

Vanuatu Land Program



ANNUAL PLAN FOR 2015

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This report is a result of consultations by the Vanuatu Land Program with Program Partners. The Australian Government Department of Foreign Affairs and Trade (DFAT) fund the Vanuatu Land Program and the views expressed in this work do not necessarily represent the views of the Commonwealth of Australia. .

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ACRONYMS

AusAID	Australian Agency for International Development
CLMO	Customary Land Management Office
CLO	Custom Land Officer (Provincial)
DCDB	Digital Cadastral Data Base
DFAT	Australian Government Department of Foreign Affairs and Trade
DoL	Department of Lands
DTS	Document Tracking System
GoV	Government of Vanuatu
IOC	Implementation Oversight Committee (New Land Laws)
ITC	Information Technology and Communication
LEI	Land Equity International
LMPC	Land Management Planning Committee
LSCU	Land Sector Coordination Unit
LSF	Land Sector Framework
M&E	Monitoring and Evaluation
MCC	Malvatumauri Council of Chiefs
MoLNR	Ministry of Lands and Natural Resources
PAA	Policy and Action Agenda (2006 – 2015)
PMC	Vanuatu Land Program Management Committee
TIS	Title Information System
VLP	Vanuatu Land Program
VLGC	Vanuatu Land Governance Committee
VT	Vatu (Vanuatu currency)

EXECUTIVE SUMMARY

This Vanuatu Land Program Annual Plan covers the 12 month period from 1 January 2015 through to 31 December 2015.

The plan has been prepared on the basis that the 'program extension' covering the period 1 July 2015 to 31 December 2015 is exercised. This will be subject to a final decision following a Program review in November 2014.

The plan has been prepared in line with the recommendations of both the Joint Review of the Program that took place during 2012 and the subsequent Program Refinement. As was the case for the 2014 plan, the 2015 plan is based on the "Report on Refinement of Program Design for Mama Graon – Vanuatu Land Program".

Program Activities:

Following the previously established format the activities to be supported during the period of the Annual Plan are summarised according to Program Objectives and sub-components in the table set out below. Compared with previous years Program activities are reduced. This reflects that fact that the Program is entering its final 12 month period and is focusing efforts on the completion of a number of activities that are critical to a successful Program outcome e.g. the scanning of lease registers and parcel files, data cleansing, the implementation of the Title Information System and completion of the Luganville valuation roll while at the same time providing general support to improved service delivery and institutional strengthening and capacity building.

Support to Land Reforms

Importantly the Annual Plan reflects the fact that the Program is responding to the Hon. Minister of Lands request to support the implementation of the new land laws. Support will focus on two key areas; Firstly community consultation and outreach (as an essential pre-requisite to the piloting of new processes and procedures arising from the new laws) and secondly the piloting of the procedures with the objective of gaining a detailed understanding of the implementation practicalities of the new laws. At this stage it isn't possible to determine how many pilot case studies the program will be able to support however certain assumptions have been made in terms of the nature and cost of pilot activities and a sum of money budgeted for 2015 for this purpose.

Complimentary Nature of Activities

Certain activities, particularly those associated with supporting the new land laws are not unique to one Program objective and thus may appear against several. Where this is the case a cross reference is made.

Sustainability

With the impending completion of the Program the question of the sustainability of program supported initiatives needs to be considered. While the Program has sought to embed and build sustainability into its many activities this issue is particularly pertinent given the fact that program completion is coinciding with a major land reform initiative. This may require a refocusing of certain activities in order to consider and plan for longer term sustainability. To this end the Annual Plan should be viewed as dynamic and this if priorities change during the period covered by the plan adjustments to the plan and reallocation of funding and other resources will be made as appropriate.

PART A	
Objective A – 1	Informed Collective Decisions by Customary Landholders
Improved Customary Governance of Land by the Malvatumauri	<ul style="list-style-type: none"> Funding the National Kastom Land Officer position through 30.6.2015 Support for the legislative review of the National Council of Chiefs Act including consultation
Improved stakeholder and public understanding and awareness of customary land practices	<ul style="list-style-type: none"> No specific activities identified for this sub objective. Program support for community and nakamal consultation, outreach and awareness sessions (in conjunction with CLMO) as part of the consultation element of the new land reforms (see also A-2 and B-1 below) will improve understanding of customary land practices in so far as they are impacted by the new land laws. The documentation and dissemination of information about community led initiatives on North Pentecost, East Malo and Epi will lead to improved understanding of customary land practices (see A-2)
Improve decision making by customary land holders	<ul style="list-style-type: none"> Supported implementation of the new land reform package over customary land in accordance with available funding (see also A-2 below)
Objective A – 2	Participatory Land Governance
Land Reform Agenda	<ul style="list-style-type: none"> Provision of funding and technical assistance for the supported implementation of pilot case studies to test the new land reform package over customary land in accordance with the available funding (see A-1 above) Production and printing of material (brochures, information leaflets etc.) associated with the new leasing process under the land reform to enable citizens to understand the new processes
Support the effective and participatory sector wide governance of land	<ul style="list-style-type: none"> Supporting VLGC, IOC, LMPC and PMC committee operations; Providing technical and key policy advice when requested
Establish and/or improve participatory, sustainable mechanisms that will facilitate regional and local governance of land	<ul style="list-style-type: none"> Investigate and undertake documentation of community instigated initiatives associated with determining customary ownership and defining customary land laws focusing on initiatives in Pentecost, East Malo and Epi and present findings to the MCC
Improve the participatory mechanisms that facilitate formal dealings in land	<ul style="list-style-type: none"> No specific activities proposed however supporting community and nakamal outreach and awareness sessions as part of the support being provided to the Malvatumauri and CLMO will contribute to this sub objective as will the work associated with the documentation of the North Pentecost Roadmap (see also A-1 and B-2) Support for the LMPC (see A-2) will also support this sub objective
Objective A – 3	Effective and Enabling Services
Establish a functioning Land	<ul style="list-style-type: none"> Ongoing support to improve the land registration

Registry and Information Service	<p>procedures and enhance service delivery</p> <ul style="list-style-type: none"> • Official launch of Title Information System (see B-2 below) • Funding of scanning team positions (x8) through until April 2015 • Completion of scanning of all records in each of the Land Registry files and the updating and scanning of the Lease Register cards (including data cleansing activities) • Run second Coaching and Leadership Workshop
Establish an effective land lease and development planning, assessment, permitting and enforcement service	<ul style="list-style-type: none"> • Continue the scanning of negotiator certificates • Continue to support changes that will come about as a result of the implementation of the new land laws
Deliver a National land awareness, knowledge and gender mainstreaming campaign	<ul style="list-style-type: none"> • Ensure that gender equality is addressed as part of both pre-pilot consultation activities and the pilots themselves to ensure women, men, boys and girls have a voice in decisions made about land
Demonstrate effective organisational models and service delivery arrangements	<ul style="list-style-type: none"> • Continued support to the institutional reform and capacity building of the Department of Lands • 2nd Customer Focus Group
PART B	
Objective B – 1	A strengthened Customary Land Management Office consistent with the GoV's land reform plans
Legislative Review	<ul style="list-style-type: none"> • No activities for this sub component (new laws only passed in 2014)
Mediation Support Services	<ul style="list-style-type: none"> • No activities proposed for this sub component
Public Awareness and Training	<ul style="list-style-type: none"> • Support to national and provincial awareness programs - covering printing and publicity material development and associated media costs • Support to the training of nakamals, chiefs and adjudicators as part of the ongoing support to the implementation of the new land laws and the continuing capacity development of the CLMO including CLOs. (See A-1 and A-2 above)
Capacity Development of Customary Land Management Office	<ul style="list-style-type: none"> • Coaching and leadership workshop for key CLMO personnel (combined with DoL – See A3 above) • Capacity development for Community Land Officers and Island Court Personnel
Objective B – 2	A Land Information Management System that meets current and future needs and supports economic development
IT Strategy	<ul style="list-style-type: none"> • Ongoing development of VANLAS including the implementation of the Title Information System and the ongoing maintenance and development of other Program designed IT systems e.g. the DTS.

