

# Mama Graon

# Vanuatu

# Land

# Program



## ANNUAL PLAN

**October 2012**

(Report No. C-2.12)

**October 2012**



*This report is a result of extensive consultations by the Vanuatu Land Program with key stakeholders within the Government of Vanuatu and civil society. AusAID and the New Zealand Government jointly fund the Vanuatu Land Program and the views expressed in this work do not necessarily represent the views of the Commonwealth of Australia or the Government of New Zealand.*

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## ACRONYMS

ADD	Activity Design Document
AUD	Australian Dollars
AusAID	Australian Agency for International Development
C&E	Communication and Education
CLTU	Customary Land Tribunal Unit
DCDB	Digital Cadastral Data Base
DG	Director General
DoJ	Department of Justice
DoL	Department of Lands
GIS	Geographic Information System
GoV	Government of Vanuatu
ITC	Information Technology and Communication
JBE	Jastis Blong Evriwan (World Bank Justice for the Poor Program)
LIS	Land Information System
LGAF	Land Governance Assessment Framework
LSCU	Land Sector Coordination Unit
LSF	Land Sector Framework
M&E	Monitoring and Evaluation
MNCC	Malvatumauri National Council of Chiefs
MoLNR	Ministry of Lands and Natural Resources
NCC	National Council of Chiefs
NGO	Non-Government Organisation
NLS	National Land summit
NZAID	New Zealand's Aid and International Development Agency (now New Zealand Government)
PAA	Policy and Action Agenda (2006 – 2015)
PDD	Program Design Document
PIPLA	Pacific Island Land Professionals Association
PMC	Vanuatu Land Program Management Committee
PPU	Physical Planning Unit
ToR	Terms of Reference
VANRIS	Vanuatu Resource Information System
VSTLRI	Vanuatu Short Term Land Reform Initiatives
VKS	Vanuatu Cultural Centre
VanLAS	Vanuatu Land Administration System
VLGC	Vanuatu Land Governance Committee
VUV	Vatu (Vanuatu currency)

## EXECUTIVE SUMMARY

This Annual Plan covers the 12 month period from 1 January 2013 through to 31 December 2013 and has been prepared taking into consideration the progress of activities undertaken during 2012 and an assessment of detailed plans that have been submitted by Program partners during the planning process for the 2013 Annual Plan. There were no requests submitted by VKS for support through the Program and as a result there are no proposed activities and budget for any VKS activities included in the Annual Plan.

A Joint Review team is undertaking a review of the Program during the period from September to December. It is possible that the final report from the Joint Review will include recommendations that could impact on the approved activities in this Annual Plan. For this reason it is important that the activities in the Annual Plan are seen as being flexible and that they may need to adapt to the recommendations from the Joint Review.

The preparation of the annual plan has involved an extensive consultative process with all of the Program partners. This involved individual meetings with each of the Program partners and presentations and discussions as part of a 3 day management training course held from 4 to 6 September. These meetings provided the opportunity to clarify the approach to the annual planning process, detail the documentation to be used, enabled discussions on specific proposals and ideas for support and also enable many of the misconceptions in relation to the annual planning process to be clarified. Program partners were requested to provide details on activities for which they were seeking support, including a detailed description of activities along with the various funding requirements.

Activity proposals were assessed by the Program Management Office to ensure they were in alignment with the Land Sector Framework, Partner agency business plans and the Program Design Documents. Where proposals were seen as possibly being outside the scope of the Program activities the program partner was asked to be in a position to make a presentation to the Program Management Committee to justify their proposal. The draft Annual Plan was presented to the Vanuatu Land Program Management Committee (PMC) on 27 September during which the proposed activities, support inputs and budget proposal were endorsed.

The Program will be supporting an extensive range of activities during the period of the Annual Plan. It is acknowledge that limited human resource capacity within several of the Program partners will be an issue in implementing some activities. In a number of cases additional support has been proposed, where possible, to assist with proposed activities.

### Program Activities:

The Program of activities to be supported during the period of the Annual Plan are summarised in the following table by Program Objectives and sub-components.

<b>PART A</b>					
<b>Objective A – 1</b>	<b>Informed Landholders</b>	<b>Collective</b>	<b>Decisions by</b>	<b>Customary</b>	
Improved Customary Governance of Land by the Malvatumauri			<ul style="list-style-type: none"><li>• Support for the institutional strengthening of the Malvatumauri and the Customary Land Tribunal Unit. There is a proposal to combine these two organisations into one department.</li><li>• Support for the piloting of activities for the priority resolutions that have been adopted by the MNCC.</li></ul>		

Improved stakeholder and public understanding and awareness of customary land practices (including gender and relational land issues)	<ul style="list-style-type: none"> <li>Support for identified research activities in the areas of custom and customary land. It is proposed that the management support for research activities be taken over by the Malvatumauri under the Vanuatu Cultural Council.</li> </ul>
Improve decision-making by customary landholders	<ul style="list-style-type: none"> <li>6 Provincial Custom Land Officer positions have been filled in the CLTU. These positions will support the CLTU and Malvatumauri activities at provincial level.</li> </ul>

<b>Objective A – 2</b>	<b>Participatory Land Governance</b>
Support the effective and participatory sector wide governance of land	<ul style="list-style-type: none"> <li>Support will be provided to the land sector committees and the instigation of sound governance practices.</li> </ul>
Establish and/or improve participatory, sustainable mechanisms that will facilitate regional and local governance of land	<ul style="list-style-type: none"> <li>A National Governance Facilitator will be funded to support the LSCU with the implementation of activities under the LSF.</li> <li>Support for the Land Sector Coordination Unit.</li> </ul>
Improve the participatory mechanisms that facilitate formal dealings in land	<ul style="list-style-type: none"> <li>Vanuatu will undertake a Land Governance Assessment Framework that will establish a bench mark for governance and land administration activities from which Program progress can be measured over the duration of the Program and beyond.</li> <li>Support will be provided to professional associations through the establishment of the Vanuatu Land Professionals Association which will represent the various land professional groups, including surveyors, valuers, real estate, GIS etc.</li> <li>A review of all land related legislation and regulation will be reviewed with the aim of assessing the amount of legislative amendment that is required.</li> </ul>

<b>Objective A – 3</b>	<b>Effective and Enabling Services</b>
Establish a functioning Land Registry and Information Service	<ul style="list-style-type: none"> <li>Continuing support for the reduction in the backlog of unregistered land registration documents.</li> <li>Develop registration procedures to improve the efficiency of operations of the land registry.</li> <li>Commence scanning of all un-scanned land registry documents for inclusion in the computer based land registry system.</li> </ul>
Establish an effective land lease and development planning, assessment, permitting and enforcement service	<ul style="list-style-type: none"> <li>Following on from past compliance audits activities will focus on implementing the key recommendations, establishing an appropriate database as well as undertaking a detailed assessment of the previous compliance audits.</li> <li>Support will be provided to assist in rent collection, rectification of incorrect information and in improve the rent collection process.</li> </ul>

	<ul style="list-style-type: none"> <li>• The records storage for the applications for Negotiator Certificates and Custom Owner Identification Forms require urgent attention and support will be provided in improving the manual record system and then developing scanning procedures for the digital recording of documents.</li> <li>• Currently there are no regulations or internal guidelines to strictly control the activities undertaken in relation to planning and lease preparation. This activity aims to address these short comings through the preparation of regulations and internal procedure documents.</li> <li>• Ongoing support will be provided for the updating of Development Controls and Zoning Map for Luganville.</li> <li>• Activities will commence for the preparation of Development Controls and Zoning Map for Port Vila.</li> <li>• Support will be provided to enable the Urban Policy Steering Committee to reconvene.</li> <li>• Following on from the Foreshore activities undertaken during 2012 support will be provided to the Physical Planning Unit for consultation on and training for the revised processes, fees etc.</li> </ul>
Deliver a National land awareness, knowledge and gender mainstreaming campaign	<ul style="list-style-type: none"> <li>• Communication and Education activities will continue to support increasing public awareness through radio and TV.</li> <li>• Preparation of IEC materials will continue so as to provide the public information on land related matters.</li> <li>• Support will be provided for the inclusion of 'land related' content in school curriculums.</li> <li>• C&amp;E activities will include support for provincial land forums and a National Land Week.</li> <li>• Gender activities will support the implementation of the workplan included in the Gender Strategy and Workplan document.</li> </ul>
Demonstrate effective organisational models and service delivery arrangements	<ul style="list-style-type: none"> <li>• Support will be provided to DoL to improve service delivery and customer relations.</li> <li>• An organisation review will be undertaken of DoL. This will include an assessment of all work activities and staffing levels. A training needs analysis will also be undertaken.</li> </ul>

<b>PART B</b>	
<b>Objective B – 1</b>	<b>A strengthened Customary Lands Tribunal consistent with the GoV's national plans</b>
Legislative Review	<ul style="list-style-type: none"> <li>• Support the review and legal drafting of any proposed amendments to the Customary Land Tribunal Act and the National Council of Chiefs Act.</li> <li>• Support public consultation and public awareness activities associated with any proposed amendments to the legislation.</li> </ul>
Mediation Support Services	<ul style="list-style-type: none"> <li>• An assessment will be undertaken to determine the benefits of mediations as part of the dispute resolution</li> </ul>

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	process. This will also involve a review of the mediation activities undertaken through the Legal Sector Strengthening Project.
Public Awareness and Training	<ul style="list-style-type: none"> <li>• Support to the CLTU for the preparation of communication and education materials for customary land tribunal and dispute resolution activities.</li> <li>• Training to support the activities of the CLT Act and other activities of the CLTU.</li> </ul>
Capacity Development of Customary Land Unit	<ul style="list-style-type: none"> <li>• Support the development of the capacity of the CLTU <ul style="list-style-type: none"> <li>▪ Management training and develop procedures.</li> <li>▪ Review institutional arrangements</li> <li>▪ Train and support Provincial Customary Land Officers in undertaking provincial activities.</li> </ul> </li> </ul>
<b>Objective B – 2</b>	
IT Strategy	<ul style="list-style-type: none"> <li>• Support for the strengthening of ICT initiatives in DoL including SAPERION.</li> <li>• Support for the development of systems required as part of the development of VANLAS.</li> </ul>
Land Survey Records	<ul style="list-style-type: none"> <li>• Updating of the Digital Cadastral Database (DCDB) will continue so as to be able to provide an accurate framework for all spatial data in Vanuatu related to land ownership and land leasing. The scanning of all coordinate data sheets and survey plans and the data entry of parcel coordinates will be completed for all of Vanuatu.</li> <li>• Training will be provided to cadastral surveyors on the Surveyor's Direction and Schedules which are being developed by the SG.</li> <li>• To strengthen the Vanuatu Geodetic Network there will be a focus on creating the National Geodetic Control Database, which will require database design, scanning of existing reference sketches and old geodetic network data records and the verification of existing field data. Work will also be undertaken to prepare for field observation activities planned for 2014.</li> </ul>
Mapping and Imagery	<ul style="list-style-type: none"> <li>• Commence updating of the Gazetteer which is used for map creation and also the official recording of geographic names.</li> <li>• Support the GIS User Group</li> <li>• Organisation, management and use of spatial data</li> </ul>
Valuation Services	<ul style="list-style-type: none"> <li>• Valuation database system (valuation roll) will be updated for Luganville with the program supporting data collection activities</li> <li>• A valuation zoning system is to be developed for Luganville to improve valuation procedures and the collection of government and local government revenues.</li> <li>• Professional development of valuers.</li> </ul>

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<b>PART C</b>	
<b>Objective C – 1</b>	<b>Effective consultation and coordination between stakeholders of the Vanuatu Land Program</b> <ul style="list-style-type: none"> <li>• Activity management</li> <li>• PMC meetings and consultation</li> </ul>
<b>Objective C – 2</b>	<b>Effective and efficient management of all resources provided to deliver services including personnel, funds, services and equipment</b> <ul style="list-style-type: none"> <li>• Management and financial records</li> <li>• Imprest account</li> </ul>
<b>Objective C – 3</b>	<b>Effective and efficient reporting and monitoring and evaluation of Program activities and deliverables</b> <ul style="list-style-type: none"> <li>• Program reporting</li> <li>• Monitoring and Evaluation Framework implementation</li> <li>• Gender Strategy implementation</li> </ul>
<b>Objective C – 4</b>	<b>Identification and management of risks to the Program in order to minimise their impacts on the achievements of Program Goals and Objectives</b> <ul style="list-style-type: none"> <li>• Monitoring the Risk Management Plan</li> </ul>

**Staffing:**

The staffing requirements for the Program have been defined into categories of technical support (international and national and long term and short term) and contract staff. In all cases contract staff are locally recruited personnel who have been or will be recruited to provide short term inputs to specific activities. Attachment 3 provides the detailed staffing and recruitment proposed for the period of the Annual Plan. The following table summarises the proposed human resource inputs indicating person months against each classification and the number of positions proposed.

**Proposed Human Resource Inputs**

<b>Classification</b>		<b>Total Inputs in Person Months</b>	<b>No of Positions</b>
Core Team (as per contract document)	International	35	5
	National	12	1
Long Term Technical Support	International	0	0
	National	59	5
	Future PSC positions	96	8
Short Term Technical Assistance	International	43.3	11
	National	22	5
National contract staff		224	17
<b>Total</b>		<b>491</b>	<b>52</b>

**Budget:**

The Program budget and procurement plans for the period covered by the Inception Plan are based on the proposals submitted and discussions with Program partners. The budget for human resources is provided in Attachment 3, budget for procurement items are provided in Attachment 4 the Imprest Account budget in Attachment 5.

