

# **Vanuatu Land Program**



## **ANNUAL PLAN FOR 2014**

**Prepared October 2013**

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**October 2013**



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

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## ACRONYMS

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

## EXECUTIVE SUMMARY

This Annual Plan covers the 12 month period from 1 January 2014 through to 31 December 2014.

A Joint Review team undertook a review of the Program during the period from September to December 2012. This review included a number of recommendations including the following recommendation number three - "GoV and DPs to refine the design of the MGP, taking into account the findings of this review and the impact of the completion of the NZ component". In May 2013 the donors prepared a terms of reference for a refinement activity and a consultant was engaged to undertake a refinement of Program activities. The outcome of the review was "Report on Refinement of Program Design for Mama Graon – Vanuatu Land Program" which was prepared following extensive consultation with all program partners.

The strategic issues that were identified by the donors that were to be considered during the review activities were:

- Reduced budget for AusAID funded activities for the remaining 2 years of the Program.
- NZ Government funding to cease at the end of 2013.
- Future Program activities are to consider the risk to donors with an emphasis on a low risk strategy for the remainder of the Program.

The "Report on Refinement of Program Design for Mama Graon – Vanuatu Land Program" was discussed at the Vanuatu Land Program Management Committee (PMC) on 5 September 2013. There was acceptance by the PMC, that given the detail in the refinement report, that the Annual Plan for 2014 would be based on the "Report on Refinement of Program Design for Mama Graon – Vanuatu Land Program" which would be supported by consultation with each of the Program partners. It was also agreed that the final draft of the Annual Plan would be presented to a PMC meeting for consideration.

The rationale for the recommendations in the Refinement report included:

- The recommended refocusing would provide support for major infrastructure projects that are in the pipeline, such as those under the purview of the Major Projects Unit;
- The recommended refocusing would provide support for land administration initiatives identified by the Minister of Lands as being strategic in fighting corruption and addressing deficiencies in current land administration practices and procedures;
- The Program has made little progress in the customary land area;
- The recommended refocusing would support areas where the greatest successes have been achieved to date; and
- The recommended refocusing would minimise risk to donors.

The rationale has been maintained in any reallocation of funds in the preparation of the Annual Plan.

### **Program Activities:**

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

<b>PART A</b>	
<b>Objective A – 1</b>	<b>Informed Collective Decisions by Customary Landholders</b>
Improved Customary Governance of Land by the Malvatumauri	<ul style="list-style-type: none"> <li>• Support for institutional strengthening of the Malvatumauri.</li> <li>• Funding for reprinting of information material.</li> <li>• Support for the legislative review of the National Council of Chiefs Act.</li> <li>• Funding for VKS Field Workers Workshop.</li> </ul>
Improved stakeholder and public understanding and awareness of customary land practices	<ul style="list-style-type: none"> <li>• No funding provided for this sub-component.</li> </ul>
Improve decision-making by customary landholders	<ul style="list-style-type: none"> <li>• No funding provided for this sub-component.</li> </ul>
<b>Objective A – 2</b>	<b>Participatory Land Governance</b>
Support the effective and participatory sector wide governance of land	<ul style="list-style-type: none"> <li>• Support for the VLGC and PMC.</li> </ul>
Establish and/or improve participatory, sustainable mechanisms that will facilitate regional and local governance of land	<ul style="list-style-type: none"> <li>• No funding provided for this sub-component.</li> </ul>
Improve the participatory mechanisms that facilitate formal dealings in land	<ul style="list-style-type: none"> <li>• Support is provided for the ongoing development of the Vanuatu Land Professionals Association through workshops, professional training and establishment costs.</li> </ul>
<b>Objective A – 3</b>	<b>Effective and Enabling Services</b>
Establish a functioning Land Registry and Information Service	<ul style="list-style-type: none"> <li>• Ongoing support is provided to continue improving the land registration procedures.</li> <li>• Scanning of all records in each of the Land Registry files</li> <li>• Updating and scanning of the Lease Register cards.</li> <li>• Improving the records management and understanding of strata titles</li> </ul>
Establish an effective land lease and development planning, assessment, permitting and enforcement service	<ul style="list-style-type: none"> <li>• Continue the scanning of Negotiator Certificates and associated records.</li> <li>• Establish a document tracking system for applications for Negotiator Certificates</li> <li>• Support changes in procedures that will come about as a result of the legislative amendments.</li> </ul>
Deliver a National land awareness, knowledge and gender mainstreaming campaign	<ul style="list-style-type: none"> <li>• Support for general communication and education programs and gender initiatives.</li> </ul>
Demonstrate effective organisational models and service delivery arrangements	<ul style="list-style-type: none"> <li>• Support the institutional reform and capacity building of the Department of Lands, CLTU and Malvatumauri.</li> <li>• Support training activities in priority areas.</li> </ul>

<b>PART B</b>	
<b>Objective B – 1</b>	<b>A strengthened Customary Lands Tribunal consistent with the GoV's national plans</b>
Legislative Review	<ul style="list-style-type: none"> <li>Support for the ongoing training of chiefs in relation to the functioning of customary land tribunals and the new legislation.</li> </ul>
Mediation Support Services	<ul style="list-style-type: none"> <li>No funding provided for this sub-component.</li> </ul>
Public Awareness and Training	<ul style="list-style-type: none"> <li>Support for the ongoing CLT Act training.</li> </ul>
Capacity Development of Customary Land Unit	<ul style="list-style-type: none"> <li>Funding for the Customary Land Tribunal officers.</li> <li>Institutional reform activities for the CLT Unit.</li> </ul>
<b>Objective B – 2</b>	
IT Strategy	<ul style="list-style-type: none"> <li>Support for the ongoing development of VANLAS.</li> </ul>
Land Survey Records	<ul style="list-style-type: none"> <li>Upgrading of the DCDB.</li> <li>Definition of unallocated state land for Port Vila and Luganville.</li> <li>Updating and training for amended Survey Directions to support the improved definition of state land and general cadastral survey practices.</li> </ul>
Mapping and Imagery	<ul style="list-style-type: none"> <li>No funding provided for this sub-component.</li> </ul>
Valuation Services	<ul style="list-style-type: none"> <li>Creation of the valuation database and valuation zone map for Luganville.</li> </ul>
<b>PART C</b>	
<b>Objective C – 1</b>	<b>Effective consultation and coordination between stakeholders of the Vanuatu Land Program</b>
	<ul style="list-style-type: none"> <li>Activity management</li> <li>PMC meetings and consultation</li> </ul>
<b>Objective C – 2</b>	<b>Effective and efficient management of all resources provided to deliver services including personnel, funds, services and equipment</b>
	<ul style="list-style-type: none"> <li>Management and financial records</li> </ul>
<b>Objective C – 3</b>	<b>Effective and efficient reporting and monitoring and evaluation of Program activities and deliverables</b>
	<ul style="list-style-type: none"> <li>Program reporting</li> <li>Monitoring and Evaluation Framework implementation</li> <li>Gender Strategy implementation</li> </ul>
<b>Objective C – 4</b>	<b>Identification and management of risks to the Program in order to minimise their impacts on the achievements of Program Goals and Objectives</b>
	<ul style="list-style-type: none"> <li>Monitoring the Risk Management Plan</li> </ul>

### **Staffing:**

Attachment 3 provides the detailed staffing and recruitment proposed for the period of the Annual Plan. The following table summarises the proposed human resource inputs indicating person months against each classification and the number of positions proposed.



### Proposed Human Resource Inputs

Classification		Total Inputs in Person Months	No of Positions
Core Team (as per contract document)	International	12	1
	National	12	1
Long Term Technical Support	International	0	0
	National (PSC positions)	32	3
	Future PSC positions	0	0
Short Term Technical Assistance	International	11	5
	National	1	1
National contract staff PSC contract positions)		191	17
<b>Total</b>		<b>259</b>	<b>28</b>

### Budget:

The budget for human resources is provided in Attachment 3, budget for procurement items are provided in Attachment 4 the Imprest Account budget in Attachment 5.

The estimated total budget for the 12 month period covered by this Annual Plan is VUV100.6 million (A\$1.118 million), which is broken up as follows:

✿ Adviser and Contract Staff costs	VUV76.5 m (A\$0.85 m)
✿ Procurement items, meetings, training, Workshops	VUV24.1 m (A\$0.268 m)

## **1. INTRODUCTION**

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

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

The Government of Vanuatu Land Sector Framework (LSF) provides the foundation for a strategic plan to implement land sector reforms in Vanuatu and it is intended to guide government, the private sector and civil society in the use and management of Vanuatu's land resources. Four principles will guide stakeholders and policy makers to ensure that the land sector activities within the LSF are aligned with the GoV development agenda. These principles are:

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

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

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

It is to be noted that the funding from the New Zealand Government will cease in December 2013.

