

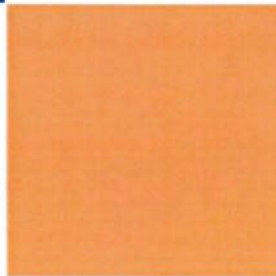
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2011.



Government of the Republic of Vanuatu

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MINISTRY OF INFRASTRUCTURE AND PUBLIC UTILITIES



2011-2013 Corporate Plan and 2011 Business Plan



Public Works
Department

Vanuatu Meteorological
Service

Ports and Marine
Department

Civil Aviation
Authority



Government of the Republic of Vanuatu



**Public Works
Department**

**Vanuatu Meteorological
Service**

**Ports and Marine
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**Civil Aviation
Authority**

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Ministry of Infrastructure and Public Utilities

2011 Budget Breakdown

8

MIPU CABINET

PUBLIC WORKS DEPARTMENT

VANUATU METEOROLOGICAL SERVICES

CIVIL AVIATION AUTHORITY VANUATU

DEPARTMENT OF PORTS AND HARBOUR

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Preamble

1

As Minister responsible, I am pleased to present the Ministry of Infrastructure and Public Utilities (MIPU) Corporate Plan 2011 – 2013 and Business Plan for 2011. These Plans set out the key strategies for the Ministry which includes the:

Departments/Units:

- Corporate Services Unit (CSU),
- Public Works Department (PWD),
- Vanuatu Meteorology and Geohazards (VMGD),
- Ports and Harbours (P&H) Department and
- Civil Aviation Authority Vanuatu (CAAV).

Statutory Bodies

- Air Vanuatu
- Vanuatu Post limited
- Northern Island Stevedore Company Limited (NISCOL)
- Ifira Wharf & Stevedoring (IWS)
- Telecommunications and Radio Regulator (TRR)
- Vanuatu Maritime College
- Airports Vanuatu Limited (AVL)

This is a complex combination of Departments, Units, Statutory Bodies and Agencies charged with delivery of improved transport infrastructure, utilities and technical services.

IN SEARCH OF AN INTEGRATED APPROACH – “NASI TUAN”

The Vision Statement for the Ministry of Infrastructure and Public Utilities is:

“To be a highly effective Ministry which contributes significantly to Vanuatu’s social and economic development through the provision of professional and efficient transport infrastructure and services.”

It must be recognized in this period of global economic uncertainty, climate change and the ever present threat of natural disasters (earthquakes, tsunamis, cyclones, volcanic eruptions) that the resources available to our Ministry are limited and must be wisely allocated. By “resources” I mean not just financial resources but infrastructure, human and

physical resources. This can only be achieved by a strategic and integrated approach closely tied to the identified priorities of the Government of Vanuatu.

In language, we have a phrase "*nasi tuan*" which means "*yumi helpem yumi*" – we all help each other. This is what we all must do to make the best use not just of Government resources but the resources of our communities and the energy of our people.

Our Ministry has been operating with plans that are neither strategic, integrated nor practical plans. In the absence of an over-arching policy framework, we held a five day Corporate Planning Retreat in December 2010 and set ourselves the task of not only up-dating the Corporate Plan but at the same time, preparing the 2011 Business Plan and commencing the work on the 2010 Annual Report. In this way we hoped not to lose sight of the stated strategies that the Government of Vanuatu has developed as prioritised objectives. Right from the start of the workshop we were determined that the Corporate Plan and subsequent Business Plans would put in place strategies and activities to achieve these goals with clear Key Performance Indicators and timeframes. We reviewed Government of Vanuatu policies such as the Millennium Development Goals, (MDGs); Priorities and Action Agenda (PAA), Plan Long Act Short (PLAS) and the recently published Government of Vanuatu Priorities for 2011 (April 2010).

MEETING THE CHALLENGES WITH AN ENABLING FRAMEWORK

It became obvious at the December 2010 Planning Retreat that not just our planning that has been lacking cohesion but also the legislative and policy framework upon which our work rests. We have an urgent need to review, and revise existing legislation as well as write new legislation and policy to provide an enabling framework for the activities of the Ministry.

