

Vanuatu Australia Police Project

Report to the Project Management Group

August 2011

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

Introduction

This is the second report of the Vanuatu Australia Police Project (VAPP) to the Project Management Group (PMG). This report reviews the activities of the VAPP against the approved Project Work Plan agreed by the PMG at its last meeting, reports on variations to the Work Plan during the quarter and reviews the work program for the third quarter.

The Project Design Document (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 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 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 the Project's objective was to both consolidate achievements of the former project phases, particularly in organisational strengthening, and establish a platform for any future development assistance for the VPF to be considered.

Role of the VAPP

Specifically the PDD set four objectives which the Project was to achieve including:

- A more professional VPF, including continuing to enhance the VPF's own training capability and community policing outreach programs;
- The continued development of the 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 established Work Plan for the VAPP was endorsed by the PMG at its last meeting.

A detailed situation report on the Plan is at Attachment A. During the review period in response to changing priorities of the VPF and a review of the viability of previously agreed project activities a number of additions to the Work Plan were made and this report seeks the Endorsement of the PMG to these changes.

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

The analysis of the performance of the Project against its approved Monitoring and Evaluation Framework is at Attachment B.

Performance Review

In summary the Project during the reporting period continued to meet the majority of its work plan targets. Issues relating to land ownership and disputes have emerged in the construction of police stations and posts program and have caused a review of the construction viability of two Stations and delays in commencing construction of other posts. 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.

Objective	Rating	Review against previous rating
2. Infrastructure, asset and logistics enhancement	Construction program (Amber) Asset and Logistics Program (Green)	Changed in relation to construction of Police Posts in view of uncertainty of land acquisition issues– Unchanged in relation to other infrastructure projects which continue to be delivered on schedule.
3. Workforce Renewal Program	(green)	Unchanged – Recruit course completed and implementation of 2011 retirement program completed.
4. Internal Governance	(green)	Unchanged – CSU Review being implemented, Finance and HR Managers effective. Development of HR policies on track, PGO review continues to be undertaken. 2011-2015 Strategic Plan endorsed and 2011 Joint Business Plan reviewed.

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:

- Project Officer, Emma Louise Ward, completed her deployment on 30 May 2011;
- Jennifer McGee has replaced Emma in the role of Project Officer.

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.

Issues

1. Work Program Activities completed

The Project completed the following activities which were included in their approved Work program during the Quarter

- 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
- Recruit Training – Recruit course No 1 of 2011 completed and 30 personnel graduated
- Fund Retirements - Project funded the retirement of VPF Officers who are eligible for retirement - 1st Round
- Job Design Workshops - The VPF HR Manager undertook a series of Job Design workshops with a range of stakeholder groups across the VPF and put in place a process for creating contemporary Role Descriptions for all VPF positions in the new structure
- Workshops were conducted with VPF sub Commanders at each location to improve knowledge of business planning processes including the development of annual business plans and quarterly reviews.

2. Initiatives commenced

Objective - Improving the Professionalism of the VPF

- Tier II training – to support the staffing and skills of the Tuorora the Project sponsor Engineer and Master Class 5 crew training, Sea Safety Courses and other crew development opportunities – Estimated cost Vt 4,000,000
- USP requested assistance of the Prosecutions Unit to conduct legal literacy public education workshops – estimated cost Vt 245,320
- Case Management Workshops – Workshops conducted in Malekula and Saratamata – Estimated cost Vt 95,670

- Specialist training of CSU members – Maturine Tari undertook Mt Eliza Senior Management Program; Finance Manager to undertake change management course – Estimated cost Vt 2,800,000

Objective - Infrastructure, asset and logistic development

- Desktop to support the Office of the Commissioner– Estimated cost Vt 3,000,000
- Ongoing Maritime Operational support – this was part of the undertaking in the deployment of the Tier II vessel to Northern command but was not included in the first Project work Plan – Estimated cost Vt 17,000,000
- Police presence at Port Vila main wharf – provision of mobile police office (vehicle) – Estimated cost Vt 3,200,000
- Purchase of second hand vehicle for Port Vila Crime Prevention Unit – Estimated cost Vt 2,667,000
- Purchase of second hand vehicle in support of RVS Tuorora operation in Northern Command – Estimated cost Vt 2,667,000
- Purchase of bus to facilitate the travel to work of Port Vila shift members – VtVt 3,200,000
- Police Post at Freswota development – estimated cost Vt 5,000,000

