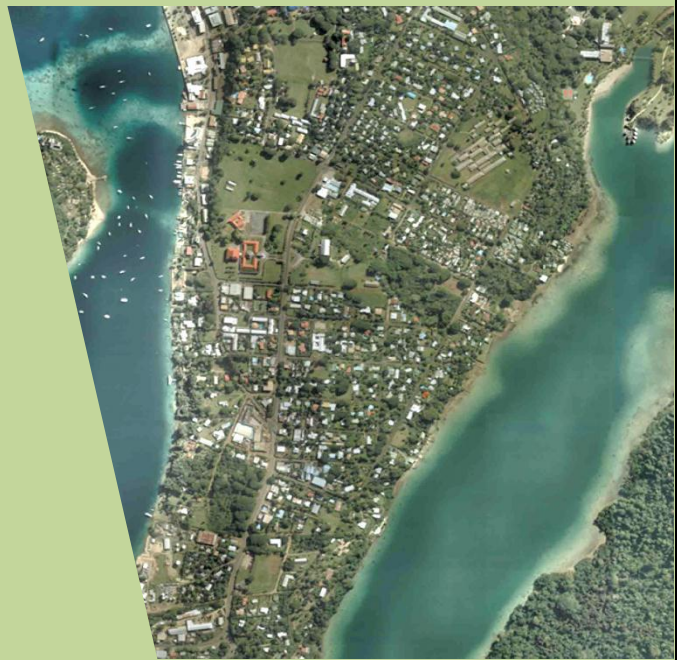


Vanuatu Land Program



ANNUAL REPORT FOR 2013

(Report No. C-2.17)

January 2014

This report is a result of extensive consultations by the Vanuatu Land Program with key stakeholders within the Government of Vanuatu and civil society. DFAT 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
AMC	Australian Managing Contractor
AUD	Australian Dollars
DFAT	Australian Government Department of Foreign Affairs and Trade
C&E	Communication and Education
CLTU	Customary Land Tribunal Unit
DCDB	Digital Cadastral Data Base
DoJ	Department of Justice
DoL	Department of Lands
GIS	Geographic Information System
GoV	Government of Vanuatu
ITC	Information Technology and Communication
JBE	Jastis Blong Evriwan (World Bank Justice for the Poor Program)
LEI	Land Equity International
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
NZAID	New Zealand's Aid and International Development Agency (now New Zealand Ministry of Foreign Affairs and Trade)
PAA	Policy and Action Agenda (2006 – 2015)
PCLO	Provincial Customary Land Officer
PDD	Program Design Document
PMC	Vanuatu Land Program Management Committee
SOLA	Solutions for Open Land Administration Software
VANRIS	Vanuatu Resource Information System
VKS	Vanuatu Cultural Centre
VANLAS	Vanuatu Land Administration System
VLGC	Vanuatu Land Governance Committee
VSTLRI	Vanuatu Short Term Land Reform Initiative
VUV	Vatu (Vanuatu currency)

EXECUTIVE SUMMARY

This Annual Report for 2013 covers the period of the Vanuatu Land Program (previously Mama Graon – Vanuatu Land Program) from January 2013 through to the end of December 2013. In 2013 the Program Management Committee agreed that the annual report would be prepared to cover a full calendar or Program year.

The report highlights the progress that has been made in the implementation of Program activities as detailed in the Annual Plan for 2013; details progress towards achieving end-of-program outcomes; details the key issues and the lessons that have been learnt; identifies important factors impacting on the adequacy of outcomes and deliverables and provides a self-assessment of the performance of Land Equity International, the service provider; and assesses the overall ongoing relevance of the Program.

The Joint Review Report was submitted in December 2012. As part of this review process, a number of decisions were made to facilitate and implement review findings. One of these findings was that a review of Program activities be undertaken taking into account the findings of the review and the impact of the completion of the NZ component. The refinement of the Program design was undertaken in June 2013, taking into consideration the recommendation of the Joint Review Report, and recommended the change of name for the Program to Vanuatu Land Program and that the program be refocused to support land administration, which will:

- provide support for major infrastructure projects that are in the pipeline, such as those under the purview of the Major Projects Unit;
- 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;
- support areas where the greatest successes have been achieved to date, principally based on the achievement of end-of-program outcomes; and
- minimise Program risk.

Progress towards implementing the activities approved in the annual plan for 2013 are summarised in the following table.

PART A		
Objective A – 1	Informed Collective Decisions by Customary Landholders	Progress of Implementation
Improved Customary Governance of Land by the Malvatumaauri	<ul style="list-style-type: none"> • Support for the institutional strengthening of the Malvatumaauri and the Customary Land Tribunal Unit. There is a proposal to combine these two organisations into one department. • Malvatumaauri will undertake an assessment of the 19 resolutions from the Customary Land Workshop and develop a strategy and work plan to address each of the resolutions. 	<p>Progress has been slow – the proposal was finally approved by the MNCC at its recent May 2013 meeting.</p> <p>Strategy and work plan completed for each province. Concept notes prepared for each of the resolutions.</p>

	<ul style="list-style-type: none"> Two pilot sites were identified – Efate in the Shefa province and Pentecost in the Penama province. 	The MNCC at its meeting in May 2013 agreed to implement the Efate pilot as the priority. Although some preparatory ground work was undertaken limited resources within the Malvatumauri meant that any progress was going to be difficult to implement and problematic.
Improved stakeholder and public understanding and awareness of customary land practices (including gender and relational land issues)	<ul style="list-style-type: none"> Support for identified research activities in the areas of custom and customary land. It is proposed that management support for research activities be taken over by the Malvatumauri under the Vanuatu Cultural Council. 	This activity did not progress beyond some initial discussions between the Malvatumauri and VKS. A decision was made during the Refinement activities to cease funding of research activities.
Improve decision-making by customary landholders	<ul style="list-style-type: none"> 6 Provincial Custom Land Officer (PCLO) positions have been filled in the CLTU. These positions will support the CLTU and MNCC activities at the provincial level. 	Provincial Customary Land Officers recruited, trained and physically relocated to their respective provinces. The PCLOs have been undertaking training of the chiefs and senior village officials throughout the provinces.
Objective A – Participatory Land Governance 2		
Support the effective and participatory sector wide governance of land	<ul style="list-style-type: none"> Support will be provided to the land sector committees. 	Support provided to land sector committees as required. 3 PMC meetings convened during the period plus a number of ad hoc meetings called as part of Program review activities.
Establish and/or improve participatory, sustainable mechanisms that will facilitate regional and local governance of land	<ul style="list-style-type: none"> A National Participatory Governance Facilitator will be funded to support the LSCU with the implementation of activities under the LSF. Support for the Land Sector Coordination Unit 	Position was filled in May 2013. Office equipment has been purchased.
Improve the participatory mechanisms that facilitate formal dealings	<ul style="list-style-type: none"> Vanuatu will undertake a Land Governance Assessment Framework that will establish a bench mark for governance and land administration activities from which Program progress can be measured over the duration of 	A Country Coordinator was recruited in May 2013. Following the preparation of detailed sector reports a series of Expert Panels

in land	<p>the Program and beyond.</p> <ul style="list-style-type: none"> • Support will be provided to professional associations and an assessment undertaken of an appropriate mechanism to be established in Vanuatu to represent the various land professional groups, including surveyors, valuers, real estate, GIS etc. • A review of all land related legislation and regulation will be reviewed with the aim of assessing the amount of legislative review that is required. 	<p>were formed to discuss the dimensions. It is anticipated that a draft report will be available by mid-February 2014.</p> <p>Initial meetings have been held for the formation of a Vanuatu Land Professionals Association. Draft Constitution has been prepared.</p> <p>The Minister of Lands during the last half of 2013 undertook reform of several pieces of land related legislation which overtook the proposal from DoL. There is still a need for a review of the land related legislation to enable other issues to be addressed.</p>
Objective A – Effective and Enabling Services		
3		
Establish a functioning Land Registry and Information Service	<ul style="list-style-type: none"> • Continuing support for the reduction in the backlog of un-registered land registration documents. • Develop registration procedures to improve the efficiency of operations of the land registry. • Commence scanning of all un-scanned land registry documents for inclusion in the computer based land registry system. 	<p>Unregistered land application backlog has been removed.</p> <p>New registration procedures have been developed and implemented including a Document Tracking System. New applications for registration are generally being process in less than 10 working days.</p> <p>This activity had to be placed on hold due to significant issues being discovered within the existing registration practices. Continuing poor records management also meant that scanning could not commence. Procedures for scanning have now been developed and piloted and scanning will commence by the end of January 2014.</p>
Establish an effective land lease and	<ul style="list-style-type: none"> • Following on from past compliance audits, activities will focus on implementing the key recommendations, establishing an appropriate 	<p>There was neither interest nor leadership to progress the activities during 2013.</p>

<p>development planning, assessment, permitting and enforcement service</p>	<p>database as well as undertaking a detailed assessment of the previous compliance audits.</p> <ul style="list-style-type: none"> • Support will be provided to assist in rent collection, rectification of incorrect information and in improve the rent collection process. • The records storage for the application for Negotiator Certificates and Custom Owner Identification Forms require urgent attention and support will be provided in improving manual record system and then developing scanning procedures for digital recording of documents. • Currently there are no regulations or internal guidelines to strictly control the activities undertaken in relation to planning and lease preparation. This activity aims to address these short comings through the preparation of regulations and internal procedure documents. • Ongoing support will be provided for the updating of Development Controls and Zoning Map for Luganville. • Activities will commence for the preparation of Development Controls and Zoning Map for Port Vila. • Support will be provided to enable the Urban Policy Steering Committee to reconvene. • Following on from the Foreshore activities undertaken during 2012 support will be provided to the Physical Planning Unit for consultation on and training for the revised processes, fees etc. 	<p>There was neither interest nor leadership to progress the activities during 2013.</p> <p>Scanning procedures were developed and scanning undertaken of Negotiator Certificates. The scanning was completed for all records on file in the DoL office.</p> <p>These activities will need to be addressed following the introduction of the new legislation.</p> <p>A review by Governance for Growth questioned the direction of this activity and limited capacity has meant this activity has not progressed. During the Refinement activities support for urban planning activities was removed.</p> <p>During the Refinement activities support for urban planning activities was removed.</p> <p>Uncertainly in relation to the direction of urban planning has resulted in this activity not progressing.</p> <p>Review has been completed. During the Refinement activities support for urban planning activities was removed.</p>
<p>Deliver a National land awareness, knowledge and gender mainstreaming campaign</p>	<ul style="list-style-type: none"> • Communication and Education activities will continue to support increasing public awareness through radio and TV. • Preparation of IEC materials will continue so as to provide public information on land related matters. • Support will be provided for the inclusion of 'land related' content in school curriculums. 	<p>TV and radio contract with VBTC has been cancelled due to lack of commitment from both parties.</p> <p>Fact sheets for the DoL were finalised and printed. Bislama versions of all fact sheets were also prepared.</p> <p>Preliminary meetings with the Curriculum Centre have commenced.</p>

	<ul style="list-style-type: none"> C&E activities will include support for provincial land forums and a National Land Week. Gender activities will support the implementation of the work plan included in the Gender Strategy and Work plan document. 	<p>The DoL showed no support for this activity so it did not proceed.</p> <p>Basic gender sensitisation trainings have taken place with the MNCC and the DoL. Gender and Land workshop was held which resulted in some declarations endorsed by the MNCC. Gender training was held for all DoL staff</p>
Demonstrate effective organisational models and service delivery arrangements	<ul style="list-style-type: none"> Support will be provided to DoL to improve service delivery and customer relations An organisation review will be undertaken of DoL. This will include an assessment of all work activities and staffing levels. A training needs analysis will also be undertaken. 	<p>As a result of the decision to relocate DoL to George Pompidou building this activity did not progress.</p> <p>An institutional Adviser was recruited and work has commenced on activities associated with strategic planning and organisational reform.</p>
PART B		
Objective B – A strengthened Customary Lands Tribunal consistent with the GoV's national plans		
Legislative Review	<ul style="list-style-type: none"> Support the review and legal drafting of any proposed amendments to the Customary Land Tribunal Act. Undertake public consultation and public awareness activities associated with any proposed amendments to the legislation. 	<p>This activity was taken over by the Minister of Lands and a new Customary Land Management Act approved by parliament. These activities were funded by the Program.</p> <p>Extensive public consultation was undertaken by the Minister of Lands.</p>
Mediation Support Services	<ul style="list-style-type: none"> An assessment will be undertaken to determine the benefits of mediations as part of the dispute resolution process. This will also involve a review of the mediation activities undertaken through the Legal Sector Strengthening Project. 	<p>There was no progress being made in relation to assessing the need for mediation activities. During the Refinement activities support for mediation was removed.</p>
Public Awareness and Training	<ul style="list-style-type: none"> Support to the CLTU for the preparation of communication and education materials for customary land tribunal and dispute resolution activities. 	<p>CLT Act training flipcharts were finalised, printed and delivered to the provinces. All training materials were completed and documented for the CLT Act, minute taking, running meetings and secretarial</p>

	<ul style="list-style-type: none"> • Training to support the activities of the CLT Act and other activities of the CLTU. 	<p>training.</p> <p>The MNCC elections which took place in May took up a lot of time and resources of the Malvatumauri and CLTU. This delayed the commencement of the training activities, however for the remainder of the year an extensive training program was implemented in all provinces.</p>
Capacity Development of Customary Land Unit	<ul style="list-style-type: none"> • Support the development of the capacity of the CLTU <ul style="list-style-type: none"> ▪ Management training and develop procedures. ▪ Review institutional arrangements ▪ Train and support Provincial Customary Land Officers in undertaking provincial activities. 	<p>Training modules have been finalised and training rolled out into the provinces.</p> <p>Provincial Customary Land Officers were mobilised to their respective provinces early in the year and have been performing their duties including providing training.</p>
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"> • Support for the strengthening of ICT initiatives in DoL including SAPERION. • Support the development of systems required as part of the development of VANLAS. 	<p>3 additional IT officers were recruited and supported by the Program for the last 6 months of the year.</p> <p>Sections of VANLAS have been developed including the Document Tracking Systems, Valuation Roll and Survey systems.</p>
Land Survey Records	<ul style="list-style-type: none"> • A review of the geodetic network will be undertaken to assess the current networks ability to support survey activities, climate change monitoring and tectonic plate movement. • Digital Cadastral Database will be updated so that it is able to provide the framework for all spatial data in Vanuatu related to land ownership and land leasing. 	<p>Review undertaken and recommendations made on future actions required by the SG. This involved a focus on localised geodetic control activities aimed at supporting future infrastructure projects in and around Port Vila.</p> <p>Updating of all data in the DCDB 90% completed. Work is continuing to ensure the integrity of the DCDB data.</p>
Mapping and	<ul style="list-style-type: none"> • Support the GIS User Group 	<p>During 2013, 4 GIS User</p>

Imagery	<ul style="list-style-type: none"> • Organisation, management and use of spatial data 	<p>Group meetings were convened.</p> <p>Ongoing support provided.</p> <p>Support on data management provided.</p>
Valuation Services	<ul style="list-style-type: none"> • Valuation database computer system will be updated • A valuation zoning system is to be developed to improve valuation procedures and the collection of government revenues. 	<p>Valuation data base has been completed for Port Villa with in excess of 4,106 properties entered and property values calculated.</p> <p>Valuation Zone Map and Rate Tables developed for Port Vila. Map and rate tables now being used for the assessment of property values.</p>

Ongoing Relevance of the Program: The Program continues to focus on ensuring that activities are relevant and that they are moving forward in addressing the 2006 National Land Summit resolutions as well as supporting the Land Sector Framework (LSF). Land continues to be a key development issue for Vanuatu and as such there are numerous challenges being faced as the program supports the Program partners in implementing key activities. End-of-program outcomes which have been workshopped with Program partners are also a focus for ensuring Program relevance and managing Program activities.

