

Vanuatu Australia Police Project

Report to the Project Management Group

May 2011

**A Joint Project between the
Government of Australia and the Government of
Vanuatu**

Introduction

This is the first report of the Vanuatu Australia Police Project (VAPP) to the Project Management Group (PMG). This report reviews the role of the VAPP as set out in the Project Design Document (PDD), the work plan developed for the Project and the work undertaken by the Project in the past Quarter.

The PDD provides for the PMG to be responsible for regular management oversight of the VAPP. The intention is that the PMG will provide robust program management and communication strategies necessary for the Project to remain flexible and responsive to the changing priorities and operational environment of the Vanuatu Police Force (VPF).

As the Project timeframe is limited to sixteen months (its funding and mandate concludes on 30 June 2012) its focus provided in the PDD is directly related to specific objectives which were assessed by the Project Design Team as being achievable and most likely to be able to be sustained in the longer term by the VPF. The Design Team also noted that this next phase of the Project will both consolidate achievements to date, particularly in organisational strengthening, as well as reflect a number of shifts in policy and approaches in the partnership context.

Role of the VAPP

Within the context of an ongoing partnership between VPF, AFP and AusAID, and building on achievements to date, stakeholders identified four broad areas of focus for support and capacity building for the next phase of development assistance, as follows:

- A more professional VPF, including continuing to enhance the VPF's own training capability and community policing outreach programs;
- Infrastructure, assets and logistics (including upgrade of VPF facilities, purchase of selected priority assets and strengthening maintenance capacity);
- Continuing the support for the workforce renewal program, and
- Support for the finalisation and strengthening of VPF governance policies and processes.

Work Plan

The need to move quickly and establish a Work Plan which accorded with the priorities of the Project's Vanuatu stakeholders was recognized and the Commissioner of the VPF and Project Team Leader who established a detailed Work Plan to be pursued by the VAPP. This Plan which is outlined at Attachment A has been fully costed and is submitted to the PMG for consideration.

Once endorsed, any departure from the Plan caused by undue delays in land issues or other logistical barriers will be referred to the PMG for approval.

The Plan is monitored on a weekly basis to ensure issues are identified quickly and remedial measures implemented where an activity is not meeting the delivery deadline.

Performance Review

The PDD sets out a monitoring and evaluation framework for the Project. The Design Team noted that the monitoring approach for the next phase needs to:

- Be consistent with and build on the history of monitoring which has been developed and effectively used by VPF and VPFCBP to track project achievements and performance improvements to date;
- Continue to be based on shared high level objectives;
- Reflect the focus of activities for the next period;
- Be feasible in a relatively short period of implementation;
- Contribute to VPF's ongoing monitoring capacity and be aligned to internal existing systems of monitoring as appropriate;
- Be relevant to VPF's role in the broader law and justice sector monitoring;
- Produce information which will assist in any future decisions about continued cooperation, and
- Include some kind of formal evaluation, using sound evaluation methodology and preferably undertaken by both ni-Vanuatu and external specialists, either prior to or soon

after the completion of the VAPP period, and preferably also covering relevant aspects of Stretem Rod Blong Jastis.

The performance report at Attachment B which reviews the activities of the VAPP over the first Quarter of 2011 is based on the Framework provided for in the PDD and reflects the above principles. In summary the performance of the Project during the reporting period met its work plan targets. Ratings on specific Project Objectives are as follows

Objective	Rating	Review against previous rating
1. Professionalism of the VPF	Green	Unchanged – detailed Training Program for 2011 designed and being implemented – Community Policing outreach programs continue to be implemented with an enhanced Crime Prevention and Community Safety Unit.
2. Infrastructure, asset and logistics enhancement	(green)	Unchanged – Infrastructure Projects continue to be delivered.
3. Workforce Renewal Program	(green)	Unchanged – Recruit course commenced and implementation of 2011 retirement program on track.
4. Internal Governance	(green)	Unchanged – CSU Review being implemented, Finance and HR Managers recruited. PGO reviewed. 2011-2015 Strategic Plan endorsed and 2011 Joint Business Plan put in place.

In addition to pursuing the four Project Objectives, the Project Team members pursue with their VPF counterparts the activities set

out in the 2011 Joint Business Plan. Reporting of these activities is through the VPF Quarterly management meetings.

