Hannington Alatoa (National consultation specialist)	- Delivery of local engagement (meetings) in Bislama - Translation of any engagement feedback into English
Daffodil Tari (National gender specialist and consultation support)	Delivery of local engagement (meetings) in Bislama
Carol Dover (Social and Environmental Specialist, VARS PMU)	- Leading related engagements for the VARS project. - PMU representative responsible for leading engagement at a governance level
Epha Kalorib (Social Officer VARS PMU)	- Help Desk Officer - PMU representative regularly engaging with Etas community level stakeholders
Nik Regenvanu (Team Leader PLM) Jennifer Day (Urban Planner PLM)	Leading consultations with banks, developers and potential service providers for Etas.

7 Risks and opportunities

The table below captures potential risks and opportunities for the project, and how these will be managed. As this is a live document, this table will be updated with any new risks/opportunities or management approaches that become apparent throughout the project.

Risk / Opportunity	Proposed management
Potential for miscommunication between team members and community members due to language barriers.	All consultation will occur primarily in Bislama. Bislama speaking team members will assist in translating consultation feedback and further enquiries into English for the wider project team. English speaking team members will also accompany the Bislama speaking team for all consultations to gain a general understanding of how consultation has occurred, which will assist in the preparation of engagement summary reports.
Tight project timeframes could create difficulties re. disseminating information to all interested parties – potential for frustration/anger if local community are not informed of construction.	Beca will work with national specialists (Hannington) to identify suitable dates and venues for meetings as soon as possible. Multiple communication methods will be used (brochures, meetings, SPGC disseminating information through their channels) to increase reach.

Risk / Opportunity	Proposed management
Inappropriate behaviour from Contractor personnel creating SEAH or other social or environmental issues	Contractor will prepare and implement a Contractors CoC, and ESMP.

A

Appendix A – Detailed engagement plan

Engagement Plan – Etas

Date	Activity	Purpose of consultation activity	Resources required	Responsibility
Ongoing	Regular PSC meetings	To keep PSC updated on project progress	Structured Agenda	PMU
	Regular TWG meetings	To keep TWG updated on project progress	Structured Agenda	PMU
Mid-late October 2024	Pre-site visit prep work: - Arrange meetings with SPGC, Etas community leaders		Liaise with Rueben Albert (Ambrym Leader), Paul Wari, (Tanna Leader), Andrew Maki (Buninga community leader) to encourage community members to attend meeting.	Hannington to arrange meeting and venue (with PMU support if needed) Beca to organise meeting content Hannington and/or Iain to deliver meeting in Bislama
Early November 2024 (Beca site visit to Vanuatu)	In person meeting with SPGC	Provide update on draft design progressing and next steps, share reminder about the Help Desk. Encourage SPGC to disseminate this update to the wider community through their channels.	Venue (SPGC Chambers)	Hannington and/or Iain to deliver meeting in Bislama with Beca team present to answer queries.
	In person meeting with Etas community leaders	Provide update on draft design progressing and next steps, share reminder about the Help Desk.	Venue (Etas Presbyterian Church)	Hannington and/or Iain to deliver meeting in Bislama with Beca team present to answer queries.
December 2024 – January 2025	SPGC to disseminate information (about draft design progressing, and Help Desk available for any	Keep wider community aware of project progress and availability of Help Desk.	SPGC channels	SPGC

Date	Activity	Purpose of consultation activity	Resources required	Responsibility
	queries/issues) to wider community			
	Brochures disseminated door-to-door (SPGC stakeholders and those in close proximity to Etas subdivision site)	Advise that construction is commencing, explain likely timeframes and impacts and share information about Help Desk	Brochures	Beca to prepare brochures PMU to print brochures PMU to arrange for distribution of brochures
Early – mid May 2025	In-person community meeting	Introduce project team, provide project update, encourage SPGC to disseminate project info throughout community.	Venue	Hannington to arrange meeting and venue (with PMU support if needed) Beca to organise meeting content Hannington and/or Iain to deliver meeting in Bislama
	Meeting with Etas community leaders / representatives	Provide project update, share information about Works Contractor(s): - Labour Management Plan - Code of Conduct - Waste Management Plan - OHS Plan - Traffic Management Plan and VARS Help Desk Disclose ESIA for Etas	Venue	Hannington to arrange meeting and venue (with PMU support) Beca to organise meeting content (with PMU support) Hannington and/or Iain to deliver meeting in Bislama

