



Mama Graon – Vanuatu Land Program



INCEPTION PLAN

17 January 2011

To

31 October 2011



28 February 2011

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

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ACRONYMS

ADD	Activity Design Document
AUD	Australian Dollars
AusAID	Australian Agency for International Development
C&E	Communication and Education
CLTU	Customary Land Tribunal Unit
DCDB	Digital Cadastral Data Base
DG	Director General
DoJ	Department of Justice
DoL	Department of Lands
CRP	Comprehensive Reform Program
DOF	Department of Finance
GIS	Geographic Information System
GoV	Government of Vanuatu
JBE	Jastis Blong Evriwan (World Bank Justice for the Poor Program)
LIS	Land Information System
LGAF	Land Governance Assessment Framework
LGU	Local Government Unit
LSF	Land Sector Framework
M&E	Monitoring and Evaluation
MoLNR	Ministry of Lands and Natural Resources
NGO	Non-Government Organisation
NZAID	New Zealand's Aid and International Development Agency (now New Zealand Government)
PAA	Policy and Action Agenda (2006 – 2015)
PDD	Program Design Document
PMC	Vanuatu Land Program Management Committee
SOP	Standard Operating Procedure
ToR	Terms of Reference
VANRIS	Vanuatu Resource Information System
VSTLRI	Vanuatu Short Term Land Reform Initiatives
VKS	Vanuatu Cultural Centre
VLGC	Vanuatu Land Governance Committee
VLMC	Vanuatu Land Management Committee

EXECUTIVE SUMMARY

The Mama Graon – Vanuatu Land Program is aimed to support and develop land initiatives identified in the Land Sector Framework which is the guiding framework under which the Program objectives sit. The Program has been designed to provide a facilitative and supporting role rather than that of a directive role.

The Inception Plan has been prepared based on facilitation and through strong support from the Vanuatu Land Governance Committee there has been broad consultation with partners and stakeholders. This consultation has involved reviewing the Program design, assessing user needs, Program awareness raising and identifying activities that require support during the inception period.

The Inception Plan is based on activities identified by stakeholder agencies and which have been developed through a course of consultative meetings. These activities have been costed and scheduled by the stakeholder agencies who have also identified the technical assistance support required. Therefore it is the intention that this Inception Plan reflects as close as possible the requirements of stakeholders.

Management

The management structures critical in overseeing the development of the land sector in Vanuatu have been established and are operational. These include the Vanuatu Land Governance Committee, the Land Sector Coordination Unit, Vanuatu Land Program Management Committee and several Working Groups.

The Program management structure for supporting the Mama Graon activities is being reviewed by the Program Management Committee with the aim of streamlining a number of support activities to be provided to the various Program partners. These activities include Communication and Education, gender, Monitoring and Evaluation and governance.

Program Activities

There has been extensive consultation with partner agencies in determining the areas of support to be provided during the Inception period. For some activities the support is continuing the work that was commenced in the period between Program design and the mobilisation of the Program. In other areas new initiatives have been picked as identified in the design documents and also to progress the resolutions from the National Land Summit.

The Program activities for the Inception period are detailed under each of the Program Objectives and sub-components and the following summaries the key initiatives to be undertaken under each of the Program Objectives.

Objective A-1: Informed Collective Decisions by Customary Landholders

Under this objective supported will be provided as follows:

- ✿ Assist the Malvatumauri in developing a database of council membership and providing training to national and island councils of chiefs. This will include the recruitment of a National Kastom Land

Officer to support Malvatumauri and Customary Land Tribunal Unit activities and the development of Communication and education materials.

- ✿ Developing a framework for research activities and the formation of a multi-stakeholder committee to oversee research activities.
- ✿ Review of the institutional support mechanisms for customary land activities, including identifying resource and training requirements.

Objective A-2: Participatory Land Governance

Under this objective supported will be provided as follows:

- ✿ Support the operations of the various committees operating under the Vanuatu Land Program including support for the Land Sector Framework.
- ✿ Recruitment of National Provincial Participatory Governance Advisers to undertake a review of local government structures including provincial and island/area councils with a specific focus on land issues such as governance, land use planning, sustainable environmental management, enforcement and capacity of the structures to support land initiatives. The review will also look at capacity and issues being faced by provinces, island/area councils in supporting local government activities. Given the potential future recruitment of Kastom Focal Points the review will gather information that will feed into the decision making process for determining activities they will support.
- ✿ Assess the benefit and relevance of undertaking a study into governance using the Land Governance Assessment Framework. This is to be reviewed by the Program Management Committee.

Objective A-3: Effective and Enabling Services

Since the completion of the design documents there has been progress in a number of areas under this objective and the Vanuatu Land Governance Committee has endorsed recommendations to bring forward several activities. Under this objective supported will be provided as follows:

- ✿ Temporary staff will be made available to support the Land Registry in reducing the backlog of lodged land applications.
- ✿ Based on the request for immediate support it is planned to mobilise a Land registration Adviser for a period of two months to review the land registration activities, including procedures for all transaction activities, scanning activities, backlogs, private sector issues and improving customer support. The adviser will also assess the need for additional support for land registry activities.

A key focus of the adviser will be on the recommendations from the National Land Summit so as to ensure that actions are developed to address the concerns expressed during the summit. This will include the amendment of documentation so as to ensure all members of the land owning clan or tribe have participate in a decision to lease land and that all documentation as well as lease agreements are to be in Bislama as well as one of the other official languages. This will assist in ensuring that the rightful custom landowners have been

consulted. The adviser will also undertake a review of the Land Lease Act.

- ✿ The VLGC has endorsed the bringing forward of zoning activities for the preparation of a draft Zoning Document and Development Control Plan for Port Vila.
- ✿ Supporting Program partners in developing communication and education material so as to ensure that customary land holders and stakeholders are better informed on land related issues.

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

Under this objective supported will be provided as follows:

- ✿ A recently completed report into the Customary Land Tribunal and the Act has recommended amendments to the legislation and this activity as well as consultation will be supported.
- ✿ Mediation activities have been identified as critical in supporting the resolution of customary land disputes. A review of existing mediation activities in Vanuatu will be undertaken and a program and training for mediation under the Customary Land Tribunal Act will be developed.
- ✿ Support will be provided to build the capacity of the Customary Land Tribunal Unit to enable it to better manage and undertake its role of supporting Customary Land Tribunal activities.

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

Under this objective supported will be provided as follows:

- ✿ An IT Strategic Plan will be developed to provide guidance for future IT development in the DoL and Program related activities.
- ✿ Support will be provided to the Surveyor General in improving the management of land survey records.
- ✿ A GIS Specialist will be mobilised to undertake a review of mapping and digital imagery data and to support GIS initiatives.
- ✿ A review will be undertaken of valuation activities with a focus on the updating of the valuation roll, assessing the use of valuation zone maps, developing procedures and providing valuation training.

Recruitment of Advisers

For the recruitment of Program advisers a process has been developed that recognises that in the recruitment of Program advisers, in many cases it will be possible to recruit advisers directly from Vanuatu, and this base premise is adopted in the selection process. The recruitment process adopts a three tiered approach to selection, focusing initially on selection of nationals from Vanuatu, then regional and then international.

There has been GoV endorsement that the position previously identified as the Indigenous Land Specialist will be reclassified as a Deputy Program Director/Customary Land Adviser (ni-Vanuatu) and the terms of reference (ToR) has been endorsed and is ready for advertising. The Malvatumauri has

endorsed the ToR for the National Kastom Land Officer and the Valuer General has endorsed the TOR for the Valuation Adviser. These positions will be advertised once the recruitment process has been approved.

Budget

The Program budget and procurement plans for the period covered by the Inception Plan are based on discussions with strategic counterpart agencies.

The estimated total budget for the Inception period is A\$1,179,351 (V106,141,590), which is broken up as follows:

✿	Adviser costs	A\$600,801 (V54,072,090)
✿	Procurement items	A\$238,750 (V21,487,500)
✿	Meetings, training, workshops	A\$339,800 (V30,582,000)

1. INTRODUCTION

1.1 Overview of the Program

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

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

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 (NLS) resolutions and recent donor initiatives in the sector.

Four principles will guide stakeholders and policy makers to ensure that the land sector activities within the LSF are aligned with the GoV development agenda. These principles are:

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

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

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

1.2 Purpose and Scope of the Inception Plan

The purpose of the Inception Plan is to provide a plan for the activities to be undertaken in supporting the implementation of the Vanuatu Land Program for the period from program implementation through to the 31 October 2011 after which the first Annual Plan will become effective. It has been prepared to support; (i) the establishment of communications with AusAID, the New Zealand Government and the Government of Vanuatu; (ii) the early mobilisation of the Program team; (iii) engagement with all stakeholders; and (iv) commencement of Program activities.

The Program Inception Plan provides the following information:

- ✿ Summary of Program inception and mobilisation activities undertaken to-date including activities since the completion of the design documents;
- ✿ The establishment of communication channels with AusAID, the Australian Diplomatic Mission, the New Zealand Government and key stakeholders within GoV and civil society;
- ✿ A planned approach to coordination of all aspects of implementation of the Services including identification of supplies, mobilisation of personnel and obtaining necessary approvals including management of sub-contracts;
- ✿ The establishment of procedures relevant to the Procurement Services;
- ✿ The establishment of report preparation and delivery mechanisms;
- ✿ The supply and deployment of Long and Short Term Advisers and overall approach to their assignments including key issues;
- ✿ Establishment of financial control procedures;
- ✿ Security Plan for managing the security of all advisers working on the Project;
- ✿ Priority activities during the Inception Period;
- ✿ A budget for the activities to be undertaken during the Inception Period; and
- ✿ Management and administrative requirements.

1.3 Milestones for Inception Period

The milestones for the inception period as defined in Contract 56636 are as follows:

Milestone	Description	Due
1	Inception Plan for Inception Period	31 Jan 2011
2	IT Strategy	28 Feb 2011
3	Imprest Account Operations Manual	30 April 2011
4	Program Team operational	30 April 2011
5	Improved Valuation Services Standards and procedures developed and Commenced implementation	31 July 2011
6	Annual Report and Annual Plan	10 Oct 2011 and 1 Oct 2011

With delays in the signing of the contract, mobilisation, and numerous key staff on leave, it was agreed to extend the deadline for the Inception Plan to 28 February 2011 to enable adequate stakeholder consultation for the preparation of this plan. Also, due to the need to develop a consultative and national Vanuatu focused selection process, all key partners have been informed that it will not be possible to have the IT Strategy completed by the date detailed in the Contract.

1.4 Program Reference Documents

The main reports and reference documents that support the Program are:

GoV Priority Action Agenda 2006-2015	June 2006
NZAID/Vanuatu Development Programme Strategy 2006-2010	June 2006
AusAID Program Design Document (PDD) – Vanuatu Land Program	20 February 2009
NZAID Activity Design Document (ADD) – Strengthening the Customary Land Tribunal and the Department of Lands’ Land Information Management	February 2009
Vanuatu Land Sector Framework 2009-2018	August 2009
Draft Monitoring and Evaluation Plan – Vanuatu Land Sector Framework	10 January 2010
Partnership for Development between the Government of Australia and the Government of Vanuatu	27 May 2009
Tripartite Arrangement between GoV, AusAID and NZAID	4 December 2009
Vanuatu Short Term Land Reform Initiatives – Report on Achievements	June 2010

1.5 Program Implementing Agencies

The key implementing agencies involved in Program implementation and the contact person are as follows.

Agency	Contact
Ministry of Lands and Natural Resources	Joe Ligo, Director General
Ministry of Justice and Community Services	Russell Nari, Director General
Malvatumauri National Council of Chiefs	Selwyn Garu, CEO
Vanuatu Cultural Centre	Abong Marcellin, Director
Department of Lands	Jean Marc Pierre, Director, Department of Lands

Department of Women’s Affairs	Dorosday Kenneth Dhressen, Director
Prime Minister’s Office, Department of Strategic Policy Planning and Aid Coordination	Bethuel Solomon, Senior Policy Analyst
National Council of Youth	Edward Joseph, Secretary
VANGO	Vivian Licht, Secretary General
Customary Land Tribunal Unit	Alicta Vita, Senior Customary Lands Office
AusAID	Anna Naupa, Senior Program Manager, AusAID
New Zealand Government	Ben McKenzie, First Secretary

1.6 Strategy and Process in Preparing the Inception Report

The Mama Graon – Vanuatu Land Program is aimed to support and develop land initiatives identified in the Land Sector Framework which is the guiding framework under which the Program objectives sit. The Program has been designed to provide a facilitative and supporting role rather than that of a directive role.

The Inception Plan has been prepared based on facilitation and through strong support from the Vanuatu Land Governance Committee there has been broad consultation with partners and stakeholders. This consultation has involved reviewing the Program design, assessing user needs, Program awareness raising and identifying activities that require support during the inception period.

The Inception Plan is based on activities identified by stakeholder agencies and which have been developed through a course of consultative meetings. These activities have been costed and scheduled by the stakeholder agencies who have also identified the technical assistance support required. Therefore it is the intention that this Inception Plan reflects as close as possible the requirements of stakeholders.

Those agencies and people consulted during the preparation of the Inception Plan are detailed in Attachment 10.

1.7 Program Management

Participatory, flexible, and responsive management, built on effective and open communication with stakeholders, is critical to successful implementation of the Program. To support this approach to Program management, systems and management structures are being developed that encourage local participation in and ownership of the Program direction, inputs and outputs. The key management structures have already been established and the organisation structure for the Program is depicted in Attachment 1.

1.7.1 Vanuatu Land Governance Committee (VLGC)

The Vanuatu Land Governance Committee (VLGC) has been established and the membership of the committee and its Terms of Reference is detailed in Attachment 2. The first VLGC meeting was held on 15 December 2010 which endorsed the terms of reference, endorsed the committee structure and nominated the chair and deputy chair. The second VLGC meeting, held on 8 February 2011, considered presentation made by thematic working groups; a presentation on the Mama Graon – Vanuatu Land Program; agreed to the composition of the Vanuatu Land Program Management Committee (PMC) and its terms of reference and endorsed directions for a number of Department of Lands activities.

1.7.2 Vanuatu Land Program Management Committee (PMC)

The membership of the PMC and its terms of reference are detailed in Attachment 3. The first meeting of the PMC was held on 18th February 2011 at which the committee membership was confirmed and the position of committee chair and deputy chair were considered.

The PMC also met on 24th February 2011 specifically to review the draft of the Inception Plan.

1.7.3 Thematic Working Groups

Several thematic workings have been endorsed by the VLGC to support program activities. These thematic working groups are:

- ✿ Land Use Planning with a sub-group of Zoning
- ✿ Strata Title
- ✿ Communication and Education

2. PROGRAM DESCRIPTION

2.1 The Program Goal and Purpose

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

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

The purpose of the Mama Graon - Vanuatu Land Program is;

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

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

2.2 Description of the Program

The Program Component Descriptions are as follows:

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

3. REVIEW OF PROGRESS ACTIVITIES SINCE THE COMPLETION OF THE DESIGN DOCUMENTS

The design documents for both the AusAID and New Zealand Government funded activities were completed in early 2009. In the meantime AusAID continued to fund the Vanuatu Short Term Land Reform Initiatives (VSTLRI) and the New Zealand Government supported ongoing activities in relation to the Customary Land Tribunal and a report detailing recommendations for strengthening tribunal activities has recently been completed¹. Progress that was made during the VSTLRI is summarised in Attachment 4.

AusAID also continued interim support activities under an MOU between AusAID and MoLNR. This support enabled a number of initiatives to continue including assistance for e-Registry, communication and education and the LSF.

¹ Van Trease, H; Simo, J; "Activities of the Vanuatu Customary Land Tribunal and the 2001 Act" New Zealand Agency for International Development, February 2011

The Customary Land Tribunal Unit (CLTU) has been transferred, structurally, from the DoL to the Ministry of Justice and is now co-located in the offices of the Malvatumauri (legally it is still under the DoL). This move provides the opportunity to harmonise a number of the activities for the Malvatumauri and CLTU proposed in the design documents including adviser support and communication and education.

4. IMPLEMENTATION ACTIVITIES

4.1 Establishment and Staffing of Program Office

The Program Director has mobilised and commenced the establishment of the Program Office within the DoL building. Recruitment has been undertaken for a Program Office/HR and Recruitment Manager and a Program Finance officer. LEI's Program Coordinator/Recruitment Manager and Finance Manager will mobilise over the next few weeks to assist with the establishment of office procedures and quality systems for office operations and provide training.

4.2 Program Activities

The following is a summary of the planned activities to be undertaken during the period of the Inception Plan up until 31 October 2011. The preparation of the activities has been undertaken in close cooperation with the relevant program partners and stakeholders. This program of support reflects the directions that program partners have identified and is in accordance with the LSF and the overall approach adopted in the Mama Graon – Vanuatu Land Program design documents.

Some of the proposed activities reflect changes that have been proposed by the GoV or the VLGC. These changes have come about due to changing government priorities mainly as a result of the time lag between Program design and mobilisation of the Program.

The GoV has recognised the importance of ownership and an ongoing commitment to the Vanuatu Land Program by all partner agencies. In doing so counterparts within partner agencies and the various land sector activities have been identified as the focus for supporting ongoing program development. All strategic Program activities will be coordinated through these counterparts and they have been identified against each of the Program sub-components.

The following is a description of the proposed activities that will be supported during the Inception Plan period and these descriptions are supported by a detailed work plan (see Attachment 5), adviser mobilisation scheduled (see Attachment 6) and the budget (see Attachment 7).

4.3 Objective A-1: Informed Collective Decisions by Customary Landholders

4.3.1 Improved Customary Governance of Land by the Malvatumauri

As part of the selection process for the managing contractor, it was proposed to include a **Deputy Program Director (ni-Vanuatu)** to support the Program Director. This proposal has been accepted by the GoV, the Malvatumauri and AusAID and a position of **Deputy Program Director/Customary Land Adviser (DPD)** will be recruited.

During the VSTLRI activities the Malvatumauri undertook the recruitment for short term support for the National Kastom Land Officer however the position was not filled. The Malvatumauri have requested that this position be filled immediately and have approved the TOR for the position. Given the co-location of the Malvatumauri and the Customary Land Tribunal Unit (CLTU), it has been agreed that the National Kastom Land Officer will also provide support for the CLTU. Following the filling of this position, recruitment will be undertaken for the Administrative Officer for the National Kastom Land Office.

The National Kastom Land Officer will undertake a needs assessment covering training and support of the Malvatumauri. With the support of the PD and DPD the **National Kastom Land Officer** will also develop a governance training program for the Malvatumauri. The Malvatumauri have identified communication and education as a priority area where they need support. The National Kastom Land Officer, with support from the **Communication and Education Adviser** will develop a Communication and Education Strategy for the Malvatumauri for supporting communication between the chiefs and villages in relation to selected Program activities. The development of activities for the Malvatumauri will also be support by the **Gender Focal Point**.

