

Mama Graon Vanuatu Land Program



ANNUAL PLAN

October 2011

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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.

Table of Contents

ACRONYMS.....	III
EXECUTIVE SUMMARY.....	V
1. INTRODUCTION	1
1.1 PROGRAM IMPLEMENTING AGENCIES.....	2
2. PROGRAM DESCRIPTION.....	2
3. PREPARATION OF THE ANNUAL PLAN.....	3
3.1 ACTIVITY PROPOSALS	3
3.2 CUSTOMARY LAND WORKSHOP	4
4. ACTIVITIES BY PROGRAM OBJECTIVE	5
4.1 PROGRAM ACTIVITIES	5
4.2 OBJECTIVE A-1: INFORMED COLLECTIVE DECISIONS BY CUSTOMARY LANDHOLDERS	5
4.2.1 Improved Customary Governance of Land by the Malvatumauri.....	5
4.2.2 Improved stakeholder and public understanding and awareness of customary land practices (including gender and relational land issues)	6
4.2.3 Improve decision-making by customary landholders.....	7
4.3 OBJECTIVE A-2: PARTICIPATORY LAND GOVERNANCE	8
4.3.1 Support the effective and participatory sector wide governance of land	8
4.3.2 Establish and/or improve participatory, sustainable mechanisms that will facilitate regional and local governance of land.....	9
4.3.3 Improve the participatory mechanisms that facilitate formal dealings in land	9
4.4 OBJECTIVE A-3: EFFECTIVE AND ENABLING SERVICES	11
4.4.1 Establish a functioning Land Registry and Information Service.....	11
4.4.2 Establish an effective land lease and development planning, assessment, permitting and enforcement service	12
4.4.3 Deliver a National land awareness, knowledge and gender mainstreaming campaign.....	13
4.4.4 Demonstrate effective organisational models and service delivery arrangements	14
4.5 OBJECTIVE B-1: A STRENGTHENED CUSTOMARY LANDS TRIBUNAL CONSISTENT WITH THE GOV'S NATIONAL PLANS	15
4.5.1 Legislative Review	15

4.5.2	Mediation Support Services	15
4.5.3	Public Awareness and Training	16
4.5.4	Capacity Development of Customary Land Unit.....	16
4.6	OBJECTIVE B-2: A LAND INFORMATION MANAGEMENT SYSTEM THAT MEETS THE CURRENT AND FUTURE NEEDS AND SUPPORTS ECONOMIC DEVELOPMENT	17
4.6.1	IT Strategy	17
4.6.2	Land survey records	18
4.6.3	Mapping and imagery	19
4.6.4	Valuation Services	20
4.7	OBJECTIVE C-1: EFFECTIVE CONSULTATION AND COORDINATION	21
4.8	OBJECTIVE C-2: EFFECTIVE AND EFFICIENT MANAGEMENT OF ALL RESOURCES	21
4.9	OBJECTIVE C-3: EFFECTIVE AND EFFICIENT REPORTING AND MONITORING ..	21
4.9.1	Reporting	21
4.9.2	Monitoring and Evaluation	22
4.9.3	Conflict Management Strategy.....	22
4.9.4	Gender Strategy	23
4.10	OBJECTIVE C-4: IDENTIFICATION AND MANAGEMENT OF RISKS	23
5.	STAFFING AND RECRUITMENT	23
6.	IMPLEMENTATION STRATEGY AND WORK PLAN	24
7.	BUDGET.....	25
7.1	FINANCIAL MANAGEMENT AND PROCUREMENT	25
7.2	IMPREST ACCOUNT	25
7.3	PROGRAM BUDGET AND PROCUREMENT	25
8.	CHANGES TO PROGRAM DESIGN	26
	ATTACHMENT 1: PROPOSED MILESTONES FOR PAYMENT	28
	ATTACHMENT 2: WORK PLAN FOR NOV 2011 TO DEC 2012.....	29
	ATTACHMENT 3: ANTICIPATED INPUTS PERSONNEL INPUTS	38
	ATTACHMENT 4: ANNUAL BUDGET FOR THE PROGRAM (IN A\$).....	39
	ATTACHEMNT 5: SUMMARY OF PROGRAM COMPONENT ACTIVITIES.....	45
	ATTACHMENT 6: RISK MANAGEMENT MATRIX	48

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
DOF	Department of Finance
GIS	Geographic Information System
GoV	Government of Vanuatu
ITC	Information Technology and Communication
JBE	Jastis Blong Evriwan (World Bank Justice for the Poor Program)
LIS	Land Information System
LGAF	Land Governance Assessment Framework
LGU	Local Government Unit
LSCU	Lans Sector Coordination Unit
LSF	Land Sector Framework
M&E	Monitoring and Evaluation
MNCC	Malvatumauri National Council of Chiefs
MoLNR	Ministry of Lands and Natural Resources
NCC	National Council of Chiefs
NGO	Non-Government Organisation
NLS	National Land summit
NZAID	New Zealand's Aid and International Development Agency (now New Zealand Government)
PAA	Policy and Action Agenda (2006 – 2015)
PDD	Program Design Document
PIPLA	Pacific Island Land Professionals Association
PMC	Vanuatu Land Program Management Committee
PPU	Physical Planning Unit
ToR	Terms of Reference
VANRIS	Vanuatu Resource Information System
VSTLRI	Vanuatu Short Term Land Reform Initiatives
VKS	Vanuatu Cultural Centre

VLAS	Vanuatu Land Administration System
VLGC	Vanuatu Land Governance Committee
VUV	Vatu (Vanuatu currency)

EXECUTIVE SUMMARY

This Annual Plan covers a 14 month period from 1 November 2011 through to 31 December 2012, following on from the inception period, which was up to 31 October 2011. The 14 month annual plan will enable an alignment with the Government of Vanuatu Fiscal year.

The preparation of the annual plan has involved an extensive consultative process with all of the Program partners. This involved a workshop for Program partners on the Project Management Cycle during which the overall objectives and approaches to be adopted in successfully implementing a project were detailed. The workshop also detailed the planning process and documentation to be utilized in defining activities for which support is to be requested under the Program. Program partners were requested to provide details on activities for which they were seeking support, including a detailed description along with the various funding requirements.

Activity proposals were assessed by the Program Management Office to ensure they were in alignment with the Land Sector Framework, Partner agency business plans and the Program Design Documents. Where there were deviations or where components of proposals were questioned these were discussed with the Program partner. The draft Annual Plan was presented to the Vanuatu Land Program Management Committee (PMC) on 20 September during which the proposed activities, support inputs and budget proposal were endorsed. There were a number of questions raised in relation to implementation detail and the committee was informed that all activities will require the preparation of detailed work plans and budgets prior to funds being made available. Where concern has been raised in relation to some activities, a proposal may need to be submitted to the PMC for endorsement before an activity can commence.

The Program will be supporting an extensive range of activities during the period of the Annual Plan. It is acknowledge that limited human resource capacity within several of the Program partners will be an issue in implementing some activities. Additional support has been proposed, where possible, to assist with these implementation activities.

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

PART A				
Objective A – 1	Informed	Collective	Decisions	by Customary
	Landholders			
Improved Customary Governance of Land by the Malvatumauri	- The Malvatumauri will commence a process of registering Area, Sub Area/Ward & Village Councils of Chiefs around the country. The VKS field works will provide support in undertaking this activity. - Malvatumauri will undertake an assessment of the 19 resolutions from the Customary Land Workshop and develop a strategy and work plan to address each of the resolutions.			

Improved stakeholder and public understanding and awareness of customary land practices (including gender and relational land issues)	• Research activities will be funded. This will require the submission of research proposals, approval by a nominated committee, undertaking research and then putting the research into the public domain for actioning. • Support will be provided to the VKS Field Workers for their annual workshop and support activities. • Public awareness, gender strategies and frameworks will be developed to support communication, education and gender aimed at improving stakeholder and public awareness of customary land issues. • The creation of a GIS database of customary markers and historical sites will be supported along with support for updating the information maintained by VKS.
Improve decision-making by customary landholders	• 6 Provincial Custom Land Officers will be recruited through the CLTU. They will be provided with extensive training prior to being mobilised to their respective provinces.

Objective A – 2	Participatory Land Governance
Support the effective and participatory sector wide governance of land	• Support will be provided to the land sector committees.
Establish and/or improve participatory, sustainable mechanisms that will facilitate regional and local governance of land	• A National Participatory Governance Adviser will be recruited to support the LSCU. The adviser will also, with support from the Provincial Custom Land Officers, undertake a review of various provincial and local government activities to enable an assessment of local capacity to be undertaken.
Improve the participatory mechanisms that facilitate formal dealings in land	• Vanuatu will undertake a Land Governance Assessment Framework that will establish a bench mark for governance and land administration activities from which Program progress can be measured over the duration of the Program and beyond. • Support will be provided to professional associations and an assessment undertaken of an appropriate mechanism to be established in Vanuatu to represent the various land professional groups, including surveyors, valuers, real estate, GIS etc. • A review of all land related legislation and regulation will be reviewed with the aim of assessing the amount of legislative review that is required. • Assess appropriate participatory and sustainable approaches that would ensure open, accountable and transparent dealings with regard to customary land leases and also enable custom owners to participate in development activities over their land.
Objective A – 3	Effective and Enabling Services
Establish a functioning Land Registry and Information Service	• Continuing support for the reduction in the backlog of un-registered land registration documents. • Develop registration procedures to improve the

	- efficiency of operations of the land registry. - A contract to scan all of the un-scanned land registry documents for inclusion in the computer based land registry system.
Establish an effective land lease and development planning, assessment, permitting and enforcement service	- Support will be provided for the development of regulations required to implement and manage the Foreshore Development Act. - Development of a strategy for managing urban development and support the preparation of development controls. - Review the recommendations from the VSTLRI and develop a strategy for support. Implementation of the strategy will commence during the year.
Deliver a National land awareness, knowledge and gender mainstreaming campaign	Through this sub-component all communication and education and gender activities will be coordinated.
Demonstrate effective organisational models and service delivery arrangements	It is not planned to provide any specific support for this sub-component during the annual planning period.

PART B

Objective B – 1	A strengthened Customary Lands Tribunal consistent with the GoV's national plans
Legislative Review	- Support the review and legal drafting of any proposed amendments to the Customary Land Tribunal Act. - Undertake public consultation and public awareness activities associated with any proposed amendments to the legislation.
Mediation Support Services	An assessment will be undertaken to determine the benefits of mediations as part of the dispute resolution process. This will also involve a review of the mediation activities undertaken through the Legal Sector Strengthening Project.
Public Awareness and Training	- A Communication Strategy and work plan will be developed with support from the Communication and Education Adviser. - Support will be provided to develop C&E material and to train staff.
Capacity Development of Customary Land Unit	- Support the development of the capacity of the CLTU - Management training and develop procedures. - Review institutional arrangements - Recruit Provincial Customary Land Officers - Develop training programs and provide training to Customary Land Tribunals
Objective B – 2	A Land Information Management system that meets current and future needs and supports economic development

IT Strategy	• System Requirement Specifications will be developed which will create a data model for land administration data DoL and external stakeholders and will define the data linkages within DoL. • Systems Engineer will be engaged to commence the process of developing each of the computer based applications within DoL
Land Survey Records	• A review of the geodetic network will be undertaken to assess the current networks ability to support survey activities, climate change monitoring and tectonic plate movement. • Digital Cadastral Database will be updated so that it is able to provide the framework for all spatial data in Vanuatu related to land ownership and land leasing.
Mapping and Imagery	• Support the GIS User Group • Organisation, management and use of spatial data
Valuation Services	• Valuation database computer system will be updated • A valuation zoning system is to be developed to improve valuation procedures and the collection of government revenues.

PART C

Objective C - 1	Effective consultation and coordination between stakeholders of the Vanuatu Land Program
	• Activity management • PMC meetings consultation
Objective C - 2	Effective and efficient management of all resources provided to deliver services including personnel, funds, services and equipment
	• Management and financial records • Imprest account
Objective C - 3	Effective and efficient reporting and monitoring and evaluation of Program activities and deliverables
	• Reporting • Monitoring and Evaluation Framework • Conflict Management Strategy • Gender Strategy
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
	• Monitoring the Risk Management Plan

Staffing: The staffing requirements for the Program have been defined into categories of technical support (international and national and long term and short term) and contract staff, where the contract staff are local staff who will be recruited to provide short term inputs to specific activities. Attachment 3 provides the detailed staffing and recruitment proposed for the period of the Annual Plan. The following table summarises the proposed staffing inputs indicating person months against each classification and the number of positions proposed.

Classification		Total Inputs in Person Months	No of Positions
Core Team (as per contract document)	International	44	5
	National	14	1
Long Term Technical Support	International	0	0
	National	78	9
	Future Public Service Commission positions	90	9
Short Term Technical Support	International	31.5	10
	National	26	7
National contract staff		182	15
Total		465.5	56

Budget: 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 4.

The estimated total budget for the 14 month period covered by this Annual Plan is VUV356.0 m (A\$3.828 million), which is broken up as follows:

✿ Adviser costs	VUV250.7 m (A\$2.696 m)
✿ Procurement items, meetings, training, Workshops	VUV86.3 m (A\$928,000 m)
✿ Imprest Account	VUV19.0 m (A\$204,000)

1. INTRODUCTION

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

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

The Government of Vanuatu Land Sector Framework (LSF) provides the foundation for a strategic plan to implement land sector reforms in Vanuatu and it is intended to guide government, the private sector and civil society in the use and management of Vanuatu's land resources. 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 through funding for the Mama Graon – Vanuatu Land Program, for which a Tripartite Agreement between the governments of Vanuatu, Australia and New Zealand was signed in December 2009.

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

1.1 Program Implementing Agencies

The key implementing agencies involved in Program implementation are as follows.

Agency
Ministry of Lands and Natural Resources
Ministry of Justice and Community Services
Malvatumauri National Council of Chiefs
Vanuatu Cultural Centre
Department of Lands
Department of Women's Affairs
Prime Minister's Office, Department of Strategic Policy Planning and Aid Coordination
Department of Local Authorities
National Council of Youth
VANGO
Customary Land Tribunal Unit
AusAID
New Zealand Government

Following agreement at a Vanuatu Land Program Management Committee meeting on 20 September, the Department of Local Authorities has been included as a Program partner.

2. PROGRAM DESCRIPTION

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.*

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. PREPARATION OF THE ANNUAL PLAN

3.1 Activity Proposals

This Annual Plan covers a 14 month period from 1 November 2011 through to 31 December 2012, following on from the inception period, which was up to 31 October 2011. The 14 month annual plan will enable an alignment with the Government of Vanuatu Fiscal year. The activities undertaken during the inception period has enabled a firm foundation to be developed for moving forward with the implementation of strategic Program initiatives.