### **1.1 Program Implementing Agencies**

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

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

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

## 2. PROGRAM DESCRIPTION

### 2.1 The Program Goal and Purpose

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

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

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

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

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

### 2.2 Description of the Program

The Program Component Descriptions are as follows:

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

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

#### **3.1 Activity Proposals**

A Joint Review team undertook a review of the Program during the period from September to December 2012. This review included a number of recommendations including the following recommendation number three - "GoV and DPs to refine the design of the MGP, taking into account the findings of this review and the impact of the completion of the NZ component". In May 2013 the donors prepared a terms of reference for a refinement activity and a consultant was engaged to undertake a refinement of Program activities. The outcome of the review was "Report on Refinement of Program Design for Mama Graon – Vanuatu Land Program" which was prepared following extensive consultation with all program partners.

The strategic issues that were identified by the donors to be considered during the review activities were:

- Reduced budget for AusAID funded activities for the remaining 2 years of the Program.
- NZ Government funding to cease at the end of 2013.
- Future Program activities are to consider the risk to donors with an emphasis on a low risk strategy for the remainder of the Program.

The report recommended refocusing of the Vanuatu Land Program towards land administration with a focus on:

- Surveying and the Digital Cadastral Database (DCDB);
- Valuation;

- Registry; and
- Information technology (IT).

However, the report also recommended:

- Continued support for selected customary land activities where future progress may be anticipated;
- Institutional strengthening;
- Legislative review;
- Communication and education;
- Annual field workers workshop; and
- Support for the six Provincial Customary Land Officers.

The rationale for the recommendations in the report included:

- The recommended refocusing would provide support for major infrastructure projects that are in the pipeline, such as those under the purview of the Major Projects Unit;
- The recommended refocusing would provide support for land administration initiatives identified by the Minister of Lands as being strategic in fighting corruption and addressing deficiencies in current land administration practices and procedures;
- The Program has made little progress in the customary land area;
- The recommended refocusing would support areas where the greatest successes have been achieved to date; and
- The recommended refocusing would minimise risk to donors.

The “Report on Refinement of Program Design for Mama Graon – Vanuatu Land Program” was discussed at the Vanuatu Land Program Management Committee (PMC) on 5 September 2013. There was acceptance by the PMC, that given the detail in the refinement report, that the Annual Plan for 2014 would be based on the “Report on Refinement of Program Design for Mama Graon – Vanuatu Land Program” which would be supported by consultation with each of the Program partners. It was also agreed that the final draft of the Annual Plan would be presented to a PMC meeting for consideration.

During the refinement activity a number of sub-components of the Program, as defined in the program design documents, received minimal funding, with funding being purely sufficient to support administrative operations, with no actual Program activities being supported. In the case of some sub-components no funding has been provided and where this is the case there is specific mention against the sub-component that no funding has been provided. To ensure continuity between previous Annual Plans and Program activities and this annual plan the component and sub-component structure has been maintained.

At the time of preparation of the annual plan there are a number of areas where there is some lack of clarity moving forward. These include:

- The status of the Malvatumauri and the Customary Land Tribunal Unit;
- Support that will be provided by MoL to funding IT positions; and
- Implications of the legislative reform process and the capacity of agencies to support new procedures.

The annual plan reflects the status quo as it is difficult to predict what will happen in relation to the above activities.

The Refinement Plan budgeted an amount of VUV7.5 million for the VKS field worker workshops for 2013. This allocation was not used. Following discussion with Program partners, this money has been reallocated as follows:

- Additional funding for the CLT training activities; and
- Additional TA support for the land registration and IT activities.

This Annual Plan covers the 12 month period from 1 January 2014 through to 31 December 2014.

## 4. ACTIVITIES BY PROGRAM OBJECTIVE

### 4.1 Program Activities

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

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

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

**Institutional Strengthening:** Following a review of the organisational structures of the Malvatumauri and the Customary Land Tribunal Unit in October 2011, both organisations have been supported, through Program funding, to further develop the recommendations made in the review. A proposal has been developed to incorporate the two agencies into one organisation and a Corporate Plan has been developed based on the proposed amalgamation. However there is a proposal to move the CLTU back to the Ministry of Lands which will create issues in relation to supporting the capacity development of the Malvatumauri, which has very limited human resources.

The annual plan provides funding to support the further development of institutional activities and workshops that may be required. The Program will also continue funding of the National Kastom Land Officer position.

**Communication and Education:** Funding has been provided to enable the reprinting of brochures, posters and other information material covering the activities of the Malvatumauri.

**Legislative Review (National Council of Chiefs):** There is recognition that the Malvatumauri National Council of Chiefs have developed a proposal for a review of the current National Council of Chiefs Act No 23 of 2006. Funding has been provided to enable a review of the current legislation to be undertaken and for a submission to be presented to State Law for the drafting of legislative amendments. It is anticipated that the majority of the activities will be completed during 2013, but some funds have been allocated to enable completion of the activity during 2014.

**Field Workers Workshops:** Funding for the Field Worker Workshops has been allowed for in the annual plan. It is anticipated that these workshops will be held in the latter half of 2014.

#### Counterpart:

- ☼ CEO Malvatumauri, Director of VKS and National Kastom Land Officer.

#### Funding:

- ☼ Workshops.
- ☼ Printing.
- ☼ Consumables.
- ☼ Field Worker Workshops.

**Recruitment:**

✿ Nil.

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

No funding has been allocated to this sub-component for the 2014 annual planning period.

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

No funding has been allocated to this sub-component for the 2014 annual planning period. However it should be noted that under the sub-component - Objective B-1; Funding of Customary Land Officers, the 6 Provincial Custom Land Officer positions have been funded and these officers may also support provincial activities for the Malvatumauri.

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

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

**Support for Committees:** The Vanuatu Land Governance Committee (VLGC) and the Vanuatu Land Program Management Committee (PMC) are strategic committees in overseeing the Land Sector Framework (LSF) and in the implementation of the Program. These committees are important to long term land sector change management strategies. Consistent with the Paris Declaration and the Accra Agenda for Action these committees will be supported and sustained under an evolving process supported by the Program and institutionalised within government. Support will be provided to these committees through:

- ✿ Supporting committee operations;
- ✿ Providing technical and key policy advice when requested; and
- ✿ Supporting committee members to perform their governance roles.

The Program will provide funding for the National Coordinator in the Land Sector Coordination Unit (LSCU).

**Counterpart:**

✿ National Coordinator, LSCU

**Funding:**

✿ Meeting costs, workshops

**Recruitment:**

✿ Nil.

**Minister of Lands Proposals:**

During the second half of 2013 the Program provided support to the Minister of Lands with the legislative review activities, extensive consultation in relation to the legislation and in the creation and staffing of the land disputes unit.

It is anticipated that all the support necessary for the legislative review will have been completed during 2013. The funding for the staffing of the land disputes unit will cease at the end of 2013. In discussions with the Minister's Office it has been highlighted that the Minister will be looking at funding proposals for the proposed Land Ombudsman's office. This is outside the current scope of the budget and annual plan for 2014.

There has been no funding allocated in the annual plan for activities that relate specifically to the Minister of Lands.



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

No funding has been allocated to this sub-component for the 2014 annual planning period. However it should be noted that under the sub-component - Objective B-1; Funding of Customary Land Officers, the 6 Provincial Custom Land Officer positions have been funded and these officers may also support provincial activities for the Malvatumauri.

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

**Vanuatu Land Professionals Association:** The Vanuatu Land Professionals Association (VLPA) was formed during October 2013. VLPA is a professional body of all groups in Vanuatu who have an active involvement in land related activities. The association consists of people with a background in activities such as surveying, valuation, law, real estate, urban planning, land administration, land conveyancing, mapping and Geographic Information Systems.

The objectives of VLPA include:

1. Maintain and strengthen professional skills and links;
2. Foster standards in education and professional practice in the context of local needs for multi-skilled and inter-disciplinary professionals;
3. Provide advice to government, business and communities on behalf of members and in the public interest;
4. Facilitate registration of land practitioners as land professionals;
5. Facilitate accreditation and reciprocity in recognition of professional qualifications;
6. Facilitate and coordinate Continuing Professional Development programs.

The activity will support the ongoing development of the VLPA through workshops, professional training and establishment costs.