Objective - Improved Governance

- Audit by Chair of PSC and CSU members of VPF governance and administrative practices was sought by the May 2011 Quarterly VPF Executive meeting to assist in the development of 2012 Business Plan; this was undertaken with Project support during the Quarter - Cost Vt 650,000
- Consultation of development of PGO with provincial and Regional Commanders by PGO Review Team – Estimated cost Vt 846,660

3. Infrastructure, Asset and Logistic Enhancement

The proposed construction of the Police Stations at Saratamata and Lakatoro has stalled due to the inability of the Government of Vanuatu authorities to confirm land availability/ownership. Unless these issues are resolved by 30 September 2011 it will not be possible to commence and complete construction in the Project timeframe. It will be necessary to advise the PMG that the Project will not be able to continue with this part of the Infrastructure program.

Similar issues confront the construction of police posts at Ambrym (CraigCove and Nebul), Pentecost (Melisi), Santo (Lajmoli Airport) and Liro (Paama). Development work on two Police posts in Port Vila, Market and Freswota are also under review.

4. Third Quarter Activities

Key elements in the Project Objective on improving the Internal Governance of the VPF are the development of effective Human Resource management policies and practices and the review of the operational plans and orders. Both tasks are included in the 2011 VPF/VAPP Joint Business Plan. The deployment of Short Term Advisors to the CSU and JPOC during the third quarter will progress both these issues.

It is also proposed to conduct the third Community Perceptions Survey during the Quarter.

5. Operational Advance Account

The Operational Advance Account was accessed six times during the Quarter. It provided support to the Police response in the deployment of personnel to Aneityum, Epi and Erromango to conduct criminal investigations into a reported death, a sexual assault and theft from the Agriculture bank. The fund was also utilized to fund the development of a data base for property seized by the CID. The amount expended was Vt 1,115,556 in accordance with the processes approved by the VPFCBP PCC.

6. Advisor Counterpart Feedback

The Monitoring and Evaluation Framework for the VAPP provides for review of Advisor performance with VPF counterparts and obtaining perceptions of the Projects impact on the capacity of the VPF. The STA M&E according conducted interviews with all Advisor counterparts.

Issues to be raised in feedback sessions include

- What role does the advisor play in the day to day running of your command?
- Are you happy with the advice received from the Advisor?
- Is it at the level that you would expect it to be?
- Are you the only contact the Advisor has within your command?

- Does the Advisor have the skills and experience you need to assist in the development of your command?
- Do you believe there has been an improvement in the performance of the VPF as a result of the activities of the VAPP?
- What other factors have influenced the improved performance of the VPF?
- Do you think the community's perception of the VPF has improved?
- Why do you think this is the case?

The outcomes of these feedback sessions in relation to Advisor roles included

- Advisors play an important role in advising on strategies and supporting the operations of a command. They are careful not to be involved in operational matters but are readily available to members to provide advice;
- Advisor inputs were appropriate and at the right level;
- The current group of Advisors understood their roles and the needs of the VPF;
- The Advisors were flexible and able to work at all levels in each Command;
- The role of Advisors has been important in the development of the capacity of the VPF and individual members; and
- On the job mentoring delivered by Advisors has assisted in the the growing operational effectiveness of the VPF.

In relation to the VPF overall performance the feedback included

- There was a general belief that the VPF performance had improved significantly and that the Project was instrumental in the improvements;
- While the previous phases of the Project in their initial phases had difficulty in gaining traction the pace of change had increased;
- Without the Project the VPF could not sustain its current level of operations without significant injection of funds from Government;
- Other factors associated with improved perception within the community came once the Project was able to have an impact on the level of training and available infrastructure; and
- Better reporting and the performance data now available indicate that VPF commands performance and community responsiveness continue to improve with Project support.

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 Outcomes achieved during the Quarter;
- Note the progress against the Work Program for the Project outlined at Attachment A;
- Note the need for the project to give serious consideration to the ongoing viability of the construction of some police posts and stations if outstanding land issues are not resolved by 30 September 2011;
- Note the Monitoring report at Attachment B, and
- Note the expenditure report at Attachment C.