The Program undertook an audit, in August 2012, of activities that are being undertaken through the Program in support of the Land Sector Framework. This audit highlighted that the Program is supporting numerous strategies under the LSF and that there is a high relevance of Program activities.

It has been recognised for some time that some parts of the design were overly ambitious and lacked clarity in direction. This is especially the case for Objective A1 activities and the program has been progressively refocusing the areas of support.

The country driven or user driven approach remains problematic given the weak management ownership and commitment to the Program although this position has changed significantly over the past 12 months. Significant capacity building is required especially in relation to management principles and human resource management. An adviser has been recruited and these activities are now in progress.

M&E and Gender: Progress in gender and M&E activities was made during the first half of the year with a number of strategic gender workshops being convened for the Department of Lands and MNCC. In May 2013 the MNCC organised a successful gender and land workshop attended by over 50 participants consisting of chiefs, women representatives and youth representatives from the six provinces. Also at the workshop were other partners who have been working in the area of gender for sometimes now such as UN Women, National Council of Women, Vanuatu Women Centre, and Ministry of Justice and Community Services as observers. From the

workshop came the Declarations on gender and land which was adopted at the May MNCC Council meeting.

Issues and Lessons Learnt: Key issues faced and lessons learnt during the 2013 reporting period included:

- **Custom Land:** The Program encountered numerous difficulties and issues in working in the custom land environment which was compounded by the lack of capacity of the Malvatumauri. Lessons learnt on previous DFAT projects was that support for customary land activities are high risk and better approached through an assessment of possible areas of intervention prior to any specific activities or funding being provided.
- **Commitment of Minister of Lands:** Previous years of the Program have highlighted the problems that a program can face when it lacks support from the government and also has no “champion” to defend and support the Program. Since the appointment of the current Minister of Lands this has turned around and the Program has received strong support from the Minister.
- **Limited Capacity and Resources:** The Program faces significant challenges in supporting the implementation of a number of the activities proposed by Program partners. The capacity of DoL to support some of the strategic Program initiatives remains problematic due to the limited human resources with appropriate skills.
- **Land Registry Office:** Under the new leadership at the Departmental level the DoL management is more engaged with the Program to address even the most fundamental of land registration problems. This support was lacking through the latter part of 2011 and all of 2012. The backlog of unregistered applications has now been removed and the Land Registry Office has progressed from being dysfunctional to a stage where it is now starting to meet the needs of its clients and register applications in a timely manner.

Conflict Management Issues: Generally the Program has been accepted at all levels of the society as compared to the past two years. This is due to the fact that people are more aware of the program and its role within the land sector in Vanuatu. The Refinement Report refocused the Program and in doing so minimised the risk faced by the Program when operating in the custom land environment.

Self-Assessment of AMC: The self-assessment of Land Equity International identifies that all milestones were completed in a timely manner and in accordance with the milestone scheduled provided in the contract (as amended). The AMC has also been successful in progressing the implementation of a number of strategic program activities.

End-of-Program Outcomes: An M&E workshop was held with Program partners in November 2012 to better define the end-of-program outcomes.

The following table summarises the agreed end-of-program outcomes and provides an indication of progress by Program partners towards achieving the end-of-program outcomes as at December 2013.

End of Program Outcomes Matrix

Components	Expected outcomes	Progress as % of Achieving Outcome
A1. Informed collective decisions by customary landholders	<ul style="list-style-type: none"> Processes are available to communities to have their custom boundaries mapped, their chiefly structures identified; in 2015 at least 3 pilots will have been run; The defined priority resolutions from the 19 resolutions adopted by the MNCC at their annual meeting of April 2012 are being implemented; A process to protect customary land rights is designed 	<p>Not Started</p> <p>15%</p> <p>Not started</p>
A2. Participatory land governance	<ul style="list-style-type: none"> Functioning participatory mechanisms (sustainable, gender inclusive) in place for the governance of land at sub-national levels; Custom owner groups are better informed on land lease issues, and participate more effectively in formal land dealings. 	<p>Not started</p> <p>40%</p>
A3. Registry	<ul style="list-style-type: none"> The land registration process meets the needs of 95% of clients; All applications are registered in the same order as lodgements, and within 20 working days; All land registry records are accessible through the e-Registry. 	<p>90%</p> <p>95%</p> <p>35%</p>
A3. Lease planning	<ul style="list-style-type: none"> The COIF process is transparent and involves all stakeholders (MNCC custom land officers assist DOL in identifying chiefs); All leases are drafted by registered (members of a professional association) professionals following strict guidelines; Documentation in Bislama is accessible to all. 	<p>35%</p> <p>5%</p> <p>Not started</p>
A3. Lease enforcement	<ul style="list-style-type: none"> 95% of all Land rents are collected annually. 	<p>20%</p>
B1. Customary Land Tribunals	<ul style="list-style-type: none"> As a result of training, the appeals to decisions by CLTs are reduced; CLTU have proper management, administrative procedures, equipment and a computerized database; Reviewed CLTU Act (now Customary Land Management Act) 	<p>60%</p> <p>40%</p> <p>100%</p>
B2. IT systems	<ul style="list-style-type: none"> VANLAS (Vanuatu Land Administration System) is functioning and servicing the needs of the staff of DOL, and of the land professionals. 	<p>40%</p>
B2. Survey	<ul style="list-style-type: none"> Survey directions are designed, distributed and complied with by registered surveyors; DOL offers immediate and efficient services to surveyors. 	<p>70%</p> <p>75%</p>
B2. Valuation	<ul style="list-style-type: none"> An updated Valuation Role provides meaningful valuations for land rates, and fair values for land dealings Valuation standards are designed, training is provided, and registered valuers comply with the standards. 	<p>100%</p> <p>100%</p>

1. INTRODUCTION

This Annual Report for 2013 covers the period of the Vanuatu Land Administration Program (previously Mama Graon – Vanuatu Land Program) from January 2013 through to the end of December 2013. In 2013 the Program Management Committee agreed that the annual report would be prepared to cover a full calendar or Program year.

The report highlights the progress that has been made in the implementation of the Program activities as detailed in the Annual Plan for 2013; details progress towards achieving end-of-program outcomes; details the key issues and the lessons that have been learnt; identifies important factors impacting on the adequacy of outcomes and deliverables and provides a self-assessment of the performance of Land Equity International, the service provider; and assesses the overall ongoing relevance of the Program.

1.1 Overview of the Program

The Vanuatu Land Administration 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 significance of land in the economic development of Vanuatu is highlighted in the government document, Planning Long, Acting Short (2009-2012) with the document focusing on “equitable and sustainable development of land while ensuring the heritage of future generations”.

A Government of Vanuatu Land Sector Framework (LSF) provides the foundation for a strategic plan to implement land sector reforms in Vanuatu. It is intended to guide government, the private sector and civil society in the use and management of Vanuatu’s land resources. The LSF is based on a *Vision* and a set of strategic objectives or themes. It outlines implementation priorities for a LSF policy and activity agenda over a ten year period and builds upon the 2006 National Land Summit resolutions and recent donor initiatives in the sector.

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

The Government of New Zealand delegated funding to DFAT to enable a single contract to be signed between the Government of Australia and the managing contractor, Land Equity International (Contract 56636). The contract was signed on 23 December 2010 and the Program Director mobilised to Vanuatu on 16th January

2011. The funding for the New Zealand contribution to the Program ceases as of 31 December 2013.

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.

Through the capacity development of the above organisations and agencies the key objectives of the Program are to;

- (i) improve the effectiveness of land administration and utilisation,
- (ii) improve the effectiveness and transparency of decision making; and
- (iii) raise the awareness of the rights of key stakeholders.

2.2 Program Context

In the Vanuatu Government's Priorities and Action Agenda (2006-2015) land is not recognised as one of the national strategic policies; however the importance of facilitating long term secure access to land for development is recognised as one of the policy objectives for private sector development in Vanuatu.

The government strategic document Planning Long, Acting Short (2009-2012) document has as a priority focus "equitable and sustainable development of land while ensuring the heritage of future generations". The identified strategies include focusing on the National Land Summit resolutions, strengthening land laws and also strengthening the Ministry of Lands and Natural Resources. Focusing on and

progressing the National Land Summit resolutions ensures that the Program supports initiatives aimed as progressing the government's priorities and meeting the wishes of the people of Vanuatu.

One modality adopted for the delivery of Program support has been an emphasis on a "user driven approach" with the Program partners driving the activity agenda as well as the implementation of activities. This approach was reinforced in early 2013 with Memorandum of Agreements being signed between the Program and Ministry of Lands and Ministry of Justice which transferred responsibility for program contract staff and recurrent expenditure to the various Program partners. The novation of contract staff positions was complete in late 2013. It took a considerable period of time with the Program Office providing training and support for the novation activities. Attempts were made to transfer responsibility for recurrent expenditure to the CLTU however the fiscal management procedures were unacceptable to the Program and the transfer of responsibility for recurrent expenditure did not proceed.

The modality for providing support to Program partners has until now focused on technical assistance and contract staff with Program partners having to provide justification for the need to recruit technical assistance to support specific Program activities. Alternatives to technical assistance are continually being assessed however in highly technically related fields such as those associated with land administration it is difficult to utilise alternate approaches. The Department of Lands faces unique challenges in that in some sections there are not the staff with the necessary skills, or insufficient staff with skills, to successfully manage and implement the mandate of the sections and therefore skill and knowledge transfer is critical.

Effectiveness and transparency of decision making: The focus has been on ensuring that the committee structures supporting the Program are operating effectively and providing support and leadership to the Program. The Vanuatu Land Program Management Committee (PMC) is undertaking its role effectively and is operating under a governance structure with a Code of Conduct. The TA holds regular workshops and technical sessions with partners and stakeholders to discuss activities and progress towards outcomes. Until the middle of 2013 the Vanuatu Land Governance Committee (VLGC) remained problematic, however with a change in its membership structure and a more focused approach from the LSCU it would appear to now be operating more effectively.

Capacity Building: The Program has an emphasis on building capacity within the Program partners so as to ensure there is ongoing implementation and management of Program activities. In some areas of the program, capacity building has been difficult due to limited engagement although all efforts are made to ensure that all Program partners are included in capacity building initiatives. In those areas where there is good engagement capacity building has progressed satisfactorily mainly through targeted training activities and workshops. In several areas of the Program the capacity building has extended to the private sector and customary chiefs (survey, valuation and CLTU).

During 2013 the Program supported a total of 60 workshops and training courses with 1,618 people participating with 251 of the participants being female (15.5%). In previous years training support has also included the funding of the VKS male and female Field Worker Workshops, however during 2013 VKS did not request funds for

the workshops as they sought funding from another source. An analysis of participant feedback on course has been very positive. In several cases training was extended at the request of participants to enable a wider and deeper coverage of topics.

In the latter half of 2013 the Program commenced supporting institutional reform and capacity development of DoL and the CLTU, although until now the focus has been on DoL.

2.3 Program Relevance and Implementation

Land continues to be a key development issue for Vanuatu and as such there are numerous challenges being faced as the program supports the Program partners in implementing key activities. The Program continues to focus on ensuring that activities are relevant and that they are moving forward in addressing the 2006 National Land Summit resolutions as well as supporting the Land Sector Framework (LSF). End-of-program outcomes are a focus for ensuring Program relevance and managing Program activities.

Between September and December 2012 a Joint Review of the Program was undertaken. This review, *inter alia*, looked at the overall relevance of the program. The following is an extract from the Executive Summary.

Land has not been identified as a key development sector in strategic planning documents, suggesting that it is not a high priority for the Government of Vanuatu (GoV) or the Development Partners. However, the land issues and priorities that were identified at the 2006 National Land Summit, shaped the 2009 Vanuatu Land Sector Framework (VLSF) and informed the MGP design remain. Work is underway at present to raise the status of land in relevant plans. The goal and purpose of the MGP remain relevant but there are concerns about the design. The expectations of the MGP are unrealistic and the program would benefit from a focus on a smaller number of priority areas.¹

A recommendation in the Joint Review Report was that the Government of Vanuatu and the Development Partners refine the design of the Mama Graon Program taking into account the findings of the review and the impact of the completion of the NZ component. The refinement of the Program design was undertaken in June 2013, taking into consideration the recommendation of the Joint Review Report. The Refinement Report recommended that the program be refocused to support land administration, which will:

- provide support for major infrastructure projects that are in the pipeline, such as those under the purview of the Major Projects Unit;
- 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;

¹ Joint Review Report Mama Graon – Vanuatu Land Program, Final Draft, 19 December 2012

- support areas where the greatest successes have been achieved to date, principally based on the achievement of end-of-program outcomes; and
- minimise Program risk.