Adviser Rotations

The following Project personnel changes occurred during the reporting period:

- Office Manager, Tina Doyle, completed her tenure on 15 February 2011;
- Chris Dillon has replaced Tina, but has also been engaged as the Corporate Support Advisor;
- Crime Prevention and Community Safety Advisor, Chris Smith, completed his tenure on 15 February 2011, and
- Scott Hardman has replaced Chris.

The Tactical Advisor selected for deployment to the Project has not been able to take up his appointment at this stage due to competing AFP priorities.

Significant Issues

1. Professionalisation of the VPF

Operational Initiatives

During March 2011, funding assistance was provided for the apprehension and transport of persons wanted on arrest warrants issued by the Supreme Court.

A Victim Impact Statement process was endorsed by the Chief Magistrate for implementation in the investigation of sexual and family violence offences in Vanuatu. The process enables a victim of crime to tell the court, in their own words, how the crime has harmed him/her.

The CID Drug Team conducted a search and seizure operation for cannabis plantations in the bushland area north of the Vanuatu Abattoir. The operation consisted of 17 VMF and 8 VPF officers and several crops were located and removed. The plant seizures were photographed and bagged and later taken to Etas Dump where they were destroyed by burning. No arrests were made.

Training and Development Courses

- Inspector Jack Jones was successful in gaining the Graduate Certificate in Applied Management through the Australian Institute of Police Management at Manly NSW;
- Digital Crime Scene Photography Course – 10 VPF;
- Forensic Assessments – conducted in Vanuatu for four fingerprint experts;
- Pacific Forensic Working Group meeting – 15 participants;
- The VPTC again qualified to have their Diploma of Policing accredited;
- Director VNTC and LTA Training conducted a tour of the training facilities and conducted a training needs analysis on Santo and Tanna as well as identifying a Training Officer at each province;
- Mentoring sessions and GD Refresher courses for all VPF in both Santo and Port Vila continued this quarter, and
- The VPTC Training Calendar is continually updated to include current topics of importance:
 - Human Rights (Family Protection Act);
 - Domestic Violence/Sexual offences;
 - Operational Orders;
 - Disciplinary Training;
 - Cert IV Training and Assessment;
 - GD Refresher Training, and
 - Driver Management course.

Use of Media Relations to Build Community Confidence Seminar

This was conducted for 8 VPF Officers during the reporting period and covered such topics as engaging the media, engaging the community through the media, identifying newsworthy stories, using the media as part of your investigations and warning the public of possible dangers.

A worthwhile initiative, this time in country enabled the Course Facilitator to further mentor the assigned VPF Media Officers.

2. Infrastructure, Asset and Logistic Enhancement

Aneytium Police Post:

The new police post at Aneytium is nearing completion. A site inspection took place on 18 April 2011 and the Contractor is currently adding the finishing touches to the Post – with painting and minor defects being addressed.

3. Workforce Renewal

Thirty three recruits including nine women commenced recruit training in February 2011. The first round of the 2011 retirement program was completed with the retirement of eleven members on 25 April 2011. The completion of the second round of the program will be implemented by 30 June 2012.

4. Internal Governance

Development of 2011 Joint Business Plan

The Commissioner endorsed the 2011 Joint Business Plan which was completed following the planning session conducted in November 2010 and subsequent consultation with key VPF stakeholders.

Corporate Services Unit (CSU) Review

The 77 recommendations of the CSU Review which were approved by the Commissioner continued to be effectively implemented. The recruitment of the professional Finance Manager and Human Resources Manager was completed and both assumed their roles in April 2011 – this has significantly strengthened the support the CSU is able to provide to the VPF.

Operational Advance Account

The Operational Advance Account was accessed twelve times during the Quarter (under the VPFCBP and the VAPP). It provided support to the Police response in the deployment of personnel to Tongoa, Mele (to conduct cannabis operation) Tanna, Sara and Epi. The amount expended was Vt 245,120 in accordance with the processes approved by the PCC.

Project Expenditure Review

The total Budget for the Project is \$A8.99M. The budget applies to the operational period of the Project – 16 February 2011 to 30 June 2012. The Project has developed an itemised Project Expenditure Program in accordance with the Objectives set out in its PDD and the priorities identified by the CVPF for the entire period of the Project. The program will expend \$A5.8M on direct support to the VPF.

