

**JOINT VANUATU POLICE FORCE -  
VPF CAPACITY BUILDING PROJECT**



**BUSINESS PLAN**

**2011**

# **JOINT BUSINESS PLAN**

## **VPF COMMISSIONER'S POLICY STATEMENT**

The Vanuatu Police Force has a key and crucial role to play in the Republic of Vanuatu properly protecting its interests and its community. It also has an important role in combating crime in the Pacific Region.

The VPF Strategic Plan 2011-2015 provides the strategic direction for the organisation for the next five years. The Goals described in this plan identify the key priority areas and strategies that the Vanuatu Police Force will need to undertake in to deliver a first class police service. The plan is linked to the Comprehensive Reform Program (CRP), the Priority Action Agenda (PAA), and the Vanuatu Ministry of Internal Affairs Policy Direction 2010-2020. The Force intends that through this strategic approach it will be able to respond to both the Vanuatu community needs and the priorities of the Government (GOV).

All elements of the Vanuatu Police Force (VPF) under the Plan will work together with its members and the community to make Vanuatu safe and secure. To achieve this Vision is fundamental to Vanuatu having an environment in which people can live, work and invest with confidence. It also requires the VPF to manage and value its people and resources and at all times be open and accountable to public scrutiny.

The Annual Business Plan for 2011 sets out a range of activities which the Vanuatu Police Force will pursue during 2011 to implement the Strategic Plan. 2011 is the beginning of a new decade in which the reforms of the past will be consolidated and advanced.

**Joshua Bong**  
**Commissioner of Police**

### **VPF VISION**

**“To work together for a safe and secure Vanuatu”**

The primary objective of the Vanuatu Police Force is to provide a crime free environment in which our people and visitors can go about their business and our country can continue to develop. The Vanuatu Police Force must continue to develop its people and capacities to ensure it is able to provide genuine national peace and law and order.

In achieving our Vision the Vanuatu Police Force will pursue policies of continuous improvement, strengthen our partnership and working relationship with our community and be able to deploy our resources effectively to meet threats against community peace and stability.

**The Vanuatu Police Force Code of Ethics will at all times underpin our conduct and dealings with our community. The Vanuatu Police Force will work closely with the community in achieving our Vision. We will fully engage the community and work together to fight crime. The VPF message to the community in 2011 is;**

**“Polis hemi wan fren”**

**“The Police is a friend”**

**“La Police est une amie”**

**All members of the VPF will support this police – community partnership.**

#### **VPF MISSION**

**“To provide a safe and secure community in which people can live, work and invest with confidence through provision of excellent police services”**

**Key roles in the achievement of the Mission of the VPF involve –**

#### **OFFICE OF THE COMMISSIONER**

**The key tasks and priorities of the Office of the Commissioner will be to put in place quality policies which enable the VPF to effectively respond to the criminal environment and to support the members of the VPF going about their important and demanding work.**

**The Office of Commissioner will ensure that the VPF respects the multi lingual environment of Vanuatu and consistent with our Constitution the VPF will recognise Bislama, French and English as the languages of the VPF and the community we serve.**

**In particular the Office of the Commissioner will in 2011 focus on**

**ensuring the command structure is able to respond to the changing needs of the Nation and is flexible and cost effective having regard to population growth, technology, changing community needs and increased crime rates;**

**the welfare, financial wellbeing and housing of the members of the VPF to ensure they are able to focus on the delivery of police services directly to the community;**

**ensuring that all members act in accordance with our code of Ethics and that effective discipline processes are administered which can address quickly and fairly breaches of the Code of Ethics and the discipline code of the**

**VPF;**

**the development of crime and resource strategies which enable the timely response by the VPF to the changing criminal environment. This will involve the defining of a multi disciplined response capacity with appropriate powers, equipment and training which can be quickly deployed to emergent serious crime.**

**The development of the decentralize policing in accordance with the Government's directions. The development of Plans for the long term re-location of VMF and Police Headquarters.**

**The Office will continue to support International and peacekeeping missions undertaken by the VPF and continue to support the Government of Vanuatu participation in world peace initiatives.**

**The Office of Commissioner will work closely with our partners, the Vanuatu Police Force Capacity Building Project to coordinate capacity building within the VPF. .**

### **GENERAL POLICING**

**The General Policing element of the VPF is the primary resource of the VPF in providing effective community police services to the Government and people of Vanuatu.**

**The General Policing operations will rely on three key strategies;  
close community links, working in partnership with the community;  
effective criminal investigation and intelligence capacity which can counter and resolve criminal activities against the interests of Vanuatu;  
the ability to be able to deliver police services in locations identified as crime 'hot spots'.**

**Police will continue to support international and regional peacekeeping and policing missions. The general policing element uniform will remain the traditional blue colour.**

### **MOBILE FORCE**

**The Mobile Force will continue to develop good relationships with the Chiefs, Church leaders, the Community and business leaders throughout Vanuatu. They will maintain good working and training relationships with our Defence Partners including, New Zealand (MAP), Australia (DCP), China, France and New Caledonia, and other regional partners.**

**The Mobile Force will remain an important and integral resource of the VPF in the protection of Vanuatu and its national interests.**

**An important role for the Mobile Force will be to tactically support General Policing and the conduct of Remote Area Patrols with General Police in accordance with the Remote Area Policing Policy and the Community Policing Policy.**

**The Mobile Force will continue to support overseas Peacekeeping Missions. The Mobile Force will retain the traditional green uniform for operational purposes.**

## **MARITIME WING**

**The Maritime Element is a key element of VPF strategies in protecting our borders and national interests. The Maritime Wing will continue to work closely with other Government of Vanuatu partners in protecting and patrolling our borders and territorial waters.**