The approach adopted for the preparation of the activities to be supported under the Annual Plan was to closely engage all of the Program partners. This involved a workshop for Program partners on the Project Management Cycle during which the overall objectives and approaches to be adopted in successfully implementing a project were detailed. The workshop also detailed the planning process and documentation to be utilized in defining activities for which support is to be requested under the Program. Program partners were requested to provide details on activities

for which they were seeking support, which included a detailed description along with the various funding requirements. This is the first time Program partners have been requested to undertake such detailed budget submissions and the submissions highlight considerable thought and input.

The strategy that Program partners were requested to adopt was to consider the Program as long term and therefore their activity requests should initially focus on looking at the broader issues. The documentation submitted for each activity required the proposer to identify how the activity supported the Land Sector Framework, the Partner Agency Business Plan as well as the Program Objectives. Activities that could not highlight a clear linkage into each of these three strategic documents were not considered for inclusion in the Annual Plan. Each proposed activity was also required to document justification for the activity, tasks to be undertaken, risks, reporting arrangements, KPIs, along with proposed staffing, training and funding requirements. These documents will provide additional detailed information to be used during the implementation phase of activities.

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.

3.2 Customary Land Workshop

The Malvatumauri National Council of Chiefs, through support from the Mama Graon – Vanuatu Land Program arranged a Customary Land Workshop from 5 to 8 September at the Chief's Nakamal in Port Vila and was opened by the Minister of Lands. The workshop brought together the members of the National Council of Chiefs (31 chiefs) and more than 20 chiefs, women, customary land lessors and youth from the 6 provinces. The objectives of the workshop were to:

- *Acknowledge the 2006 Vanuatu Land Summit, the recommendations, activities so far and plan forward.*
- *Raise awareness about the objectives and activities of the Mama Graon – Vanuatu Land Program.*
- *Workshop with key stakeholders to identify and prioritize customary land issues.*
- *Seek the National Council of Chiefs direction for the way forward and endorsement of the outcomes from the workshop.*

The National Council of Chiefs endorsed 19 resolutions and requested that the Malvatumauri and the Vanuatu Cultural Centre with support from the Mama Graon – Vanuatu Land Program to implement the resolutions. The number of activities detailed in the Annual Plan will commence the process of implementing the resolutions from the Customary Land Workshop.

4. ACTIVITIES BY PROGRAM OBJECTIVE

4.1 Program Activities

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

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

4.2.1 Improved Customary Governance of Land by the Malvatumauri

Registration of Area, Sub Area/Ward & Village Councils of Chiefs around the country: The current structure of the Malvatumauri National Council of Chiefs (MNCC) is formally recognized down to the Island Council Level. The structure does not go down to a sufficient level to link the National Council to the villages and the nakamals and nasaras around the country. This activity will enable the registration of area councils and the villages which would complete the national structure and connect it to the customary authorities in the nakamals and nasaras around the country. This will facilitate the dissemination of information from the formal system through the council's structure to the customary system and vice versa. Tasks to be undertaken will include; (i) supporting training of VKS field workers, or other groups who operate at a provincial level, who will be engaged in the field to record and register the existing councils and review and establish the Malvatumauri accepted councils through piloting; (ii) facilitate data collection in the field; (iii) establish storage of data in a data base; and (iv) link the information from the MNCC database to the CLTU.

Undertaking this activity will; (i) enable the MNCC to more effectively fulfil its mandate; (ii) support the services provided by the CLTU; (iii) improve service delivery to rural communities; (iv) support land administration activities in Vanuatu; and (v) enable the Malvatumauri move towards addressing resolutions 9, 10, 15 and 16 from the Customary Land Workshop

Counterpart:

- ✿ CEO Malvatumauri and National Kastom Land Officer

Funding:

- ✿ Provincial travel and provincial workshops
- ✿ Procurement

Recruitment:

- ✿ National Kastom Land Officer
- ✿ Kastom Finance Officer

Prepare Strategies for the 19 National Council of Chiefs' Resolutions: Following the Customary Land Workshop the National Council of Chiefs endorsed 19 resolutions which were then submitted to the GoV for support. Several of the resolutions will be addressed in this Annual Plan however it will be necessary for the Malvatumauri to develop strategies and work plans for each of the resolutions. In the

process of preparing the strategies and work plans it will be necessary to undertake consultation with chiefs, government and other stakeholders. In some cases additional research will need to be undertaken and these research activities will need to be identified and put before the Research Committee for endorsement.

The Malvatumauri will undertake a series of information dissemination workshops in each of the provinces to communicate to the provincial chiefs and provincial officials the outcomes from the Customary Land Workshop.

Counterpart:

- ✿ CEO Malvatumauri and National Kastom Land Officer

Funding:

- ✿ Workshops and provincial travel

Recruitment:

- ✿ Nil

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

Support for VKS Field Workers: The VKS has an extensive network of experienced volunteer field workers who support activities in the areas of custom and culture across the country. The Malvatumauri has limited capacity to undertake key activities through the Program and without grass roots level support will struggle to implement the Customary Land Workshop resolutions. The field workers will receive training to support specific Malvatumauri and VKS Program activities. The activities to be undertaken by the field workers will be developed prior to the first training workshop which is planned for November 2011. A second workshop is planned for November 2012.

Support for the field workers and oversight of their activities will be provided through the existing staff resources in the VKS with support from the Malvatumauri.

Counterpart:

- ✿ Director VKS and CEO Malvatumauri

Funding:

- ✿ Provincial travel and workshops
- ✿ Procurement
- ✿ Training of VKS field workers

Recruitment:

- ✿ Nil

Research: Several of the activities proposed under this sub-component were to be addressed during the inception period however this did not eventuate. Initial support under this sub-component of the project will be aimed at building capacity for future research 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. It is anticipated that research activities will be undertaken to progress a number of the resolutions from the Customary Land Workshop and also to progress some of the information and data collected by field workers as part of their annual activities. A Research Committee will be selected to review and select research projects and to oversee the research activities and to progress the outcomes from the research into the public domain.

Public Awareness and Gender: The Gender Focal Point and the Public Communication and Education Adviser will support the development of strategies and frameworks for supporting communication and education and gender aimed at improving stakeholder and public awareness of customary land issues. These activities will be undertaken in close cooperation with the Malvatumauri and the Vanuatu Cultural Centre. Specific funds have been allocated through the Imprest Account for communication and gender mainstreaming activities.

Protection of Custom Landmarks and Historical Sites: VKS has, over time, recorded details of many sites in Vanuatu of historical and cultural significance. Resolution No. 12 from the NCC Customary Land Workshop, “secure and protect custom landmarks and historical sites” endorses action to support this activity

The VKS will be supported in; (i) creating a GIS database of the custom landmarks and historical sites that will ensure that records are better protected and easily accessible by the public; (ii) converting paper based records to digital; and (iii) updating information on custom landmarks and historical sites. The International GIS Adviser will provide support for this activity.

Counterpart:

- ✿ CEO Malvatumauri and Director VKS

Funding:

- ✿ Public awareness and information programs
- ✿ Gender mainstreaming program
- ✿ Allocation for approved research activities
- ✿ Computer hardware and software for VKS
- ✿ Workshops and training

Recruitment:

- ✿ Nil

4.2.3 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 all have roles in supporting decision making by customary land holders. In the Project Design Document (PDD) it was proposed that position of local Kastom Focal Points would be created to facilitate the delivery of information and to provide a network for supporting decision making on customary land at the local level.

Since the completion of the PDD the Customary Land Tribunal Unit has undertaken a review of its organisational structure and the Public Service Commission has approved the inclusion of 6 Provincial Customary Land Officers. Discussions have been held with the Malvatumauri, CLTU and Ministry of Justice and there is support

for the broadening of the current duty statements of these positions so that they can also undertake the broader tasks that were proposed in the PDD (see Section 4.5.4).

Counterpart:

- ✿ CEO Malvatumauri and Manager CLTU

Funding:

- ✿ Nil

Recruitment:

- ✿ Nil (see Section 4.5.4)

4.3 Objective A-2: Participatory Land Governance

4.3.1 Support the effective and participatory sector wide governance of land

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

- ✿ Supporting committee operations;
- ✿ 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.

The Physical Planning Unit of the Department of Local Authorities has requested support through the Program for a number of land initiatives. The Department of Local Authorities was not included as one of the program partners as during the preparation of the PDD there was a proposed realignment of government agencies. This did not take place and as a result the Department of Local Authorities was not included. This matter will need to be addressed by the PMC but it should be noted that support for activities proposed by the Department has been included in the Annual Plan.

Counterpart:

- ✿ DG of Lands and LSCU

Funding:

- ✿ Meeting costs, governance training, workshops

Recruitment:

- ✿ Nil.

4.3.2 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 Facilitator** to support the work of the LSCU. A decision on the recruitment of a second position will be made based on a needs assessment.

The National Participatory Governance Facilitator will initially support the LSCU with the implementation of Program initiatives. The Adviser will 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. The Adviser will work in close cooperation with the Provincial Customary Land Officers.

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 of Lands and LSCU

Funding:

- ✿ Provincial travel, workshops

Recruitment:

- ✿ National Participatory Governance Facilitator #1 (proposed future PSC position)
- ✿ National Participatory Governance Facilitator #2 (proposed future PSC position) - (allowance has been made for this position if required)

4.3.3 Improve the participatory mechanisms that facilitate formal dealings in land

Land Governance Assessment Framework: Activities undertaken to support the Program need to focus on the participatory governance process required 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 establishes benchmarks for assessing change in governance practices.

The need/support for undertaking a study into governance using the 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.

Private sector: There is a general recognition that professional groups in Vanuatu have limited potential membership and that the ability to form effective professional associations is limited. This has been recognised within the broader Pacific community and a Pacific Island Land Professionals Association (PILPA) has been formed with the aim of representing the broader land professionals including surveyors, valuers, urban planners, GIS etc. Program activities have already identified the need for professional associations for surveyors and valuers, and the real estate industry has approached the Program to seek involvement in addressing issues within the real estate industry. The Program needs to assess the mechanisms available so as to ensure that there is appropriate professional support, training, professional control and mentoring for those people operating in the land sector.

Counterpart:

- ✿ DG of Lands and LSCU

Funding:

- ✿ Workshops
- ✿ Undertaking the LGAF

Recruitment:

- ✿ Local consultants to undertake the Land Governance Assessment Framework

Legislative Review: The need for a review of the legislative framework for the land sector has been identified as a priority activity. There is recognition that the legislative framework must be strengthened and supported to speed up the land reform process as a result of numerous ambiguities, uncertainties pertaining to land rights, access and use of land. There are also concerns with the number of court cases against the Government and high costs of litigation. Support for this activity recognises that legislative reform is usually a long and slow process and needs to commence soon than later.

The activity will look at:

- ✿ Assessing the feasibility of drafting up a National Land Law
- ✿ Review existing schedules, regulations
- ✿ Developing new regulations and schedules
- ✿ Consulting with stakeholders
- ✿ Conduct validation workshops

Counterpart:

- ✿ DG of Lands and LSCU

Funding:

- ✿ Workshops and training

Recruitment:

- ✿ International Legal Specialist (land related legislation)

Formal dealings in Land: It is recognised that lease negotiations and land development has often delivered significant inequities, with customary landholders often bearing the brunt of sometimes iniquitous dealings. It is necessary for the Program to initially assess appropriate participatory and sustainable approaches that would ensure open, accountable and transparent dealings with regard to customary land leases and also enable custom owners to participate in development activities over their land.

A Customary Land Development Adviser will be engaged to look at the various approaches that could be adopted and to make recommendations on the way forward to develop and support participatory mechanisms to facilitate formal dealings in land.

It is recognised that Justice Belong Evriwan has undertaken research in the area of fair dealings in land and it will be necessary to ensure that any work is harmonised with that Program. Progression of this activity will require the preparation of a position paper which will be considered by the PMC.

Counterpart:

- ✿ DG of Lands and LSCU

Funding:

- ✿ Workshops
- ✿ Provincial travel

Recruitment:

- ✿ Customary Land Development Adviser

4.4 Objective A-3: Effective and Enabling Services

4.4.1 Establish a functioning Land Registry and Information Service

Land Registry Operations: During the Inception Plan period support to the Land Registry was commenced to address the large backlog of unregistered documents and to improve the manual registration procedures. Some progress has been made but there is still a significant amount of work required to get the land registration activities to a level where the Land Registry Office is able to operate effectively and meet customer expectations. Current estimates of the backlog are still at around more than 4,000 documents.

Proposed activities for the Land Registry during this annual planning period are aimed at enhancing the capacity of the Land Registry and will include:

- ✿ Build on the work that has commenced and to have the backlog of unregistered documents removed or at least significantly reduced;
- ✿ Prepare an operations manual that details all procedures for each of the registration document types that can be lodged;
- ✿ Based on the operations manual amend registration procedures; and
- ✿ Training on land registry operations to be provided to all land registry staff.

Scanning: It has been estimated that there are in excess of 695,000 pages of land registry documentation that are currently not scanned. Many of these documents are

of historical significance and are progressively deteriorating. The scanned documentation forms an integral component of the computerised land registry process and the need for all documents to be scanned is a high priority. It is proposed that a contract be let to scan all of the un-scanned registry documents and to create textual data for specific information from the lodged documents.

Counterpart:

- ✿ Principal Registry Officer and Director Lands

Funding:

- ✿ Workshops, consumables
- ✿ Funding of a scanning contract
- ✿ Computers and printers
- ✿ Study tour to land registry operations in New Zealand.

Recruitment:

- ✿ Continued funding of the existing 9 contract staff through to the end of December 2012.
- ✿ Land Registry Adviser to be mobilised for a period of 6 months during the year.

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

Foreshore Development Act Implementation: Through the climate change activities being supported by GIZ it is proposed to recommend and draft amendments to existing legislation that will enable land use planning for climate change adaptation including specific amendments to the Foreshore Development & Physical Planning Acts. The Physical Planning Unit (PPU) of the Department of Local Authorities has requested support in writing regulations for the Foreshore Development Act and to develop robust application procedures for inclusion in the regulations.

A short term consultant will be engaged to undertake:

- ✿ An assessment of ministerial requirements for regulations;
- ✿ Assist in writing the regulations ready for gazettal which will cover charges for lodging and processing applications; and
- ✿ With support from the PPU staff develop application processes and supporting information for applicants.