**Counterpart:**

- ✿ National Coordinator, LSCU

**Funding:**

- ✿ Workshops and training

**Recruitment:**

- ✿ Nil

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

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

**Land Registry Operations:** The Program has continued to struggle with implementing improvements to procedures within the operations of the Land Registry Office. However during the latter half of 2013 significant improvements were made, which included:

- ✿ the removal of the backlog of unregistered applications;
- ✿ reducing the time taken to register new applications to less than 10 working days;
- ✿ improving the filing of lease files;
- ✿ updating the Lease Registers so as to reflect the current status of each lease;
- ✿ improving the recording procedures and understanding of strata titles;
- ✿ developing a document tracking system for managing all applications and instruments lodged in the Land Registry Office; and



- ✿ commencing scanning of all documents in the lease files.

It is recognised that an efficient operating Land Registry Office is critical to the total operations off activities in the Department of Lands and as a result continuing support for land registry activities is a high priority. Activities to be supported during 2014 for the Land Registry are aimed towards continuing to build the capacity of the Land Registry, ensure the security of its records, ensuring that its operations meet the needs of its clients in delivering efficient and effective services and provide data relevant registry data to other sections of DoL. Activities to be supported will include:

- ✿ Improve document storage and document access as required, including modifying the document tracking system as required;
- ✿ Scanning of all lease files and lease registers;
- ✿ Update manual registration procedures so as to improve the efficiency of registration; and
- ✿ Ongoing training on land registry operations to all land registry staff.

Given the limited progress that was made with land registry reform up until mid-2013 there still remains much to be done and it is proposed to remobilise the Land Registry Adviser to work on refining procedures and ensuring procedures are firmly embedded.

Following a presentation by a representative from the Food and Agricultural Organisation (FAO) on Solutions for Open Land Administration Software – SOLA, the DoL has made a decision to access the possibility of implementing the system. The FAO SOLA software provides computerised support for generically defined registration, cadastre (map and survey) and lease management functions. It has been identified that the biggest advantage SOLA would offer DoL would be a software application that provides controlled, department wide access to all of the stored data including access to the database attribute data, digital archive scanned document and plan images and map views ideally linked to the parcel. The progress of this proposal will be dependent upon DoL being able to source funding for the customisation of the software to meet the needs of the Department of Lands. It will be important that all future development of activities within the Land Registry Office take this possible initiative into consideration.

**Counterpart:**

- ✿ Director of Lands, Principal Registration Officer

**Funding:**

- ✿ Workshops, consumables
- ✿ Funding of the existing 7 contract staff through to the end of December 2014 to undertake the document scanning activities.
- ✿ Land Registry Adviser (already recruited)

**Recruitment:**

- ✿ Nil.

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

**Scanning of Negotiator Certificates:** The scanning of Negotiator Certificates (NC) commenced during 2013. It may be necessary for this activity to continue into 2014 so as to ensure the activity is completed and all necessary documents are scanned. The computerisation document tracking system for the NC process will also be completed during the early part of 2014.

It is envisaged that following the enactment of the amendments to the Land Reform Act that it will be necessary for the procedures in the Planning and Lease Execution units to be amended to comply with the legislation. Although the changes have yet to be quantified it is certain that support will be required to assist with establishing new procedures and documentation. Some support has been provided for this activity but more than likely this will not be sufficient for the work envisaged.

**Counterpart:**

- ✿ Enforcement/Planning and Lease Execution Section Heads

**Funding:**

- ✿ Consumables

**Recruitment:**

- ✿ Lease Processing Adviser

**Urban Planning:** No funding has been allocated to this sub-component for the 2014 annual planning period.

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

Funding has been allocated to support general communication and education programs and gender initiatives. Support for this activity will be provided by the Land Sector Governance Adviser.

**Counterpart:**

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

**Funding:**

- ✿ C&E and gender activity costs not covered under other sub-components.

**Recruitment:**

- ✿ Nil

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

At the request of the Director of Lands and supported by the Minister of Lands, a review of the organisational arrangements, training needs and capacity building initiatives for the Department of Lands was commenced during 2013 with the recruitment of an International Institutional Adviser. The A/CEO Malvatumauri also requested similar support to assist with the progression of the reform process for the Malvatumauri and CLTU which were progressed during 2013. These activities will continue during 2014 in close cooperation with the Minister of Lands and management of DoL and Malvatumauri.

**Counterpart:**

- ✿ Director General of Lands; Director Corporate Service of MoL; CEO of Malvatumauri and Director of Lands

**Funding:**

- ✿ Workshops and training courses
- ✿ International Institutional Adviser (already recruited)

**Recruitment:**

☼ Nil

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

##### **4.5.1 Legislative Review**

During 2013 there was confusion in relation to the preparation of amendments to the Customary Land Tribunal Act. It is envisaged that the legislative amendments in the form of the Land Dispute Management Act will pass through parliament in November 2013. Minimal funding has been allocated to assist with some communication activities.

**Counterpart:**

☼ Senior Custom Land Officer

**Funding:**

☼ Consultation programs.

**Recruitment:**

☼ Nil

##### **4.5.2 Mediation Support Services**

No funding has been allocated to this sub-component for the 2014 annual planning period. With the lack of progress in relation to the amendments to the Customary Land Tribunal Unit and the resultant lack of clarification or commitment in relation to the use of mediation as a process for addressing customary land disputes it is not possible to identify any future direction in relation to mediation activities.

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

During 2013 there was a concerted effort to implement training for the Customary Land Tribunal Act, minute taking and secretarial training. Where possible this training was provided by the Provincial Customary Land Officers. By the end of 2013 it is anticipated that basic training for the CLT Act will have been undertaken in each of the 6 provinces.

For 2014 additional funding has been allocated to the CLT Unit to assist with the ongoing training of chiefs in relation to the operation of tribunals and the new legislation. It should be noted that there are insufficient funds to cover the whole country so it will be necessary to prioritise areas to receive training. This funding is also based on the assumption that training will be undertaken by the Provincial Customary land Officers with no hands on input from Port Vila.

Minimal funding is also available for public awareness activities such as the reprinting of communication material.

**Counterpart:**

☼ Senior Customary Lands Officer

**Funding:**

☼ Reprinting of C&E material.  
☼ Workshops

**Recruitment:**

☼ Nil

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

**Provincial Customary Land Officers:** In accordance with the agreement with the Ministry of Justice the Program will continue to provide funding support for the 6 Provincial Customary Land Officers through to the end of 2014. The MoJ has agreed that it will take over all funding activities for these 6 positions as from January 2015.

**Customary Land Tribunal Unit:** During 2014 support will be provided to progress the institutional reform activities of the CLTU which were commenced in 2013. Support for these activities will be provided by the International Institutional Adviser.

**Counterpart:**

- ☼ Senior Customary Lands Officer

**Funding:**

- ☼ Salary and operational costs for the 6 Provincial Custom Land Officers
- ☼ Consumables

**Recruitment:**

- ☼ Nil

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

##### 4.6.1 IT Strategy

Significant progress was made during the second half of 2013, in relation to IT initiatives, following the NZ Government giving approval for the funding of 3 contract IT staff in the MoL. This has enabled the ongoing development of systems to support the land registry, valuation and planning. It is anticipated that the MoL will fund a number of the IT contract positions in 2014 although the number of staff is currently unclear.

The support proposed in the 2014 Annual Plan is based on the MoL providing sufficient IT resources to support new IT systems development initiatives and to support systems that have been developed. As mentioned in Section 4.4.1, DoL is proposing to look seriously at the implementation of the SOLA software to support land registration activities and other related activities, however without a commitment from the MoL in relation to staff then the proposal would be very problematic.

**Counterpart:**

- ☼ Director of Lands; IT Manager

**Funding:**

- ☼ Professional capacity building of ITC staff
- ☼ Software maintenance and licence agreements

**Recruitment:**

- ☼ IT Database Management Adviser (already recruited)

##### 4.6.2 Land survey records

**Digital Cadastral Database (DCDB):** There was a concerted effort during 2012 and 2013 to update the data in the DCDB so as to ensure that there was integrity in the data and that the quality of the data was acceptable for external use. This has been largely achieved. A deficiency with the DCDB, which was highlighted by the misappropriation of state land during 2012, is the lack of definition of state land which has been assigned for specific purposes but

remains undefined. This includes land for roads, open space areas and land allocated for government purposes.

There will be a major focus during 2014 in defining all unallocated state land. A Standard Operating procedure has been prepared, staff recruited and training has been undertaken. The duration required for this activity is unknown however it will be time consuming and demanding, but is totally necessary so as to ensure that in the future state land in Port Vila and Luganville is protected.

**Surveyor's Directions and Schedules (SDS):** During early 2013 the Program supported the Surveyor General (SG) with the development of Survey Practice Directions. The SG has been progressively reviewing the Practice Directions and assessing which directions can be readily implemented. Following the issues associated with the misappropriation of state land the Minister of Lands has been advised of the changes in procedures required for cadastral surveying. These changes had already been reflected in the Practice Directions and now need to be developed into more detailed instructions as well as training provided to the private surveyors. This activity will be supported during this annual planning period.