I see several practical and policy based strategies for starting this journey:

1. Provide an over-arching framework in this Corporate Plan which commences a more unified approach by identifying common themes or strategies;
2. Seek to operationalise the current policies and strategies of the various Departments and Units in the Ministry of Infrastructure and Public Utilities with current Government policy objectives and clearly link these to Business Plans for 2011 and beyond.
3. Undertake an audit of legislation, policy and procedures to identify the priorities for drafting new Acts i.e. Road Act
4. Progress greater co-operation between Ministries, Departments, Statutory Bodies, Regional Governments, our development partners and our people to achieve our vision of sustainable economic and social development for Vanuatu.



Honourable Harry Iaris **Iauko**,

Minister of Infrastructure and Public Utilities

March 2011

– A MAP OF THE ROAD FOWARD

In our Ministry, we clearly understand the importance of building infrastructure such as roads. A good road has a sound foundation, is part of an integrated network and most importantly of all, is purposely designed to facilitate prioritised economic, social and cultural activities. Sound infrastructure builds a nation able to move forward on a pathway to better future for its people.

I want to tell you a story.

Sometimes there is a wedding ceremony in an isolated village and six of my friends and I are all invited. We know the destination so we get in our cars and drive with our family to that place. I take my car and family and go along one road to get there. Another of my friends going alone to the same wedding owns a big bus and he travels by himself to the ceremony. You, my friends, take your families and get in your own individual cars and you all take different roads to get there, even though we will all end up in the same place. The diesel to get to the ceremony is expensive. We have used six cars and a bus to get there. Two of us were not so sure where the small village was and went down the wrong road. I arrived late with a punctured tyre and my friend with a damaged car from hitting a tree. If we had only met and discussed the journey and the destination, then used the bus belonging our friend, leaving our cars at home, and travelled together along the same road, we would have used our resources more wisely and in a timely fashion.

With the world's current economic downtown, the Government of Vanuatu may be facing the prospect of decreasing revenue streams in the coming years. Certainly we are facing increasing demands for services to be funded from the same budget available to our Government for distribution amongst all of our Ministries and Departments. This means a budget environment where we MUST be more strategic and use our available resources wisely and well. We cannot afford to travel in separate vehicles down different roads.

This Ministry with its Departments or families of Corporate Services Unit (CSU), Public Works Department (PWD), Vanuatu Department of Meteorology and Geo-Hazards (VDMG), Ports and Harbours (P&H) Department and Civil Aviation Authority Vanuatu (CAAV).

It is like those families and friends travelling to that village wedding.

Too often in the past, even though we are related families, we have travelled down different roads towards the same destination or goal. We have not made the concept of “nasi tuan” (“yumi helpem yumi” – we all help each other) an integral part of our planning and work.

We must identify initiatives in our Corporate Plan that enable us to work together strategically as a family travelling down the road towards the same goal of sustainable development - to look for ways to journey together towards our vision. Better planning is just the first step on the road forward.

THE ROAD FORWARD

The Ministry of Infrastructure and Public Utilities (MIPU) plays a critical role to maximise and utilise the resources of our nation – financial, human, infrastructure - to develop our nation. We cannot do everything at once so we must identify our priorities to plan effectively our activities and address infrastructure needs to grow our nation.

In December 2010, we have brought in provincial staff to a one week Corporate Planning retreat and totally overhauled the Ministry's Corporate Plan, creating a new roadmap for our activities for 2011, 2012 and 2013, with an underpinning Business Plan, Budget and Work Schedules. We started work on our Annual Report for 2010 so we could look at our strengths and weaknesses in delivery for that year and from our mistakes and successes, plan more realistically achievable and measurable activities and Key Performance Indicators. In this review, the planned activities have been focused strongly on the Government of Vanuatu's goals expressed in the Priorities and Action Agenda (PAA), Plan Long Act Short (PLAS); the Government Priorities for 2011 (April 2010) and of course the Millennium Development Goals.