**The Maritime Wing will wear their traditional navy blue and white uniforms and provide assistance to the General Policing and the Mobile Force in carrying out community policing and remote area patrols.**

**The 2011 Plan will see the Maritime Wing continued to strengthen its support to General Policing and Mobile Force operations and protecting the borders of Vanuatu through optimising the use of RVS Tokoro and RVS Tororoa.**

### **VPF 2011-2015 Goals**

**The Vanuatu Police Force has five (5) key goals which need to be achieved if we are to achieve our Mission. These are;**

**Goal 1 - A safe and secure community**

**Goal 2 - To prevent crime and prosecute offenders**

**Goal 3 - To protect the National Interests and borders of Vanuatu.**

**Goal 4 - Valuing our people and resources**

**Goal 5 - Keep the highest Professional Standards possible**

## THE PLAN

This Plan continues the successful joint planning process undertaken by the Vanuatu Police Force and the Vanuatu Police Force Capacity Building Project. The Business Plan is the result of a progressive and consultative process involving VPF members and Project personnel throughout 2011. The activities set out in the Plan represent VPF priorities and by adopting the joint planning approach the Project provides direct capacity building support to VPF priorities.

### Purpose and Goal

The Business Plan has been built upon the key goals of the organisation set out in the 2011-2015 VPF and the priorities facing the VPF in 2011. The key elements in implementing the Business Plan are:-

### COMMISSIONER'S POLICY STATEMENT 2011

#### OUR VISION

#### OUR MISSION

#### OUR CORE FUNCTIONS

#### OUR RECOGNITION OF HUMAN RIGHTS

#### OUR CODE OF ETHICS

#### OUR VALUES

#### Core Functions of the VPF

#### CORE FUNCTIONS OF THE VPF (CAP 105)

the preservation of peace and the maintenance of law and order;  
the protection of life and property;  
the enforcement of laws;  
the prevention and detection of offences and the production of offenders before the Courts;  
the performance of general policing duties as well as boarder, maritime and national security operations; and such  
other duties as may be expressly provided for by law; and  
anything which is incidental or conducive to the performance of any of the above functions.

## VPF Code of Ethics

### HUMAN RIGHTS – VPF CODE OF ETHICS

**Uphold the Law, preserve the peace and maintain good order;**  
**Respect Human Rights and individual freedom;**  
**Always behave with honesty and have high moral standards;**  
**Work closely with the community to protect life and property;**  
**Manage resources efficiently and effectively;**  
**Act with fairness to all they deal with;**  
**Maintain confidentiality of police records;**  
**Provide polite and courteous service to all those they have dealings with;**  
**Exercise self discipline, be responsible for their actions and accountable for orders given to others;**  
**Treat all persons equally regardless of their gender, religion or birthplace; and**  
**Show respect for custom law and the culture of Vanuatu.**

## VPF Values

### VPF VALUES

**The values that underpin all the work of the VPF are:**

**Accountability- We own our work results, personal actions and are answerable for outcomes**  
**Teamwork - We value working together to achieve the best results**  
**Integrity – We are upright, honest and sincere in our approach to ourselves, others and our work**  
**Equity – We are impartial and fair in everything we do**  
**Excellence – We seek to improve everything we do and provide the best quality service**  
**Trust – We have faith, confidence and are able to rely and depend on others**

## 2011 WORK PLAN

### THE WORK PLAN

The following work plan represents key VPF activities that will be supported by the Project and other donor contributions. Responsible Officers will report on progress against each activity at VPF Quarterly Business Planning meetings. The Office of the Commissioner through the Chief of Staff and the Force Plans Officer will monitor the progress of the work plan including the facilitation of the Quarterly Planning meetings.

#### JOINT VPF – VPF CAPACITY BUILDING PROJECT WORK PLAN – 2011

Goal 1 – A safe and secure community

Key Objectives – Ensure public order is maintained

Respond quickly and with appropriate force to public order incidents and breaches of the peace

Respond quickly and strategically to emergency situations and natural disasters

VPF Activity	Project support	Performance Indicators	Responsible VPF Officers	Advisers	Timeline
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<b>VPF Activity</b>	<b>Project support</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officers</b>	<b>Advisers</b>	<b>Timeline</b>
<b>1.1 Improve response times to reported incidents.</b>	<b>Advise and assist VPF counterparts on measures to improve police response to calls for assistance</b>	<p><b>Quarterly reports on number of incidents responded to by the VPF including examples of timeframes (response times).</b></p> <p><b>Goals and targets established</b></p> <p><b>Improved community perception of responsiveness of police and attendance to reported incidents.</b></p> <p><b>Simplified recording system detailing all calls for service.</b></p>	<p><b>DCP (Policing)</b></p> <p><b>DCP (MF)</b></p> <p><b>DCP (MS)</b></p> <p><b>Regional Commanders</b></p> <p><b>ACP (Maritime Wing)</b></p>	<b>All Advisers</b>	<b>Quarterly reports on progress.</b>

<b>VPF Activity</b>	<b>Project support</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officers</b>	<b>Advisers</b>	<b>Timeline</b>
<b>1.2 Increase community confidence through improved police presence (visibility).</b>	<b>Advise and assist VPF counterparts to develop and manage deployment of VPF personnel (both vehicle and foot patrols) in such a way as to achieve an increase in the visibility of Police and improved response times to calls for assistance.</b>	<b>Number of dedicated vehicle patrols.  Number of foot and rural patrols.  Improved community perception of greater police presence day and night on the streets.  Number of press articles in the Media</b>	<b>DCP (Policing) DCP (MF) ACP(Maritime Wing) All Commanders</b>	<b>All Advisers</b>	<b>Quarterly reports on progress</b>
<b>1.3 Maintain a National Tactical Response capacity to provide a rapid response to serious incidents and crime</b>	<b>Advise and assist VPF counterparts with the establishment of a National Tactical Response capacity</b>	<b>TRU established with appropriate structure.  Improved community perceptions on police responsiveness.</b>	<b>Office of CoP Regional Commanders</b>	<b>Adviser North PTRU Adviser Adviser Training</b>	<b>Quarterly reports on progress.</b>