Zoning and Development Plans: Zoning and development plan activities will build on activities that were commenced during the inception period. The initial focus will be on assessing the most appropriate strategy to be adopted for managing and controlling urban development activities in Port Vila Municipality given that the zoning plan approach has been questioned. This activity will require input from an international adviser who will develop an agreed strategy for implementing development controls and which will recognise the limited urban planning capacity in Vanuatu.

Counterpart:

- ✿ Director, Department of Local Authorities

Funding:

- ✿ Workshops and training
- ✿ Support for zoning activities

Recruitment:

- ✿ International Planning Adviser for foreshore activities and zoning

Support for Lease Execution: During the VSTLRI an audit was undertaken of 390 leases in the vicinity of Second Lagoon. A report, "Report on the Land Lease Audit Test over Second Lagoon, Efate, Vanuatu" was completed in August 2008 and included a total of 15 recommendations. The report did not make any clear recommendations in relation to the way forward, leaving those decisions up to DoL. Since the completion of the lease audit activities there has been no further action and it is probable that few if any of the recommendations have been acted upon.

To enable progression from the 2008 audit report the recommendations of the audit report will be assessed and a strategy for moving forward will be developed which will assist the Enforcement/Planning and Lease Execution Sections of DoL. It is proposed to mobilise the Lease Processing Adviser, who has been nominated as a member of the core team to undertake an initial assessment of the recommendations and to develop a strategy for support. The adviser will then return to support DoL in the implementation of the recommendations and in supporting the implementation of new operational procedures.

It is anticipated that support will be required to:

- ✿ Review land lease conditions for each of the 5 lease classes with the aim of standardising procedures.
- ✿ Assess the land rent backlog and equip the Enforcement and Compliant Audit Section to better undertake its enforcement role.
- ✿ Review the internal processes associated with the Land Management Planning Committee.
- ✿ Support the development of improved rent collection procedures.

Counterpart:

- ✿ DoL Section Heads - Enforcement/Planning and Lease Execution

Funding:

- ✿ Workshops and training
- ✿ Travel
- ✿ Procurement of computer hardware and software

Recruitment:

- ✿ Lease Processing Adviser (core team)

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

All Program partners as well as some of the sections within partner agencies have requested support for communication and education activities and general public

awareness. The NCC Resolution 5 from the Customary Land Workshop refers specifically to conducting communication and awareness programs. It is critical that all communication and education activities through the Program are coordinated to ensure common messages and unified approaches are adopted. To assist in achieving the Program objectives all communication and education activities will be coordinated by the Program through the Communication and Education Adviser. So as to keep alignment with the PDD, specific communication and education activities have been allocated under the relevant sub-components. Public awareness is also supported by funding allocated through the Imprest Account.

The same approach is also proposed for gender mainstreaming activities through the Program partners. The Gender Focal Point will have responsibility for coordinating all gender activities and initiatives undertaken by Program partners.

Communication and education and gender activities throughout the annual plan period will be managed through detailed work plans that will identify the support that will be provided to Program partners and the various activities to improve awareness in these areas.

Counterpart:

- ✿ LSCU, Program partner nominated C&E representatives (plus Communication and Education Adviser and Gender Focal Point)

Funding:

- ✿ C&E and gender activity costs not covered under other sub-components.
- ✿ Specialist C&E training for Program partners.
- ✿ Specialist gender training for Program partners.
- ✿ Procurement for C&E and gender activities.

Recruitment:

- ✿ Nil

4.4.4 Demonstrate effective organisational models and service delivery arrangements

Support for activities under this sub-component during the period of this Annual Plan is not proposed. 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 implementation of ITC initiatives will result in support for some minor activities. It is also anticipated that the ongoing review of land registry activities will result in some recommendations on institutional changes that will feed into future organisational and service delivery activities.

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

4.5.1 Legislative Review

The review of the Customary Land Tribunal Act has been undertaken¹ which recommended changes to the Act. This resulted in a draft amendment to the Customary Land Tribunal Act being prepared by Prof Don Paterson with the title of the draft legislation being changed to the Customary Land Dispute Management Act².

There are also a number of administrative issues within the draft that need to be addressed and there has yet to be public consultation in relation to the amendments. It is proposed that under this sub-component; (i) support will be provided for the preparation of legislative amendments; (ii) public consultation programs will be undertaken; (iii) translations of the legislation will be prepared; and (iv) copies of the new legislation widely distributed supported by an awareness program.

Counterpart:

- ✿ Senior Customary Lands Officer

Funding:

- ✿ Consultation programs.
- ✿ Translation and copies of legislation.

Recruitment:

- ✿ National Legal Adviser.

4.5.2 Mediation Support Services

Support for mediation is seen as an integral component of the options available for dispute resolution. There is general agreement that all efforts possible should be taken to resolve land disputes at a customary level before disputing parties are permitted to resort to the Customary Land Tribunal. This is supported by the national Council of Chiefs resolution 11 from the Customary Land Workshop which states that "Custom disputes should remain with the custom chief or Customary Land Tribunal". The benefits of mediation as part of the dispute resolution process needs to be accessed.

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.

¹ Van Trease, H. Simo, J; Report on the Activities of the Vanuatu Customary Land Tribunal and the 2001 Act, NZAID, February 2011

² Customary Land Disputes Management Act, draft, June 2011

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.

Counterpart:

- ✿ Senior Customary Lands Officer

Funding:

- ✿ Provincial travel.
- ✿ Training of mediators

Recruitment:

- ✿ International Mediation Specialist
- ✿ National Mediation Adviser

4.5.3 Public Awareness and Training

Support to the CLTU for the preparation of communication and education materials for customary land tribunal and dispute resolution activities will be coordinated and provided by the Communication and Education Adviser (see Section 4.4.3). A Communication Strategy along with a guideline for communicating CLTU activities will be developed to guide future C&E activities. The Communication Strategy will also look at the benefits and opportunities of using the Vanuatu Broadcasting and Telecommunications Corporation (VBTC), in association with the MNCC and DoL to deliver messages on CLTU activities. CLTU staff including the Provincial Customary Land Officers will receive training in media and communication.

Counterpart:

- ✿ Senior Customary Lands Officer, LSCU (plus Communication and Education Adviser and Gender Focal Point)

Funding:

- ✿ Preparation of C&E material.
- ✿ Workshops and training.

Recruitment:

- ✿ Nil

4.5.4 Capacity Development of Customary Land Unit

An Institutional Adviser was mobilised towards the end of the Inception period to work with the CLTU and the Malvatumauri in supporting the development of both organisations. The proposed support for institutional strengthening in this Annual Plan reflects the anticipated support that will be required and may be modified based on the initial review.

Identified areas of support include; (i) developing capacity of CLTU staff in office management and procedures; (ii) support development of training manuals and manuals for administrative procedures; (iii) support activities to review institutional arrangements and recruit additional staff; and (iv) provide training to secretaries of Customary Land Tribunals in minute taking.

Since the completion of the PDD the Customary Land Tribunal Unit has obtained approval from the Public Service Commission for the inclusion of 6 Provincial Customary Land Officers. It is the intention that the Kastom Focal Points as proposed in the PDD will be replaced by the Provincial Customary Land Officers (see Section 4.2.3). Discussions have been held with the Malvatumauri, CLTU and Ministry of Justice and there is support for the broadening of the current duty statements of these positions so that they can also undertake the broader tasks that were proposed in the PDD. As there is the need to address the various options that could be adopted to provide regional support a position paper is to be prepared and submitted to the PMC for consideration.

The approach for provincial support will be discussed with the broader Program partners to gain agreement for the use of the Provincial Customary Land Officers. A review will be undertaken of the proposed activities to be supported; training requirements assessed; determine support mechanism that need to be developed; amend duty statements; and the positions will be advertised. It is intended that all 6 positions will be recruited at the same time and following the completion of the recruitment program an intensive training program (up to 3 months) will be provided for the Custom Land Officers prior to them being mobilised to their respective provinces.

Counterpart:

- ✿ Senior Customary Lands Officer

Funding:

- ✿ Training of the Provincial Custom Land Officers.
- ✿ Mobilisation and operational costs for the Provincial Custom Land Officers

Recruitment:

- ✿ 6 Provincial Customary Land Officers (see Section 4.2.3)
- ✿ CLTU Technical Support Officer

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

4.6.1 IT Strategy

Following the completion of the Information System Strategic Plan during the inception period the DoL requested the commencement of the System Requirement Specifications which will enable the commencement of systems engineering and software development early in 2012. The activities associated with the development of the System Requirement Specifications have commenced and it is anticipated that these activities will be completed by the end of 2011. The specifications will identify an appropriate system architecture for the Vanuatu Land Administration System (VLAS) so that all heterogeneous data, information types and sources can be

interlinked in a logical manner with the aim of creating a one stop shop for the data and information needs of users within and outside DoL.

Following the completion of the System Requirement Specification it will be necessary for the ITC Unit of DoL to engage with e-Government to ensure that proposed approaches and software development are in sympathy with the whole of government approach to Information Technology and Communication (ITC). Once there is agreement with the DoL approach, a Systems Engineer will be engaged to undertake software design and implementation of the various system modules that have been identified to form the VLAS within DoL. It will be necessary for DoL to prioritise the software development.

Support for this sub-component will include; (i) capacity building of ITC officers through support for education, training and study tours; (ii) extensive workshopping of systems engineering and software design activities; (iii) procurement of hardware and software necessary to support systems development; (iv) recruitment of advisor support; and (v) contracting of data entry staff to support system upgrades.

Counterpart:

- ✿ A/Database Manager, Director Lands

Funding:

- ✿ Workshops
- ✿ Professional capacity building of ITC staff
- ✿ Study Tour to New Zealand
- ✿ Computer hardware and software.

Recruitment:

- ✿ Systems Engineer

4.6.2 Land survey records

Digital Cadastral Database: The Digital Cadastral Database (DCDB) has been developed by the Surveyor General to support the computerised lease register, valuation, land use and planning activities and as one of the key datasets for GIS applications in Vanuatu. The Information System Strategic Plan identified the duplication of activities, an uncoordinated approach to data integration, poor access to survey information and an incomplete DCDB. The DCDB is an integral component of a fully operational land administration system and it is therefore important that the system is able to provide accurate data. It is estimated that of the 23,500 surveyed plots in Vanuatu only 15,000 have been entered into the DCDB. At this stage the DCDB does not include strata allotments and these also need to be added to the DCDB.

The activities proposed for the DCB are:

- ✿ refining and standardizing the process of updating the DCDB looking at it holistically in terms of how data and information should be updated in the database
- ✿ Assess and review manual and digital workflows process where the drafting unit, the ITC's GIS technicians and the Lease Survey Unit are involved.

- ✿ Filing and digitally archiving of calculation sheets and survey plans that are used as a data source for the DCDB.
- ✿ Identify and create linkages to existing dataset for cross checking.

This activity will require two additional short term contract staff for up to 18 months to undertake the following tasks (i) scan all survey coordinate sheets and finish scanning survey plans (A3&A4 size); and (ii) data entry of parcel coordinates.

Counterpart:

- ✿ Surveyor General

Funding:

- ✿ Computer equipment – workstations, printers, software
- ✿ A3 scanner
- ✿ Consumables

Recruitment:

- ✿ Data Entry Officer
- ✿ Data Entry/Scanning Officer

Review and strengthen National Survey Control Network: The National Survey Control Network is the foundation framework of all surveying and mapping activities in Vanuatu and is critical for climate change assessment and earthquake monitoring. The survey profession has reported that the network is unable to meet its intended needs and a review of the current network and a strategy for upgrading and protection of the network is required.

A Geodetic Survey Specialist will be recruited to undertake an assessment of the network and advise on the most appropriate options for upgrading the network which could include the establishment of a Continuous Operating Reference Station (CORS). Future action in relation to the geodetic network will be assessed following the completion of the review.

Counterpart:

- ✿ Surveyor General

Funding:

- ✿ Provincial travel

Recruitment:

- ✿ Geodetic Survey Specialist

4.6.3 Mapping and imagery

The GIS Specialist mobilised during the inception period for an initial 12 month input to support mapping and GIS activities. GIS and related mapping activities provide support for all activities within the Department, sister agencies, NGOs and the private sector, either directly or indirectly. It is important to ensure that the Mapping Section can deliver services and output in a timely and adequate manner. To ensure service delivery meets set standards and timelines it is imperative that the Section has access to advice and the technical support that it requires. Activities to be undertaken will include:

- ✿ Index and inventory existing spatial data, maps and plans
- ✿ Integrate existing maps and scanned plans with GIS
- ✿ Further develop Gazetteer and link into the GIS
- ✿ Investigate updating VanRIS
- ✿ Map, document and streamline existing mapping procedures and outputs
- ✿ Support and promote the GIS Users Group activities

Counterpart:

- ✿ Surveyor General and A/Database Manager

Funding:

- ✿ Training and workshops
- ✿ Procurement

Recruitment:

- ✿ Nil

4.6.4 Valuation Services

Valuation Database: The activity of creating the valuation database system is linked to the activities to be undertaken by the ITC Unit under Section 4.6.1. The priorities for development of the various systems will be assessed following the completion of the System Requirement Specifications. The data for the Valuation Database will be populated from; (i) data created in other DoL systems; and (ii) through collecting primary valuation data from assessments.

Field Data Collectors will be recruited to undertake data capture of buildings in the Port Vila Municipality.

Valuation Zoning System: A Valuation Zones System is a systematic and calculated format of grouping properties with similar to same variables together so that they share a common value calculation rate. This system has been employed to help valuers to apply valuation methods over vast areas of land. The Valuation Unit has proposed this approach as it is the most suitable system that will allow for consistent reviews of rents and rates in the urban areas which in turn will lead to an efficient monitoring and enforcement system of revenue collection by the government. The system will also provide the potential to substantially increase the rate of revenue collection.

The Valuation Unit will take the lead role in conducting the field work required to design this system for a selected area of Port Vila and will be working together with the Valuation Specialist and the GIS Specialist to produce the valuation tables and maps required by the system. The activity will be field based and will involve intensive property inspection and assessment to determine the Zones to which properties belong.

Counterpart:

- ✿ Valuer General and Principal Lands and Valuation Officer

Funding:

- ✿ Equipment
- ✿ Field mobilisation and operational costs

Recruitment:

- ✿ Valuation Field Data Collectors (4)

4.7 Objective C-1: Effective consultation and coordination

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

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

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

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

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

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

4.9.1 Reporting

The formal reporting requirements of the contract include, *inter alia* 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 and are detailed in a Reporting Plan³.

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

Each month an exception report is to be prepared by the Project Director 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.