**Counterpart:**

- ✿ Surveyor General

**Funding:**

- ✿ Training for private sector surveyors
- ✿ Consumables
- ✿ Data Entry Officer (recruited in 2013)
- ✿ Data Entry/Scanning Officer (recruited in 2013)
- ✿ Cadastral Surveyor responsible for preparing SDS (recruited during 2012)

**Recruitment:**

- ✿ Nil

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

During 2012 a review was undertaken of the geodetic network in Vanuatu. The review highlighted the importance of upgrading the geodetic network for activities associated with climate change, sea level monitoring and earth deformation monitoring. It has been recognised that insufficient funds are available to undertake this activity and the focus has changed to supporting geodetic control activities for cadastral surveying and infrastructure activities which will be undertaken initially around Port Vila.

**Counterpart:**

- ✿ Surveyor General

**Funding:**

- ✿ Recurrent expenditure

**Recruitment:**

- ✿ Nil

### 4.6.3 Mapping and Imagery

No funding has been allocated for mapping and imagery activities during 2014. It was proposed to fund the commencement of a process for the field collection of data for the gazetteer but this activity was assigned a lower priority in relation to other DoL activities and funding was not supported.

#### 4.6.4 Valuation Services

**Valuation Database:** During 2013 the Valuation Unit completed the valuation database for Port Vila and the Port Vila Valuation Zone Map. The valuers also received additional training in property valuation which will enable them to provide meaningful property valuation data for the valuation data base and to update, on a regular basis, the rate tables for the Valuation Zone Map.

During 2014 it is planned to undertake similar activities for Luganville. This will include data collection for all properties in the Luganville municipal area, creation of the valuation database for Luganville and the Luganville Valuation Zone Map.

**Counterpart:**

- ✿ Valuer General; Principal Lands and Valuation Officer

**Funding:**

- ✿ Equipment
- ✿ Valuation database – Field mobilisation and operational costs for the field data collection for Luganville
- ✿ Valuation Zone System – Field data collection and map production for Luganville

**Recruitment:**

- ✿ Valuation Field Data Collector (2) for Luganville

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

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

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

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

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

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

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

### 4.9.1 Reporting

The formal reporting requirements of the contract include, *inter alia* two 6 Monthly Reports and an Annual Plan. These reports will be prepared in close cooperation with the GoV and the PMC. The procedures for reporting and a Schedule of Reports for the duration of the Program have been prepared and are detailed in a Reporting Plan<sup>1</sup>.

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

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

### 4.9.2 Monitoring and Evaluation

A Monitoring and Evaluation Plan and an M&E Framework was developed during 2012 in consultation with Program partners. Limited support from Program partners has meant that neither of the M&E activities have been fully endorsed by the Program partners and government. However there is sufficient structure in both M&E documents for them to be used for all necessary M&E activities required for the duration of the Program.

The capacity limitations in M&E within the Program partners mean that it is important that the M&E systems impose limited demands on key stakeholders. Linkages through the Office of the Prime Minister and their M&E activities will be further developed so as to ensure M&E activities feed into and meet the requirements of government.

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

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

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

The Risk Management Plan has been amended and reflects the activities to be supported under the Refinement Plan which specifically focuses on activities that will minimise risk in relation to the ongoing implementation of the Program. Potential impacts on the Program and the response that would be implemented to mitigate or address the risk are also identified.

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

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<sup>1</sup> Mama Graon – Vanuatu Land Program Reporting Plan, LEI Quality Document, 15 March 2011



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

## **5. STAFFING AND RECRUITMENT**

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

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

**Proposed Human Resource Inputs**

Classification		Total Inputs in Person Months	No of Positions
Core Team (as per contract document)	International	12	1
	National	12	1
Long Term Technical Support	International	0	0
	National (PSC positions)	32	3
	Future PSC positions	0	0
Short Term Technical Assistance	International	11	5
	National	1	1
National contract staff PSC contract positions)		191	17
<b>Total</b>		<b>259</b>	<b>28</b>

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

With emphasis on the Program having government ownership and being government driven the strategy for implementation of Program activities will focus on partner agencies and their implementation of Program activities. A Work Plan has been prepared which outlines the anticipated activities required to achieve the outputs that have been defined by the partner agencies (see Attachment 2).

The PMC will continually monitor the work plan and in cases where a Program partner is struggling to implement proposed activities a decision may be made to reallocate resources and funding to another activity. This is to ensure that there is maximum utilisation of the limited funding that is available for the remaining two years of the Program.



## 7. BUDGET

### 7.1 Financial Management and Procurement

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

### 7.2 Program Budget and Procurement

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

The estimated total budget for the 12 month period covered by this Annual Plan is VUV100.6 million (A\$1.118 million), which is broken up as follows:

✿	Adviser and Contract Staff costs	VUV76.5 m (A\$0.85 m)
✿	Procurement items, meetings, training, Workshops	VUV24.1 m (A\$0.268 m)

## **ATTACHMENT 1: PROPOSED MILESTONES FOR PAYMENT**

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

### **Milestones for 1 January 2014 to 31 December 2014**

<b>Milestone Number</b>	<b>Item and associated Schedule 1 part</b>	<b>Verifiable Indicators</b>	<b>Timing</b>	<b>%</b>
<b>19</b>	Annual Report for 2013	Submitted to PMC and endorsed by AusAID	31 January 2014	15%
<b>20</b>	Report on the institutional, organisational and capacity building review of the DoL	Submitted to Director of Lands and endorsed by AusAID	30 April 2014	20%
<b>21</b>	6 Monthly Report	Submitted to PMC and endorsed by AusAID	10 June 2014	20%
<b>22</b>	Progress report on the operation of the Land Registry Office	Submitted to Director of Lands and endorsed by AusAID	15 August 2014	15%
<b>23</b>	Annual Plan for 2015	Submitted to PMC and accepted by AusAID	1 October 2014	20%
<b>24</b>	Detailed report on all records management activities in DoL	Submitted to Director of Lands and endorsed by AusAID	1 December 2014	10%

ATTACHMENT 2: WORK PLAN FOR JAN 2014 TO DEC 2014

Work Plan for Annual Plan 1 January 2013 to 31 December 2013					
ID	Task Name	Duration	Start	Finish	Calendar
1	Commencement of Annual Planning period	0 days	Wed 1/01/14	Wed 1/01/14	1/01
2	Report Preparation	160 days	Wed 21/05/14	Tue 30/12/14	
3	Annual Plan Preparation	76 days	Wed 18/06/14	Wed 1/10/14	
4	Discuss proposed annual plan with Program partners and	5 days	Wed 18/06/14	Tue 24/06/14	
5	Request proposals from Program partners	21 days	Wed 25/06/14	Wed 23/07/14	
6	Prepare Annual Plan for 1 Jan 2015 to 31 Dec 2015	20 days	Thu 24/07/14	Wed 20/08/14	
7	Discuss draft Annual Plan with Program partners	5 days	Thu 21/08/14	Wed 27/08/14	
8	Finalise draft Annual Plan	5 days	Thu 28/08/14	Wed 3/09/14	
9	Draft annual plan submitted to PMC, AusAID	0 days	Wed 3/09/14	Wed 3/09/14	3/09
10	Annual Plan revised based on feedback	5 days	Thu 25/09/14	Wed 1/10/14	
11	Final Annual Plan submitted	0 days	Wed 1/10/14	Wed 1/10/14	1/10
12	6 Monthly Report	160 days	Wed 21/05/14	Tue 30/12/14	
13	Prepare 6 Monthly Report	30 days	Wed 21/05/14	Tue 1/07/14	
14	Submit 6 Monthly Report to PMC, AusAID	0 days	Tue 1/07/14	Tue 1/07/14	1/07
15	Prepare 6 Monthly Report	30 days	Wed 19/11/14	Tue 30/12/14	
16	Submit 6 Monthly Report to PMC, AusAID	0 days	Tue 30/12/14	Tue 30/12/14	
17	PART A-1: Informed Collective Decisions by Customary Land	260 days	Wed 1/01/14	Tue 30/12/14	
18	Improve customary governance of land by the Malvatumala	240 days	Wed 29/01/14	Tue 30/12/14	
19	Institutional Strengthening	240 days	Wed 29/01/14	Tue 30/12/14	
20	Support capacity building	240 days	Wed 29/01/14	Tue 30/12/14	
21	Support organisational reform initiatives	240 days	Wed 29/01/14	Tue 30/12/14	
22	Improve stakeholder and public understanding and awareness of customary land practices	250 days	Wed 1/01/14	Tue 16/12/14	
23	Monitor activities	250 days	Wed 1/01/14	Tue 16/12/14	
24	Improved decision making by customary landholders	0 days	Wed 1/01/14	Wed 1/01/14	1/01
25	See Capacity Development of Customary Land Unit	0 days	Wed 1/01/14	Wed 1/01/14	1/01
26	PART A-2: Participatory Land Governance	260 days	Wed 1/01/14	Tue 30/12/14	