THE CHALLENGE OF CHANGE

We face serious challenges for which we need to explore and devise contingency plans:

- Sea Level Rises
- Climate Change (threat to infrastructure and this will become more costly in future years)
- Land/Custom Ownership Issues – (land access for roads, wharves, schools, hospitals, access to potable water, access to raw materials etc)
- On-going Budget Constraints – How to do Things Better, For More People, With Less

To face these challenges, our Vision, Mission, Objectives and Values were re-examined and will undergo further revision in 2011. To achieve this, our whole Ministry's organisation culture has to change. This is the challenge we are meeting in 2010, 2011 and 2013 Corporate Plan – the challenge of change.

This planning process with all representatives from all Departments present and participating in the design allows us to take the first steps to move away from an "I am an island" approach where previously each Department created its plans and work schedules without understanding of the needs of other Departments in the Ministry. Previous Corporate Plans and the Business Plans derived from them were aspirational not operational. By this I mean they set out tasks that were impossible to achieve with the budget, administrative capacity and staffing resources the Ministry had been allocated. By jointly exploring opportunities to harmonise our activities, we anticipate this more integrated approach of the 2011 to 2013 Corporate Plan will lead to better utilization of our resources – infrastructure, financial and human.

How can we as a Ministry think SMART and deliver better services to the people of Vanuatu to promote the sustainable development of the nation's resources for the social, environmental and economic well-being of our nation?

S	→	Strategic
M	→	Measurable
A	→	Achievable
R	→	Realistic
T	→	Time-bound

To think "strategically" we looked to the MDG's, PAA, PLAS and the Paper on the Government of Vanuatu's Priorities for 2011 for guidance to a more client based approach, particularly in the delivery of services (telecommunication, electricity and water) and improved infrastructure such as roads, bridges airports and wharves in rural areas where 82% of our people live.

As you will see, our Corporate Plan and Business Plan 2011 has been designed to indicate the priorities set out in the Governments planning policies. We will meet again as a Ministry in late March 2011 to commence work on the Business Plan and Ministerial Budget Submission for 2012 and once again, use the following documents (and any new guidelines released by the Governments planning bodies) to drive our activities.

PRIORITIES AND ACTION AGENDA 2005 – 2016 (PAA)

The Government's development vision, priorities, and strategies are presently articulated in the Priorities and Action Agenda 2005 – 2016 (PAA). The PAA notes that:

"reliable and competitively priced economic infrastructure and utilities are essential services needed to support national development . . . [but] . . . poor transport and communication services, their high costs, and poor maintenance of infrastructure assets, particularly (but not only) in the rural areas, have been identified as major constraints to development".

The MCA Account has assisted with the Ring Road and also East Coast Santo, and other donor partner agreements will be negotiated in the timeframe of this Corporate Plan to further increase access to better roads and wharves in the provinces. The Telecom Regulator, will oversee further expansion of carriers utilising the Universal Access Fund. Basic services from Torba to Aneityum have already been achieved with 85% national coverage. This is the outcome of sound policy and planning decisions which we intend to replicate with this Corporate Plan. The Universal Access Fund policy allows greater competition in telecommunications and further agreements will be pursued in the next few years. Developments like this will be replicated across the sector eg utilities & air services agreements.

Air Service Agreements between Vanuatu and regional partners will be progressed to improve services and access. A Japanese grant will fund the continued re-development of the Star Wharf Extension and up-grading of stevedoring facilities. Plans to improve wharves in the provinces in the time-frame of this Corporate Plan are being supported by

development partners. Provincial airstrips will be further up-graded as part of an integrated plan to improve transport and inter-island travel to facilitate provincial economic growth.

Decentralisation of responsibility ie up-grade of provincial airstrips to the Divisional Headquarters of PWD will allow a more responsive approach, especially with the contracting of island communities to undertake the up-keep of the airstrips, of which the sustained and safe operation they depend.