³ Mama Graon – Vanuatu Land Program Reporting Plan, LEI Quality Document, 15 March 2011

4.9.2 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:

- ✿ Director, Corporate Services - MoLNR

Funding:

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

Recruitment:

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

4.9.3 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. This activity will commence towards the end of the inception period.

Funding:

- ✿ Cost of workshops
- ✿ Cost of provincial travel

Recruitment:

- ✿ International Conflict Management Specialist.
- ✿ National Conflict Management Specialist

4.9.4 Gender Strategy

Following recruitment of the Gender Focal Point a **Gender and Social Development Strategy** will be prepared to define gender goals and strategies for the Program. The strategy will recognise that in Vanuatu there are considerable gender-based disparities in social status. There are also other groups that have difficulties in ensuring equitable access to land, including the youth.

The Strategy will be presented to the VLGC for review before being used to support implementation of the LSF and the Program. The Strategy will be integrated into Program work-plans and will form the basis for training Program staff and key partners.

4.10 Objective C-4: Identification and management of risks

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

- ✿ keep the Program progressing towards achieving the 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.

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

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

5. STAFFING AND RECRUITMENT

Each sub-component description details the proposed adviser support required during the 14 month period of the Annual Plan. The staffing requirements for the Program have been defined into categories of technical support (international and national, long term and short term) and contract staff, where the contract staff are local staff who will be recruited to provide short term inputs to specific activities. Attachment 3 provides the detailed staffing and recruitment proposed for the period of the Annual Plan. The following table summarises the proposed staffing inputs indicating person months against each classification and the number of positions proposed.

Classification		Total Inputs in Person Months	No of Positions
Core Team (as per contract document)	International	44	5
	National	14	1
Long Term Technical Support	International	0	0
	National	78	9
	Future PSC positions	90	9
Short Term Technical Assistance	International	31.5	10
	National	26	7
National contract staff		182	15
Total		465.5	56

The future PSC positions defined in the above table are those positions that are proposed to be integrated into and funded by the public service at the completion of the Program. These positions are:

- ✿ 6 Provincial Customary Land Officer positions
- ✿ 1 National Participatory Governance Facilitator
- ✿ National Kastom Land Officer
- ✿ Gender Focal Point

6. IMPLEMENTATION STRATEGY AND WORK PLAN

With emphasis on the Program having government ownership and being government driven the strategy for implementation of Program activities will focus on partner agencies and their implementation of Program activities. The building of relationships with partner agencies has been an important strategy during the inception period 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 2).

The activities proposed for the Annual Plan 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 and the ability of Program partners to be able to implement their defined activities.

7. BUDGET

7.1 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.

7.2 Imprest Account

During March, the Imprest Account Manual for the Program with all forms and procedures was prepared and approved by AusAID. The Imprest Account Manual includes management arrangements, operational procedures and reporting arrangements as well as internal and external auditing arrangements.

Specific funds have been budgeted for the annual planning period for use through the Imprest Account. The allocated funds are as follows:

Title	Budget
Customary Land Study and Research Fund	VUV 7,000,000
Public Awareness Information Program and Gender Mainstreaming Fund	VUV1,800,000 VUV900,000
Professional Land Services Support Fund	VUV9,300,000
TOTAL	VUV19,000,000

The budget and cashflow for the Imprest Account are included in Attachment 4.

7.3 Program Budget and Procurement

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 4.

The estimated total budget for the 14 month period covered by this Annual Plan is VUV356.0 m (A\$3.828 million), which is broken up as follows:

✿ Adviser costs	VUV250.7 m (A\$2.696 m)
✿ Procurement items, meetings, training, Workshops	VUV86.3 m (A\$928,000 m)
✿ Imprest Account	VUV19.0 m (A\$204,000)

8. CHANGES TO PROGRAM DESIGN

With the Program being to a large extent user driven in relation to Program activities that are supported, there have been some changes to approach and support that is to be provided.

The Department of Local Authorities was not included as a Program partner mainly as a result of a restructuring that was proposed to take place in the land sector, some of which never eventuated. The PMC has endorsed the inclusion of the Department of Local Authorities as a PMC member.

The Program Design Document proposed the establishment of a National Kastom Land Office to support the Malvatumauri. Following discussions with the CEO of the Malvatumauri he saw the creation of a National Kastom Land Office as undermining his authority as CEO and that he could potentially not have control over the activities of the staff in the office. The Malvatumauri also had limited capacity and would find it difficult to manage any Program activities. Following discussions it was agreed that:

- ✿ Given the limited resources there was no benefit to be gained in creating a new office and that a National Kastom Land Office not be created.
- ✿ There was more long term benefit in building the capacity of the Malvatumauri and ensuring that the CEO had direct involvement in staff management and management of Program activities undertaken through the Malvatumauri.

The Program Design Document specifically delayed support for DoL activities; however there is a realisation by the DoL management that they cannot wait several years before attempting to address the fundamental issues that are impacting on some areas of the department. Activity support has been requested in the areas of enforcement, planning and lease management so that there are options available to better manage lease enforcement and rent collection. The need for urgent support for the Land Registry Office was recognised during the preparation of the Inception Plan and ongoing support is being provided to land registration activities.

It was proposed that activities associated with legislative review would not be addressed during the first phase of the Program. Given a number of legislative issues facing DoL support has been requested to undertake an initial review of land related legislation. The Surveyor General has also requested support in reviewing the surveying legislation.

Support for development controls (zoning) was requested by the VLGC in January and support for these activities was included in the Inception Plan. Ongoing support has also been included in the Annual Plan.

There has been a delay in progressing the support for the CLTU and mediation activities for dispute resolution. It is anticipated that following the mobilisation of the Institutional Specialist to support the CLTU and the Malvatumauri that these activities will progress.

The design placed emphasis on the need for the purchase of computer equipment such as a server to better support spatial activities in DoL and the broader GIS community. However it is proposed that DoL will become one of the first users of e-

Government which will result in all DoL spatial data being stored and managed through the e-Government portal.

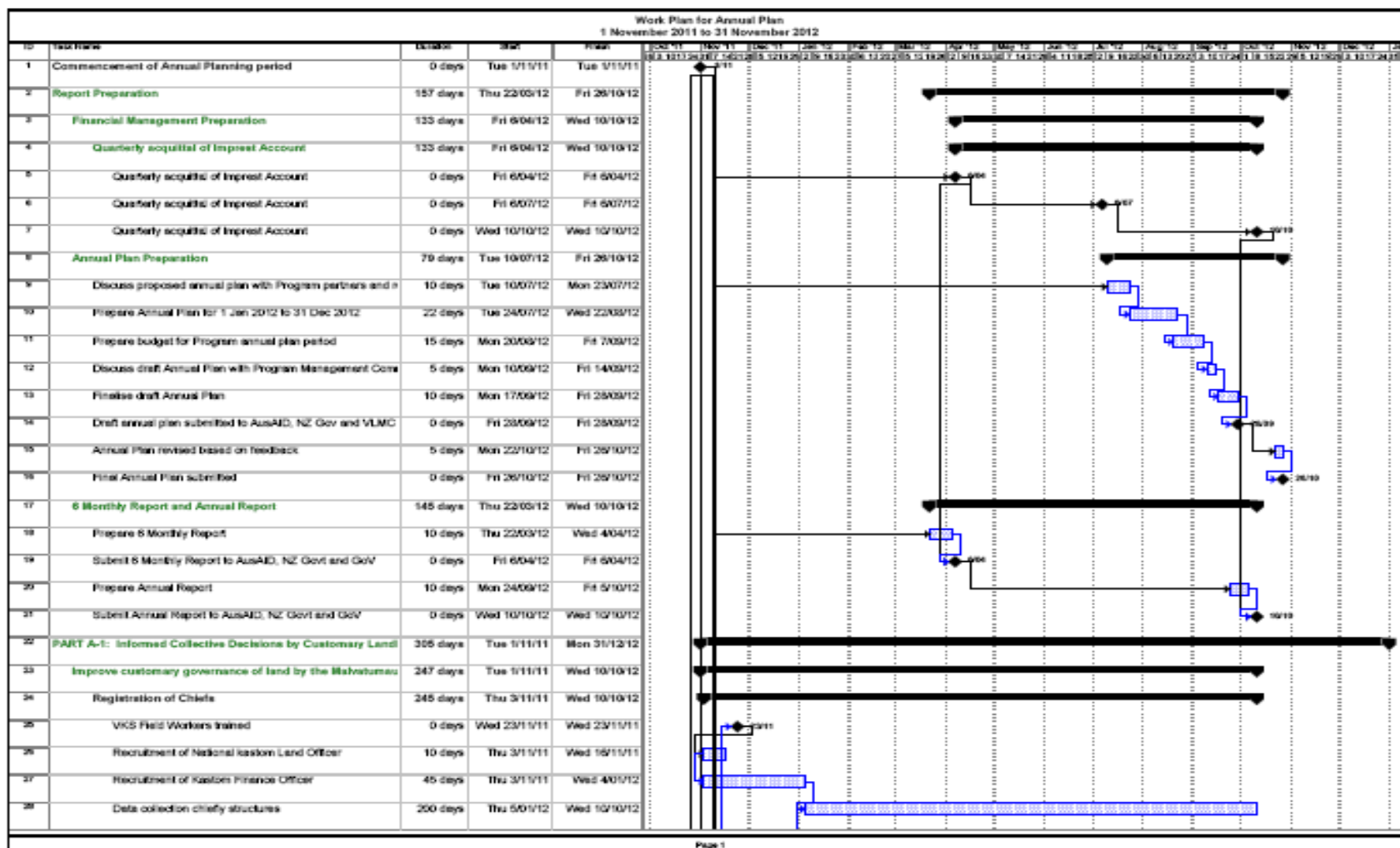
ATTACHMENT 1: PROPOSED MILESTONES FOR PAYMENT

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

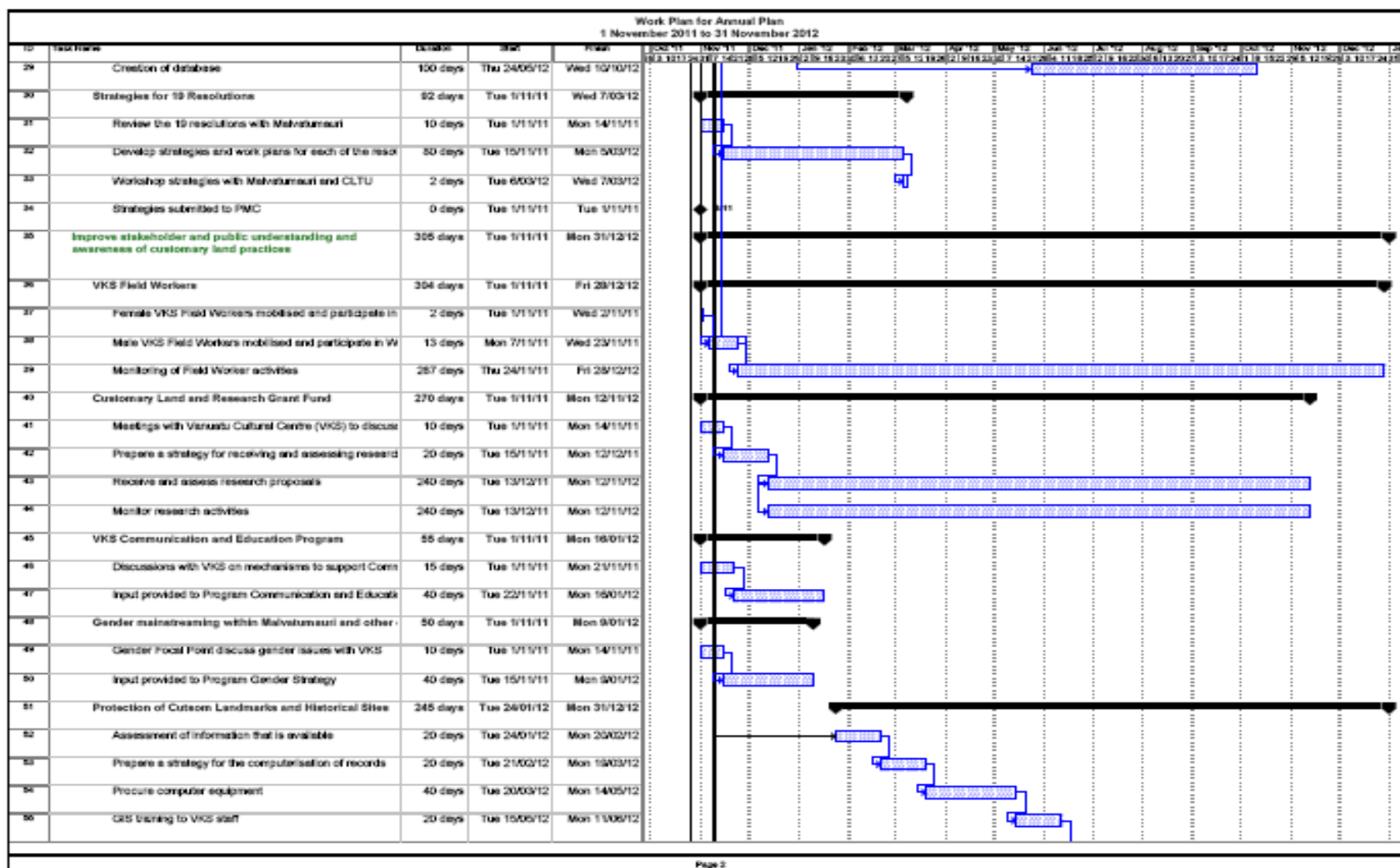
Milestones for 1 November 2011 to 31 December 2012

Milestone Number	Item and associated Schedule 1 part	Verifiable Indicators	Timing	Amount AUD
7	Status Report on GIS and the GIS User Group	Submitted to PMC and endorsed by AusAID	30 Nov 2011	15%
8	Draft of procedure manual for land registration completed	Endorsed by the Principal Registry Office and accepted by AusAID	28 Feb 2012	15%
9	6 Monthly Report and Imprest Account	Submitted to PMC and endorsed by AusAID	10 April 2012	20%
10	Report on the 19 customary land resolutions and proposed work plans for implementation including CLT activities and mediation	Submitted to PMC and accepted by AusAID	4 June 2012	20%
11	Annual Plan for 2013 and Annual Report for 2012	Submitted to PMC and accepted by AusAID	1 Oct 2012 10 Oct 2012	20%
12	Report on review of land leasing activities and a strategy for improvement	Submitted to PMC and Endorsed by AusAID	30 Nov 2012	10%