The estimated total budget for the 12 month period covered by this Annual Plan is VUV337.2 million (A\$3.66 million), which is broken up as follows:

❖ Adviser and Contract Staff costs	VUV216.2 m (A\$2.35 m)
❖ Procurement items, meetings, training, Workshops	VUV106.9 m (A\$1.16 m)
❖ Imprest Account	VUV14.1 m (A\$0.154)

## **1. INTRODUCTION**

The Mama Graon – Vanuatu Land Program is a long-term commitment by the Government of Vanuatu (GoV). The GoV is committed to improving the welfare and quality of life of its people through the challenges defined in the GoV Priority Action Agenda (PAA) for 2006 – 2015 as follows:

- ✿ Achieve higher and sustainable economic growth to create jobs and raise incomes while conserving resources for future generations;
- ✿ Ensure macro-economic stability to create a stable investment climate; and
- ✿ Raise standards of service delivery, particularly to the rural and outer regions, to improve access to basic services while lowering the costs of internal trade.

The Government of Vanuatu Land Sector Framework (LSF) provides the foundation for a strategic plan to implement land sector reforms in Vanuatu and it is intended to guide government, the private sector and civil society in the use and management of Vanuatu's land resources. The LSF is based on a *Vision* and a set of strategic objectives or themes. It outlines implementation priorities for a LSF policy and activity agenda over a ten year period and builds upon the 2006 National Land Summit (NLS) resolutions and recent donor initiatives in the sector.

Four principles will guide stakeholders and policy makers to ensure that the land sector activities within the LSF are aligned with the GoV development agenda. These principles are:

- ✿ Management of land resources must comply with social and economic objectives,
- ✿ Stewardship of land resources must guarantee environmental sustainability,
- ✿ Land agencies must be relevant, cost-effective, efficient, and sustainable, and
- ✿ Planning, implementation, decision making and monitoring of activities must be participatory, transparent and accountable to protect the interests and rights of all stakeholders.

To support the GoV in the implementation of strategic components of the LSF, AusAID and the New Zealand Government have harmonised their development assistance to the Vanuatu land sector through funding for the Mama Graon – Vanuatu Land Program, for which a Tripartite Agreement between the governments of Vanuatu, Australia and New Zealand was signed in December 2009.

Following an open tender process in 2010, key program partners endorsed the selection of Land Equity International as the managing contractor for the Mama Graon – Vanuatu Land Program. The Government of New Zealand has delegated funding to AusAID which enabled a single contract to be signed between the Government of Australia and the managing contractor (Contract 56636) on 23 December 2011. The Vanuatu Land Program Director mobilised to Vanuatu on 16<sup>th</sup> January 2011.

### **1.1 Program Implementing Agencies**

The key implementing agencies involved in Program implementation and supporting Program activities are as follows:

### **Implementing and Supporting Agencies**

Ministry of Lands and Natural Resources  
Ministry of Justice and Community Services  
Malvatumauri National Council of Chiefs  
Vanuatu Cultural Centre  
Department of Lands  
Prime Minister's Office, Department of Strategic Policy Planning and Aid Coordination  
Department of Local Authorities  
Customary Land Tribunal Unit  
AusAID  
New Zealand Government

There are also a number of agencies and organisations with which the Program has a close working relationship and these include the Department of Women's Affairs, Department of Finance and Treasury, Office of Government CIO, National Council of Youth and VANGO.

## **2. PROGRAM DESCRIPTION**

### **2.1 The Program Goal and Purpose**

#### **The Goal of the Mama Graon – Vanuatu Land Program is:**

*All Vanuatu people prosper from the equitable and sustainable development of their land, while ensuring stability and securing the heritage for future generations.*

#### **The purpose of the Mama Graon – Vanuatu Land Program is;**

*to improve decision making, make it more transparent, and improve land management procedures and practices, and in doing so minimise the potential for conflict. This will primarily be achieved by undertaking capacity development of:*

- (a) *Vanuatu Land Governance Committee;*
- (b) *Land Sector Coordination Unit;*
- (c) *Malvatumauri National Council of Chiefs;*
- (d) *Customary land Unit; and*
- (e) *Land Registry and Information Services.*

## **2.2 Description of the Program**

The Program Component Descriptions are as follows:

<b>Mama Graon – Vanuatu Land Program</b> <b>Program Component Descriptions</b>	
<b>PART A</b>	
Objective A – 1	Informed Collective Decisions by Customary Landholders
Objective A – 2	Participatory Land Governance
Objective A – 3	Effective and Enabling Services
<b>PART B</b>	
Objective B – 1	A strengthened Customary Lands Tribunal consistent with the GoV's national plans
Objective B – 2	A Land Information Management system that meets current and future needs and supports economic development
<b>PART C</b>	
Objective C – 1	Effective consultation and coordination between stakeholders of the Vanuatu Land Program
Objective C – 2	Effective and efficient management of all resources provided to deliver services including personnel, funds, services and equipment
Objective C – 3	Effective and efficient reporting and monitoring and evaluation of Program activities and deliverables
Objective C – 4	Identification and management of risks to the Program in order to minimise their impacts on the achievements of Program Goals and Objectives

## **3. PREPARATION OF THE ANNUAL PLAN**

### **3.1 Activity Proposals**

This Annual Plan covers the 12 month period from 1 January 2013 through to 31 December 2013 and has been prepared taking into consideration the progress of activities undertaken during 2012 and an assessment of detailed plans that have been submitted by Program partners during the planning process for the 2013 Annual Plan. There were no requests submitted by VKS for support through the Program and as a result there are no proposed activities and budget for any VKS activities included in the Annual Plan.

A Joint Review team is undertaking a review of the Program during the period from September to December. It is possible that the final report from the Joint Review will include recommendations that could impact on the approved activities in this Annual Plan. For this reason it is important that the activities in the Annual Plan are seen as being flexible and that they may need to adapt to the recommendations from the Joint Review.

The approach adopted for the preparation of the activities to be supported under the Annual Plan was to closely engage all of the Program partners and has involved an extensive consultative process with all of the Program partners. This involved individual meetings with each of the Program partners and presentations and discussions as part of a 3 day management training course held from 4 to 6 September. These meetings provided the

opportunity to clarify the approach to the annual planning process, detail the documentation to be used, enabled discussions on specific proposals and ideas for support and also enable many of the misconceptions in relation to the annual planning process to be clarified. Program partners were requested to provide details on activities for which they were seeking support, including a detailed description of proposed activities along with the various funding requirements.

The strategy that Program partners were requested to adopt was to consider the Program as long term and therefore their activity requests should, where appropriate, initially focus on looking at the broader issues. The documentation submitted for each activity required the proposer to identify how the activity supported the Land Sector Framework, the Partner Agency Business Plan as well as the Program Objectives. Each proposed activity was also required to document justification for the activity, tasks to be undertaken, risks, reporting arrangements, KPIs, along with proposed staffing, training and funding requirements. These documents will provide additional detailed information to be used during the implementation phase of activities.

Activity proposals were assessed by the Program Management Office to ensure they were in alignment with the Land Sector Framework, Partner agency business plans and the Program Design Documents. Where proposals were seen as possibly being outside the scope of the Program activities the program partner was asked to be in a position to make a presentation to the Program Management Committee to justify their proposal. The draft Annual Plan was presented to the Vanuatu Land Program Management Committee (PMC) on 27 September during which the proposed activities, support inputs and budget proposal were endorsed.

The Program will be supporting an extensive range of activities during the period of the Annual Plan. It is acknowledge that limited human resource capacity within several of the Program partners will be an issue in implementing some activities. In a number of cases additional support has been proposed, where possible, to assist with proposed activities.

The GoV has recognised the importance of ownership and an ongoing commitment to the Vanuatu Land Program by all partner agencies. In doing so counterparts within partner agencies and the various land sector activities have been identified as the focus for supporting ongoing program development. All strategic Program activities will be coordinated through these counterparts and they have been identified against each of the Program sub-components.

### **3.2 Support for Activity Proposals**

There have been a number of activities undertaken by Program partners during the 2012 Annual Planning period that have assisted in supporting activity proposals put forward by Program partners for this annual plan. Program partners have been encouraged to look closely at the various recommendations that have evolved from previous support activities and where possible base future detail plans around these recommendations.

## **4. ACTIVITIES BY PROGRAM OBJECTIVE**

### **4.1 Program Activities**

The following is a description of the proposed activities that will be supported during the period of the Annual Plan. These descriptions are supported by a detailed work plan (see Attachment 2), adviser mobilisation scheduled (see Attachment 3) and the budget (see Attachment 4). A table summarising the activities to be supported under each of the components is included as Attachment 5.

## 4.2 Objective A-1: Informed Collective Decisions by Customary Landholders

### 4.2.1 Improved Customary Governance of Land by the Malvatumauri

**Institutional Strengthening:** Following a review of the activities and institutional arrangements of the Malvatumauri and Customary Land Tribunal Unit in August 2012, a decision has been made to seek approval from the Public Service Commission for the creation of a new department that will comprise these two agencies and any other relevant activities within government. The Malvatumauri is seeking support to build the capacity of the new department which will involve the recruitment of a senior official to assist with this building phase of the department. This position currently does not exist within the organisation structure but it is proposed that the department will ultimately take over funding of the position. The Program as well as providing support in building capacity will also provide support in ensuring the office is adequately equipped to undertake its role.

#### Counterpart:

- ❖ CEO Malvatumauri and National Kastom Land Officer.

#### Funding:

- ❖ National Kastom Land Officer position (already appointed during 2012).
- ❖ Office equipment, computer, printer and consumables.

#### Recruitment:

- ❖ Senior Executive Officer (temporary).

**Support for Piloting of Activities for selected 19 Resolutions:** The 19 Resolutions from the Customary Land Workshop adopted by the MNCC as their “road map” are being prioritised to identify those activities which require more immediate support. The TA report “A-1.2 The 19 Resolutions and Proposed Workplan” included a Concept Note for each of the resolutions. Of the 19 resolutions the following have been identified as a priority:

- Resolution 1: Identify custom boundaries
- Resolution 2: Identify custom authorities and restore them to their rightful places
- Resolution 6: Transcribe custom rules and laws
- Resolution 10: Establish and clarify the chiefly titles in every area

Those resolutions will need to be further developed and procedures prepared to enable resolutions to be effectively implemented through the customary processes. The MNCC has endorsed the following locations as being areas suitable for undertaking pilot activities:

- Epau and Pangpang on the island of Efate; and
- Abatuntora to Loltong, North Pentecost

The selection of Epau is based on the understanding that it is largely operating its affairs through custom and it is closer to the partners of the program in Port Vila. Furthermore, there is a strong leadership and commitment through the Vaturisu Island Council of Chiefs of Efate. Similarly, the area on North Pentecost was selected based on the dedication and commitment on the ground by the people led by one of the Vanuatu Cultural Centre fieldworkers.

The Malvatumauri pilot activities will be supported through; (i) communication and awareness; (ii) training; (iii) workshops; (iv) study tours to enable people in each area to interact; (v) procurement of necessary equipment; and (vi) local advisers and field staff to assist with pilot activities. It will be necessary for a detailed proposal and workplan to be prepared prior to any of the pilot activities commencing.

**Counterpart:**

- ❖ CEO Malvatumauri and National Kastom Land Officer

**Funding:**

- ❖ Workshops and provincial travel
- ❖ Provincial study tours
- ❖ Computer equipment, hand held GPS and other necessary office supplies

**Recruitment:**

- ❖ Local Coordinator (2)

#### **4.2.2 Improved stakeholder and public understanding and awareness of customary land practices (including gender and relational land issues)**

**Research:** The PDD proposed the creation of a Customary Land Study and Research Grant Fund which would be managed by a multi-stakeholder committee. Until now it has not been possible to commence this activity however it is proposed during 2013 that the Malvatumauri will take on the support role for this activity in consultation with the Cultural Council, VKS and other strategic partners and establish the research committee. It has been proposed that the research activities for 2013 focus on 'Kastom Governance'. This will enable a linkage between other Program 'Kastom Governance' related activities being supported through the VKS Field Workers and the Malvatumauri all of which are focused on the priority 19 resolutions.

**Counterpart:**

- ❖ CEO Malvatumauri

**Funding:**

- ❖ Establishment and operation of the research committee
- ❖ Field visits to pilot sites for reviewing research activities
- ❖ Workshops

**Recruitment:**

- ❖ Research Technical Assistance (National)

#### **4.2.3 Improve decision-making by customary landholders**

The PMC has approved the funding of the 6 Provincial Customary Land Officer positions. The officers occupying these positions will receive training through the Program and will provide provincial support for the Malvatumauri and the CLTU. These officers will facilitate local community access to information in relation to the activities of the Malvatumauri and CLTU and where possible support activities in relation to customary land issues and custom governance. The officers will work closely with provincial agencies. Support for these activities is provided under Section 4.5.4.

### **4.3 Objective A-2: Participatory Land Governance**

#### **4.3.1 Support the effective and participatory sector wide governance of land**

**Support for Committees:** The Vanuatu Land Governance Committee (VLGC) and the Vanuatu Land Program Management Committee (PMC) are strategic committees in overseeing the Land Sector Framework (LSF) and in the implementation of the Program. These committees are important to long term land sector change management strategies. Consistent with the Paris Declaration and the Accra Agenda for Action these committees will

be supported and sustained under an evolving process supported by the Program and institutionalised within government. Support will be provided to these committees by:

- ❖ Supporting committee operations;
- ❖ Providing technical and key policy advice when requested;
- ❖ Assisting in the development of a Sustainability Plan for the LSF and providing guidance on communication, Program evaluation and Program effectiveness monitoring; and
- ❖ Supporting committee members to perform their governance roles through training and workshops.

**Counterpart:**

- ❖ Land Sector Coordination Unit (LSCU)

**Funding:**

- ❖ Meeting costs, governance training, workshops

**Recruitment:**

- ❖ Nil.