Land Survey Records	<ul style="list-style-type: none"> • Finalisation of the definition of unallocated state land for Port Vila and Luganville • Road surveys for Efate Digital cadastral database • Completion of 2nd Order Geodetic Network Maintenance for Port Vila and Peri Urban areas • Maintenance and upgrade of 2nd Order Geodetic Networks Luganville Urban and peri-urban areas in Santo
Mapping and Imagery	<ul style="list-style-type: none"> • No activities proposed
Valuation Services	<ul style="list-style-type: none"> • Funding of positions (Valuation Specialist and data capture staff x 4) to carry out the Luganville valuation work • Completion of the valuation database and valuation zone map for Luganville

PART C

Objective C – 1	Effective consultation and coordination between stakeholders of the Vanuatu Land Program
	<ul style="list-style-type: none"> • Activity management • PMC meetings and consultation
Objective C – 2	Effective and efficient management of all resources provided to deliver services including personnel, funds, services and equipment
	<ul style="list-style-type: none"> • Management and financial records
Objective C – 3	Effective and efficient reporting and monitoring and evaluation of Program activities and deliverables
	<ul style="list-style-type: none"> • Program reporting • Monitoring and Evaluation Framework implementation
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
	<ul style="list-style-type: none"> • Monitoring the Risk Management Plan

Staffing:

Attachment 3 provides the detailed staffing and recruitment proposed for the period of the Annual Plan. Staffing levels for the final period of the Program are reduced to reflect an orderly conclusion of Program activities and to ensure that Program spending remains within contractually agreed limits. Staffing for 2015 comprises: the Program Manager, the Land Sector Governance Adviser, the National Custom Lands Officer, National Coordinator Land Sector Coordination Unit, staff contracted to complete the exercise to scan the parcel files and corresponding lease register cards (7) along with staff contracted to complete the Luganville Valuation Roll (4). International TA will focus on assisting with the implementation of the Title Information System, completion of the Luganville valuation exercise and the implementation of the new Survey Directions. 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	4	1
Long Term Technical Support	International	0	0
	National (PSC positions)	0	0
	Future PSC positions	0	0
Short Term Technical Assistance	International	2.5	3
	National		
National contract staff (PSC contract positions)		63	15
Total		81.5	20

Budget:

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

The estimated total budget for the 12 month period covered by this Annual Plan is VT 45, 815,000 broken up as follows:

- ✿ Adviser and Contract Staff costs : 23,165, 000
- ✿ Activity Support costs: 22,650,000

1. INTRODUCTION

The Vanuatu Land Program (VLP) 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, the Australian Government Department of Foreign Affairs and Trade (DFAT) formerly AusAID and the New Zealand Government harmonised their development assistance to the Vanuatu land sector through funding for the Mama Graon – Vanuatu Land Program which now, following the 2012 Joint Review' and the subsequent 2013 'Refinement Report' is referred to simply as the Vanuatu Land Program (VLP)

Following an open tender process in 2010, key program partners endorsed the selection of Land Equity International as the managing contractor for the Vanuatu Land Program. The Government of New Zealand has delegated funding to DFAT which enabled a single contract to be signed between the Government of Australia and the managing contractor (Contract 56636) on 23 December 2011. New Zealand Government funding ended 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
Department of Lands
Prime Minister's Office, Department of Strategic Policy Planning and Aid Coordination
Department of Local Authorities
Customary Land Management Office

Vanuatu Cultural Centre

Australian Government Department of Foreign Affairs and Trade
(DFAT)

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, Office of Government Chief Information Officer, Department of Finance.

2. PROGRAM DESCRIPTION

2.1 The Program Goal and Purpose

The Goal of the 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 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:

Vanuatu Land Program		
Program Component Descriptions		
PART A		
Objective A – 1	Informed Collective Decisions by Customary Landholders	
Objective A – 2	Participatory Land Governance	
Objective A – 3	Effective and Enabling Services	
PART B		
Objective B – 1	A strengthened Customary Land Management Office consistent with the GoV’s land reform plans	
Objective B – 2	A Land Information Management system that meets current and	

future needs and supports economic development	
PART C	
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 Development of the Plan

This Annual Plan covers the 12 month period from 1 January 2015 through to 31 December 2015.

The plan has been prepared on the basis that a ‘program extension’ covering the period July 2015 to December 2015 will be exercised as already indicated by DFAT. This will be subject to a final decision following a Program review in November 2014.

The plan has been prepared in line with the recommendations of both the Joint Review of the Program that took place during 2012 and the subsequent Program Refinement. As was the case for the 2014 plan, the focus of the 2015 plan is based on the “Report on Refinement of Program Design for Mama Graon – Vanuatu Land Program”.

The Refinement 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 amongst other matters:

- Continued support for selected customary land activities where future progress may be anticipated;

Development of the plan commenced in August 2014 with an email communication from the VLP Program Director to members of the Program Management Committee (PMC) requesting attendance at a series of PMC meetings during August and September the objective of which was to identify and define activities for inclusion in the 2015 plan.

A PMC meeting introducing the 2015 planning cycle was held on 14th August 2014 (after being rescheduled from August 1st). All Program Partners were represented. The meeting included a review of the status of planned activities for 2014, the current position with regard to funding of activities and identification of activities and support to which funds were already committed through until June 2015.

At the PMC meeting it was noted that progress of planned activities was inconsistent with some partners and work areas forging ahead with activities while others struggled to engage with the Program.

Importantly it was noted that the Program was having to consider the diversion of funds into three important areas of work that were not considered at the time of preparation of the 2014 Annual Plan; these being (i) the development of the Title Information System (TIS) for the Department of Lands (DoL). At the time of preparation of the 2014 plan it was considered that this work would be carried out in-house. As a result of internal resource constraints it's been necessary to outsource this work; (ii) a request from the Hon. Minister of Lands for Program support to the implementation of the new land laws and (iii) assist with the rent review process.

In the context of improved land administration, land reform and improved government revenue collection the development of the Title Information System, the implementation of new land laws and the land rent review represent critically important activities.

A final meeting was held 21st October 2014 at which a final draft of the Annual Plan was presented to the PMC and signed off.

The PMC will continually monitor the work plan and assess Program risks and assess sustainability of efforts. 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 one year of the Program. To this end the Annual Plan should be viewed as dynamic and this if priorities change during the period covered by the plan adjustments to the plan will be made as appropriate.

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 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

Improved Customary Governance of Land by the Malvatumauri

Institutional Support: The Program will continue funding of the National Kastom Land Officer position through until June 2015.

Legislative Review (National Council of Chiefs Act): This is an activity that has been carried forward from the 2014 plan. This is a key piece of legislation for governance, particularly in rural areas. It covers not only land but also broader community governance and justice. Funding to be provided for a review of the legislation and for consultation on the basis that the review needs to be both comprehensive and consultative. Funding will also support a submission to be made to State Law for the drafting of legislative amendments. The review is particularly timely now as given the fact that new land laws were introduced in February 2014 and thus it is necessary to review the National Council of Chiefs Act in light of the new laws for the purpose of ensuring consistency.

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

Communication and Education: An important prerequisite to the supported implementation of the new land reforms (See 4.3 below) is to ensure that there is community awareness and

understanding of the implications of the land reform is so far as it affects the rights of custom land owners. Working with The Malvatumauri and other custom land institutions e.g. the Customary Land Management Office) the Program will provide support and advice necessary to ensure that there is appropriate community and nakamal consultation ahead of the piloting of the new leasing process with the objective of empowering communities and nakamals to make informed decisions that are for the good of and in the interests of the community. In addition the program will support work associated with the investigation and documentation of community led initiatives being carried out on North Pentecost, East Malo and Epi to determine custom ownership, define custom boundaries and codify custom land practice (see A-2 below). Documentation of these initiatives and dissemination of the resulting information amongst key land sector stakeholders and the general public will add to the general understanding of custom land practices.