MAMA GRAON – VANUATU LAND PROGRAM  
ANNUAL PLAN JAN 2014 TO DEC 2014

Work Plan for Annual Plan 1 January 2013 to 31 December 2013					
ID	Task Name	Duration	Start	Finish	ov   6 Jan '1   17 Feb   31 Mar   12 May   23 Jun   4 Aug '1   15 Sep   27 Oct   8 Dec '1
27	Support the Effective and Participatory Sector Wide Governance	260 days	Wed 1/01/14	Tue 30/12/14	19   6   24   11   1   19   6   24   12   30   17   5   23   10   28   15   3   21   8   26   14   1
28	Vanuatu Land Governance Committee (VLGC)	260 days	Wed 1/01/14	Tue 30/12/14	
29	Support VLGC activities	260 days	Wed 1/01/14	Tue 30/12/14	
30	Vanuatu Land Program Management Committee (PMC)	260 days	Wed 1/01/14	Tue 30/12/14	
31	Support PMC activities	260 days	Wed 1/01/14	Tue 30/12/14	
32	Establish and/or improve participatory, sustainable mechanisms that will facilitate regional and local governance of land	260 days	Wed 1/01/14	Tue 30/12/14	
33	Support for the LSCU and PMC	260 days	Wed 1/01/14	Tue 30/12/14	
34	Improve the participatory mechanisms that facilitate form:	260 days	Wed 1/01/14	Tue 30/12/14	
35	Vanuatu Land Professionals Association	260 days	Wed 1/01/14	Tue 30/12/14	
36	VLPA officially established	60 days	Wed 1/01/14	Tue 25/03/14	
37	Support for operations of the VLPA	200 days	Wed 26/03/14	Tue 30/12/14	
38	Improve participatory mechanisms that facilitate form:	250 days	Wed 1/01/14	Tue 16/12/14	
39	Assessment of LGAF final document	20 days	Wed 1/01/14	Tue 28/01/14	
40	Develop program for development of policy initiatives	40 days	Wed 29/01/14	Tue 25/03/14	
41	Government endorsement of policy initiatives	40 days	Wed 26/03/14	Tue 20/05/14	
42	Support implementation of approved policy initiatives	150 days	Wed 21/05/14	Tue 16/12/14	
43	PART A-3: Effective and Enabling Services	260 days	Wed 1/01/14	Tue 30/12/14	
44	Establish a functioning land registry and information services	260 days	Wed 1/01/14	Tue 30/12/14	
45	Registry activities	235 days	Wed 1/01/14	Tue 25/11/14	
46	Review and monitor procedures for document registration	60 days	Wed 1/01/14	Tue 25/03/14	
47	Support implementation of procedures	175 days	Wed 26/03/14	Tue 25/11/14	
48	Scanning	260 days	Wed 1/01/14	Tue 30/12/14	
49	Ongoing scanning of land registry records	260 days	Wed 1/01/14	Tue 30/12/14	
50	Establish an effective land lease and development planning, assessment, permitting and enforcement	240 days	Wed 1/01/14	Tue 2/12/14	
51	Records Storage	240 days	Wed 1/01/14	Tue 2/12/14	

MAMA GRAON – VANUATU LAND PROGRAM  
ANNUAL PLAN JAN 2014 TO DEC 2014

Work Plan for Annual Plan 1 January 2013 to 31 December 2013					
ID	Task Name	Duration	Start	Finish	ov 6 Jan '15 6 Jan '11 17 Feb '15 6 Jan '11 31 Mar '15 12 May '15 23 Jun '15 4 Aug '15 15 Sep '15 27 Oct '15 8 Dec '15
52	Document scanning support	240 days	Wed 1/01/14	Tue 2/12/14	
53	Land Registration Procedures	240 days	Wed 1/01/14	Tue 2/12/14	
54	Monitor land registration procedures	240 days	Wed 1/01/14	Tue 2/12/14	
55	Refinement of registration procedures including strata	20 days	Wed 26/02/14	Tue 25/03/14	
56	Training on registration procedures and strata titling	20 days	Wed 26/03/14	Tue 22/04/14	
57	Deliver a national awareness, knowledge and gender mair	20 days	Wed 1/01/14	Tue 28/01/14	
58	Monitor M&e activities with Program partners	20 days	Wed 1/01/14	Tue 28/01/14	
59	Demonstrate effective organisational models for service d	240 days	Wed 1/01/14	Tue 2/12/14	
60	Support capacity building	240 days	Wed 1/01/14	Tue 2/12/14	
61	Support organisational reform initiatives	240 days	Wed 1/01/14	Tue 2/12/14	
62	PART B-1: A strengthened Customary Lands Tribunal consistent with the GoV's national plans	260 days	Wed 1/01/14	Tue 30/12/14	
63	Legislative Review	200 days	Wed 1/01/14	Tue 7/10/14	
64	Support the implementation of the CLT Act	200 days	Wed 1/01/14	Tue 7/10/14	
65	Mediation Support Services	250 days	Wed 1/01/14	Tue 16/12/14	
66	Monitor activities	250 days	Wed 1/01/14	Tue 16/12/14	
67	Public Awareness and Training	200 days	Wed 1/01/14	Tue 7/10/14	
68	Communication and Education support provided to CLTU	200 days	Wed 1/01/14	Tue 7/10/14	
69	Capacity Development of Customary Land Unit (CLU)	260 days	Wed 1/01/14	Tue 30/12/14	
70	Customary Land Unit - Institutional Support	260 days	Wed 1/01/14	Tue 30/12/14	
71	Ongoing support provided to CLTU based on work plan	260 days	Wed 1/01/14	Tue 30/12/14	
72	PART B-2: A Land Information Management system that meets current and future needs and supports economic development	260 days	Wed 1/01/14	Tue 30/12/14	
73	It Strategy	260 days	Wed 1/01/14	Tue 30/12/14	
74	Continuous support and maintenance for system	260 days	Wed 1/01/14	Tue 30/12/14	
75	Develop monitoring and evaluation for the VANLIS System	260 days	Wed 1/01/14	Tue 30/12/14	
76	Land Survey Records	260 days	Wed 1/01/14	Tue 30/12/14	

**MAMA GRAON – VANUATU LAND PROGRAM  
ANNUAL PLAN JAN 2014 TO DEC 2014**

Work Plan for Annual Plan 1 January 2013 to 31 December 2013					
ID	Task Name	Duration	Start	Finish	ov 6 Jan 17 Feb 31 Mar 12 May 23 Jun 4 Aug 15 Sep 27 Oct 8 Dec 19 5 24 11 1 19 5 24 12 30 17 5 23 10 26 15 3 21 8 26 14 1
77	<b>DCDB and STATE LAND</b>	260 days	Wed 1/01/14	Tue 30/12/14	
78	Definition of all state land parcels in Port Vila and Luga	260 days	Wed 1/01/14	Tue 30/12/14	
79	<b>Improvements to Cadastral Survey Procedures</b>	240 days	Wed 29/01/14	Tue 30/12/14	
80	Review Cadastral Practice Directions	5 days	Wed 29/01/14	Tue 4/02/14	
81	Refine procedures for cadastral survey plans	20 days	Wed 5/02/14	Tue 4/03/14	
82	Training to government and private surveyors	15 days	Wed 5/03/14	Tue 25/03/14	
83	Ongoing monitoring of cadastral Practice Directions	200 days	Wed 26/03/14	Tue 30/12/14	
84	<b>Mapping and Imagery</b>	240 days	Wed 22/01/14	Tue 23/12/14	
85	Monitor activities	240 days	Wed 22/01/14	Tue 23/12/14	
86	<b>Valuation Services</b>	255 days	Wed 1/01/14	Tue 23/12/14	
87	Creation of Valuation Database	255 days	Wed 1/01/14	Tue 23/12/14	
88	Complete activities for Port Vila	60 days	Wed 1/01/14	Tue 25/03/14	
89	Procure equipment	40 days	Wed 12/02/14	Tue 8/04/14	
90	Recruit and train data collectors	20 days	Wed 9/04/14	Tue 6/05/14	
91	Preparations and planning for field activities	10 days	Wed 30/04/14	Tue 13/05/14	
92	Field data collection for Luganville Municipality	160 days	Wed 14/05/14	Tue 23/12/14	
93	Data entry of field data	140 days	Wed 11/08/14	Tue 23/12/14	
94	<b>Development of Valuation Zones</b>	205 days	Wed 1/01/14	Tue 14/10/14	
95	Complete activities for Port Vila	60 days	Wed 1/01/14	Tue 25/03/14	
96	Preparation and planning for field activities	20 days	Wed 9/04/14	Tue 6/05/14	
97	Field data collection in Luganville	80 days	Wed 7/05/14	Tue 26/08/14	
98	Collation of the data and preparation of valuation zonir	30 days	Wed 27/08/14	Tue 7/10/14	
99	Training and workshops on valuation zones for Port Vi	5 days	Wed 8/10/14	Tue 14/10/14	