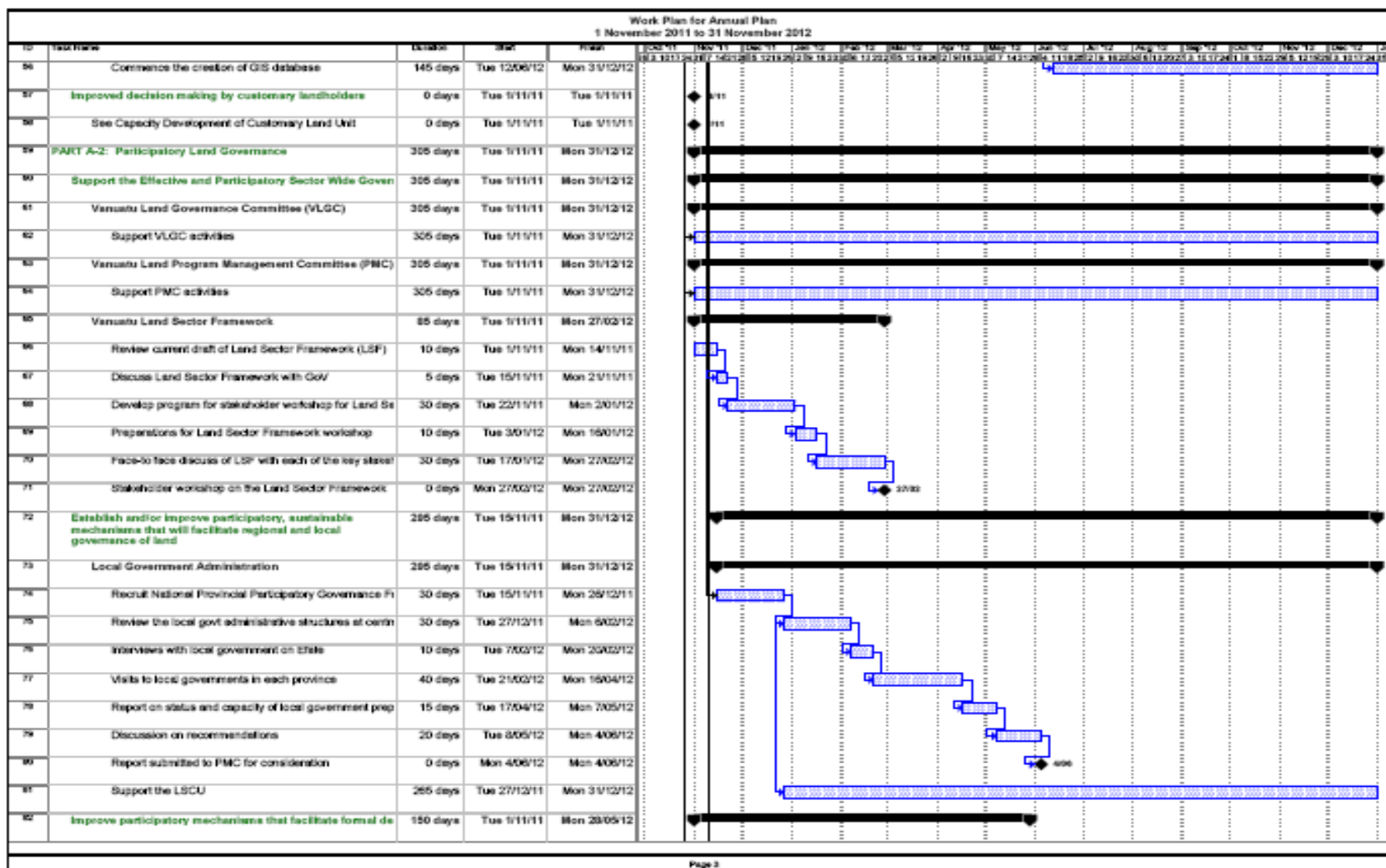
ATTACHMENT 2: WORK PLAN FOR NOV 2011 TO DEC 2012



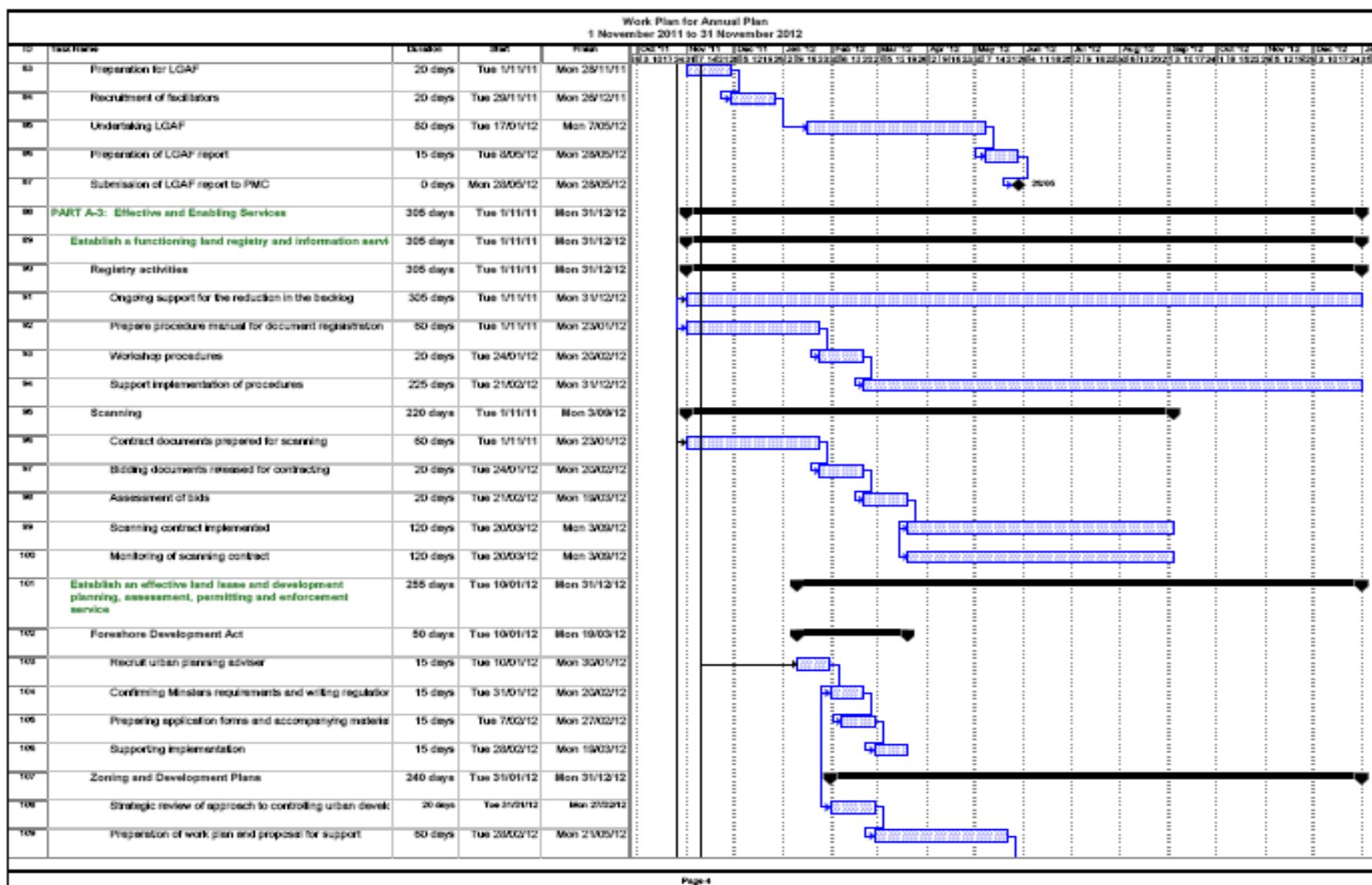
MAMA GRAON – VANUATU LAND PROGRAM
ANNUAL PLAN NOV 2011 TO DEC 2012



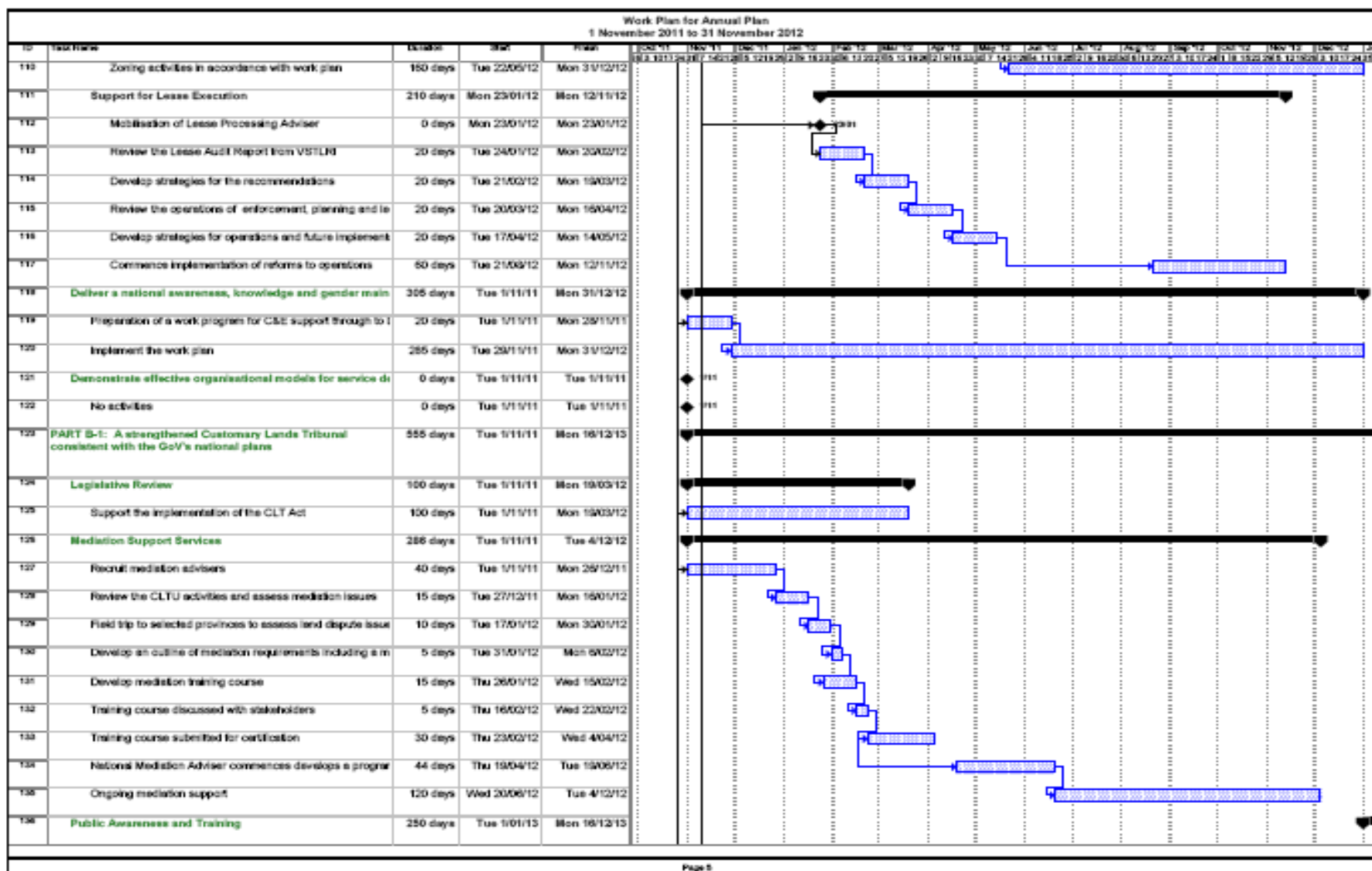
MAMA GRAON – VANUATU LAND PROGRAM
ANNUAL PLAN NOV 2011 TO DEC 2012



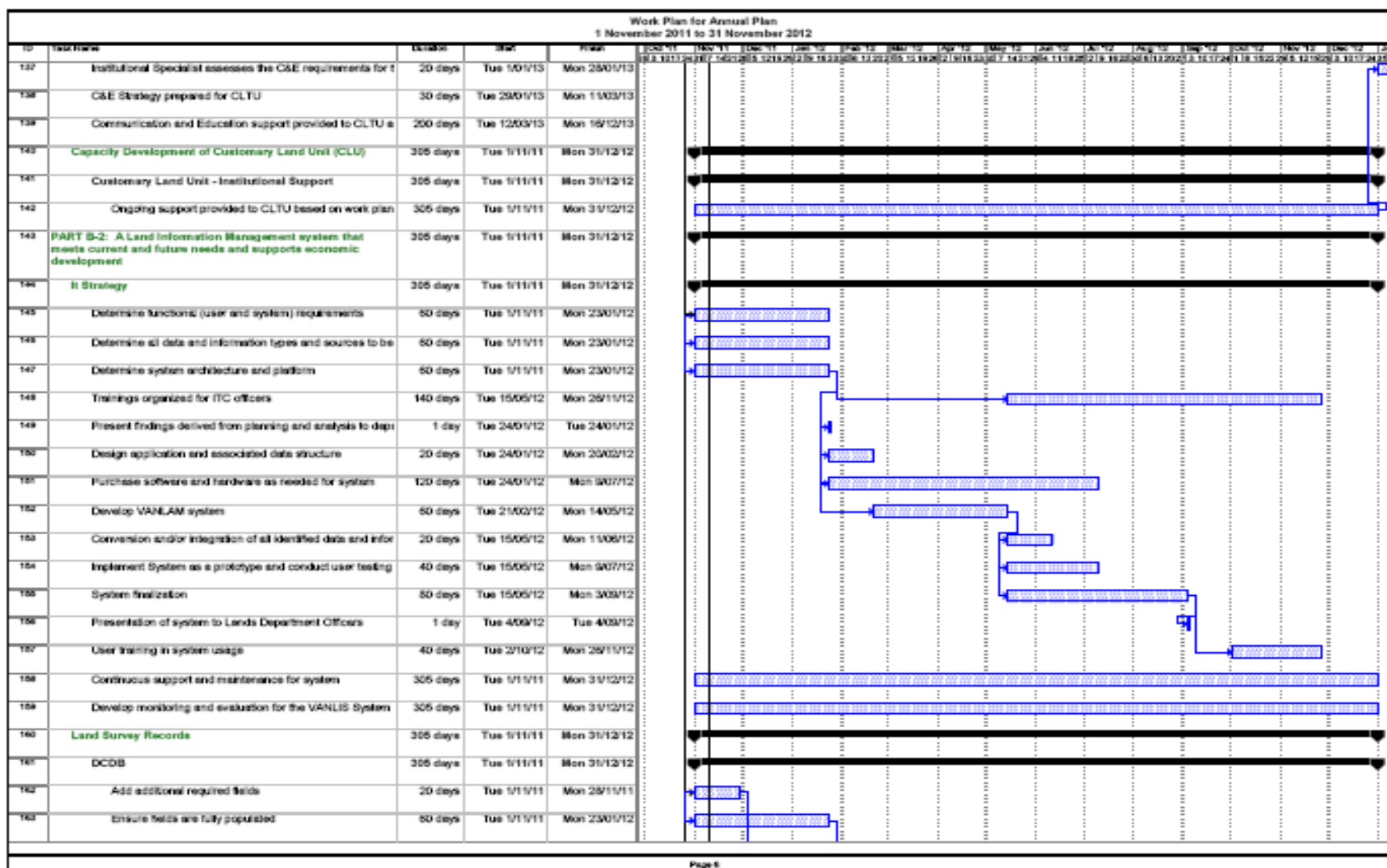
MAMA GRAON – VANUATU LAND PROGRAM
ANNUAL PLAN NOV 2011 TO DEC 2012