Improve decision-making by customary landholders

The supported implementation of the new land reform package over customary land as detailed at 4.3 below will contribute to this sub-objective as will the support to outreach and awareness referred to above.

Counterpart:

- ✿ CEO Malvatumauri, National Kastom Land Officer , Director of Vanuatu Kuljural Centre and National Kastom Land Officer

Funding:

- ✿ National Kastom Land Officer (to June 2015)
- ✿ Legal Adviser to undertake review of National Council of Chiefs Act and funding for submission to State Law.
- ✿ Printing.

Recruitment:

- ✿ Re-contracting of a National Legal Adviser (3 months of input).

4.3 Objective A-2: Participatory Land Governance

Support the implementation of the new land reforms

Hon Minister of Lands Land Reform Agenda:

New land laws were gazetted in February 2014. Since then the Program has supported institutional and capacity building activities associated with the new laws as well as consultation and outreach activity on Efate and Pentecost.

In the third quarter of 2014 the Minister of Lands requested further assistance from the Program in respect of the provision of funding for the “supported implementation of the new land laws over customary land in at least 30 pilot supported case studies including a detailed evaluation and amendments package”.

The Program has undertaken work to determine the feasibility of the request in terms of the availability of program funding and resources. As part of this consideration has been applied the planning required to set up pilots, the criteria for choosing pilot sites, funding requirements for each pilot, resourcing requirements, monitoring and evaluation needs etc. This work has served to demonstrate how difficult it is at this stage in the implementation of the new laws to say with any degree of confidence that each pilot will require x amount of funding and take x months to complete.

Indeed work carried out by the Program has served to illustrate that until pilot work actually commences all that can be provided is an estimate of these factors.

Based upon this the Program has determined to set aside an amount of funding to support pilot implementation. This may or may not be sufficient to support the 30 or so pilots identified by the Minister however it is in the opinion of the Program a sufficient amount of funding assistance to allow for a meaningful testing of the new laws and their attendant processes and procedures.

In support of the pilots the Program will also support the production and printing of material (brochures, information leaflets etc.) associated with the new leasing process under the land reform to enable citizens to understand the new processes. This material will support the community awareness and outreach that the Program is supporting (See A-1).

Counterpart:

- ✿ Director General (DG) Ministry of Lands, Director, Director General Ministry of Justice , Department of Lands, National Coordinator CLMO

Funding:

- ✿ Meeting all costs associated with pilots

Recruitment:

- ✿ Nil

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. The Land Management Planning Committee (LMPC) was established under the land reform agenda and plays an important role in the new leasing process and ensuring fair dealings with land. In respect of the new land laws Implementation Oversight Committee (IOC) has been established with responsibility for ensuring a coordinated, planned and efficient implementation of the new law. Each of these committees is important to long term land sector change management strategies. The 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;
- ✿ Extension of funding of the position of National Coordinator - LSCU until June 2015

Counterpart:

- ✿ National Coordinator, Land Sector Coordination Unit (LSCU), Chair of LMPC and Chair of IOC

Funding:

- ✿ National Coordinator – Land Sector Coordination Unit (until June 2015)
- ✿ Meeting costs, workshops, supporting material as necessary

Recruitment:

- ✿ Nil - Extension of funding of the position of National Coordinator - LSCU until June 2015

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

The recently passed land laws have been designed to afford greater protection to custom owners through greater inclusion and involvement in the leasing process. The new laws require amongst other matters the identification of custom owners as a pre requisite to commence the leasing process. In a number of provinces pre-emptive work has been undertaken to both determine custom ownership, to define custom boundaries, establish custom authorities and codify custom laws. This has been driven by the local communities rather than from the centre - examples include North Pentecost, East Malo, Epi and Ambrym.

These activities have implication for both the successful implementation of the new land laws as well as establishing possible models for the practical implementation of the Malvatumauri Council of Chiefs Roadmap (MCC).

The Malvatumauri as the institution responsible for kastom and chiefs in Vanuatu has requested Program support to document the work and activities carried out in North Pentecost, East Malo and Epi with the objective of providing an opportunity for better understanding of the custom governance system strengthening restoration and challenges as part of the MCC roadmap implantation at custom level. The work will result in the development of an MCC roadmap implementation guide along with a policy paper to be presented to the MCC Executive.

Counterpart:

- ✿ CEO Malvatumauri, National Kastom Land Officer, National Coordinator CLMO, Provincial Custom Land Officers (as appropriate) Director of Vanuatu Kuljural Centre

Funding:

- ✿ Travel and associated costs for visits to North Pentecost, East Malo and Epi
- ✿ Production of reports
- ✿ Printing

Recruitment:

- ✿ Nil

Improve the participatory mechanisms that facilitate formal dealings in land

No activities have been proposed for this sub-component however the community and nakamal outreach and awareness sessions as part of the support being provided to the Malvatumauri and CLMO (and referred to at 4.2.above) will contribute to this sub objective.

4.4 Objective A-3: Effective and Enabling Services

Establish a functioning Land Registry and Information Service

Land Registry Operations: The Program has continued to build upon the significant improvements made to Land Registry operations beginning in the latter half of 2013 including:

- ✿ 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 (DTS) for managing all applications and instruments lodged in the Land Registry Office; and
- ✿ commencing scanning of all documents in the lease files.

Significant time and effort has gone in to improving the institutional capacity of the Land Registry, business operations and service delivery.

Limited funding is available for 2015. Activities will focus on ensuring that institutional and operational changes in the Land Registry are embedded, the scanning of parcel files and lease register cards is brought to a successful conclusion, work is carried out to define and publicise service standards (including running a second customer focus group meeting) and the Title Information System is implemented.

Specific activities to be supported will include:

- ✿ Regular oversight meetings with Land Registry staff to monitor progress with application processing (including use of the DTS), institutional changes and scanning of files and documents;
- ✿ Development and implementation of Customer Service Standards
- ✿ Scanning of all lease parcel files and lease registers;
- ✿ Further customer focus group sessions

Counterpart:

- ✿ Director of Department of Lands, Principal Registration Officer, Scanning Coordinator

Funding:

- ✿ Funding of the existing 8 contract staff through to the end of April 2015 to complete document scanning activities.
- ✿ Publicised Service Delivery standards
- ✿ Coaching and Leadership workshop

Recruitment:

- ✿ Nil.

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

Limited funding is being made available to support the continued scanning of negotiator certificates and support any further changes to lease planning and enforcement processes arising from the implementation of the new land laws.

Counterpart:

- ✿ Director General of Lands

Funding:

- ✿ Scanning of negotiator certificates

Recruitment:

- ✿ Nil

Deliver a National land awareness, knowledge and gender mainstreaming campaign

While no specific activities have been proposed under this sub component the Program will work with partners to ensure that gender and equality are addressed as part of both the pre-pilot consultation community and nakamal outreach activities and the actual piloting of new lease processes that are being supported under Objectives A1, A2 and B1. This work will build on previous gender and equality work undertaken by the Program with the objective of ensuring that women, men, boys and girls have a voice in decisions made about land.

Demonstrate effective organisational models and service delivery arrangements

Throughout 2014 the Programs Institutional and Capacity Building Adviser continued with activities designed to improve the institutional capacity of the Department of Lands. The adviser's contract period has now ended and thus inputs in 2015 will be limited. Planned activities will include oversight and monitoring of institutional changes by the Program Director and the organisation and delivery of a second coaching and leadership workshop to include staff from both the Department of Lands and Customary Land Management Office.