## ATTACHMENT 3: ANTICIPATED PERSONNEL INPUTS AND BUDGET

TECHNICAL ASSISTANCE AND CONTRACT SUPPORT 2014													
Position	2014												2014
	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Total
<b>International - Long Term</b>													
Program Director	1	1	1	1	1	1	1	1	1	1	1	1	12
Land Sector Governance Adviser	1	1	1	1	1	1	1	1	1	1	1	1	12
Land Registry Adviser													0
Lease Processing Adviser													0
Land Services Adviser													0
GIS Specialist													0
	2	2	2	2	2	2	2	2	2	2	2	2	24
<b>Adviser Positions</b>													
<b>National/Contract - Long Term</b>													
National Kastom Land Officer	1	1	1	1	1	1	1	1	1	1	1	1	12
Local Kastom Land Officer #1	1	1	1	1	1	1	1	1	1	1	1	1	12
Local Kastom Land Officer #2	1	1	1	1	1	1	1	1	1	1	1	1	12
Local Kastom Land Officer #3	1	1	1	1	1	1	1	1	1	1	1	1	12
Local Kastom Land Officer #4	1	1	1	1	1	1	1	1	1	1	1	1	12
Local Kastom Land Officer #5	1	1	1	1	1	1	1	1	1	1	1	1	12
Local Kastom Land Officer #6	1	1	1	1	1	1	1	1	1	1	1	1	12
M&E Adviser	-	-	-	-	-	-	-	-	-	-	-	-	0
Participatory Governance Facilitator	1	1	1	1	1	1	1	1	1	1	1	1	12
Land Registry Support Staff #1	1	1	1	1	1	1	1	1	1	1	1	1	12
Land Registry Support Staff #2	1	1	1	1	1	1	1	1	1	1	1	1	12
Land Registry Support Staff #3	1	1	1	1	1	1	1	1	1	1	1	1	12
Land Registry Support Staff #4	1	1	1	1	1	1	1	1	1	1	1	1	12
Land Registry Support Staff #5	1	1	1	1	1	1	1	1	1	1	1	1	12
Temporary Scanning Officers	1	1	1	1	1	1	1	1	1	1	1	1	12
Temporary Scanning Officers	1	1	1	-	-	-	-	-	-	-	-	-	3
Gender Focal Point	-	-	-	-	-	-	-	-	-	-	-	-	0
													0
<b>National Lease Processing Adviser</b>		1	1	1	1	1	1	1	1				8
National Training Adviser	-	-	-	-	-	-	-	-	-	-	-	-	0
National Communication Adviser	-	-	-	-	-	-	-	-	-	-	-	-	0
Data Entry Officer (DCDB)	1	1	1	1	1	1	1	1	1	1	1	1	12
Data Entry/Scanner (DCDB)	1	1	1	1	1	1	1	1	1	1	1	1	12
Data Capture - Field Officers		1	1	1	1	1	1	1	1	1	1	1	10
Data Capture - Field Officers		1	1	1	1	1	1	1	1	1	1	1	10
	15	16	16	15	15	15	15	15	15	14	14	14	223
<b>National - Short Term</b>													
National Legal Adviser	-	1	-	-	-	-	-	-	-	-	-	-	1
	0	1	0	0	0	0	0	0	0	0	0	0	1
<b>International - Short Term</b>													
Cadastral Survey Specialist	-	-	1	1	-	-	-	-	-	-	-	-	2
Geodetic Survey Specialist	-	-	-	-	-	-	-	-	-	-	-	-	0
Valuation Specialist	-	-	-	1	-	-	-	-	-	-	-	-	1
IT Strategic Planner	-	-	-	-	-	-	-	-	-	-	-	-	0
IT Analyst/Designer	-	1	1	-	-	-	-	-	-	-	-	-	2
IT Programmer	-	-	-	-	-	-	-	-	-	-	-	-	0
International Legal Specialist	-	-	-										0
Land Registry Adviser													0
Land Services Adviser (Institutional)		1	1		1		1						4
GIS Specialist		1	1										2
	0	1	2	2	0	0	0	0	0	0	0	0	11
<b>Total</b>	17	20	20	19	17	17	17	17	17	16	16	16	259

Position	2014
	Total
<b>International - Long Term</b>	
Program Director	0
Land Sector Governance	0
Land Registry Adviser	0
Lease Processing Adviser	0
Land Services Adviser	0
GIS Specialist	0
	<b>400,320</b>
<b>Adviser Positions</b>	
<b>National/Contract - Long Term</b>	
National Kastom Land Officer	18,000
Local Kastom Land Officer #1	15,120
Local Kastom Land Officer #2	15,120
Local Kastom Land Officer #3	15,120
Local Kastom Land Officer #4	15,120
Local Kastom Land Officer #5	15,120
Local Kastom Land Officer #6	15,120
M&E Adviser	0
Participatory Governance Facilitator	14,400
Land Registry Support Staff #1	7,200
Land Registry Support Staff #2	7,200
Land Registry Support Staff #3	7,200
Land Registry Support Staff #4	7,200
Land Registry Support Staff #5	7,200
Temporary Scanning Officers	7,200
Temporary Scanning Officers	1,800
Gender Focal Point	0
Crosscutting Issues Adviser	0
National Lease Processing Adviser	16,200
National Training Adviser	0
National Communication Adviser	0
Data Entry Officer (DCDB)	7,200
Data Entry/Scanner (DCDB)	7,200
Data Capture - Field Officers	6,000
Data Capture - Field Officers	6,000
	<b>210,720</b>
<b>National - Short Term</b>	
National Legal Adviser	7,000
Land Governance Assessment Adviser	0
	<b>7,000</b>
<b>International - Short Term</b>	
Cadastral Survey Specialist	40,000
Geodetic Survey Specialist	0
Valuation Specialist	20,000
IT Strategic Planner	0
IT Analyst/Designer	40,000
IT Programmer	0
International Legal Specialist	0
Land Registry Adviser	40,000
Land Services Adviser (Institutional)	56,000
GIS Specialist	36,000
	<b>232,000</b>
<b>Total</b>	<b>850,040</b>



## ATTACHMENT 4: ANNUAL BUDGET – PROCUREMENT SUMMARY

<b>OBJECTIVE A-1</b>		
Program Partner and Unit		
SUB-OBJECTIVE: IMPROVED CUSTOMARY GOVERNANCE OF LAND BY MALVATUMAURI		
Description of Item	Vatu	A\$
INSTITUTIONAL STRENGTHENING	560,000	5,895
COMMUNICATION AND EDUCATION	600,000	6,316
LEGISLATIVE REVIEW (National Council of Chiefs Act)	405,000	4,263
FIELD WORKER WORKSHOPS	7,500,000	78,947
	<b>9,065,000</b>	<b>95,421</b>
Program Partner and Unit		
SUB-OBJECTIVE: IMPROVED STAKEHOLDER AND PUBLIC UNDERSTANDING AND AWARENESS OF CUSTOMARY LAND PRACTICES		
Description of Item	Vatu	A\$
No activities funded	-	-
	-	-
Program Partner and Unit		
SUB-OBJECTIVE: IMPROVED DECISION-MAKING BY CUSTOMARY LANDHOLDERS		
Description of Item	Vatu	A\$
TRAINING OF CHAIRS AND SECRETARIES	-	-
PILOT PROJECT	-	-
	-	-
<b>OBJECTIVE A-2</b>		
Program Partner and Unit		
SUB-OBJECTIVE: IMPROVED DECISION-MAKING BY CUSTOMARY LANDHOLDERS		
Description of Item	Vatu	A\$
COMMITTEE SUPPORT	70,000	737
REVIEW LSF ACTIVITIES	-	-
REVIEW RESOLUTIONS FROM LAND SUMMIT	-	-
FINALISE M&E PLAN FOR LSF	-	-
COMMUNICATION STRATEGY FOR LAND SECTOR	100,000	1,053
	<b>170,000</b>	<b>1,789</b>
MINISTER OF LANDS PROPOSALS		
Description of Item	Vatu	A\$
LEGISLATIVE REVIEW	-	-
LAND DISPUTE SUPPORT (OMBUDSMAN)	-	-
	-	-
Program Partner and Unit		
SUB-OBJECTIVE: ESTABLISH AND/OR IMPROVE PARTICIPATORY, SUSTAINABLE MECHANISMS - REGIONAL AND LOCAL GOVERNANCE OF LAND		
Description of Item	Vatu	A\$
No proposed activities	-	-
	-	-
Program Partner and Unit		
SUB-OBJECTIVE: IMPROVE THE PARTICIPATORY MECHANISMS THAT FACILITATE FORMAL LAND DEALINGS		
Description of Item	Vatu	A\$
VANUATU LAND PROFESSIONALS ASSOCIATION	1,150,000	12,105
LAND GOVERNANCE ASSESSMENT FRAMEWORK	-	-
	<b>1,150,000</b>	<b>12,105</b>