In a recently completed report, “Activities of the Vanuatu Customary Land Tribunal and the 2001 Act”², it was recommended that “the Malvatumauri be requested as a highest priority to establish a mechanism to deal with disputes over chiefly titles and establish an official list of qualified custom chiefs throughout the islands who are responsible for nominating CLT adjudicators and secretaries.” This recommendation is supported by the Malvatumauri and they have requested support from the Program in commencing the process of creating a database of membership of the Chiefly councils. They have identified the need to work through the various Councils commencing initially with the National Council of Chiefs and then progressing to the Island Council of Chiefs during the Inception period (which will lead towards a pilot for the kastom focal point network). The activities would support a communication and education process as well as training that would commence a structured process of recording details on customary authorities, initially focusing on membership of Chiefly councils in all areas of Vanuatu. The opportunity will also be taken to commence the recording of data on the membership of Customary Land Tribunals.

The Malvatumauri recognise that this is a long process and the Inception period will be used to develop training programs and communication processes as well as communication material and to undertake the training at National level and in as many of the provinces as possible. The Malvatumauri acknowledge that they have limited resources and have proposed that they work in close cooperation with the staff of the Customary Land Tribunal Unit as well as the Provincial Project Facilitators recruited under the Customary Governance Project.

Counterpart:

 Selwyn Garu / Dickinson Tevi

² Van Trease, H; Simo, J; “Activities of the Vanuatu Customary Land Tribunal and the 2001 Act” New Zealand Agency for International Development, February 2011.

Funding:

Funding has been allocated to enable the following activities to take place:

- ✿ Development of communication and education material with support from the National Communication and Awareness Adviser.
- ✿ The convening of a National Council of Chiefs meeting to provide training and education on the planned activities.
- ✿ The convening of provincial meetings for the training and education of members from the Island Councils of Chiefs

Recruitment:

- ✿ Deputy Program Director/ Customary Land (TOR has been approved by the Chair of the VLGC)
- ✿ National Kastom Land Officer (TOR has been approved by the Malvatumauri)
- ✿ National Kastom Land Office Administration Officer (TOR has been approved by the Malvatumauri)

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

The VSTLRI commenced dialogue with the Vanuatu Cultural Centre (VKS) in relation to the piloting of a grant funding scheme, however this did not progress. The VKS has a number of internal issues that are impacting on the VKS being in a position to support activities under this sub-component.

Support under this sub-component of the project will be aimed at building capacity for future Program activities. A framework will be developed so as to ensure research will be appropriately structured, managed, workshopped and progressed to public debate and policy development. Through a process of consultation a database of potential areas of research will be identified based around identifying priority themes and topics for targeted research. The multi-stakeholder committee to oversee research activities will be nominated.

The Gender Focal Point and the Public Communication and Education Adviser will support VKS to develop frameworks for supporting communication and education and gender in their activities as well as ensuring strategic coordination between the VKS public communication and education and gender activities and the overall Gender and Social Development Strategy.

Counterpart:

- ✿ Marcelin Ambong

Funding:

- ✿ Workshops to develop a research framework

Recruitment:

- ✿ No recruitment is proposed under this sub-component.

4.3.3 Improve decision-making by customary landholders

A number of organisations such as the Malvatumauri, National Council of Women, National Council of Youth, VKS, DoL, Provincial Government and Area Councils could have roles in supporting decision making by customary land holders. A review will be undertaken to:

- ✿ look at how these roles could be more strategically integrated;
- ✿ what resources and training is required for these organisations to fulfil an enhanced role; and
- ✿ clarify the role of KFP's, how a KFP network might function and how they can best interact with stakeholders and harmonise the various regional activities to be supported through the Program.

Activities will also develop a strategy for the operation of the Kastom Focal Points which will include an assessment of various models of operation and organisation. One option to be reviewed is the appointment of one KFP to enable implementation to be trialled and to assess the possible issues that will be faced. Another option is to look at piloting voluntary networks within the Malvatumauri, youth and women's groups which could possibly be more sustainable in the longer term

Counterpart:

- ✿ Selwyn Garu / Dickinson Tevi and DG Ligo

Funding:

- ✿ Workshop and meeting costs.

Recruitment:

- ✿ No recruitment is proposed under this sub-component.

4.4 Objective A-2: Participatory Land Governance

4.4.1 Support the effective and participatory sector wide governance of land

There are a number of new committees required to implement and oversee the LSF and the Program. These committees are important to long term land sector change management strategies. Consistent with the Paris Declaration and the Accra Agenda for Action these committees will be supported and sustained under an evolving process supported by the Program but institutionalised within government. Support will be provided to these committees by:

- ✿ Supporting committee operations;
- ✿ Facilitating the development of Codes of Conduct and Operational Guidelines;
- ✿ Providing technical and key policy advice when requested;
- ✿ Assisting in the development of a Sustainability Plan for the LSF and providing guidance on communication, Program evaluation and Program effectiveness monitoring; and
- ✿ Supporting committee members to perform their governance roles through training and workshops.

Counterpart:

- ✿ DG Ligo and Amos Kalo

Funding:

- ✿ Management meeting costs (lunches, coffee etc), workshops

Recruitment:

- ✿ No recruitment is proposed under this sub-component.

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

Governance was a major area of focus during the preparation of the Program Design Document and it was recognised that there was a need to improve participatory mechanisms to facilitate both regional and local governance of land. The Program will recruit at least one **National Participatory Governance Adviser** to support the work/establishment of the Land Sector Coordination Unit (LSCU). A decision on the recruitment of a second position will be made based on a needs assessment.

The National Participatory Governance Adviser will initially undertake a review of local government structures including provincial and island/area councils with a specific focus on land issues such as governance, land use planning, sustainable environmental management, enforcement and capacity of the structures to support land initiatives. The review will also look at capacity and issues being faced by provinces, island/area councils in supporting local government activities. Given the potential future recruitment of Kastom Focal Points the review will gather information that will feed into the decision making process for determining activities they will support.

The report emanating from the review will be presented to the PMC who will consider the findings and provide future direction for support and development of regional and local governance activities. The report outcomes will also be used to prepare material for participatory governance workshops to be presented to regional and local government.

Counterpart:

- ✿ DG Ligo and Amos Kalo

Funding:

- ✿ Costs for provincial travel
- ✿ Costs for workshops

Recruitment:

- ✿ National Provincial Participatory Governance Advisers (number to be determined in consultation with PMC)

4.4.3 Improve the participatory mechanisms that facilitate formal dealings in land

Activities undertaken to support the Program need to focus on the participatory governance process needed to underpin fair dealings in land. Although there is a

general appreciation of the governance issues there has never been any research undertaken that details the issues and established benchmarks for assessing change.

The need/support for undertaking a study into governance using the Land Governance Assessment Framework (LGAF) will be assessed. LGAF consists of 21 indicators in 5 thematic areas which are used to establish specific lines of enquiry for investigation and for undertaking quantitative and qualitative assessment. The outcomes from the LGAF will assist in supporting the implementation of the LSF, support an understanding of governance in the land sector and the issues being faced and would be used to develop approaches for improving and strengthening participatory governance in land dealings in Vanuatu. A report on the outcomes and recommendations from LGAF will be submitted to the PMC for consideration.

Counterpart:

- ✿ DG Ligo and Amos Kalo

Funding:

- ✿ Workshops

Recruitment:

- ✿ Local consultants to undertake the Land Governance Assessment Framework

4.5 Objective A-3: Effective and Enabling Services

4.5.1 Establish a functioning Land Registry and Information Service

The Program Design Document anticipated that there would be minimal support for land registration activities in the first few years of the Program. However the focus on land registration activities in the press during January/February resulted in the DG of Lands requesting that some initial support for land registration activities be commenced with some urgency. The Land Registry still has issues with backlogs in processing of pending applications (at least 1,000), addressing problem files (at least 300) and document filing.

The Minister of Lands has requested support from the Program to assist in reducing the backlog of outstanding land applications (immediate term) and also in reviewing land registration procedures (medium term). The Minister has indicated that he wants all outstanding files categorised by geographic area and then the type of application. This will enable a focus to be placed on reducing the backlog on applications in urban areas where it is anticipated there are likely to be less issues. All applications in rural areas will be assessed more thoroughly and may required applications to be returned if it is considered there are issues in relation to customary land.

It is proposed that up to 5 temporary Land Registry Officer positions will be filled to assist in reducing the backlog.

To address the medium term land registration issues a **Land Registration Adviser** has been nominated to undertake a review of land registry activities and to provide support. To assist with the review process and the audit of activities it is proposed to establish a Land Registry Advisory Team which will consist of the Director, Lands, Survey and Records, Senior Registration Officer, the Land Registry Adviser and two additional nominated personnel.

Based on the request for immediate support it is planned to mobilise the adviser for a period of three months to review the land registration activities, including procedures for all transaction activities, scanning activities, backlogs, private sector issues and improving customer support. The adviser will also assess the need for additional support for land registry activities.

A key focus of the adviser will be on the recommendations from the National Land Summit so as to ensure that actions are developed to address the concerns expressed during the summit. This will include the amendment of documentation so as to ensure all members of the land owning clan or tribe have participate in a decision to lease land and that all documentation as well as lease agreements are to be in Bislama as well as one of the other official languages. This will assist in ensuring that the rightful custom landowners have been consulted. The adviser will also undertake a review of the Land Lease Act.

A report on land registry reform activities will be prepared and presented to the PMC to consider the recommendations and to identify future support activities.

Counterpart:

- ✿ Katua Rezel, Jean Marc Pierre and Esther Bonglebu

Funding:

- ✿ Costs of workshops.
- ✿ Procurement of scanners, computers and photocopier (Subject to recommendations from the assessment).
- ✿ Costs for the Land Registry Advisory Team.

Recruitment:

- ✿ Up to 5 temporary Land Registry Officers
- ✿ The Land Registration Adviser will be mobilised for 2 months.
- ✿ Land Registry Support Staff (3) – (allowance has been made for these positions but will be dependent upon the Land Registration Adviser report)

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

During a VLGC working group meeting on 1 February 2011 it was recognised that there is an urgent need for the scheduling of planning activities in the VLP to be reviewed given strong linkages between the GIZ Land Use Planning activities³ and

³ SPC-GTZ Adaptation to Climate Change in the Pacific Islands Region

the Vanuatu-Australia Governance for Growth Program activities. It was highlighted that it is becoming increasingly difficult to progress programs under the Governance for Growth Program due to inadequate planning which results in difficulty in identifying suitable areas for infrastructure development projects.

At the VLGC meeting held on 8 February 2011 a presentation was made by the Zoning Working Group⁴ on past zoning activities and the need to raise the priority of zoning activities. In recognising the zoning issues the impact that the lack of appropriate urban planning and zoning is having on development in Vanuatu the following meeting outcomes were recorded⁵:

3. Planning will be elevated to Priority status in LSF. Will be implemented in PAA and PLAS. The Planning activities will continue as planned and Mama Graon will re-prioritize planning and make it a priority and ensure that funding is available to support Planning.

4. The Zoning & LUP Team & Private Secretary need to work together to come up with a process that takes into account the how can we manage the Acts, i.e Foreshore, Physical Planning Act and Land Leases act to cater for the interim while we're drafting the LUP Policy & developing zoning plans for the country.

Given the recommendations from the VLGC a program of support has been developed that will ensure that there is close cooperation between the GIZ activities, the Governance for Growth Program, the Drainage and Sanitation activities (ADB) and development of zoning activities under the VLP.

The activities that will be undertaken during the inception period include consultation, development of a Statement of Proposal that will be submitted to the PMC for endorsement, land use mapping and the preparation of the draft document.

The Zoning Working Group has also requested support from a **Zoning and Development Adviser** to assist with the preparation of the draft Zoning Document and Development Control Plan for Port Vila.

Counterpart:

- ✿ Paul Gambetta

Funding:

- ✿ Costs of workshops.
- ✿ Cost of vehicle hire.
- ✿ Cost for ink, paper, materials etc.

Recruitment:

- ✿ A Zoning and Development Adviser for a period of 2 months.

⁴ Membership of the Zoning Working Group consists of representatives from Department of Lands, Port Vila Municipality, Shefa Province and Physical Planning Unit (Department of Local Authorities).

⁵ Vanuatu Land Governance Committee 2nd Meeting, 8 February 2010

4.5.3 Deliver a National land awareness, knowledge and gender mainstreaming campaign

Support will be provided for the communication and education initiatives developed as part of the interim support activities funded through the MOU between AusAID and the MoLNR. These include:

- ✿ Radio spots
- ✿ TV advertising
- ✿ Newspaper articles
- ✿ Brochures and publications
- ✿ These activities are scheduled to go through until October.

It has been indicated that the communication and education activities require ongoing technical support and that it is necessary to recruit a **Communication and Education Adviser** to provide support for the above activities. An adviser will be recruited as soon as the TOR is approved. There are a number of issues in the Program in relation to Communication and Education that need to be addressed so as to ensure that there is appropriate harmonisation of activities. Communication and Education activities are associated with DoL, Malvatumauri, VKS, CLT, CLTU, and KFPs and with linkages to the Department of Women's Affairs and provincial activities. Support for each of these areas needs to be rationalised so as to ensure there are coordination of activities as well as common messages being conveyed. To support the national adviser in developing a Communication and Education Strategy a short term international consultant may be recruited if required.

A **Gender Focal Point** will be recruited to support gender awareness and gender mainstreaming and also to support gender initiatives across the whole Program. Given the need to support gender mainstreaming across all Program initiatives there is a realisation that a rationalisation of this position is required. To assist in the development of the framework for support and also to assist in the development of the Gender and Social Development Strategy a short term international Gender Adviser may be recruited if required.

Given the identified need by the PMC for the communication and education as well as gender initiatives to be supported across all Program initiatives the PMC has recommended that the Program support structure for these activities be reviewed. This will require an assessment of how the Gender Focal Point position will operate as well as the proposed integration of the position into the Public Service.

Counterpart:

- ✿ Amos Kalo (plus Communication and Education Adviser and Gender Focal Point to be identified)

Funding:

- ✿ Development and printing of communication and education material
- ✿ Communication and Education workshops
- ✿ Gender awareness training and workshops.
- ✿ Preparation of Program Gender Strategy
- ✿ Preparation of Program Communication and Education Strategy

Recruitment:

- ✿ Gender Focal Point (national)
- ✿ Gender Adviser (international) - recruitment subject to capacity of National Communication and Education Adviser
- ✿ Communication and Education Adviser (national) (formerly Public Awareness Adviser)
- ✿ Communication and Education Adviser (international) – recruitment subject to capacity of National Communication and Education Adviser

4.5.4 Demonstrate effective organisational models and service delivery arrangements

It is not proposed to provide support for activities under this sub-component during the period of this Inception Plan. However it is anticipated that recommendations emanating from activities under sub-component 1 in relation to the review of the Land Registry activities and also the development of the IT Strategy will result in recommendations that will feed into future organisational and service delivery activities.

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

The Customary Land Unit, although still legally under the Department of Lands structure, reports unofficially to the Director General of Justice, is now co-located with the Malvatumauri. This provides opportunities for some harmonization of activities between the Malvatumauri and the Customary Land Tribunal Unit.

4.6.1 Legislative Review

A recently completed report requested by the Vanuatu Government and commissioned by the New Zealand Government⁶, highlights the need for a number of amendments to the Customary Land Tribunal Act. Allowance has been made for the drafting of legislative amendments as well as for consultation on the amendments to take place prior to the amendments being submitted to the legislative drafters. This will require the recruitment of a **National Legal Adviser**.

Counterpart:

- ✿ Alicta Vuti

Funding:

- ✿ Consultation and workshopping of proposed legislative amendments.

Recruitment:

- ✿ National Legal Consultant

⁶ Van Trease, H; Simo, J; "Activities of the Vanuatu Customary Land Tribunal and the 2001 Act" New Zealand Agency for International Development, February 2011.

4.6.2 Mediation Support Services

The Vanuatu Legal Sector Strengthening Project (2005-2011) has recognised the benefits of mediation in the areas of access to justice and reduction of civil case backlogs and has developed a Mediation Practice Course. The course was approved and certified by the Vanuatu National Training Council as a level 3 certificate (from 5 levels of certification provided by the Vanuatu National Training Centre). It is proposed that this course be assessed in relation to suitability for training of mediators for customary land disputes as part of developing a program for customary land mediation activities.

An **International Mediation Specialist** will be recruited to undertake an assessment of the mediation processes and to develop a mediation support framework for customary land dispute resolution. This specialist will be supported by a **National Mediation Adviser** who will also receive mentoring from the International Mediation Specialist. These activities will be undertaken in consultation with CLTU and the Malvatumauri.

Counterpart:

- ✿ Alicta Vuti

Funding:

- ✿ Provincial trips and workshops.

Recruitment:

- ✿ National Mediation Adviser
- ✿ International Mediation Specialist

4.6.3 Public Awareness and Training

As highlighted in section 4.5.3, there is a need to assess the public awareness activities to ensure that they are better harmonised and supported across the whole Program. The CLTU has indicated that they will require support for communication and education activities when developing their activities to support the CLTs. To accommodate their request and so as to ensure that there is the ability to provide support when it is required allowance has been made for communication and education support. This support may possibly be integrated into a more harmonised Program approached following the development of the Program Communication and Education Strategy.

Counterpart:

- ✿ Alicta Vuti, Amos Kalo (plus Communication and Education Adviser and Gender Focal Point to be identified)

Funding:

- ✿ Communication and Education workshops.
- ✿ Preparation of C&E material

Recruitment:

- ✿ National C&E Adviser (filling of position will be dictated by the level of support required)

4.6.4 Capacity Development of Customary Land Unit

The Customary Land Tribunal Unit (CLTU) has recently had a new structure approved with Customary Land Officer positions assigned to each of the provinces, although no additional positions have been filled. The unit has indicated that they have an urgent requirement for support in a number of key human resource and administrative areas. They have requested support from an **Institutional Specialist** to assist them with the development of a strategic business document that identifies the mission, vision and activities of the CLTU; operating procedures and operations manuals; undertake a needs assessment to determine training and capacity building requirements, develop training material and training of trainer material, develop templates for annual planning and annual reporting processes; looking at funding issues and development of public awareness material. Support for capacity building activities for the CLTU was endorsed in the review of the Customary Land Tribunal Act.

It has also been indicated that one of the major issues they face in undertaking their duties is the identification of the “legitimate” chiefs. They want to work with the Malvatumauri in developing a register of membership of Chiefly structures. During this process and while in each of the provinces they would use the opportunity to better inform the chiefs on the role of the Malvatumauri, the Customary Land Tribunal Unit and the operations of the Customary Land Tribunal.

Counterpart:

- ✿ Alicita Vuti

Funding:

- ✿ Internet connection; (office furniture, equipment, to assess requirements)
- ✿ Workshops and training

Recruitment:

- ✿ Institutional Specialist
- ✿ National Training Adviser

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

4.7.1 IT Strategy

An **IT Strategic Plan** is to be developed and is a milestone activity which is required for delivery by the end of February. With the refinements in the procedure for selecting advisers, it is necessary for the selection of an adviser to go through an approved selection procedure. This will result in the completion of this milestone being delayed. The TOR for the **IT Strategy Adviser** position has been developed and approved by DoL.