B

Appendix B –VARS Help Desk Processes and Form

VARS Grievance Mechanism/Help Desk

The VARS Project Grievance Mechanism (GM) will be referred to in public as the “Help Desk” and will seek to:

- a) respond to requests for information or requests for design change;
- b) resolve complaints; and
- c) address and resolve grievances in a timely, effective and efficient manner that satisfies all parties involved.

Requests for design change and requests for information are not classified as complaints, though they require follow-up and assurance of satisfaction from the affected party. The project recognizes that requests for design change can add value to the project, ensuring that the needs of stakeholders and affected parties are met. Changes to design can be made through consultation and negotiation and do not necessarily carry the negative connotation of a complaint. A ‘complaint’ is categorized as an issue that raises negative concern, worry, or otherwise troubles the affected party or parties. A request for information, request for design change or a complaint which is not responded to in a timely or satisfactory manner may escalate into a ‘grievance’. Some issues may present immediately as a grievance. For example, the help desk assessment process may immediately assess issues relating to reports of sexual exploitation, assault or harassment (SEAH) as a grievance and may immediately enlist support from the Vanuatu Women’s Centre (VWC). Similarly, issues involving children will immediately be referred to the Family Protection Unit of the Vanuatu Police Force.

The Help Desk will provide a transparent and credible process for fair, effective and lasting outcomes. The Help Desk process will seek to build trust and cooperation as an integral component of broader community consultation that facilitates corrective actions. The Help Desk will:

- Provide settlement residents and other interested or affected parties with avenues a) seeking information or requesting a design change, b) raising a complaint or c) resolving any grievance that may arise during the course of the implementation of the Project subcomponents;
- Ensure that appropriate and mutually acceptable redress actions are identified and implemented to the satisfaction of those requesting information or action; and
- Ensure that the Help Desk is linked with existing referral networks for issues related SEAH or issues involving children.