<b>VPF Activity</b>	<b>Project support</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officers</b>	<b>Advisers</b>	<b>Timeline</b>
<b>1.4 Improve traffic management and enforcement for community safety.</b>	<b>Advise and assist Traffic and General Duty Police with the improved management of traffic operations and in the revision of traffic legislation</b>	<p><b>Implement traffic improvements in liaison with the Ministry of Public Works.</b></p> <p><b>Number of targeted licence checks conducted.</b></p> <p><b>Number of vehicle registration checks conducted.</b></p> <p><b>Documented results of operations, including number of inspections and breaches discovered.</b></p> <p><b>Number of vehicle accidents and fatalities.</b></p> <p><b>Number of community awareness sessions.</b></p> <p><b>Improved community perceptions on road safety and management.</b></p>	<b>DCP (Policing) DCP (MF) Regional Commanders</b>	<b>Adviser North Adviser South</b>	<b>Quarterly reports on progress</b>

<b>VPF Activity</b>	<b>Project support</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officers</b>	<b>Advisers</b>	<b>Timeline</b>
<b>1.5 Improve firearms management and control in the community.</b>	<b>Advise VPF counterparts on improving firearms management and control.</b>	<p><b>Documented results of inspections including number of breaches discovered.</b></p> <p><b>Liaison with Provincial Affairs Directorate to improve the governance of revenue collection</b></p> <p><b>Report on number of firearms inspected.</b></p> <p><b>Number of firearms disposed of.</b></p> <p><b>Number of firearms licences issued.</b></p> <p><b>Increased revenue collection by enforcement of legislation and collection of fines.</b></p> <p><b>Liaison with provincial governments.</b></p> <p><b>Liaise with Dept of Finance re database.</b></p> <p><b>Develop VPF firearms database</b></p>	<p><b>Commander South</b></p> <p><b>Commander North</b></p> <p><b>DCP (MF)</b></p>	<p><b>Adviser North</b></p> <p><b>Advisor South</b></p> <p><b>Short Term Adviser</b></p>	<b>Quarterly reports on progress</b>

<b>VPF Activity</b>	<b>Project support</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officers</b>	<b>Advisers</b>	<b>Timeline</b>
<b>1.6 Improve communications in urban and rural centres and between police stations and posts.</b>	<b>Advise and assist in the development and maintenance of an effective police communications system.</b>	<b>Maintenance of an effective communications network.</b> <b>Number of radios and warning devices in vehicles and boats.</b>  <b>Installation of radios in vehicles.</b>  <b>Number of handheld radios for foot patrols.</b>  <b>Number of base radios.</b>  <b>Improved community perceptions of police responsiveness.</b>	<b>DCP (Policing)</b> <b>DCP (MS)</b> <b>DCP(MF)</b> <b>ACP Maritime Wing</b>  <b>Force Communications Officer</b>  <b>Regional Commanders</b>	<b>Adviser CoP</b>  <b>Adviser North</b>  <b>Adviser South</b>	<b>Monthly and Quarterly reports on progress</b>

VPF Activity	Project support	Performance Indicators	Responsible VPF Officers	Advisers	Timeline
<p><b>1.7 Improve and promote VPF Community Policing Policy to support close community linkages.</b></p>	<p><b>Provide advice and assistance to VPF counterparts on the implementation of the Community Policing Policy.</b></p>	<p><b>Number of community linkages programs undertaken.</b></p> <p><b>Provide quarterly reports documenting action taken on VPF Community policing policy strategies.</b></p> <p><b>Community consultations.</b></p> <p><b>Assistance to victims of crime.</b></p> <p><b>Improved community perception of police/community relations.</b></p>	<p><b>DCP (MF)</b></p> <p><b>ACP Maritime Wing</b></p> <p><b>Regional Commanders</b></p> <p><b>NCPO</b></p>	<p><b>Adviser</b></p> <p><b>Community Safety</b></p> <p><b>Adviser North</b></p>	<p><b>Quarterly reports on progress</b></p>

<b>VPF Activity</b>	<b>Project support</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officers</b>	<b>Advisers</b>	<b>Timeline</b>
<b>1.8 Improve the coverage of Remote Area policing patrols in consultation with stakeholders.</b>	<b>Advise and assist VPF counterparts with the management and implementation of the Remote Area Policing Plans and conducting workshops.</b>	<b>Number of remote patrols conducts</b>  <b>Number of meetings conducted during remote patrols</b>	<b>DCP (Policing)</b> <b>DCP (MF)</b> <b>Regional Commanders</b>	<b>Adviser North</b> <b>Adviser GD/Traffic</b>	<b>Quarterly reports on progress</b>
<b>1.9 Strengthen security for VIPs and public events, including official ceremonies.</b>	<b>Advise and assist VPF counterparts with the management and training of VIP Protection officers.</b>	<b>Level of satisfaction of VIPs with security provided.</b>  <b>Public events conducted in an orderly manner.</b>  <b>Number of training programs conducted.</b>  <b>Improved community perception of respect for police and treatment of people by police.</b>	<b>DCP (MS)</b> <b>Director VPTC</b> <b>DCP (MF)</b> <b>Regional Commanders</b>	<b>Adviser North</b> <b>Adviser South</b>  <b>Adviser Training</b>	<b>Quarterly reports on progress</b>