Note: Improvements to service delivery in the Land Registry and the organisation and delivery of further Customer Focus Groups are covered above under Land Registry operations.

Counterpart:

- ✿ Director General of Lands; Director Corporate Service of MoL; and Director of Lands, National Coordinator and A/CEO Malvatumauri

Funding:

- ✿ 2nd Customer Focus Group (coincide with launch of TIS)

Recruitment:

- ✿ Nil

4.5 Objective B-1: A strengthened Customary Land Management Office consistent with the GoV's land reform agenda

Legislative Review

No activities have been identified for 2015 as new land laws including the Customary Land Management Act have only just been introduced.

Mediation Support Services

No activity proposed for this sub-component.

Public Awareness and Training

The CLMO has identified a number of areas in which further program support is required. These are areas in which CLMO (CLOs) will be responsible for community outreach and awareness and the delivery of training to chiefs, nakamals and adjudicators with the objective of educating them about their rights and responsibilities as well as the requirements of the new laws in relation to the leasing process.

The support will allow for the testing and further refinement of training modules that were developed with Program assistance during 2014. Outreach and the training of chiefs,

nakamals and adjudicators will be carried out by the responsible CLO with the support of the CLMO. The activity will be coordinated so that outreach training and education is delivered in those areas where the Program is supporting the implementation of pilot case studies aimed at testing the processes defined in the new land laws and as referred to in Section 4.3. of this plan.

Funding is also being made available to cover the development of publicity material and printing as well as costs associated with use of other media e.g. radio and newspaper announcements.

Capacity Development of Customary Land Management Office

The Program will fund step down training for Community Land Officers and Island Court personnel as part of the supported implementation of the new land laws (See A-1 above).

Key CLMO personnel will be included in the planned Coaching and Leadership workshop that will be organised and delivered in conjunction with the DoL.

Counterpart:

- ✿ Director General Ministry of Justice, National Coordinator CLMO and CEO Malvatumauri, CLMO staff

Funding:

- ✿ Outreach and training events in support of implementation of the new land laws including one day workshops for Chiefs and Heads of Nakamal and two day workshop for the training of adjudicators - coordinated with pilot case studies as well as training of Community Land Officers and Island Court staff. Coaching and leadership training for key CLMO personnel.

Recruitment:

- ✿ Nil

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

IT Strategy

Significant progress has been made during 2013 and 2014 in relation to IT initiatives. There has been ongoing activity to cover the development of systems to support the land registry, valuation, survey and lease planning as well as assistance to the CLMO in respect of documenting ITC requirements. At the time of preparation of the Annual Plan all four modules of the DTS have been implemented as well as changes made to e-survey to allow for the introduction of new Survey Directions. The Title Information System (TIS) is in development and should be implemented by the end of 2014 / early 2015.

The support proposed in the 2015 Annual Plan is to ensure that the TIS is successfully implemented and formally launched (anticipated first quarter 2015) and assisting with system maintenance (bug fixes) and minor enhancements.

Counterpart:

- ✿ Director of Lands; IT Manager (Corporate Manager), DoL ITC Section, OGCI

Funding:

- ✿ TIS implantation, software maintenance and licence agreements

Recruitment:

☼ Nil

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. A major focus of activity during 2013 / 2014 went in to defining all unallocated state land. This work is now completed however the legal status of the defined land has yet to be resolved.

Establishing the legal status of this land so as to ensure that in the future state land in Port Vila and Luganville is protected is the only activity identified for 2015 and will be driven by the Program Director.

Counterpart:

☼ Surveyor General

Funding:

☼ Nil

Recruitment:

☼ Nil

Review and strengthen National Survey Control Network:

The importance of upgrading the geodetic network for activities associated with infrastructure improvements, climate change, sea level monitoring and earth deformation monitoring have long been recognised by the Program. A combination of insufficient funding and a lack of personnel curtailed this activity during 2014.

The geodetic infrastructure is the mathematical platform whereby all boundaries are associated e.g. land, roads, leases, wharves, sub divisions etc. maintenance and upgrade of the network is thus important. The costs of undertaking this activity across the whole country are prohibitive and thus activities will focus effort on upgrade of the network in the main urban and peri urban centres where both development and land market activity is focused.

Counterpart:

☼ Surveyor General, Geodetic Survey Staff DoL

Funding:

- ☼ Road Surveys for Efate Digital Cadastral Database
- ☼ Completion of 2nd Order Geodetic Network Maintenance and Upgrade for Port Vila urban and peri urban areas
- ☼ Completion of 2nd Order Geodetic Network Maintenance and Upgrade for Luganville urban and peri urban areas

Recruitment:

☼ Nil

Mapping and Imagery

No activities have been proposed for 2015.

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.

Work associated with similar activities for Luganville has been delayed due to staff suspensions in the Valuation Unit. It is now anticipated activities associated with the Luganville Valuation Roll will commence in the final quarter of 2014 and thus activities associated with data collection for all properties in the Luganville municipal area, creation of the valuation database for Luganville and the Luganville Valuation Zone Map will continue into 2015 and thus there is a requirement for ongoing funding.

Counterpart:

- ✿ Valuer General; Principal Lands and Valuation Officers

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:

- ✿ Nil for 2015. Valuation Supervisor, Valuation Field Data Collector (2) for Luganville recruited in 2014

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 Technical Assistance, 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

Reporting

Program Reports will continue to be prepared in close cooperation with the GoV and the PMC and circulated to all key personnel affected by the content of the report. The procedures for reporting and a Schedule of Reports for the duration of the Program have been prepared and are detailed in a Reporting Plan¹. Details of Reports due for preparation during 2015 are included at Attachment 1.

Each month an exception report will be prepared by the Program Director for DFAT 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.

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.

4.10 Objective C-4: Identification and management of risks

Risk management of the 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 updated in April 2014 and again in September 2014. It 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.

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

The Risk management Matrix will be subject to review and update during PMC meetings.

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

5. STAFFING AND RECRUITMENT

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	4	1
Long Term Technical Support	International	0	0
	National (PSC positions)	0	0
	Future PSC positions	0	0
Short Term Technical Assistance	International	2.5	3
	National		
National contract staff (PSC contract positions)		63	15
Total		81.5	20

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 one year 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

Budget:

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

The estimated total budget for the 12 month period covered by this Annual Plan is VT 45,815,000 broken up as follows:

- ✿ Adviser and Contract Staff costs : 23,165, 000
- ✿ Activity Support costs: 22,650,000T