The IT Strategic Plan will focus specifically on IT systems within the DoL. However there are a number of activities where linkages to external data will be investigated. One example is the opportunity for the Valuation Section to be able to access rates data maintained by the Port Vila Municipality. The IT Strategic Plan will establish a framework for the development of IT initiatives within DoL and the broader GIS and

spatial data community. During the preparation of the IT Strategic Plan consideration will be given to existing government and departmental IT policies. Once the IT Strategic Plan has been completed it will be presented to the PMC for review and endorsement of the approach proposed for IT development.

Counterpart:

- ✿ Karae Vurobaravu

Funding:

- ✿ Workshops

Recruitment:

- ✿ IT Strategic Planner

4.7.2 Land survey records

The development of support will use the IT Strategic Plan as a basis for review and developing applications required to support the survey records activities. The Surveyor General has requested support in developing the Digital Cadastral Data Base (DCDB). There is a need to gain a better understanding of the status of the DCDB and the volume of data that is yet to be captured. This assessment will determine whether additional support staff are required to complete data capture within a reasonable timeframe.

The Surveyor General has also requested assistance in reviewing of survey management activities and survey practices specifically in relation to cadastral surveying, which will involve integrating with the activities of the private surveyors.

Based upon the request from the Surveyor General it is proposed to mobilise a **Cadastral Survey Specialist** with experience in spatial data management to:

- ✿ review existing procedures for survey and land registration records;
- ✿ review the Survey Registration Database;
- ✿ review and determine IT requirements and develop equipment specifications;
- ✿ develop a strategy to create a Digital Cadastral Data Base (DCDB) from the existing cadastral maps and the ongoing data creation and maintenance based on lodged cadastral surveys;
- ✿ run workshops with DoL, government agencies and the private sector.

Dependent upon the recommendations from the Cadastral Survey Specialist there may be a need to mobilise an IT Programmer to assist in developing databases for managing some of the strategic data recorded by the Surveyor General.

Counterpart:

- ✿ Richard Dick and Karae Vurobaravu

Funding:

- ✿ Server for Land Surveys
- ✿ Workshops

Recruitment:

- ✿ Cadastral Survey Specialist
- ✿ IT Programmer

4.7.3 Mapping and imagery

The Surveyor General identified numerous issues associated with the management of mapping data, including computer hardware issues, insufficient training in the use of mapping software and the management of large volumes of spatial data. To assist in developing the spatial data sets maintained by the Surveyor general a **GIS Specialist** (a member of the core team indentified as part of contractual activities) will be mobilised and in consultation with government and private sector stakeholders will:

- ✿ review mapping and computer based activities in DoL and other agencies;
- ✿ review the status of VANRIS;
- ✿ review the mapping and GIS software including licence agreements, maintenance, levels of competency and appropriate software;
- ✿ review paper based records and progress with scanning;
- ✿ assess user needs for digital mapping and GIS systems;
- ✿ identify the most appropriate mechanisms for engaging with the spatial data community and the data needs of the community; and
- ✿ conduct initial planning for study tours to New Zealand.

Counterpart:

- ✿ Richard Dick and Karae Vurobaravu

Funding:

- ✿ Workshops

Recruitment:

- ✿ International GIS Specialist will be mobilised.

4.7.4 Valuation Services

A strategy for the implementation of support for the Valuer General and the Valuation Section was discussed with staff and they have developed an approach that will work towards assisting them in improving valuation services provided by the Department of Lands. The staff highlighted the importance of a sound valuation system for Vanuatu to assist with increasing government revenue generation; however they recognise that they have a number of impediments to their operations that need addressing. They identified the need for a review of the valuation roll and procedures required for updating of the roll which has not been updated since 2003 including the assessment of other options, such as Valuation Zone maps.

They also acknowledged a need for improved valuation procedures and standards which is linked to improved access to data necessary for undertaking property valuations. It was identified that there is a need to be able to link datasets from the Land Registry and Municipal property tax data to the valuation database and that the

proposed IT Strategic Plan should identify specific activities to enable this requirement to be addressed.

The Valuer General has also requested a review the current Code of Conduct, Code of Practice and Valuation Guidelines for Valuers in Vanuatu to be in line with world standards.

The valuation staff requested support from a **Valuation Adviser** to review their current practices and to identify new approaches to their valuation activities based on current accepted practice in other parts of the world that would be applicable to the Vanuatu situation.

Counterpart:

- ✿ Richard Dick

Funding:

- ✿ Cost of workshops
- ✿ Cost of training programs

Recruitment:

- ✿ Valuation Adviser to be recruited for an initial period of 2 months.

4.8 Risk Management

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

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

The Risk Management Plan has been prepared to highlight areas of the project where it is believed that there may be risks or there is some need for concern or focus to ensure that the planned outcomes for the Program are achieved. Potential impacts on the Program and the response that would be implemented to mitigate or address the risk are also identified.

This Risk Management Plan summarises the results of the risk analysis undertaken during the program design phases and during the implementation phase. The Risk Management Plan will form an integral component of the development of work plans, Annual Plans and Annual Reports and the continuous monitoring of project activities throughout the life of the Program.

The Risk Management Matrix from the Risk Management Plan is included as Attachment 8.

4.9 Monitoring and Evaluation

The Program requires the preparation of a Monitoring and Evaluation Plan which needs to adopt innovative approaches. In developing partnerships with key Program Partners M&E arrangements will need to integrate with the LSF and the draft M&E Framework that has been developed. Given the capacity limitations in M&E, it is

important that the M&E system imposes limited demands on key stakeholders. The M&E system will blend both qualitative and quantitative data collection methodologies and support Government data collection, particularly from the Land Registry. There will be disaggregation of data by gender as well as by province and island.

A **National M&E Adviser** will be recruited to support the development of M&E activities including the M&E Framework and M&E tools for the Program. These tools will also link to and support M&E activities for the LSF and the MoLNR. It may be necessary to also recruit an **International M&E Adviser** to assist with the development of the Program M&E Framework and M&E tools. This adviser would also act as a mentor to the National M&E Adviser.

Counterpart:

- ✿ Michael Mangawai

Funding:

- ✿ Cost of workshops
- ✿ Cost of training programs
- ✿ Cost of provincial travel

Recruitment:

- ✿ National M&E Adviser.
- ✿ International M&E Adviser

4.10 Conflict Management Strategy

The Program design recognised the critical issues facing land in Vanuatu and as such the Vanuatu Land Program specifically aims to ensure that Program interventions do not aggravate conflict. This requires the Program to work closely with key civil society stakeholders, Government and the private sector. It is necessary for Program implementation to adopt a conflict sensitive approach in its implementation of Program activities. This approach along with conflict mitigation measures and approaches to take should land conflict become an issue is to be addressed in a Conflict Management Strategy. The Conflict Management Strategy will outline the conflict management roles and responsibilities of government, communities and civil society and will include an Action Plan that identifies key strategies to minimise and resolve conflict quickly, affordably and transparently using existing local structures wherever possible. The Strategy will also address potential conflicts between the Program and Program Partners. An **International Conflict Management Specialist** will be mobilised to assist with the development of a Conflict Management Strategy.

Funding:

- ✿ Cost of workshops
- ✿ Cost of provincial travel

Recruitment:

- ✿ International Conflict Management Specialist.

4.11 Security

A Program Security Plan has been prepared and submitted to AusAID. It will be continually reviewed and audited on a regular basis.

5. REPORTING

The formal reporting requirements of the contract include, *inter alia* a 6 Monthly Report, an Annual Report and an Annual Plan. These reports will be prepared in close cooperation with the GoV and the PMC. The procedures for reporting and a Schedule of Reports for the duration of the Program have been prepared. A copy of the Schedule of Reporting is included as Attachment 9.

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

6. STAFFING AND RECRUITMENT

Each sub-component description details the proposed adviser support required during the Inception period. Attachment 6 details the proposed mobilisation of advisers.

For the recruitment of Program advisers a process has been developed that recognises that in the recruitment of Program advisers, in many cases it will be possible to recruit advisers directly from Vanuatu, and this base premise is adopted in the selection process. The recruitment process adopts a three tiered approach to selection, focusing initially on selection of nationals from Vanuatu, then regional and then international.

The recruitment process is detailed in the document “Procedure for Recruitment of Program Advisers” and the supporting document “Conditions for Assessment (Recruitment)”. The recruitment process will be endorsed by the PMC and used by all stakeholder agencies in their recruitment of Program advisers.

7. IMPLEMENTATION STRATEGY AND WORK PLAN

With emphasis on the Program having government ownership and being government driven the strategy for implementation of Program activities will focus on partner agencies and their implementation of Program activities. The building of relationships with partner agencies has been an important strategy during the preparation of this Inception Plan with partner agencies defining the activities they want supported along with resourcing and financial budgets.

A comprehensive Work Plan has been prepared which details the anticipated activities required to achieve the outputs that have been defined by the partner agencies (see Attachment 5).

The work plan for the Inception period may be demanding and the success of implementation of a number of the activities will be very dependent upon the efficient recruitment of advisers. A draft recruitment process for recruiting advisers has been developed but still requires endorsement before recruitment can progress. It is

possible that the period of time required for recruiting advisers, certainly during the early period of testing, could take longer than anticipated.

8. BUDGET

8.1 Financial Management and Procurement

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

8.2 Imprest Account

During March, the Imprest Account Manual for the Program with all forms and procedures will be developed. The Imprest Account Manual will include management arrangements, operational procedures and reporting arrangements as well as internal and external auditing arrangements. It will be submitted to AusAID by the end of April 2011. A Financial Control Procedure will be developed along with a Fraud Risk Assessment and Zero Tolerance Fraud Control Strategy.

8.3 Program Budget and Procurement – Inception Period

The Program budget and procurement plans for the period covered by the Inception Plan are based on discussions with strategic counterpart agencies. The budget for technical assistance and procurement items is provided in Attachment 7.

The estimated total budget for the Inception period is A\$1,179,351 (V106,141,590), which is broken up as follows:

✿	Adviser costs	A\$600,801 (V54,072,090)
✿	Procurement items	A\$238,750 (V21,487,500)
✿	Meetings, training, workshops	A\$339,800 (V30,582,000)

9. CHANGES TO PROGRAM DESIGN DURING INCEPTION

Since the completion of the AusAID and NZAID project designs in early 2009 there has been an amalgamation of the designs into one contract. There was limited harmonisation of the designs prior to the commencement of the Program and as a result there is some overlap in activities. There is also the opportunity to look more closely at the overall management structure that has been created to implement support activities across partner agencies.

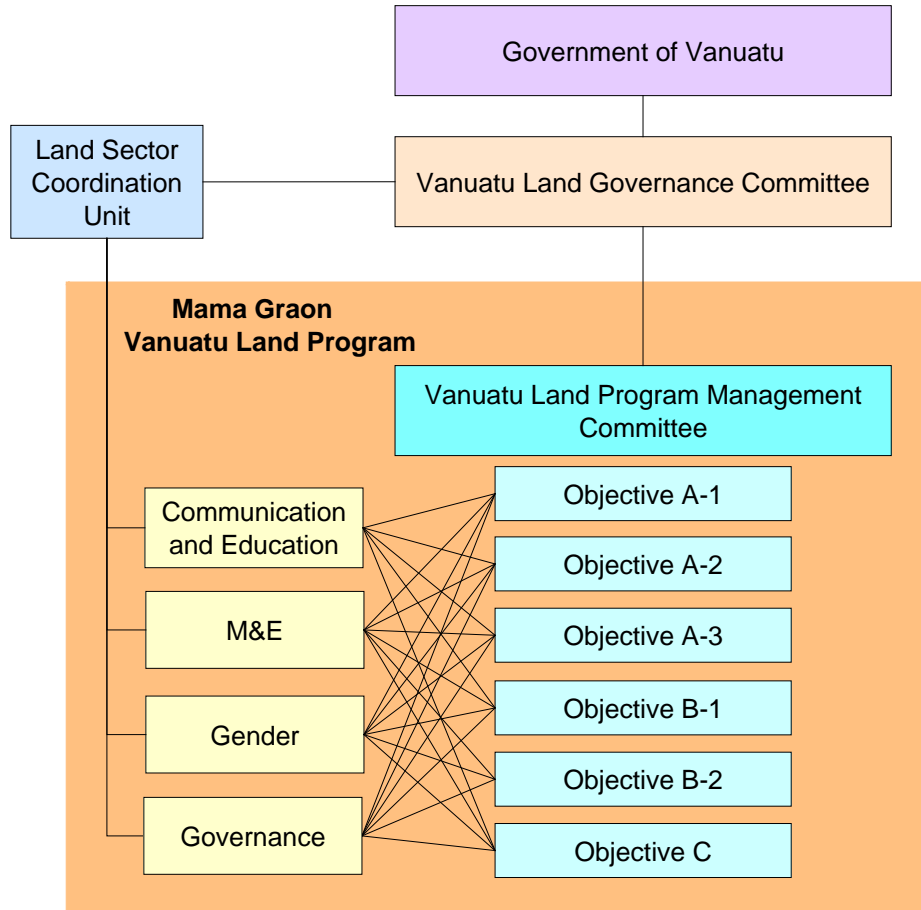
Communication and Education activities (formerly referred to as public awareness) cross over all of the partner agencies and are critical in supporting Program initiatives. It is also important that Program messages are coordinated and reflect the overall objectives of the Program. In preference to having each partner agency manage their communication and education activities it is suggested that the Communication and Education Adviser position be located under the Land Sector Coordination Unit. Similar cross Program activities such as governance, to be supported by a Participatory Governance Facilitators and M&E to be supported by an M&E Adviser could likewise be located under the LSCU. Gender mainstreaming also faces similar challenges and it may also be worthwhile considering locating this

position within the unit for a period of time before being integrated into the Department of Lands structure.

The concept of a Program support structure for the key cross cutting support activities has been discussed by the PMC along with the idea of these activities being located within the Land Sector Coordination Unit. This concept will be explored further by the PMC during the Inception period.

During the Inception period, work will be undertaken with partner agencies to assess areas where the program can be better harmonised and to assess ways in which adviser support can be more efficiently utilised and rationalised in supporting partner agencies.

ATTACHMENT 1: ORGANISATIONAL MANAGEMENT STRUCTURE



The detail in relation to the Management structure for Mama Graon depicts a proposed structure with coordination of support activities being managed through the Land Sector Coordination Unit. This structure is being considered by the Vanuatu Land program Management Committee.

ATTACHMENT 2: VANUATU LAND GOVERNANCE COMMITTEE

Vanuatu National Land Governance Committee Nominated Members

- ✿ Ministry of Lands
- ✿ Department of Strategic Policy, Planning and Aid Coordination
- ✿ Ministry of Trade
- ✿ Ministry of Agriculture, Forestry and Fisheries
- ✿ Ministry of Internal Affairs
- ✿ Ministry of Finance
- ✿ Ministry of Justice and Social Welfare
- ✿ National Disaster Management Office
- ✿ Malvatumauri National Council of Chiefs
- ✿ Vanuatu National Cultural Council/Vanuatu Cultural Centre
- ✿ Vanuatu National Council of Women
- ✿ National Youth Council/Youth Inter-Agency representative
- ✿ Vanuatu Association of Non-Government Organisations
- ✿ Private Sector representative
- ✿ Donor representative

Terms of Reference for VLGC

- ✿ Direct, facilitate and oversee the LSF
- ✿ Initiate activities/studies in areas of critical interest to the government and the community
- ✿ Provide advice on and endorse proposed activities within LSF
- ✿ Appoint thematic groups as necessary to address specific issues
- ✿ Guide on publicity and sensitisation of the citizens on the LSF (public awareness)
- ✿ Ensure the LSF is linked to national and other sectoral policies
- ✿ Participate in all National Fora on the LSF

ATTACHMENT 3: VANUATU LAND PROGRAM MANAGEMENT COMMITTEE

Vanuatu Land Program Management Committee Nominated Members

- ✿ Director, Department of Lands
- ✿ Representative from AusAID
- ✿ Representative from New Zealand Government
- ✿ Representative from DSPPAC
- ✿ Representative from Finance
- ✿ Representative from Department of Women's Affairs
- ✿ Representative from Ministry of Justice (to represent the Customary Land Unit but not be a person from that unit)
- ✿ Representative from the Malvatumauri
- ✿ Representative from the Vanuatu Cultural Centre
- ✿ The Program Director and the Land Sector Coordination Unit will provide the secretarial services for the committee.

Terms of Reference for the PMC

- ✿ Considering the strategic direction for the Program and, through the Vanuatu Land Governance Committee, coordinating policy discussions between the Program, Government and non-state actors;
- ✿ Approving the Program's Annual Plan and budget;
- ✿ Approving the annual work programs of the National Kastom Land Office as endorsed by the Malvatumauri;
- ✿ Approving the annual priorities of the Land Study and Research Grant Fund as submitted by the Vanuatu Cultural Centre;
- ✿ Approving the Vanuatu Cultural Centre funding for a Public Awareness and Information Program;
- ✿ Ensuring that the participatory governance structures are fully representative of stakeholders;
- ✿ Reviewing the processes and procedures developed by the Program to manage formal dealings in land, in this way ensuring transparency, accountability and equity;
- ✿ Reviewing and providing critical feedback on Program reports;
- ✿ Monitoring of Program risk;
- ✿ Providing comment and recommendations to AusAID on the performance of the Implementation Service Provider; and
- ✿ Responding to ongoing Program evaluation that may be implemented from time to time by the Government of Vanuatu or the donors.

ATTACHMENT 4: VSTLRI - SUMMARY OF ACHIEVEMENTS

Summary of Activities as detailed in the Vanuatu Short Term Land Reform Initiative – Report on Achievements, June 2010

Public Awareness

Public Forums were held in Port Vila and Santo covering “Strata Title”, “Codification of customary law about land”, and “Land, transparency and government”.

Newspaper Articles: 21 Graon Toktok full page newspaper articles were published.

Radio Talk-Back: 15 radio talk-back programs were aired.

Reporting: Numerous developments under VSTLRI (eg the HR Strategy) were reported on by the newspapers.

Information Advertisements: Six one-minute advertisements were produced and aired on radio, covering some key areas of public interest.

Public Information Materials: The team at DoL is cooperating with other donor programs to maximise exposure of messages.

Fact Sheets: Produced over 10 fact sheets and disseminated widely. Disseminated posters of the fact sheets.

Website: The DoL website has been launched and is being maintained.

E-Newsletter: The E-Newsletter has been produced starting with a January 2010 edition.

Communications Strategy: A Communications Strategy has been prepared and recently revised.

Land Lease Compliance

Gazetted updates to the Land Lease Act have been identified and advice given for incorporation in the wording of the Act currently available.

Compliance Officers have been recruited, trained and mentored.

Training has included Strategic Planning, Conflict Management, Self Assertion, Negotiation Skills, Report Writing, Land lease Act, Map Reading, Property Identification and on-the-job mentoring and has covered Port Vila and Santo staff.

Training has been combined with the Core Planning Team, which has provided a broader understanding and cooperation for all.

The computer-based Vanuatu Lease Audit Management System (VLAMS) has been developed including user documentation

A Procedures Manual has been prepared and is in use, including systems and procedures for the conduct of audits, recording results and management of enforcement activities.

A real-time link to the Ministry of Finance land lease payment system has been documented and implemented.

Field equipment requirements have been identified and recommendations provided.

Root causes of non-compliance were identified and recommendations for remedial action provided. A Thematic Working Group including multiple agencies has been established.