PLANNING LONG, ACTING SHORT (PLAS): ACTION AGENDA FOR 2009-2012

Under the Governments Planning Long, Acting Short: Action Agenda for 2009-2012 there are a number of short-term objectives that have been set for the Ministry of Infrastructure and Public Utilities including the following:

- a) Institutional reform and capacity building program in place
- b) Better infrastructure policies and implementation plans
- c) Improved corporate planning and reporting regimes within all Directorates
- d) Increased resources committed to road and wharf maintenance
- e) Increased role for local private sector in service delivery
- f) Increased role for local communities and island based contractors in road and wharf maintenance generating increased employment in rural areas
- g) Improve shipping, wharf and storage facilities through:
 - i. Policy, legal, institutional and governance of the domestic shipping industry strengthened
 - ii. Management and oversight of current stevedoring concession agreements improved
 - iii. Strategy for long-term maritime infrastructure maintenance services developed and embarked on

I will now address each one of these PLAS objectives for MIPU individually

a) Institutional Reform and Capacity Building

The Ministry faces serious capacity issues with many vacancies diminishing the capacity of the Ministry to achieve its targets and to provide effective service delivery, especially in the provinces. An aging staff nearing or well over retirement age, competition with the private sector for technical staff, remuneration and conditions packages affecting retention are some of the key issues to be faced.

All Departments will be under-going restructures as part of Institutional Reform, especially with the inclusion of Geo-Hazards within the Department of Meteorology.

The development of a Human Resource Strategy will guide the Ministry with

- A revision of all Job Descriptions to clearly align staff work to the objectives and policies of the Government;
- Performance Planning and Review Program;
- A Skills Audit;
- Training Needs Analysis;
- A Training Program to support the Succession Plan;
- A Staged Retirement Plan;
- Development of a Succession Plan;
- Scholarships Policy;
- Career Awareness in Schools Program;
- Intern/Cadet Program Feasibility Report

The Corporate and Business Plans will implement these strategies with staged Budget support for new posts. The 2012 Ministerial Budget Committee Submission will include New Policy Projects (NPPs) for training costs and retirement packages

b) Better infrastructure policies and implementation plans

This Corporate Plan 2011-2013 has as its one of its objectives the development of better legislation, policy and procedures.

We have commenced an audit of all legislation, policy and procedures to ascertain those pieces of legislation that requires urgent revision or drafting. A report on this will be prepared early in 2011. The assistance of the State Law Office and Public Service Commission will be sought to address the prioritised legislation and policy/procedures. Of the highest priority is a an Infrastructure Master Plan under which other pieces of legislation such as the Roads Act can sit.

Our Business Plans seek to sensibly operationalise our policies. We cannot do everything at once. I have stressed to my Directors that they need to remember the “A” and the “T” of *Think SMART* – “Achievable” and “Time-bound.”

Therefore our implementation of this Corporate Plan and the linked Business Plans attempts to set time frames for completion of activities that are achievable with our current resources.

c) Improved corporate planning and reporting regimes within all Directorates

This document is an example of our improved Corporate Planning procedures. In addition we released on 1st March 2010 our Annual Report which also demonstrated both an integrated reporting approach and improved reporting as no such Report was produced for 2009.

We have instituted Monthly Director’s Meetings to check the achievement of Key Result Areas (KRAs) and Key Performance Indicators (KPIs) which are strongly linked to GoV strategic priorities. These Director’s meetings provide

- Details of Department/Contacts/Report Date
- Achievements of each Department in the past month
- Progress made against KRAs & KPIs in Corporate and Business Plans

- Difficulties Experienced
- Proposed Solutions
- Actions Taken to resolve issues raised at previous monthly meeting

Minutes of this meeting are circulated within two days with Actions Arising clearly defining who is responsible for taking action to progress issues raised before the next meeting. The day after the DG and Director's meeting, each Director should meet with heads of sections to report and delegate responsibly for resolving raised issues before next DG/Director's meeting. In this way, practical integrated solutions to issues across the Ministry will be implemented and reported against the agreed Corporate and Business Plans.

d) Increased resources committed to road and wharf maintenance

Internal resources from our core Budget allocated by the Government are being re-directed to improving road and wharf maintenance. In addition, we have donor partner initiatives that are in either on-going or in advanced stages of planning that will support our jointly agreed infrastructure priorities (refer to PWD and P&H sections for details).

e) Increased role for local private sector in service delivery

This "Public/Private partnership model – highly cost and delivery effective contracts between the Ministry (the Public Sector) and communities and businesses the Private Sector) – is one we will pursue strongly in the period of this Corporate Plan. Indeed, this is a major innovation and the Public Works Department is this model for the whole of the Government to alleviate the burden of infrastructure maintenance by involving not only the Government of Vanuatu but also the private sector and donors as a more effective, prompt, professional usage of resources to achieve service delivery.