ATTACHMENT 1: MILESTONES FOR PAYMENT

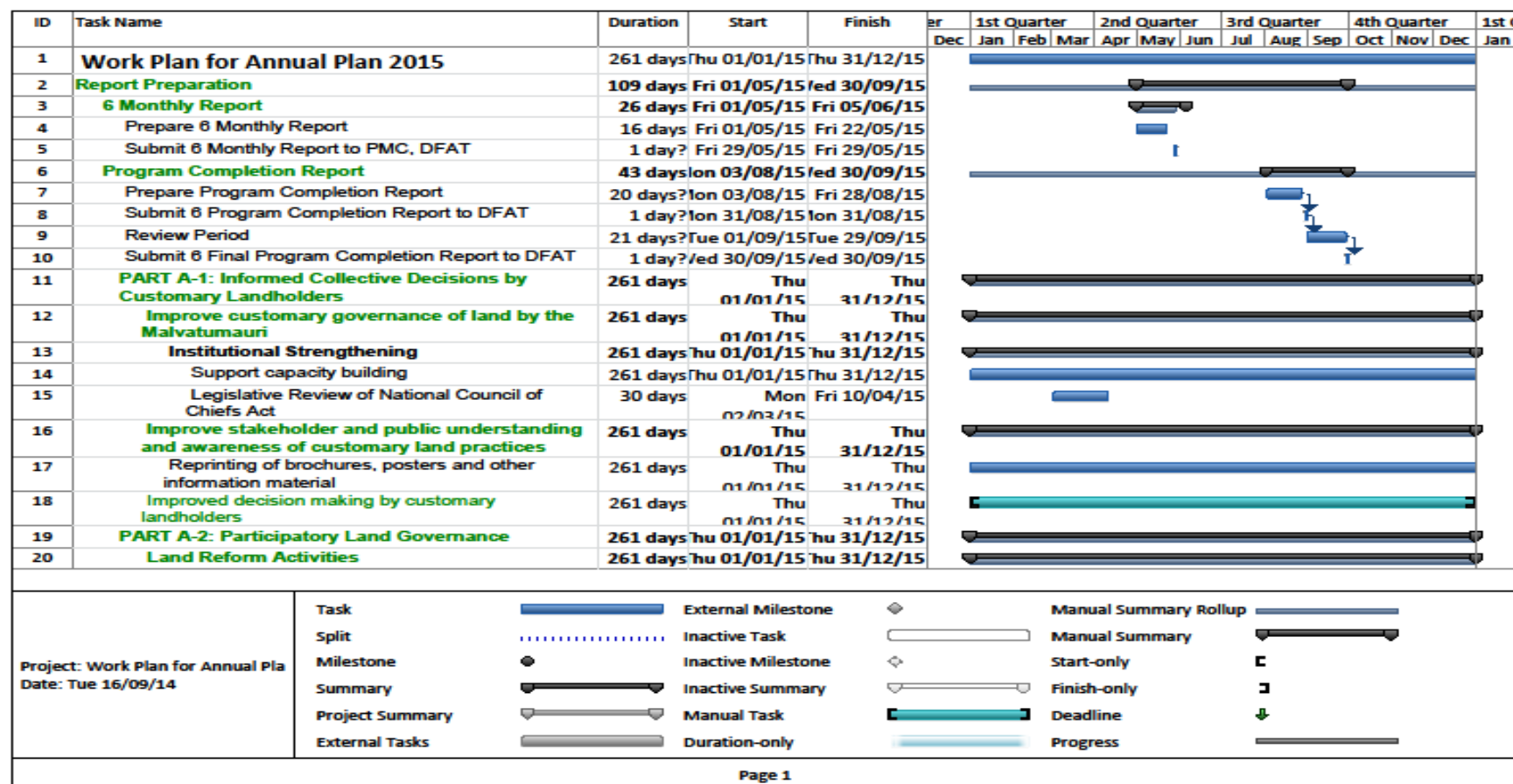
The Milestone Payments are based on outputs that are considered achievable and for which the PMC has a high level of certainty in relation to the actual output.

Milestones for 1 January 2015 to 31 December 2015

Milestone Number	Item and associated Schedule 1 part	Verifiable Indicators	Due Date for Submission	%
25	Annual Report for 2014	Submitted to PMC and endorsed by DFAT in writing	31 January 2015	30%
26	Progress report on the institutional organisational and operational changes in the DoL	Submitted to Director of Lands and accepted by DFAT in writing.	31 March 2015	20%
27	6 Monthly Report	Submitted to PMC and endorsed by DFAT in writing.	10 June 2015	30%
28	Program Completion Report	Submitted to and approved by DFAT in writing	30 September 2015	20%

ATTACHMENT 2: WORK PLAN FOR JAN 2015 TO DEC 2015

(Double click on Gantt Chart to Open Complete document)






























VANUATU LAND PROGRAM
ANNUAL PLAN JAN 2015 TO DEC 2015

ID	Task Name	Duration	Start	Finish	er	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			1st C	
						Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov		Dec
21	Funding and technical assistance for the supported implementation of the new land reform package over customary land in at least 30 pilot	261 days	Thu 01/01/15	Thu 31/12/15															
22	Support the Effective and Participatory Sector Wide Governance of Land	261 days	Thu 01/01/15	Thu 31/12/15															
23	Vanuatu Land Governance Committee (VLGC)	261 days	Thu 01/01/15	Thu 31/12/15															
24	Support VLGC activities	261 days	Thu 01/01/15	Thu 31/12/15															
25	Vanuatu Land Program Management Committee (PMC)	261 days	Thu 01/01/15	Thu 31/12/15															
26	Support PMC activities	261 days	Thu 01/01/15	Thu 31/12/15															
27	Establish and/or improve participatory, sustainable mechanisms that will facilitate regional and local governance of land	261 days	Thu 01/01/15	Thu 31/12/15															
28	Undertake documentation of the Norh pentecost Malvatumauri Roadmap Implenentation	42 days	Thu 01/01/15	Fri 27/02/15															
29	Improve the participatory mechanisms that facilitate formal dealings in land	261 days	Thu 01/01/15	Thu 31/12/15															
30	PART A-3: Effective and Enabling Services	261 days	Thu 01/01/15	Thu 31/12/15															
31	Establish a functioning land registry and information service	261 days	Thu 01/01/15	Thu 31/12/15															
32	Registry activities	261 days	Thu 01/01/15	Thu 31/12/15															
33	Ongoing support to improve the land registration procedures and enhance service delivery	261 days	Thu 01/01/15	Thu 31/12/15															
34	2nd Customer Focus Group and official launch of Title Information System	20 days	Mon 02/02/15	Fri 27/02/15															

Project: Work Plan for Annual Pla Date: Tue 16/09/14	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	

VANUATU LAND PROGRAM
ANNUAL PLAN JAN 2015 TO DEC 2015

ID	Task Name	Duration	Start	Finish	er	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			1st C			
						Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov		Dec	Jan	
35	Completion of scanning of all records in each of the Land Registry files and the updating and scanning of the Lease Register cards (including data cleansing activities)	86 days?	Thu 01/01/15	Thu 30/04/15																	
36	Establish an effective land lease and development planning, assessment, permitting and enforcement service	261 days	Thu 01/01/15	Thu 31/12/15																	
37	Continue scanning of negotiatiir certificates	261 days	Thu 01/01/15	Thu 31/12/15																	
38	Continue to support changes that will come about as a result of the implementation of the new land laws	261 days	Thu 01/01/15	Thu 31/12/15																	
39	Demonstrate effective organisational models for service delivery arrangements	261 days	Thu 01/01/15	Thu 31/12/15																	
40	Continued support to the institutional reform and capacity building of the Department of Lands	261 days	Thu 01/01/15	Thu 31/12/15																	
41	Run second Coaching and Leadership Workshop	2 days	Mon 16/02/15	Tue 17/02/15																	
42	PART B-1: A strengthened Customary Lands Mngement Office consistent with the GoV's land reform plans	261 days	Thu 01/01/15	Thu 31/12/15																	
43	Public Awareness and Training	261 days	Thu 01/01/15	Thu 31/12/15																	
44	Support to national and provincial awareness programs - covering printing and publicity material development and associated media costs	261 days	Thu 01/01/15	Thu 31/12/15																	

Project: Work Plan for Annual Pla Date: Tue 16/09/14	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	