Invoices for rent of more than 400 Million Vatu have been initiated by the work of the Compliance Team.

Assistance to Land Registry and Survey Section

The Land Registration System was reviewed and recommendations which will increase efficiency made to the NLSC.

A new, simple and cost-effective system of digitising and storing applications has been established and is operational.

The registry has been appropriately linked in procedures to the Finance Section to allow invoicing and to the Survey Section to allow updates of cadastral information.

The Registry has been re-configured and refurbished to increase efficiencies and to assist in safety and security of staff and records.

Over 5600 lease applications have been scanned in the last year, many of these from the huge backlog that existed. Of these 2369 have been audited and 1160 leases approved.

Application processing time has been decreased from 9 to 10 months down to 2 to 3 hours over 2 to 3 days.

Fragile historic records will be safely stored after digitisation. Equipment and procedures are in place and staff trained in handling fragile documents.

Assistance to the Survey Section was provided with initial equipment requirements being recommended to allow upgrading of the drafting procedures.

Strata Title and Subdivision Controls

The Strata Title Act was reviewed and recommendations made.

Initial public consultations and forums have been undertaken in Port Vila and Luganville.

A draft Position Paper has been prepared for consultation with other government agencies and then after refinement, for wider public consultation.

Guidelines for Development Control Plans have been developed.

Zoning Maps and Development Planning Controls

Subdivision Policy was reviewed and recommendations provided. Recommendations have been applied to all DCPs prepared.

Luganville Zoning and Development Control Plan has been approved and gazetted.

A Foreshore Policy has been developed and is incorporated into the Luganville DCP.

Zoning and DCPs for three other areas have been prepared, incorporating the Subdivision Policy recommendations and the Foreshore Policy.

Port Vila zoning and DCP preparation has commenced and is strongly supported by the Municipal Government.

A multi-agency Core Planning Team has been established and trained.

Land Sector Framework (LSF)

A Land Sector Framework has been developed and approved by the Council of Ministers.

A Core LSF Team of DoL staff has been formed and is providing workshops on the LSF to increase awareness.

A series of six Implementation Papers have been prepared.

An M&E Plan has been drafted by the Core LSF Team. An M&E Toolkit has also been drafted.

Workshops to increase the understanding of the LSF have been held with internal DoL staff and with the Office of the Prime Minister and associated agencies.

Human Resources Planning in the Department of Lands

A **Human Resources (HR) Strategy** has been developed for the DoL and is being supported by the Public Service Commission.

The HR Strategy has received wide praise as the first of its kind for government departments. The PSC has asked other departments to follow the example of DoL.

Staff engagement in the preparation was high and it has been a boost to staff morale and has clarified their roles and responsibilities as well as overall staff management.

A **Code of Conduct** has been included and will be signed by all staff.

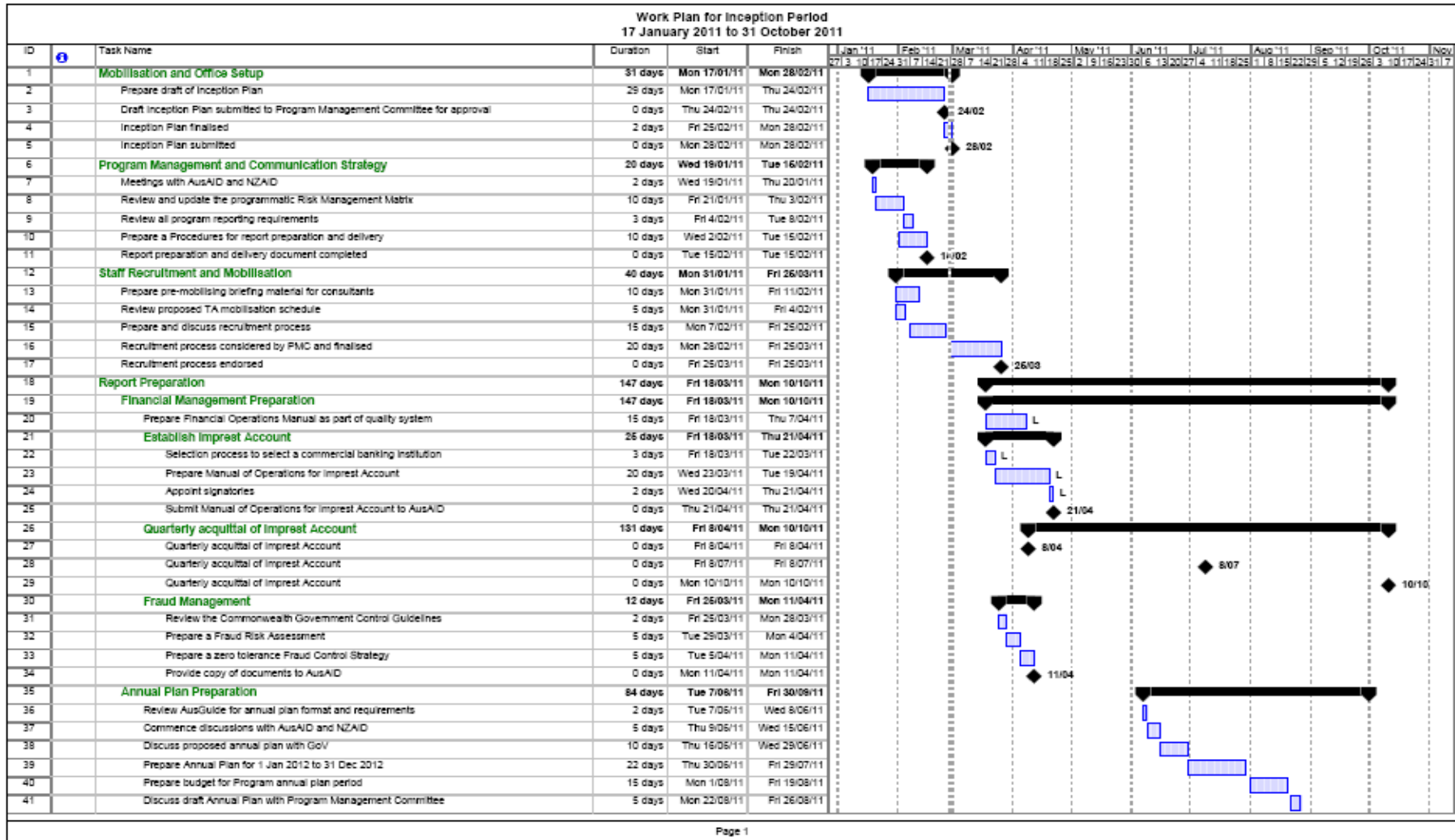
<p>A Scholarships Policy has been prepared.</p> <p>A Performance Management and Review Plan has been prepared.</p> <p>A Succession Plan has been prepared.</p>
<p>Support to the Malvatumauri</p>
<p>A selection process for the National Kastom Land Officer was completed and a selection made.</p> <p>The National Kastom Land Office has been established.</p> <p>A Pilot Kastom Focal Point Network is being established with a focus on Epi Island and Shefa Province.</p> <p>A pilot database of Area Councils of Chiefs is being designed.</p>
<p>Design of the Vanuatu Land Reform Program</p>
<p>The Project Design Document was prepared and accepted and has become the major component of the planned five-year Mama Graon Program.</p>
<p>Review of Vanuatu Land Use Planning Project (VLUPP)</p>
<p>Undertook a review of project achievements and stakeholder perceptions of impact and submitted a report outlining findings and impact.</p>

VSTLRI Activities that Contributed towards the Resolutions of the national Land Summit in 2006

National Land Summit Resolution	Contribution by VSTLRI
Resolution 2:	<p>How to identify the legitimate owner.</p> <ul style="list-style-type: none"> ▪ Support was provided to the Malvatumauri National Council of Chiefs to initiate: (a) a pilot of a database of details of councils down to an Area Council of Chiefs; and (b) a pilot of a network of personnel to provide information flow to the community and gain feedback. ▪ The Land Sector Framework (LSF) produced with the support of VSTLRI assists through enhancing the governance of land, by engaging with customary groups and by improving the delivery of land services.
Resolution 3:	<p>Raising awareness of the kastom economy, land laws, customary laws and fair dealings.</p> <ul style="list-style-type: none"> ▪ A series of public awareness activities have been undertaken using radio, newspapers, brochures, handouts, posters and public forums. ▪ The LSF assists through increasing engagement with customary groups.
Resolution 4:	<p>Enforcement of land Lease laws.</p> <ul style="list-style-type: none"> ▪ VSTLRI assisted in a review of the land Lease Act and provided recommendations. ▪ Variations to the Act were gazetted, though the version of the Act available has not been updated as yet. State Law Office has been

National Land Summit Resolution	Contribution by VSTLRI
	<p>apprised.</p> <ul style="list-style-type: none"> ▪ A Land Lease Compliance Team has been established and trained under VSTLRI and has conducted more than 390 audits. ▪ The LSF assists through enhancing the governance of the sector.
Resolution 10:	<p>Strata Title.</p> <ul style="list-style-type: none"> ▪ The Strata Title Act was reviewed and recommendations made. ▪ VSTLRI facilitated the preparation of a government Position Paper. ▪ The LSF assists through enhancing the governance of the sector, engaging with customary groups, creating a productive and sustainable sector and ensuring access and tenure security for all groups.
Resolution 14:	<p>Land use plan or zoning before a lease.</p> <ul style="list-style-type: none"> ▪ Zoning and Development Control Planning has been strengthened and procedures established. ▪ Four Zoning and DCPs have been undertaken. ▪ A review of the impact of Vanuatu Land Use Planning Project identified a number of recommendations. ▪ The LSF assists by enhancing the governance of the sector.
Resolution 16:	<p>Public access to water bodies.</p> <ul style="list-style-type: none"> ▪ A Foreshore Policy has been developed and incorporated into DCPs. ▪ The LSF assists by enhancing the governance of the sector and ensuring access and tenure security for all groups.
Resolution 17:	<p>Enforcement of laws.</p> <ul style="list-style-type: none"> ▪ A Land Lease Compliance Team has been established and trained under VSTLRI and has conducted more than 390 audits. ▪ The LSF assists through enhancing the governance of the sector.
Resolution 18:	<p>Strengthen physical planning and zoning laws.</p> <ul style="list-style-type: none"> ▪ Zoning and Development Control Planning has been strengthened and procedures established. ▪ Four Zoning and DCPs have been undertaken. ▪ A review of the impact of Vanuatu Land Use Planning Project identified a number of recommendations. ▪ The LSF assists by enhancing the governance of the sector.
Resolution 19:	<p>Planning and subdivision policies.</p> <ul style="list-style-type: none"> ▪ The Core Planning Team has been established and trained in procedures and application of policies. ▪ Subdivision policy has been developed and incorporated into Zoning and DCPs. ▪ The LSF assists by enhancing the governance of the land sector.

ATTACHMENT 5: WORK PLAN

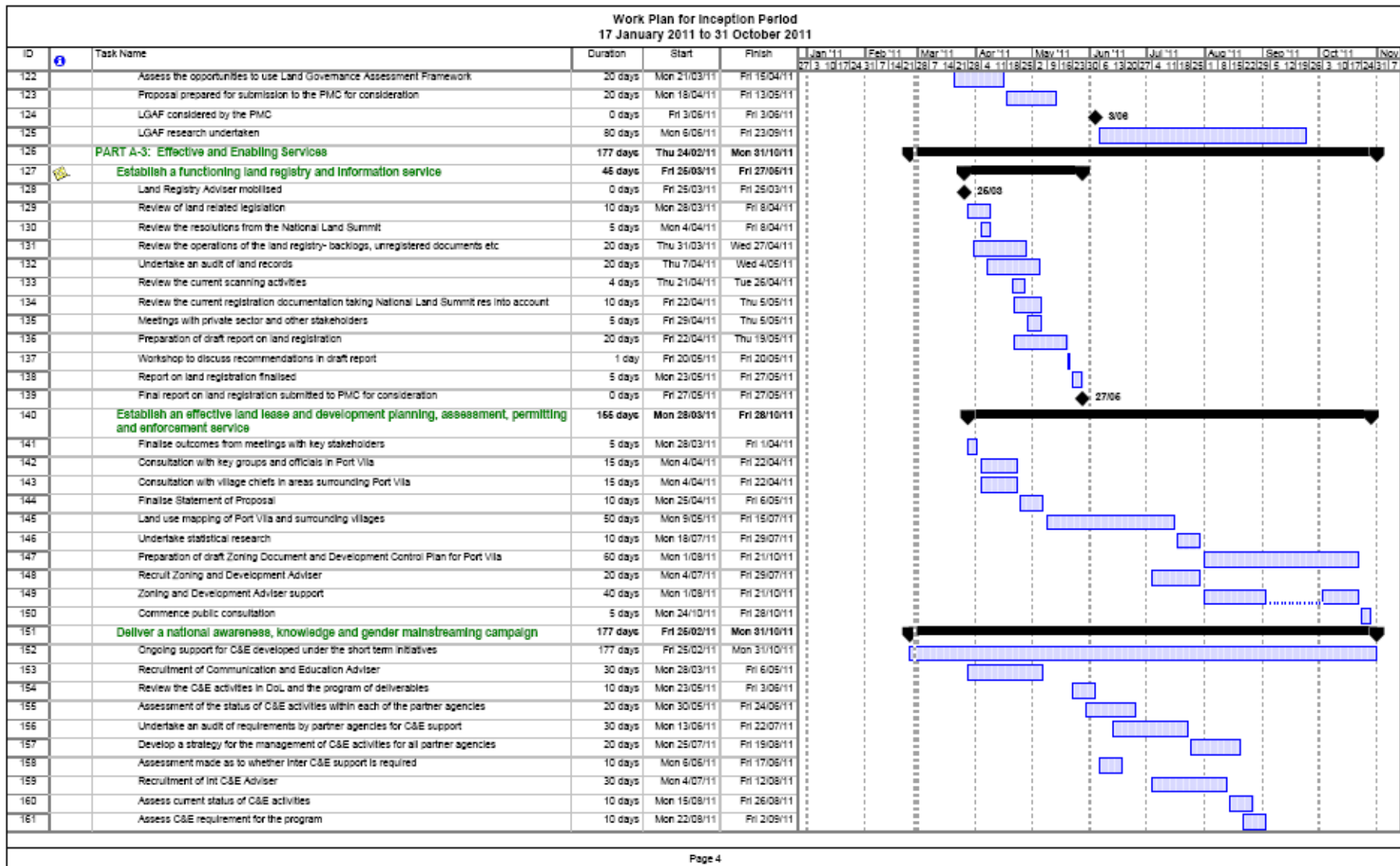


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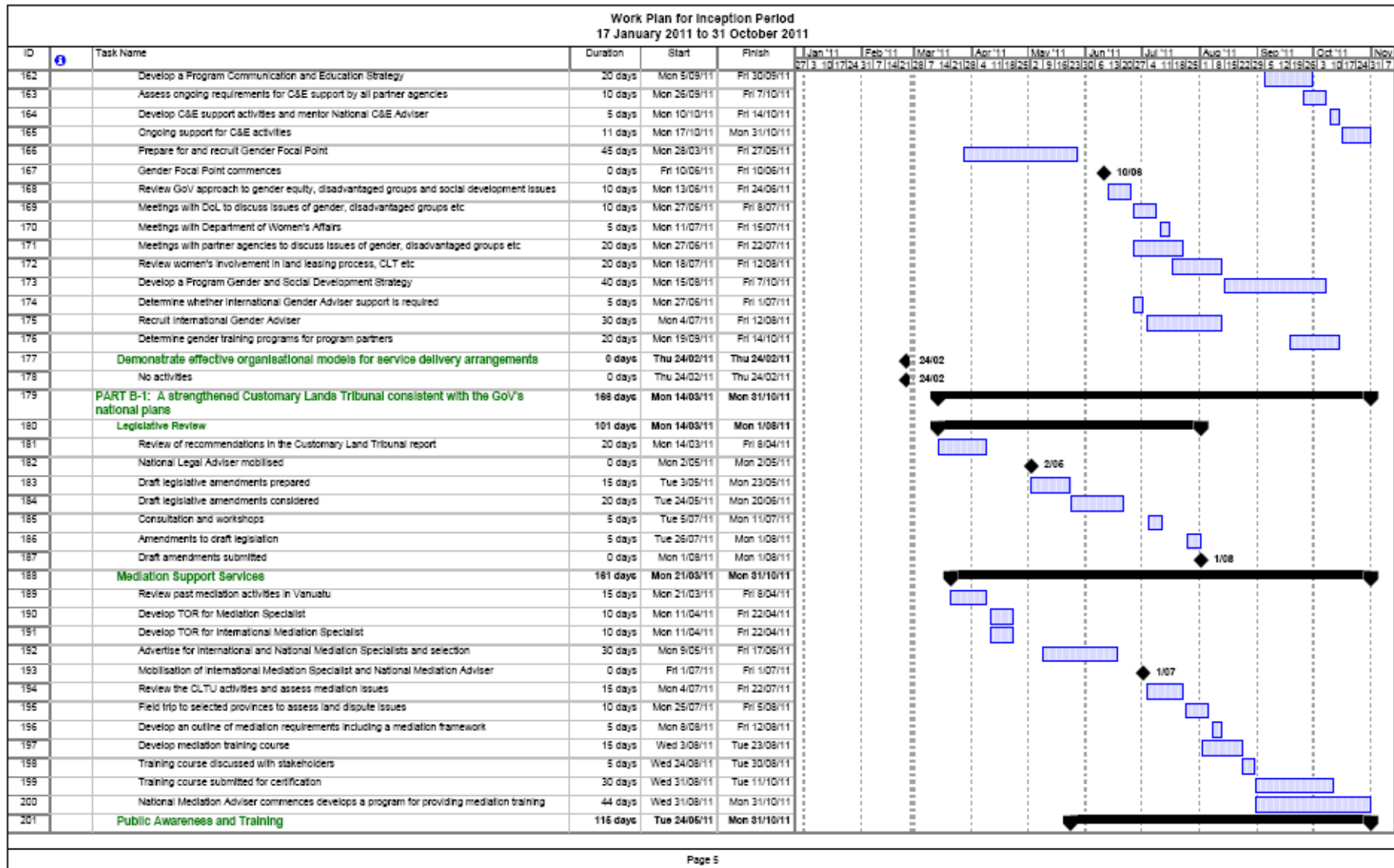
Work Plan for Inception Period 17 January 2011 to 31 October 2011					Jan '11	Feb '11	Mar '11	Apr '11	May '11	Jun '11	Jul '11	Aug '11	Sep '11	Oct '11	Nov
ID	Task Name	Duration	Start	Finish	27/3	10/17/24/31	7/14/21/28	4/11/18/25	2/9/16/23/30	6/13/20/27/4	11/18/25	11/8/15/22/29	5/12/19/26	3/10/17/24/31	7
42	Draft annual plan submitted to AusAID, NZ Gov and VLMC	0 days	Fri 26/08/11	Fri 26/08/11											
43	Annual Plan revised based on feedback	5 days	Mon 26/08/11	Fri 30/08/11											
44	Final Annual Plan submitted	0 days	Fri 30/08/11	Fri 30/08/11											
45	6 Monthly Report and Annual Report	15 days	Tue 20/09/11	Mon 10/10/11											
46	Discuss format of 6 Monthly Report/Annual Report with AusAID	5 days	Tue 20/09/11	Mon 26/09/11											
47	Prepare 6 Monthly Report/Annual Report	10 days	Tue 27/09/11	Mon 10/10/11											
48	Submit 6 Monthly Report/Annual Report to AusAID, NZ Govt and Gov	0 days	Mon 10/10/11	Mon 10/10/11											
49	PART A-1: Informed Collective Decisions by Customary Landholders	181 days	Fri 18/02/11	Fri 28/10/11											
50	Improve customary governance of land by the Malvatumauri	181 days	Fri 18/02/11	Fri 28/10/11											
51	Prepare TOR for Deputy Program Director/ Customary Lands position	3 days	Fri 18/02/11	Tue 22/02/11											
52	Prepare TOR for National Kastom Land Officer	3 days	Fri 18/02/11	Tue 22/02/11											
53	Have TORs for Deputy Program Director and National Kastom Land Officer endorsed	5 days	Wed 23/02/11	Tue 1/03/11											
54	Advertise for Deputy Program Director and National Kastom Land Officer and interview	20 days	Wed 2/03/11	Tue 29/03/11											
55	Deputy Program Director and National Kastom Land Officer commence	0 days	Tue 12/04/11	Tue 12/04/11											
56	Work with Malvatumauri in establishing Kastom Land Office	30 days	Wed 16/03/11	Tue 26/04/11											
57	Recruit National Kastom Land Office Admin Officer	20 days	Wed 13/04/11	Tue 10/05/11											
58	Determine immediate and longer term training and operational requirements for Malvatumauri	15 days	Wed 27/04/11	Tue 17/05/11											
59	Develop training program for Malvatumauri addressing immediate needs	15 days	Wed 18/05/11	Tue 7/06/11											
60	Prepare for Malvatumauri workshop on governance and responsibilities	20 days	Wed 25/05/11	Tue 21/06/11											
61	In consultation with Communication and Education Adviser prepare Communication and Ed Infor	60 days	Wed 27/04/11	Tue 19/07/11											
62	Develop process for creating database of Chiefs and Chiefly titles	20 days	Wed 22/05/11	Tue 19/07/11											
63	Develop program for Malvatumauri meeting and training	10 days	Wed 6/07/11	Tue 19/07/11											
64	Meeting of Malvatumauri National Council of Chiefs	5 days	Wed 3/08/11	Tue 9/08/11											
65	Meeting of Island Council of Chiefs-Province #1	5 days	Wed 24/08/11	Tue 30/08/11											
66	Meeting of Island Council of Chiefs-Province #2	5 days	Wed 14/09/11	Tue 20/09/11											
67	Meeting of Island Council of Chiefs-Province #3	5 days	Wed 5/10/11	Tue 11/10/11											
68	Meeting of Island Council of Chiefs-Province #4	5 days	Mon 24/10/11	Fri 28/10/11											
69	Improve stakeholder and public understanding and awareness of customary land practices	123 days	Fri 22/04/11	Tue 11/10/11											
70	Customary Land and Research Grant Fund	123 days	Fri 22/04/11	Tue 11/10/11											
71	Meetings with Vanuatu Cultural Centre (VKS) to discuss research activities	10 days	Fri 22/04/11	Thu 5/05/11											
72	Discuss with VKS and Gov composition of the multi stakeholder committee	10 days	Fri 6/05/11	Thu 19/05/11											
73	Establish multi-stakeholder committee for governing the grant funds	20 days	Fri 20/05/11	Thu 16/06/11											
74	Develop structure for managing and assessing research proposals	60 days	Fri 17/05/11	Thu 8/09/11											
75	Workshop to discuss structure for research activities	3 days	Fri 5/09/11	Tue 13/09/11											
76	Proposal on research management and research proposals finalised	20 days	Wed 14/09/11	Tue 11/10/11											
77	VKS Communication and Education Program	66 days	Mon 30/05/11	Fri 12/08/11											
78	Discussions with VKS on mechanisms to support Communication and Education activities	15 days	Mon 30/05/11	Fri 17/06/11											
79	Input provided to Program Communication and Education Framework	40 days	Mon 20/06/11	Fri 12/08/11											
80	Gender mainstreaming within Malvatumauri and other custom groups	60 days	Mon 4/07/11	Fri 9/09/11											
81	Gender Focal Point discuss gender issues with VKS	10 days	Mon 4/07/11	Fri 15/07/11											