Expenditure for the period from 16 February to 30 April 2011 totaled \$A1,127,981 (Vt 104,902,981). The expenditure is in line with targets set in the Budget predictions included in the Project Work Plan.

The detailed expenditure breakdown is at Attachment C.

Recommendations

It is recommended that the PMG:

- Note the Project Objectives and the endorsement of the Project Design Document by Governments;
- Endorse the Work Program for the Project outlined at Attachment A;
- Note the progress made by the Project in its initial three months of operations;
- Note the Monitoring report at Attachment B, and
- Note the expenditure report at Attachment C.

Port Vila
May 2011

Attachment A

Work Plan for the VAPP

Fund Cat.	No.	Title	Scope Statement
Training & Professionalism	4.01	Barracks Furniture	Purchase furniture for Single Barracks at Isangel Police Station on Tanna. Double bunk beds to be procured from a local carpenter, price includes mattresses
Training & Professionalism	4.02	CSU Training	Specialist training for members of the CSU
Training & Professionalism	4.04	Community Linkage	Provision of Sporting equipment and uniforms, provision of educational material (stationary, pens, rulers) etc to schools, logistical support for community/educational meetings, support for community events such as White Ribbon Day etc
Training & Professionalism	4.05	Community Infrastructure	Purchase and installation of Water Tanks, construction of Community meeting places, improvements to Public Spaces (better lighting, clearing overgrown areas etc), provision of equipment to build or maintain such infrastructure.
Training & Professionalism	4.06	Crime Prevention	Travel to all islands where there is a Community Liaison Officer posted and assess effectiveness and need, if at all, to hold such a position there; If a need exists, set up offices and provide training, office supplies and educational material. Ensure follow up support trips to consolidate training and motivation. If necessary, fund the CL/CP Officer to undertake awareness trips around their own island groupings. Bring the CL/CP Officer into Port Vila for centralised official training.

Training & Professionalism	4.07	Office Equipment	Police Media Centre: 1 x desktop and 1 x printer COS Office: 2 x Desktop, 1 x laptop, 2 x printers CSU Office: 1 x Server CID Sanma Patrol: 2 x Desktop (no monitors) Luganville Morality Section: 1 x Desktop Intel 2 x Desktops (Lakatoro & Isagel) Special Branch: 4 x Desktop & 1 x Photocopier, printer scanner Chief of Staff Office: 1 x standard desktop and 1 x Laptop for Compol ADC office Media Office: 1 x standard desktop and 1 x printer CSU - 1 x Video Card
Training & Professionalism	4.08	Vehicle Repair	Police vehicle POL 9032 located at Lakatoro requires major mechanical repairs to fuel injection system.
Training & Professionalism	4.09	Specialist Training (Internally Delivered)	Mentoring Program (2 Mentor + 8 Mentee Courses) GD Refresher Course Investigations Human Rights - Family Protection Act Domestic Violence Sexual Assault Offences Operational Order Driver Management Training Disciplinary Cert IV and Assessment Radio Communications Others (Graduation Ceremonies etc.)
Training & Professionalism	4.10	Operational Assistance	Operational Assistance Funding

Training & Professionalism	4.11	Maritime Operational Support	Maintenance (MV Tururoa), mooring fees, fuel and consumables
Training & Professionalism	4.12	Maritime Training	Tier II Training - Engineer 5/Master 5, Master 6, Sea Safety Course, Additional ad-hoc courses
Training & Professionalism	4.13	Recruit Training	Recruit course No 1 of 2011
Training & Professionalism	4.14	Recruit Training	Recruit course No 1 of 2012
Training & Professionalism	4.15	Specialist Training (Externally Delivered)	14 x Specialist short course designed to enhance the professionalism and skills of the VPF. Basic Intelligence Basic Surveillance Accident Investigations Forensics C3 Middle Management & Supervision Training (AIPM) CPP/VIP/PTRU Others (Graduation Ceremonies etc.)
Training & Professionalism	4.16	UN Training	UN training
Infrastructure	5.02	Construction	Police Post at Lamap (Malekula)
Infrastructure	5.03	Construction	Police Station at Saratamata
Infrastructure	5.04	Construction	Police Post at Ambrym (Craig Cove)
Infrastructure	5.05	Construction	Police Post at Pentecost (Melsisi)
Infrastructure	5.06	Construction	Police Station at Lakatoro (Malekula)