Port Vila
August 2011

Attachment A

Review of Work Plan of the VAPP

Objective	Task	Progress	Status
Training & Professionalism	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	Beds and mattresses delivered	Completed
Training & Professionalism	CSU Training - Specialist training for members of the CSU	VPF Project Officer attended Mt Eliza Senior Executive Course and is to mentor other CSU personnel. Budget Manager to attend Change Management course.	Ongoing
Training & Professionalism	Community Linkage - Provision of Sporting equipment and uniforms, provision of educational material (stationary, pens, rulers) etc to schools, logistical support for community/educational meetings and community events which reduce crime and/or strengthen police /community relations	The VPF and VAPP continues to focus on the provision of sports equipment as it provides a cost effective and direct source to improve community/ police relations The focus on rural and remote communities will raise the profile of the police and strengthen police/community contacts. It is also proposed to extend the sports equipment grants to school supplies through the Community Liaison Officers of Northern and southern commands.	Ongoing
Training & Professionalism	Crime Prevention – provide support to all police posts and stations to undertake investigative and educational awareness activities in remote areas in co-ordination with their chains of command. Ensure that a high standard of activity is maintained through Advisor interaction including Command/Patrol visits. Provide Community Policing	The Community Policing and Crime Prevention Initiative was temporarily suspended while administrative issues were rectified. It has now been re-activated whereby the VAPP funds a number of “patrol days” during a given month. This enables the Commander to conduct remote area patrol and awareness activities in response to area identified as in need of such activities. For example, in Northern Command, there is the following: ○ <i>Torba Province, Sanma</i>	Ongoing

	<p>Crime Prevention training either on the job or through formal courses and workshops.</p>	<p><i>Province and Penama Province each have the following funding for a 3 man patrol:</i></p> <ul style="list-style-type: none"> ▪ 14 days during the month of September ▪ 14 days during the month of November <p>○ <i>Malampa Province (Malakula) has the following funding for a 3 man patrol:</i></p> <ul style="list-style-type: none"> ▪ 14 days during the month of October ▪ 14 days during the month of December <p>○ <i>Malampa Province (Ambrym) has the following funding for a 3 man patrol:</i></p> <ul style="list-style-type: none"> ▪ 14 days during the month of October ▪ 14 days during the month of December <p>○ <i>Malampa Province (Paama) has the following funding for a 2 man patrol:</i></p> <ul style="list-style-type: none"> ▪ 5 days during the month of October ▪ 5 days during the month of December <p>This is aimed at empowering commanders and local OIC's to plan and execute their own patrol and awareness activities in response to local needs.</p>	
Training & Professionalism	<p>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)</p>	<p>Equipment acquired and provided in accordance with schedule.</p>	Completed

	<p>Special Branch: 4 x Desktop & 1 x Photocopier, printer scanner</p> <p>Chief of Staff Office: 1 x standard desktop and 1 x Laptop for Compol ADC office</p> <p>Media Office: 1 x standard desktop and 1 x printer</p> <p>CSU - 1 x Video Card</p>		
Training & Professionalism	Vehicle Repair - Police vehicle POL 902 located at Lakatoro requires major mechanical repairs to fuel injection system.	Vehicle repair completed	Completed
Training & Professionalism	<p>Specialist Training (Internally Delivered) - Mentoring Program (2 Mentor + 8 Mentee Courses)</p> <p>GD Refresher Course</p> <p>Basic Investigations Course</p> <p>Human Rights - Family Protection Act</p> <p>Domestic Violence</p> <p>Driver Management Training</p> <p>Cert IV and Assessment</p> <p>Radio Communications</p>	Training being delivered in accordance with Training Calendar and Program	Ongoing
Training & Professionalism	Operational Assistance Funding – Support to urgent and major operations	Six operations supported during the Quarter at a cost of Vt1,115,556	Ongoing