<b>OBJECTIVE A-3</b>		
<b>Program Partner and Unit</b>		
<b>SUB-OBJECTIVE: ESTABLISH A FUNCTIONING LAND REGISTRY AND INFORMATION SERVICE</b>		
Description of Item	Vatu	A\$
PROCESS IMPROVEMENT	210,000	2,211
SCANNING OF DOCUMENTS	45,000	474
FILING SYSTEM - IMPROVEMENTS	-	-
	255,000	2,684
<b>Proposed Activity:</b>		
Description of Item	Vatu	A\$
SUPPORT FOR URBAN PLANNING	-	-
	-	-
<b>Program Partner and Unit</b>		
<b>SUB-COMPONENT: SUPPORT FOR LEASE REGISTRATION</b>		
Description of Item	Vatu	A\$
REFINE INTERNAL PROCESSES	50,000	526
STANDARDISE LEASE CONDITIONS	-	-
SCANNING OF DOCUMENTS	5,000	53
	55,000	579
<b>Program Partner and Unit</b>		
<b>SUB-COMPONENT: DELIVER A NATIONAL LAND AWARENESS AND GENDER MAINSTREAMING CAMPAIGN</b>		
Description of Item	Vatu	A\$
PROGRAM WIDE SUPPORT FOR AWARENESS AND GENDER Consumables	300,000	3,158
	300,000	3,158
<b>Program Partner and Unit</b>		
<b>SUB-COMPONENT: DEMONSTRATE EFFECTIVE AND ORGANISATIONAL MODELS AND SERVICE DELIVERY ARRANGEMENTS</b>		
Description of Item	Vatu	A\$
INSTITUTIONAL ORGANISATION-CAPACITY BUILDING AND TRAINING	1,525,000	16,053
	1,525,000	16,053
<b>OBJECTIVE B-1</b>		
<b>Program Partner and Unit</b>		
<b>SUB-COMPONENT: LEGISLATIVE REVIEW</b>		
Description of Item	Vatu	A\$
DRAFTING OF THE CUSTOMARY LAND TRIBUNAL ACT	1,100,000	11,579
	1,100,000	11,579
<b>Program Partner and Unit</b>		
<b>SUB-COMPONENT: MEDIATION SUPPORT</b>		
Description of Item	Vatu	A\$
ESTABLISH MECHANISMS FOR TRIBUNALS INCLUDING MEDIATION	-	-
4 Public Forums in Provinces	-	-
Study Tour to Established Mediation Site	-	-
Preparation of procedures for tribunals	-	-
	-	-
<b>Program Partner and Unit</b>		
<b>SUB-COMPONENT: PUBLIC AWARENESS AND TRAINING</b>		
Description of Item	Vatu	A\$
CUSTOMARY LAND TRIBUNAL ACT TRAINING	3,650,000	38,421
PUBLIC AWARENESS	800,000	8,421
	4,450,000	46,842
<b>Program Partner and Unit</b>		
<b>SUB-COMPONENT: FUNDING OF CUSTOMARY LAND OFFICES</b>		
Description of Item	Vatu	A\$
SUPPORT FOR PROVINCIAL CUSTOMARY LAND OFFICERS	225,000	2,368
CUSTOMARY LAND TRIBUNAL UNIT	100,000	1,053

<b>OBJECTIVE B-2</b>		
<b>Program Partner and Unit</b>		
<b>SUB-COMPONENT: CREATION OF VANUATU LAND ADMINISTRATION SYSTEM (VANLAS)</b>		
Description of Item	Vatu	A\$
CAPACITY BUILDING OF STAFF	800,000	8,421
VANLAS OPERATIONAL	3,100,000	32,632
IMPLEMENTATION OF SPATIAL DATABASE	-	-
	<b>3,900,000</b>	<b>41,053</b>
<b>Program Partner and Unit</b>		
<b>SUB-COMPONENT: UPGRADE THE DCDB AND CADASTRAL (Land Survey Records)</b>		
Description of Item	Vatu	A\$
Part of Legislative Review	-	-
TERTIARY NETWORK AND SURVEY MARK PROTECTION	180,000	1,895
DIGITAL CADASTRAL DATABASE-UNALLOCATED LAND	60,000	632
CADASTRAL SURVEY PRACTICE DIRECTIONS	300,000	3,158
	<b>540,000</b>	<b>5,684</b>
<b>Program Partner and Unit</b>		
<b>SUB-COMPONENT: MAPPING AND IMAGERY</b>		
Description of Item	Vatu	A\$
UPGRADING OF THE GAZETTEER	-	-
GIS ACTIVITIES-SATELLITE IMAGERY, THEMATIC MAPS, ATLAS	-	-
	-	-
<b>Program Partner and Unit</b>		
<b>SUB-COMPONENT: CREATION OF THE VALUATION DATABASE SYSTEM AND VALUATION ZONES</b>		
Description of Item	Vatu	A\$
FURTHER DEVELOPMENT OF VALUATION DATABASE FOR PORT VILA	-	-
FIELDWORK FOR ANALYSIS AND VALUATION	-	-
ROLLOUT OF VALUATION DATABASE TO LUGANVILLE	2,120,000	22,316
CAPCITY BUILDING	500,000	5,263
	<b>2,620,000</b>	<b>27,579</b>
<b>Total Recurrent Budget for 2014</b>		
	25,455,000	267,947

## ATTACHMENT 5: SUMMARY OF PROGRAM COMPONENT ACTIVITIES

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

<b>PART A</b>	
<b>Objective A – 1</b>	<b>Informed Collective Decisions by Customary Landholders</b>
Improved Customary Governance of Land by the Malvatumauri	<ul style="list-style-type: none"> <li>• Support for institutional strengthening of the Malvatumauri.</li> <li>• Funding for reprinting of information material.</li> <li>• Support for the legislative review of the National Council of Chiefs Act.</li> <li>• Funding for VKS Field Workers Workshop.</li> </ul>
Improved stakeholder and public understanding and awareness of customary land practices	<ul style="list-style-type: none"> <li>• No funding provided for this sub-component.</li> </ul>
Improve decision-making by customary landholders	<ul style="list-style-type: none"> <li>• No funding provided for this sub-component.</li> </ul>
<b>Objective A – 2</b>	<b>Participatory Land Governance</b>
Support the effective and participatory sector wide governance of land	<ul style="list-style-type: none"> <li>• Support for the VLGC and PMC.</li> </ul>
Establish and/or improve participatory, sustainable mechanisms that will facilitate regional and local governance of land	<ul style="list-style-type: none"> <li>• No funding provided for this sub-component.</li> </ul>
Improve the participatory mechanisms that facilitate formal dealings in land	<ul style="list-style-type: none"> <li>• Support is provided for the ongoing development of the Vanuatu Land Professionals Association through workshops, professional training and establishment costs.</li> </ul>
<b>Objective A – 3</b>	<b>Effective and Enabling Services</b>
Establish a functioning Land Registry and Information Service	<ul style="list-style-type: none"> <li>• Ongoing support is provided to continue improving the land registration procedures.</li> <li>• Scanning of all records in each of the Land Registry files</li> <li>• Updating and scanning of the Lease Register cards.</li> <li>• Improving the records management and understanding of strata titles</li> </ul>
Establish an effective land lease and development planning, assessment, permitting and enforcement service	<ul style="list-style-type: none"> <li>• Continue the scanning of Negotiator Certificates and associated records.</li> <li>• Establish a document tracking system for applications for Negotiator Certificates</li> <li>• Support changes in procedures that will come about as a result of the legislative amendments.</li> </ul>
Deliver a National land awareness, knowledge and gender mainstreaming	<ul style="list-style-type: none"> <li>• Support for general communication and education programs and gender initiatives.</li> </ul>