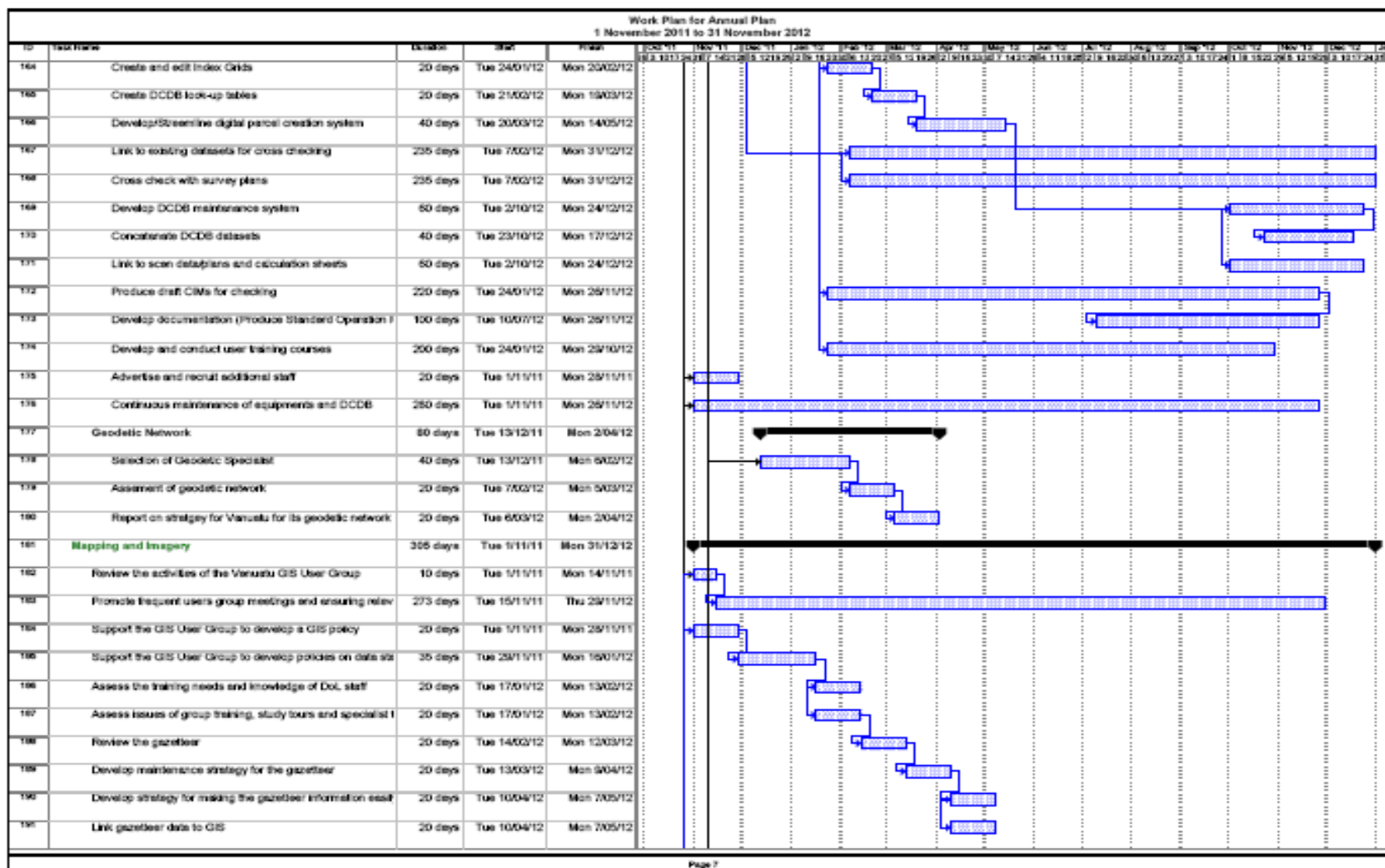
MAMA GRAON – VANUATU LAND PROGRAM
ANNUAL PLAN NOV 2011 TO DEC 2012



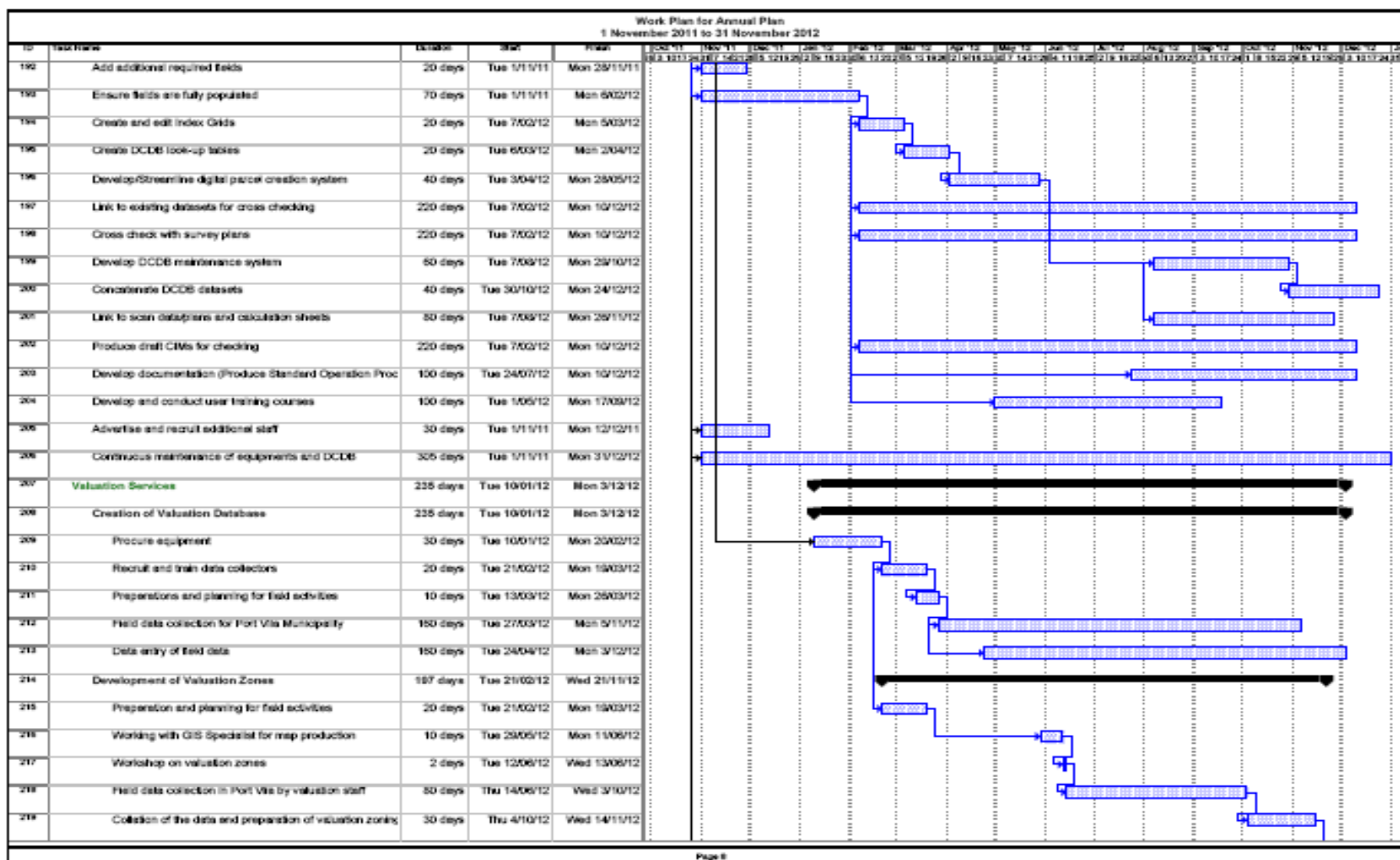
MAMA GRAON – VANUATU LAND PROGRAM
ANNUAL PLAN NOV 2011 TO DEC 2012



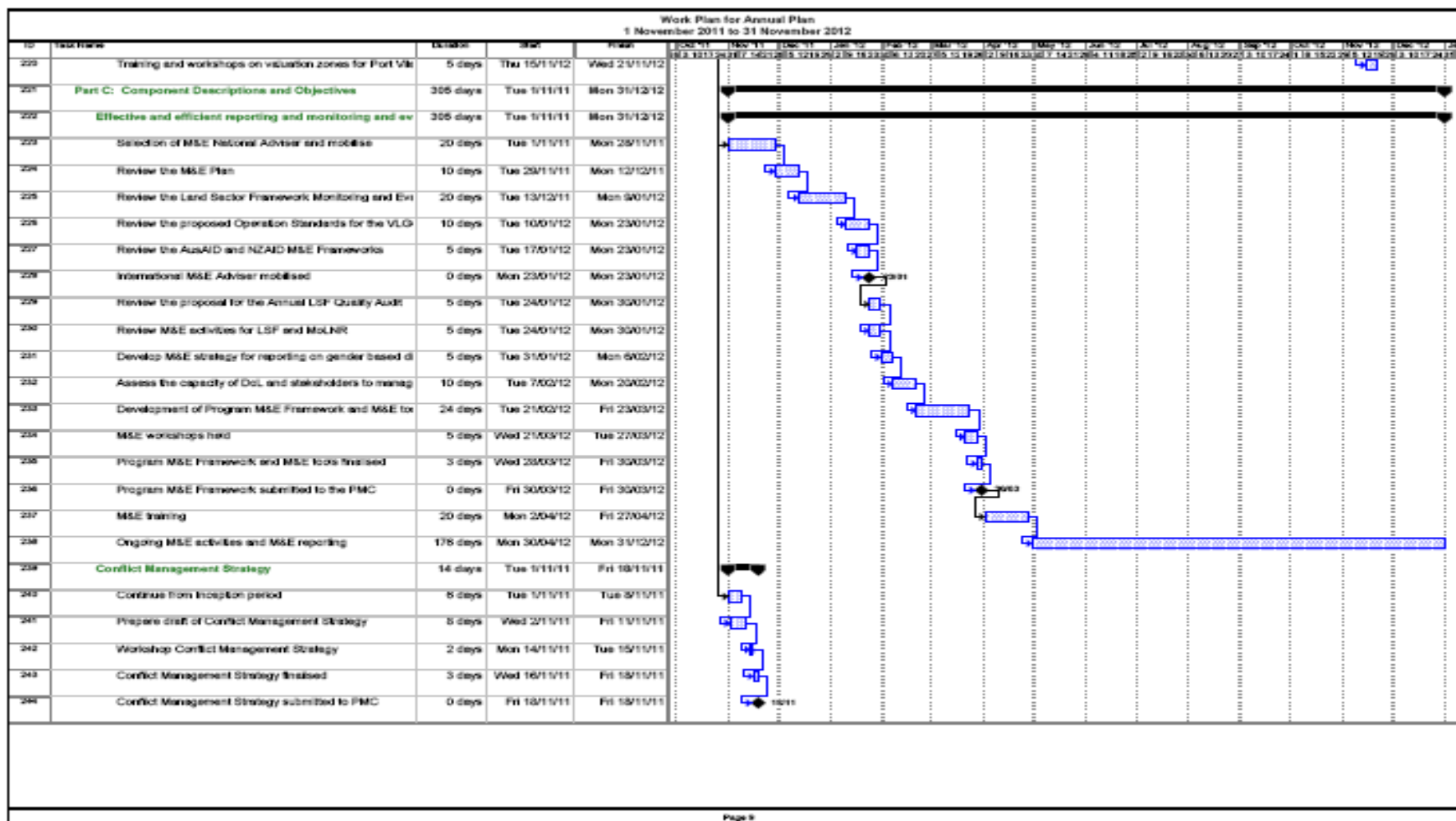
MAMA GRAON – VANUATU LAND PROGRAM
ANNUAL PLAN NOV 2011 TO DEC 2012