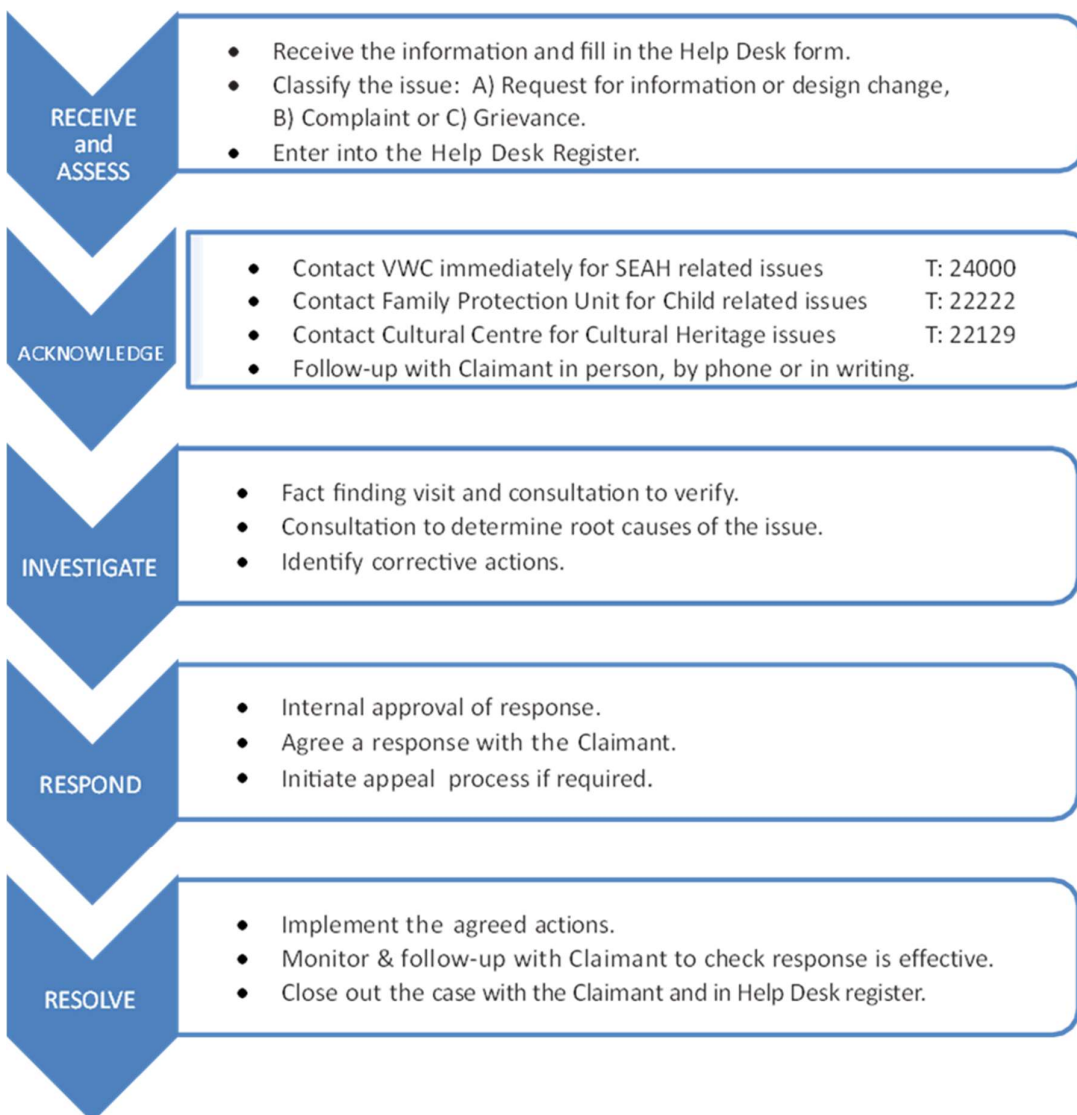
Help Desk Personnel: The PMU operates a Help Desk, with dedicated phone lines for both networks to receive a) requests for information or design change, b) complaints and c) potential grievances. The social team of the PMU consists of the Social Environment Specialist (SES), the Social Development Specialist (SDS) and a Social Officer position. The Social Officer is responsible for data entry into the Help Desk Register and always holds and responds to the Help Desk phone. The social team is responsible for promoting Help Desk processes (the Grievance Mechanism) through all stakeholder engagement programs. The social team will manage requests for information or design change, complaints and grievances under the direction of the Project Manager.

Help Desk Process: Help Desk processes will follow five key steps to resolve any requests for information, design change, complaints or grievance that arise. If the concerned party is not satisfied with the outcome of the process handled by the Social Team, s/he/they (referred to as the Claimant) can escalate the issue to the Project Manager or the Director of MoL, who will then assign a senior officer to investigate.

The concerned party can elect to raise a request for information or design change, complaint or grievance either through the Help Desk Form (either directly or through a third party such as a community leader, Chief or Church leader), via phone call to the Help Desk phone or via email. The Help Desk form is available with the Community Liaison Committees, Chiefs of target settlements and online on the MoLNR website.

Complaints or grievances relating to SEAH will also be recorded (confidentially) in the Help Desk register. However, SEAH complaints may be complex, sensitive and potentially volatile. Therefore, the VARS Social Team will work under the guidance of the Vanuatu Women’s Centre to ensure that concerned parties are immediately offered confidential and professional support. Issues relating to any form of child abuse will be referred to the Family Protection Unit at the Vanuatu Police Force. Issues relating to cultural heritage will be referred to the Vanuatu Cultural Centre.

HELP DESK PROCESS:



HELP DESK IMPLEMENTATION TIMEFRAMES

Help Desk implementation process includes five key stages: (i) Receive and Assess; (ii) Acknowledge; (iii) Investigate; (iii) Respond; and (iv) Resolve/Close Out.

The intention is to respond to requests and resolve complaints as quickly as possible so that they do not become a grievance, while recognizing that some issues may be assessed as a grievance on presentation.