Based on the Refinement Report the Program has significantly reduced support for customary land activities. The main reasons for this decision were that customary land activities were considered to be too high risk, continuing to be criticised from many quarters, and after more than 2 years of Program support the direction to be undertaken under Objective A-1 still remained unclear and confused. The confusion and lack of definition within this objective of the Program was identified early on in the implementation of the Program and a Customary Land Workshop, convened by the Malvatumauri National Council of Chiefs in September 2011, was seen as the opportunity to provide a clear direction on priority issues as seen by the National Council of Chiefs and custom land holders. Although the 19 Resolutions adopted by the workshop provided some direction, the Program was still unable to develop a clear strategically focused direction that was fully endorsed and which could be implemented by the Program within its funding and limited resources.

Based on the progress of activities over the last half of 2013 it would appear that the Program is more relevant and also is more widely accepted by the Government of Vanuatu. This has also been assisted greatly by having a “champion” for land reform, through the Minister of Lands, something that the Program has been missing since its commencement in January 2011.

Lesson Learnt: Australian Aid has been involved in land administration projects continuously since the early 1980’s, and on all projects except for Vanuatu, support for customary land was initially avoided as it was considered to be extremely high risk and there was a lack of clarity in relation to what support should be provided. On some of the projects there was support for research activities aimed at defining a direction that could be taken should funding support be provided later in the project.

The support for customary land in the Mama Graon – Vanuatu Land Program design was far too general and lacked any focus. It was difficult for the Program to develop an activity that had a clear consensus for support and which would support customary land related initiatives and which could be supported with the limited resources available.

2.4 End-of-Program Outcomes

The Program design documents provided high level end-of-program outcomes but did not define the expected end-of-program outcomes in relation to each of the sub-component activities of the Program. During the preparation of the M&E Framework a workshop was held in November 2012 specifically to discuss end-of-program outcomes and to work with program partners to determine their expectations in relation to where activities will be by the end of the program in 2015.

The following table summarises the end-of-program outcomes as agreed by the Program partners and provides an indication of progress by Program partners towards achieving the end-of-program outcomes as at December 2013.

End of Program Outcomes Matrix

Components	Expected outcomes	Progress as % of Achieving Outcome
A1. Informed collective decisions by customary landholders	<ul style="list-style-type: none"> Processes are available to communities to have their custom boundaries mapped, their chiefly structures identified; in 2015 at least 3 pilots will have been run; The defined priority resolutions from the 19 resolutions adopted by the MNCC at their annual meeting of April 2012 are being implemented; A process to protect customary land rights is designed 	<p>Not Started</p> <p>10%</p> <p>Not started</p>
A2. Participatory land governance	<ul style="list-style-type: none"> Functioning participatory mechanisms (sustainable, gender inclusive) in place for the governance of land at sub-national levels; Custom owner groups are better informed on land lease issues, and participate more effectively in formal land dealings. 	<p>5%</p> <p>20%</p>
A3. Registry	<ul style="list-style-type: none"> The land registration process meets the needs of 95% of clients; All applications are registered in the same order as lodgements, and within 20 working days; All land registry records are accessible through the e-Registry. 	<p>90%</p> <p>90%</p> <p>0%</p>
A3. Lease planning	<ul style="list-style-type: none"> The COIF process is transparent and involves all stakeholders (MNCC custom land officers assist DOL in identifying chiefs); All leases are drafted by registered (members of a professional association) professionals following strict guidelines; Documentation in Bislama is accessible to all. 	<p>75%</p> <p>5%</p> <p>Not started</p>
A3. Lease enforcement	<ul style="list-style-type: none"> 95% of all Land rents are collected annually. 	<p>10%</p>
B1. Customary Land Tribunals	<ul style="list-style-type: none"> As a result of training, the appeals to decisions by CLTs are reduced; CLTU have proper management, administrative procedures, equipment and a computerized database; Reviewed CLTU Act 	<p>75%</p> <p>60%</p> <p>100%</p>
B2. IT systems	<ul style="list-style-type: none"> VANLAS (Vanuatu Land Administration System) is functioning and servicing the needs of the staff of DOL, and of the land professionals. 	<p>20%</p>
B2. Survey	<ul style="list-style-type: none"> Survey directions are designed, distributed and complied with by registered surveyors; DOL offers immediate and efficient services to surveyors. 	<p>75%</p> <p>75%</p>
B2. Valuation	<ul style="list-style-type: none"> An updated Valuation Role provides meaningful valuations for land rates, and fair values for land dealings Valuation standards are designed, training is provided, and registered valuers comply with the standards. 	<p>100% (Port Vila)</p> <p>100%</p>

During the Refinement activities it was recognised that the level of effort required to achieve the end-of-program outcomes in the case of some Program partners would be significant and well beyond the current capacity of the Program partner. The Malvatumauri had a very ambitious program and has also set ambitious end-of-program outcomes especially given the current human resources and limited experience in project implementation. The achievement of their end-of-program

outcomes would have required significant technical input, human resource support, and funding well beyond what the Program was capable of supporting and realistically well beyond what the Malvatumauri was capable of supporting.

In relation to the Department of Lands the end-of-program outcomes are overall achievable but very much subject to good management and a commitment by all sections within the department to the Program. The Survey and Valuation sections and Land Registry Office will achieve their end-of-program outcomes with the current level of ongoing budgetary support, access to contract staff as required and support for technical assistance when requested.

The Leasing, Enforcement and Planning Section is problematic at this point in time in achieving the end-of-program outcomes due to a number of factors including the lack of engagement by the staff with the Program and limited human resources. The section is also impacted by the lack of computerisation of the records in the Land Registry Office. The 2013 Annual Plan had sufficient budget and human resource allocated to progress activities but support was limited to the scanning of Negotiator Certificates.

Given a stronger commitment by management of DoL and the senior staff of the Land Registry Office, the Land Registration Office end-of-program outcomes are realistic and achievable. There has been an acceptance that drastic procedural and cultural changes are required if the land registration system is to be able to operate efficiently and meet client needs. The Land Registry Office, through Program support has sufficient resources and budget available to adequately address the improvements required.

The IT activities in the Department of Lands remain very problematic and as a result the end-of program outcome of a fully function VANLAS system is currently in doubt. The IT Unit is also looking at implementing the FAO developed Solutions for Open Land Administration Software (SOLA) but as with VANLAS the implementation of this system would be problematic. The major problem facing systems development is the lack of IT human resources and the limited commitment from Corporate Services to support any IT initiatives. With the NZ funding finishing at the end of 2013 there is limited opportunity for the Program to support capacity building in the IT area.

3. IMPLEMENTATION OF THE ANNUAL PLAN

The following describes the progress of key outputs against the Annual Plan and towards achieving the end-of-program outcomes. Where relevant statistical information is provided and lessons learnt have been highlighted.

3.1 Malvatumauri and Customary Land Tribunal Unit

In 2011 an organizational strategic review was undertaken within the Malvatumauri National Council of Chiefs and the Customary Land Tribunal Unit and proposed an amalgamation of organisations. The amalgamation proposal along with proposed structure and budget was presented to the National Council of Chiefs meeting in May 2013 where approval was granted.

The proposed amalgamation of the MNCC and the CLTU will fit well with the National Kastom Land Officer within the MNCC as well as the 6 Provincial Customary Lands

Officers. The additional seven positions will greatly enhance the capacity and coverage of service delivery at provincial and area levels.

There were three important meetings convened in May 2013 for the newly elected members of the MNCC; namely a symposium, induction training, and the gender and land workshop.

- The symposium focused on identifying ways and means to protect customary land in Vanuatu from scrupulous and unfair land dealings.
- The induction training aimed at improving the council members' knowledge of the relevant laws and their respective responsibilities to their constituencies and the administration.
- For the gender and land workshop, the MNCC members were joined by selected women leaders from the islands.

During the latter part of the year there was some confusion in relation to the possible location of the CLTU and activities in relation to the amalgamation have not progress any further.

Lessons learnt: Although the organisational review was positive in relation to an amalgamation, it highlighted a number of strategic issues that faced both organisations, including funding and staffing. These are issues that existed prior to the commencement of the Program and there is little to suggest that government support for both agencies has changed or will change in the future, especially in relation to the Malvatumauri.

3.1.1 Malvatumauri

Significant support was provided to the Malvatumauri during the first 3 years of the Program with extensive consultation with the MNCC and in each of the provinces. The provincial consultation provided an opportunity for the leaders of the main islands to identify key priority resolutions and formulate implementation work plans.

Concept notes for the implementation of the 19 resolutions were developed and the MNCC agreed in May 2013 to commence piloting of priority resolutions. During the Refinement activities, the issues facing the Malvatumauri in moving forward on any of the resolutions, including the undertaking of pilot activities were highlighted. The lack of capacity and resources within the Malvatumauri is significant and there was no indication that even with the support of the Program that this was going to change. As a result a decision was made to cease supporting the custom governance activities under the Malvatumauri.

Support was provided to the Malvatumauri to undertake a review of the National Council of Chiefs Act. A number of provincial consultations were undertaken as well as several meetings with the MNCC. A study tour was also undertaken to New Caledonia so as to ensure specific customary issues could be addressed in the proposed legislation.

Issues: The implementation of the MNCC roadmap or the 19 resolutions was beyond the financial capacity of the Vanuatu Land Program and the human resource capacity of the Malvatumauri to pick up in full. An organisation with one full time operational officer was always going to struggle to implement anything of significance

in relation to custom governance. It also became very difficult to focus on one resolution as there was an ongoing desire to attempt too much and not to accept the limited capacity of the Malvatumauri. This was compounded by the lack of understanding of what would be involved in undertaking pilot activities to further progress any of the priority resolutions.

Lesson learnt: The broad nature and lack of focus of Component A-1 of the Program – “Informed Collective Decisions by Custom Landowners” and problems associated with gaining any focus on a specific activity meant that the Program was going to struggle to implement activities. The design also underestimated the extremely limited capacity of the Malvatumauri to undertake and support Program activities.

The lessons learnt from DFAT’s continuous commitment to supporting land administration projects since the early 1980’s was not considered in the design of the Program. In all previous DFAT funded land administration projects there was a deliberate decision to avoid activities associated with custom land in the first phase of the projects as support for custom land activities was considered problematic and definition of activities was difficult². This approach should have been adopted for the Program with a focus being on using the first phase of the Program to identify the focused areas of support.

End-of-Program Outcomes: The Malvatumauri has a very ambitious program and also set themselves ambitious end-of-program outcomes given the current human resource capacity and limited experience in project implementation. During the Program refinement the ongoing lack of focus for support for custom governance activities was clear as was the significant adviser and funding support that would be required to achieve the proposed end-of-program outcomes. There was also little confidence in the Malvatumauri being able to make any major progress towards achieving the end-of-program outcomes even if ongoing support was provided. Obtaining any level of sustainability was also going to be problematic.

3.1.2 Customary Land Tribunal Unit

At the commencement of the year a training program was provided for the 6 Provincial Custom Land Officers (PCLO). This training extended over a period of 11 weeks and included training in management, finance, government procedures, computer usage and operations of the Malvatumauri, CLTU and DoL. This was a strategic initiative as the PCLOs would be an integral part of the proposed rollout of the CLTU training program during 2013

² These projects included the Thailand land Titling Project (16 years); Indonesian Land Administration Project (7 years); Lao Land Titling Project (14 years); Philippines Land Administration Project (10 years); and Solomon Islands Spatial Information Land Administration Project (approx. 8 years). On SISILAP there was some attempt to move to supporting customary land activities in a second phase, and although initially thought to be successful time has shown that the support has largely failed.

The CLTU developed a comprehensive program of training support for the CLT Act, secretarial training and minute taking. Unfortunately the training program was delayed until after May due to the MNCC elections which required input from all the staff of the Malvatumauri and CLTU. Once the training did get underway the CLTU was able to successfully implement training programs in all provinces.

The Customary Land Tribunal Unit commenced CLT Act training based on the newly developed training modules. As part of the validation process of the training modules, training programs were trialled on the island of Efate and the off-shore islands – Epau, Nguna and Eratap. These were the first well-structured training programs since the enactment of the Customary Land Tribunal Act in 2001. The piloting of training for secretaries has also been undertaken with a course at Eratap.

Participants in the early courses were predominantly males. As a result the Program undertook a program of affirmative action and required a number of females to also participate in the training, especially the secretarial training.

On the legislative front, there was some confusion in relation to the proposed review of the CLT Act. Although it was planned for the CLTU to undertake this review, having previously undertaken some preliminary activities, the review of this legislation was ultimately taken over by the Minister of Lands (see later). In late 2013 the parliament passed the Customary Land Management Act which will replace the CLT Act.

Issues: Enacting laws through Parliament without the adequate capacity and resources to fully implement the legislation always result in problematic situations. Implementation of the Customary Land Tribunal Act is no exception. Therefore a lot of people around the country have yet to accept the Customary Land Tribunal processes and outcomes, and in some cases view the Tribunals as a foreign concept or ideology.

However with the training, understanding of the law and its processes have been enhanced and also the acceptance of the Customary Land Tribunal concept as truly custom or locally grown.

Quality of Outputs: The quality of training being developed for the CLT Act is of a very acceptable standard. An analysis of the feedback from the training indicates that the training has been well received by the chiefs, who have been the main focus of the initial training.

Lessons learnt: Enacting laws without the necessary implementing capacity, resources and support will always form the basis of a disastrous recipe and non-acceptance by the members of the community especially when it clashes with custom beliefs, values or principles.

End-of-Program Outcomes: The training programs undertaken during 2013 have gone some way in enabling the CLTU to achieve its end-of-program outcomes. Whether the training will reduce appeals to decisions has yet to be validated. The CLTU has also completed the review of its legislation with the passing of the Customary Land Management Act.