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MAMA GRAON – VANUATU LAND PROGRAM
ANNUAL PLAN NOV 2011 TO DEC 2012



**MAMA GRAON – VANUATU LAND PROGRAM
ANNUAL PLAN NOV 2011 TO DEC 2012**

ATTACHMENT 3: ANTICIPATED INPUTS PERSONNEL INPUTS

		Year		2011		2012															
		Month		11	12	1	2	3	4	5	6	7	8	9	10	11	12				
		Program Months		11	12	13	14	15	16	17	18	19	20	21	22	23	24				
Position	Months																				
Core Team																					
Program Director	14	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
Deputy Program Director/Customary Land	14	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
Land Registry Adviser	7	1			1	1	1			1	1	1									
Lease Processing Adviser	7				1	1	1	1						1	1	1					
Land Services Adviser	6	1					1	1	1					1	1						
GIS Specialist	10	1	1	1	1	1	1	1	1					1	1						
	58	5	3	3	5	5	6	5	4	3	3	6	5	3	2						
Adviser Positions - Contract Document																					
National Kastom Land Officer	14	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
National Kastom Land Administration	14	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
Local Kastom Land Officer #1	10					1	1	1	1	1	1	1	1	1	1	1	1	1			
Local Kastom Land Officer #2	10					1	1	1	1	1	1	1	1	1	1	1	1	1			
Local Kastom Land Officer #3	10					1	1	1	1	1	1	1	1	1	1	1	1	1			
Local Kastom Land Officer #4	10					1	1	1	1	1	1	1	1	1	1	1	1	1			
Local Kastom Land Officer #5	10					1	1	1	1	1	1	1	1	1	1	1	1	1			
Local Kastom Land Officer #6	10					1	1	1	1	1	1	1	1	1	1	1	1	1			
M&E Adviser	12			1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
Participatory Governance Facilitator	11				1	1	1	1	1	1	1	1	1	1	1	1	1	1			
Participatory Governance Facilitator #2	5											1	1	1	1	1	1	1			
Land Registry Support Staff #1	14	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
Land Registry Support Staff #2	14	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
Land Registry Support Staff #3	14	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
Land Registry Support Staff #4	14	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
Land Registry Support Staff #5	14	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
Land Registry Support Staff #6	14	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
Land Registry Support Staff #7	14	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
Land Registry Support Staff #8	14	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
Land Registry Support Staff #9	14	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
Gender Focal Point	14	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
Communication and Education Adviser	14	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1			
National Mediation Adviser	7				1	1	1	1	1	1	1										
National Training Adviser	6					1	1	1	1	1	1										
National Communication Adviser	0																				
CLU Technical Support Officer	11				1	1	1	1	1	1	1	1	1	1	1	1	1	1			
Mediation Specialist	4				1	1			1	1											
Training Specialist	2				1	1															
Communication Specialist	0																				
Cadastral Data Capture Specialist	0																				
Cadastral Survey Specialist	3	1			1							1									
Geodetic Survey Specialist	2				1	1															
Valuation Specialist	5							1	1	1					1	1					
IT Strategic Planner	0																				
IT Analyst/Designer	1	1																			
IT Programmer (Systems Engineer)	5					1	1	1				1	1								
Institutional Specialist (CLTU)	0																				
	316	15	13	14	21	28	25	26	26	26	27	24	24	24	23						
Adviser Positions - Extra in Annual Plan																					
International M&E Adviser	5				1	1	1			1	1										
International Gender Adviser	0																				
National Legal Adviser	3				1	1			1												
National Conflict Management Specialist	1	1																			
International Conflict Management Specialist	1	1																			
International Legal Specialist	2				1	1															
Land Governance Assessment Framework	16			4	4	4	4														
Data Entry Officer (DCDB)	10				1	1	1	1	1	1	1	1	1	1	1	1	1				
Data Entry/Scanner (DCDB)	10				1	1	1	1	1	1	1	1	1	1	1	1	1				
Valuation Field Data Collectors (*4)	36				4	4	4	4	4	4	4	4	4	4							
Customary Land Development Adviser	3					1	1	1													
International Planning Adviser	4.5			0.5	1		1			1				1							
	91.5	2	0	4.5	14	14	13	7	7	8	7	6	7	2	0						
	465.5	22	16	22	40	47	44	38	37	37	37	36	36	29	25						

ATTACHMENT 4: ANNUAL BUDGET FOR THE PROGRAM (IN A\$)

TECHNICAL SUPPORT BUDGET

Position	Name	2011			2012											
		Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12
International - Long Term																
	Sub-Total	91,117	82,479	51,853	52,891	99,801	99,801	121,204	97,204	74,294	59,546	59,546	121,204	97,204	58,457	35,546
Adviser Positions				225,448			252,494			292,701			240,297			191,207
National - Long Term																
National Kastom Land Officer		-	3,445	3,445	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531
National Kastom Land Administration		-	1,484	1,484	1,521	1,521	1,521	1,521	1,521	1,521	1,521	1,521	1,521	1,521	1,521	1,521
Local Kastom Land Officer #1		-	-	-	-	-	-	2,027	2,027	2,027	2,027	2,027	2,027	2,027	2,027	2,027
Local Kastom Land Officer #2		-	-	-	-	-	-	2,027	2,027	2,027	2,027	2,027	2,027	2,027	2,027	2,027
Local Kastom Land Officer #3		-	-	-	-	-	-	2,027	2,027	2,027	2,027	2,027	2,027	2,027	2,027	2,027
Local Kastom Land Officer #4		-	-	-	-	-	-	2,027	2,027	2,027	2,027	2,027	2,027	2,027	2,027	2,027
Local Kastom Land Officer #5		-	-	-	-	-	-	2,027	2,027	2,027	2,027	2,027	2,027	2,027	2,027	2,027
Local Kastom Land Officer #6		-	-	-	-	-	-	2,027	2,027	2,027	2,027	2,027	2,027	2,027	2,027	2,027
M&E Adviser		-	-	-	-	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531	3,531
Participatory Governance Facilitator		-	-	-	-	-	2,023	2,023	2,023	2,023	2,023	2,023	2,023	2,023	2,023	2,023
Participatory Governance Facilitator #2		-	-	-	-	-	-	-	-	-	-	-	2,023	2,023	2,023	2,023
Land Registry Support Staff #1	Sheren Rosa Tasse	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600
Land Registry Support Staff #2	Pimen Rezel	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600
Land Registry Support Staff #3	Madlene Mark	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600
Land Registry Support Staff #4	Violet Aki	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600
Land Registry Support Staff #5	Cynthia Leitong Sal	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600
Temporary Scanning Officers	Alice Amaf	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600
Temporary Scanning Officers	Tasale Jill Erima	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600
Temporary Scanning Officers	Josiah T Bong	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600
Temporary Scanning Officers	Marven Mailalong	600	600	600	600	600	600	600	600	600	600	600	600	600	600	600
Gender Focal Point		-	1,974	1,974	2,023	2,023	2,023	2,023	2,023	2,023	2,023	2,023	2,023	2,023	2,023	2,023
Communication and Education Adviser		3,093	3,093	3,093	3,093	3,563	3,563	3,563	3,563	3,563	3,563	3,563	-	-	-	-
National Mediation Adviser		-	-	-	-	-	2,073	2,073	2,073	2,073	2,073	2,073	-	-	-	-
National Training Adviser		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
National Communication Adviser		-	-	-	-	3,572	3,572	3,572	3,572	3,572	3,572	3,572	3,572	3,572	3,572	3,572
CLU Technical Support Officer		-	-	-	-	2,044	2,044	2,044	2,044	2,044	2,044	2,044	2,044	2,044	2,044	2,044
		8,493	15,396	15,396	15,568	25,185	29,281	41,442	41,442	41,442	41,442	41,442	37,830	37,830	37,830	37,830

MAMA GRAON – VANUATU LAND PROGRAM
ANNUAL PLAN NOV 2011 TO DEC 2012

Position	Name	2011			2012											
		Oct-11	Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12
National - Short Term				39,284	264,732		70,034	322,527		124,327	417,028		120,715	361,012		113,491
National Legal Adviser		-	-	-	-	7,000	7,000	-	-	7,000	-	-	-	-	-	-
National Conflict Management Specialist		6,000	6,000	-	-	-	-	-	-	-	-	-	-	-	-	-
Data Entry Officer (DCDB)					-	800	800	800	800	800	800	800	800	800	800	-
Data Entry/Scanner (DCDB)					-	800	800	800	800	800	800	800	800	800	800	-
Valuation Field Data Collectors (*4)					-	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	-	-
Land Governance Assessment Framework		-	-	-	16,000	16,000	16,000	16,000	-	-	-	-	-	-	-	-
		6,000	6,000	-	16,000	27,800	27,800	20,800	4,800	11,800	4,800	4,800	4,800	4,800	1,600	-
International - Short Term																
Mediation Specialist		-	-	-	-	20,000	20,000	-	-	20,000	20,000	-	-	-	-	-
Training Specialist		-	-	-	-	20,000	20,000	-	-	-	-	-	-	-	-	-
Communication Specialist		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cadastral Data Capture Specialist		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Cadastral Survey Specialist	Chris Grant	20,000		-	-	20,000	-	-	-	-	-	20,000	-	-	-	-
Geodetic Survey Specialist		-	-	-	-	20,000	20,000	-	-	-	-	-	-	-	-	-
Valuation Specialist	Mark McLoughlan	24,000	-	-	-	-	-	-	20,000	20,000	20,000	-	-	20,000	20,000	-
IT Strategic Planner	Kevin Rainsford	20,000	20,000	-	-	-	-	-	-	-	-	-	-	-	-	-
IT Analyst/Designer		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
IT Programmer		-	-	-	-	-	20,000	20,000	20,000	-	-	20,000	20,000	-	-	-
Institutional Specialist (CLTU)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
International M&E Adviser		-	-	-	-	20,000	20,000	20,000	-	-	20,000	20,000	-	-	-	-
International Gender Adviser		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
International Conflict Management Specialist		-	20,000	-	-	-	-	-	-	-	-	-	-	-	-	-
International Legal Specialist		-	-	-	-	25,000	25,000	-	-	-	-	-	-	-	-	-
Customary Land Development Adviser		-	-	-	-	-	20,000	20,000	20,000	-	-	-	-	-	-	-
International Planning Adviser		-	-	-	10,000	20,000	-	20,000	-	-	20,000	-	-	20,000	-	-
		64,000	40,000	0	10,000	145,000	145,000	80,000	60,000	40,000	80,000	60,000	20,000	40,000	20,000	0

PROCUREMENT BUDGET

		2011		2012											
		11	12	1	2	3	4	5	6	7	8	9	10	11	12
Procurement Item															
Hardware and software, Vehicles, Systems															
Part A															
1	Laptop/Computer suite-Indigenous Land Specialist	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
2	Laptop/Computer suite-National Kastom Land Officer	\$ 2,202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
3	Laptop/Computer suite-Admin Support Kastom Land Office	\$ -	\$ -	\$ 2,202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
4	Laptop/Computer suite-Program Director/Participatory Land Gov	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
5	Laptop/Computer suite-Participatory Governance Facilitator	\$ -	\$ -	\$ -	\$ 2,202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
6	Laptop/Computer suite-Participatory Governance Facilitator	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,202	\$ -	\$ -	\$ -	\$ -
7	Laptop/Computer suite- M&E Adviser (National)	\$ -	\$ 2,202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
8	Laptop/Computer suite-Awareness Program	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
9	Laptop/Computer suite-Visiting Advisers	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
10	Laptop/Computer suite-Local Kastom Land Officer	\$ -	\$ -	\$ -	\$ 2,202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
11	Laptop/Computer suite-Local Kastom Land Officer	\$ -	\$ -	\$ -	\$ 2,202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
12	Laptop/Computer suite-Local Kastom Land Officer	\$ -	\$ -	\$ -	\$ 2,202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
13	Laptop/Computer suite-Local Kastom Land Officer	\$ -	\$ -	\$ -	\$ 2,202	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
14	Laptop/Computer suite-Local Kastom Land Officer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
15	Laptop/Computer suite-Local Kastom Land Officer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
16	Vehicle-National Kastom Land Office	\$ -	\$ 29,412	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
17	Vehicle - Vanuatu Land Office (Main Office and Consultants)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
18	Vehicle - Land Lease and Land Registry Team Vehicle	\$ -	\$ 29,412	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
19	Local Kastom Land Office #1	\$ -	\$ -	\$ -	\$ -	\$ 29,412	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
20	Local Kastom Land Office #2	\$ -	\$ -	\$ -	\$ -	\$ 33,459	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
21	Local Kastom Land Office #3	\$ -	\$ -	\$ -	\$ -	\$ 33,459	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
22	Local Kastom Land Office #4	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,459	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
23	Local Kastom Land Office #5	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 33,459	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
24	Local Kastom Land Office #6	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
25	Vehicle Operating Expenses, Insurance etc-Main Office	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
26	Vehicle Operating Expenses, Insurance etc-Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
27	Land Registry Information System	\$ 753	\$ 215	\$ 215	\$ 4,409	\$ 46,774	\$ 2,903	\$ 60,215	\$ 215	\$ 60,215	\$ 753	\$ 40,753	\$ 215	\$ 27,097	\$ 215
28	Land Lease Information System	\$ -	\$ -	\$ -	\$ -	\$ 645	\$ 538	\$ 108	\$ -	\$ 645	\$ 538	\$ 108	\$ 538	\$ 108	\$ -
29	Luganville Nodal System	\$ -	\$ -	\$ -	\$ 1,075	\$ 1,075	\$ -	\$ 538	\$ 538	\$ 538	\$ 538	\$ -	\$ -	\$ -	\$ -
		\$ 2,955	\$ 61,241	\$ 2,417	\$ 16,494	\$ 144,825	\$ 3,441	\$ 127,778	\$ 753	\$ 61,398	\$ 4,030	\$ 40,860	\$ 753	\$ 27,204	\$ 215
Part B															
Objective B-1															
D3	Total Part B - Objective B-1				\$ 31,613	\$ 14,194	\$ 14,194	\$ -	\$ 2,688	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Objective B-2															
D4	Total Part B - Objective B-2	\$ 12,118	\$ 75	\$ 14,269	\$ 8,324	\$ 1,444	\$ 11,151	\$ 4,000	\$ 2,602	\$ 2,602	\$ 5,720	\$ 13,892	\$ 2,602	\$ 75	\$ 75
		\$ 12,118	\$ 75	\$ 14,269	\$ 39,937	\$ 15,638	\$ 25,344	\$ 4,000	\$ 5,290	\$ 2,602	\$ 5,720	\$ 13,892	\$ 2,602	\$ 75	\$ 75

MAMA GRAON – VANUATU LAND PROGRAM
ANNUAL PLAN NOV 2011 TO DEC 2012

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		2011		2012											
		Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12
Meetings, Training, Study Tours etc Part A															
53	Customary Land and Training Workshops	\$ -	\$ -	\$ -	\$ -	\$ 14,194	\$ -	\$ -	\$ 2,688	\$ -	\$ -	\$ -	\$ -	\$ 96,774	\$ -
54	Specialist Training Workshops														
55	Component 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
56	Component 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
57	Meeting Venure Hire and Food														
58	Component 1	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
59	Component 2	\$ 108	\$ 1,935	\$ 645	\$ 3,118	\$ 6,129	\$ 3,978	\$ 1,183	\$ 215	\$ 323	\$ 645	\$ 323	\$ 1,075	\$ 645	\$ -
60	Component 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
61	Worshop and Training Materials														
62	Component 1	\$ 968	\$ 3,462	\$ 3,860	\$ 8,069	\$ 3,333	\$ 757	\$ 1,398	\$ 860	\$ 215	\$ 1,935	\$ 323	\$ 753	\$ 323	\$ 108
63	Component 2	\$ -	\$ -	\$ -	\$ 1,828	\$ 108	\$ 1,828	\$ 1,828	\$ 1,935	\$ 1,828	\$ -	\$ 1,828	\$ 108	\$ -	\$ -
64	Component 3	\$ 1,613	\$ 215	\$ 8,065	\$ 1,194	\$ -	\$ -	\$ -	\$ 215	\$ 8,065	\$ 16,129	\$ -	\$ 8,065	\$ 215	\$ -
65	Provincial Governance Workshops - Component 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
66	Awareness Workshops (Area/Island Councils - Component 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
67	Multi-Stakeholder Participatory Workshops - Component 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
68	International Study Tours (Australia) - Component 2	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
69	International Study Tours (Australia) - Component 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
70	Regional Study Tours	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
71	Land Registry Training Package - Component 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	Zoning and Development Training Package - Component 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
71	Organisational Training Package - Component 3	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 2,688	\$ 5,613	\$ 12,570	\$ 14,209	\$ 23,763	\$ 6,563	\$ 4,409	\$ 5,914	\$ 10,430	\$ 18,710	\$ 2,473	\$ 10,000	\$ 97,957	\$ 108