<b>VPF Activity</b>	<b>Project support</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officers</b>	<b>Advisers</b>	<b>Timeline</b>
<b>1.10 Support the effective regulation of the Private Security Industry.</b>	<b>Assist the working group with the development of legislation.</b>	<b>Consultation Conducted with stakeholders.</b>  <b>Working group established.</b>  <b>Council Paper endorsed by CoM.</b>  <b>Draft submitted to State Law Office drafters.</b>  <b>Regulatory system developed to monitor activities of security firms.</b>	<b>Force Legal Officer</b>  <b>National Crime Prevention Office</b>	<b>All Advisers</b>	<b>Quarterly reports on progress</b>



**Goal 2 –To prevent crime and prosecute offenders.**

**Key Objectives – Timely and effective response to crime reports and incidents**

**Support the prevention and detection of crime through first class criminal intelligence**

**Work with the Community, and community groups, to enhance community safety and support**

**Provide professional and forensically sound criminal prosecutions**

**Work with law enforcement partners to counter international and transnational crime**

<b>VPF Activity</b>	<b>Project Activity</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officer</b>	<b>Advisers</b>	<b>Timeline</b>
<b>2.1 Improve case management of criminal investigations.</b>	<b>Provide advice and support to VPF counterparts in developing and implementing basic systems for the management of case files.</b>	<b>Number of cases reported, filed away and number brought to conclusion.</b>  <b>Improved community perceptions on police criminal investigations.</b>  <b>Develop and implement a VPF crime/case reporting system.</b>	<b>Regional Commanders DCP (MS)</b>	<b>Adviser South Adviser North</b>	<b>Quarterly reports on progress</b>

<b>VPF Activity</b>	<b>Project Activity</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officer</b>	<b>Advisers</b>	<b>Timeline</b>
<b>2.2 Implement a rotation policy and program in support of CID Operations.</b>	<b>Advise and assist VPF counterparts on an effective police rotation program in support of CID operations.</b>	<b>Number of VPF personnel (GD and others) engaged on Program.</b>  <b>Number of training programs conducted.</b>  <b>Develop policy for Rotation Program.</b>	<b>Regional Commanders DCP (MF) ACP Maritime Wing</b>	<b>Adviser North Adviser CID</b>	<b>Quarterly reports on progress</b>
<b>2.3 Improve the quality of case files submitted to Prosecutions and monitor prosecution results.</b>	<b>Advise and assist VPF counterparts in managing the quality of briefs prepared for submission to prosecutors to help achieve successful prosecutions. A VPF brief checking process should be established or where it exists reinforced, to achieve this outcome.</b>	<b>Number of briefs submitted</b>  <b>Number of successful prosecutions.</b>  <b>Number of failed prosecutions.</b>  <b>VPF Brief Checking system in place.</b>  <b>Information inputted into database system for Northern Command.</b>	<b>Regional Commanders OIC JPOC</b>	<b>Adviser South Adviser North</b>	<b>Quarterly reports on progress</b>

<b>VPF Activity</b>	<b>Project Activity</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officer</b>	<b>Advisers</b>	<b>Timeline</b>
<b>2.4 Improve criminal intelligence collection and systems</b>	<b>Advise and assist VPF counterparts with the development of appropriate intelligence systems including the collection, analysis and dissemination processes, with a view to providing police with useful intelligence in support of an intelligence led policing strategy.</b>	<p><b>Standard policy developed to cover all VPF intelligence units.</b></p> <p><b>Intelligence information/data received recorded and communicated to operational police.</b></p> <p><b>Number of meetings/programs conducted and number of agreements entered into with other police forces to share information.</b></p> <p><b>Improved community perceptions on effectiveness of police investigations.</b></p>	<p><b>DCP (Policing)</b>  <b>DCP (MF)</b>  <b>Director VPTC</b>  <b>Regional Commanders</b>  <b>TCU</b>  <b>Special Branch (for reporting)</b>  <b>JPOC</b></p>	<p><b>Adviser North</b>  <b>Adviser South</b></p>	<b>Quarterly reports on progress</b>

<b>VPF Activity</b>	<b>Project Activity</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officer</b>	<b>Advisers</b>	<b>Timeline</b>
<p><b>2.5 Improve Combined Law Enforcement Agency cooperation and relations</b></p>	<p><b>Advise and support VPF counterparts with the re establishment of the Combined Law Enforcement Agency Consultative and coordination arrangements in support of improved intelligence systems and strong border security.</b></p>	<p><b>CLAG re established.</b></p> <p><b>Number of meetings held.</b></p> <p><b>Minutes of meetings circulated.</b></p> <p><b>Record of intelligence assessed and disseminated throughout various agencies through the CLAG.</b></p> <p><b>Develop AO level of information and resource sharing.</b></p>	<p><b>DCP (Policing) Regional Commanders Commander SB</b></p>	<p><b>Adviser South Adviser North</b></p>	<p><b>Quarterly reports on progress</b></p>

VPF Activity	Project Activity	Performance Indicators	Responsible VPF Officer	Advisers	Timeline
<p><b>2.6 Improve community safety/crime prevention in school programs.</b></p>	<p><b>Provide advice and assistance to VPF counterparts in liaising with the Department of Education to include community safety/crime prevention program in schools and assist with the management of a school liaison program.</b></p>	<p><b>Number of school awareness programs conducted.</b></p> <p><b>Number of students visited.</b></p> <p><b>Record of material provided to schools.</b></p> <p><b>Document strategies relating to crime prevention.</b></p> <p><b>Number of meetings held with Department of Education.</b></p> <p><b>Report on community safety issues included in school programs.</b></p> <p><b>Improved community perceptions on police treatment of youth.</b></p>	<p><b>Regional Commanders</b></p> <p><b>CS &amp; CP Unit</b></p> <p><b>NCPO</b></p>	<p><b>Adviser Community Safety</b></p>	<p><b>Quarterly reports on progress</b></p>