#### **4.3.2 Establish and/or improve participatory, sustainable mechanisms that will facilitate regional and local governance of land**

Support will be provided to the LSCU which will include support for the National Governance Facilitator position which will support the LSCU with the implementation of activities under the LSF. Activities will include; (i) supporting opportunities for institutional harmonisation, donor coordination, strategic directions and priorities, and resource mobilisation; (ii) support and assist the establishment and maintenance of effective national and sub-national networks with key multi-stakeholder land sector groups such as donors, government agencies, civil society and private sector, and facilitate their inputs and contributions to the component; and (iii) facilitate a comprehensive multi-stakeholder mapping and analysis process which will identify relevant stakeholders and their roles and responsibilities for participation in national and sub-national land governance processes.

**Counterpart:**

- ❖ Land Sector Coordination Unit (LSCU)

**Funding:**

- ❖ Provincial travel, workshops

**Recruitment:**

- ❖ National Participatory Governance Facilitator #1

#### **4.3.3 Improve the participatory mechanisms that facilitate formal dealings in land**

**Land Governance Assessment Framework (LGAF):** Activities undertaken to support the Program need to focus on the participatory governance process required to underpin fair dealings in land. Although there is a general appreciation of the governance issues there has never been any research undertaken that details the issues and establishes benchmarks for assessing change in governance practices.

The need/support for undertaking a study into governance using the LGAF will be assessed. LGAF consists of 21 indicators in 5 thematic areas which are used to establish specific lines of enquiry for investigation and for undertaking quantitative and qualitative assessment. The

outcomes from the LGAF will assist in supporting the implementation of the LSF, support an understanding of governance in the land sector and the issues being faced and would be used to develop approaches for improving and strengthening participatory governance in land dealings in Vanuatu. A report on the outcomes and recommendations from LGAF will be submitted to the PMC for consideration.

This activity was proposed for the 2012 annual planning period but delays in commencement has meant that it was unable to be completed. It is anticipated that this activity will commence during the latter part of 2012 and will be completed in 2013.

**Private sector:** There is a general recognition that professional groups in Vanuatu have limited potential membership and that the ability to form effective and meaningful professional associations is limited. This has been recognised within the broader Pacific community and a Pacific Island Land Professionals Association (PILPA) has been formed with the aim of representing the broader land professionals including surveyors, valuers, urban planners, GIS etc.

Initial meetings have been held to form the Vanuatu Land Professionals Association (VLPA). A draft Constitution has been prepared and an interim committee is looking at this document, membership of the association as well as issues such as Code of Conduct and professional development. It is envisaged that the association will ultimately take on the role of managing the registration, conduct, ethics and professional development of its members which will remove these responsibilities from the government. It is also envisaged that the association will also take on the role of registering and training of all people involved in land sector activities including “middle men and middle women” who claim to represent parties in land transactions.

The Program will provide initial funding to enable the VLPA to establish itself which may include the provision of some administrative support, establishment of a website, funding some initial meetings and workshops and supporting professional development training.

**Counterpart:**

- ❖ Land Sector Coordination Unit (LSCU)

**Funding:**

- ❖ Workshops
- ❖ Undertaking the LGAF
- ❖ Establish and operation of the VLPA

**Recruitment:**

- ❖ Local consultants to undertake the Land Governance Assessment Framework

**Legislative Review:** The need for a review of the legislative framework for the land sector has been identified as a priority activity. There is recognition that the legislative framework must be strengthened and supported to speed up the land reform process as a result of numerous ambiguities, uncertainties pertaining to land rights, access and use of land. There are also concerns with the number of court cases against the Government and high costs of litigation. Support for this activity recognises that legislative reform is usually a long and slow process and needs to commence soon than later. This activity was proposed for action during 2012 but delays in commencement has meant that support for this activity has been carried over into 2013.

The activity will look at:

- ❖ Assessing the feasibility of drafting up a National Land Law
- ❖ Review existing schedules, regulations
- ❖ Developing new regulations and schedules

- ❖ Consulting with stakeholders
- ❖ Conduct validation workshops

**Counterpart:**

- ❖ Land Sector Coordination Unit (LSCU)

**Funding:**

- ❖ Workshops and training

**Recruitment:**

- ❖ Legal Specialist (land related legislation)

**Formal dealings in Land:** Justice Belong Evriwan is proposing activities to support fair dealings in land, looking at *inter alia* legal aid initiatives. As such the Program will, as required, support JbE with any initiatives in this area that will assist in progressing activities and ensuring that custom owners have access to appropriate support activities and advice when undertaking dealings in customary land.

## 4.4 Objective A-3: Effective and Enabling Services

### 4.4.1 Establish a functioning Land Registry and Information Service

**Land Registry Operations:** Activities to be supported for the Land Registry are aimed towards continuing to build the capacity of the Land Registry, ensure the security of its records and to ensure that its operations meet the needs of its clients in delivering efficient and effective services. Activities to be supported will include:

- ❖ Complete the removal of the backlog of unregistered documents;
- ❖ Improve document storage and document access;
- ❖ Scanning of all lease files and lease registers;
- ❖ Update manual registration procedures so as to improve the efficiency of registration; and
- ❖ Ongoing training on land registry operations to all land registry staff.

**Counterpart:**

- ❖ Principal Registration Officer and Director of Lands

**Funding:**

- ❖ Workshops, consumables
- ❖ Computers, printers, furniture
- ❖ Study tour to a relevant land registry.
- ❖ Funding of the existing 9 contract staff through to the end of December 2013.
- ❖ Land Registry Adviser to be mobilised for a period of 6 months during the year

**Recruitment:**

- ❖ Nil.

### 4.4.2 Establish an effective land lease and development planning, assessment, permitting and enforcement service

**Enforcement, Planning and Lease Execution Section:**

**Compliance audit:** During the VSTLRI an audit was undertaken of 390 leases in the vicinity of Second Lagoon. A report, “Report on the Land Lease Audit Test over Second Lagoon, Efate, Vanuatu” was completed in August 2008 and included a total of 15 recommendations. During 2012 a report on Lease Audit and Enforcement was prepared. The recommendations

in this report focused on acting on the previous compliance audit activities and developing improved systems and procedures with DoL. The activities proposed will focus on implementing the key recommendations, establishing an appropriate database as well as undertaking a detailed assessment of the previous compliance audits.

**Rent Collection:** Land rent is the second most important source of revenue for the Department of Lands. Currently minimal resources as well as poor record keeping make it difficult to enforce the law and collect all rent that is owed. Incorrect addressing adds to the problem which is compounded by the land registration records not being current. This will be a one of activity involving house to house collection of rents, the updating of invoice details and a public awareness campaign aimed at better informing the public about property rents. Following the collection of the details of lessees the information will be cross checked against the land registry records as a means of also undertaking a quality control audit of registry records.

**Records Storage:** The records storage for the applications for Negotiator Certificates and Custom Owner Identification Forms require urgent attention. Through this activity it is planned to firstly upgrade the manual filing system through the construction of appropriate shelving that will enable better use to be made of the limited storage space and then to ensure that all paper based records are correctly filed. Following the upgrading of the manual filing system it is then proposed to commence a process of scanning of the manual records. A procedure to undertake this activity needs to be developed but it is possible that emphasis will be placed on firstly ensuring that all new records being submitted are backed up through the scanning process. There will be a need to develop appropriate interface software as well as ensuring that scanned documents are appropriately filed and index into the SAPERION imaging system.

**Enforcement Regulations:** Currently there are no regulations or internal guidelines to strictly control the activities undertaken in relation to planning and lease preparation. This creates confusion and uncertainty and the lack of documentation enables procedures to be abused or ignored. This activity aims to address these short comings through the preparation of regulations and internal procedure documents. During the preparation of the regulations there will be workshops and other consultation activities undertaken.

**Counterpart:**

- ✿ Enforcement/Planning and Lease Execution Section Heads

**Funding:**

- ✿ Workshops and training
- ✿ Travel for field activities
- ✿ Procurement of computer hardware and software
- ✿ Shelving for records management
- ✿ Lease Processing Adviser (core team)
- ✿

**Recruitment:**

- ✿ Contract staff (1) for records and then scanning activities

**Department of Local Authorities – Physical Planning Unit:**

**Zoning and Development Controls:** Zoning and development control activities will build on activities that were commenced during the inception period and also the activities undertaken during the Vanuatu Short Term Land Reform Initiative in developing development controls and a zoning map for Luganville. The development controls and zoning map for Luganville has never been gazetted and needs to be update before it can proceed. Following the

updating of the Luganville Development Controls and Zoning Map it is proposed to commence a data collection and validation exercise for Port Vila.

**TA Support for Urban Policy Steering Committee:** It is proposed that support be provided to reconvene the Urban Policy Steering Committee (UPSC). This committee will provide support to the Physical Planning Unit in determining the key elements and support for guiding the direction of town planning and other activities associated with urban affairs in Vanuatu.

**Foreshore Development Act Capacity Building:** The activities proposed under the Foreshore Development Act are aimed at supporting the Physical Planning Unit with consulting on and training for the revised processes, fees etc that will be implemented under a new Act and accompanying regulations.

The Program Management Committee recognised that the human resource capacity of the Physical Planning Unit is low and therefore endorsed that a proposal and work plan be prepared prior to the approval of any activities commencing under the Physical Planning Unit.

**Counterpart:**

- ❖ Department of Local Authorities, Physical Planning Unit

**Funding:**

- ❖ Workshops and training
- ❖ Support for zoning activities in Luganville and Port Vila
- ❖ Office equipment and supplies
- ❖ Support for development of action plans for the UPSC
- ❖ Travel and accommodation for Luganville Development Plan activities

**Recruitment:**

- ❖ Urban Policy Adviser for Development Plan activities – 6 months
- ❖ Part time secretariat to support the Urban Policy Steering Committee
- ❖ Short term consultant to support PPU with foreshore activities.

#### **4.4.3 Deliver a National land awareness, knowledge and gender mainstreaming campaign**

Communication and Education activities will focus on continuing to support the various initiatives of the Program partners and ensuring that the wider community are informed of land related activities undertaken by the Program partners.

**Radio and TV Awareness:** A 12-month contract with the Vanuatu Broadcasting and Television will allow all Mama Graon program partners to conduct awareness on Radio Vanuatu and Television Blong Vanuatu. On a monthly basis, one of the 5 partners will focus their TV and radio activities on a theme central to their work/mandate with a link to the 2006 National Land Summit Resolutions. Specific activities will include weekly 1 hour radio talk back shows, weekly 20 minute radio programs and monthly TV panel discussions.

**Preparation of new IEC materials for partners:** As the need is identified by Program partners, support will be provided in developing new information, education and communication materials and for the printing of the material.

**Provincial visits for collecting stories:** To support the collection of stories for the Program newsletter and reports, the C&E Adviser will be travel to some sites to collect stories and at the same time support the communication work of the provincial kastom land officers while in the provinces.

**Land content' in Curriculum:** To support the inclusion of 'land related' content in the school curriculum, an activity is to monitor and provide an oversight to the Curriculum Centre team in 2013.

**National Land Week and Provincial Forums:** The Program will support a National Land Week to be held during the latter part of the year and also provincial forums which will be held in selected provinces.

**Gender Mainstreaming:** The Gender Focal Point will have responsibility for coordinating all gender activities and initiatives undertaken by Program partners. During 2012 a Gender Strategy and Workplan was prepared and this document provides the framework for activities to support gender mainstreaming and other gender initiatives through the Program. A focus of gender initiatives will be to work closely with the Malvatumauri and CLTU in providing appropriately structured gender sensitisation workshops to chiefs. The commencement of this program of workshops in 2012 proved to be extremely successful. Within the respective agencies it is proposed to provide support for gender mainstreaming by working through the various human resource units.

**Counterpart:**

- ✿ LSCU and Program partner nominated C&E and gender representatives

**Funding:**

- ✿ C&E and gender activity costs not covered under other sub-components.
- ✿ Specialist C&E training for Program partners.
- ✿ Specialist gender training for Program partners.
- ✿ Procurement for C&E and gender activities.
- ✿ National Communication Adviser (already recruited)
- ✿ Gender Focal Point (already recruited)

**Recruitment:**

- ✿ Nil

#### **4.4.4 Demonstrate effective organisational models and service delivery arrangements**

Support has been provided to DoL in identifying ways of improving service delivery and customer relations. A Customer Service training program was provided to all front line staff from DoL, Malvatumauri and the CLTU. A proposal has been developed and is currently being considered by the DoL Section Heads to develop a front counter reception area on the ground floor to service all people entering the building. If this proposal is approved implementation will be supported during 2013.

An organisational review has been completed for the Malvatumauri and the CLTU which has assisted with the proposed amalgamation of these units into one department. It is planned for an organisational review of DoL to be undertaken and will utilise the work that has already been undertaken in assessing some of the operational units in the department. This review will assess current work activities, staffing levels and organisational arrangements of the department. Review will also be undertaken of the Skills Audit and Training Needs Survey for DoL that was completed in 2010, but which has never been acted upon. From this review a program of training courses will be developed aimed at providing focused training programs that will assist in supporting capacity building of DoL. The organisational review will also look at the Santo office and the issues of decentralisation of DoL functions.

**Counterpart:**

- ✿ Director, Corporate Service of MoL

**Funding:**

- ❖ Workshops and training courses
- ❖ Institutional Adviser (already recruited)

**Recruitment:**

- ❖ Nil

**4.5 Objective B-1: A strengthened Customary Lands Tribunal consistent with the GoV's national plans**

**4.5.1 Legislative Review**

The review of the Customary Land Tribunal Act has been undertaken<sup>1</sup> which recommended changes to the Act. A discussion paper has been prepared<sup>2</sup> with the aim of continuing with the review work that have already been undertaken by the MJCS, donor agencies, institutions and interest groups in Vanuatu; and to identify the areas and issues that the Review should focus on. The Minister of Justice and Community Services is proposing that the Customary Land Tribunal Act and the National Council of Chiefs Act be undertaken at the same time.