In many ways, we are comfortable culturally with this approach - "*nasi tuari*" or "*yumi helpem yumi..*" By joining in private/public partnerships we will all help each other.

In the public/private sector model, the Government acts as the manager and the private sector as the sub-contractor delivering the agreed contractual outcome. In this way, it is the private sector companies who employ the staff, own and maintain the costly equipment and deliver – on time – the contracted wharf or road. Quality Assurance can be built into the contract and cost-effectiveness is attained, not only because personnel and equipment issues/risks/cost are outsourced but because competition for each contract in the private sector ensures competitive pricing. MIPU will become not so much the deliverer of the work but rather a contracting and management agency.

Moving forward towards a public/private sector model will not be easy – believing in the vision, managing the change, managing the transition of personnel towards the private sector and building management capacity in the Ministry are just of few of the challenges. The need for an enabling framework of legislation to do this will be a critical issue. This is also an issue we are addressing in this Corporate Plan's time frame.

f) Increased role for local communities and island based contractors in road and wharf maintenance generating increased employment in rural areas

The model of community contracting for airstrips detailed previously in this Preface is also being applied in the 2011-2013 Corporate Plan to maintenance of roads and wharves. This idea of outsourcing work to our communities allows:

- Communities to take responsibility for their own infrastructure;
- Communities to have a sense of ownership for infrastructure;
- Communities to contribute to infrastructure development;
- Communities can buy equipment to use in the contract but elsewhere also ie mowers, generators
- Communities can be more responsive to sudden problems ie storm wash-outs;
- Communities to learn new skills &
- Communities to earn valuable cash income.

It also means that because PWD does not have to mobilise and sustain Mobile Teams out in the provinces (an expensive and heavy resource using method), we can drive our vatu further with the same budget – in effect, do more with less as our Minister has stated in this Preamble.

g) Improve shipping, wharf and storage facilities through:

- i. Policy, legal, institutional and governance of the domestic shipping industry strengthened
- ii. Management and oversight of current stevedoring concession agreements improved
- iii. Strategy for long-term maritime infrastructure maintenance services developed and embarked on

Current support by donor partners such as Japan has facilitated progress in these areas. In the Time Frame of this Corporate Plan, it is hoped that ADB/NZAid support for a new project will be announced that will target these priorities.

Until such time, the Corporate and Business Plan for 2011 strongly focuses on these issues (refer relevant sections).

GOVERNMENT OF VANUATU 2011 PRIORITIES (DEPARTMENT OF STRATEGIC POLICY AND PLANNING COORDINATION, APRIL 2010)

Providing further specific detail for achieving the planned objectives of the PAA and PLAS, in 2010, the Department of Strategic Policy and Planning Coordination provided the Government's priorities for 2011 on which Corporate and Business Plans were to be based. Section 2 has direct impact for the Ministry of Infrastructure and Public Utilities with very specific objectives, target dates and monitoring mechanisms.

Many of these targets are already reflected in MIPUs' Corporate and Business Plans.

SECTIONS 2: RELIABLE AND ACCESSIBLE INFRASTRUCTURE SERVICES

- I. *Improve shipping, wharf and storage facilities*
- II. *Up-grading of domestic airstrips*
- III. *Review the air space/upper space agreements*

- IV. *Ensure vigorous telecommunications competition continues to drive lower process and greater access*
- V. *Strengthen the institutional capacity of MIPU*

Sections 2 (I), (II) and (V) have been detailed previously.

2 (111) Review the air space/upper space agreements

Several air space agreements are being renegotiated. Full details are provided in the relevant sections of Civil Aviation Authority Vanuatu (CAAV) and business Plans.

At this point it must be noted that CAAV is a small and highly technical unit. We are facing serious issues in attracting and retaining these highly qualified personnel with regional bodies actively “head-hunting” seeking to employ our experienced staff. We need to look at better salary packages to retain our officers; an issue that needs consideration in CAAV restructure submissions.