Training & Professionalism	Maritime Operational Support - Maintenance (MV Tururoa), mooring fees, fuel and consumables	Program being implemented in accordance with requirement	Ongoing
Training & Professionalism	Maritime Training - Tier II Training - Engineer 5/Master 5, Master 6, Sea Safety Course, Additional ad-hoc courses	Training being conducted in accordance with requirement	Ongoing
Training & Professionalism	Recruit Training – Conduct of Recruit course No 1 of 2011	30 recruits graduated (including 8 females) in June 2011	Completed
Training & Professionalism	Specialist Training (Externally Delivered) courses program developed and included in Force Training calendar	AFP instructors deliver PTU Training in Santo 18 – 21 July 2011. Intelligence training course to be conducted in August/September Driver training conducted	Ongoing
Training & Professionalism	UN Training	A third course involving thirty four VPF personnel is to be conducted in August 2011	On schedule
Infrastructure	Construction - Police Post at Lamap (Malekula)	Land dispute has suspended further consideration of this post.	Delayed
Infrastructure	Construction - Police Station at Saratamata	Land issues have yet to be resolved before this proposal can be progressed. Advice to CSU is that if these cannot be resolved by 30 September the construction would not be viable	Stalled
Infrastructure	Construction - Police Post at Ambrym (Craig Cove)	Land issues have yet to be resolved. CSU Commander consulted on resolution	Delayed
Infrastructure	Construction - Police Post at Pentecost (Melsisi)	Alternative site at Pentecost Airport identified. Land owned by Department of Public Works and approval is being sought to utilize land.	Delayed
Infrastructure	Construction - Police Station at Lakatoro (Malekula)	Land issues have yet to be resolved before this proposal can be progressed. Advice to CSU is that if these cannot be resolved by 30 September the construction would not be viable	Stalled

Infrastructure	Construction - Police Lajmoli Airport	Awaiting meeting with Public works Department to resolve land issues.	Delayed
Infrastructure	Construction - Police Post at Malo	It was decided that this post was not a priority	Not to proceed
Infrastructure	Renovation - Cook Barracks Q-Store	Detailed planning is proceeding including the design and tendering for appropriate shelving. Project on schedule	On schedule
Infrastructure	Renovation - Secure VIP car park at VANSEC	Project on schedule to be opened in August 2011.	On schedule
Infrastructure	Construction - Social area for police officers at Vansec House	Project on schedule to be opened in August 2011.	On schedule
Infrastructure	Construction - Police Station at Sola	Construction proceeding. Quote for furniture approved. On schedule	On Schedule
Infrastructure	Construction - Aneytium & Loh Police Post	Construction on Police Posts on schedule as is the provision of office furniture and equipment	On schedule
Infrastructure	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.	STA Communications in country 15-26 August 2011 to assist VMF radio technicians to become proficient in technology and assist in the preliminary installation of the system in Efate and Santo. Technicians will then be responsible for the roll out of the system during the balance of the year. A byproduct of this development will be a substantial increase in the solar technology at stations/posts.	On schedule
Infrastructure	Renovation - Refurbishment of Northern Command Headquarters and provision of improved training facility	The design plans and procurement processes have been completed and refurbishment will commence in September 2011. Includes construction of a new training room to replaced existing derelict facility.	On schedule
Infrastructure	Renovation - Renovate (and extend?) PSC Office	Project to support the construction of a new Office for the Police Services Commission – joint funding by GoV and VAPP.	On schedule
Infrastructure	Construction - Police Post at Big Bay (Pelvus Village)	It was decided by CVPF that this post was not a priority	Not to proceed

Infrastructure	Construction - Police Post at Liro (Paama)	Advice from Lands Department is that the proposed site of the station is subject to land claim. To be clarified by Minister for Lands.	Delayed
Workforce Renewal	Fund Retirements - Project to fund the retirement of VPF Officers who are eligible for retirement - 1st Round	First round completed	Completed
Workforce Renewal	Fund Retirements - Project to fund the retirement of VPF Officers who are eligible for retirement - 2nd Round	Ongoing for implementation in 2012	Ongoing
Internal VPF governance	Identification Cards - Purchase ID Card Machine	Gifting approval has been obtained and awaiting deployment of STA to advise on processes and policies.	On schedule
Internal VPF governance	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	Activity completed	Completed
Infrastructure	Road Crash Recovery Equipment - Procure road crash rescue equipment recommended by Gary White, NSWFB		On hold
Infrastructure	Pest Control - Undertake pest eradication in Vila and outer island locations: VMF HQ, Mala, Tanna, Lakatoro, Luganville, VMF - Santo		On hold