There are also a number of administrative issues within the draft that need to be addressed and there has yet to be public consultation in relation to the amendments. It is proposed that under this sub-component support will be provided for; (i) the preparation of legislative amendments; (ii) public consultation programs; (iii) translations of the legislation; and (iv) distribution of copies of the legislation supported by an awareness program.

**Counterpart:**

- ❖ Senior Custom Land Officer

**Funding:**

- ❖ Consultation programs.
- ❖ Awareness raising.
- ❖ Translation, copies of legislation.

**Recruitment:**

- ❖ Nil

**4.5.2 Mediation Support Services**

Support for mediation is seen as an integral component of the options available for dispute resolution. There is general agreement that all efforts possible should be taken to resolve land disputes at a customary level before disputing parties are permitted to resort to the Customary Land Tribunal. This is supported by the national Council of Chiefs resolution 11 from the Customary Land Workshop which states that “Custom disputes should remain with

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<sup>1</sup> Van Trease, H. Simo, J; Report on the Activities of the Vanuatu Customary Land Tribunal and the 2001 Act, NZAID, February 2011

<sup>2</sup> Identifying the Issues Relating to the Customary land Tribunal Laws, Systems and Framework; Ministry of Justice and Community Services; March 2012

the custom chief or Customary Land Tribunal". The benefits of mediation as part of the dispute resolution process needs to be assessed.

The aim of this proposal is to assist the CLTU with support from technical assistance to develop a mediation approach for customary land dispute resolution. Mediation is a concept that needs to be further explored in detail and processes developed that can be integrated into the customary dispute resolution process.

Support for this activity will see:

1. Development of mediation concepts and process through a process of dialogue with chiefs and communities through public forums.
2. Training on mediation processes
3. Development and training of dispute resolution skills.
4. Support and training to Land tribunal's

A Mediation Specialist will be recruited to undertake an assessment of the mediation processes and to develop a mediation support framework for customary land dispute resolution. This specialist will be supported by a National Mediation Focal Point who will also receive mentoring from the Mediation Specialist and who will have responsibility for rolling out the mediation process and supporting training initiatives. These activities will be undertaken in consultation with the CLTU and the Malvatumauri.

The Vanuatu Legal Sector Strengthening Project (2005-2011) has recognised the benefits of mediation in the areas of access to justice and reduction of civil case backlogs and has developed a Mediation Practice Course. The course was approved and certified by the Vanuatu National Training Council as a level 3 certificate (from 5 levels of certification provided by the Vanuatu National Training Centre). It is proposed that this course be assessed in relation to suitability for training of mediators for customary land disputes as part of developing a program for customary land mediation activities. Preparation of dispute resolution process will also take into consideration the Conflict Management Strategy which has been prepared through the Program.

**Counterpart:**

- ❖ Senior Customary Lands Officer

**Funding:**

- ❖ Provincial travel.
- ❖ Training of mediators
- ❖ Training of chiefs and custom land owners

**Recruitment:**

- ❖ Mediation Specialist
- ❖ National Mediation Focal Point

#### **4.5.3 Public Awareness and Training**

**Preparation and Dissemination of IEC Materials:** Support to the CLTU for the preparation of communication and education materials for customary land tribunal and dispute resolution activities will be coordinated and provided by the Communication and Education Adviser and will continue on from the activities supported during 2012. The C&E activities will be aimed at better informing custom land owners on the role of the CLTU and the operations of the land tribunals.

A large proportion of the targeted participants of the Mama Graon Program and its partners reside in the provinces and a one-stop information centre will be created in each Customary

Land Tribunal office in the six provinces to support the dissemination of land related information materials to the provincial participants.

**Provincial Land Forums:** As part of provincial day celebrations in the provinces of Malampa and Penama, 2 Land Related Forums will be conducted in collaboration with the Pacific Institute of Public Policy (PIPP). The aim of the forums is to mobilize provincial leaders and their people to come together to discuss their land issues and decide on how best to address them as a province.

**Training:** The failure in the past to provide training in relation to the CLT Act and the operations of the land tribunals is seen as a major reason for the ineffectiveness of the operations of the tribunals. During 2012 extensive training programs have been developed and tested ready for roll out during 2013. The 6 Provincial Custom Land Officers will be strategic in undertaking the training in their respective provinces with support from the National Training Adviser.

**Counterpart:**

- ❖ Senior Customary Lands Officer

**Funding:**

- ❖ Preparation of C&E material.
- ❖ Workshops and provincial travel.
- ❖ Training programs for the CLT Act.
- ❖ National Training Adviser (funding continued from 2012)

**Recruitment:**

- ❖ Nil

#### **4.5.4 Capacity Development of Customary Land Tribunal Unit**

Following endorsement during 2012 by the PMC for the funding of the 6 Provincial Custom Land Officer positions, the Ministry of Justice proceeded with the advertising and recruitment of officers for the 6 positions. In the latter part of 2012 extensive training will be provided to the officers to ensure that they are equipped to undertake their varied roles at provincial level in supporting the CLTU and Malvatumauri.

During 2013 the Program will, through the CLTU, provide support to the 6 provincial officers. These officers will work under the direct supervision of the CLTU and as a result there will be a need for regular travel to each of the provinces by CLTU staff to ensure there is appropriate supervision and support.

It is also proposed that an assessment be undertaken of the future communication needs for the 6 offices and the requirements to provide ICT connectivity for integrated data management.

**Counterpart:**

- ❖ CEO of Malvatumauri and Senior Customary Lands Officer

**Funding:**

- ❖ Training of the Provincial Custom Land Officers.
- ❖ Salary and operational costs for the 6 Provincial Custom Land Officers
- ❖ Costs for training programs and workshops
- ❖ Review of IT requirements at central and provincial levels

**Recruitment:**

- ❖ IT Strategic Planner

## 4.6 Objective B-2: A Land Information Management system that meets the current and future needs and supports economic development

### 4.6.1 IT Strategy

Through the Program the development of IT systems has been supported through the completion of an Information System Strategic Plan followed by the preparation of System Requirement Specifications. These activities form the basis for the commencement of systems engineering and software development and identify an appropriate system architecture for the Vanuatu Land Administration System (VLAS) so that all heterogeneous data, information types and sources can be interlinked in a logical manner with the aim of creating a one stop shop for the data and information needs of users within and outside DoL.

Following an endorsement by the Ministry of Lands to support the SAPERION solution for the management of image files within DoL, there is now a need to develop capacity within DoL to manage and support SAPERION activities. Support for SAPERION will include; (i) contract support for software implementation; (ii) software maintenance and support; (iii) and (iv) in country training for DoL staff on the software.

There is also other systems development that needs to be supported to enable VANLAS to be expanded. Support is required for further development of eRegistry and the computerisation of the land registration activities. Following on from this will be the development of appropriate systems for eValuation, eLease and eSurvey to assist in improving the operations of DoL as well as the management of all land administration records. Support will include; (i) technical assist to assist with systems development and network management; (ii) support for web development; (iii) general software training; (iv) support for database management; (v) capacity building of ITC officers through support for education, training and study tours; (vi) extensive workshopping of systems engineering and software design activities; and (vii) procurement of hardware and software necessary to support systems development.

DoL and the program has a close working relationship with the GoV iGovernment initiative and all new initiatives are discussed with representatives of iGovernment prior to decisions being made to progress. The GIS User Group has been accepted as a Technical Working Group of iGovernment to advise on spatial data matters.

#### Counterpart:

- ❖ IT Manager and Director Lands

#### Funding:

- ❖ Workshops
- ❖ Professional capacity building of ITC staff
- ❖ Computer hardware and software.
- ❖ Software maintenance and licence agreements
- ❖ Software training

#### Recruitment:

- ❖ IT Programmer (Systems Engineer)
- ❖ IT Data base Engineer

### 4.6.2 Land survey records

**Digital Cadastral Database:** This activity will continue to fund two short term contract staff to complete the tasks of; (i) scan all survey coordinate sheets and finish scanning survey plans (A3&A4 size); and (ii) data entry of parcel coordinates. The scanning and data entry

has been completed for Port Vila and Luganville and work has commenced on Efate and then the remaining islands will be completed.

**Surveyor's Directions and Schedules (SDS) Training:** During 2012 SDS will have been prepared. The Surveyor General has emphasised the importance of all cadastral surveyors in Vanuatu operating under and adhering to the SDS and the only way this can be ensured and achieved successfully is for training to be provided to all practicing cadastral surveyors in the government and private sector. Training will be provided in Port Vila and Santo over a period of 5 days in each location.

**Counterpart:**

- ❖ Surveyor General

**Funding:**

- ❖ Training for DoL Santo staff and cadastral surveyor in Port Vila and Santo
- ❖ Consumables
- ❖ Data Entry Officer (recruited in 2012)
- ❖ Data Entry/Scanning Officer (recruited in 2012)
- ❖ Cadastral Surveyor responsible for preparing SDS (recruited during 2012)

**Recruitment:**

- ❖ Nil

**Review and strengthen National Survey Control Network:**

During 2012 a review was undertaken of the geodetic network in Vanuatu. The review highlighted a network that was in decay and unable to meet the contemporary and future needs of the users of the network. The network will be unable to provide the needs of users who are interested in monitoring global warming and sea level rise, crustal movement and mapping and surveying activities.

It has been proposed that the geodetic network issues be addressed in two stages with the first stage focusing on creation of the National Geodetic Control Database, which will require database design, scanning of existing reference sketches and old geodetic network data records and the verification of existing field data.

Activities for stage two would be aimed towards developing a single geodetic datum for Vanuatu. To implement this stage will require significant expenditure on new survey equipment and the logistics of undertaking a major geodetic survey of Vanuatu. Some activities for stage 2 will be undertaken during 2013 with the field activities scheduled to be undertaken in 2014. During 2013 a full workplan will be developed for the proposed field activities.

**Counterpart:**

- ❖ Surveyor General

**Funding:**

- ❖ Provincial travel
- ❖ Equipment, computers
- ❖ Vehicle
- ❖ Geodetic Survey Specialist (already recruited in 2012)

**Recruitment:**

- ❖ Nil

#### 4.6.3 Mapping and imagery

**Upgrade the Gazetteer:** Activities will continue with the support of the GIS Adviser to update the file management of all spatial data records in DoL. One of the priority activities identified in the Spatial Data Strategy for DoL was the priority need to update the Gazetteer. The Gazetteer is an important dataset and needs to be upgraded and checked and eventually officially recognised as a national accepted set of geographical names. The Gazetteer is also a necessary prerequisite to creating new maps and the more accurate the data in the Gazetteer the more accurate the mapping will be. The accuracy of the mapping has extensive ramifications whereby accurate data enables planners, statisticians and managers to make better informed decisions.

Proposed objectives for the upgrade of the Gazetteer are:

- ❖ Redesigning and standardizing the process of updating the Gazetteer.
- ❖ Conduct a pilot for updating Gazetteer field locations and names (Efate).
- ❖ Reconcile field locations with existing census data.
- ❖ Establish and support a Place Names Committee and develop place naming policy guidelines.

**Counterpart:**

- ❖ Surveyor General and A/Database Manager

**Funding:**

- ❖ Training and workshops
- ❖ Procurement and consumables – hand held GPS and computers
- ❖ Transport

**Recruitment:**

- ❖ Gazetteer Field Staff (2)

#### 4.6.4 Valuation Services

**Valuation Database:** It is proposed to initially complete the field data collection for the Valuation Database for Port Vila. This will provide the opportunity to ensure that all data is entered into the computer system and quality checked and also look at the lessons that have been learnt from this exercise.

It is then proposed to roll out the field data collection activities for the valuation database to Luganville, Santo. Logistically this activity will provide some challenges as the location is remote from headquarters and will require regular monitoring of field activities. It is estimated that there are 3,000 valuation parcels to be visited during the data collection exercise.

**Valuation Zoning System:** The Valuation Zone System for Port Vila will be finalised early in 2013. Following completion of the Valuation Zone map for Port Vila it is proposed to roll out this activity to Luganville, Santo. This activity will be undertaken at the same time as the field data collection for the valuation database which will enable valuation officers to provide technical support to the field data collection activities concurrently.

**Professional Development of Valuers:** The review of valuation activities in Vanuatu has highlighted the need for increased and focused training of valuers. The Bankers Association of Vanuatu has highlighted major issues in relation to the use of local valuers and the Valuer General is proposing a series of training programs and workshops be supported to build the capacity and level of professionalism of valuers in Vanuatu.

**Amendment to Land Acquisition Act:** The Valuer General has identified some major deficiencies in the Land Acquisition Act. It is intended that this act along with other land related legislation will be reviewed during the latter part of the 2012 annual planning period. Therefore it is anticipated that the amendments to the Land Acquisition Act could take place commencing in the first half of 2013.

**Counterpart:**

- ❖ Valuer General and Principal Lands and Valuation Officer

**Funding:**

- ❖ Equipment
- ❖ Valuation database – Field mobilisation and operational costs for the completion of field data collection for Port Vila and then for field data collection for Luganville
- ❖ Valuation Zone System – Field data collection for Luganville
- ❖ Professional development training programs and workshops
- ❖ Consultation and workshops for preparing amendments to Land Acquisition Act

**Recruitment:**

- ❖ Valuation Field Data Collector (4) for Luganville

#### **4.7 Objective C-1: Effective consultation and coordination**

Prior to the commencement of any agreed activity the Program partner, with support from the Program Management Office, will be required to develop a detailed work plan and budget and establish key performance indicators (KPI). The Program partner will then be required to enter into a commitment with the Program in relation to the undertaking of the agreed activity. Regular meetings will be convened with each of the Program partners to discuss the implementation of Program activities and to monitor progress against the agreed KPIs.

The Program Management Office will convene regular PMC meetings at intervals agreed by the PMC. The Program Management Office will on a regular basis keep the PMC members informed of Program activities and will provide the PMC with details of all Program reports that have been completed.

In line with the Procedure for Recruitment of Program TA, Program partners will be actively engaged in the selection process for all technical assistance.