VANUATU LAND PROGRAM
ANNUAL PLAN JAN 2015 TO DEC 2015

ID	Task Name	Duration	Start	Finish	er	1st Quarter				2nd Quarter			3rd Quarter			4th Quarter			1st C
						Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
45	Support to the training of chiefs and adjudicators as part of the ongoing capacity development of the CLMO (CLO's) and in support of the new land law implementation	261 days	Thu 01/01/15	Thu 31/12/15															
46	Customary Land UnManagement Office - Institutional Support	261 days	Thu 01/01/15	Thu 31/12/15															
47	Coaching and leadership workshop for key CLMO personnel (combined with DoL)	2 days	Mon 16/02/15	Tue 17/02/15															
48	PART B-2: A Land Information Management system that meets current and future needs and supports economic development	261 days	Thu 01/01/15	Thu 31/12/15															
49	It Strategy	261 days	Thu 01/01/15	Thu 31/12/15															
50	Support for the ongoing maintenance and development of Program designed IT systems	261 days	Thu 01/01/15	Thu 31/12/15															
51	Land Survey Records	261 days	Thu 01/01/15	Thu 31/12/15															
52	DCDB and STATE LAND	261 days	Thu 01/01/15	Thu 31/12/15															
53	Finalisation of definition of all state land parcels in Port Vila and Luganville	30 days	Thu 01/01/15	Wed 11/02/15															
54	Improvements to Cadastral Survey Procedures	261 days	Thu 01/01/15	Thu 31/12/15															
55	Refine procedures for cadastral surveys	261 days	Thu 01/01/15	Thu 31/12/15															
56	Road Surveys for Efate Digital Cadastral Database	60 days	Thu 01/01/15	Wed 25/02/15															
57	Completion of 2nd Order Geodetic Network Maintenance for Port Vila and Peri Urban areas	70 days	Thu 26/03/15	Wed 01/07/15															

Project: Work Plan for Annual Pla Date: Tue 16/09/14	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	

VANUATU LAND PROGRAM
ANNUAL PLAN JAN 2015 TO DEC 2015

ID	Task Name	Duration	Start	Finish	er	1st Quarter			2nd Quarter			3rd Quarter			4th Quarter			1st C
						Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	
58	Maintenance and upgrade of 2nd Order Geodetic Networks Luganville Urban and peri-urban areas in Santo	65 days	Thu 02/07/15	Wed 30/09/15														
59	Mapping and Imagery	261 days	Thu 01/01/15	Thu 31/12/15														
60	Monitor activities	261 days	Thu 01/01/15	Thu 31/12/15														
61	Valuation Services	129 days	Thu 01/01/15	Tue 30/06/15														
62	Creation of Valuation Database Luganville	129 days	Thu 01/01/15	Tue 30/06/15														
63	Field data collection for Luganville Municipality	108 days	Thu 01/01/15	Mon 01/06/15														
64	Data entry of field data	20 days	Tue 02/06/15	Mon 29/06/15														
65	Development of Valuation Zones	129 days	Thu 01/01/15	Tue 30/06/15														
66	Complete activities for Luganville	129 days	Thu 01/01/15	Tue 30/06/15														

Project: Work Plan for Annual Pla Date: Tue 16/09/14	Task		External Milestone		Manual Summary Rollup	
	Split		Inactive Task		Manual Summary	
	Milestone		Inactive Milestone		Start-only	
	Summary		Inactive Summary		Finish-only	
	Project Summary		Manual Task		Deadline	
	External Tasks		Duration-only		Progress	

ATTACHMENT 3: ANTICIPATED PERSONNEL INPUTS AND BUDGET

		TECHNICAL ASSISTANCE AND CONTRACT SUPPORT 2015												TOTAL
		2015												
		January	February	March	April	May	June	July	August	September	October	November	December	
POSITIONS														
International Long Term														
Prog Director		1	1	1	1	1	1	1	1	1	1	1	12	
Land Sector Governance Adviser		1	1	1	1								4	
		2	2	2	2	1	1	1	1	1	1	1	16	
Adviser Positions														
National /Contract Long Term														
National Kastom Land Officer		1	1	1	1	1	1						6	
Scanning Coordinator		1	1	1	1								4	
Land Registry Officer #1		1	1	1	1								4	
Land Registry Officer #2		1	1	1	1								4	
Land Registry Officer #3		1	1	1	1								4	
Land Registry Officer #4		1	1	1	1								4	
Land Registry Officer #5		1	1	1	1								4	
Temporary Scanning Officer		1	1	1	1								4	
Temporary Scanning Officer		1	1	1	1								4	
LSCU Coordinator		1	1	1	1	1	1						6	
National Legal Adviser			1	1	1								3	
Valuation Supervisor		1	1	1	1								4	
Data Collection Officer		1	1	1	1								4	
Data Collection Officer		1	1	1	1								4	
Data Collection Officer		1	1	1	1								4	
		14	15	15	15	2	2						63	
International Short Term														
Cadastral Survey Specialist			0.5										0.5	
Database Admin. Adviser			1										1	
Valuation Adviser					1								1	
			1.5		1								2.5	
TOTAL		16	18.5	17	18	3	2	1	1	1	1	1	81.5	

POSITION	2015 TOTAL \$AUD
International - Long term	
Program Director	
Land Sector Governance Adviser	
	157712
Adviser Positions	
National Contract Long Term	
National Kastom Land Officer	9000
Scanning Coordinator	5000
Land Registry Support staff #1	2400
Land Registry Support staff #2	2400
Land Registry Support staff #3	2400

Land Registry Support staff #4	2400
Land Registry Support staff #5	2400
Temporary Scanning Officer	2400
Temporary Scanning officer	2400
National Coordinator Land Sector Coordination Unit	9000
	39800
National Short Term	
National Legal Adviser	21000
Valuation Exercise Supervisor	4800
Valuation Data Capture staff #1	2600
Valuation data Capture Staff #2	2600
Valuation data Capture Staff #3	2600
	33600
International Short Term	
Cadastral Survey Specialist	8004
Database Administration Adviser	16060
Valuation Specialist	16324
	40388
TOTAL	271500 AUD (23,440,000VT)

ATTACHMENT 4: ANNUAL BUDGET – PROCUREMENT SUMMARY

PART A		
OBJECTIVE A-1		
Program Partners and Unit SUB-OBJECTIVE: IMPROVED CUSTOMARY GOVERNANCE OF LAND BY THE MALVATUMAURI		
Description of Item	Funding	
	\$AUD	VUV
Legislative Review (National Council of Chiefs Act) including consultation and submission to State Law	10000	
	10000	
OBJECTIVE A-2		
Program Partners and Unit SUB-OBJECTIVE: PARTICIPATORY LAND GOVERNANCE		
	\$AUD	VUV
Provision of funding and technical assistance for the supported implementation of the new land reform package - pilot case studies	100000	
Production and printing of material (brochures, information leaflets etc.) associated with the new leasing process under the land reform to enable citizens to understand the new processes	5000	
Support for VLGC, LMPS, IOC and PMC	5000	
Undertake the investigation and documentation of community led custom governance initiatives on Pentecost, Epi, Malo and Ambrym the North Pentecost East Malo and Epi in support of Malvatumauri Roadmap implementation	15000	
	125000	
OBJECTIVE A-3		
Program Partners and Unit SUB-OBJECTIVE: EFFECTIVE AND ENABLING SERVICES		
	\$AUD	VUV
2nd Customer Focus Group and official launch of the Title Information System	2000	
Consumables to support scanning activities	1000	
Support operational changes that will come about as a result of implementation of new land laws	1000	
2nd Coaching and Leadership Workshop for DoL and CLMO	10000	
	14000	

PART B		
OBJECTIVE B-1		
Program Partners and Unit SUB-OBJECTIVE: A STRENGTHENED CUSTOMARY LAND MANAGEMENT OFFICE CONSISTENT WITH GoV LAND REFORM AGENDA		
	\$AUD	VUV
Support to national and provincial awareness programs	2000	
Support to community outreach, nakamal consultation and training of chiefs and adjudicators as well as Community Land Officers and Island Court personnel	50000	
	52000	
OBJECTIVE B-2		
Program Partners and Unit SUB-OBJECTIVE: A LAND INFORMATION MANAGEMENT SYSTEM THAT MEETS CURRENT AND FUTURE NEEDS AND SUPPORTS ECONOMIC DEVELOPMENT		
	\$AUD	VUV
Implementation of the Title Information system and Support for the ongoing maintenance and development of Program designed IT systems.	19950	
Finalisation of the definition of unallocated state land for Port Vila and Luganville.	500	
Completion of 2nd Order Geodetic Network Maintenance for Port Vila and Peri Urban areas.	14000	
Maintenance and upgrade of 2nd Order Geodetic Networks Luganville Urban and peri-urban areas in Santo.	10000	
Completion of the valuation database and valuation zone map for Luganville.	20000	
	64450	
TOTAL ANTICIPATED FUNDING REQUIREMENT 2015:	265,450AUD	22,490,000VT

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.