3.2 Land Administration Activities

3.2.1 Land Registration

In February the Director of Lands, following his return from suspension, commenced addressing some of the issues facing the land registration processes. He implemented changes which had been attempted several times previously by the Program but were not supported by the previous management. These changes saw a significant change in activities in the Land Registry Office including more clearly defined responsibilities between full time staff and contract staff. This resulted in a more rapid reduction in the backlog of applications lodged prior to 2011 and the current applications being processed and registered in a shorter period of time.

In May 2013, following a commitment from the Acting Director of Lands that there would be unconditional support provided in improving the land registration procedures a Land Registry Adviser was recruited with the Acting Director of Lands taking full management responsibility for overseeing the improvements.

The progress made in the Land Registry Office since June 2013 in changing procedures has been significant with more progress having been made during this period than in the first two and a half years of the Program. The Program struggled to gain any support from the Principal Registration Officer and the reasons for this have become clearer of recent times. Since June 2013 the support that has been provided by the Acting PRO and the Senior Examiner has been very instrumental in ensuring that the proposed changes in procedures have taken place and that there has been a change of culture within the Land Registry Office.

Significant achievements of the latter half of the year included:

- The removal of the backlog of unregistered applications. Although difficult to obtain a true figure it is estimated that the backlog could have been as large as 6,500 applications which is significantly higher than originally estimated.
- All of the strata titles have now been scanned and titles, documentation and strata title plans are now accessible electronically by all staff. Eventually the public will also have access to the digital data instead of having to refer to paper records.
- The Program believes that it has now resolved the large number of procedural and legal issues that were created through the VSTLRI and the support for the development of eRegistry. This included addressing a major issue with the Lease Register which required an assessment of all Lease Registers to ensure they are current and reflect the current status of all land leases. This has been a large task and has resulted in all scanning activities being delayed until such time as the Lease Register issues could be resolved.
- The Land Registry Staff have adapted very well to the implementation of the Document Tracking System which is in pilot stage with the computerised and manual systems operating in parallel until the end of the year. On 1 January 2014 the maintenance of the manual Presentation Book will cease and only the Document Tracking System will be used.
- Land registration procedures have been amended and there is a high level of confidence that the Land Registry Office will be able to maintain a performance indicator of having all lease applications registered within 10 working days of

lodgement. This is a significant turnaround of registration taking anywhere between 6 months and 5 years prior to the commencement of the Program.

- All pre-independence land registration records have been transferred to the new National Archives building, which will ensure that the records are better managed.
- Procedures for undertaking the Parcel File Scanning Project were finalised. This activity is more than 18 months behind schedule, but should get underway towards the end of January 2014.
- Records and file management issues that have confronted the Program since commencement have now largely been addressed.

Quality of Outputs: The quality of outputs from the Land Registry Office is generally of a high standard. There have been significant changes in the quality of record keeping and file management, which will result in improved general operations and service delivery of the land registration system.

Land Registry Issues: The change in management and support provided from management during 2013 highlights the important role that effective management plays in ensuring change management is successful. Changes have previously been difficult in the Land Registry Office due to reluctance by the PRO to implement any changes.

End-of-Program Outcome: At the end of 2013 the backlog of unregistered applications was largely removed. There may still be some unregistered applications but these will not be located until such time as the scanning activities commence and each lease file is checked.

The May 2013 Six Monthly Report included the following statement; “The management and operation of the land registry currently rates very poorly and it would still be classified as a dysfunctional land registration system”. It is very pleasing to be able to report that, with changes during the second half of the year, this is no longer the case and that there is now a functioning land registration system in Vanuatu. With further support during 2014 the land registration system should be operating efficiently, be sustainable and fully meet the needs of its clients.

The Land Registry Office will fulfil its end-of program outcomes in relation to fulfilling client needs and the registration of all applications within 20 working days (it is planned to have this reduced to 10 working days). In relation to all land registry records being accessible through the e-Registry, provided there is support from the MoL for IT then computer access to records should be achieved.

3.2.2 Information Technology (DoL)

Due to human resource issues the IT activities within DoL have been very problematic. A proposal for the funding of vacant IT positions was included in the 2013 budget but was refused by the Ministry of Finance. The NZ Government agreed to provide funding for 3 contract staff to enable IT initiatives to progress.

With additional staff supporting the IT activities an International Database Management Adviser was mobilised in early June to undertake a number of strategic activities in relation to the numerous DoL databases including the normalization of data in these databases.

Significant progress has been made by the IT Unit, following the recruitment of the additional contract staff. Activities have included:

- Development of a Document Tracking System, initially for land registration but which has now been enhanced for use in survey, valuation and planning.
- Development of a system for the scanning and recording of all strata titles
- Commenced development of a Title Information System for the land registration activities

The IT Unit is looking at implementing the FAO developed Solutions for Open Land Administration Software (SOLA) but as with VANLAS the implementation of this system would be problematic. The major problem facing systems development is the lack of IT human resources and the limited commitment from Corporate Services to support any IT initiatives. With the NZ funding finishing at the end of 2013 there is limited opportunity for the Program to support capacity building in the IT area.

Quality of Outputs: Systems development has relied on one very conscientious staff member. The quality of his outputs under extremely difficult circumstances is exceptional.

IT Issues: Human resource issues have continued to impact on the development of systems in DoL including the proposed Vanuatu Land Administration System (VANLAS).

End-of-Program Outcomes: It was envisaged that the Vanuatu Land Administration System (VANLAS) would be fully developed and operational. At this point in time much support will be required if this is to be achieved.

3.2.3 Surveying and Mapping

A comprehensive exit report was prepared by the GIS Adviser prior to the completion of his assignment in May. This report details the current status of the strategic surveying and mapping activities (predominant focus on mapping) and what actions are required to satisfactorily progress activities to a level of sustainability. Standard Operating Procedures have been completed to control and manage 15 key activities within the mapping, GIS and DCDB environments. These SOPs are critical in ensuring that data management and data quality is maintained.

Digital Cadastral Database: The scanning of the cadastral survey coordinate sheets and the coordinate data entry has now been completed, although some survey records are still missing; estimated to be more than 4%. A total of 16,405 coordinate sheets have been scanned and data entered. Quality checking of the data is underway. There are a number of procedural and management issues that now need to be addressed by The Surveyor General so as to ensure the DCDB is maintained.

The DCDB data is currently being used to identify all pieces of state land within the Port Vila Municipal area. This process includes the identification of all road reserves, public reserves and land allocated for state buildings. This is part of a process aimed at improving surveying procedures so as to prevent future misappropriation of state land.

GIS User Group: During the past 12 months the GIS Users Group has been very active meeting 4 times. A GIS Users Group Meeting was held on the 30th of April (12 members) to present the first draft of the National Spatial Data policy. The follow up GIS Users Group meeting was held on 23 May to discuss and finalise the National Spatial Data Policy. This policy document will be presented to the iGov TAG for their comments and eventual endorsement by the OGCIO as a mandated national ITC Policy. This is a strategic policy document to guide spatial data in Vanuatu and is a significant achievement by the GIS Users Group to be able to progress this document in a relatively short period of time.

Mapping Section: The Gazetteer activity was designed to capture field data using GPS for locations of villages, schools, health facilities and other important infrastructure. A methodology was produced for this task and the concept was presented to the GIS Users Group for their comments and input.

During the Refinement process the activities associated with the gazetteer were considered of low priority and with the reduced budget a decision was made not to proceed with the gazetteer activities.

Cadastral Survey and Geodetic Network: The recent activity involving the allocation of land to DoL officials has highlighted the need for major changes to be made in cadastral surveying procedures in Vanuatu. The need for these changes were highlighted by the TA during 2012 and reflected in the draft Survey Directions prepared for the Surveyor General. It would now appear that there is some urgency for these changes to be made so as to prevent future misappropriation of state land.

There has been progress in addressing some of the strategic issues impacting on the geodetic network. A field audit was undertaken of all survey control points around Port Vila. This audit has highlighted some alarming figures and show that a very large percentage of control marks have been destroyed. Following the submission of a report by the Surveyor General and survey staff it has been agreed that an urgent program of action needs to be developed that will ensure survey marks are preserved. It has also been agreed that a proactive program of survey control densification is required so as to maintain the integrity of the cadastral surveys and the DCDB.

The Surveyor General has commenced a program of survey mark maintenance and survey control densification around Port Vila. This has included the preparation of a poster and brochure which detail the importance of preserving survey marks, the manner in which they are witnesses, where they are generally located and the implications of deliberately destroying survey marks. A training program has been prepared for presentation to authorities and service agencies who are those most likely to be responsible for the destruction of survey marks such as DPW, Unelco, TVL and Digicel.

The change of focus in the Refinement Report to supporting infrastructure development has resulted in the Surveyor General being proactive in supporting the commencement of the infrastructure projects around Port Vila. The survey control network has been upgraded and mark maintenance activities undertaken along the main road from the wharf to Tageba Roundabout.

Quality of Outputs: The qualities of outputs from the Survey Section are generally of a high quality and reflect the higher level of education of key people within the section. Although there are no indicators in place to measure the quality of outputs comments for the public are very favourable. The products provided to clients meet a standard commensurate with what would be found in most survey and mapping offices in developed countries.

Surveying and Mapping Issues: The GIS and mapping activities under the management of the Surveyor General are very reliant upon IT support. The limited IT support within DoL, as highlighted in other parts of this report, is a major sustainability issue.

The organisational structure of the Survey Section, which is very management heavy is inhibiting capacity building and operational activities. This issue will be addressed during 2014 with support from the Institutional Adviser.

End-of-Program Outcomes: By the end of 2013 it is expected that the DCDB data will be up-to-date and a data maintenance program in place and the GIS User Group will be fully functioning and supporting iGov. It is doubtful whether the Survey Directions will be fully implemented and enforced by the end of 2013 due to the significant changes that are going to be required in relation to cadastral survey procedures and survey plan presentation. The Survey Section will achieve its end-of-program outcomes with the current level of ongoing budgetary support, access to contract staff as required and support for technical assistance when requested.

3.2.4 Valuation

As the valuation activities have progressed there has been a strong commitment from the valuation staff of the Department of Lands and the Valuer General to further progress the valuation activities beyond what was proposed in the ADD.

Additional activities were subsequently approved by the Program Management Committee and included:

- The preparation of Valuation Zone maps for Port Vila and Luganville.
- Collection of property data and the creation of a valuation data base for Port Vila and Luganville.
- Preparation of a Vanuatu Valuation Standard.

Supporting all of these activities was an intensive program of training aimed at improving the capacity of the private and public sector valuers in Vanuatu.

Program report number B-2.52, "Report on Valuation Activities for Port Vila (Milestone #18)" completed in November 2013, provides extensive detail on the progress of each of the valuation activities. The following is provided as a summary of the activities undertaken during 2013.

Valuation Roll: The field data collection activities for the valuation roll was completed in early 2013 with data collected of 4,106 residential and commercial properties in Port Vila. The IT Section prepared the systems required for the computerisation of the Valuation Roll. The Valuation Roll now has now been populated with property values for all properties. This data was used to undertake

the assessment of the rent review of Port Vila (see Land Rent Review below) as well as the creation of the data for the Valuation Zone Map for Port Vila.

Valuation Zone Map: The Valuation Zone Map and Valuation Tables were prepared for Port Vila based on the data in the Valuation Roll and was completed in September. Digital versions of the Valuation Zone Map have been prepared and the data in the map and the rate tables can be easily updated any time in the future.

Vanuatu Valuation Standards: Under the direction of the Valuer General, a Vanuatu Valuation Standards was prepared to control valuation practices in Vanuatu. The Valuation Standards was officially launched by the Minister of Lands in September.

Land Rent Review: At the request of the Minister of Lands a position paper “Land Rent Reviews on all Titled Parcels – Port Vila” was prepared. The Minister has now formed a Rent Review Advisory Committee to be chaired by the Valuer General and with membership from the private and government sector and the Program Director is also on that committee. The committee was required to report back to the Minister by the end of the year. Although the rent review is a contentious matter it is a positive response to the valuation work that the Program has been supporting since 2011.

Quality of Outputs: The quality of outputs in the Valuation Section is of an acceptable standard and is being guided by the Vanuatu Valuation Standard and the Valuation and Security Assessment form, both of which have been supported through the Program.

End-of-Program Outcomes: With the successful completion of the preparation of the Valuation Roll and the launching of the Vanuatu Valuation Standards the Valuation Unit has been able to successfully complete its end-of-program outcomes. The end-of-program outcomes for valuation were not specific in relation to the location of activities and although Port Vila has been completed Luganville will be the focus of valuation activities during 2014.

3.2.5 Lease Execution, Enforcement and Planning

In relation to lease execution, enforcement and planning a number of strategic reviews were completed during the first year of the Program and these provided direction for the future focus of attention that will enable priority issues to be addressed. Reviews looked at; Negotiator Certificates and Custom Owner Identification Forms (COIF); land rent collection and enforcement; lease auditing; and lease conditions. A large number of recommendations evolved from these reviews and DoL have prioritised these for future action.

There has been limited interest from Lease Execution, Enforcement and Planning in engaging with the Program and as a result progress has been limited. An initiative was commenced during 2013 to scan all the Negotiator Certificates. This activity has proven to be very successful and the statistics for the scanning activities are shown in the table below.

Scanning Activities

Year	Files Scanned	Year	Files Scanned	Year	Files Scanned
2013		2008	121	2003	89
2012	50	2007	184	2002	53
2011	79	2006	353	2001	33
2010	61	2005	240		
2009	92	2004	missing		

Quality of Outputs: The quality of outputs from the Leasing, Enforcement and Planning Section generally require attention. Limited human resources as well as lack of regulatory support and procedures mean that it is difficult to maintain quality. In the past Ministerial influence has had a significant impact on quality of outputs in that established procedures are invariably circumvented.

Lease Execution Issues: Limited staffing imposes major limitations on the operations of these units as does poor procedures and operational systems. DoL has identified the need for an urgent review of lease conditions to bring them in line with the current legislation. Lease auditing which was undertaken in 2009 has yet to be assessed and action taken on the recommendations. Rent collection also remains a major issue for DoL with limited interest in addressing the issue.

The new legislative amendments to the Land Reform Act make significant changes in relation to the process to be undertaken for the issuing of a Negotiator Certificate as well as the issuing of a lease. It is doubtful whether the staff of the section will be able to successfully manage and integrate the new procedures required as part of the legislative amendments without significant support.