#### **4.8 Objective C-2: Effective and efficient management of all resources**

Based on its approved quality management system, LEI will maintain all necessary management and financial records necessary to be able to efficiently manage all resources, to ensure the effective delivery of services for the Program and ensure that Program implementation is in compliance with the contract.

#### **4.9 Objective C-3: Effective and efficient reporting and monitoring**

##### **4.9.1 Reporting**

The formal reporting requirements of the contract include, *inter alia* a 6 Monthly Report, an Annual Report and an Annual Plan. These reports will be prepared in close cooperation with

the GoV and the PMC. The procedures for reporting and a Schedule of Reports for the duration of the Program have been prepared and are detailed in a Reporting Plan<sup>3</sup>.

Technical reports will be prepared as required and distributed to the PMC and relevant Program partners.

Each month an exception report will be prepared by the Project Director for AusAID Post, NZ Government and GoV which will be followed by face to face meetings. The purpose of this regular reporting is to keep donors and the government informed of any issues that may be impacting on Program implementation.

#### **4.9.2 Monitoring and Evaluation**

A Monitoring and Evaluation Plan and an M&E Framework have been developed during 2012 in consultation with Program partners however each document has yet to be workshopped and accepted. It is planned to undertake these workshops and to provide further support and implementation of the plans during 2013.

The capacity limitations in M&E within the Program partners mean that it is important that the M&E systems impose limited demands on key stakeholders. The National M&E Adviser will work closely with each of the Program partners in assisting them in developing their indicators as well as developing systems that will assist in regular data collection. Linkages through the Office of the Prime Minister and their M&E activities will be further developed so as to ensure M&E activities feed into and meet the requirements of government.

##### **Counterpart:**

- ❖ Director, Corporate Services, MoL

##### **Funding:**

- ❖ Cost of workshops
- ❖ Cost of training programs
- ❖ Cost of provincial travel
- ❖ National M&E Focal Point (already recruited in 2012)
- ❖ International M&E Adviser (already recruited in 2012)
- ❖

##### **Recruitment:**

- ❖ Nil

#### **4.10 Objective C-4: Identification and management of risks**

Risk management of the Mama Graon – Vanuatu Land Program is a key part of activity management and includes all management and administration intended to:

- ❖ keep the Program progressing towards achieving the Program objectives, planned work outputs and development results in the face of impediments and risks, and
- ❖ monitor and respond to identified risk factors – anything that might impede the activity's successful implementation or reduce its benefits.

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<sup>3</sup> Mama Graon – Vanuatu Land Program Reporting Plan, LEI Quality Document, 15 March 2011

The Risk Management Plan has been prepared to highlight areas of the project where it is believed that there may be risks or there is some need for concern or focus to ensure that the Program goals and objectives are achieved. Potential impacts on the Program and the response that would be implemented to mitigate or address the risk are also identified.

The Risk Management Plan forms an integral component of the development of work plans, Annual Plans and Annual Reports and is reflected in the various activity proposals where Program partners were required to identify the risks associated with the implementation of their proposals.

An updated Risk Management Matrix from the Risk Management Plan is included as Attachment 6.

## **5. STAFFING AND RECRUITMENT**

Each sub-component description details the proposed adviser support required during the period of the Annual Plan. The staffing requirements for the Program have been defined into categories of technical support (international and national, long term and short term) and contract staff, where the contract staff are local staff who will be recruited to provide short term inputs to support a specific activity. Attachment 3 provides the detailed staffing and recruitment proposed for the period of the Annual Plan. The proposed recruitment and timing of mobilisation for all positions will be dependent upon a request and endorsement from the relevant Program partner.

The following table summarises the proposed human resource inputs indicating person months against each classification and the number of positions proposed.

**Proposed Human Resource Inputs**

<b>Classification</b>		<b>Total Inputs in Person Months</b>	<b>No of Positions</b>
Core Team (as per contract document)	International	35	5
	National	12	1
Long Term Technical Support	International	0	0
	National	59	5
	Future PSC positions	96	8
Short Term Technical Assistance	International	43.3	11
	National	22	5
National contract staff		224	17
<b>Total</b>		<b>491</b>	<b>52</b>

## **6. IMPLEMENTATION STRATEGY AND WORK PLAN**

With emphasis on the Program having government ownership and being government driven the strategy for implementation of Program activities will focus on partner agencies and their implementation of Program activities. A Work Plan has been prepared which outlines the anticipated activities required to achieve the outputs that have been defined by the partner agencies (see Attachment 2). Each of the program partners have provided detailed work plans which will be assessed and modified if necessary prior to the commencement of each key activity.

The activities proposed in Annual Plan for some partners may be demanding and the success of implementation of a number of the activities will be very dependent upon the efficient recruitment process and the ability of Program partners to be able to implement their defined activities.

## **7. BUDGET**

### **7.1 Financial Management and Procurement**

A Financial Management and Procurement Plan for managing financial and procurement activities under the Program have been prepared. Procurement will follow Australian Government purchasing rules with the objective being value for money and safety in use.

### **7.2 Imprest Account**

In March 2011, the Imprest Account Manual for the Program with all forms and procedures was prepared and approved by AusAID. The Imprest Account Manual includes management arrangements, operational procedures and reporting arrangements as well as internal and external auditing arrangements.

Specific funds have been budgeted for the annual planning period for use through the Imprest Account. The allocated funds are as follows:

<b>Title</b>	<b>Budget</b>
Customary Land Study and Research Fund	VUV 7.038 m
Public Awareness Information Program and Gender Mainstreaming Fund	VUV 1.702 m VUV 0.920 m
Professional Land Services Support Fund	VUV 4.508 m
<b>TOTAL</b>	<b>VUV 14.168 m</b>

The budget and cashflow for the Imprest Account are included in Attachment 4.

### **7.3 Program Budget and Procurement**

The Program budget and procurement plans for the period covered by the Inception Plan are based on the proposals submitted and discussions with Program partners. The budget for human resources is provided in Attachment 3, budget for procurement items are provided in Attachment 4 the Imprest Account budget in Attachment 5.

The estimated total budget for the 12 month period covered by this Annual Plan is VUV337.2 million (A\$3.66 million), which is broken up as follows:

- ✿ Adviser and Contract Staff costs VUV216.2 m (A\$2.35 m)
- ✿ Procurement items, meetings, training, Workshops VUV106.9 m (A\$1.16 m)
- ✿ Imprest Account VUV14.1 m (A\$0.154)

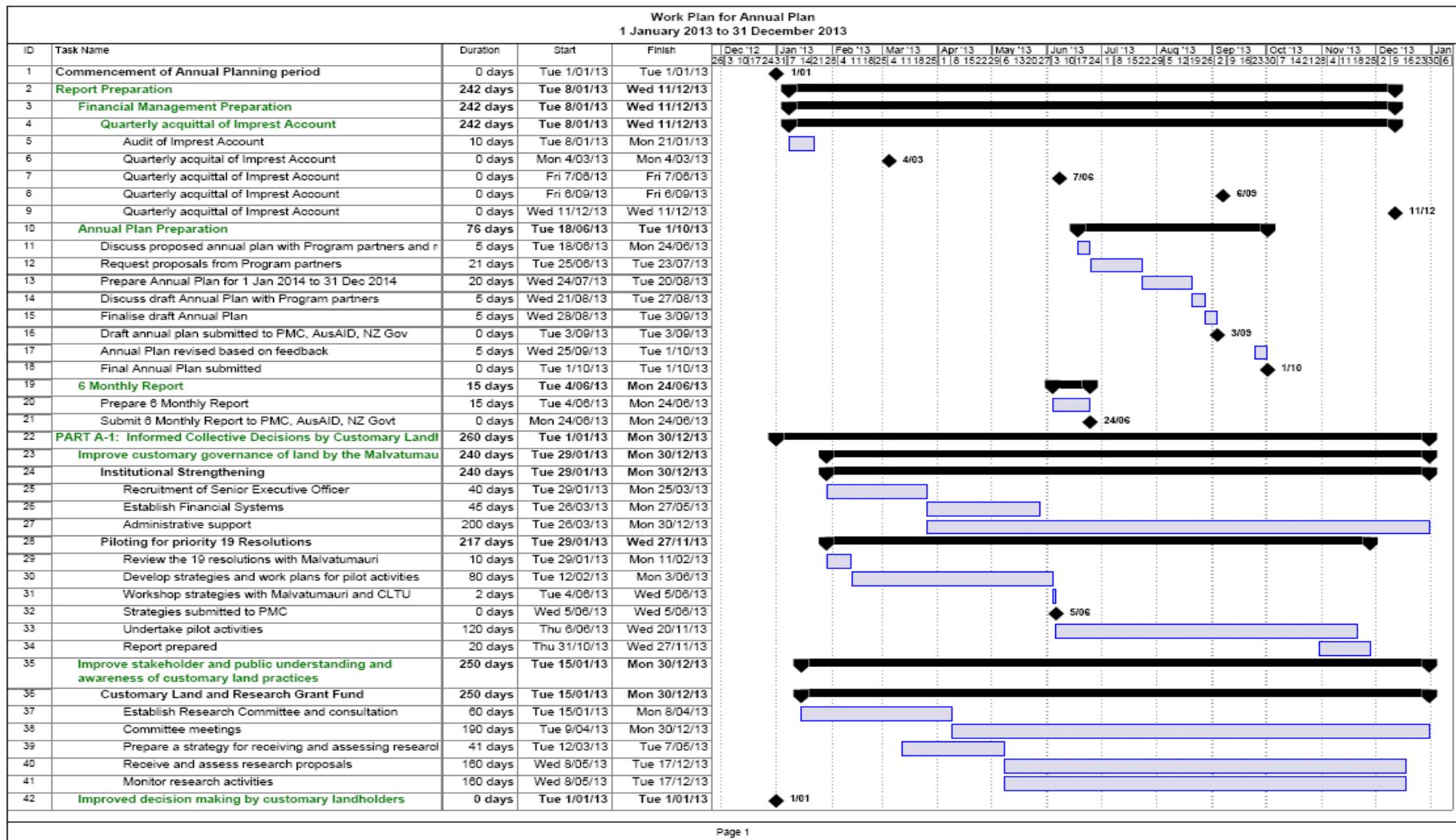
**ATTACHMENT 1: PROPOSED MILESTONES FOR PAYMENT**

The proposed Milestone Payments are based on outputs that are considered achievable and for which the AMC has a high level of certainty in relation to the actual output.

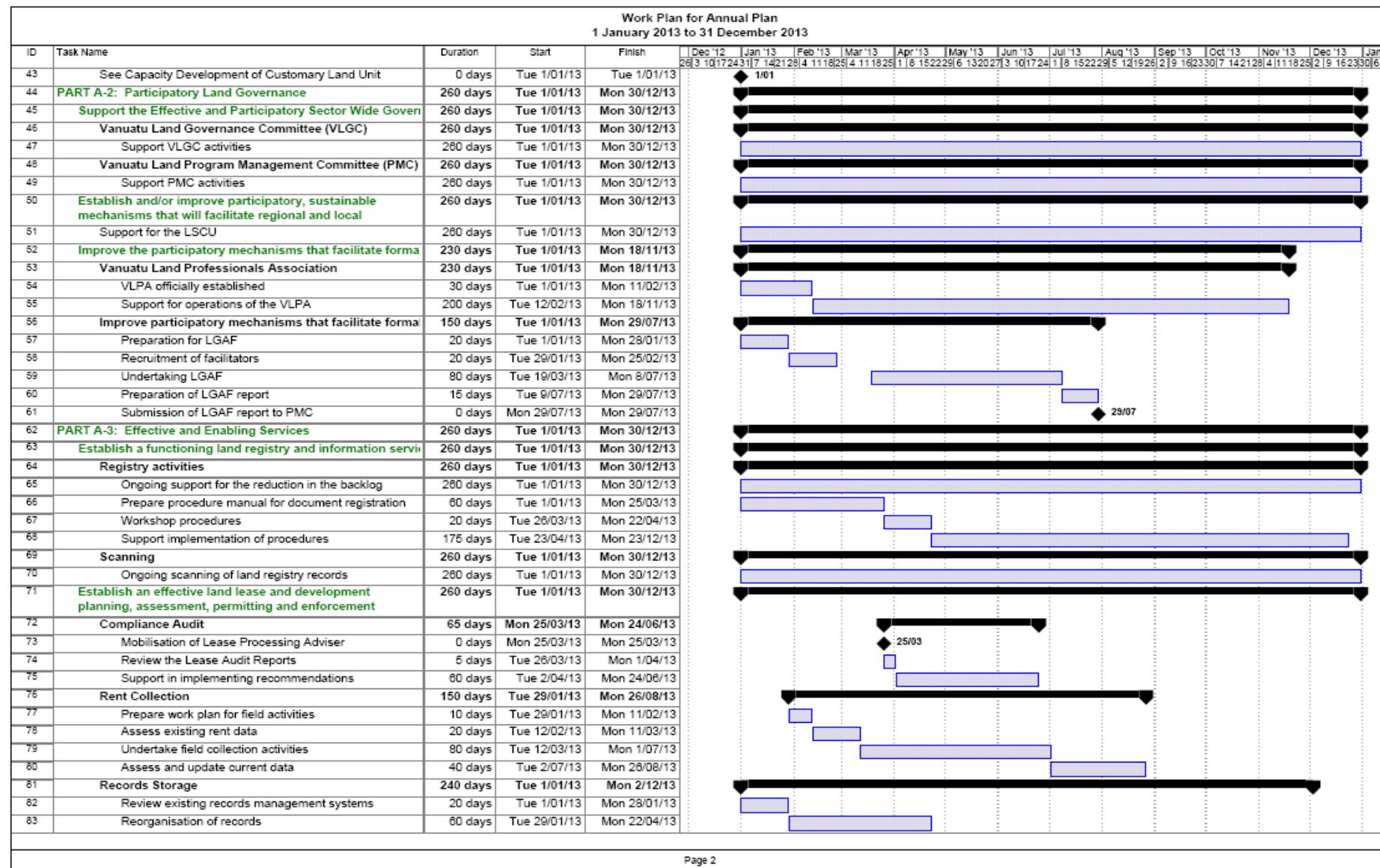
**Milestones for 1 January 2013 to 31 December 2013**