2 (IV): Ensure vigorous telecommunications competition continues to drive lower process and greater access

Developments of a more liberalised delivery model will also pave the way not only for improved telecommunications and radio-communications but also act as enablers, driving investment to grow the economy, to create more jobs, provide more opportunities for our people, give our children better access to improved educational opportunities, and enhance health services. The E-Government project will continue to link government bodies for more effective and efficient service delivery. By educating Ni-Vanuatu staff in the Telecommunications and Information Communication Technology sector, we are building future policy makers, regulators, and leaders in the sector and so moving Vanuatu to a brighter and more modern future.

A MORE SECTORAL APPROACH

Most other Government Ministries deal with a particular sector or focus ie Education or Health. However, the Ministry of Infrastructure and Public Utilities (like the Ministry of Justice and Social Welfare and Ministry of Lands) is a polyglot combination of similar but different Departments. If we are to coordinate our activities, then like the Ministry of Justice and Social Welfare we must progress a more strategic and sectoral approach. To do this, as the Ministry of Justice has done so effectively, we too need to develop a Sectoral Strategy. Then and only then can the needs of our disparate clients and Departments be met.

As Director General, I would like to see the development of a Sectoral Strategy for the Ministry of Infrastructure and Public Utilities to address these issues with representatives from our client/stakeholder base:

- The Government of Vanuatu;
- Private Sector Partners;
- Investors;
- Business houses;
- Customary land owners;
- Malvatumauri;

- Development partners;
- Partner Ministries
- Regional organisations (climate, airspace);
- The People of Vanuatu.

We must start to work together as a unified team, supporting and assisting each other. The way forward has been difficult. Operating in a planning vacuum means we are reactive, that is, meeting challenges and problems without proper policies and strategies in place, nor the needed budget and human resources. We all need to use the same road map and move forward together in one vehicle. *We must remember that whenever there are challenges, there are also opportunities. Indeed, we need to develop the mind-set that every challenge is an opportunity.* We should not drive down different roads in different cars to achieve our nation's objective of a better future for all. "*Nasi tuan*" needs to be our motto.

As stated in the Preamble to our Annual Report for 2010, we are a Ministry at the Crossroads of Change. I believe this 2011 to 2013 Corporate Plan provides a clear road map for our journey forward.



Jotham **NAPAT**

Acting Director General

Ministry of Infrastructure and Public Utilities

Ministry of Infrastructure and Public Utilities

Mission Statement

3

VISION

"To be a highly effective Ministry which contributes significantly to Vanuatu's social and economic development through the provision of professional and efficient transport infrastructure and services."

MISSION

"To provide efficient and effective infrastructure and services related to ports, meteorological and civil aviation."

OBJECTIVES

The objective of MIPU are to:

Objective 1: "Ensure provision of commercial, quality, reliable, safe, efficient and competitively priced services, utilities and infrastructure, either through public enterprise or through private sector partnerships and competition."

Objective 2: "Ensure development of policy, strategy and legal frameworks to promote service delivery by competitive private sector in the provision of cost effective and appropriate utilities and services."

Objective 3: Ensure MIPU is adequately staffed, trained, resourced and housed to provide professional and effective services delivery."

VALUES

The Values that underpin the work of the Ministry are:

- Service delivery
- High performance against identified priorities
- Team Work
- Positive attitude and action
- Professionalism
- Honesty and Integrity
- Equity
- Reliability, commitment and accountability

Government

Policy and Strategy

4

Priorities and Action Agenda 2005 – 2016 (PAA)

The Government's development vision, priorities, and strategies are presently articulated in the Priorities and Action Agenda 2005 – 2016 (PAA). The PAA notes that "reliable and competitively priced economic infrastructure and utilities are essential services needed to support national development . . . [but] . . . poor transport and communication services, their high costs, and poor maintenance of infrastructure assets, particularly (but not only) in the rural areas, have been identified as major constraints to development".