PART A	
Objective A – 1	Informed Collective Decisions by Customary Landholders
Improved Customary Governance of Land by the Malvatumauri	<ul style="list-style-type: none"> Funding the National Kastom Land Officer position through 30.6.2015 Support for the legislative review of the National Council of Chiefs Act including consultation
Improved stakeholder and public understanding and awareness of customary land practices	<ul style="list-style-type: none"> No specific activities identified for this sub objective. Program support for community and nakamal consultation, outreach and awareness sessions (in conjunction with CLMO) as part of the consultation element of the new land reforms (see also A-2 and B-1 below) will improve understanding of customary land practices in so far as they are impacted by the new land laws. The documentation and dissemination of information about community led initiatives on North Pentecost, East Malo and Epi will lead to improved understanding of customary land practices (see A-2)
Improve decision making by customary land holders	<ul style="list-style-type: none"> Supported implementation of the new land reform package over customary land in accordance with available funding (see also A-2 below)
Objective A – 2	Participatory Land Governance
Land Reform Agenda	<ul style="list-style-type: none"> Provision of funding and technical assistance for the supported implementation of pilot case studies to test the new land reform package over customary land in accordance with the available funding (see A-1 above) Production and printing of material (brochures, information leaflets etc.) associated with the new leasing process under the land reform to enable citizens to understand the new processes
Support the effective and participatory sector wide governance of land	<ul style="list-style-type: none"> Supporting VLGC, IOC, LMPC and PMC committee operations; Providing technical and key policy advice when requested
Establish and/or improve participatory, sustainable mechanisms that will facilitate regional and local governance of land	<ul style="list-style-type: none"> Investigate and undertake documentation of community instigated initiatives associated with determining customary ownership and defining customary land laws focusing on initiatives in Pentecost, East Malo and Epi and present findings to the MCC
Improve the participatory mechanisms that facilitate formal dealings in land	<ul style="list-style-type: none"> No specific activities proposed however supporting community and nakamal outreach and awareness sessions as part of the support being provided to the Malvatumauri and CLMO will contribute to this sub objective as will the work associated with the documentation of the North Pentecost Roadmap (see

	also A-1 and B-2) Support for the LMPC (see A-2) will also support this sub objective
Objective A – 3	Effective and Enabling Services
Establish a functioning Land Registry and Information Service	<ul style="list-style-type: none"> • Ongoing support to improve the land registration procedures and enhance service delivery • Official launch of Title Information System (see B-2 below) • Funding of scanning team positions (x8) through until April 2015 • Completion of scanning of all records in each of the Land Registry files and the updating and scanning of the Lease Register cards (including data cleansing activities) • Run second Coaching and Leadership Workshop
Establish an effective land lease and development planning, assessment, permitting and enforcement service	<ul style="list-style-type: none"> • Continue the scanning of negotiator certificates • Continue to support changes that will come about as a result of the implementation of the new land laws
Deliver a National land awareness, knowledge and gender mainstreaming campaign	<ul style="list-style-type: none"> • Ensure that gender equality is addressed as part of both pre-pilot consultation activities and the pilots themselves to ensure women, men, boys and girls have a voice in decisions made about land
Demonstrate effective organisational models and service delivery arrangements	<ul style="list-style-type: none"> • Continued support to the institutional reform and capacity building of the Department of Lands • 2nd Customer Focus Group
PART B	
Objective B – 1	A strengthened Customary Land Management Office consistent with the GoV's land reform plans
Legislative Review	<ul style="list-style-type: none"> • No activities for this sub component (new laws only passed in 2014)
Mediation Support Services	<ul style="list-style-type: none"> • No activities proposed for this sub component
Public Awareness and Training	<ul style="list-style-type: none"> • Support to national and provincial awareness programs - covering printing and publicity material development and associated media costs • Support to the training of nakamals, chiefs and adjudicators as part of the ongoing support to the implementation of the new land laws and the continuing capacity development of the CLMO including CLOs. (See A-1 and A-2 above)
Capacity Development of Customary Land Management Office	<ul style="list-style-type: none"> • Coaching and leadership workshop for key CLMO personnel (combined with DoL – See A3 above) • Capacity development for Community Land Officers and Island Court Personnel
Objective B – 2	A Land Information Management System that meets current and future needs and supports economic development
IT Strategy	<ul style="list-style-type: none"> • Ongoing development of VANLAS including the implementation of the Title Information System and the ongoing maintenance and development of other

Program designed IT systems e.g. the DTS.	
Land Survey Records	<ul style="list-style-type: none"> • Finalisation of the definition of unallocated state land for Port Vila and Luganville • Road surveys for Efate Digital cadastral database • Completion of 2nd Order Geodetic Network Maintenance for Port Vila and Peri Urban areas • Maintenance and upgrade of 2nd Order Geodetic Networks Luganville Urban and peri-urban areas in Santo
Mapping and Imagery	<ul style="list-style-type: none"> • No activities proposed
Valuation Services	<ul style="list-style-type: none"> • Funding of positions (Valuation Specialist and data capture staff x 4) to carry out the Luganville valuation work • Completion of the valuation database and valuation zone map for Luganville
PART C	
Objective C – 1	Effective consultation and coordination between stakeholders of the Vanuatu Land Program <ul style="list-style-type: none"> • Activity management • PMC meetings and consultation
Objective C – 2	Effective and efficient management of all resources provided to deliver services including personnel, funds, services and equipment <ul style="list-style-type: none"> • Management and financial records
Objective C – 3	Effective and efficient reporting and monitoring and evaluation of Program activities and deliverables <ul style="list-style-type: none"> • Program reporting • Monitoring and Evaluation Framework implementation
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 <ul style="list-style-type: none"> • Monitoring the Risk Management Plan

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ATTACHMENT 6: RISK MANAGEMENT MATRIX

The Risk Management Matrix identifies the potential risks that may arise during implementation of the Vanuatu Land Program. Risk events have been identified against their respective program sub components, its likely effect articulated an assessment made of probability and impact and the action(s) needed to mitigate or minimise the risk identified.

The key to the Risk Management Matrix is:

P = Probability	5 = Almost Certain	4 = Likely	3 = Possible	2 = Unlikely	1 = Rare
I = Impact	5 = Severe	4 = Major	3 = Moderate	2 = Minor	1 = Negligible

Sub-Objective	Risk Event	Effect	P	I	Risk Treatment	Responsibility	Timing
PART A – Objective A 1 - Informed Collective Decisions by Customary Landholders							
A1.1 Improved Customary Governance of land by Malvatumauri	The Malvatumauri lacks the organisational capacity to administer and strategically manage the office and support the Council of Chiefs	The Malvatumauri does not operate at a level that strategically influences decision making and builds capacity in the custom land sector	4	3	<ul style="list-style-type: none"> Close and regular contact between the Program Director, Land Sector Governance Adviser and the Malvatumauri CEO and the National <i>Kastom</i> Lands Officer to discuss progress and planning 	Program Director Land Sector Governance Adviser ACEO Malvatumauri National Kastom Land Officer	Ongoing to end of Program