(i) Receive and Assess - 1 day

The first point of contact for requests and complaints from settlements will be the PMU Social Officer. However, all members of the PMU will be trained to receive and record requests and complaints or grievances. A Help Desk Registration Form will be completed immediately and shared with the Project Manager the same day, via email if the Project Manager (PM) is not

available. In most cases the PM will determine which PMU member will conduct the investigation. The Social Officer will be tasked with entering the Registration Form details into the Help Desk Register. The register will be an Excel database, which will be used to track requests/complaints/grievances through to resolution or close-out.

(ii) Acknowledgement – within 2 days of receipt

Requests/Complaints/Grievances will be acknowledged within two days by a response to the concerned party. If the GBV Compliance Team (GCT) is to be involved, the GCT members will be contacted within 2 days for a meeting to be held within 1 week. The meeting will determine how best to proceed with the issue.

(iii) Investigation – within 1 week of receipt

Investigations may include site visits to determine the scale and impact of the request/complaint/grievance and what options there may be for appropriate responses or resolutions. Investigations should be conducted within 1 week of receipt of the request/complaint/grievance.

(iv) Respond -within 1 week of investigation

The Social Officer, or PMU member assigned by the PM, will communicate the findings of the investigation to the concerned party. The response should be delivered within 1 week of the investigation and include a proposed resolution and seek the approval from the Claimant. If the Claimant is satisfied with the proposed resolution then the request/complaint/grievance is ready to be resolved.

(v) Resolve/Close Out – within 1 month of investigation or as soon as practicable

If the Claimant is satisfied with the proposed resolution and agrees that the issue is resolved, the Claimant will be asked to sign the Help Desk Form and the matter will be considered resolved. The resolution will be recorded in the Help Desk register to reflect that the matter is resolved.

If the Claimant is still dissatisfied with the outcome, they may be referred to the legal process or use the World Bank Grievance Redress System, which is available at any stage to the Claimant. However, courts should be the last avenue for addressing grievances.

If a grievance is dismissed as groundless; the Claimant will be informed of their rights in taking it to the next level. A copy of the decision is to be given to the Claimant in writing and the outcome recorded in the Help Desk Register. A copy of the decision will be shared with the Director of MoLNR.

A request/complaint/grievance is closed out when no further action can be or needs to be taken. All requests/complaints/grievance should be closed out within 1 month or as soon as possible.

The status will be recorded in the Help Desk Register as follows:

- (1) Resolved – a solution has been agreed and implemented and signed documentation is evidence of this.
- (2) Unresolved – it has not been possible to reach a solution and the case has been elevated to the World Bank Grievance Redress Mechanism or the Courts.
- (3) Abandoned – cases where the attempts to contact the Claimant have not been successful for three months following receipt of Help Desk Form.

All requests/complaints/grievances will be reviewed for opportunities to help identify and reduce future, similar occurrences across VARS sub-projects.

PART 1. HELP DESK FORM – to be completed with the Claimant or by a representative

Name of Contact Person	Phone number(s)	Home address/location	Date
Name of Claimant (or can chose to remain anonymous)	Claimant Phone No.	Claimant Home address/location	
QUESTION	RESPONSE		
What is the problem?			
What is the cause?			
When did it happen?			
Has there been impact to:	☐ Housing ☐ Land ☐ Business property ☐ Personal property ☐ Community property ☐ A Person	☐ Cultural Heritage ☐ Water Source/Supply ☐ Electrical issue ☐ Livestock/crops/trees ☐ Other:	
If related to Land, what type of Land?	☐ Residential ☐ Commercial/Industrial ☐ Agricultural ☐ Public property	Other describe:	
Is this issue related to:	☐ Dust ☐ Noise ☐ Road traffic ☐ Safety issue ☐ Environmental concern ☐ Other:	☐ Sexual Harassment ☐ Sexual Exploitation ☐ Sexual Assault ☐ Non-sexual violence ☐ Verbal abuse ☐ Child abuse	
Do you believe the VARS Project is responsible? Why/Why not?			
Who is involved?			