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82	Input provided to Program Gender Strategy	40 days	Mon 18/07/11	Fri 9/09/11											
83	Improved decision making by customary landholders	120 days	Fri 13/06/11	Thu 27/10/11											
84	Review structures of Malvatumauri, Vanuatu Cultural Centre, DoL and Provinces	20 days	Fri 13/05/11	Thu 9/06/11											
85	Review capacities of Malvatumauri, Vanuatu Cultural Centre, DoL and Provinces	40 days	Fri 13/05/11	Thu 7/07/11											
86	Investigate models and options for support	40 days	Fri 8/07/11	Thu 1/09/11											
87	Review the proposal for KFP, including management, reporting, location, training	20 days	Fri 30/05/11	Thu 27/10/11											
88	Review TOR for the Kaslom Focal Point positions	10 days	Fri 14/10/11	Thu 27/10/11											
89	PART A-2: Participatory Land Governance	204 days	Mon 17/01/11	Mon 31/10/11											
90	Support the Effective and Participatory Sector Wide Governance of Land	204 days	Mon 17/01/11	Mon 31/10/11											
91	Vanuatu Land Governance Committee (VLGC)	167 days	Fri 11/03/11	Mon 31/10/11											
92	Support VLGC activities	167 days	Fri 11/03/11	Mon 31/10/11											
93	Identify training needs of the VLGC members	20 days	Fri 6/05/11	Thu 2/06/11											
94	Prepare for VLGC/PMC workshop on governance and responsibilities	30 days	Fri 17/05/11	Thu 28/07/11											
95	Workshop for VLGC members on governance and member responsibilities	2 days	Fri 26/08/11	Mon 29/08/11											
96	Vanuatu Land Program Management Committee (PMC)	206 days	Mon 17/01/11	Fri 28/10/11											
97	Prepare draft Terms of Reference for PMC	5 days	Mon 17/01/11	Fri 21/01/11											
98	Prepare draft Code of Conduct for PMC	5 days	Mon 24/01/11	Fri 28/01/11											
99	Finalise PMC membership with Gov	5 days	Mon 31/01/11	Fri 4/02/11											
100	Arrangements for first PMC meeting	10 days	Mon 7/02/11	Fri 18/02/11											
101	Convene first meeting of PMC	0 days	Fri 18/02/11	Fri 18/02/11											
102	PMC meeting to discuss Inception Plan	0 days	Fri 25/02/11	Fri 25/02/11											
103	Support PMC activities	175 days	Mon 28/02/11	Fri 28/10/11											
104	Workshop for PMC members on governance and member responsibilities	2 days	Fri 26/08/11	Mon 29/08/11											
105	Vanuatu Land Sector Framework	86 days	Wed 27/04/11	Tue 23/09/11											
106	Review current draft of Land Sector Framework (LSF)	10 days	Wed 27/04/11	Tue 10/05/11											
107	Discuss Land Sector Framework with Gov	5 days	Wed 11/05/11	Tue 17/05/11											
108	Develop program for stakeholder workshop for Land Sector Framework	30 days	Wed 18/05/11	Tue 28/06/11											
109	Preparations for Land Sector Framework workshop	10 days	Wed 29/05/11	Tue 12/07/11											
110	Face-to-face discuss of LSF with each of the key stakeholder groups	30 days	Wed 13/07/11	Tue 23/08/11											
111	Stakeholder workshop on the Land Sector Framework	0 days	Tue 23/08/11	Tue 23/08/11											
112	Establish and/or Improve participatory, sustainable mechanisms that will facilitate regional and local governance of land	146 days	Fri 18/03/11	Thu 8/10/11											
113	Local Government Administration	146 days	Fri 18/03/11	Thu 8/10/11											
114	Recruit National Provincial Participatory Governance Adviser	30 days	Fri 18/03/11	Thu 28/04/11											
115	Review the local govt administrative structures at central, provincial, area and village	30 days	Fri 25/04/11	Thu 9/06/11											
116	Interviews with local government on Efate	10 days	Fri 10/05/11	Thu 23/05/11											
117	Visits to local governments in each province	40 days	Fri 24/05/11	Thu 18/06/11											
118	Report on status and capacity of local government prepared	15 days	Fri 19/06/11	Thu 8/08/11											
119	Discussion on recommendations	20 days	Fri 9/08/11	Thu 6/10/11											
120	Report submitted to PMC for consideration	0 days	Thu 6/10/11	Thu 6/10/11											
121	Improve participatory mechanisms that facilitate formal dealings in land	136 days	Mon 21/03/11	Fri 23/09/11											

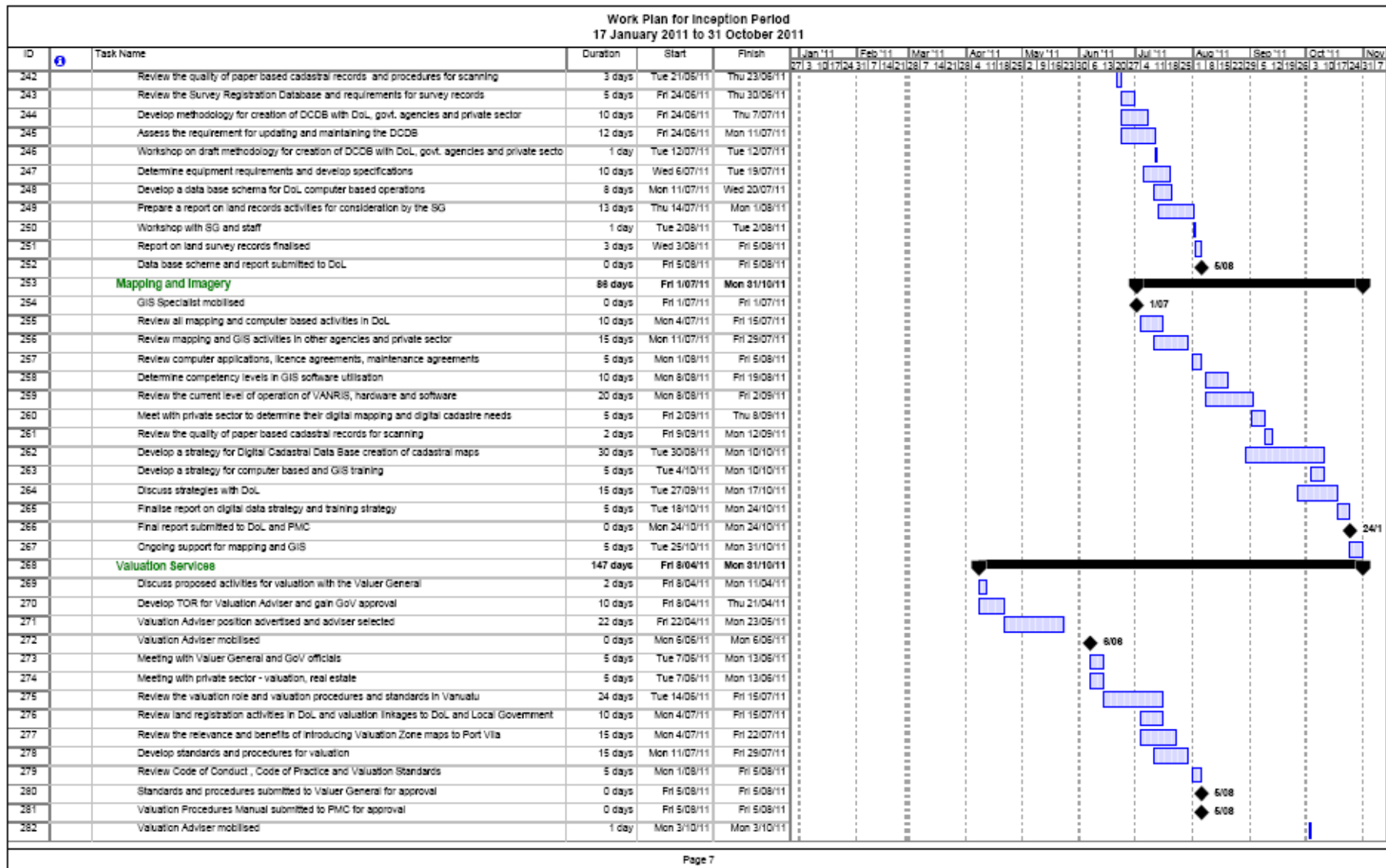


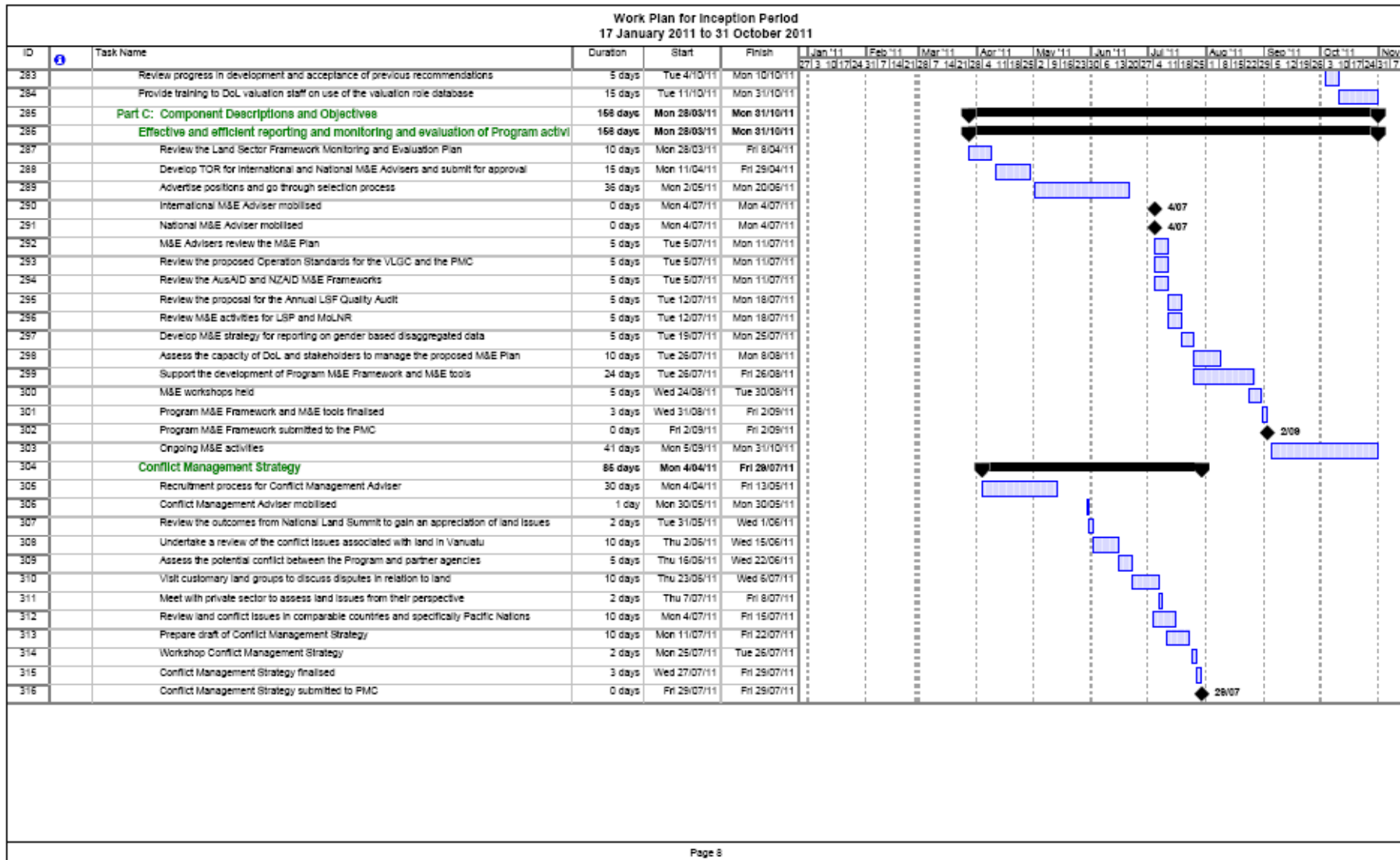
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202	Institutional Specialist assesses the C&E requirements for the CLTU	5 days	Tue 24/05/11	Mon 30/05/11											
203	In consultation with Land Sector Coordination Unit assessment is made as to support required	5 days	Tue 31/05/11	Mon 6/06/11											
204	National Communication Adviser recruited to support C&E Adviser in L&COU	40 days	Tue 7/06/11	Mon 1/08/11											
205	Communication and Education support provided to CLTU and also Malvalumauri	65 days	Tue 2/06/11	Mon 31/10/11											
206	Capacity Development of Customary Land Unit (CLU)	81 days	Fri 18/03/11	Fri 8/07/11											
207	Customary Land Unit - Institutional Support	81 days	Fri 18/03/11	Fri 8/07/11											
208	Prepare TOR for Institutional Specialist and review with Gov' and MoJ	5 days	Fri 18/03/11	Thu 24/03/11											
209	Advertise position and undertake selection process	22 days	Fri 25/03/11	Mon 25/04/11											
210	International Institutional Specialist appointed	0 days	Mon 9/05/11	Mon 9/05/11											
211	Review institutional arrangements, capacity and staffing of CLTU	10 days	Tue 10/05/11	Mon 23/05/11											
212	Review administrative procedures for the CLTU	10 days	Tue 17/05/11	Mon 30/05/11											
213	Support the CLU in developing a strategic plan, annual plan, financial plan and reporting sys	20 days	Tue 17/05/11	Mon 13/06/11											
214	Develop procedures for recording of customary land tribunal activities	10 days	Tue 7/06/11	Mon 20/06/11											
215	Develop M&E systems to monitor tribunal activities	5 days	Tue 14/06/11	Mon 20/06/11											
216	Develop training programs to support CLTU activities	15 days	Tue 7/06/11	Mon 27/06/11											
217	Assess requirement for administrative and technical support	10 days	Tue 14/06/11	Mon 27/06/11											
218	Report on CLTU institutional support prepared	10 days	Tue 21/06/11	Mon 4/07/11											
219	Workshop on CLTU activities	1 day	Tue 5/07/11	Tue 5/07/11											
220	CLTU report finalised	3 days	Wed 6/07/11	Fri 8/07/11											
221	CLTU institutional support report submitted	0 days	Fri 8/07/11	Fri 8/07/11											
222	PART B-2: A Land Information Management system that meets current and future needs and supports economic development	168 days	Mon 14/03/11	Mon 31/10/11											
223	IT Strategy	64 days	Mon 14/03/11	Thu 28/06/11											
224	Discuss proposed activities with DoL	2 days	Mon 14/03/11	Tue 15/03/11											
225	Develop TOR for IT Strategy Adviser	5 days	Wed 16/03/11	Tue 22/03/11											
226	Select IT Strategy Adviser	23 days	Wed 23/03/11	Fri 22/04/11											
227	IT Strategy Adviser mobilised	0 days	Fri 29/04/11	Fri 29/04/11											
228	Review IT and geo-spatial activities in DoL	5 days	Mon 2/05/11	Fri 6/05/11											
229	Review e-Government policies and directions for Vanuatu	3 days	Thu 5/05/11	Mon 9/05/11											
230	Review the Land Sector Framework	2 days	Thu 5/05/11	Fri 6/05/11											
231	Review governance issues in relation to IT systems and existing IT policy documents	7 days	Fri 6/05/11	Mon 16/05/11											
232	Review options for software including low cost options	10 days	Tue 3/05/11	Mon 16/05/11											
233	Draft IT Strategic Plan prepared	10 days	Tue 10/05/11	Mon 23/05/11											
234	Workshop on draft IT Strategic Plan	1 day	Mon 23/05/11	Mon 23/05/11											
235	IT Strategic Plan finalised	3 days	Tue 24/05/11	Thu 26/05/11											
236	IT Strategic Plan submitted to PMC for approval and then submitted to AusAID	0 days	Thu 26/05/11	Thu 26/05/11											
237	Land Survey Records	66 days	Mon 28/03/11	Fri 6/08/11											
238	TOR for Cadastral Survey specialist developed and approved by DoL	10 days	Mon 28/03/11	Fri 6/04/11											
239	Recruitment of Cadastral Survey Specialist	31 days	Mon 11/04/11	Mon 23/05/11											
240	Cadastral Survey Specialist mobilised	0 days	Mon 6/06/11	Mon 6/06/11											
241	Review existing procedures for survey records	15 days	Tue 7/06/11	Mon 27/06/11											