<b>VPF Activity</b>	<b>Project Activity</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officer</b>	<b>Advisers</b>	<b>Timeline</b>
<p><b>2.7 Improve small project and maintenance services to remote communities to enhance police/community relations.</b></p>	<p><b>Provide advice and assistance to VPF counterparts on small works programs in remote areas in support of community safety and crime prevention strategies including on the use of the Community Linkages Fund.</b></p>	<p><b>Consultation with provincial authorities.</b></p> <p><b>Report of services undertaken.</b></p> <p><b>Number of maintenance programs delivered.</b></p> <p><b>Projects supported by the Community Linkages Fund.</b></p> <p><b>Improved community perception on community/police relationship.</b></p>	<p><b>DCP (MF)</b></p> <p><b>Regional Commanders</b></p> <p><b>ACP Maritime Wing</b></p> <p><b>NCPO</b></p>	<p><b>Adviser Community Safety</b></p> <p><b>Adviser North</b></p>	<p><b>Quarterly reports on progress</b></p>

VPF Activity	Project Activity	Performance Indicators	Responsible VPF Officer	Advisers	Timeline
<p><b>2.8 Improve feedback to complainants on actions taken to investigate complaints.</b></p>	<p><b>Provide advice and assistance to VPF counterparts to develop a system of communicating progress/results of complaints made to members of the public.</b></p>	<p><b>Documented evidence of feedback provided in respect of matters investigated.</b></p> <p><b>Improved community perception of police treatment of complainants.</b></p>	<p><b>Police Prosecutors</b></p> <p><b>Regional Commanders</b></p> <p><b>Case officers</b></p> <p><b>DCP (MF)</b></p>	<p><b>Adviser North</b></p> <p><b>Adviser South</b></p> <p><b>Adviser Community Safety</b></p>	<p><b>Quarterly reports on progress</b></p>

VPF Activity	Project Activity	Performance Indicators	Responsible VPF Officer	Advisers	Timeline
<p><b>2.9 Improve crime prevention and community safety programs including awareness of the abuse of alcohol, kava and illicit drugs.</b></p>	<p><b>Provide advice and assistance to VPF counterparts with liaison with community groups and representatives and identification of strategies to reduce crime and provide community awareness.</b></p>	<p><b>Number of church/community groups visited.</b></p> <p><b>Number of community meetings conducted.</b></p> <p><b>Documented strategies resulting from the consultations.</b></p> <p><b>Number of youth groups visited.</b></p> <p><b>Number of awareness programs delivered to businesses and community groups</b></p> <p><b>Improved community perception on involvement of police in community crime prevention activities.</b></p> <p><b>Development of awareness material.</b></p> <p><b>Liaise with Department of Health.</b></p>	<p><b>Regional Commanders</b></p> <p><b>DCP ( MF)</b></p> <p><b>ACP Maritime Wing</b></p> <p><b>NCPO</b></p>	<p><b>Adviser Community Safety</b></p> <p><b>Adviser North</b></p> <p><b>Adviser South</b></p>	<p><b>Monthly and Quarterly reports on progress</b></p>



<b>VPF Activity</b>	<b>Project Activity</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officer</b>	<b>Advisers</b>	<b>Timeline</b>
<b>2.10 Support development of a national plan on the policing, arresting and detention of juveniles</b>	<b>Advise and assist in the development of a national plan</b>	<b>Consultations with stakeholders</b> <b>National Plan developed</b>  <b>Awareness training conducted</b> <b>National Plan implemented</b>  <b>Quick Reference Guide circulated and utilised</b>	<b>Force Legal Officer</b> <b>Commander North</b> <b>Commander South</b>	<b>Adviser CID</b>	<b>Quarterly reports on progress</b>

**Goal 3 – To protect the National Interests and borders of Vanuatu.**

**Key objectives – Timely response to threats to national interests**

**Maintain an effective capacity to patrol border and respond to breaches of border security**

**Support Government commitments to the United Nations and other international peacekeeping operations**

<b>VPF Activity</b>	<b>Project Activity</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officer</b>	<b>Advisors</b>	<b>Timeline</b>
<b>3.1 Improve the timely Response to threats to national interest</b>	<b>Project to provide support on the review and maintenance of emergency</b>	<b>Review of national response capability and plans</b>  <b>SOPs developed</b>	<b>DCP (MF)</b> <b>ACP Maritime Wing</b> <b>DCP (MS)</b>	<b>STA National Response</b>	<b>Quarterly reports on progress</b>

	<b>management plans.</b>	<b>Fund secured Intel network established</b>			
<b>3.2 Maintain an effective capacity to protect the border and respond to breaches to security</b>	<b>Assist in the development and maintenance of the VPF capacity to respond to incidents</b>	<b>Legislation and Plans reviewed and updated.  Maritime Search and Rescue response plans.  No. of personnel recruited and deploy  Nos of meetings, consultations, trainings between Maritime stakeholders.</b>	<b>ACP Maritime Wing DCP (MF)</b>	<b>Adviser North</b>	<b>Quarterly reports on progress</b>
<b>3.3 Support and implement Government commitments to the United Nations and other international peacekeeping operations</b>	<b>Assist in the training and development of VPF Personnel to Participate in UN and Other Peacekeeping Missions</b>	<b>Funding identified.  Number of personnel qualified to attend Missions  Peacekeeping policy implemented Deployment of Liaison Officer to Ministry for</b>	<b>CoP DCP (Policing) DCMF JPOC</b>	<b>Adviser Training</b>	