What is your proposed solution?	
RESOLUTION: Once the concerned party is satisfied with the resolution, ask them to sign to show the matter is closed:	
Sign:	Date:

PART TWO: Investigation

Classification:	Impact to: ☐ Land ☐ Crops ☐ Livestock ☐ Water sources ☐ Cultural Heritage ☐ Community asset ☐ Personal effects ☐ A Person	Related to: ☐ Road traffic incident ☐ Dust ☐ Noise ☐ Health concerns ☐ Safety concerns ☐ Well-being concerns ☐ Environment concerns ☐ Social or economic concern	Related to: ☐ Recruitment / jobs ☐ Commercial business ☐ Livelihood ☐ Conduct of PMU/DSS ☐ Conduct of Contractor ☐ Human rights ☐ Compensation
Assessment:	☐ Request for Information ☐ Request for Design Change ☐ Complaint ☐ Grievance	What referrals are involved:	☐ Vanuatu Women Centre ☐ Family Protection Unit ☐ Cultural Centre ☐ Other:
Who is assigned to follow-up?	☐ SES ☐ SO ☐ LE ☐ SDE ☐ PM ☐ Director MoL ☐ DG MoLNR	Target for Resolution:	☐ 2 days ☐ 1 week ☐ 1 month ☐ 3 months

Risk Assessment					
Actual Consequence (A)	[1]	[2]	[3]	[4]	[5]
Potential Consequence (P)	[1]	[2]	[3]	[4]	[5]
Likelihood of Occurrence (L)	[1]	[2]	[3]	[4]	[5]

Risk Rating (=A x P x L)	
Score 1-4	☐ Low
Score 5-14	☐ Medium
Score 15-25	☐ High

Verification of information	Yes	No	Comments and explanations
Is the issue as described?	☐	☐	
Is the cause as described?	☐	☐	
Is the time/date as described?	☐	☐	
Is VARS responsible as claimed by the complainant? Why?	☐	☐	
Is the request to solve the grievance appropriate and proportionate to the impact?	☐	☐	
Name of Investigating Officer:		Date:	
Signature:			

PART THREE: Corrective Action Plan

Corrective Action Required?	☐ Yes ☐ No	Remarks:		
Issue / Problem	Corrective Actions Proposed	Responsible	Due by	

Investigating Officer	Project Manager
Name:	Name:
Signed:	Signed:
Date:	Date:

BISLAMA version of Help Desk Form:

VARs PROJEK HELP DESK FOM



Nem blo kontak	Telefon namba	Hom adres/Ples	Deit
Nem blo Klemen (sapos oli no wantem talem nem i orait)	Telefon blo Klemen	Hom address/Ples blo Klemen	
KWESTEN	ANSA		
Wanem nao hemi problem?			
Wanem nao i mekem se i gat problem?			
Wetaem nao i hapen?			
i gat eni impak long:	◊ Haos ◊ Graon ◊ Bisnis propeti ◊ Pesonol propeti ◊ Komuniti propeti ◊ Man / Woman/ Pikinini	◊ Kaljurol Heritej ◊ Wota Sos/Saplae ◊ Elektrik ◊ Laefstok/kakae/tri ◊ Narafala:	
Sapos hemi isiu blong graon, wanem kain graon?	◊ Ples we ol man istap liv (residential) ◊ Bisnes propeti (commercial/industrial) ◊ Karen (agricultural) ◊ Pablik	◊ Narafala:	
i gat eni isiu long saed blong:	◊ Dast ◊ Noes ◊ Rod trafik ◊ Sefti isiu ◊ Envaeronmentol konsen ◊ Narafala:	◊ Seksuol Harasmen ◊ Seksuol Eksploitesen ◊ Seksuol Asolt ◊ Non-seksuol vaelens ◊ Rabis toktok ◊ Asoltem Pikinini	
Yu ting se VARs projek hemi responsibil?			
Hu ia ipat long problem ia?			
Wanem nao solusen we yu save givim?			
SOLUSEN: Taem we man i glad wetem solusen, askem hem blong saen blong markem se problem hemi finis:			