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ATTACHMENT 6: ADVISER MOBILISATION SCHEDULE

	Year	2011									
	Month	1	2	3	4	5	6	7	8	9	10
	Program Months	1	2	3	4	5	6	7	8	9	10
Position	Months										
Core Team											
Program Director	10	1	1	1	1	1	1	1	1	1	1
Deputy Program Director/Customary Land	7				1	1	1	1	1	1	1
Land Registry Adviser	3				1	1	1				
Lease Processing Adviser	0										
Land Services Adviser	0										
GIS Specialist	4							1	1	1	1
	24	1	1	1	3	3	3	3	3	3	3
Adviser Positions	0										
National Kastom Land Officer	7				1	1	1	1	1	1	1
National Kastom Land Administration	7				1	1	1	1	1	1	1
Local Kastom Land Officer #1	0										
Local Kastom Land Officer #2	0										
Local Kastom Land Officer #3	0										
Local Kastom Land Officer #4	0										
Local Kastom Land Officer #5	0										
Local Kastom Land Officer #6	0										
M&E Adviser	5						1	1	1	1	1
Participatory Governance Facilitator	6					1	1	1	1	1	1
Participatory Governance Facilitator #2	4							1	1	1	1
Land Registry Support Staff #1	8			1	1	1	1	1	1	1	1
Land Registry Support Staff #2	8			1	1	1	1	1	1	1	1
Land Registry Support Staff #3	8			1	1	1	1	1	1	1	1
Land Registry Support Staff #4	8			1	1	1	1	1	1	1	1
Land Registry Support Staff #5	8			1	1	1	1	1	1	1	1
Gender Focal Point	5						1	1	1	1	1
Communication and Education Adviser	6					1	1	1	1	1	1
National Mediation Adviser	4							1	1	1	1
National Training Adviser	3								1	1	1
National Communication Adviser	3								1	1	1
CLU Technical Support Officer	0										
Mediation Specialist	2							1	1		
Training Specialist	0										
Communication Specialist	0										
Cadastral Data Capture Specialist	0										
Cadastral Survey Specialist	3						1	1			1
Geodetic Survey Specialist	0										
Valuation Specialist	3					1	1				1
IT Strategic Planner	1					1					
IT Analyst/Designer	0										
IT Programmer	1									1	
Institutional Specialist (CLTU)	2					1	1				
International M&E Adviser	2						1	1			
International C&E Adviser	2							1	1		
International Gender Adviser	2							1	1		
National Legal Adviser	1.5					1	0.5				
International Conflict Management Specialist	2					1	1				
Land Registry Adviser Team Member #1					1	1	1				
Land Registry Adviser Team Member #2					1	1	1				
	100	0	0	5	7	11	13	15	16	16	17
	124	1	1	6	10	14	16	18	19	19	20

ATTACHMENT 7: BUDGET AND PROCUREMENT

Budget for Mobilisation of Advisers

	Year	2011										Totals (A\$)
	Month	1	2	3	4	5	6	7	8	9	10	
Position	Monthly Rate (A\$)											
Position	Months											
Core Team												
Program Director	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Deputy Program Director/Customary Land	\$ 3,500	\$ -	\$ -	\$ -	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 28,000
Land Registry Adviser	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Lease Processing Adviser	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land Services Adviser	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
GIS Specialist	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 24,500
Adviser Positions												
National Kastom Land Officer	\$ 3,445	\$ -	\$ -	\$ -	\$ 3,445	\$ 3,445	\$ 3,445	\$ 3,445	\$ 3,445	\$ 3,445	\$ 3,445	\$ 24,115
National Kastom Land Administration	\$ 1,484	\$ -	\$ -	\$ -	\$ 1,484	\$ 1,484	\$ 1,484	\$ 1,484	\$ 1,484	\$ 1,484	\$ 1,484	\$ 10,388
Local Kastom Land Officer #1	\$ 1,977	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local Kastom Land Officer #2	\$ 1,977	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local Kastom Land Officer #3	\$ 1,977	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local Kastom Land Officer #4	\$ 1,977	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local Kastom Land Officer #5	\$ 1,977	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Local Kastom Land Officer #6	\$ 1,977	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
M&E Adviser	\$ 3,445	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,977	\$ 1,977	\$ 1,977	\$ 1,977	\$ 1,977	\$ 9,885
Participatory Governance Facilitator	\$ 1,974	\$ -	\$ -	\$ -	\$ -	\$ 1,974	\$ 1,974	\$ 1,974	\$ 1,974	\$ 1,974	\$ 1,974	\$ 11,844
Participatory Governance Facilitator #2	\$ 1,974	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,974	\$ 1,974	\$ 1,974	\$ 1,974	\$ 7,896
Land Registry Support Staff #1	\$ 1,600	\$ -	\$ -	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 12,800
Land Registry Support Staff #2	\$ 1,600	\$ -	\$ -	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 12,800
Land Registry Support Staff #3	\$ 1,600	\$ -	\$ -	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 12,800
Land Registry Support Staff #4	\$ 1,600	\$ -	\$ -	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 12,800
Land Registry Support Staff #5	\$ 1,600	\$ -	\$ -	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 1,600	\$ 12,800
Gender Focal Point	\$ 1,974	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,974	\$ 1,974	\$ 1,974	\$ 1,974	\$ 1,974	\$ 9,870
Communication and Education Adviser	\$ 3,476	\$ -	\$ -	\$ -	\$ -	\$ 3,476	\$ 3,476	\$ 3,476	\$ 3,476	\$ 3,476	\$ 3,476	\$ 20,856
National Mediation Adviser	\$ 2,022	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,022	\$ 2,022	\$ 2,022	\$ 2,022	\$ 2,022	\$ 8,088
National Training Adviser	\$ 2,968	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,968	\$ 2,968	\$ 2,968	\$ 2,968	\$ 8,904
National Communication Adviser	\$ 3,485	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,485	\$ 3,485	\$ 3,485	\$ 3,485	\$ 10,455
CLU Technical Support Officer	\$ 1,994	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Mediation Specialist	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Training Specialist	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Communication Specialist	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cadastral Data Capture Specialist	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cadastral Survey Specialist	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 60,000
Geodetic Survey Specialist	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Valuation Specialist	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 60,000
IT Strategic Planner	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
IT Analyst/Designer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
IT Programmer	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000
Institutional Specialist (CLTU)	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
International M&E Adviser	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ 40,000
International C&E Adviser	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 40,000
International Gender Adviser	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ 40,000
National Legal Adviser	\$ 6,000	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ 9,000
International Conflict Management Specialist	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 40,000
Land Registry Adviser Team Member #1	\$ 3,500	\$ -	\$ -	\$ -	\$ 3,500	\$ 3,500	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ 10,500
Land Registry Adviser Team Member #2	\$ 3,500	\$ -	\$ -	\$ -	\$ 3,500	\$ 3,500	\$ 3,500	\$ -	\$ -	\$ -	\$ -	\$ 10,500
		\$ -	\$ -	\$ 8,000	\$ 19,929	\$ 111,379	\$ 132,330	\$ 106,326	\$ 72,779	\$ 52,779	\$ 72,779	\$ 576,301
		\$ -	\$ -	\$ 8,000	\$ 23,429	\$ 114,879	\$ 135,830	\$ 109,826	\$ 76,279	\$ 56,279	\$ 76,279	\$ 600,801

Note: All Adviser rates quoted are indicative only and are subject to determination through the adviser selection process.

MAMA GRAON – VANUATU LAND PROGRAM
Inception Report

Budget for Procurement

Procurement Item Hardware and software, Vehicles, Systems Part A	Cont Total	Total	Allocation (NZ\$)	Allocation (A\$)	Unit	Unit Allocation (A\$)	2011										Total (A\$)			
							Year	1	2	3	4	5	6	7	8	9		10		
							Month Program Months													
1 Laptop/Computer suite-Indigenous Land Specialist		\$ 2,202		\$ 2,202	Unit		\$ -	\$ -	\$ 2,202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,202
2 Laptop/Computer suite-National Kastom Land Officer		\$ 2,202		\$ 2,202	Unit		\$ -	\$ -	\$ 2,202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,202
3 Laptop/Computer suite-Admin Support Kastom Land Office		\$ 2,202		\$ 2,202	Unit		\$ -	\$ -	\$ -	\$ -	\$ 2,202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,202
4 Laptop/Computer suite-Program Director/Participatory Land Gov		\$ 2,202		\$ 2,202	Unit		\$ -	\$ -	\$ 2,202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,202
5 Laptop/Computer suite-Participatory Governance Facilitator		\$ 2,202		\$ 2,202	Unit		\$ -	\$ -	\$ -	\$ -	\$ 2,202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,202
6 Laptop/Computer suite-Participatory Governance Facilitator		\$ 2,202		\$ 2,202	Unit		\$ -	\$ -	\$ -	\$ -	\$ 2,202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,202
7 Laptop/Computer suite- M&E Adviser (National)		\$ 2,202		\$ 2,202	Unit		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,202
8 Laptop/Computer suite-Awareness Program		\$ 2,202		\$ 2,202	Unit		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,202
9 Laptop/Computer suite-Visiting Advisers		\$ 2,202		\$ 2,202	Unit		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,202
10 Laptop/Computer suite-Local Kastom Land Officer		\$ -		\$ 2,202	Unit		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11 Laptop/Computer suite-Local Kastom Land Officer		\$ -		\$ 2,202	Unit		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12 Laptop/Computer suite-Local Kastom Land Officer		\$ -		\$ 2,202	Unit		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13 Laptop/Computer suite-Local Kastom Land Officer		\$ -		\$ 2,202	Unit		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14 Laptop/Computer suite-Local Kastom Land Officer		\$ -		\$ 2,202	Unit		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
15 Laptop/Computer suite-Local Kastom Land Officer		\$ -		\$ 2,202	Unit		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
16 Vehicle-National Kastom Land Office		\$ 29,412		\$ 29,412	Unit		\$ -	\$ -	\$ 29,412	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,412
17 Vehicle - Vanuatu Land Office (Main Office and Consultants)		\$ 29,412		\$ 29,412	Unit		\$ -	\$ -	\$ 29,412	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,412
18 Vehicle - Land Lease and Land Registry Team Vehicle		\$ 29,412		\$ 29,412	Unit		\$ -	\$ -	\$ 29,412	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,412
19 Local Kastom Land Office #1		\$ 29,412		\$ 29,412	Unit		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,412	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 29,412
20 Local Kastom Land Office #2		\$ -		\$ 33,459	Unit		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
21 Local Kastom Land Office #3		\$ -		\$ 33,459	Unit		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
22 Local Kastom Land Office #4		\$ -		\$ 33,459	Unit		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
23 Local Kastom Land Office #5		\$ -		\$ 33,459	Unit		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24 Local Kastom Land Office #6		\$ -		\$ 33,459	Unit		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
25 Vehicle Operating Expenses, Insurance etc-Main Office		\$ 4,200		\$ 525	Monthly		\$ -	\$ -	\$ 525	\$ 525	\$ 525	\$ 525	\$ 525	\$ 525	\$ 525	\$ 525	\$ 525	\$ 525	\$ 525	\$ 4,200
26 Vehicle Operating Expenses, Insurance etc-Other		\$ 4,400		\$ 275	Monthly		\$ -	\$ -	\$ 550	\$ 550	\$ 550	\$ 550	\$ 550	\$ 550	\$ 550	\$ 550	\$ 550	\$ 550	\$ 550	\$ 4,400
27 Land Registry Information System		\$ 30,000		\$ 170,000	Lump Sum		\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 30,000
28 Land Lease Information System		\$ -		\$ 200,000	Lump Sum		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
29 Luganville Nodal System		\$ -		\$ 70,000	Lump Sum		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Part B							\$ 15,000	\$ -	\$ 95,917	\$ 3,277	\$ 9,883	\$ 3,277	\$ 45,487	\$ 1,075	\$ 1,075	\$ 1,075	\$ 1,075	\$ 1,075	\$ 176,066	
Objective B-1																				
30 Laptop Computers	2	\$ 3,882		\$ 3,882		\$ 1,941	\$ -	\$ -	\$ -	\$ -	\$ 3,882	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,882
31 5 x PC's for CLU	5	\$ 2,824		\$ 7,066		\$ 1,412	\$ -	\$ -	\$ -	\$ -	\$ 2,824	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,824
32 Printers	2	\$ 235		\$ 470		\$ 235	\$ -	\$ -	\$ -	\$ -	\$ 235	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 235
33 Scanner A4	1	\$ 212		\$ 212		\$ 212	\$ -	\$ -	\$ -	\$ -	\$ 212	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 212
34 TV	2	\$ 500		\$ 1,000		\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500
35 DVD Player	2	\$ 400		\$ 800		\$ 400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 400
36 Filing Cabinets	4	\$ -		\$ 1,600		\$ 400	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
37 Digital Camera	2	\$ 500		\$ 1,000		\$ 500	\$ -	\$ -	\$ -	\$ -	\$ 500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 500
38 O/H Projector	1	\$ 1,000		\$ 1,000		\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000
39 Desks and Chairs	4	\$ 1,000		\$ 2,000		\$ 500	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000
40 Whiteboards	3	\$ 300		\$ 450		\$ 150	\$ -	\$ -	\$ -	\$ -	\$ 300	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 300
Objective B-2																				
41 PC's	6	\$ 4,236		\$ 8,472		\$ 1,412	\$ -	\$ -	\$ -	\$ -	\$ 4,236	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,236
42 Tables and Chairs	3	\$ 1,500		\$ 1,500		\$ 500	\$ -	\$ -	\$ -	\$ -	\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,500
43 A3 Scanner (survey plans)	1	\$ 882		\$ 882		\$ 882	\$ -	\$ -	\$ -	\$ -	\$ 882	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 882
44 A4 Scanner (Geo Docs)	1	\$ 212		\$ 212		\$ 212	\$ -	\$ -	\$ -	\$ -	\$ 212	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 212
45 ArcGIS x2	2	\$ 3,000	\$ 3,600	\$ 3,000		\$ 1,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ 3,000
46 Maintenance	3	\$ 3,000	\$ 3,600	\$ 9,000		\$ 3,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ -	\$ -	\$ 3,000
47 MapInfo x 2	2	\$ 9,167	\$ 11,000	\$ 9,167		\$ 4,584	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 9,167	\$ -	\$ -	\$ -	\$ 9,167
48 Maintenance	3	\$ 2,750	\$ 3,300	\$ 8,250		\$ 2,750	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,750	\$ -	\$ -	\$ -	\$ 2,750
49 ProVec	1	\$ 2,500	\$ 3,000	\$ 2,500		\$ 2,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,500	\$ -	\$ -	\$ -	\$ 2,500
50 Zan	1	\$ 417	\$ 500	\$ 417		\$ 417	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 417	\$ -	\$ -	\$ -	\$ 417
51 Web-base Dev tools	1	\$ 4,167	\$ 5,000	\$ 4,167		\$ 4,167	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,167	\$ -	\$ -	\$ -	\$ 4,167
52 Upgrade Server	1	\$ 20,000	\$ 100,000	\$ 83,333		\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000
							\$ -	\$ -	\$ -	\$ -	\$ 15,783	\$ 21,900	\$ -	\$ -	\$ -	\$ 25,001	\$ -	\$ -	\$ -	\$ 62,684

Procurement Plan

				Year	2011									
				Month	1	2	3	4	5	6	7	8	9	10
				Program Months										
	Procurement Item	Cont Total	Total											
Hardware and software, Vehicles, Systems Part A														
1	Laptop/Computer suite-Indigenous Land Specialist	1	1	Unit			1							
2	Laptop/Computer suite-National Kastom Land Officer	1	1	Unit			1							
3	Laptop/Computer suite-Admin Support Kastom Land Office	1	1	Unit					1					
4	Laptop/Computer suite-Program Director/Participatory Land Gov	1	1	Unit			1							
5	Laptop/Computer suite-Participatory Governance Facilitator	1	1	Unit					1					
6	Laptop/Computer suite-Participatory Governance Facilitator	1	1	Unit					1					
7	Laptop/Computer suite- M&E Adviser (National)	1	1	Unit						1				
8	Laptop/Computer suite-Awareness Program	1	1	Unit					1					
9	Laptop/Computer suite-Visiting Advisers	1	1	Unit				1						
10	Laptop/Computer suite-Local Kastom Land Officer	1	0	Unit										
11	Laptop/Computer suite-Local Kastom Land Officer	1	0	Unit										
12	Laptop/Computer suite-Local Kastom Land Officer	1	0	Unit										
13	Laptop/Computer suite-Local Kastom Land Officer	1	0	Unit										
14	Laptop/Computer suite-Local Kastom Land Officer	1	0	Unit										
15	Laptop/Computer suite-Local Kastom Land Officer	1	0	Unit										
16	Vehicle-National Kastom Land Office	1	1	Unit			1							
17	Vehicle - Vanuatu Land Office (Main Office and Consultants)	1	1	Unit			1							
18	Vehicle - Land Lease and Land Registry Team Vehicle	1	1	Unit			1							
19	Local Kastom Land Office #1	1	1	Unit							1			
20	Local Kastom Land Office #2	1	0	Unit										
21	Local Kastom Land Office #3	1	0	Unit										
22	Local Kastom Land Office #4	1	0	Unit										
23	Local Kastom Land Office #5	1	0	Unit										
24	Local Kastom Land Office #6	1	0	Unit										
25	Vehicle Operating Expenses, Insurance etc-Main Office	1	1	Monthly			1	1	1	1	1	1	1	1
26	Vehicle Operating Expenses, Insurance etc-Other	1	1	Monthly			2	2	2	2	2	2	2	2
27	Land Registry Information System	1	1	Lump Sum							1			
28	Land Lease Information System	1	0	Lump Sum										
29	Luganville Nodal System	1	0	Lump Sum										
Part B														
Objective B-1														
30	Laptop Computers	2	2						2					
31	5 x PC's for CLU	5	2						2					
32	Printers	2	1						1					
33	Scanner A4	1	1						1					
34	TV	2	1							1				
35	DVD Player	2	1							1				
36	Filing Cabinets	4	0											
37	Digital Camera	2	1						1					
38	O/H Projector	1	1							1				
39	Desks and Chairs	4	2						2					
40	Whiteboards	3	2						2					
Objective B-2														
41	PC's	6	3						3					
42	Tables and Chairs	3	3						3					
43	A3 Scanner (survey plans)	1	1						1					
44	A4 Scanner (Geo Docs)	1	1						1					
45	ArcGIS x 2	2	2											2
46	Maintenance	3	1											1
47	MapInfo x 2	2	2											2
48	Maintenance	3	1											1
49	ProVec	1	1											1
50	Zan	1	1											1
51	Web-base Dev tools	1	1											1
52	Upgrade Server	1	1							1				