		<b>Foreign Affairs</b>			
		<b>MOUS signed and VPF personnel occupy posts</b>			
		<b>Budget allocated</b>			

**Goal 4 – Valuing our people and resources**

**Key objectives – Have professional human resource recruitment, deployment and development policies and practices**

**Establish Special Constables within VPF**

**Establish Vanuatu Mobile Force Reserves**

**Implement best practice in financial management and in the accountable use of all financial and asset resources**

**Support VPF personnel being at work**

**Ensure administrative practices are directed to facilitate operational effectiveness and accountability**

<b>VPF Activity</b>	<b>Project Activity</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officer</b>	<b>Advisers</b>	<b>Timeline</b>
<b>4.1 Review and revise VPF General Orders and Police Rules</b>	<b>Advise and assist in the review including providing STA input.</b>	<p><b>Draft Force Orders (2004) updated and approved.</b></p> <p><b>Police Rules and Orders Reviewed</b></p> <p><b>Records of review meetings.</b></p> <p><b>PGO and Police Rules manual produced and disseminated.</b></p>	<p><b>DCP (MS)</b></p> <p><b>Force Legal Officer</b></p>	<b>STA Force Orders</b>	<b>Quarterly reports on progress</b>

<b>VPF Activity</b>	<b>Project Activity</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officer</b>	<b>Advisers</b>	<b>Timeline</b>
<b>4.2 Review the operational finances and imprest accounts to improve responsiveness</b>	<b>Provide advice and assistance to VPF counterparts on the level of finances necessary to support operations and in the development of a proposal to establish operational imprest accounts and development of implementation workshops.</b>	<b>Review undertaken and recommendations made Decentralise operational budget to element Commanders. Approve LPO signatories. Operational Imprest accounts established.</b>	<b>DCP (Policing)  Regional Commanders</b>	<b>Adviser CoP  All Advisers</b>	<b>Quarterly reports on progress</b>
<b>4.3 Conduct recruitment exercise for 2011 and facilitate the delivery of recruit course(s).</b>	<b>Provide ongoing support and advice to the VPF in the Recruitment Process for 2011 identifying and using lessons learned in the delivery of earlier recruit course(s).</b>	<b>Number of VNTC accredited recruit courses conducted.  Number of recruits graduating.</b>	<b>DCP (MS) Director VPTC</b>	<b>Adviser Training</b>	<b>Quarterly reports on progress</b>

<b>VPF Activity</b>	<b>Project Activity</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officer</b>	<b>Advisers</b>	<b>Timeline</b>
<p><b>4.4 Maintain the Mentoring Programs for graduate Probationary Constables</b></p>	<p><b>Advise and assist VPF counterparts, identified as mentors, to implement a mentoring program for Probationary Constables, including an ongoing process of learning and development through on the job workplace interaction.</b></p>	<p><b>Mentoring Programs maintained.</b></p> <p><b>Monthly reports on progress of Probationary Constables.</b></p> <p><b>Number of training sessions conducted.</b></p> <p><b>Number of VPF members who have completed the Diploma of Policing.</b></p> <p><b>Number of Probationary Constables who have completed the Task book.</b></p>	<p><b>DCP (MS)</b></p> <p><b>Director VPTC</b></p> <p><b>Regional Commanders</b></p> <p><b>DCMF</b></p>	<p><b>Adviser Training</b></p> <p><b>All Advisers</b></p>	<p><b>Quarterly reports on progress</b></p>

<b>VPF Activity</b>	<b>Project Activity</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officer</b>	<b>Advisers</b>	<b>Timeline</b>
<p><b>4.5 Develop business plan for 2012 to facilitate preparation of the VPF budget submission (commencing March 2012 for final draft submission October 2012).</b></p>	<p><b>Provide advice and assistance to VPF counterparts in the development of the 2011 Joint Business Plan</b></p>	<p><b>Business Plan completed (October 2011 and endorsed by the Commissioner.</b></p> <p><b>Quarterly senior officer meetings held to report on progress against 2011 Business Plan and develop 2012 Plan.</b></p>	<p><b>Office of CoP</b></p> <p><b>Commander CSU</b></p> <p><b>Force Plans Officer</b></p>	<p><b>Adviser to CoP</b></p> <p><b>Adviser CSU</b></p> <p><b>All Advisers</b></p>	<p><b>Quarterly reports on progress</b></p>
<p><b>4.6 Develop and implement annual action plans for each Element and Unit to implement the 2011 Business Plan activities and identify the cost of Action Plans.</b></p>	<p><b>Provide advice and assistance to VPF counterparts in preparation of appropriate Action Plans as a response to the Business Plan.</b></p>	<p><b>Action Plans developed and submitted to Force Planning, Policy and Budget Officer.</b></p>	<p><b>DCP (MS)</b></p> <p><b>Regional Commanders</b></p> <p><b>DCP (MF)</b></p> <p><b>DCP (Policing)</b></p> <p><b>JPOC</b></p> <p><b>Force Plans Officer</b></p>	<p><b>All Advisers</b></p>	<p><b>Quarterly reports on progress</b></p>