End-of-Program Outcomes: The Leasing, Enforcement and Planning Section is problematic at this point in time to achieving the end-of-program outcomes due to a number of factors including, limited management capacity, the lack of engagement by the staff with the Program and limited human resources.

3.2.6 Legislative Reform Activities

Following a request by the Minister of Lands to support two strategic initiatives the donors agreed to provide financial assistance. These initiatives were the legislative reform of strategic land related legislation and support in addressing land disputes.

The Minister undertook a review of the Land Reform Act and CLT Act. Activities included the drafting of new legislation and extensive public consultation in each of the provinces which was followed by a National Land Law Summit held in Port Vila. The two pieces of legislation along with some amendments to the Land Lease Act were passed by parliament in December.

Overall the legislation has been very well received. The challenge for the Minister and the GoV is implementation of the legislation. The processes required in the

legislation, especially the amendments to the Land Reform Act appear to be very onerous, time consuming and potentially expensive, especially for many ni-Vanuatu.

The funding for the land dispute activities included the funding of two officers who had the responsibility for reviewing and assessing a number of land disputes.

An amendment was also made to the Strata Title Act, aimed at preventing the use of the legislation for the subdivision of land that was not actually intended for strata building development. It is the opinion of the Program that the legislation has in fact have prevented the creation of any strata titles. The views of the Program have made to the Minister.

3.3 Cross Cutting Issues

3.3.1 Communication and Education (C&E)

In early January the National Communication and Education Adviser resigned and it took some time to recruit a replacement adviser. With the recruitment of a new C&E Adviser the focus was on continuing support for the Program partners. The 12 Fact Sheets for the Department of Lands were finalised and printed. This was a long drawn out exercise taking more than 8 months to complete. Following the release of the English versions of the fact sheets they were also translated into Bislama and printed. These fact sheets have proven to be very popular and a second printing was undertaken.

Brochures and radio spots were also prepared for Lease Enforcement to support the land rent collection activities for 2013. The success of this activity has yet to be measured.

A summary of the key activities supported through the C&E activities is provided in Attachment 3.

C&E Issues: Without an adviser to drive and support initiatives it has been difficult to achieve many C&E outputs and Program partners have generally shown a lack of interest in supporting C&E activities. The continuation of C&E activities remain problematic.

3.3.2 Gender and M&E

Gradually gender and land are being picked up by partners, particularly by the Department of Lands and CLTU. There was a small but very informative gender exhibition at the entrance of the Department of Lands on 8 March which coincided with the International Women's Day. Two gender sensitisation workshops were held on 26 and 27 March 2013 for DoL staff. From the two gender sensitisation workshops, a number of procedural interventions within the lease making process were identified by the participants and the recommendations were provided to the appropriate authorities for their consideration and decisions.

In May 2013 the MNCC organised a successful gender and land workshop attended by over 50 participants consisting of chiefs, women representatives and youth representatives from the six provinces. Also at the workshop were other partners who have been working in the area of gender for sometimes now such as UN Women, National Council of Women, Vanuatu Women Centre, and Ministry of

Justice and Community Services as observers. From the workshop came the Declarations on gender and land which was adopted at the May MNCC Council meeting.

Little progress has been made in relation to the progression of the draft M&E Plan and draft Gender Strategy and Workplan. The only activity during the year to support the M&E activities was a workshop convened by the LSCU to discuss the M&E framework for the LSF.

Gender and M&E Issues: With the completion of the adviser inputs for the cross cutting issues it has been difficult to maintain any impetuous in the gender and M&E activities. There is limited capacity within the agencies to continue these activities and relevance to these activities to good management practices has yet to be realised.

3.4 Training

The Program has continued to support extensive capacity building activities, through training programs and focused workshops. There was a concerted effort during 2013 by the CLTU to undertake training in all of the provinces on the CLT Act, minute taking and responsibilities of secretaries. Feedback from these training courses and requests for further training from the chiefs, highlights the overall success of this training. Given that the Act has been in place since 2000 and there has previously been no training, it can be understood why the training has been so well received.

The following table provides a summary of the training activities that have been undertaken since the commencement of the Program and during 2013.

Training Programs	Total Participants	Female Participants	% Female Participants	Male Participants	% Male Participants
Training Programs and Workshops since Commencement of the Program					
125	3,247	665	20.5%	2,582	79.5%
Training Programs and Workshops - 2013					
60	1,618	251	15.5%	1,367	84.5%

3.5 Institutional Support

With the recruitment of an Institutional Adviser the program has commenced providing support to the DoL in assessing its requirements for institutional reform and capacity building. Initial emphasis has been on the preparation of a 3 year Strategic Plan which is being developed through a managed 90 day action planning process which involves working close with section heads and supporting their key initiatives.

Lessons Learnt: The proposal in the design document to defer institutional reform activities until after the third year of the Program was too late in the program. DFAT experience on previous land administration projects has highlighted the importance

for institutional reform initiatives to commence at the beginning of the projects as invariably there are a large number of institutional issues that need to be addressed and which take time to implement.

3.6 Land Governance Assessment Framework (LGAF)

The Land Governance Assessment Framework (LGAF) activities commenced in May. A country paper was prepared which set the scene for the history and status of land administration activities in Vanuatu. LGAF was discussed with the Minister of Lands who gave his approval for support to be provided to enable activities to be progressed following the completion of LGAF, including the preparation of any identified government land policies. The VLGC has been informed of and has adopted the LGAF process and recommended for the final draft report to be submitted to them for consideration prior to official submission to the Government.

During the past 6 months a number of expert reports were been prepared and these were then discussed in a series of expert panels. Following completion of the draft LGAF report it will be considered through a validation workshop before being finalised.

3.7 Program Reports

Program activities have been recorded in reports that have been produced as part of adviser or management outputs. These are listed in Attachment 2.

4. PROGRAM MANAGEMENT

The overall management of the Program is under the Vanuatu Land Program Management Committee (PMC). This committee has met on a regular basis and has been instrumental in moving the Program activities forward as well as addressing strategic issues. There were 3 official PMC meetings in the year with a number of unofficial meetings being called to discuss the recommendations of the 2012 Joint Review and the June 2013 Refinement Report. The PMC has continued to be very effective in providing oversight of the Program and its implementation.

The Program has enjoyed a very cooperative and convivial relationship with all senior management of the respective Program partners. This has ensured a very successful program throughout 2013.

Program Management Office: The Program Management Office is responsible for overseeing the successful implementation of approved Program activities as detailed in the Annual Plan.

Land Sector Coordination Unit: The relationship between the Program and the Land Sector Coordination Unit was problematic until early in 2013 and since then there has been a significant improvement in the relationship. A new position was filled in early 2013 and the successful applicant has now taken over the coordination role.

Joint Review Report: The Joint Review Report and its recommendations were accepted by government in April with the acceptance of an agreed action plan. The Program continued to monitor the recommendations.

Refinement Report: Following a recommendation in the Joint Review a Refinement of the Program was undertaken in June 2013. The Refinement Report took into consideration the end-of-program outcomes, commitment of Program partners and risk mitigation and has set the direction for the remainder of the Program (see more detail in section 2.3 - Program Relevance and Implementation)

Risk Management: The Program has a Risk Management Plan and this plan is referred to an updated as required. The current Risk Management Plan has been simplified to enable a focus on the key risks based on the Refinement Report.

5. FINANCIAL MANAGEMENT

The budget for the period from 1 January 2013 through to 31 December 2013 was prepared during the preparation of the Annual Plan for the same period. The budget was based on activities that were proposed by all of the Program partners and the estimated cash flow was based on the suggested work plans.

The following table summarises the budget against the actual expenditure for the Annual Plan period from 1 January 2013 through to 31 December 2013.

Expenditure Item	Estimated Budget from 1 January 2013 through to 31 December 2013	Expenditure through to 31 December 2013	Percentage of Estimated Budget Utilised
Adviser and Contract Staff costs	VUV 216.2 million A\$2.35 million	VUV 114.6 million A\$ 1.274 million	54%
Procurement, meetings, training	VUV 106.9 million A\$1.16 million	VUV 69.3 million A\$0.771 million	66%
Imprest Account	VUV 14.1 million A\$ 0.15 million	VUV 0 million A\$ 0	0%
Totals	VUV 337.2 million A\$ 3.66 million	VUV 184 million A\$ 2.045 million	56%

The above table highlights that the overall expenditure for the reporting period was 56% of the budgeted amount.

The following comments are made in relation to under expenditure of the budget against actual expenditure.

Staffing:

- Late deployment of a number of international advisers and contract staff due to uncertainties following the Joint Review.
- A number of international and national adviser positions were never filled due to Program partners not progressing with proposed initiatives.

Procurement:

- Significantly less expenditure on workshops than was planned.
- Funding allocated to the Malvatumauri for pilot activities not progressing.

- Funds allocated for Field Worker Workshops not being required.
- Proposed study tours not eventuating.
- Activities to support urban planning not progressing.

Imprest Account:

The Imprest Account was used minimally during 2013 and the Refinement Report recommended that the Imprest Account be closed, which did take place during September and October 2013.

The actual under expenditure would have been significantly less other than for two specifically funded initiatives that were approved during the year. These were the funding of the legislative reform package and dispute resolution for the Minister of Lands and the decision by the NZ Government to allow for 3 IT positions to be funded for the last 6 months of the year.

6. A SUMMARY OF KEY ISSUES AND LESSONS LEARNED

6.1 Commitment of the Minister of Lands

Prior to early 2013 the Program had received little support from any of the numerous Ministers of Land and in fact other than in one case the Program never officially met with or made presentations to any of the up to 10 Ministers of Lands during the course of the Program. There has been a significant change in the relationship between the Program and the Minister of Lands with the current Minister, Hon. Ralph Regenvanu.

This engagement has enabled the Program to ensure that its activities are more in sympathy with those of government and that the Program is in a better position to support specific initiatives. This has been highlighted by the support provided to the Minister for the legislative reform package and the current and future activities proposed to ensure the state land in Port Vila and Luganville remains protected from future misappropriation.

Lesson Learnt: It is difficult for Programs to operate effectively without a strong “champion”. This has been highlighted through the course of the Program where the Program has progressed through phases of having no champion or government support through to having strong support at ministerial level. This program is able to highlight the importance of having government commitment if a program is to have any success in meeting its objectives.

6.2 Limited Capacity and Resources

Limited human resource capacity continues to be an inhibiting factor in implementing Program activities. The Malvatumauri/CLTU are progressively addressing this issue and have a 5 year plan and an annual plan that is guiding the proposed establishment of a new department and the human resource requirements for the new agency. The recruitment of the 6 Provincial Customary Land Officers will assist in addressing some of the capacity issues. However it remains questionable as to whether the units have the financial commitment from government.

In DoL human resource capacity remains a major issue in a number of areas and has been difficult to address. The IT activities will continue to remain problematic until

such time as there is a commitment from the MoL to appropriately resource the IT Unit. Without such commitment IT will remain unsustainable and is having an impact on the development of any computerised applications. Leasing, Enforcement and Planning are also impacted by lack of human resources, which impacts on DoL's ability to enforce leases and also to collect the revenue expected by government from land rent.

Lesson Learnt: Program activities must take into consideration the human resource capacity of the partner agencies. The limited human resource capacity of the Malvatumauri/CLTU has seriously impact on the ability of the Program to implement Program initiatives. In DoL, although overall there may be sufficient staff numbers, the lack of qualifications and expertise of some of the staff, along with emphasis on maintaining a large number of support staff makes operational activities difficult.

6.3 Land Registry Office

The commitment for implementing much needed change in the Land Registry Office remained questionable through to the middle of 2013 with the then Principal Registration Officer failing to change procedures and to address fundamental and basic problems with the land registration procedures. It is clear that the changes were seen as threatening as well as potentially upsetting activities which were possibly being undertaken in contravention of the Land Leases Act.

The Program has had to grapple with a large number of issues in the Land Registry Office. Many of these issues have evolved over time as processes have been changed over time without an understanding of the reasons why specific processes were in place. A lack of understanding amongst the staff of the objectives of the land registration system has not helped.

The land registry problems were exacerbated during the VSTLRI when decisions were made to computerise the land registration process and to change procedures. A number of these decisions resulted in processes being amended that were contrary to the Land Leases Act. Unfortunately a number of these decisions and their impact were not discovered until late in 2013 and it required many months of effort to reverse the decisions.

There was a significant turnaround in support from the staff in the Land Registry Office following the suspension of the Principal Registration Adviser. The changes in the Land Registry Office over the past 6 months have been nothing short of amazing and highlight what can be achieved with management support and commitment from staff who are prepared to "make a difference".

Lesson Learnt: The impact of having advice provided in a technical field such as land registration, by a person who does not have the appropriate skills, as occurred during the VSTLRI, can have significant and far reaching consequences.

Management support for land registration activities is fundamental if a land registration system is to operate effectively. For too long the problems of the land registration system have not been addressed by the DoL management and appropriate resources have not been provided to address backlog issues.

6.4 Vanuatu Cultural Centre

The Program has faced many challenges in trying to engage with the Vanuatu Cultural Centre (VKS) and this continued throughout 2013. There continues to be no commitment for engagement by VKS in supporting Program activities other than to seek funding for the Field Workers Workshop, although during 2013 these workshops were funded by an external source.

Lesson Learnt: There is a need to understand the politics behind some organisations during the design process. It would appear that although there was a VKS representative on the design team there were going to be issues with VKS engaging with the Program due to fundamental differences in relation to the perceived approaches to land issues.

6.5 Program Management

One of the early initiatives of the Minister of Lands, Hon. Ralph Regenvanu when he took over as Minister of Lands was to ensure that the VLGC operated more effectively. The suggestion proposed previously by the Program to reduce the composition of the VLGC was accepted and this has resulted in the VLGC being more effective.

Technical Working Groups and Committee structures have been formed under the VLGC however these are not operating effectively due principally to the commitments expected from a small number of strategic people. It is important that the supporting committee structures are maintained at a manageable number and that they are relevant.