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Sub-Objective	Risk Event	Effect	P	I	Risk Treatment	Responsibility	Timing
A1.2 Improved stakeholder and public understanding and awareness of customary land practices	A lack of understanding of customary land practices may increase the likelihood of disputes and conflict arising from land dealings	Land dealings are not perceived to be fair and equitable as a result of a lack of understanding of customary land practices leading to a negative effect on investment and leasing a development and leasing	3	4	<ul style="list-style-type: none"> Investigate, document and disseminate information in respect of the community led initiatives taking place on North Pentecost, East Malo and Epi Use the community outreach work being carried out a prerequisite to the new land law pilots to discuss and raise awareness concerning customary land practices in so far as they are impacted upon by the new land laws 	Program Director Land Sector Governance Adviser Malvatumauri CLMO	By April 2015 in respect of community led initiatives
A1.3 Improved decision making by customary land owners	Custom land owners and communities in general do not have sufficient knowledge and understanding of the new land laws to allow for effective decision making on land matters	Ill informed decision making in respect of leasing and development of custom land increasing the potential for disputes and / or conflict	3	5	<ul style="list-style-type: none"> Ensure that public awareness and training is undertaken as a prerequisite to the commencement of any pilot case studies. Such awareness and training should be carried out in such a way that its inclusive of women and children See A3.3 and B1.3 below 	CLMO Malvatumauri Program Director Land Sector Governance Adviser	Ahead of any pilot activities that are carried out under the new land laws
PART A – Objective A 2 - Participatory Land Governance							
A2.1 Land Reform	As a result of resource issues (financial and human resources) within GoV land reform initiatives (e.g. the implementation of pilot case studies) is delayed	Any delay to implementation is likely to mean that the amount of support that can be provided by the Program will be reduced as the Program concludes in December 2015 If pilot activities are not effectively implemented public confidence in the system will be adversely affected	4	4	<ul style="list-style-type: none"> Continue to work with CLMO and DoL to plan pilot activities so that they are carried out in a timely and orderly manner ensuring that proper M&E is undertaken Provide the necessary support to ensure that meaningful lessons can be learned from implementation of the new laws that will help the responsible Ministries plan for sustainable operations 	CLMO Director of Lands Program Director Land Sector Governance Adviser	Ongoing throughout 2015

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Sub-Objective	Risk Event	Effect	P	I	Risk Treatment	Responsibility	Timing
A2.2 Support the effective and participatory sector wide governance of land	Program funding of the participatory governance facilitator ends in December 2015	The Vanuatu Land Governance Committee will not function effectively during the final year of the land program and will be unable to adequately support land policy implementation	3	4	<ul style="list-style-type: none"> Provide ongoing support for the Vanuatu Land Governance Committee Review the effect of the cessation of funding for the participatory governance adviser early in 2015 and adjust plans accordingly 	Chair of VLGC Program Director	Ongoing until Program closure
PART A – Objective A 3 - Effective and Enabling Services							
A3.1 Establish a functioning land registry and information service	<p>It remains difficult 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 registration of leases and processing of applications.</p> <p>Scanning of lease register cards and associated files isn't completed on time</p>	<p>A high level of good governance is difficult to obtain and public confidence in the operations does not improve.</p> <p>The Title Information system will not be fully functional as information will be missing having a negative effect on public perception of the DoL and land program</p>	5	4	<ul style="list-style-type: none"> When designing improved procedures make them as "tight" as possible. Train the land registry staff so that they are better aware of registration procedures and understand the purpose behind their activities. Seek to improve public awareness and understanding of the impact of corruption and establish codes of conduct expected from Government officials. Work with the Director of Lands , PRO and scanning coordinator to continuously monitor production of scanning team 	Director of Lands Program Director PRO Scanning Coordinator	By April 2015 for scanning and ongoing to end of Program
A3.3 Deliver a national land awareness, knowledge and gender mainstreaming campaign	The Program doesn't capitalise on the work that has already been completed in respect of mainstreaming gender as a part of ongoing activities	<p>Women , boys and girls interests are not represented in respect of land rights</p> <p>Program fails to comply with key DFAT performance indicator</p>	3	4	<ul style="list-style-type: none"> Working with program partners to ensure that gender equality is addressed as part of both pre-pilot consultation and outreach activities and the pilots themselves to ensure women, men, boys and girls have a voice in decisions made about land 	Program Director CLMO	Ongoing throughout duration of pilot support activities

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Sub-Objective	Risk Event	Effect	P	I	Risk Treatment	Responsibility	Timing
A3.4 Demonstrate effective organisational models and service delivery arrangements	DoL fails to implement revised organisational structures, new practices and procedures and improved service delivery standards	Process and service delivery improvements are not maintained and improved public perception is lost	2	4	<ul style="list-style-type: none"> Continue to work with DoL staff to monitor performance Continue to develop and implement supporting IT systems that facilitate process and service delivery improvements as well as improving transparency of processing 	Director of Lands Program Director Senior staff in DoL DoL IT section International IT adviser	Ongoing to end of Program
PART B – Objective B 1 - A strengthened Customary Land Management Office consistent with the GoV's land reform plans							
B1.2 mediation support Services	The option for mediation is an integral element of the new land laws (Part 5 of CLMA) offering alternative dispute resolution – no activities have been proposed to support training and capacity building in this area	. A lack of mediation support services could lead to delays in the dispute resolution process and ultimately delay the granting of a lease	3	4	<ul style="list-style-type: none"> Work with CLMO to determine need for additional capacity building to support mediation services Adjust program activities accordingly to accommodate the above 	National Coordinator CLMO Program Director Land Sector Governance Adviser	When required
B1.3 Public Awareness and Training	A lack of public awareness and training in respect of the new land laws could mean that communities and other land sector actors aren't sufficiently informed / empowered to make rational informed decisions concerning leasing and development of their land	Communities make the wrong choices in respect of development and leasing Land disputes arise either immediately or in the future Land related conflict continues / increases	3	5	<ul style="list-style-type: none"> Ensure that public awareness and training is undertaken as a prerequisite to the commencement of any pilot case studies 	Customary Land Management Office Malvatumauri Program Director Land Sector Governance Adviser	Awareness and outreach to be carried out ahead of any pilot case studies
PART B – Objective B 2 - A Land Information Management system that meets current and future needs and supports economic development							

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Sub-Objective	Risk Event	Effect	P	I	Risk Treatment	Responsibility	Timing
B2.1 IT Strategy	GoV fails to provide resources necessary to implement the Land Program IT Strategy and maintain systems	<p>Critical IT systems (e.g. Document Tracking System and Title Information System) aren't implemented</p> <p>Inefficiencies in land administration procedures continue resulting in continuing poor customer perception and service</p> <p>Paper systems persist together with their associated risk in terms of lost documentation, damage resulting from natural disaster and potential fraud</p>	3	4	<ul style="list-style-type: none"> • Work with DoL and other GoV partners (e.g. OGCIO) to ensure that resources are available (either internally or through outsourcing) to ensure that critical systems are developed and implemented on time • Provide sufficient technical assistance to ensure the effective development and implementation • Work with DoL to ensure that the IT unit is appropriately resourced 	<p>Director of Lands</p> <p>Executive Officer DoL</p> <p>DoL IT staff</p> <p>OGCIO</p> <p>Program Director VLP</p>	Ongoing
B2.2 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 and negative impact on reputation of both GoV and the Vanuatu Land Program	3	5	<ul style="list-style-type: none"> • Continue to support the process for the definition of state land through the DCDB • Work with DoL to determine best way of vesting unregistered state land in either GoV or the municipality 	<p>Director of Lands</p> <p>Surveyor General</p> <p>Program Director</p>	By April 2015
B2.4 Valuation Services	Luganville Valuation Roll isn't created	GoV is unable to implement an effective land rent review and realise increased revenue generation (essential to offset cost of implementing new land laws)	3	5	<ul style="list-style-type: none"> • Ensure effective plan put in place for the Luganville work package • Ensure international TA is available to support develop and document procedures • Ensure that there is ownership of change and "buy-in" by senior management and staff • Monitor through subsequent inspection and management reports 	<p>Director of Lands</p> <p>DoL valuation staff</p> <p>Land Program Director</p> <p>Valuer General</p>	Monthly during exercise November 2014 – April 2015