<b>VPF Activity</b>	<b>Project Activity</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officer</b>	<b>Advisers</b>	<b>Timeline</b>
<b>4.7 Develop Training Calendar for 2011.</b>	<b>Provide advice and assistance to VPF counterparts on the development and implementation of the VPF 2011 Training Calendar.</b>	<b>Training Calendar developed.</b>  <b>Training designed and delivered according to calendar.</b>	<b>DCP (MS) Director VPTC</b>	<b>Adviser Training</b>	<b>Completed by 31 January 2011</b>
<b>4.8 Develop and deliver specialist training programs (CID, Forensic, TRG, Supervision / Management, Executive Development) in consultation with external providers.</b>	<b>Advise and assist VPF counterparts with the development and implementation of specialist training programs (CID, Supervision, Executive Development Forensic, Tactical Response).</b>	<b>Specialist courses developed.</b>  <b>Number of courses delivered.</b>	<b>DCP (MS) Director VPTC</b>	<b>Adviser Training</b>  <b>All Advisers</b>	<b>Quarterly reports on progress</b>



<b>VPF Activity</b>	<b>Project Activity</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officer</b>	<b>Advisers</b>	<b>Timeline</b>
<b>4.9 Conduct general policing refresher programs (including HIV and Gender awareness) for members of the VPF.</b>	<b>Advise and assist VPF counterparts with the ongoing delivery of GD Refresher and awareness programs to all VPF members.</b>	<b>Number of training sessions conducted. Number of members participating in training sessions. Record of the number of trainings conducted on specific topics.</b>	<b>DCP (MS) Director VPTC</b>	<b>Adviser Training  Adviser CSU</b>	<b>Quarterly reports on progress</b>

VPF Activity	Project Activity	Performance Indicators	Responsible VPF Officer	Advisers	Timeline
<p><b>4.10 Strengthen the role of women in the workplace.</b></p>	<p><b>Support the role of women in the VPF through appropriate interaction with VPF members, including female officers, to assist the VPF in providing the community with a good level of response and service.</b></p>	<p><b>Support the role of women in the workplace in accordance with the principals of the Women’s Advisory Network and the Pacific Islands Police Chief group. WAN activities are documented and reported to CoP. Female officers supported and encouraged in performing duties in various roles. Number of female officers in operational and supervisory roles</b></p> <p><b>Increased ratio of women in the VPF.</b></p>	<p><b>Office of CoP</b></p> <p><b>Regional Commanders</b></p> <p><b>DCP (MF)</b></p> <p><b>ACP Maritime Wing</b></p> <p><b>Director Training</b></p> <p><b>DCP (MS)</b></p>	<p><b>Adviser HR/A</b></p> <p><b>All Advisers</b></p>	<p><b>Quarterly reports on progress</b></p>

<b>VPF Activity</b>	<b>Project Activity</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officer</b>	<b>Advisers</b>	<b>Timeline</b>
<b>4.11 Improve basic policing practice skills of VMF personnel by training and refresher training</b>	<b>Advise and assist in the delivery of basic police training courses to VMF personnel and the conduct of Refresher Training</b>	<b>Number of Basic training courses conducted including number of students</b>  <b>Number of Refresher training courses conducted including number of students involved</b>	<b>Director VPTC DCP(MF)</b>	<b>Adviser Training</b>	<b>Quarterly reports on progress</b>
<b>4.12 Improve management of the VPF vehicle Fleet.</b>	<b>Advise and assist the VPF to develop systems and procedures to better manage the VPF Fleet.</b>	<b>Number of vehicles operational each month compared to total VPF vehicle fleet.</b>  <b>Appropriate system in place to manage fleet.</b>	<b>DCP (MF) All Commanders</b>	<b>All Advisers</b>	<b>Quarterly reports on progress</b>
<b>4.13 Improve the effective management of the assets of the Maritime fleet</b>	<b>Advise and assist in the development of a management plan</b>	<b>Plan developed and implemented</b>	<b>ACP Maritime Wing</b>	<b>Adviser North</b>	<b>Completed by August 2011</b>

<b>VPF Activity</b>	<b>Project Activity</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officer</b>	<b>Advisers</b>	<b>Timeline</b>
<b>4.14 Improve asset management and accountability.</b>	<b>Advise and assist VPF counterparts with the implementation of the Asset Management System.</b>	<b>Accurate table (system) developed.</b>  <b>Audit of assets completed.</b>	<b>DCP(MS)</b> <b>DCP(MF)</b>	<b>Adviser CSU</b>	<b>Completed by 31 June 2011</b>
<b>4.15 Maintain an effective VPF Workforce Renewal Program.</b>	<b>Provide advice and support to VPF counterparts to assist the efficient management of the ongoing Workforce Renewal Program (Recruits and Exit Programs).</b>	<b>Support provided to VPF WFRPWG.</b>  <b>Number of recruits in training and sworn as Probationary Constables.</b>  <b>Number of members retiring.</b>	<b>DCP (MS)</b> <b>Force Budget Officer.</b>	<b>Adviser to CoP</b>  <b>Adviser CSU</b>  <b>Adviser Training</b>	<b>Quarterly reports on progress</b>
<b>4.16 Seek to improve the sustainable budget situation for the VPF beyond June 2012</b>	<b>Assist in financial analysis of VPF budget and financial position</b>	<b>Improving budget situation</b>	<b>CoP</b> <b>DCP (MS)</b>	<b>Adviser CSU</b>	<b>Quarterly reports on progress</b>