Unlike previous years the Land Sector Coordination Unit has been more engaged with the Program and as a result more successful in implementing its own activities.

Lesson Learnt: Unless there is a champion and strong government leadership for the land sector the policy committee will struggle to gain traction.

Committees, although important, can be overused and there may be alternate approaches that could be explored to ensure there is appropriate ownership and commitment towards the implementation of activities.

7. CONFLICT MANAGEMENT ISSUES ARISING DURING THE YEAR

Compared with the previous years of the Program, 2013 provided some very positive and encouraging outcomes. The conflict issues that had existed in previous years have disappeared and the Program is now operating far more harmoniously and with strong support from the majority of Program partners. Without going into detail as to the turnaround in relation to conflict issues it is best summed up by the Program receiving very positive support from the Director of Lands when he returned from suspension, followed by strong support from the current Acting DG of Lands, Acting Director of Lands and the current Minister of Lands.

7.1 External Criticism

The Program continued to receive external criticism from the Nagriamel political party, chiefs on some of the islands and also staff of the Land Desk in the Vanuatu

Cultural Centre. Unlike previous years where there was weak government support for the Program during 2013 the external criticism was addressed strongly and openly by the government. The Program was well supported by its Program partners during this period and as a result of their support in the media and on TV, the issue progressively dissipated.

The Daily Post does print from time to time articles that are critical of the Program. In the majority of cases these articles are based on false information. With freedom of the press, other than to better educate the editor of the Daily Post there is little that can be done to prevent these articles being published.

Lesson Learnt: The early decision to adopt a “low profile” in relation to awareness raising of Program activities meant that people were not been well informed of the activities being supported through the Program. Following the early criticism of the Program there was a need for a more proactive approach to be adopted in relation to awareness raising. As a result the Program office prepared a Program brochure and made a presentation to the Media Association of Vanuatu on the activities of the Program.

The benefits of having “champion” to provide the much needed Program support has never been highlighted better than during 2013. Prior to 2013 it would be fair to say that the Program did not have a champion to defend the Program. This changed significantly in 2013 with the return of the Director of Lands and the appointment of the current Minister of Lands.

7.2 Internal Criticism

The internal criticism faced by the Program during 2012 largely disappeared during 2013 with a far more harmonious relationship existing between all parties. This may be a result of a stronger management especially within DoL, where staff became answerable to management and were not permitted to mount their own individual grievances outside of the department which occurred several times during 2012.

Lesson Learnt: Engagement with management is critical in ensuring ownership of activities. This is an area where the Program has struggled to gain traction. It is important that an appropriate dispute reporting mechanism is in place so that DFAT is the point of last resort and not where initial complaints are aired.

8. SELF-ASSESSMENT OF IMPLEMENTATION SERVICE PROVIDER PERFORMANCE

The contract between the Australian Government and Land Equity International detail specific milestones that had to be achieved in order for Land Equity to be able to request payment of the management fee. The inputs and milestones that were required to be met by Land Equity International under the terms of the contract are defined in Attachment 1 as well as a summary of the achievement against defined milestones. LEI met all of its milestone commitments in a timely manner including broad consultation with Program partners.

The PMC approved Annual Plan has controlled the implementation of activities by the Program Management Office and generally implementation is in line with the approved work plan. The program Refinement Report provided a change in direction

and support for the Program but within reason the activities approved as part of the 2013 Annual Plan were supported.

Engagement with the government and support from the government in broader management activities has been at times difficult and many of these issues were covered in the Joint Review Report. However this report did not identify several strategic issues that were impacting on the Program and the ability of the AMC to effectively implement the activities aimed at achieving the Program objectives. From the perspective of the AMC it was disappointing that these issues were not identified in the Joint Review Report as during 2013 it has been highlighted that these issues were of significance in limiting the overall progress of the Program.

There was a significant and immediate change in Program activities in early 2013 brought about by the return of the Director of Lands who had been on a long term suspension and the appointment of the Hon. Ralph Regenvanu as Minister of Lands. With strong support from these areas the AMC has been able to effectively implement a number of strategic changes in Program activities which has seen a marked turnaround in progress which have been highlighted under the "Implementation of the Annual Plan"

The Program Management Committee has become a strong management structure for the Program. Land Equity International has made a point of ensuring that there has been active engagement of the PMC in supporting and endorsing Program implementation activities.

The Joint Review Report included 15 recommendations on various actions that needed to be undertaken to ensure that the program could progress at a satisfactory level. Several of these recommendations were specifically addressed to the AMC which the AMC addressed promptly. The recommendations and actions undertaken by the AMC are highlighted in the table below.

One of the proposed changes was the need for the AMC to delegate more responsibility to the Program partners for the implementation of their activities. In early 2013 Memorandum of Agreements were signed between the Program and Ministry of Lands and Ministry of Justice which transferred responsibility for program contract staff and recurrent expenditure and procurement to the various Program partners. The novation of contract staff took a considerable period of time and was complete in late 2013. Attempts were made to transfer responsibility for recurrent expenditure and procurement to the CLTU however the financial management procedures were unacceptable to the Program and the transfer of responsibility for recurrent expenditure and procurement did not proceed. Given this experience it was decided not to proceed with these activities in DoL.

Recomm. No.	Recommendation	Action
6	The MGP to develop a Capacity Development (CD) Strategy to guide advisers and partners on the processes for the identification and selection of the most CD strategies. The strategy should be used to induct all resources funded through the	

Recomm. No.	Recommendation	Action
	<p>MGP into its approach to CD. The strategy should include direction that:</p> <ul style="list-style-type: none"> all adviser selection criteria clearly states both the technical and interpersonal qualities required (interpersonal and communication skills, CD capacity including change management expertise and ni-Vanuatu cultural awareness). all adviser TORs clearly specify both technical and CD deliverables. These deliverables to be reaffirmed and restated in an adviser action plan, prepared soon after adviser mobilization. If necessary, the MGP to appoint a mentor to international advisers to provide them with support/guidance in working within ni Vanuatu organisations 	<p>Addressed</p> <p>Addressed</p> <p>Institutional Adviser recruited.</p>
7	<p>The MGP to improve its efficiency by:</p> <ul style="list-style-type: none"> Streamlining the recruitment process, adopting a one stage process. Reviewing the appropriateness of the Imprest Account Developing and implementing a strategy to devolve most aspects of the procurement process to partners (potentially in line with the findings of a Fiduciary Review). 	<p>Recruitment process discussed at the PMC meeting and the current recruitment procedures were indorsed.</p> <p>Imprest Account deleted from contract.</p> <p>MOA with MoJ was signed on 1 February and MOA with MoL was signed on 14 March</p>
12	The MGP to explore the option of delivering a management development program for all managers whose areas are receiving support through the MGP.	Institutional Adviser recruited.
14	All partners to undergo training and awareness sessions with appropriate stakeholders on gender and the rights of women, youth, girls, boys and those with disabilities.	Gender training for Malvatumauri staff took place in October 2012 and training for DoL staff took place in March 2013. In May 2013 a workshop for MNCC resulting in declarations adopted by the Council.

8.1 Systems Control

LEI's management procedures are accredited under ISO 9001:2008 and are audited annually by an external auditor. These systems cover procedures for finance, continual improvement, resource management and operational control.

LEI have sound financial management systems in place which are controlled by in-country as well as Australian based financial procedures. Ongoing auditing and management of financial records are undertaken by the LEI accountant based in Australia. The accounting procedures enable LEI to respond promptly to any requests.

8.2 Assessment of Progress against the 2013 Annual Plan

As detailed previously in the report, there has been very solid progress in implementing a number of the activities approved in the annual plan. This is especially the case in areas where there has been a high level of ownership and commitment. Some of the Program partners and section heads within departments failed to progress activities to the level expected. In some cases there continued to be an expectation that the Program would undertake the activities for them and even with support and encouragement there was limited progress. In some areas there was a lack of commitment to undertake any activities beyond those expected as part of normal work activities.

The following table provides a summary of progress in implementing the activities approved in the 2013 Annual Plan.

Progress of Implementation against the Annual Plan

PART A			
Objective A – 1	Informed Collective Decisions by Customary Landholders	Progress of Implementation	of
Improved Customary Governance of Land by the Malvatumauri	<ul style="list-style-type: none"> Support for the institutional strengthening of the Malvatumauri and the Customary Land Tribunal Unit. There is a proposal to combine these two organisations into one department. Malvatumauri will undertake an assessment of the 19 resolutions from the Customary Land Workshop and develop a strategy and work plan to address each of the resolutions. Two pilot sites were identified – Efate in the Shefa province and Pentecost in the Penama province. 	<p>Progress has been slow – the proposal was finally approved by the MNCC at its recent May 2013 meeting.</p> <p>Strategy and work plan completed for each province. Concept notes prepared for each of the resolutions.</p> <p>The MNCC at its meeting in May 2013 agreed to implement the Efate pilot as the priority. Although some preparatory ground work was undertaken limited resources within the Malvatumauri meant that any progress was going to be difficult to implement and problematic.</p>	
Improved	<ul style="list-style-type: none"> Support for identified research activities in the 	This activity did not	

stakeholder and public understanding and awareness of customary land practices (including gender and relational land issues)	areas of custom and customary land. It is proposed that management support for research activities be taken over by the Malvatumauri under the Vanuatu Cultural Council.	progress beyond some initial discussions between the Malvatumauri and VKS. A decision was made during the Refinement activities to cease funding of research activities.
Improve decision-making by customary landholders	<ul style="list-style-type: none"> 6 Provincial Custom Land Officer (PCLO) positions have been filled in the CLTU. These positions will support the CLTU and MNCC activities at the provincial level. 	Provincial Customary Land Officers recruited, trained and physically relocated to their respective provinces. The PCLOs have been undertaking training of the chiefs and senior village officials throughout the provinces.
Objective A – Participatory Land Governance 2		
Support the effective and participatory sector wide governance of land	<ul style="list-style-type: none"> Support will be provided to the land sector committees. 	Support provided to land sector committees as required. 3 PMC meetings convened during the period plus a number of ad hoc meetings called as part of Program review activities.
Establish and/or improve participatory, sustainable mechanisms that will facilitate regional and local governance of land	<ul style="list-style-type: none"> A National Participatory Governance Facilitator will be funded to support the LSCU with the implementation of activities under the LSF. Support for the Land Sector Coordination Unit 	Position was filled in May 2013. Office equipment has been purchased.
Improve the participatory mechanisms that facilitate formal dealings in land	<ul style="list-style-type: none"> Vanuatu will undertake a Land Governance Assessment Framework that will establish a bench mark for governance and land administration activities from which Program progress can be measured over the duration of the Program and beyond. Support will be provided to professional associations and an assessment undertaken of an appropriate mechanism to be established in Vanuatu to represent the various land professional groups, including surveyors, valuers, real estate, GIS etc. 	A Country Coordinator was recruited in May 2013. Following the preparation of detailed sector reports a series of Expert Panels were formed to discuss the dimensions. It is anticipated that a draft report will be available by mid-February 2014. Initial meetings have been held for the formation of a Vanuatu Land Professionals Association. Draft Constitution has been prepared.

	<ul style="list-style-type: none"> A review of all land related legislation and regulation will be reviewed with the aim of assessing the amount of legislative review that is required. 	<p>The Minister of Lands during the last half of 2013 undertook reform of several pieces of land related legislation which overtook the proposal from DoL. There is still a need for a review of the land related legislation to enable other issues to be addressed.</p>
Objective A – Effective and Enabling Services		
3		
Establish a functioning Land Registry and Information Service	<ul style="list-style-type: none"> Continuing support for the reduction in the backlog of un-registered land registration documents. Develop registration procedures to improve the efficiency of operations of the land registry. Commence scanning of all un-scanned land registry documents for inclusion in the computer based land registry system. 	<p>Unregistered land application backlog has been removed.</p> <p>New registration procedures have been developed and implemented including a Document Tracking System. New applications for registration are generally being process in less than 10 working days.</p> <p>This activity had to be placed on hold due to significant issues being discovered within the existing registration practices. Continuing poor records management also meant that scanning could not commence. Procedures for scanning have now been developed and piloted and scanning will commence by the end of January 2014.</p>
Establish an effective land lease and development planning, assessment, permitting and enforcement service	<ul style="list-style-type: none"> Following on from past compliance audits, activities will focus on implementing the key recommendations, establishing an appropriate database as well as undertaking a detailed assessment of the previous compliance audits. Support will be provided to assist in rent collection, rectification of incorrect information and in improve the rent collection process. The records storage for the application for Negotiator Certificates and Custom Owner Identification Forms require urgent attention and support will be provided in improving manual record system and then developing scanning procedures for digital recording of documents. 	<p>There was neither interest nor leadership to progress the activities during 2013.</p> <p>There was neither interest nor leadership to progress the activities during 2013.</p> <p>Scanning procedures were developed and scanning undertaken of Negotiator Certificates. The scanning was completed for all records on file in the DoL</p>

	<ul style="list-style-type: none"> Currently there are no regulations or internal guidelines to strictly control the activities undertaken in relation to planning and lease preparation. This activity aims to address these short comings through the preparation of regulations and internal procedure documents. Ongoing support will be provided for the updating of Development Controls and Zoning Map for Luganville. 	<p>office.</p> <p>These activities will need to be addressed following the introduction of the new legislation.</p> <p>A review by Governance for Growth questioned the direction of this activity and limited capacity has meant this activity has not progressed. During the Refinement activities support for urban planning activities was removed.</p> <p>During the Refinement activities support for urban planning activities was removed.</p> <p>Uncertainty in relation to the direction of urban planning has resulted in this activity not progressing.</p> <p>Review has been completed. During the Refinement activities support for urban planning activities was removed.</p>
	<ul style="list-style-type: none"> Activities will commence for the preparation of Development Controls and Zoning Map for Port Vila. Support will be provided to enable the Urban Policy Steering Committee to reconvene. Following on from the Foreshore activities undertaken during 2012 support will be provided to the Physical Planning Unit for consultation on and training for the revised processes, fees etc. 	
Deliver a National land awareness, knowledge and gender mainstreaming campaign	<ul style="list-style-type: none"> Communication and Education activities will continue to support increasing public awareness through radio and TV. Preparation of IEC materials will continue so as to provide public information on land related matters. Support will be provided for the inclusion of 'land related' content in school curriculums. C&E activities will include support for provincial land forums and a National Land Week. Gender activities will support the implementation of the work plan included in the Gender Strategy and Work plan document. 	<p>TV and radio contract with VBTC has been cancelled due to lack of commitment from both parties.</p> <p>Fact sheets for the DoL were finalised and printed. Bislama versions of all fact sheets were also prepared.</p> <p>Preliminary meetings with the Curriculum Centre have commenced.</p> <p>The DoL showed no support for this activity so it did not proceed.</p> <p>Basic gender sensitisation trainings have taken place with the MNCC and the DoL. Gender and Land workshop was held which resulted in some declarations endorsed by the MNCC.</p>