MAMA GRAON – VANUATU LAND PROGRAM
ANNUAL PLAN NOV 2011 TO DEC 2012

		2011		2012											
		Nov-11	Dec-11	Jan-12	Feb-12	Mar-12	Apr-12	May-12	Jun-12	Jul-12	Aug-12	Sep-12	Oct-12	Nov-12	Dec-12
Part B															
Objective B-1															
72	Travel costs for public consultation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
73	Travel costs to discuss draft legislation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
74	Mediation "training of trainers" course	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
75	Mediation Training	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
76	Preparation Materials	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Part B Sub-Component 1.1		\$ -	\$ -	\$ -	\$ -	\$ 2,151	\$ 13,978	\$ 2,151	\$ -	\$ -	\$ -	\$ -	\$ 5,376	\$ -	\$ -
77	Booklet Production	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
78	DVD Production	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
79	Public Awareness - Print, radio	\$ -	\$ -	\$ -	\$ 2,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
80	Internet Based Awareness-web site	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
81	Public Awareness-telephone - Digicel and Telecom	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
82	Wan Smolbag	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
83	Public Awareness Workshops	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ -	\$ 1,000	\$ -	\$ 1,000	\$ -	\$ 1,000	\$ -	\$ -	\$ -
84	Women's Workshops	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
85	Training of Tribunal Members	\$ -	\$ -	\$ -	\$ -	\$ 3,000		\$ 3,000		\$ 3,000		\$ 3,000	\$ -	\$ 3,000	\$ -
86	Training of Area Council Secretaries etc	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,000	\$ -	\$ 3,000	\$ -	\$ 3,000	\$ -	\$ -
87	Consumables	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Part B Sub-Component 1.2		\$ -	\$ -	\$ -	\$ 2,000	\$ 4,000	\$ -	\$ 4,000	\$ 3,000	\$ 4,000	\$ 3,000	\$ 4,000	\$ 3,000	\$ 3,000	\$ -
88	Provincial Travel	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
89	Consumables	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
90	Overseas Conferences/meetings	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
91	Visit to Fiji to study customary activities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
92	Visit to NZ to study Maori custom issues	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Objective B-2															
93	Consumables @ \$5,000 per year (\$NZ)	\$ -	\$ -	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400		\$ -	\$ -
Misc															
94	Study Trip - Survey, Mapping and Valuation to NZ	\$ 6,452	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
95	Regional Conferences	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
96	ArcGIS - refresher training	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
97	MapInfo - refresher training	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ 6,452	\$ -	\$ 400	\$ 2,400	\$ 6,551	\$ 14,378	\$ 6,551	\$ 3,400	\$ 4,400	\$ 3,400	\$ 4,400	\$ 8,376	\$ 3,000	\$ -

IMPREST ACCOUNT BUDGET

	Total Funds Allocated	2011		2012												Total
		11	12	1	2	3	4	5	6	7	8	9	10	11	12	
Customary Land and Research Fund	\$ 100,000															\$ 100,000
Sponsored research activity		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 5,000	\$ -	
VKS Field Workers Workshop		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 10,000	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ 60,000	\$ 5,000	\$ -	
Public Awareness and Information Program and	\$ 20,000															\$ 20,000
Production of information material		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ 4,000	\$ -	
VBTC costs for customary land		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000	\$ -	\$ -	\$ 2,000	\$ -	\$ 2,000	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 2,000	\$ -	\$ 5,000	\$ 2,000	\$ -	\$ 6,000	\$ -	
Gender Mainstreaming	\$ 10,000															\$ 10,000
Gender material on customary land		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ -	
Professional Land Services Support Fund	\$ 100,000															\$ 100,000
Professional Associations		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ -	\$ 5,000	\$ -	\$ -	\$ 5,000	\$ -	\$ -	
Pilot activities for customary boundary mapping		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -	
Piloting of professional services initiatives		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 15,000	\$ 10,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 15,000	\$ -	\$ -	\$ 100,000
Total		\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,000	\$ 30,000	\$ 17,000	\$ 30,000	\$ 25,000	\$ 32,000	\$ 80,000	\$ 11,000	\$ -	\$ 230,000
Requested each Quarter in Advance			\$ -			\$ 52,000			\$ 87,000			\$ 91,000				

ATTACHEMNT 5: SUMMARY OF PROGRAM COMPONENT ACTIVITIES

PART A	
Objective A – 1	Informed Collective Decisions by Customary Landholders
Improved Customary Governance of Land by the Malvatumauri	- The Malvatumauri will commence a process of registering Area, Sub Area/Ward & Village Councils of Chiefs around the country. The VKS field works will provide support in undertaking this activity. - Malvatumauri will undertake an assessment of the 19 resolutions from the Customary Land Workshop and develop a strategy and work plan to address each of the resolutions.
Improved stakeholder and public understanding and awareness of customary land practices (including gender and relational land issues)	- Research activities will be funded. This will require the submission of research proposals, approval by a nominated committee, undertaking research and then putting the research into the public domain for actioning. - Support will be provided to the VKS Field Workers for their annual workshop and support activities. - Public awareness and gender strategies and frameworks will be developed to support communication and education and gender aimed at improving stakeholder and public awareness of customary land issues. - The creation of a GIS database of customary markers and historical sites will be supported along with support for updating the information maintained by VKS.
Improve decision-making by customary landholders	6 Provincial Custom Land Officers will be recruited through the CLTU. They will be provided with extensive training prior to being mobilised to their respective provinces.
Objective A – 2	Participatory Land Governance
Support the effective and participatory sector wide governance of land	Support will be provided to the land sector committees.
Establish and/or improve participatory, sustainable mechanisms that will facilitate regional and local governance of land	A National Participatory Governance Adviser will be recruited to support the LSCU. The adviser will also, with support from the Provincial Custom Land Officers, undertake a review of various provincial and local government activities to enable an assessment of local capacity to be undertaken.
Improve the participatory mechanisms that facilitate formal dealings in land	- Vanuatu will undertake a Land Governance Assessment Framework that will establish a bench mark for governance and land administration activities from which Program progress can be measured over the duration of the Program and beyond. - Support will be provided to professional associations and an assessment undertaken of an appropriate mechanism to be established in Vanuatu to represent the various land professional groups, including surveyors, valuers, real estate, GIS etc. - A review of all land related legislation and regulation will

	be reviewed with the aim of assessing the amount of legislative review that is required. Assess appropriate participatory and sustainable approaches that would ensure open, accountable and transparent dealings with regard to customary land leases and also enable custom owners to participate in development activities over their land.
Objective A – 3	Effective and Enabling Services
Establish a functioning Land Registry and Information Service	- Continuing support for the reduction in the backlog of un-registered land registration documents. - Develop registration procedures to improve the efficiency of operations of the land registry. - A contract to scan all of the un-scanned land registry documents for inclusion in the computer based land registry system.
Establish an effective land lease and development planning, assessment, permitting and enforcement service	- Support will be provided for the development of regulations required to implement and manage the Foreshore Development Act. - Development of a strategy for managing urban development and support the preparation of development controls. - Review the recommendations from the VSTLRI and develop a strategy for support. Implementation of the strategy will commence during the year.
Deliver a National land awareness, knowledge and gender mainstreaming campaign	Through this sub-component all communication and education and gender activities will be coordinated.
Demonstrate effective organisational models and service delivery arrangements	It is not planned to provide any specific support for this sub-component during the annual planning period.
PART B	
Objective B – 1	A strengthened Customary Lands Tribunal consistent with the GoV's national plans
Legislative Review	- Support the review and legal drafting of any proposed amendments to the Customary Land Tribunal Act. - Undertake public consultation and public awareness activities associated with any proposed amendments to the legislation.
Mediation Support Services	An assessment will be undertaken to determine the benefits of mediations as part of the dispute resolution process. This will also involve a review of the mediation activities undertaken through the Legal Sector Strengthening Project.
Public Awareness and Training	- A Communication Strategy and work plan will be developed with support from the Communication and Education Adviser. - Support will be provided to develop C&E material and to train staff.

Capacity Development of Customary Land Unit	• Support the development of the capacity of the CLTU ▪ Management training and develop procedures. ▪ Review institutional arrangements ▪ Recruit Provincial Customary Land Officers ▪ Develop training programs and provide training to Customary Land Tribunals
Objective B – 2	A Land Information Management system that meets current and future needs and supports economic development
IT Strategy	• System Requirement Specifications will be developed which will create a data model for land administration data DoL and external stakeholders and will define the data linkages within DoL. • Systems Engineer will be engaged to commence the process of developing each of the computer based applications within DoL
Land Survey Records	• A review of the geodetic network will be undertaken to assess the current networks ability to support survey activities, climate change monitoring and tectonic plate movement. • Digital Cadastral Database will be updated so that it is able to provide the framework for all spatial data in Vanuatu related to land ownership and land leasing.
Mapping and Imagery	• Support the GIS User Group • Organisation, management and use of spatial data
Valuation Services	• Valuation database computer system will be updated • A valuation zoning system is to be developed to improve valuation procedures and the collection of government revenues.
PART C	
Objective C - 1	Effective consultation and coordination between stakeholders of the Vanuatu Land Program
	• Activity management • PMC meetings consultation
Objective C - 2	Effective and efficient management of all resources provided to deliver services including personnel, funds, services and equipment
	• Management and financial records • Imprest account
Objective C - 3	Effective and efficient reporting and monitoring and evaluation of Program activities and deliverables
	• Reporting • Monitoring and Evaluation Framework • Conflict Management Strategy • Gender Strategy
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
	• Monitoring the Risk Management Plan

ATTACHMENT 6: RISK MANAGEMENT MATRIX

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 Kastom 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	Close and regular contact (monthly meetings) between the Deputy Program Director, the Malvatumauri CEO and the National <i>Kastom</i> Lands Officer to discuss progress and planning.	Deputy Program Director President or CEO 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	- Regular monitoring of Vanuatu Cultural Centre activities to be undertaken. - Vanuatu Cultural Centre provides regular reports and audits of activities.	Deputy Program Director	When required
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	- 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 Dec 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	- 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 Kastom Land Officer	When required

Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Responsibility	Timing
PART A – Objective A 2 - Participatory Land Governance								
2.1 National Land Governance	Senior leadership changes at Ministerial and DG level	Uncertainty in relation to direction for land reform initiatives and uncertainty for support for Program activities	5	4	3	- Ongoing engagement and dialogue with Chair of VLGC. - Continual engagement with all Partner agencies and their involvement in the implementation of approved Program activities.	Chair of VLGC LSCU PMC	On going
2.1 National Land Governance	Vanuatu Land Governance Committee does not operate effectively	The government driven Land Sector Framework is not widely supported and becomes an internally focused land administration document.	3	3	2	- 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	- 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	- 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.	Chair of VLGC LSCU Program Director Participatory Governance Facilitators	When required
2.1 National Land Governance	The GoV does not resource the Land Sector Coordination Unit	The Vanuatu Land Governance Committee and Land sector Framework are not supported and there is no interaction or linkages with the strategic donor funded Programs.	4	4	2	- Ongoing engagement with the Chair of the VLGC. - Work with the MoLNR so as to ensure that the LSCU is appropriately resourced and funded and that the position and functions are incorporated into the MoLNR organisational structure.	Chair VLGC DG of Lands MoLNR	When required

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	• 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. • 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	• 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. • 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
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	• 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

Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Responsibility	Timing
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	- 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	When required
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	- Ensure activities and mechanisms are in place to initiate and conduct a healthy policy dialogue and debate. - Use pilot studies to identify potential policy successes. - Focus on modifying existing laws. - 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	- 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.	Chair of VLGC LSCU Program Director Participatory Governance Facilitators National Kastom Land officer	When required
PART A – Objective A 3 - Effective and Enabling Services								
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	- Sound manual registration procedures are documented and implemented. - The document scanning procedures to be assessed and support provided.	DG of Lands Director of Lands Program Director	By June 2011

Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Respon- sibility	Timing
3.1 Land Registry	That major project assisted improvements in the land Registry are not sustained	Over time the Registry will slide back to having high back logs and processing times, causing customer dissatisfaction.	4	4	3	Sound manual registration procedures are documented and implemented.	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	- 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
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.	3	3	2	- 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	A "right sized & structured" organisational model for improved delivery of policy / regulatory, assessment, and approvals & service delivery cannot achieve 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	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	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

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	- 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	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	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	- 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	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	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	- 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

Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Responsibility	Timing
1.4 Customary Land Unit	That the Government will not be able to sustainably support the devolved services of the Provincial Customary Land Officers	Program initiative wilt after Program support is withdrawn.	4	4	3	- Appropriate pilot activities are undertaken to determine the roles and responsibilities of the Provincial Customary Land Officers - 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 Kastom Land Officer	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	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	- 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
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 along with a risk of continuation of present sub-standard survey and survey validation practices.	3	3	2	- Ownership of change and “buy-in” by senior management and staff; - Monitor through subsequent inspection and Management reports. - Monitor through subsequent inspection and Management reports.	Director Lands Surveyor General	When required
2.2 Land survey records	DCDB not created or maintained	Spatial cadastral fabric not available for display and analysis with other textural or geospatial databases (Lease/title, valuation, zoning, planning, mapping etc)	3	4	3	- Develop and document procedures; - Set monthly targets and monitor performance and quality; - Monitor through subsequent inspection and Management reports;	Director, DoL DoL staff	When required
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	- Procedures to be developed and document; - 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	- Assess the opportunities to implement low cost or open source software. - Training and mentoring of application software to be undertaken over the course of one year;	SG GIS Specialist	When required

Risk	Risk Event	Impact/s of Activity	L	C	R	Risk Treatment	Respon- sibility	Timing
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	- 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
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	- 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.	Valuer General Principal Valuer	When required