Milestone Number	Item and associated Schedule 1 part	Verifiable Indicators	Timing	Amount AUD
13	Status report on land registry and document scanning	Report submitted to Director of Lands and accepted by AusAID	31 January 2013	20%
14	Methodology for the data collection and updating of the Gazetteer	Report to Surveyor General and accepted by AusAID	31 March 2013	20%
15	6 Monthly Report and Imprest Account	Submitted to PMC and accepted by AusAID	10 June 2013	20%
16	Status report on the Malvatumauri pilot activities	Report submitted to CEO of Malvatumauri and accepted by AusAID	31 July 2013	15%
17	Annual Plan for 2013	Submitted to PMC and accepted by AusAID	1 October 2013	20%
18	Report on the valuation activities for Port Vila and Santo	Report submitted to Valuer General and accepted by AusAID	1 December 2013	5%

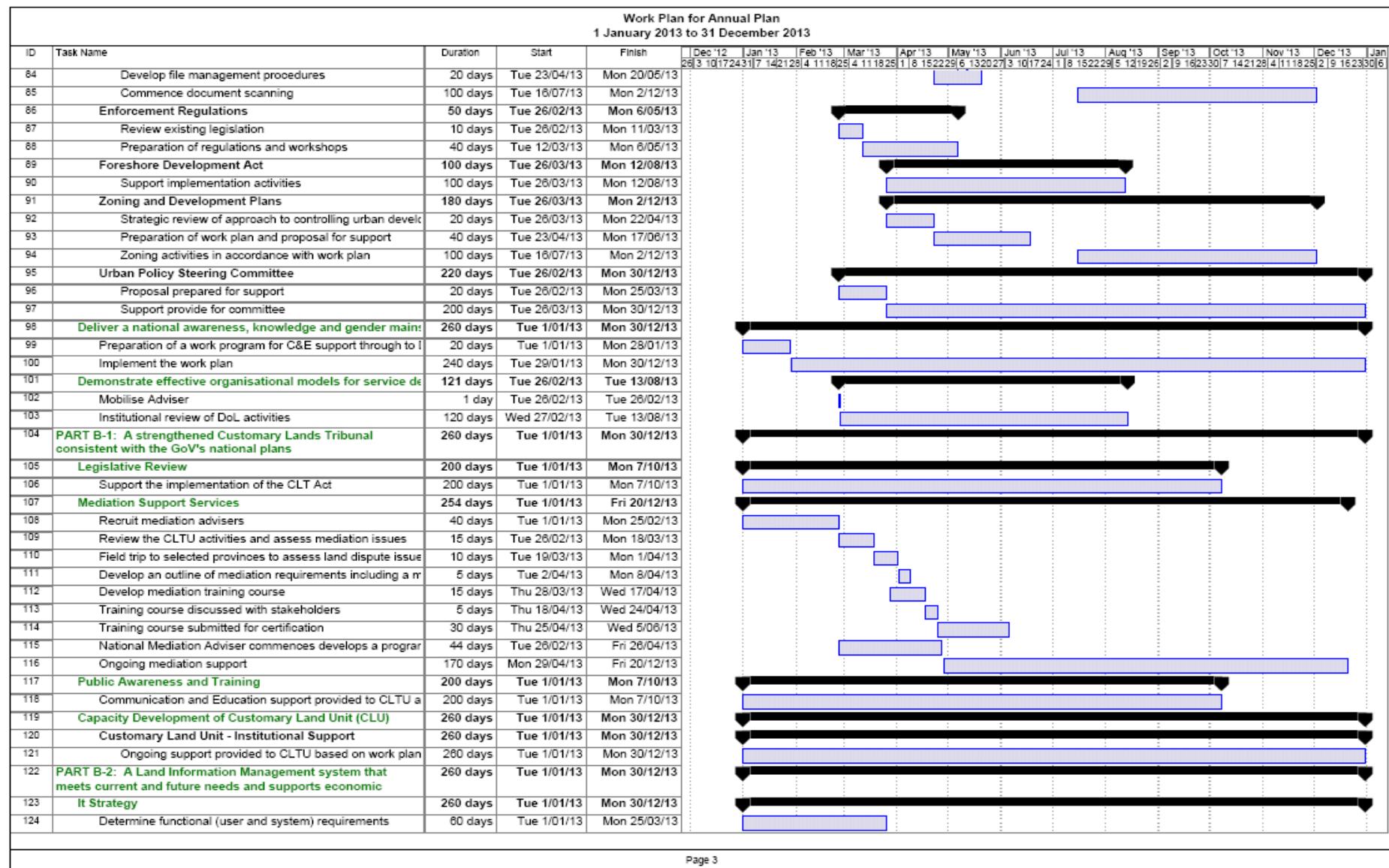
ATTACHMENT 2: WORK PLAN FOR JAN 2013 TO DEC 2013



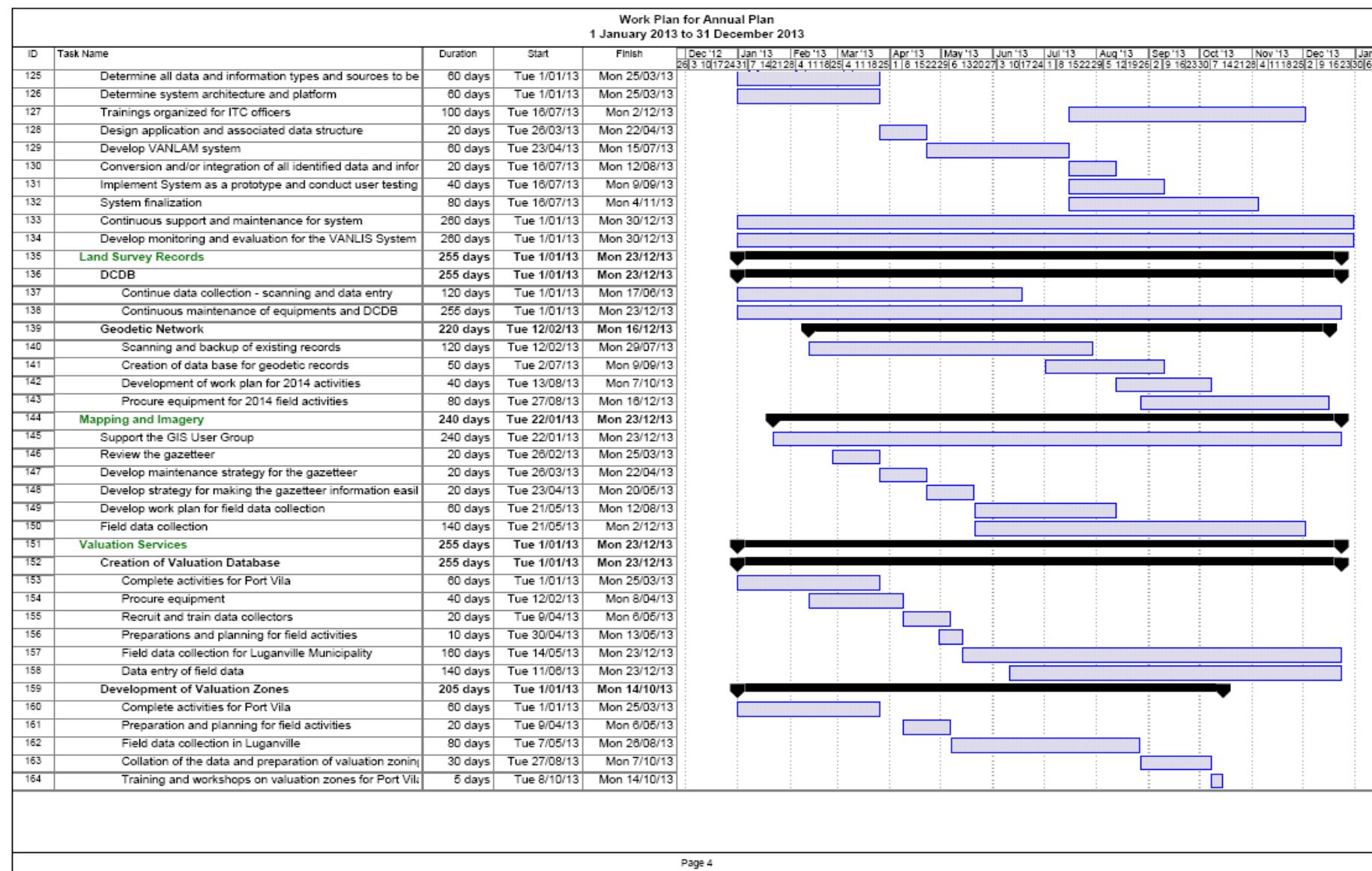
## MAMA GRAON – VANUATU LAND PROGRAM ANNUAL PLAN JAN 2013 TO DEC 2013



**MAMA GRAON – VANUATU LAND PROGRAM  
ANNUAL PLAN JAN 2013 TO DEC 2013**



**MAMA GRAON – VANUATU LAND PROGRAM  
ANNUAL PLAN JAN 2013 TO DEC 2013**



**ATTACHMENT 3: ANTICIPATED PERSONNEL INPUTS AND BUDGET**

**MAMA GRAON - VANUATU LAND PROGRAM**  
**STAFF MOBILISATION SCHEDULE FOR ANNUAL PLAN - JAN 2013 TO DEC 2013**

Position	Months	2013												Annual Budget (A\$)	Annual Budget (VUV)
		1	2	3	4	5	6	7	8	9	10	11	12		
<b>Core Team</b>															
Program Director	12	1	1	1	1	1	1	1	1	1	1	1	1	\$ 976,592	89,846,464
Deputy Program Director/Custodial Land	12	1	1	1	1	1	1	1	1	1	1	1	1		
Land Registry Adviser	6		1	1	1			1	1	1					
Lease Processing Adviser	6		1	1	1			1	1	1					
Land Services Adviser	6			1	1	1	1	1	1						
GIS Specialist	5		1	1		1	1		1						
	<b>47</b>	<b>2</b>	<b>5</b>	<b>6</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>5</b>	<b>5</b>	<b>3</b>	<b>2</b>	<b>2</b>	<b>\$ 976,592</b>	<b>89,846,464</b>
<b>Locally Engaged (Future PSC Positions)</b>															
National Kastom Land Officer	12	1	1	1	1	1	1	1	1	1	1	1	1	\$ 18,000	1,656,000
Local Kastom Land Officer #1	12	1	1	1	1	1	1	1	1	1	1	1	1	\$ 14,400	1,324,800
Local Kastom Land Officer #2	12	1	1	1	1	1	1	1	1	1	1	1	1	\$ 14,400	1,324,800
Local Kastom Land Officer #3	12	1	1	1	1	1	1	1	1	1	1	1	1	\$ 14,400	1,324,800
Local Kastom Land Officer #4	12	1	1	1	1	1	1	1	1	1	1	1	1	\$ 14,400	1,324,800
Local Kastom Land Officer #5	12	1	1	1	1	1	1	1	1	1	1	1	1	\$ 14,400	1,324,800
Local Kastom Land Officer #6	12	1	1	1	1	1	1	1	1	1	1	1	1	\$ 14,400	1,324,800
Participatory Governance Facilitator	12	1	1	1	1	1	1	1	1	1	1	1	1	\$ 23,400	2,152,800
	<b>96</b>	<b>8</b>	<b>\$ 127,800</b>	<b>11,757,600</b>											
<b>Contract Staff (Locally Engaged)</b>															
Land Registry Support Staff #1	12	1	1	1	1	1	1	1	1	1	1	1	1	\$ 7,200	662,400
Land Registry Support Staff #2	12	1	1	1	1	1	1	1	1	1	1	1	1	\$ 7,200	662,400
Land Registry Support Staff #3	12	1	1	1	1	1	1	1	1	1	1	1	1	\$ 7,200	662,400
Land Registry Support Staff #4	12	1	1	1	1	1	1	1	1	1	1	1	1	\$ 7,200	662,400
Land Registry Support Staff #5	12	1	1	1	1	1	1	1	1	1	1	1	1	\$ 7,200	662,400
Land Registry Support Staff #6	12	1	1	1	1	1	1	1	1	1	1	1	1	\$ 7,200	662,400
Land Registry Support Staff #7	12	1	1	1	1	1	1	1	1	1	1	1	1	\$ 7,200	662,400
Land Registry Support Staff #8	12	1	1	1	1	1	1	1	1	1	1	1	1	\$ 7,200	662,400
Land Registry Support Staff #9 (IT)	12	1	1	1	1	1	1	1	1	1	1	1	1	\$ 10,800	993,600
CLU Technical Support Officer	12	1	1	1	1	1	1	1	1	1	1	1	1	\$ 23,940	2,202,480
Data Entry Officer (DCDB)	6	1	1	1	1	1	1							\$ 3,600	331,200
Data Entry/Scanner (DCDB)	6	1	1	1	1	1	1							\$ 3,600	331,200
Valuation Field Data Collectors (*4)	40		4	4	4	4	4	4	4	4	4	4	4	\$ 32,000	2,944,000
Senior Executive Officer - Malvatumauri	10			1	1	1	1	1	1	1	1	1	1	\$ 17,000	156,400
Local Coordinator - Pilots (2)	20			2	2	2	2	2	2	2	2	2	2	\$ 16,000	1,472,000
Leasing - scanning and records	8		1	1			1	1	1	1	1	1	1	\$ 6,400	588,800
Gazetteer - Field Staff	14					2	2	2	2	2	2	2	2	\$ 11,200	1,030,400
	<b>224</b>	<b>12</b>	<b>17</b>	<b>20</b>	<b>19</b>	<b>21</b>	<b>22</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>13</b>	<b>\$ 182,140</b>	<b>16,756,880</b>
<b>National Consultants</b>															
National Communication Adviser	12	1	1	1	1	1	1	1	1	1	1	1	1	\$ 41,712	3,837,504
Gender Focal Point	12	1	1	1	1	1	1	1	1	1	1	1	1	\$ 31,200	2,870,400
National Mediation Focal Point	11		1	1	1	1	1	1	1	1	1	1	1	\$ 27,500	2,530,000
Training Specialist	12	1	1	1	1	1	1	1	1	1	1	1	1	\$ 41,712	3,837,504
M&E Focal Point	12	1	1	1	1	1	1	1	1	1	1	1	1	\$ 28,700	2,640,400
	<b>59</b>	<b>4</b>	<b>5</b>	<b>\$ 170,824</b>	<b>15,715,808</b>										
<b>Short Term Advisers</b>															
Mediation Specialist	4		1	1	1			1						\$ 80,000	7,360,000
Cadastral Survey Specialist	2			1					1					\$ 40,000	3,680,000
Geodetic Survey Specialist	2								1	1				\$ 40,000	3,680,000
Valuation Specialist	7		1	1		1	1			1	1	1		\$ 140,000	12,880,000
IT Strategic Planner (Malvatumauri)	1			1										\$ 20,000	1,840,000
Database Engineer	3		1	1	1									\$ 60,000	5,520,000
IT Programmer (Systems Engineer)	6			1	1	1	1		1	1	1			\$ 120,000	11,040,000
International M&E Adviser	4		1	1				1	1					\$ 80,000	7,360,000
International Gender Adviser	4			1	1					1	1			\$ 80,000	7,360,000
Planning Adviser	4.3	0.2	0.2	0.4	0.5	0.4	0.6	0.6	0.4	0.4	0.2	0.2	0.2	\$ 86,000	7,912,000
Urban Policy Adviser	6				1	1	1	1	1	1				\$ 120,000	11,040,000
Technical Assistant - Research	10			1	1	1	1	1	1	1	1	1	1	\$ 17,000	1,564,000
Land Governance Assessment Framework	12		4	4	4									\$ 9,600	883,200
	<b>65.3</b>	<b>0.2</b>	<b>8.2</b>	<b>13.4</b>	<b>10.5</b>	<b>4.4</b>	<b>3.6</b>	<b>4.6</b>	<b>7.4</b>	<b>6.4</b>	<b>3.2</b>	<b>2.2</b>	<b>1.2</b>	<b>\$ 892,600</b>	<b>82,119,200</b>
	<b>491.3</b>	<b>26.2</b>	<b>43.2</b>	<b>52.4</b>	<b>47.5</b>	<b>42.4</b>	<b>42.6</b>	<b>41.6</b>	<b>45.4</b>	<b>44.4</b>	<b>39.2</b>	<b>37.2</b>	<b>29.2</b>	<b>\$ 2,349,956</b>	<b>204,438,352</b>