		Gender training was held for all DoL staff
Demonstrate effective organisational models and service delivery arrangements	<ul style="list-style-type: none"> Support will be provided to DoL to improve service delivery and customer relations An organisation review will be undertaken of DoL. This will include an assessment of all work activities and staffing levels. A training needs analysis will also be undertaken. 	<p>As a result of the decision to relocate DoL to George Pompidou building this activity did not progress.</p> <p>An institutional Adviser was recruited and work has commenced on activities associated with strategic planning and organisational reform.</p>
PART B		
Objective B – 1	A strengthened Customary Lands Tribunal consistent with the GoV's national plans	
Legislative Review	<ul style="list-style-type: none"> Support the review and legal drafting of any proposed amendments to the Customary Land Tribunal Act. Undertake public consultation and public awareness activities associated with any proposed amendments to the legislation. 	<p>This activity was taken over by the Minister of Lands and a new Customary Land Management Act approved by parliament. These activities were funded by the Program.</p> <p>Extensive public consultation was undertaken by the Minister of Lands.</p>
Mediation Support Services	<ul style="list-style-type: none"> An assessment will be undertaken to determine the benefits of mediations as part of the dispute resolution process. This will also involve a review of the mediation activities undertaken through the Legal Sector Strengthening Project. 	There was no progress being made in relation to assessing the need for mediation activities. During the Refinement activities support for mediation was removed.
Public Awareness and Training	<ul style="list-style-type: none"> Support to the CLTU for the preparation of communication and education materials for customary land tribunal and dispute resolution activities. Training to support the activities of the CLT Act and other activities of the CLTU. 	<p>CLT Act training flipcharts were finalised, printed and delivered to the provinces. All training materials were completed and documented for the CLT Act, minute taking, running meetings and secretarial training.</p> <p>The MNCC elections which took place in May took up a lot of time and resources of the Malvatumauri and CLTU. This delayed the commencement of the training activities, however for the remainder of the year an extensive training program was implemented in all provinces.</p>

Capacity Development of Customary Land Unit	<ul style="list-style-type: none"> Support the development of the capacity of the CLTU <ul style="list-style-type: none"> Management training and develop procedures. Review institutional arrangements Train and support Provincial Customary Land Officers in undertaking provincial activities. 	<p>Training modules have been finalised and training rolled out into the provinces.</p> <p>Provincial Customary Land Officers were mobilised to their respective provinces early in the year and have been performing their duties including providing training.</p>
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"> Support for the strengthening of ICT initiatives in DoL including SAPERION. Support the development of systems required as part of the development of VANLAS. 	<p>3 additional IT officers were recruited and supported by the Program for the last 6 months of the year.</p> <p>Sections of VANLAS have been developed including the Document Tracking Systems, Valuation Roll and Survey systems.</p>
Land Survey Records	<ul style="list-style-type: none"> A review of the geodetic network will be undertaken to assess the current networks ability to support survey activities, climate change monitoring and tectonic plate movement. Digital Cadastral Database will be updated so that it is able to provide the framework for all spatial data in Vanuatu related to land ownership and land leasing. 	<p>Review undertaken and recommendations made on future actions required by the SG. This involved a focus on localised geodetic control activities aimed at supporting future infrastructure projects in and around Port Vila.</p> <p>Updating of all data in the DCDB 90% completed. Work is continuing to ensure the integrity of the DCDB data.</p>
Mapping and Imagery	<ul style="list-style-type: none"> Support the GIS User Group Organisation, management and use of spatial data 	<p>During 2013, 4 GIS User Group meetings were convened.</p> <p>Ongoing support provided. Support on data management provided.</p>
Valuation Services	<ul style="list-style-type: none"> Valuation database computer system will be updated 	<p>Valuation data base has been completed for Port Vila with in excess of 4,106 properties entered and property values calculated.</p>

	<ul style="list-style-type: none">• A valuation zoning system is to be developed to improve valuation procedures and the collection of government revenues.	Valuation Zone Map and Rate Tables developed for Port Vila. Map and rate tables now being used for the assessment of property values.
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ATTACHMENT 1: A SUMMARY OF THE STATUS OF INPUTS PROVIDED BY THE CONTRACTOR AGAINST THE CONTRACT

The inputs and milestones for the annual plan period that were required to be met by Land Equity International under the terms of the contract were defined in the contract documents and highlighted in the 2013 Annual Plan. The following table details the expected progress against the milestones as detailed in the contract document and Annual Plan.

Milestones for 2013

Milestone Number	Item and associated Schedule 1 part	Verifiable Indicators	Timing	Amount AUD
13	2012 Final Annual Report submitted to PMC	Report submitted to PMC and accepted by DFAT	31 January 2013	20%
14	Methodology for the data collection and updating of the Gazetteer	Report to Surveyor General and accepted by DFAT	31 March 2013	20%
15	6 Monthly Report and Imprest Account	Submitted to PMC and accepted by DFAT	10 June 2013	20%
16	Program Refinement Report	Report submitted to PMC and accepted by DFAT	31 July 2013	15%
17	Annual Plan for 2013	Submitted to PMC and accepted by DFAT	1 October 2013	20%
18	Report on the valuation activities for Port Vila and process for Santo	Report submitted to Valuer General and accepted by DFAT	1 December 2013	5%

The actual progress against each of the milestones is summarised below.

Milestone 13:

A draft of the Annual Report had been completed in late September 2012. At a PMC meeting on 24 September 2012 it was agreed that the Annual Report should be completed and submitted by the end of January of the following year so that the report is able to reflect on the activities of the whole year. The final version of the Annual Report for 2012 was submitted to the PMC on 28 January and then submitted to DFAT on 5 February.

Milestone 14:

Milestone No. 14 – “Methodology for the Data Collection and Updating of the Gazetteer” was prepared to assist the Surveyor General in the updating of the gazetteer for the maps of Vanuatu. The actual title used for the report is “B-2.2 Updating the Gazetteer –Activity Proposal and Methodology”. The output of the milestone was slightly delayed due to the consultation process that was used. Given the technical nature of the activities there were a number of workshops held with the Surveyor General and his staff so as to ensure they understood the processes being proposed and would be in a position to implement. Following these discussions the methodology was also presented to the GIS User Group which was held on 24 March. The milestone report was submitted to DFAT on 8 May 2013.

Milestone 15:

The 6 Monthly Report was submitted to the Program Management Committee in late May for comment. The final version of the 6 Monthly Report was submitted to DFAT on 4 June 2013.

Milestone 16:

In the 2013 Annual Plan it was proposed that Milestone No. 16 would be a Status report on the Malvatumauri pilot activities. The pilot activities had failed to proceed as was proposed and other events eventually overtook the proposed pilot activities.

A recommendation in the Joint Review Report of 2012 was that the Government of Vanuatu and the Development Partners refine the design of the Mama Graon Program taking into account the findings of the review and the impact of the completion of the NZ component. The refinement of the Program design was undertaken in June 2013 and resulted in a Refinement Report. DFAT agreed that given the status of the pilot activities and the work that had gone into the preparation of the Refinement Report that the Refinement Report become Milestone No 16. The final Refinement Report was submitted to DFAT at the end of June. Due to issues in relation to the contract and change of the milestone activity LEI was unable to submit the invoice for this milestone until 22 October.

Milestone 17:

The activities associated with the preparation of the Annual Plan for 2014 were different to previous years. This was due to the activities that had been undertaken as part of the Refinement activities which essentially set the activities for the remaining 2 years of the Program. Given this the Annual Plan was based very much around the Refinement Report. This approach was discussed and accepted at a PMC meeting on 5 September. The Annual Plan for 2014 was submitted to the PMC and DFAT for consideration and was discussed at a PMC meeting on 4 October 2012 where it was accepted with some minor amendments. The final plan was submitted to the PMC and DFAT on 6 October 2013.

Milestone 18:

Milestone report No. 18 B-2.52 “Report on Valuation Activities for Port Vila” provided a summary of the numerous activities that had been undertaken through the Program to support the valuation functions within the Department of Lands as well as the Office of the Valuer General. The milestone report was submitted to the Valuer General and DFAT on 15 November 2013.

ATTACHMENT 2: TECHNICAL REPORTS

The Technical Reports produced through the Vanuatu Land Program since the commencement of the Program activities are summarized in the tables below. The table also details the management reports that have been submitted.

PART A			
OBJECTIVE A-1: Informed Collective Decisions by Customary Landholders			
A-1.1	Tafea Provincial Consultation	January 2012	Russell Nari
A-1.2	The 19 Resolutions and Proposed Workplan for Implementation	June 2012	Russell Nari and Chris Lunnay
A-1.3	Malampa Provincial Consultations	June 2012	Russell Nari
A-1.4	Penama Provincial Consultations	June 2012	Russell Nari
A-1.5	Sanma Provincial Consultations	July 2012	Russell Nari
A-1.6	Workshop on Forests Carbon Rights in Melanesia – Report on proceedings	October 2012	Chris Lunnay
A-1.7	Report on Malvatumauri Office Gender Sensitising Workshop	October 2012	Gary Tavo
A-1.8	Malvatumauri National Council of Chiefs (MNCC) Roadmap Implementation Approach	March 2013	Russell Nari

PART A			
OBJECTIVE A-2: PARTICIPATORY LAND GOVERNANCE			
A-2.1	Presentation to Media Asosiesen blong Vanuatu	22 August 2012	Jilda Shem

PART A			
OBJECTIVE A-3: EFFECTIVE AND ENABLING SERVICES			
A-3.1	Land Registry Report June 2011	June 2011	Chris Lunnay
A-3.2	Assessment of Scanning Activities	August 2011	Chris Lunnay

PART A			
OBJECTIVE A-3: EFFECTIVE AND ENABLING SERVICES			
A-3.3	Land Registry Office Training Course	December 2011	David Mulcahy
A-3.4	Land Registry Office August to December 2011 Assignment Report	January 2012	David Mulcahy
A-3.5	Negotiating for Customary Land in Vanuatu	April 2012	Larry Hunt
A-3.6	Outstanding Land Rent Collection and Enforcement Process	April 2012	Larry Hunt
A-3.7	Lease Execution and Planning and Enforcement	April 2012	Larry Hunt
A-3.8	Lease Audit and Enforcement	May 2012	Larry Hunt
A-3.9	Land Lease Conditions	June 2012	Larry Hunt
A-3.10	Lease Processes Recommendations	June 2012	Larry Hunt
A-3.11	Lease Processes Forms	June 2012	Larry Hunt
A-3.12	Report on Private Sector Briefing	March 2012	Chris Lunnay
A-3.13	Draft Land Registry Office Manual of Practice	July 2012	David Mulcahy
A-3.14	Land Registry Office – Dealing Examination Guidelines	July 2012	David Mulcahy
A-3.15	Assessment of Land Registry Statistics	Sept 2012	Dorah Wilson/Chris Lunnay
A-3.16	Reviewing of Land Leasing and Strategy for improvement	Dec 2012	Chris Lunnay
A-3.17	Urban Strategic Plan (Urban Master Plan for Port Vila) – Proposal for Consideration by the Minister of Lands	May 2013	Chris Lunnay
A-3.18	Parcel File Scanning Project Procedures	Oct 2013	Kevin Rainsford
A-3.19	Land Registry Office Procedure Manual	Oct 2013	Kevin Rainsford
A-3.20	Land Registry Adviser Exit Report	Oct 2013	Kevin Rainsford
A-3.21	Land Registry Office Strategic Directions	Oct 2013	Kevin Rainsford

PART A OBJECTIVE A-3: EFFECTIVE AND ENABLING SERVICES			
A-3.22	Document Tracking System Test Plan	Oct 2013	Kevin Rainsford

PART B OBJECTIVE B-1: A STRENGTHENED CUSTOMARY LAND TRIBUNAL CONSISTENT WITH THE GOV.'S NATIONAL PLANS			
B-1.1	Assessment of Options for Provisions for Provincial Support	November 2011	Karen Davis
B-1.2	Strategic Review of Customary Land Tribunal Unit and Malvatumauri	November 2011	Karen Davis
B-1.3	Introduction to File Management Training (Training Module)	October 2011	Karen Davis
B-1.4	Efate CLTU Secretaries Gender Workshop	Nov 2012	Gary Tavoia
B-1.5	Training - Customary Land Tribunal Act No 7 of 2001	October 2013	Edson David
B-1.6	Training – Minute Taking	October 2013	Edson David
B-1.7	Training – Organise and conduct effective meetings	October 2013	Edson David

PART B OBJECTIVE B-2: A LAND INFORMATION MANAGEMENT SYSTEM THAT MEETS CURRENT AND FUTURE NEEDS AND SUPPORTS ECONOMIC DEVELOPMENT			
B-2.1	Information System Strategic Plan	August 2011	Kevin Rainsford
B-2.2	Valuation Interim Status Report	September 2011	Mark McLoughlan
B-2.3	GIS and Mapping Status Report	September 2011	Timothy Gunson
B-2.4	Cadastral Survey Legislation and Practice and Geodetic Network Assessment	September 2011	Chris Grant