MAMA GRAON - VANUATU LAND PROGRAM PROCUREMENT SCHEDULE															
				Year		2011									
				Month	1	2	3	4	5	6	7	8	9	10	
				Program											
				Months											
Meetings, Training, Study Tours etc Part A															
53	Customary Land and Training Workshops	1											1	1	1
54	Specialist Training Workshops	1													
55	Component 1	1							1	1	1	1	1	2	
56	Component 2	1								1			1		
57	Meeting Venue Hire and Food	1													
58	Component 1	1						1	1	1	1	1	1	1	
59	Component 2	1				1		1		2	2	1			
60	Component 3	1						2						1	
61	Worshop and Training Materials	1													
62	Component 1	1							1		1			1	
63	Component 2	1							1	1	1	1	1	1	
64	Component 3	1							1					1	
65	Provincial Governance Workshops - Component 2	1									3	3	1	1	
66	Awareness Workshops (Area/Island Councils - Component 2	1											1	1	
67	Multi-Stakeholder Participatory Workshops - Component 2	1											1		
68	International Study Tours (Australia) - Component 2	2	2												
69	International Study Tours (Australia) - Component 3	2	2												
70	Regional Study Tours	2	2												
71	Land Registry Training Package - Component 3	1					1								
	Zoning and Development Training Package - Component 3	1					1	1	1	1	1	1	1		
71	Organisational Training Package - Component 3	1													
Part B															
Objective B-1															
72	Travel costs for public consultation	6	6					1	1						
73	Travel costs to discuss draft legislation	6	6					1	1						
74	Mediation "training of trainers" course	1	1										1		
75	Mediation Training	25	25										1		
76	Preparation Materials	1	1								1				
77	Booklet Production	1	1											1	
78	DVD Production	1	1												
79	Public Awareness - Print, radio	3	3												
80	Internet Based Awareness-web site	1	1												
81	Public Awareness-telephone - Digicel and Telecom	3	3												
82	Wan Smolbag	2	2												
83	Public Awareness Workshops	40	40										1	1	
84	Women's Workshops	40	40											1	
85	Training of Tribunal Members	20	20												
86	Training of Area Council Secretaries etc	15	15											1	
87	Consumables	3	3						1	1	1	1	1	1	
88	Provincial Travel	18	18						1	1	1	1	1	1	
89	Consumables	3	3						1	1	1	1	1	1	
90	Overseas Conferences/meetings	3	3												
91	Visit to Fiji to study customary activities	1	1												
92	Visit to NZ to study Maori custom issues	1	1												
Objective B-2															
93	Consumables @ \$5,000 per year (\$NZ)	3	3							1	1	1	1	1	
Misc															
94	Study Trip - Survey, Mapping and Valuation to NZ	3	3												
95	Regional Conferences	3	3												
96	ArcGIS - refresher training	1	1											1	
97	MapInfo - refresher training	1	1											1	

ATTACHMENT 8: RISK MANAGEMENT MATRIX

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

Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Responsibility	Timing
PART A – Objective A 1 - Informed Collective Decisions by Customary Landholders								
1.1 National Land Office	That the Malvatumauri lacks the organisational capacity to administer and strategically manage the Land Office.	The Land Office is unable to engage with the Malvatumauri at a level that strategically influences decision making and build capacity	4	3	2	<ul style="list-style-type: none"> Close and regular contact (monthly meetings) between the Deputy Program Director, the Malvatumauri Secretary General and the National <i>kastom</i> Lands Officer to discuss progress and planning. Solid facilitation during inception to ensure the office directly supports key Malvatumauri priorities. 	Deputy Program Director President or CEO Malvatumauri National Kastom Land Officer	When required
1.1 National Land Office	The National <i>Kastom</i> Land Officer and office resources are directed to tasks not aligned with the priorities of the Program.	Program priorities and outcomes are undermined.	3	3	1	<ul style="list-style-type: none"> Close and regular discussion to ensure Program priorities remain relevant and that emergent urgent issues only capture Land Office capacity and resources where agreed in writing. Place full management responsibility under the Program Director should persistent issues of resource capture arise. 	Deputy Program Director President or CEO of Malvatumauri National Kastom Land Officer	When required
1.2 Improved understanding	The Vanuatu Cultural Centre does not have the capacity to manage Program activities including the funds that are allocated.	Research activities will not be undertaken, public awareness activities not undertaken and gender mainstreaming at a local level will not be implemented.	4	4	3	<ul style="list-style-type: none"> Regular monitoring of Vanuatu Cultural Centre activities to be undertaken. Vanuatu Cultural Centre provide regular reports and audits of activities. 	Deputy Program Director	When required

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Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Responsibility	Timing
1.2 Improved understanding	The public awareness activities undertaken by the Vanuatu Cultural Centre are in conflict with the overall goals and objectives of the Program	The information provided to stakeholders and the public results in confusion and a negative reaction to the Program	4	5	4	<ul style="list-style-type: none"> The organisational and reporting arrangements for the Program public awareness activities to be reviewed. Mechanisms be developed that will ensure public awareness messages are consistent throughout the Program and that the delivery of messages is consistent. 	Program Director Deputy Program Director	By June 2011
1.3 Local Decision-making Support	That the Government will not be able to sustainably support the devolved services of the <i>Kastom</i> Focal Points.	Program initiative wilt after Program support is withdrawn.	4	4	3	<ul style="list-style-type: none"> Appropriate pilot activities are undertaken to determine the roles and responsibilities of the <i>Kastom</i> Focal Points. Institutional and reporting arrangements are resolved early so there is a clear understanding of future responsibilities. Work closely with the Department of Lands and the Ministry of Public Finance to ensure recurrent budgets include sufficient funds for the salaries and operational costs of this service. 	Deputy Program Director President or CEO of Malvatumauri National <i>Kastom</i> Land Officer	When required
1.3 Local Decision-making Support	That the services of the <i>Kastom</i> Focal Points are captured by the Department of Lands to undertake their mandate and the broad whole-of-Government community support role is compromised	Communities no longer trust or use the local service because it is seen as simply promoting the Departmental agenda and not responding to local needs.	3	4	3	<ul style="list-style-type: none"> Appropriate pilot activities are undertaken to determine the roles and responsibilities of the <i>Kastom</i> Focal Points. Significant work must occur to ensure that Department of Lands funding is not seen as capturing this resource. Close oversight by the Regional Participatory Governance groups (Component 2.2) will be essential. If the threat is deemed too significant consideration should be given to moving responsibility for the positions under the Malvatumauri (via the Ministry of Public Finance) 	Deputy Program Director President or CEO of Malvatumauri National <i>Kastom</i> Land Officer	When required

PART A – Objective A 2 - Participatory Land Governance

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Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Responsibility	Timing
2.1 National Land Governance	Vanuatu Land Governance Committee does not operate effectively	The government driven Land Sector Framework is not widely supported and becomes an internally focused land administration document.	3	3	2	<ul style="list-style-type: none"> Ongoing support for the Vanuatu Land Governance Committee Continual government awareness of the strategic role to be played by the Vanuatu Land Governance Committee. 	Chair of VLGC LSCU Program Director Donors	When required
2.1 National Land Governance	Political stakeholders not engaged or supportive of participatory land governance initiatives	External (internationally funded) intervention may be regarded as inappropriate and participatory approaches are not supported.	3	3	2	<ul style="list-style-type: none"> Senior representation and engagement during Program implementation at all stages. Regular updates on Program implementation provided to Prime Minister, Council of Ministers, Minister of Lands, NLSC and high level Government officials. 	Chair of VLGC LSCU Program Director Participatory Governance Facilitators	When required
2.1 National Land Governance	Failure to continually engage all key stakeholders in land governance system	Key stakeholder groups may disengage from the land governance process and challenge the value and legitimacy of the governance system	2	4	2	<ul style="list-style-type: none"> Conduct stakeholder analysis and mapping exercise to identify interests and agendas to ensure expectations are met. Promote active participation and engagement of all stakeholders in the implementation, decision-making, priority setting and management of the governance system. Regular stakeholder forums to seek feedback on progress of governance system and to continually build stakeholder ownership and trust. Define interests of all stakeholders, and use a 'risk management' approach during Program implementation to identify responsibilities and the likely consequences that will follow if respective parties fail to provide their specific contributions. 	Chair of VLGC LSCU Program Director Participatory Governance Facilitators	When required

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Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Responsibility	Timing
2.1 National Land Governance 2.2 Sub-national Land Governance	Governance objectives and desired outcomes may be too diffuse as the range of stakeholders is extensive. Concepts and principles of governance may also be too complex for stakeholders groups to understand, appreciate and implement.	Stakeholders and communities will have little understanding of the concepts and principles which underpin good governance and fail to see and/ or appreciate the potential benefits.	3	2	1	<ul style="list-style-type: none"> Ensure training Programs are designed and delivered at the correct level. Introduce a 'nested' Program of training which starts with simple concepts and then moves to more advanced principles as the Program evolves. Stakeholder mapping to identify relevant stakeholders who should be involved in the different stages of the governance process Understand the power balance between stakeholders. 	Chair of VLGC LSCU Program Director Participatory Governance Facilitators	When required
2.1 National Land Governance 2.2 Sub-national Land Governance	Links and relationships between Government agencies and key stakeholders deteriorate because of unrealised expectations.	Potential for stakeholder groups to become disenchanted with the governance process and no longer contribute	2	4	3	<ul style="list-style-type: none"> Conduct periodic assessments to gauge the level of acceptance, efficiency and effectiveness of the governance system by stakeholders and community groups. Monitor and evaluate ability of governance process to facilitate meaningful dialogue between partners. Regularly check the transparency of perceptions and expectations of stakeholders concerning participation in, ownership of, and benefits accruing from the governance process. Performance targets should be progressively set over the life of the Program so that expectations can be managed and outcomes are achievable. 	Chair of VLGC LSCU Program Director Participatory Governance Facilitators National Kastom Land Officer	When required

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Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Responsibility	Timing
2.2 Sub-national Land Governance	Low capacity in provincial agencies and regional/ area stakeholder groups	Reliance on provincial institutions cannot be guaranteed	5	3	3	<ul style="list-style-type: none"> Reduce dependencies on Provincial Governments for support through the use of 'focal points' (see Component 1) to resolve issues, advise on the governance system and to provide support information to communities. Hold governance workshop(s) and training programs in area /island council settings and provide direct support to these stakeholder groups to maximise outreach, communication and feedback. Strengthen regional customary governance structures and use these as the primary mechanism to reach local communities. 	Chair of VLGC LSCU Program Director Participatory Governance Facilitators National Kastom Land officer	When required
2.3 Land Process and Policy Governance	Absorptive and institutional capacities in agencies and stakeholder groups to implement land governance initiatives remain weak.	Organisations involved are unable to provide the staff and financial resources to achieve the objectives and desired outcomes from the governance system	4	3	2	<ul style="list-style-type: none"> Land Sector Framework workshops will be conducted to emphasise the importance of the institutional harmonisation process, land sector resource sharing and the need to complement ongoing activities/programs in the sector and avoid duplication. Develop strategies and training programs to ensure capacity building for land governance addresses the needs of all stakeholders and reflects a long-term commitment. Resources should be accessed on a sector wide basis from all stakeholder groups to ensure that responsibility for land governance does not rest with one single organisation/ stakeholder group. 	Chair of VLGC LSCU Program Director Participatory Governance Facilitators National Kastom Land officer	When required

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Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Responsibility	Timing
2.3 Land Process and Policy Governance	Policy dialogue and development lags behind other related governance initiatives and are given a lower priority.	Impact of changes in governance processes might be delayed or not sustained if not underwritten by sound land policy and regulations.	3	3	1	<ul style="list-style-type: none"> Ensure activities and mechanisms are in place to initiate and conduct a healthy policy dialogue and debate. Provide opportunities to participate in international study tours to examine and observe 'best practice' governance. Use pilot studies to identify potential policy successes. Focus on modifying existing laws and. Engage law and justice agencies in land sector governance and strengthen their roles and involvement in the process. Ensure flexibility in Program implementation in order to adapt to changes as regulations or legislation are revised. 	Chair of VLGC LSCU Program Director Participatory Governance Facilitators National Kastom Land officer	When required
2.3 Land Process and Policy Governance	Complexity of institutional issues may have been under-estimated.	May lead to stakeholder unwillingness to participate and cooperate in the development of the governance system because of the sensitive nature of some issues.	4	4	3	<ul style="list-style-type: none"> Regular risk assessment/ management workshops will be held to inform all stakeholders of Program implementation and status. Long-term engagement with key stakeholder groups is fundamental to the successful implementation of the governance system. Program implementation must/ will be adaptive, responsive and flexible. Identify potential "hots spots" in the land sector governance system and develop institutional and operational strategies to avoid or minimise potential fallout, embarrassment and related consequences. Identify issues that have been underestimated early during Program implementation so that they can be addressed quickly. 	Chair of VLGC LSCU Program Director Participatory Governance Facilitators National Kastom Land officer	When required

PART A – Objective A 3 - Effective and Enabling Services

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Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Responsibility	Timing
3.1 Land Registry	There is public criticism of the delay in addressing the Land Registry issues.	Services provided by the Land Registry continue to deteriorate and the backlogs increase resulting in increasing lack of confidence in the land registration process.	4	5	3	<ul style="list-style-type: none"> An initial assessment of the activities undertaken in the Land Registry to be undertaken to determine opportunities to improve procedures. The document scanning procedures to be assessed and support provided to increase the activities and improve procedures. 	DG of Lands Director of Lands Program Director	By June 2011
3.1 Land Registry	That major project assisted improvements in the land Registry are not sustained due to insufficient budget support from Department of Lands/MOF for the necessary staff and O&M	Over time the Registry will slide back to having high back logs and processing times, causing customer dissatisfaction as well as causing adverse social and economic effects.	4	4	3	<ul style="list-style-type: none"> Coordinate early meetings between Department of Lands and Ministry of Finance and Economic Management to discuss funding sustainability and options. Implement appropriate mechanisms and ensure compliance. 	Ministry of Finance DG of Lands Director of Lands Program Director	When required
3.1 Land Registry	That the number of temporary staff and the initial tempo and focus on land lease data capture and reducing data anomalies will prove disruptive to the normal operation of the Registry which is already under strain and working in very restricted space.	Disharmony and job dissatisfaction within the Registry	2	2	1	<ul style="list-style-type: none"> Consider relocating to alternative premises close by to increase space and improve working conditions for staff Contract out the activities 	DG of Lands Director of Lands Program Director	When required
3.1 Land Registry 3.2 Assessment of Compliance	That it is not possible to substantially overcome the perverse incentives and the wantok obligations that impact on the achievement of high levels of transparency and good practice in the granting of approvals and the like.	A high level of good governance is difficult to obtain and public confidence in the operations does not increase	4	3	2	<ul style="list-style-type: none"> When designing improved procedures make them as "tight" as possible. Seek to improve public awareness and understanding of the impact of corruption and establish codes of conduct expected from Government officials. 	DG of Lands Director of Lands Program Director	When required

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Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Responsibility	Timing
3.2 Assessment of Compliance	That some elements of the agencies, sections and personnel that need to cooperate find it difficult to fully do so.	Will not achieve a fully coordinated and integrated land lease and development planning, assessment, permitting, and enforcement service and hence will not achieve desired improvements in built and working environments.	3	3	2	<ul style="list-style-type: none"> Ensure that all agencies continue to be fully informed and involved and hence maintain commitment. Foster a strong focus on service to the customer. 	DG of Lands Director of Lands Program Director	When required
3.4 Organisational Models	That it is not possible to get approval for the involvement of non Government personnel and/or that it cannot be made financially attractive or viable, and/or more or other Government offices cannot be involved	The delivery of land services will continue to remain Port Vila centric	3	3	1	<ul style="list-style-type: none"> From an early stage examine a wide range of delivery options and involve senior Government officers in several ministries whose approvals are likely to be needed. 	DG of Lands Director of Lands Program Director	When required
3.4 Organisational Models	That while a “right sized & structured” organisational model for improved delivery of policy / regulatory, assessment, and approvals & service delivery might be developed with a fair degree of consensus, it cannot achieve the necessary official approvals to authorise and implement it.	A nationally affordable & sustainable effective land regulatory and services model / organisations will not be achieved resulting in less than the desired improvements being achieved & sustainable.	3	2	1	<ul style="list-style-type: none"> Start slowly and involve all Government staff /organisations likely to be affected as well as the high level elements in Government whose support & approval will be necessary. 	DG of Lands Director of Lands Program Director	When required
PART B – Objective B 1 - A strengthened Customary Lands Tribunal consistent with the GoV’s national plans								
1.1 Legislative Review	Focus on a courts solution in preference to an emphasis on mediation	Traditional/customary approach to solutions for land disputes will be lost resulting in a gradual degradation of kastom	3	3	3	<ul style="list-style-type: none"> The multi-stakeholder oversight committee will monitor progress and need to ensure that there is open public consultation 	GoV Ministry of Justice CLU	During first 12 months