**Note:** All rates quoted are indicative only and are subject to determination through the adviser selection process and for international advisers assessment against the Adviser Remuneration Framework.

**ATTACHMENT 4: ANNUAL BUDGET – PROCUREMENT SUMMARY**

**MAMA GRAON - VANUATU LAND PROGRAM  
 PROCUREMENT SCHEDULE - 2013**

<b>Procurement Item</b>		<b>Total Budget</b>	<b>Total Budget</b>
		<b>A\$</b>	<b>VUV</b>
<b>Hardware and software, Vehicles, Systems</b>			
<b>Part A</b>			
6	Laptop/Computer suite-Participatory Governance Facilitator	\$ 1,957	\$ 180,000
24	Local Kastom Land Office #6	\$ 30,000	\$ 2,760,000
25	Vehicle Operating Expenses, Insurance etc-Main Office	\$ 4,500	\$ 414,000
26	Vehicle Operating Expenses, Insurance etc-Other	\$ 12,800	\$ 1,177,600
27	Land Registry Information System	\$ 82,826	\$ 7,620,000
28	Land Lease Information System	\$ 50,087	\$ 4,608,000
29	Luganville Nodal System	\$ -	\$ -
	<b>Sub-Total</b>	<b>\$ 182,170</b>	<b>\$ 16,759,600</b>
<b>Part B</b>			
<b>Objective B-1</b>			
<b>Objective B-2</b>			
52	Upgrade Server	\$ 156,168	\$ 14,367,425
D4	Total Part B - Objective B-2	<b>Sub-Total</b>	<b>\$ 156,168</b>
			<b>\$ 14,367,425</b>
<b>Meetings, Training, Study Tours etc</b>			
<b>Part A</b>			
53	Customary Land and Training Workshops	\$ 195,000	\$ 17,940,000
61	Worshop and Training Materials	\$ -	\$ -
62	Component 1	\$ -	\$ -
63	Component 2	\$ 44,457	\$ 4,090,000
64	Component 3	\$ -	\$ -
65	Provincial Governance Workshops - Component 2	\$ -	\$ -
66	Awareness Workshops (Area/Island Councils - Component 2	\$ 74,512	\$ 6,855,144
67	Multi-Stakeholder Participatory Workshops - Component 2	\$ 69,804	\$ 6,422,000
68	International Study Tours (Australia) - Component 2	\$ 20,000	\$ 1,840,000
69	International Study Tours (Australia) - Component 3	\$ 20,000	\$ 1,840,000
70	Regional Study Tours	\$ 10,870	\$ 1,000,000
71	Land Registry Training Package - Component 3	\$ -	\$ -
	Zoning and Development Training Package - Component 3	\$ 31,848	\$ 2,930,000
71	Organisational Training Package - Component 3	\$ -	\$ -
	<b>Sub-Total</b>	<b>\$ 466,491</b>	<b>\$ 42,917,144</b>
<b>Part B</b>			
<b>Objective B-1</b>			
72	Travel costs for public consultation	\$ 63,043	\$ 5,800,000
73	Travel costs to discuss draft legislation(combined above)	\$ -	\$ -
74	Mediation "training of trainers" course	\$ 54,130	\$ 4,980,000
75	Mediation Training (combined above)	\$ -	\$ -
76	Preparation Materials (combined above)	\$ -	\$ -
	<b>Part B Sub-Component 1.1</b>		
83	Public Awareness Workshops	\$ 41,196	\$ 3,790,000
84	Women's Workshops	\$ -	\$ -
85	Training of Tribunal Members	\$ 90,217	\$ 8,300,000
86	Training of Area Council Secretaries Operations of PCLO)	\$ 58,043	\$ 5,340,000
87	Consumables	\$ -	\$ -
	<b>Part B Sub-Component 1.2</b>		
88	Provincial Travel	\$ 10,000	\$ 920,000
89	Consumables	\$ -	\$ -
90	Overseas Conferences/meetings	\$ 5,000	\$ 460,000
91	Visit to Fiji to study customary activities	\$ 10,000	\$ 920,000
92	Visit to NZ to study Maori custom issues	\$ 10,000	\$ 920,000
	<b>Objective B-2</b>		
93	Consumables @ \$ 5,000 per year (\$NZ)	\$ 800	\$ 73,600
	<b>Misc</b>		
94	Study Trip - Survey, Mapping and Valuation to NZ	\$ 10,000	\$ 920,000
95	Regional Conferences	\$ 5,000	\$ 460,000
	<b>Sub-Total</b>	<b>\$ 357,430</b>	<b>\$ 32,883,600</b>
	<b>TOTAL</b>	<b>\$ 1,162,258</b>	<b>\$ 106,927,769</b>

**MAMA GRAON – VANUATU LAND PROGRAM**  
**ANNUAL PLAN JAN 2013 TO DEC 2013**

**ATTACHMENT 5: IMPREST ACCOUNT - ANNUAL BUDGET FOR THE PROGRAM**

	Total Funds Allocated	2013												Total (A\$)	Total (VUV)
		1	2	3	4	5	6	7	8	9	10	11	12		
Customary Land and Research Fund	\$ 100,000														
Sponsored research activity		\$ 3,500	\$ 7,000	\$ 7,000	\$ 7,000	\$ 3,500	\$ 3,500	\$ 10,000	\$ 5,000	\$ 10,000	\$ 5,000	\$ 10,000	\$ 5,000		
VKS Field Workers Workshop		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		\$ 3,500	\$ 7,000	\$ 7,000	\$ 7,000	\$ 3,500	\$ 3,500	\$ 10,000	\$ 5,000	\$ 10,000	\$ 5,000	\$ 10,000	\$ 5,000	\$ 76,500	7,038,000
Public Awareness and Information Program and	\$ 20,000														
Production of information material		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
VBTC costs for customary land		\$ 1,850	\$ 1,850	\$ 1,850	\$ 1,850	\$ 1,850	\$ 1,850	\$ 1,850	\$ 1,850	\$ 1,850	\$ 1,850	\$ 1,850	\$ 1,850	\$ 18,500	1,702,000
Gender Mainstreaming	\$ 10,000														
Gender material on customary land		\$ -	\$ -	\$ 2,000	\$ 2,000	\$ -	\$ 2,000	\$ -	\$ 2,000	\$ -	\$ 2,000	\$ -	\$ -		
		\$ -	\$ -	\$ 2,000	\$ 2,000	\$ -	\$ 2,000	\$ -	\$ 2,000	\$ -	\$ 2,000	\$ -	\$ -	\$ 10,000	920,000
Professional Land Services Support Fund	\$ 100,000														
Professional Associations		\$ -	\$ -	\$ 2,000	\$ -	\$ 2,000	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000	\$ -	\$ -		
Pilot activities for customary boundary mapping		\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000	\$ 10,000	\$ -	\$ 5,000	\$ -	\$ 10,000	\$ -	\$ -		
		\$ -	\$ -	\$ 7,000	\$ -	\$ 7,000	\$ 10,000	\$ 5,000	\$ 5,000	\$ -	\$ 15,000	\$ -	\$ -	\$ 49,000	4,508,000
<b>Total</b>		<b>\$ 5,350</b>	<b>\$ 8,850</b>	<b>\$ 17,850</b>	<b>\$ 10,850</b>	<b>\$ 12,350</b>	<b>\$ 17,350</b>	<b>\$ 16,850</b>	<b>\$ 13,850</b>	<b>\$ 11,850</b>	<b>\$ 23,850</b>	<b>\$ 10,000</b>	<b>\$ 5,000</b>	<b>\$ 154,000</b>	<b>14,168,000</b>
<b>Requested each Quarter in Advance</b>				<b>\$ 40,550</b>			<b>\$ 42,550</b>			<b>\$ 38,850</b>					

## **ATTACHEMNT 5: SUMMARY OF PROGRAM COMPONENT ACTIVITIES**

The Program of activities to be supported during the period of the Annual Plan are summarised in the following table by Program Objectives and sub-components.

<b>PART A</b>	
<b>Objective A – 1</b>	<b>Informed Collective Decisions by Customary Landholders</b>
Improved Customary Governance of Land by the Malvatumauri	<ul style="list-style-type: none"> <li>• Support for the institutional strengthening of the Malvatumauri and the Customary Land Tribunal Unit. There is a proposal to combine these two organisations into one department.</li> <li>• Support for the piloting of activities for the priority resolutions that have been adopted by the MNCC.</li> </ul>
Improved stakeholder and public understanding and awareness of customary land practices (including gender and relational land issues)	<ul style="list-style-type: none"> <li>• Support for identified research activities in the areas of custom and customary land. It is proposed that the management support for research activities be taken over by the Malvatumauri under the Vanuatu Cultural Council.</li> </ul>
Improve decision-making by customary landholders	<ul style="list-style-type: none"> <li>• 6 Provincial Custom Land Officer positions have been filled in the CLTU. These positions will support the CLTU and Malvatumauri activities at provincial level.</li> </ul>
<b>Objective A – 2</b>	<b>Participatory Land Governance</b>
Support the effective and participatory sector wide governance of land	<ul style="list-style-type: none"> <li>• Support will be provided to the land sector committees and the instigation of sound governance practices.</li> </ul>
Establish and/or improve participatory, sustainable mechanisms that will facilitate regional and local governance of land	<ul style="list-style-type: none"> <li>• A National Governance Facilitator will be funded to support the LSCU with the implementation of activities under the LSF.</li> <li>• Support for the Land Sector Coordination Unit.</li> </ul>
Improve the participatory mechanisms that facilitate formal dealings in land	<ul style="list-style-type: none"> <li>• Vanuatu will undertake a Land Governance Assessment Framework that will establish a bench mark for governance and land administration activities from which Program progress can be measured over the duration of the Program and beyond.</li> <li>• Support will be provided to professional associations through the establishment of the Vanuatu Land Professionals Association which will represent the various land professional groups, including surveyors, valuers, real estate, GIS etc.</li> <li>• A review of all land related legislation and regulation will be reviewed with the aim of assessing the amount of legislative amendment that is required.</li> </ul>

<b>Objective A – 3</b>	<b>Effective and Enabling Services</b>
Establish a functioning Land Registry and Information Service	<ul style="list-style-type: none"> <li>• Continuing support for the reduction in the backlog of unregistered land registration documents.</li> <li>• Develop registration procedures to improve the efficiency of operations of the land registry.</li> <li>• Commence scanning of all un-scanned land registry documents for inclusion in the computer based land registry system.</li> </ul>
Establish an effective land lease and development planning, assessment, permitting and enforcement service	<ul style="list-style-type: none"> <li>• Following on from past compliance audits activities will focus on implementing the key recommendations, establishing an appropriate database as well as undertaking a detailed assessment of the previous compliance audits.</li> <li>• Support will be provided to assist in rent collection, rectification of incorrect information and in improve the rent collection process.</li> <li>• The records storage for the applications for Negotiator Certificates and Custom Owner Identification Forms require urgent attention and support will be provided in improving the manual record system and then developing scanning procedures for the digital recording of documents.</li> <li>• Currently there are no regulations or internal guidelines to strictly control the activities undertaken in relation to planning and lease preparation. This activity aims to address these short comings through the preparation of regulations and internal procedure documents.</li> <li>• Ongoing support will be provided for the updating of Development Controls and Zoning Map for Luganville.</li> <li>• Activities will commence for the preparation of Development Controls and Zoning Map for Port Vila.</li> <li>• Support will be provided to enable the Urban Policy Steering Committee to reconvene.</li> <li>• Following on from the Foreshore activities undertaken during 2012 support will be provided to the Physical Planning Unit for consultation on and training for the revised processes, fees etc.</li> </ul>
Deliver a National land awareness, knowledge and gender mainstreaming campaign	<ul style="list-style-type: none"> <li>• Communication and Education activities will continue to support increasing public awareness through radio and TV.</li> <li>• Preparation of IEC materials will continue so as to provide the public information on land related matters.</li> <li>• Support will be provided for the inclusion of 'land related' content in school curriculums.</li> <li>• C&amp;E activities will include support for provincial land forums and a National Land Week.</li> <li>• Gender activities will support the implementation of the workplan included in the Gender Strategy and Workplan document.</li> </ul>
Demonstrate effective organisational models and service delivery arrangements	<ul style="list-style-type: none"> <li>• Support will be provided to DoL to improve service delivery and customer relations.</li> <li>• An organisation review will be undertaken of DoL. This will include an assessment of all work activities and</li> </ul>

staffing levels. A training needs analysis will also be undertaken.