Infrastructure	5.07	Construction	Police Lajmoli Airport
Infrastructure	5.08	Construction	Police Post at Malo
Infrastructure	5.09	Renovation	Cooks Barracks Q-Store
Infrastructure	5.10	Renovation	Secure VIP car park at VANSEC
Infrastructure	5.11	Construction	Social area for police officers at Vansec House
Infrastructure	5.12	Construction	Police Post at the Port Vila Main Wharf
Infrastructure	5.13	Construction	Police Station at Sola
Infrastructure	5.14	Construction	Aneytium & Loh Police Post
Infrastructure	5.15	HF Radio Email System	Procure and install HF radio equipment for the VPF which will eliminate current communication limitations and directly integrate into the HF radio system that the VAPP provided the VPF in 2010.
Infrastructure	5.16	Renovation	Refurbishment of Northern Command Headquarters
Infrastructure	5.17	Renovation	Renovate (and extend?) PSC Office
Infrastructure	5.18	Construction	Police Post at Big Bay (Pelvus Village)
Infrastructure	5.19	Construction	Police Post at Liro (Paama)

Workforce Renewal	6.01	Fund Retirements	Project to fund the retirement of VPF Officers who are eligible for retirement - 1st Round
Workforce Renewal	6.02	Fund Retirements	Project to fund the retirement of VPF Officers who are eligible for retirement - 2nd Round
Internal VPF governance	7.01	Identification Cards	Purchase ID Card Machine
Internal VPF governance	7.02	Job Design Workshops	For the VPF to implement a new structure a job description has to exist for every role in the organisation. Currently they do not. The GoV have a methodology for the construction of Job Descriptions. The VPF HR Manager is undertaking a series of Job Design workshops with a range of stakeholder groups across the VPF to put in place a process for creating contemporary Role Descriptions for all VPF positions in the new structure
Infrastructure		Road Crash Recovery Equipment	Procure road crash rescue equipment recommended by Gary White, NSWFB
Infrastructure		Pest Control	Undertake pest eradication in Vila and outer island locations: VMF HQ, Mala, Tanna, Lakatoro, Luganville, VMF - Santo

ATTACHMENT B

VAPP QUARTERLY REPORT – 2011 First Quarter 16 February – 30 April 2011

VANUATU AUSTRALIA POLICE PROJECT – MONITORING AND EVALUATION FRAMEWORK

Area of work	Performance Indicator	Outcomes
Training and professionalisation of the VPF	<p><i>VPF training and community policing outreach strategies and policies are in place and being implemented by VPF):</i></p> <p>Green/amber/red light on progress against plans:</p> <ol style="list-style-type: none"> 1. Have VPF's training course priorities been delivered? 2. Have training priorities of both male and female police officers been met? 3. Have all training courses included or addressed: <ul style="list-style-type: none"> • relevant Vanuatu laws • VPF's code of ethics? • human rights, particularly for women and young people? • skills for working with other community or GoV agencies 4. Has VPF's training system been enhanced, particularly so that there is a strong link between training and broader workforce planning/development? 	<p>Training and development –</p> <ul style="list-style-type: none"> ➤ Director VNTC and LTA Training conducted a tour of the training facilities and conducted a training needs analysis on Santo and Tanna as well as identifying a Training Officer at each province; ➤ Mentoring sessions and GD Refresher courses for all VPF in both Santo and Port Vila continued this quarter. ➤ The VPTC Training Calendar is continually updated to include current topics of importance: <ul style="list-style-type: none"> <input type="checkbox"/> Human Rights (Family Protection Act); <input type="checkbox"/> Domestic Violence/Sexual offences; <input type="checkbox"/> Operational Orders; <input type="checkbox"/> Disciplinary Training; <input type="checkbox"/> Cert IV Training and Assessment; <input type="checkbox"/> GD Refresher Training, and <input type="checkbox"/> Driver Management course. ➤ Inspector Jack Joses was successful in gaining the Graduate Certificate in Applied Management through the Australian Institute of Police Management at Manley NSW.