<p>PART B</p> <p>OBJECTIVE B-2: A LAND INFORMATION MANAGEMENT SYSTEM THAT MEETS CURRENT AND FUTURE NEEDS AND SUPPORTS ECONOMIC DEVELOPMENT</p>			
B-2.5	An Initial Assessment of Delineation of Customary Land Boundaries	October 2011	Chris Grant
B-2.6	Valuation Issues and Opportunities for an efficient and Sustainable Land Rent Management System	October 2011	Mark McLoughlan
B-2.7	Valuers and Professional Development in Vanuatu	October 2011	Mark McLoughlan
B-2.8	Review of Land Surveyors Act and Land Surveyors Regulations	November 2011	Chris Grant
B-2.9	System Requirement Specification – Land Administration System	November 2011	Kevin Rainsford
B-2.10	Review of the Vanuatu Geodetic Network and Upgrade Strategy	June 2012	Andrew Dyson
B-2.11	Spatial Data Strategy for Department of Lands	June 2012	Tim Gunson
B-2.12	Valuation Status – Filed Data Capture and Valuation Zone System	July 2012	Mark McLoughlan
B-2.13	GIS and Mapping Adviser Exit Report	October 2012	Tim Gunson
B-2.14	Valuation Update Report	November 2012	Mark McLoughlan
B-2.15	Draft Vanuatu Valuation Standards	November 2012	Mark McLoughlan
B-2.16	Receipt, Examination Validation and Approval of Survey Plans (REVAS)	December 2012 – updated December 2013	Allan Wilson
B-2.17	Delineation of Kastom Boundaries – Proposed Survey Direction	December 2012	Allan Wilson
B-2.18	Survey Directions Technical Discussion (<i>Standard Operating Procedures for DCDB for Data Entry in E-Survey</i>)	December 2012	Allan Wilson
B-2.19	Survey and Strata Plan Legislation Proposed Changes	December 2012	Allan Wilson
B-2.20	Survey Directions and Interpretation Guidelines	December 2012	Allan Wilson

<p>PART B</p> <p>OBJECTIVE B-2: A LAND INFORMATION MANAGEMENT SYSTEM THAT MEETS CURRENT AND FUTURE NEEDS AND SUPPORTS ECONOMIC DEVELOPMENT</p>			
B-2.21	Survey Directions Delineation of Kastom Boundaries (Draft)	December 2012	Allan Wilson
B-2.22	Updating the Gazetteer – Activity proposal and methodology	March 2012	Tim Gunson
B-2.23	GIS TA Exit Report	May 2013	Tim Gunson
B-2.24	Standard Operating Procedure 1 – Scanning Coordinate Data Sheets	May 2013	Tim Gunson
B-2.25	Standard Operating Procedure 2 – DCDB Data Entry eSurvey	May 2013	Tim Gunson
B-2.26	Standard Operating Procedure 3 – eSurvey Spatial – DCDB Maintenance & Administration	May 2013	Tim Gunson
B-2.27	Standard Operating Procedure 4 – Assessing the DoL Spatial Database	May 2013	Tim Gunson
B-2.28	Standard Operating Procedure 5 – Saperion Plan & Document Viewer	May 2013	Tim Gunson
B-2.29	Standard Operating Procedure 6 – Geo-registering Images in manifold	May 2013	Tim Gunson
B-2.30	Standard Operating Procedure 7 - Survey Sketch Production	May 2013	Tim Gunson
B-2.31	Standard Operating Procedure 8 - QA in DCDB Production	May 2013	Tim Gunson
B-2.32	Standard Operating Procedure 9 – Saperion Image Administration	May 2013	Tim Gunson
B-2.33	Standard Operating Procedure 10 – Producing CIMS from the DCDB in manifold	May 2013	Tim Gunson
B-2.34	Standard Operating Procedure 11 - Guidelines for handling client requests	May 2013	Tim Gunson
B-2.35	Standard Operating Procedure 12 – eSurvey Administration	May 2013	Tim Gunson
B-2.36	Standard Operating Procedures 13 - GPS	May 2013	Tim Gunson

PART B

OBJECTIVE B-2: A LAND INFORMATION MANAGEMENT SYSTEM THAT MEETS CURRENT AND FUTURE NEEDS AND SUPPORTS ECONOMIC DEVELOPMENT

	Procedures for Gazetteer Mapping		
B-2.37	Valuation Capacity Building Plan – August 2013	August 2013	Mark McLoughlan
B-2.38	Standard Operating Procedures 16 – Defining Unallocated Urban Land Parcels	August 2013	Tim Gunson
B-2.39	Standard Operating Procedures 17 – Unallocated Land Survey Sketch Production	August 2013	Tim Gunson
B-2.40	Defining Unallocated Parcels within Urban Areas – Port Vila and Luganville Working Paper	August 2013	Tim Gunson
B-2.41	GIS TA Exit Report August 2013	August 2013	Tim Gunson
B-2.42	Document Tracking System Specification	September 2013	Pat Van Berkel
B-2.43	TA Exit Report	September 2013	Pat Van Berkel
B-2.44	Activity Summary Report	September 2013	Pat Van Berkel
B-2.45	Title Information System Specification	September 2013	Pat Van Berkel
B-2.46	Standard Operating Procedures 18 – eSurvey Spatial-DCDB Maintenance	November 2013	Tim Gunson
B-2.47	GIS TA Exit Report	November 2013	Tim Gunson
B-2.48	Survey Directions – December 2013	December 2013	Allan Wilson
B-2.49	Valuation Capacity Building	October 2013	Mark McLoughlan
B-2.50	Port Vila Roll Completion Report	October 2013	Mark McLoughlan
B-2.51	Final Report – Valuation Zone System Port Vila	October 2013	Mark McLoughlan
B-2.52	Cadastral Survey Adviser Exit Report	December 2013	Allan Wilson

PART C

OBJECTIVE C-1: EFFECTIVE CONSULTATION AND COORDINATION BETWEEN STAKEHOLDERS OF THE VANUATU LAND PROGRAM

C-1.1	Monthly Briefing Report No. 1	Feb 2011	Chris Lunnay
C-1.2	Monthly Briefing Report No. 2	March 2011	Chris Lunnay

PART C

OBJECTIVE C-1: EFFECTIVE CONSULTATION AND COORDINATION BETWEEN STAKEHOLDERS OF THE VANUATU LAND PROGRAM

C-1.3	Publicity and Promotion Strategy	March 2011	Chris Lunnay
C-1.4	Monthly Briefing Report No. 3	April 2011	Chris Lunnay
C-1.5	Monthly Briefing Report No. 4	May 2011	Chris Lunnay
C-1.6	Monthly Briefing Report No. 5	June 2011	Chris Lunnay
C-1.7	Monthly Briefing Report No. 6	July 2011	Chris Lunnay
C-1.8	Monthly Briefing Report No. 7	August 2011	Chris Lunnay
C-1.9	Monthly Briefing Report No.8	Sept 2011	Chris Lunnay
C-1.10	Monthly Briefing Report No.9	October 2011	Chris Lunnay
C-1.11	Monthly Briefing Report No.10	November 2011	Chris Lunnay
C-1.12	Monthly Briefing Report No.11	January 2012	Chris Lunnay
C-1.13	Monthly Briefing Report No. 12	February 2012	Chris Lunnay
C-1.14	Monthly Briefing Report No.13	April 2012	Chris Lunnay
C-1.15	Monthly Briefing Report No 14	May 2012	Chris Lunnay
C-1.16	Monthly Briefing Report No 15	June 2012	Chris Lunnay
C-1.17	Monthly Briefing Report No 16	July 2012	Chris Lunnay
C-1.18	Monthly Briefing Report No 17	August 2012	Chris Lunnay
C-1.19	Monthly Briefing Report No 18	October 2012	Chris Lunnay
C-1.20	Monthly Briefing Report No 19	November 2012	Chris Lunnay
C-1.21	Monthly Briefing Report No 20	January 2013	Chris Lunnay
C-1.22	Monthly Briefing Report No 21	February 2013	Chris Lunnay
C-1.23	Monthly Briefing Report No 22	March 2013	Chris Lunnay
C-1.24	Monthly Briefing Report No 23	April 2013	Chris Lunnay
C-1.25	Monthly Briefing Report No 24	May 2013	Chris Lunnay

PART C OBJECTIVE C-1: EFFECTIVE CONSULTATION AND COORDINATION BETWEEN STAKEHOLDERS OF THE VANUATU LAND PROGRAM			
C-1.26	Monthly Briefing Report No 25	June 2013	Chris Lunnay
C-1.27	Monthly Briefing Report No 26	July 2013	Chris Lunnay
C-1.28	Monthly Briefing Report No 27	August 2013	Chris Lunnay
C-1.29	Monthly Briefing Report No 28	September 2013	Chris Lunnay
C-1.30	Monthly Briefing Report No 29	October 2013	Chris Lunnay
C-1.31	Monthly Briefing Report No 30	November 2013	Chris Lunnay

PART C OBJECTIVE C-2: EFFECTIVE AND EFFICIENT MANAGEMENT OF ALL RESOURCES PROVIDED TO DELIVER SERVICES INCLUDING PERSONNEL, FUNDS, SERVICES AND EQUIPMENT			
C-2.1	Inception Plan	28 Feb 2011	Chris Lunnay
C-2.2	Security Plan - December 2011	8 Dec 2011	Chris Lunnay
C-2.3	Procedure for Recruitment of Program Technical Assistance	17 March 2011	Chris Lunnay
C-2.4	Conditions for Assessment (Recruitment)	17 March 2011	Chris Lunnay
C-2.5	Program Management Committee Briefing Note	13 April 2011	Chris Lunnay
C-2.6	Report on the Progress of Recruitment for Compliance with Milestone Payment No 4".	3 May 2011	Chris Lunnay
C-2.7	Annual Plan, October 2011	1 October 2011	Chris Lunnay
C-2.8	Manual of Operations for the Imprest Account	20 April 2011	Nicole Nicholson
C-2.9	Program Management Office Asset Register	21 March 2011	Irene Titek
C-2.10	Annual Report, October 2011	3 October 2011	Chris Lunnay
C-2.11	Six monthly Report – April 2012	April 2012	Chris Lunnay
C-2.12	Annual Plan - 2013	September 2012	Chris Lunnay

PART C

OBJECTIVE C-2: EFFECTIVE AND EFFICIENT MANAGEMENT OF ALL RESOURCES PROVIDED TO DELIVER SERVICES INCLUDING PERSONNEL, FUNDS, SERVICES AND EQUIPMENT

C-2.13	Annual Report – 2012 Draft	October 2012	Chris Lunnay
C-2.14	Annual Report for 2012	January 2013	Chris Lunnay
C-2.15	Six Monthly Report January to May 2013	May 2013	Russell Nari
C-2.16	Annual Plan 2014	October 2013	Chris Lunnay
C-2.17	Annual Report for 2013	January 2014	Chris Lunnay

PART C

OBJECTIVE C-3: EFFECTIVE AND EFFICIENT REPORTING AND MONITORING AND EVALUATION OF PROGRAM ACTIVITIES AND DELIVERABLES

C-3.1	Reporting Plan	15 March 2011	Chris Lunnay
C-3.2	Handover Plan – December 2011	December 2011	Chris Lunnay
C-3.3	Communications Guideline	February 2012	Jilda Shem
C-3.4	M&E Plan for the Land Sector Framework	May 2012	Paul De Villers
C-3.5	M&E Framework for Mama Graon Program	June 2012	Paul De Villers (replaced by C-3.7)
C-3.6	Communication Strategy	July 2012	Jilda Shem
C-3.7	M&E Framework	Nov 2012	Paul De Villers

PART C

OBJECTIVE C-4: IDENTIFICATION AND MANAGEMENT OF RISKS TO THE PROGRAM IN ORDER TO MINIMISE THEIR IMPACTS ON THE ACHIEVEMENT OF PROGRAM GOALS AND OBJECTIVES

C-4.1	Risk Management Plan (includes Risk Management Matrix)	15 March 2011	Chris Lunnay
C-4.2	Fraud Control Strategy	15 March 2011	Nicole Nicholson

PART C

OBJECTIVE C-4: IDENTIFICATION AND MANAGEMENT OF RISKS TO THE PROGRAM IN ORDER TO MINIMISE THEIR IMPACTS ON THE ACHIEVEMENT OF PROGRAM GOALS AND OBJECTIVES

C-4.3	Risk Management Plan	September 2011	Chris Lunnay
C-4.4	Conflict Management Analysis	February 2012	Raewyn Porter & Henry Vira
C-4.5	Gender Equality Policy	May 2012	N'Deane Helajzen
C-4.6	HIV and AIDS Workplace Policy	May 2012	N'Deane Helajzen
C-4.7	Program Gender Strategy and Plan	July 2012	N'Deane Helajzen
C-4.8	Anti – Discrimination Anti-Harassment and Anti-Bullying Policy	July 2012	N'Deane Helajzen
C-4.9	Risk Management Plan	October 2012	Chris Lunnay
C-4.10	Department of Lands Gender Exhibition Report	March 2013	Gary Tavo
C-4.11	Gender of Lands Offices Gender Report	March 2013	Gary Tavo
C-4.12	Risk Management Plan	October 2013	Chris Lunnay

ATTACHMENT 3: COMMUNICATION AND EDUCATION ACTIVITIES UNDERTAKEN

The following table summarises the Communication and Education activities that were undertaken during 2013 through Program support.

Date	Communication and Education Activities
January 2013	Director of Lands approved the DoL Fact Sheets
March 2013	The counter for the ground floor customer service area was installed along with notice boards. Further activities have been put on hold pending a decision by the MoL in relation to DoL being relocated.
April 2013	DoL Fact Sheets were finalised
May 2013	DoL Fact Sheets printed and now available to the public A brochure has been prepared for the Enforcement Section which explains the payment of annual land rent. This brochure is to be included with all invoices that are distributed for 2013. An advertisement has been prepared for airing on radio that provides information in relation to land rent and land rent payments.
June 2013	Communication and Education Strategy was workshopped with the Communication Working Group.
July 2013	Commenced translation of fact sheets into Bislama. Storian Newsletter covering the first half of the year was distributed.
August 2013	Bislama versions of fact sheets printed and made available to the public. National C&E Adviser resigned.

With the resignation of the C&E Adviser in August was difficult to continue any significant C&E activities. The Program partners have had difficulty in appreciating the importance of C&E activities in supporting their normal activities. During the course of the Program and the support that has been provided for C&E it has been difficult to develop any level of capacity and sustainability for C&E activities within the Program partners.