Planning Long, Acting Short (PLAS): Action Agenda for 2009-2012

Under the Governments Planning Long, Acting Short: Action Agenda for 2009-2012 there are a number of short-term objectives that have been set for the Ministry including the following:

- Institutional reform and capacity building program in place
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- Increased role for local communities and island based contractors in road and wharf maintenance generating increased employment in rural areas
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 - a. Policy, legal, institutional and governance of the domestic shipping industry strengthened
 - b. Management and oversight of current stevedoring concession agreements improved
 - c. Strategy for long-term maritime infrastructure maintenance services developed and embarked on

Government of Vanuatu 2011 Priorities (Department of Strategic Policy and Planning Coordination, April 2010)

Providing further specific detail for achieving the planned objectives of the PAA and PLAS, in 2010, the Department of Strategic Policy and Planning Coordination provided the Government's priorities for 2011 on which Corporate and Business Plans were to be based.

Section 2 has direct impact for the Ministry of Infrastructure and Public Utilities with very specific objectives, target dates and monitoring mechanisms.

These targets are reflected in MIPU's Corporate and Business Plans but achievement of these requires appropriate management of the human resources, a central strategy which is recognised with the final dot objective:

Sections 2: Reliable and accessible infrastructure services

- *Improve shipping, wharf and storage facilities*
- *Up-grading of domestic airstrips*
- *Review the air space/upper space agreements*
- *Ensure vigorous telecommunications competition continues to drive lower process and greater access*
- *Strengthen the institutional capacity of MIPU*

Millennium Development Goals (MDGs)

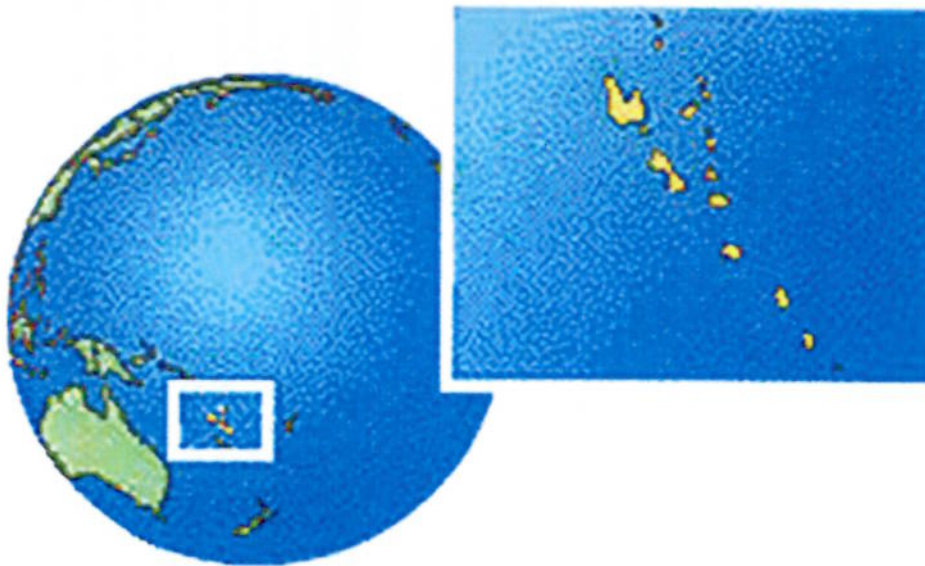
While there are no direct Millennium Development Goals regarding provision of infrastructure, it is obvious that poverty reduction and sustainable economic development must be predicated on the provision of cost effective and accessible infrastructure, utilities and telecommunications.

Goal 8: Develop Global Partnership for Development

Target 14: Address the special needs of Small Island developing states (through the Program of action for the Sustainable Development of Small Island Developing States and 22nd General Assembly provisions).

OUR CLIENTS

- ⇒ The Government of Vanuatu;
- ⇒ Private Sector Partners;
- ⇒ Investors;
- ⇒ Business houses;
- ⇒ Customary land owners;
- ⇒ Malvatumauri;
- ⇒ Partner Ministries;
- ⇒ Development partners;
- ⇒ Regional organisations (climate, airspace);
- ⇒ The People of Vanuatu.



STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

STRENGTHS		WEAKNESSES	
INTERNAL	EXTERNAL	INTERNAL	EXTERNAL
<ul style="list-style-type: none"> Government power Corporate Planning for next 3 years gives direction to activities Planning strongly tied to GoV strategic priorities Loyal staff MIPU manages bulk of GoV assets Infrastructure attracts donor funding MIPU network spreads over all provinces Organisational structures reflect MIPUs core functions and activities A more integrated approach to planning and reporting 	<ul style="list-style-type: none"> Diplomacy and protocols powers Strong donor support for projects within MIPU Partnerships strong with other agencies ie telecom and utilities regulators Existing legislation empowers MIPU Government is strongly committed to infrastructure improvement Devolution of some PSC powers enables MIPU to make decisions in a more timely manner Member with UN bodies and international treaties 	<ul style="list-style-type: none"> Limited availability of funding and insufficient release of funds delays progress Delay of structure approval Limited human resources ie engineers, managers Poor delineation of responsibilities and processes Existing policies in place not implemented ie regular PMR Outdated legislation and policies/procedures Lack of safety standards/policies to guide usage ie airports Lack of capacity building – technical & management MIPU services spread all over six provinces difficult to provide for and manage Working relationships between MIPU and statutory bodies difficult to manage ie Niscol, Air Vanuatu, AVL Slow response from SLO and MFEMK on urgent issues No better coordination mechanism in-place Lack of clear job descriptions 	<ul style="list-style-type: none"> Lengthy processes in getting approval, awarding contracts, and drawing of funds PSC slow to respond Lack of cross sectoral approach Too many donors Outdated legislation Budget constraints with GoV not providing enough funds to maintain or improve assets Assets ie GoV fleet are deteriorating rapidly Political interference Climate change
OPPORTUNITIES		THREATS	
INTERNAL	EXTERNAL	INTERNAL	EXTERNAL
<ul style="list-style-type: none"> Public/private partnerships Interesting & Rewarding work Review and coordinate legislation to ensure create opportunities for rural service delivery and national economic growth HR Strategy to build internal capacity with budget allocation to support staff training Considerable potential for revue generation Global partnerships through climate change and natural disaster initiatives 	<ul style="list-style-type: none"> Public/private partnership model Donor support & funding Improve & broaden client relationships Economic development potential for the nation with better wharves, roads and airports Decentralization to open up development Deregulation and break up of monopolies Scholarships overseas to build capacity i.e. APTC 	<ul style="list-style-type: none"> Delay in structure approval Vacant positions MIPU offices spread out – hard to communicate Security for files and personnel Lack of funding for operational expenses Many experienced highly qualified officers reaching retirement age Lack of technical professionals Conflict of interest Low salary and lack of incentives Liability claims Lack of appropriate operational plant & equipment Misuse of assets and rapid deterioration of assets 	<ul style="list-style-type: none"> Land disputes ie quarries, access to land for roads, wharves, airfields Political Interference Political instability Poor salary packages for highly qualified technical staff means poor retention Disasters ie tsunamis, cyclones and change in weather patterns Change in GoV policies Demand outstripping

← Lack of Coordination →

<ul style="list-style-type: none"> Levies on infrastructure usage ie wharves, airstrips New policies and legislation Government intranet/e government 	<ul style="list-style-type: none"> Whole of Government approach to assist with prioritisation and management of resources Outside technical support 	<ul style="list-style-type: none"> Staff/Management model for in-flow of climate funds High staff turn over Lack of incentives High Cost of infrastructure Lack of a clear carrier paths for each staff 	<ul style="list-style-type: none"> capacity to provide services Economical crisis Middle east crisis (fuel prize)
← Earn Revenue for Gov →		← Interference →	

Ministry of Infrastructure and Public Utilities

6

2011-2013 Corporate Plan

Ministry of Infrastructure and Public Utilities



2011 Business Plan

Ministry of Infrastructure and Public Utilities

2011 Budget Breakdown



MIPU CABINET

PUBLIC WORKS DEPARTMENT

VANUATU METEOROLOGICAL SERVICES

CIVIL AVIATION AUTHORITY VANUATU

DEPARTMENT OF PORTS AND HARBOUR