	<p>5. Have new collaborative community outreach programs been implemented and if so, how many and what type?</p>	<ul style="list-style-type: none"> ➤ Digital Crime Scene Photography Course – 10 VPF. ➤ Forensic Assessments – conducted in Vanuatu for four fingerprint experts. ➤ Pacific Forensic Working Group meeting – 15 participants. ➤ The VPTC again qualified to have their Diploma of Policing accredited. <p>Community Policing Outreach Program The Crime Prevention and community Policing Program includes four elements including</p> <ul style="list-style-type: none"> ➤ National Crime Prevention Office ➤ Community safety Awareness programs ➤ Community Liaison ➤ Community Linkages Fund <p>The focus of the Port Vila Office and command CLO's will be reviewed to ensure that there are responding to the community needs and priorities. Strengthening of the role of the Command and Patrol Community Liaison Officers will result.</p>
Infrastructure, assets and logistics	<p><i>Progress against short-term outcome (Priority infrastructure development and assets purchases are achieved and VPF maintenance plans are in place):</i> Green/amber/red light on progress against plans:</p> <ol style="list-style-type: none"> 1. Have infrastructure/assets/ logistics priorities been agreed upon, costed and procurement plans established? 2. Have appropriate GoA and GoV procurement processes been followed? 3. Does VPF have budget and systems to manage the ongoing maintenance and 	<p>Infrastructure Development</p> <ul style="list-style-type: none"> • A fully costed and detailed Work Program developed in consultation with CVPF to be implemented by the Project including construction of new police posts and refurbishment of existing buildings

	<p>operations of infrastructure?</p> <p><i>Evidence of long-term impact (if cooperation continued):</i></p> <p>Is there evidence of change in VPF's capacity to respond to community safety issues as a result of equipment provided?</p>	
Workforce renewal	<p><i>Progress against short-term outcome (At least one round of workforce renewal has been completed):</i></p> <p>Green/amber/red light on progress against plans:</p> <ol style="list-style-type: none"> 1. Has the selection process for retiring officers been undertaken transparently and according to agreed criteria? 2. How many officers have been retired & at what cost? <p><i>Evidence of long-term impact (if cooperation continued) :</i></p> <p>What difference has been made to VPF as a result of the retirement process, in financial and service delivery terms?</p> <p>Is VPF appropriately staffed with a mix of qualified and skilled women and men at all levels?</p>	<ul style="list-style-type: none"> • Recruit Course commenced in February • First round of 2011 retirement program completed on 26 April 2011 at a cost of \$A730,357 • Second round to be completed by 30 June 2011 at an estimated cost of \$A369,642
Internal VPF governance	<p><i>Progress against short-term outcomes (Management and Financial governance frameworks are completed and VPF staff are able to implement them; Project personnel have provided advice and support allowing for the implementation of priority CSU review recommendations):</i></p> <p>Green/amber/red light on progress against plans:</p> <ol style="list-style-type: none"> 1. Has VPF begun to implement the recommendations of the CSU review in an 	<ul style="list-style-type: none"> • Implementation of CSU Review recommendations commenced with monthly monitoring report prepared for CVPF • Professional Finance and HR Managers recruited and employed by Police Services Commission

	<p>effective and efficient manner?</p> <p><i>Evidence of long-term impact (if cooperation continued):</i></p> <p>Has capacity of VPF to respond to service delivery objectives been improved as a result of implementation of CSU review recommendations?</p>	
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ATTACHMENT C

VAPP Project Expenditure Since Commencement - 16 FEB 11

Project Code - Vatu	Total
1.00 - Adviser Costs	10,591,386
2.00 - Local Project Support	3,277,090
3.00 - Other VPF Support	711,301
4.00 - Training & Prof	9,080,649
5.00 - Infrastructure & Assets	13,683,760
6.00 - Workforce Renewal	67,558,083
Grand Total	104,902,269

Project Code - AUD	Total
1.00 - Adviser Costs	113,886
2.00 - Local Project Support	35,238
3.00 - Other VPF Support	7,648
4.00 - Training & Prof	97,641
5.00 - Infrastructure & Assets	147,137
6.00 - Workforce Renewal	726,431
Grand Total	1,127,981