<b>PART B</b>	
<b>Objective B – 1</b>	<b>A strengthened Customary Lands Tribunal consistent with the GoV's national plans</b>
Legislative Review	<ul style="list-style-type: none"> <li>• Support the review and legal drafting of any proposed amendments to the Customary Land Tribunal Act and the National Council of Chiefs Act.</li> <li>• Support public consultation and public awareness activities associated with any proposed amendments to the legislation.</li> </ul>
Mediation Support Services	<ul style="list-style-type: none"> <li>• An assessment will be undertaken to determine the benefits of mediations as part of the dispute resolution process. This will also involve a review of the mediation activities undertaken through the Legal Sector Strengthening Project.</li> </ul>
Public Awareness and Training	<ul style="list-style-type: none"> <li>• Support to the CLTU for the preparation of communication and education materials for customary land tribunal and dispute resolution activities.</li> <li>• Training to support the activities of the CLT Act and other activities of the CLTU.</li> </ul>
Capacity Development of Customary Land Unit	<ul style="list-style-type: none"> <li>• Support the development of the capacity of the CLTU <ul style="list-style-type: none"> <li>▪ Management training and develop procedures.</li> <li>▪ Review institutional arrangements</li> <li>▪ Train and support Provincial Customary Land Officers in undertaking provincial activities.</li> </ul> </li> </ul>
<b>Objective B – 2</b>	
IT Strategy	<ul style="list-style-type: none"> <li>• Support for the strengthening of ICT initiatives in DoL including SAPERION.</li> <li>• Support for the development of systems required as part of the development of VANLAS.</li> </ul>
Land Survey Records	<ul style="list-style-type: none"> <li>• Updating of the Digital Cadastral Database (DCDB) will continue so as to be able to provide an accurate framework for all spatial data in Vanuatu related to land ownership and land leasing. The scanning of all coordinate data sheets and survey plans and the data entry of parcel coordinates will be completed for all of Vanuatu.</li> <li>• Training will be provided to cadastral surveyors on the Surveyor's Direction and Schedules which are being developed by the SG.</li> <li>• To strengthen the Vanuatu Geodetic Network there will be a focus on creating the National Geodetic Control Database, which will require database design, scanning of existing reference sketches and old geodetic network data records and the verification of existing field data. Work will also be undertaken to prepare for field observation activities planned for 2014.</li> </ul>
Mapping and Imagery	<ul style="list-style-type: none"> <li>• Commence updating of the Gazetteer which is used for map creation and also the official recording of geographic names.</li> </ul>

	<ul style="list-style-type: none"> <li>• Support the GIS User Group</li> <li>• Organisation, management and use of spatial data</li> </ul>
Valuation Services	<ul style="list-style-type: none"> <li>• Valuation database system (valuation roll) will be updated for Luganville with the program supporting data collection activities</li> <li>• A valuation zoning system is to be developed for Luganville to improve valuation procedures and the collection of government and local government revenues.</li> <li>• Professional development of valuers.</li> </ul>

<b>PART C</b>	
<b>Objective C – 1</b>	<b>Effective consultation and coordination between stakeholders of the Vanuatu Land Program</b>
	<ul style="list-style-type: none"> <li>• Activity management</li> <li>• PMC meetings and consultation</li> </ul>
<b>Objective C – 2</b>	<b>Effective and efficient management of all resources provided to deliver services including personnel, funds, services and equipment</b>
	<ul style="list-style-type: none"> <li>• Management and financial records</li> <li>• Imprest account</li> </ul>
<b>Objective C – 3</b>	<b>Effective and efficient reporting and monitoring and evaluation of Program activities and deliverables</b>
	<ul style="list-style-type: none"> <li>• Program reporting</li> <li>• Monitoring and Evaluation Framework implementation</li> <li>• Gender Strategy implementation</li> </ul>
<b>Objective C – 4</b>	<b>Identification and management of risks to the Program in order to minimise their impacts on the achievements of Program Goals and Objectives</b>
	<ul style="list-style-type: none"> <li>• Monitoring the Risk Management Plan</li> </ul>

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**ATTACHMENT 6: RISK MANAGEMENT MATRIX**

The Risk Management Matrix identifies the risks that may with the implementation of the Mama Graon – Vanuatu Land Program. Each risk event is identified, its likely impact and the treatment that needs to be undertaken to mitigate or minimise the risk.

The key to the Risk Management Matrix is:

<b>L = Likelihood</b>	5 = Almost Certain	4 = Likely	3 = Possible	2 = Unlikely	1 = Rare
<b>C = Consequence</b>	5 = Severe	4 = Major	3 = Moderate	2 = Minor	1 = Negligible
<b>R = Risk Level</b>		4 = Extreme	3 = High	2 = Medium	1 = Low

Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Responsibility	Timing
<b>PART A – Objective A 1 - Informed Collective Decisions by Customary Landholders</b>								
1.1 National Kastom Land Office	That the Malvatumauri lacks the organisational capacity to administer and strategically manage the Land Office.	The Land Office is unable to engage with the Malvatumauri at a level that strategically influences decision making and build capacity	4	3	2	<ul style="list-style-type: none"> <li>Close and regular contact (monthly meetings) between the Deputy Program Director, the Malvatumauri CEO and the National Kastom Lands Officer to discuss progress and planning.</li> </ul>	Deputy Program Director  President or CEO Malvatumauri  National Kastom Land Officer	When required
1.2 Improved understanding	The Vanuatu Cultural Centre does not support the Program	The Program will not have access to the VKS Field Workers and negative information on the Program is provided to the public	5	3	2	<ul style="list-style-type: none"> <li>Provide the opportunity for VKS to address internal conflict issues.</li> <li>Continue to provide information on Program activities and the highlight benefits to customary owners to the Vanuatu National Cultural Council.</li> <li>Engage VKS management in Program activities.</li> <li></li> </ul>	Program Director  Deputy Program Director	On-going

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Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Responsibility	Timing
<b>PART A – Objective A 2 - Participatory Land Governance</b>								
2.1 National Land Governance	Senior leadership changes at Ministerial and DG level	Uncertainty in relation to direction for land reform initiatives and uncertainty for support for Program activities	5	4	3	<ul style="list-style-type: none"> <li>Ongoing engagement and dialogue with Chair of VLGC.</li> <li>Continual engagement with all Partner agencies and their involvement in the implementation of approved Program activities.</li> </ul>	Chair of VLGC LSCU PMC	On going
2.1 National Land Governance	Vanuatu Land Governance Committee does not operate effectively	The government driven Land Sector Framework is not widely supported and becomes an internally focused land administration document.	3	3	2	<ul style="list-style-type: none"> <li>Ongoing support for the Vanuatu Land Governance Committee</li> <li>Continual government awareness of the strategic role to be played by the Vanuatu Land Governance Committee.</li> </ul>	Chair of VLGC LSCU Program Director Donors	When required
2.1 National Land Governance	Failure to continually engage all key stakeholders in land governance system	Key stakeholder groups may disengage from the land governance process and challenge the value and legitimacy of the governance system	2	4	2	<ul style="list-style-type: none"> <li>Promote active participation and engagement of all stakeholders in the implementation, decision-making, priority setting and management of the governance system.</li> <li>Regular stakeholder forums to seek feedback on progress of governance system and to continually build stakeholder ownership and trust.</li> </ul>	Chair of VLGC LSCU Program Director National Governance Facilitators	When required
2.1 National Land Governance	The GoV does not resource the Land Sector Coordination Unit	The Vanuatu Land Governance Committee and Land sector Framework are not supported and there is no interaction or linkages with the strategic donor funded Programs.	4	4	2	<ul style="list-style-type: none"> <li>Ongoing engagement with the Chair of the VLGC.</li> <li>Work with the MoLNR so as to ensure that the LSCU is appropriately resourced and funded and that the position and functions are incorporated into the MoLNR organisational structure.</li> </ul>	Chair VLGC DG of Lands MoLNR	When required

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Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Respon-sibility	Timing
2.1 National Land Governance	Links and relationships between Government agencies and key stakeholders deteriorate because of unrealised expectations.	Potential for stakeholder groups to become disenchanted with the governance process and no longer contribute	2	4	3	<ul style="list-style-type: none"> <li>Conduct periodic assessments to gauge the level of acceptance, efficiency and effectiveness of the governance system by stakeholders and community groups.</li> <li>Monitor and evaluate ability of governance process to facilitate meaningful dialogue between partners.</li> <li>Performance targets should be progressively set over the life of the Program so that expectations can be managed and outcomes are achievable.</li> </ul>	Chair of VLGC LSCU Program Director National Governance Facilitators National Kastom Land Officer	When required
2.3 Land Process and Policy Governance	Absorptive and institutional capacities in agencies and stakeholder groups to implement land governance initiatives remain weak.	Organisations involved are unable to provide the staff and financial resources to achieve the objectives and desired outcomes from the governance system	4	3	2	<ul style="list-style-type: none"> <li>Develop strategies and training programs to ensure capacity building for land governance addresses the needs of all stakeholders.</li> <li>Resources should be accessed on a sector wide basis from all stakeholder groups to ensure that responsibility for land governance does not rest with one single organisation/stakeholder group.</li> </ul>	Chair of VLGC LSCU Program Director National Governance Facilitators	When required

**PART A – Objective A 3 - Effective and Enabling Services**

3.1 Land Registry 3.2 Assessment of Compliance	That it is not possible to substantially overcome the perverse incentives and the wantok obligations that impact on the achievement of high levels of transparency and good practice in the granting of approvals and the like.	A high level of good governance is difficult to obtain and public confidence in the operations does not increase	4	3	2	<ul style="list-style-type: none"> <li>When designing improved procedures make them as “tight” as possible.</li> <li>Seek to improve public awareness and understanding of the impact of corruption and establish codes of conduct expected from Government officials.</li> </ul>	DG of Lands Director of Lands Program Director	When required
3.2 Assessment of Compliance	That some elements of the agencies, sections and personnel that need to cooperate find it difficult to fully do so.	Will not achieve a fully coordinated and integrated land lease and development planning, assessment, permitting, and enforcement service.	3	3	2	<ul style="list-style-type: none"> <li>Ensure that all agencies continue to be fully informed and involved and hence maintain commitment.</li> <li>Foster a strong focus on service to the customer.</li> </ul>	DG of Lands Director of Lands Program Director	When required

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Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Responsibility	Timing
<b>PART B – Objective B 1 - A strengthened Customary Lands Tribunal consistent with the GoV's national plans</b>								
1.1 Legislative Review	Focus on a courts solution in preference to an emphasis on mediation	Traditional/customary approach to solutions for land disputes will be lost resulting in a gradual degradation of kastom	3	3	3	<ul style="list-style-type: none"> <li>The multi-stakeholder oversight committee will monitor progress and need to ensure that there is open public consultation</li> </ul>	GoV Ministry of Justice CLU	During first 12 months
1.3 Public awareness and training	Specific education and training programs are not held for women	Women's participation in the CLT continues to remain low and women's rights to access to the CLT is inhibited	2	3	2	<ul style="list-style-type: none"> <li>Specific awareness and training programs will be undertaken to ensure women are better aware of their rights in relation to land and participation in the CLT</li> </ul>	GoV Ministry of Justice CLU DWA	When required
1.4 Customary Land Unit	That the Government will not be able to sustainably support the devolved services of the Provincial Customary Land Officers	Program initiative will after Program support is withdrawn.	4	4	3	<ul style="list-style-type: none"> <li>Appropriate pilot activities are undertaken to determine the roles and responsibilities of the Provincial Customary Land Officers</li> <li>Work closely with the Department of Lands and the Ministry of Public Finance to ensure recurrent budgets include sufficient funds for the salaries and operational costs of this service.</li> </ul>	Deputy Program Director  President or CEO of Malvatumaori  National Kastom Land Officer	When required
<b>PART B – Objective B 2 - A Land Information Management system that meets current and future needs and supports economic development</b>								
2.4 Valuation services	Improved valuation roll system not implemented.	Continuation of present computerised valuation roll and updates from lease/title transfer or sales not provided or reflected in valuation roll.	3	4	3	<ul style="list-style-type: none"> <li>Develop and document procedures;</li> <li>Ownership of change and "buy-in" by senior management and staff;</li> <li>Monitor through subsequent inspection and Management reports.</li> </ul>	Director of Lands DoL staff	When required