<b>VPF Activity</b>	<b>Project Activity</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officer</b>	<b>Advisers</b>	<b>Timeline</b>
<b>4.17 Review the cost of general police services including the Band and recommend revised charge-out rate to service users.</b>	<b>Advise and assist on the review and appropriate charge rates.</b>	<b>Review conducted. Develop payment system.  Implement payment system.</b>	<b>DCP (MS) Force Budget Officer.</b>	<b>Adviser CSU</b>	<b>Completed by 31 March 2011</b>
<b>4.18 Manage the Building and property infrastructure Program of the VPF</b>	<b>Identify VPF building and property maintenance program including Project contributions.  Assist in implementing program.</b>	<b>Infrastructure program implemented within budget.</b>	<b>Office of the CoP DCP (MS) Regional Commanders</b>	<b>Adviser to CoP  Adviser CSU</b>	<b>Quarterly reports on progress</b>
<b>4.19 Improve and implement a Force HR Management Policy.</b>	<b>Advise and assist in the development of Personnel Management Policy including the provision of STA input</b>	<b>Establish a working group.  Draft Policy Developed.  Policy endorsed by CoP.</b>	<b>DCP (MS)</b>	<b>Adviser CSU STA specialist input</b>	<b>June 2011</b>

<b>VPF Activity</b>	<b>Project Activity</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officer</b>	<b>Advisers</b>	<b>Timeline</b>
<b>4.20 Improve the acquisition of and dispersion of Uniforms.</b>	<b>Advise and assist in the review and development of a VPF Uniform Policy.</b>	<b>Establish Working Group. Number of meetings. Draft policy developed. Policy endorsed.</b>	<b>DCP (MS) DCP(MF)</b>	<b>Adviser CSU</b>	<b>April 2011</b>
<b>4.21 Develop a Force Welfare Policy</b>	<b>Advise and assist in the development of a Welfare Program and Office for the VPF</b>	<b>Establish a working group Policy established Office established</b>	<b>DCP (MS) DCP (Policing) DCP (MF)</b>	<b>STA Welfare</b>	<b>June 2011</b>

**Goal 5 - Keep the highest possible standards**

**Key objectives – Maintain an independent and accountable complaints process**

**Ensure informative feedback to complainants**

**Promote the VPF Code of Ethics and act against breaches of the Code**

**Ensure disciplinary regime is effective and applied fairly**

**Accountable and regular reporting on VPF performance**

<b>VPF Activity</b>	<b>Project Activity</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officer</b>	<b>Advisers</b>	<b>Timeline</b>
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<b>VPF Activity</b>	<b>Project Activity</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officer</b>	<b>Advisers</b>	<b>Timeline</b>
<b>5.1 Improve communication to inform the community of changes made to legislation and Force Policies.</b>	<b>Advise and assist the VPF with a communication strategy to promote changes made to legislation to the community.</b>	<b>Communication strategy developed.</b>  <b>Communications strategy implemented.</b>  <b>Number of community members benefited from communications strategy.</b>  <b>Improved community awareness of new legislation and confidence in police.</b>	<b>DCP (MS)</b>  <b>Regional Commanders</b>  <b>DCP (MF)</b>  <b>Force Legal Officer</b>  <b>NCPO</b>	<b>Adviser to CoP</b>	<b>Quarterly reports on progress.</b>
<b>5.2 Develop and consolidate Vanuatu Police Force Standard Operating Procedures.</b>	<b>Assist the Working Group with the development of the VPF Standard Operating Procedures.</b>	<b>Establish Working Group.</b>  <b>Advice on number of meetings.</b>  <b>Draft SOP's developed.</b>  <b>SOP's endorsed by CoP.</b>	<b>DCP (Policing)</b>  <b>JPOC</b>  <b>FLO</b>	<b>Adviser to COP</b>	<b>June 2011</b>

<b>VPF Activity</b>	<b>Project Activity</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officer</b>	<b>Advisers</b>	<b>Timeline</b>
<b>5.3 Improve the capacity of the Internal Investigations Office to respond effectively to complaints against police</b>	<b>Advise on the processes and structure of an effective Internal Investigations Office</b>	<b>Structure and staffing reviewed Revised procedures implemented</b>	<b>DCP (Policing)  OIC IIO</b>	<b>Adviser to COP  STA IIO</b>	<b>June 2011</b>
<b>5.4 Promote the VPF Ethical Practices and Integrity Policy</b>	<b>Advise and assist in the development of a VPF Ethical practices and integrity Policy and the review of the handling of complaints against police.</b>	<b>Working group Established. Review of Disciplinary provisions of the Police Act. Review the Code of Ethics and integrity policy including identifying general Government requirements. Develop Code of Ethics and Integrity manual. Internal Investigations Office reviewed and developed as Professional Standards.</b>	<b>Office of CoP Regional Commanders OIC IIO</b>	<b>Adviser to CoP  STA IIO</b>	<b>June 2011</b>



<b>VPF Activity</b>	<b>Project Activity</b>	<b>Performance Indicators</b>	<b>Responsible VPF Officer</b>	<b>Advisers</b>	<b>Timeline</b>
<b>5.5 Improve regular reporting on performance of the VPF</b>	<b>Provide reports on activities in VPF Business Plan.</b>	<b>Quarterly performance reporting and business planning meetings conducted.</b>  <b>Quarterly reports on progress against Joint Business Plan submitted.</b>	<b>Office of CoP DCP (MS) Force Plans Officer</b>	<b>All Advisers</b>	<b>Quarterly reporting and review by VPF Executive and Annual reporting to Government</b>
<b>5.6 Maintain the effective data base of performance indicators to ensure timely performance reporting</b>	<b>Maintain a results-based Monitoring and Evaluation Framework that meets VPF monitoring and reporting requirements.</b>	<b>Quarterly Performance reports completed.</b> <b>Annual Report completed</b>	<b>Regional Commanders</b>  <b>Force Budget, Planning and Policy Officer</b>	<b>All Advisers</b>  <b>STA M&amp;E</b>	<b>Ongoing</b>