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Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Responsibility	Timing
1.2 Mediation support services	Mediators are not selected or are poorly trained and there is insufficient focus on women as mediators	Mediation process collapses resulting in increased emphasis on the tribunal and possible less emphasis on custom	3	4	3	<ul style="list-style-type: none"> Resources have been included in the project to ensure that support is provided during the build-up and until after the peak of activities is achieved and can then be undertaken by full time resources in CLU. Specific initiatives have been included so as to ensure that women receive appropriate education and training along with an affirmative action in relation to numbers of women involved 	GoV Ministry of Justice CLU Malvatumauri Department of Women's Affairs	During first 12 months
1.2 Mediation support services	Government does not provide sufficient resources to support mediation and tribunal activities beyond Program support.	The mediation and tribunal processes fail to function effectively resulting in an increase in unresolved customary land disputes.	5	4	3	<ul style="list-style-type: none"> Coordinate early meetings with Ministry of Finance and Public Service Commission to seek endorsement and support for full-time funded position. 	GoV Ministry of Justice CLU	When required
1.2 Mediation support services	Malvatumauri does not support the training of the chiefs, secretaries and senior people in the communities.	Undermines the position of the CLT in dispute resolution and may ultimately weaken the dispute resolution process	3	3	2	<ul style="list-style-type: none"> There will be a need to work closely with the activities being funded by AusAID to support the Malvatumauri, under the Kastom Governance Program. Strengthening of the Malvatumauri will assist in building support. 	GoV Ministry of Justice Malvatumauri	When required
1.3 Public awareness and training	Public awareness programs poorly prepared and presented.	The mediation and tribunal processes do not operate effectively and misunderstanding results in confusion.	2	3	3	<ul style="list-style-type: none"> Provide adequate support to the CLU to ensure that there is capacity to support public awareness programs. Sound public awareness literature is prepared in Bislama and widely distributed. 	GoV Ministry of Justice CLU	When required
1.3 Public awareness and training	Training is poorly prepared and presented and is ineffective.	The tribunal process does not operate effectively and there is inadequate support for tribunal activities.	3	3	3	<ul style="list-style-type: none"> Funding and resources have been provided to ensure that trainers receive appropriate training and support. 	GoV Ministry of Justice CLU	When required
1.3 Public awareness and training	Insufficient resources available for public awareness and training	Public awareness ineffective and CLTs operate inefficiently and ineffectively	3	4	3	<ul style="list-style-type: none"> Sufficient funding and resources have been made available to ensure that effective public awareness and training is undertaken to support the CLT throughout the whole country. 	GoV Ministry of Justice CLU	When required

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Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Responsibility	Timing
1.3 Public awareness and training	Specific education and training programs are not held for women	Women's participation in the CLT continues to remain low and women's rights to access to the CLT is inhibited	2	3	2	<ul style="list-style-type: none"> Specific awareness and training programs will be undertaken to ensure women are better aware of their rights in relation to land and participation in the CLT 	GoV Ministry of Justice CLU DWA	When required
1.4 Customary Land Unit	CLU is not appropriately managed and management procedures not developed.	Ineffective support is provided to the activities of CLTs, tribunals do not operate and customary land disputes remain unresolved.	3	3	2	<ul style="list-style-type: none"> The staff of the CLU will be provided with training in management, administration and M&E to ensure they are able to support the CLTs. Procedures for CLU activities will be developed 	GoV Ministry of Justice CLU	When required
1.4 Customary Land Unit	Government does not support CLU with staff and funding.	The CLT Act is poorly managed and support for tribunals and mediation is not available	4	4	3	<ul style="list-style-type: none"> Contract staff are funded to support the CLU in implementation during the first few years of the project. Coordinate early meetings with Ministry of Finance and Public Service Commission to seek endorsement and support for full-time funded position. 	GoV Ministry of Justice CLU	When required
PART B – Objective B 2 - A Land Information Management system that meets current and future needs and supports economic development								
2.1 IT Strategy	An IT Strategy is not developed to support the implementation of technology.	Ad-hoc rather than integrated development that does not meet DoL needs.	3	3	2	<ul style="list-style-type: none"> Sound IT Strategy developed that is endorsed by the DoL and recognised by the GoV as a strategic development document. Specific IT direction to be given in TOR and in project briefing. 	DG of Lands Director Lands DoL staff	When required
2.1 IT Strategy	IT Strategy not complied with by the DoL or government.	Software development and hardware purchases are not appropriate for intended applications and systems are not supported.	3	3	1	<ul style="list-style-type: none"> Software development and hardware purchases to be approved by IT Manager as conforming to IT Strategy requirements. Possible use of same STTA consultant on all IT Analyst and programming activity. 	DG of Lands Director Lands DoL staff	When required

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Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Responsibility	Timing
2.1 IT Strategy	Internal and external breaches of security	Accuracy and integrity of DoL records compromised; Inappropriate access to data.	4	4	3	<ul style="list-style-type: none"> All staff to be made aware of need for strict compliance of security requirements; Breaches will result in termination of employment; or prosecution; All aspects of security identified in the IT Strategy strictly enforced; On-going monitoring by database supervisors and IT staff. 	Director Lands IT Manager HR Manager Senior DoL staff	When required
2.2 Land survey records	Improved survey plan management systems and improved survey practices are not implemented.	Continuation of present inefficient computerised and manual systems continue along with a risk of continuation of present sub-standard survey and survey validation practices.	3	3	2	<ul style="list-style-type: none"> Ownership of change and “buy-in” by senior management and staff; Monitor through subsequent inspection and Management reports. Ownership of change and “buy-in” by Surveyor General; Monitor through subsequent inspection and Management reports. 	Director Lands Surveyor General	When required
2.2 Land survey records	Loss of Survey Plan records.	Minimal potential damage to the development of integrated databases, but potentially of major damage to survey operations and lease/title definitions.	3	5	4	<ul style="list-style-type: none"> Develop and document procedures; Ownership of process and “buy-in” by senior management and staff; Set monthly targets and monitor performance and quality; Monitor through subsequent inspection and Management reports. 	DoL staff	When required
2.2 Land survey records	DCDB not created or maintained	Spatial cadastral fabric not available for display and analysis with other textual or geospatial databases (Lease/title, valuation, zoning, planning, mapping etc)	3	4	3	<ul style="list-style-type: none"> Develop and document procedures; Ownership of process and “buy-in” by senior management and staff; Set monthly targets and monitor performance and quality; Monitor through subsequent inspection and Management reports; Create by contracted staff or “out-source” to private sources to minimise the risk of non-performance by limited DoL staff resources. 	Director, DoL DoL staff	When required

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

Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Responsibility	Timing
2.2 Land survey records	Geodetic Database not created or maintained	Minimal potential damage to the development of integrated databases, but potential medium impact to survey operations.	3	2	1	<ul style="list-style-type: none"> Procedures to be developed and document; Ownership of change and “buy-in” by senior management and staff; Set monthly targets and monitor performance and quality; Monitor through subsequent inspection and Management reports. 	DoL staff	When required
2.3 Mapping and imagery	Complexities of application software becoming an obstacle to performance	Limited ability to provide products and services.	4	4	4	<ul style="list-style-type: none"> Training and mentoring of application software to be undertaken over the course of one year; Provide for a short study tour to LINZ and three mapping organisations in Wellington; Identify and promote staff for specialist mapping or land information NZAID sponsored Short Term Training Awards or attachments; Monitor through subsequent inspection and Management reports 	Director SG HR Manager	When required
2.3 Mapping and imagery	Loss of trained staff due to transfer, promotion or resignation	Limited ability to provide spatial data products and services and a resultant degradation in spatial data records and management	5	4	3	<ul style="list-style-type: none"> Provide for a career structure and performance reward so staff are recognised according to ability, performance and qualifications; Plan training numbers to accommodate for regular annual loss and changes in personnel; HR Manager to work with PSC to ensure staff retention factors are built into DoL organisation change. 	Director SG HR Manager	When required
2.3 Mapping and imagery	VANRIS not upgraded	Geospatial and attribute data that may be suitable for land use and sustainability analysis may be lost.	5	4	2	<ul style="list-style-type: none"> Evaluation of suitability of VANRIS to be assessed; Upgrade of data in VANRIS or conversion of data to another platform to be supervised 	Director of Lands	When required
2.4 Valuation services	Improved valuation roll system not implemented.	Continuation of present computerised valuation roll and updates from lease/title transfer or sales not provided or reflected in valuation roll.	3	4	3	<ul style="list-style-type: none"> Develop and document procedures; Ownership of change and “buy-in” by senior management and staff; Monitor through subsequent inspection and Management reports. 	Director of Lands DoL staff	When required

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

Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Responsibility	Timing
2.4 Valuation services	Improved valuation practices not implemented and complexities of valuation services becomes an obstacle to performance.	Continuation of present inefficient and ineffective valuation practices and limited ability to provide quality or timely valuations.	3	4	2	<ul style="list-style-type: none"> • Training and mentoring of valuation staff to be undertaken; • Provide for a short study tour to LINZ and two valuation organisations in Wellington; • Identify and promote staff for specialist valuation or land information NZAID sponsored Short Term Training Awards or attachments; • Monitor through subsequent inspection and Management reports; 	Valuer General Principal Valuer	When required
2.4 Valuation services	Loss of trained staff due to transfer, promotion or resignation.	Limited ability to meet current or future demands of valuation section.	4	4	3	<ul style="list-style-type: none"> • Provide for a career structure and performance reward so staff are recognised according to ability, performance and qualifications; • HR Manager to work with PSC to ensure staff retention factors are built into DoL organisation change. 	Valuer General Director of Lands HR Manager	When required

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

ATTACHMENT 9 - SCHEDULE OF PROGRAM MANAGEMENT REPORTS

Note: This table identifies all Program Management Reports that are required to be submitted as identified in the contract. Other than the TA reports that have been identified for submission during the Inception Period, this table does not identify TA technical reports that may be required. These reports will be identified in each Annual Plan.

Deliv. Ref No	Type of Report	Reporting Period	Date Due	Remarks
PRIOR TO MOBILISATION				
1.	Security Plan		20 Dec 2010	To be submitted prior to mobilisation. Submitted on 15 December 2010
MILESTONES FOR INCEPTION PERIOD				
2.	Inception Plan for Inception Period	Inception Period	28 Feb 2011	Submission date amended from 31 Jan 2011
3.	Risk Management Plan	Inception Period	28 Feb 2011	
4.	IT Strategy	Inception Period	28 Feb 2011	Requires early appointment of TA Adviser. Given the recruitment process this milestone will be delayed
5.	Imprest Account Operations Manual	Inception Period	30 Apr 2011	
6.	Improved Valuation Services Standards and procedures developed and commenced implementation	Inception Period	31 July 2011	Early mobilisation of TA Adviser will be required so as to ensure that implementation can commence within the timeframe.
7.	Annual Plan	Inception Period	1 Oct 2011	
8.	Annual Report and Imprest Account Acquittal	Inception Period	10 Oct 2011	
SPECIALIST REPORTS				
9.	Monitoring and Evaluation Plan	Program Year 1	To be determined	Requires mobilisation of Int. M&E Adviser
10.	Program Gender Strategy	Program Year 1	To be determined	Requires mobilisation of Int. Gender Adviser
11.	Conflict Management Strategy	Program Year 1	To be determined	Requires mobilisation of Int. Conflict Adviser
12.	Governance Stakeholder Analysis	Program Year 1	To be determined	

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Deliv. Ref No	Type of Report	Reporting Period	Date Due	Remarks
REGULAR REPORTS				
13.	3 Monthly Imprest Account Acquittal	Program Year 1	10 April 2011	Imprest Account may not be fully operational
14.	3 Month Imprest Account Acquittal	Program Year 1	10 July 2011	
15.	Annual Plan and update of Risk Management Plan	Program Year 1	1 Oct 2011	
16.	Annual Report (6 Monthly Progress Report) and Imprest Account Acquittal	Program Year 1	10 Oct 2011	
17.	Draft Handover Plan	Program Year 1	31 Dec 2011	
18.	3 Monthly Imprest Account Acquittal	Program Year 2	10 Jan 2012	
19.	Audit Report of the Imprest Account	Program Year 1	28 Jan 2012	See Part A, Section 13.16 for report requirements
20.	6 Monthly Progress Report and Imprest Account Acquittal	Program Year 2	10 April 2012	
21.	3 Monthly Imprest Account Acquittal	Program Year 2	10 July 2012	
22.	Annual Plan and update of Risk Management Plan	Program Year 2	1 Oct 2012	
23.	Annual Report (6 Monthly Progress Report) and Imprest Account Acquittal	Program Year 2	10 Oct 2012	
24.	Draft Handover Plan updated	Program Year 2	31 Dec 2012	
25.	3 Monthly Imprest Account Acquittal	Program Year 3	10 Jan 2013	
26.	Audit Report of the Imprest Account	Program Year 2	28 Jan 2013	See Part A, Section 13.16 for report requirements
27.	Annual Report (6 Monthly Progress Report) and Imprest Account Acquittal	Program Year 3	10 April 2013	
28.	3 Monthly Imprest Account Acquittal	Program Year 3	10 July 2013	
29.	Annual Plan and update of Risk Management Plan	Program Year 3	1 Oct 2013	
30.	Annual Report (6 Monthly Progress Report) and Imprest Account Acquittal	Program Year 3	10 Oct 2013	
31.	Draft Handover Plan updated	Program Year 3	31 Dec 2013	
32.	3 Monthly Imprest Account Acquittal	Program Year 4	10 Jan 2014	

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Deliv. Ref No	Type of Report	Reporting Period	Date Due	Remarks
33.	Audit Report of the Imprest Account	Program Year 3	28 Jan 2014	See Part A, Section 13.16 for report requirements
34.	6 Monthly Progress Report and Imprest Account Acquittal	Program Year 4	10 April 2014	
35.	3 Monthly Imprest Account Acquittal	Program Year 4	10 July 2014	
36.	Annual Plan and update of Risk Management Plan	Program Year 4	1 Oct 2014	
37.	Annual Report (6 Monthly Progress Report) and Imprest Account Acquittal	Program Year 4	10 Oct 2014	
38.	Draft Handover Plan updated	Program Year 4	31 Dec 2014	
39.	3 Monthly Imprest Account Acquittal	Program Year 5	10 Jan 2015	
40.	Audit Report of the Imprest Account	Program Year 1	28 Jan 2015	See Part A, Section 13.16 for report requirements
41.	Annual Report (6 Monthly Progress Report) and Imprest Account Acquittal	Program Year 5	10 April 2015	
42.	Draft Handover Plan updated	Program Year 5	30 June 2015	
43.	3 Monthly Imprest Account Acquittal	Program Year 5	10 July 2015	
44.	Annual Plan and update of Risk Management Plan	Program Year 5	1 Oct 2015	
45.	Annual Report (6 Monthly Progress Report) and Imprest Account Acquittal	Program Year 5	10 Oct 2015	
46.	Program Completion Report	Program Year 5	1 Oct 2015	Draft report to be submitted
47.	Audit Report of the Imprest Account (to be included with the Program Completion Report)	Program Year 5	30 Sep 2015	See Part A, Section 13.16 for report requirements
48.	Final Handover Plan	Program Year 5	30 Nov 2015	

ATTACHMENT 10 – PEOPLE CONSULTED IN PREPARATION OF INCEPTION
PLAN

Date	Organisation	Attendees and Position
17 Jan 2011	AusAID NZ High Commission	Katherine Ruiz-Avila, Counsellor, Development Assistance Ben McKenzie, First Secretary, NZ High Commission, Port Vila Anna Naupa, Senior Program Manager, AusAID
	Department of Lands	Jean-Marc Pierre, Director, Department of Lands Michael Mangawai, Richard Dick, Acting Principal Valuer Josiana Jackson, Technical Coordinator Anna Naupa, Senior Program Manager, AusAID
18 Jan 2011	Department of Lands	Michael Mangawai, Manager Corporate Services and M&E Officer Josiana Jackson, Technical Coordinator
	AusAID, Canberra	Maggie Boyle, Communications Branch
19 Jan 2011	Department of Lands	Julie Garleo, Senior HR Officer
	Department of Lands	Josiana Jackson
20 Jan 2011	Prime Minister's Office	Bethuel Solomon, Gregoire Nimbtik Johnson Naviti Amos Kalo, Project Officer and Land Sector Coordination Unit Secretariat Michael Mangawai, Ministry of Lands Anna Naupa, Senior Program Manager, AusAID
21 Jan 2011	Department of Lands	Paul Gambetta, Chair of Zoning Subcommittee
24 Jan 2011	AusAID	Anna Naupa, Senior Program Manager, AusAID
26 Jan 2011	NZ Government	Ben McKenzie, First Secretary, NZ High Commission, Port Vila James Toa, Development Program Coordinator, NZ High Commission, Port Vila
	Vanuatu Legal Sector Strengthening Program	Ari Jenshel, Senior Litigation Adviser Jenny Harders, Case Management and Litigation Adviser

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Date	Organisation	Attendees and Position
27 Jan 2011	Malvatumauri	Chief Gratien Alnet, President of Malvatumauri
	Department of Lands	Josiana Jackson, Technical Coordinator
1 Feb 2011	Vanuatu Land Governance Committee	Informal Meeting
2 Feb 2011	Ministry of Finance	Brendan Toner, Ministry of Finance
	Ministry of Lands	Russell Nari, DG of Lands
	Advance Management and Consulting	Margaret Bohn Tess Newton Cain
3 Feb 2011	AusAID	Anna Naupa, Senior Program Manager, AusAID
4 Feb 2011	Department of Lands	Hiroshi Ozaki, JICA Volunteer
8 Feb 2011	Vanuatu Land Governance Committee	2 nd meeting of the Vanuatu Land Governance Committee (see minutes of meeting for attendance)
10 Feb 2011	Department of Lands	Paul Gambetta, Chair of Zoning Subcommittee
	Department of Lands	Richard Dick, Acting Principal Valuer Dominic William, Valuer
	Department of Lands	Josiana Jackson, Technical Coordinator
11 Feb 2011	Donors and GoV	Anna Naupa, Senior Program Manager, AusAID Ben McKenzie, First Secretary, NZ High Commission, Port Vila Russell Nari, DG of Justice
14 Feb 2011	Ministry of Justice	Menzies Samuel, Valuer General
	ANZ Bank	Santos Vatoko, Manager Sales and Service
15 Feb 2011	Department of Lands	Alicta Vira, Senior Customary Lands Office Gordon Amajmpat, Customary Land Unit Officer
	Department of Women's Affairs	Dorosday Kenneth, Director
16 Feb 2011	Vanuatu Legal Sector Strengthening Program	Michelle Brazel, Team Leader
	Malvatumauri	Selwyn Garu, CEO of Malvatumauri Dickinson Tevi, Custom Governance Project Russell Nari, DG of Justice
17 Feb 2011	Department of Lands, Land Registry	Florrie Tasso, Senior Registration Officer Katua Rezel, Registration Officer
	Department of Lands	Jean-Marc Pierre, Director of Lands

Date	Organisation	Attendees and Position
18 Feb 2011	Vanuatu Land Program Management Committee	As per attendance list
22 Feb 2011	Department of Lands	Martin Sokomanu, Surveyor General Harold Moli, Supervisor Mapping Naelo Tosso, Cartographer
	AusAID	Anna Naupa, Senior Program Manager, AusAID
23 Feb 2011	Ministry of Lands and Natural Resources	Amos Kalo, Project Officer and Land Sector Coordination Unit Secretariat
24 Feb 2011	Vanuatu Land Program Management Committee	As per attendance list. Meeting postponed due to lack of a quorum
25 Feb 2011	Vanuatu Land Program Management Committee	As per attendance list
28 Feb 2011	Ministry of Lands and Natural Resources	Joe Ligo, DG of Lands Anna Naupa, Senior Program Manager, AusAID
1 March 2011	Ministry of Lands	Ralph Regenvanu, Minister of Lands Arthur Faerua, 1 st Personal Assistant Anthony Liwiuslili, 2 nd Personal Assistant Angelyne Saul, Acting AG, State Law Office Jean-Marc Pierre, Director of Lands Menzies Samuel, Valuer General Florrie Tasso, Senior registration Officer Richard Dick, Acting Principal Valuer George Kirby, Senior Enforcement Officer Doug Patterson, Private Sector Transparency International Vanuatu Anna Naupa, Senior Program Manager, AusAID