ATTACHMENT B

VAPP QUARTERLY REPORT – 2011 First Quarter 1 May – 31 July 2011

VANUATU AUSTRALIA POLICE PROJECT – MONITORING AND EVALUATION FRAMEWORK

Level of project	Key monitoring questions	Approaches/tools
Goal: A safe and secure environment for all citizens and visitors of Vanuatu	<p>Are community perceptions of their safety and security improving over time?</p> <p>Is data on VPF responses and crime rates suggesting an improvement in response times, improvements in complaints and reduction in all types of crime, linked to improvements in police and related law and justice services?</p>	<p>Community perceptions survey to be conducted in 2011</p> <p>VPF response statistics including complaints received, response times and complainant feedback continue to be collected and utilized by VPF Executive in the review of VPF performance</p> <p>Crime statistics indicate increasing improvements in the responsiveness and clear up rates of criminal investigations.</p>
Purpose: To contribute to the provision of excellent policing services and strong (close) police/ community relations	<p>Are there improvements in community perceptions of the quality of policing?</p> <p>Are there improvements in relationships between police and chiefs, churches and NGOs with an interest in community safety?</p> <p>Do senior VPF Stakeholders consider, on the basis of monitoring and other sources of information, that there have been improvements in the quality of policing services since the commencement of cooperation?</p> <p>Have project personnel contributed to VPF capacity in</p>	<p>Community perceptions survey to be conducted in 2011</p> <p>Consultations with key stakeholders support views that the VPF performance is improving including their relations with the Chief and community leaders. Anecdotal information needs to be confirmed with Community Perceptions Survey .</p> <p>VPF Advisor Counterparts confirm that Project personnel contribute at a high level to the development of the capacity of the VPF. Feedback indicated a good understanding of their role, the needs of the VPF and the level of contribution they are making and the advice which is provided</p>

	line with capacity development principles	
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? 5. Have new collaborative community outreach programs been implemented and if so, how many and what type? 	<p>Training and development –</p> <ul style="list-style-type: none"> ➤ The 2011 Training Calendar continued conduct of ➤ Refresher training courses, ➤ Basis Investigations Training ➤ Domestic Violence Training course at Port Vila ➤ Human Rights workshop Tanna ➤ Policy Writing Course <p>Community Policing Outreach Program</p> <p>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 was reviewed to ensure that they are responding to the community needs and priorities. Strengthening of the role of the Command and Patrol Community Liaison Officers and the Community liaison network resulted.</p> <p>Positive feedback from VPF Commanders on the Project support to the patrolling program</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</i></p>	<p>Infrastructure Development</p> <ul style="list-style-type: none"> • A fully costed and detailed Work Program developed

	<p><i>place):</i> Green/amber/red light on progress against plans: 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 operations of infrastructure? <i>Evidence of long-term impact (if cooperation continued):</i> Is there evidence of change in VPF's capacity to respond to community safety issues as a result of equipment provided?</p>	<p>in consultation with CVPF to be implemented by the Project including construction of new police posts and refurbishment of existing buildings.</p> <ul style="list-style-type: none"> • GoV and GoA procurement processes are adhered to and wherever possible items sourced in Vanuatu. • Finance manager of VPF reviewing ongoing arrangements to support initiatives • Anecdotal evidence and statistical data indicate clear increases in responsiveness of VPF and growing confidence of the Community.
Workforce renewal	<p><i>Progress against short-term outcome (At least one round of workforce renewal has been completed):</i> Green/amber/red light on progress against plans: 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? <i>Evidence of long-term impact (if cooperation continued) :</i> What difference has been made to VPF as a result of the retirement process, in financial and service delivery terms? Is VPF appropriately staffed with a mix of qualified</p>	<ul style="list-style-type: none"> • Recruit Course completed in June 2011 • Planning for 2012 Recruit Course commenced • First round of 2011 retirement program completed on 26 April 2011 at a cost of \$A730,357 • Second round to be completed by end of February 2012 at an estimated cost of \$A369,642

	and skilled women and men at all levels?	
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 effective and efficient manner? <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>	<ul style="list-style-type: none"> • Implementation of CSU Review recommendations ongoing with monthly monitoring report prepared for CVPF • Professional Finance and HR Managers recruited and employed by Police Services Commission • Audit of Governance and administrative processes undertaken and results to be reported to VPF Executive Quarterly Management and planning meeting in September.

ATTACHMENT C

VAPP Project Expenditure 1 May 2011- 31 July 2011

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