campaign	
Demonstrate effective organisational models and service delivery arrangements	<ul style="list-style-type: none"> <li>Support the institutional reform and capacity building of the Department of Lands, CLTU and Malvatumauri.</li> <li>Support training activities in priority areas.</li> </ul>
<b>PART B</b>	
<b>Objective B – 1</b>	<b>A strengthened Customary Lands Tribunal consistent with the GoV's national plans</b>
Legislative Review	<ul style="list-style-type: none"> <li>Support for the ongoing training of chiefs in relation to the functioning of customary land tribunals and the new legislation.</li> </ul>
Mediation Support Services	<ul style="list-style-type: none"> <li>No funding provided for this sub-component.</li> </ul>
Public Awareness and Training	<ul style="list-style-type: none"> <li>Support for the ongoing CLT Act training.</li> </ul>
Capacity Development of Customary Land Unit	<ul style="list-style-type: none"> <li>Funding for the Customary Land Tribunal officers.</li> <li>Institutional reform activities for the CLT Unit.</li> </ul>
<b>Objective B – 2</b>	
IT Strategy	<ul style="list-style-type: none"> <li>Support for the ongoing development of VANLAS.</li> </ul>
Land Survey Records	<ul style="list-style-type: none"> <li>Upgrading of the DCDB.</li> <li>Definition of unallocated state land for Port Vila and Luganville.</li> <li>Updating and training for amended Survey Directions to support the improved definition of state land and general cadastral survey practices.</li> </ul>
Mapping and Imagery	<ul style="list-style-type: none"> <li>No funding provided for this sub-component.</li> </ul>
Valuation Services	<ul style="list-style-type: none"> <li>Creation of the valuation database and valuation zone map for Luganville.</li> </ul>
<b>PART C</b>	
<b>Objective C – 1</b>	<b>Effective consultation and coordination between stakeholders of the Vanuatu Land Program</b>
	<ul style="list-style-type: none"> <li>Activity management</li> <li>PMC meetings and consultation</li> </ul>
<b>Objective C – 2</b>	<b>Effective and efficient management of all resources provided to deliver services including personnel, funds, services and equipment</b>
	<ul style="list-style-type: none"> <li>Management and financial records</li> </ul>
<b>Objective C – 3</b>	<b>Effective and efficient reporting and monitoring and evaluation of Program activities and deliverables</b>
	<ul style="list-style-type: none"> <li>Program reporting</li> <li>Monitoring and Evaluation Framework implementation</li> <li>Gender Strategy implementation</li> </ul>
<b>Objective C – 4</b>	<b>Identification and management of risks to the Program in order to minimise their impacts on the achievements of Program Goals and Objectives</b>
	<ul style="list-style-type: none"> <li>Monitoring the Risk Management Plan</li> </ul>

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**ATTACHMENT 6: RISK MANAGEMENT MATRIX**

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

The key to the Risk Management Matrix is:

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

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

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Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Responsibility	Timing
<b>PART A – Objective A 2 - Participatory Land Governance</b>								
2.1 National Land Governance	Senior leadership changes at Ministerial and DG level	Uncertainty in relation to direction for land reform initiatives and uncertainty for support for Program activities	5	4	3	<ul style="list-style-type: none"> <li>Ongoing engagement and dialogue with Chair of VLGC.</li> <li>Continual engagement with all Partner agencies and their involvement in the implementation of approved Program activities.</li> </ul>	Chair of VLGC LSCU PMC	On going
2.1 National Land Governance	Vanuatu Land Governance Committee does not operate effectively	The government driven Land Sector Framework is not widely supported and becomes an internally focused land administration document.	4	2	1	<ul style="list-style-type: none"> <li>Ongoing support for the Vanuatu Land Governance Committee</li> <li>Continual government awareness of the strategic role to be played by the Vanuatu Land Governance Committee.</li> </ul>	Chair of VLGC LSCU Program Director Donors	When required
2.1 National Land Governance	The GoV does not address land policy issues	The Vanuatu Land Governance Committee lacks government direction and is unable to adequately support appropriate land policy implementation.	4	4	3	<ul style="list-style-type: none"> <li>Ongoing engagement with the Chair of the VLGC.</li> <li>Work with the Minister of Lands so as to ensure that appropriate land policy initiatives are developed and implemented by VLGC.</li> </ul>	Chair VLGC DG of Lands MoLNR	When required
2.3 Land Process and Policy Governance	Ongoing criticism of the Program internally and externally	The reputation of the Program will suffer and activities will be delayed or not progress due to criticism and lack of understanding of the Program objectives	3	4	3	<ul style="list-style-type: none"> <li>Improved and open communication of the Program activities.</li> <li>Encourage active engagement by senior management of Program partners.</li> </ul>	Chair of VLGC LSCU Program Director	When required

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Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Responsibility	Timing
<b>PART A – Objective A 3 - Effective and Enabling Services</b>								
3.1 Land Registry  3.2 Assessment of Compliance	That it is not possible to substantially overcome the perverse incentives and the wantok obligations that impact on the achievement of high levels of transparency and good practice in the granting of approvals and the like.	A high level of good governance is difficult to obtain and public confidence in the operations does not increase.	5	4	3	<ul style="list-style-type: none"> <li>When designing improved procedures make them as “tight” as possible.</li> <li>Train the land registry staff so that they are better aware of registration procedures and understand the purpose behind their activities.</li> <li>Seek to improve public awareness and understanding of the impact of corruption and establish codes of conduct expected from Government officials.</li> </ul>	DG of Lands  Director of Lands  Program Director	When required
3.2 Assessment of Compliance	That some elements of the agencies, sections and personnel that need to cooperate find it difficult to fully do so.	Will not achieve a fully coordinated and integrated land lease and development planning, assessment, permitting, and enforcement service.	4	3	3	<ul style="list-style-type: none"> <li>Ensure that all agencies continue to be fully informed and involved and hence maintain commitment.</li> <li>Foster a strong focus on service to the customer.</li> </ul>	DG of Lands  Director of Lands  Program Director	When required
<b>PART B – Objective B 1 - A strengthened Customary Lands Tribunal consistent with the GoV's national plans</b>								
1.4 Customary Land Unit	That the Government will not be able to sustainably support the devolved services of the Provincial Customary Land Officers	Program initiative wilt after Program support is withdrawn.	4	4	3	<ul style="list-style-type: none"> <li>Appropriate pilot activities are undertaken to determine the roles and responsibilities of the Provincial Customary Land Officers</li> <li>Work closely with the Department of Lands and the Ministry of Public Finance to ensure recurrent budgets include sufficient funds for the salaries and operational costs of this service.</li> </ul>	Deputy Program Director  President or CEO of Malvatumauri  National Kastom Land Officer	When required



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Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Responsibility	Timing
<b>PART B – Objective B 2 - A Land Information Management system that meets current and future needs and supports economic development</b>								
2.1 IT Strategy	DoL fails to provide resources necessary to implement the IT Strategy.	IT systems collapses and IT initiatives in DoL are not implemented. Inefficiencies in land administration procedures continue resulting in ongoing poor customer service and an inability to address data connectivity issues currently impacting on departmental activities.	4	3	2	<ul style="list-style-type: none"> <li>Software development and hardware purchases to be approved by IT Manager as conforming to IT Strategy requirements.</li> <li>Possible use of same STTA consultant on all IT Analyst and programming activities.</li> <li>MoL commit to resourcing the IT Unit with sufficient staff to undertake IT development.</li> </ul>	DG of Lands Director Lands DoL staff	When required
2.3 Land Survey Records	DoL does not commit to supporting the definition of state land.	The misappropriation of unallocated state land could continue with an ultimate impact on government assets	3	3	2	<ul style="list-style-type: none"> <li>Support the process for the definition of state land through the DCDB.</li> <li>Amend legislation as required to support the initiatives.</li> <li>Require surveyors to prepare full survey plans that define all unallocated land.</li> </ul>	Director of Lands Surveyor General Program Director	When required
2.3 Land Survey Records	The Surveyor General does not commit to implementing the Survey Practice Directions	The misappropriation of unallocated state land could continue with an ultimate impact on government assets	3	3	2	<ul style="list-style-type: none"> <li>Support the Surveyor General with the implementation of the Survey Practice Directions.</li> <li>Provide training to the private surveyors in the requirements for new survey plan presentation.</li> </ul>	Director of Lands Surveyor General Program Director	When required
2.4 Valuation services	Improved valuation roll system not implemented.	Continuation of present computerised valuation roll and updates from lease/title transfer or sales not provided or reflected in valuation roll.	3	4	3	<ul style="list-style-type: none"> <li>Develop and document procedures;</li> <li>Ownership of change and “buy-in” by senior management and staff;</li> <li>Monitor through subsequent inspection and Management reports.</li> </ul>	Director of Lands DoL staff	When required