TABLE OF CONTENTS

FOREWORD, BACKGROUND, PURPOSE, IMPLEMENTATION	Page 2, 3
National Strategic Priority 1: PRIVATE SECTOR DEVELOPMENT AND EMPLOYMENT CREATION	Page 5
National Strategic Priority 2: MACROECONOMIC STABILITY AND EQUITABLE GROWTH	Page 5
National Strategic Priority 3: GOOD GOVERNANCE AND PUBLIC SECTOR REFORM	Page 6
National Strategic Priority 4: PRIMARY SECTOR DEVELOPMENT, ENVIRONMENT, CLIMATE CHANGE, AND DISASTER RISK MANAGEMENT	Page 8
National Strategic Priority 5: PROVISION OF BETTER HEALTH SERVICES, ESPECIALLY IN RURAL AREAS	Page 10
National Strategic Priority 6: EDUCATION AND HUMAN RESOURCE DEVELOPMENT	Page 11
National Strategic Priority 7: ECONOMIC INFRASTRUCTURE AND SUPPORT SERVICES	Page 13
100 DAYS POLICY PRIORITY LIST	Page 16

Planning Long, Acting Short: Action Agenda for 2013 – 2016

FOREWORD

The ongoing objective of the Vanuatu Government is to raise the welfare of the people of Vanuatu. For this we will have to be stringent in our approach with the use of resources. The focus for the next four years is getting the economy back into form after the last four years of decline. This will ensure that the key development policies are allocated highest priority. First and foremost the Government believes that the goal will be achieved through the following proposed strategies.

- a) Ensure strong macroeconomic stability and prudential buffers.
- b) Ensure continued economic growth through increased efficiency, productivity and competitiveness.
- c) Maintain low public debt and high level of reserves
- d) Ongoing structural reform which is a necessary condition for sustained per capita growth

The above strategies are being fashioned within a framework that will see improved revenue and expenditure management and institutional strengthening.

The PLAS for 2013 to 2016 is an integration and re-prioritization of the action items contained in the 2012 Update of the PAA. One of its primary objectives is to continue to strengthen the link from policy and planning to the limited resources of the Government. In doing so, the Government will ensure that the most urgent and important outcomes of these program objectives are achievable in the medium term.

Government Revenues: The policy is `to strengthen efficiency of existing revenue collecting agencies. It is also expected when policies to drive economic growth take effect, revenues should benefit from increased economic activity.

Government Expenditures: The policy will be to regularly review and prioritize government's expenditure programmes which should improve the efficiency of service delivery.

Institutional Capacity: Emphasis will be placed on accountability and improving management practices in state owned enterprises as well as in the central government. The main aim will be to increase productivity and efficiency. Where possible, government will encourage the private sector to become involved in the provision of some public goods where there is likelihood for cost reductions.

The Planning Long and Acting Short document for 2013 to 2016 provides the Government policy priorities for the Government's economic and social agenda over the next four years.

In line with the above policy priorities, my government has presented the 100 Days list of policy priorities as measures to be achieved and completed within the first 100 days of my government. These have been highlighted in this planning document for immediate implementation (refer to Appendix 1).

Finally I would like to thank all those who have contributed to putting together this document.

May God continue to bless the nation of Vanuatu.



BACKGROUND

In 2008 the Global Economic outlook deteriorated markedly. In Vanuatu the effects of the Global Financial Crisis was expected to reduce consumption and investment; reduce Vanuatu's tourism services and agricultural exports and affect confidence. However, data showed the GFC impacts on Vanuatu had been minimal.

Economic growth was slowed in 2009 to 3.5 per cent and declined by 1.6 per cent in 2010. This decline further deteriorates in 2011 by 1.4 per cent. But the sluggish growth was largely attributed to the lack of public investments after the Millennium Challenge Account came to an end in 2008. Although growth slowed in those years, the overall level of GDP is still growing but at a slower rate mainly driven by agriculture and services sector.

Further delay in Public investments continues to weaken confidence in the economy as well as shift growth over a period time. However, it was the steady growth in the visitors' arrival and price of few agricultural commodities that boost activities in the economy over the past three years. In 2012 growth was estimated to rebound at 2.5 per cent and forecasted at 3.6 per cent for 2013. The expected growth is in line with the planned public investments in these two years but also due to improved economic policy and effective fiscal management. Over the medium term, growth is forecasted at a trend of 4 per cent assuming all public projects are fully utilized, confidence is fully restored and private sector participation in the economy.

The Planning Long, Acting Short document was conceived in 2008 as a strong commitment of the government to prioritise strategic directions that that will ensure continued good development particularly in aspects of human development, nation building, and reform initiatives that will drive Vanuatu into the next 25 years. Government is embarking on this long-term national development agenda by the production of a medium term strategic framework in the form of the PLAS matrix.

PURPOSE

This PLAS 2013 - 2016 matrix builds on from the previous PLAS and sets out the medium term policy priorities and action agenda of the government for the next 4 years. The practical actions that are identified to be of highest priority, to make a positive difference to the development of the nation are profiled here. **Not all ongoing activities of the government are described.** Instead it only highlights the actions of the highest priority to which government will devote its fullest attention and resources, including assistance from development partners on which it expects to be held accountable.

IMPLEMENTATION

In the process of implementing the four year priority matrix, key aspects of the sector policy priorities will be integrated into the Corporate plan of each Ministry to be implemented over 4 years. The Department and Government agencies will prepare their annual business plan based on the four year priorities once the budget ceiling is determined and allocated to each government Ministries and agencies. The Department of Strategic Policy, Planning and Aid Coordination will provide an overall coordination to ensure that Corporate Plans and Business Plans are aligned to the policy priorities of the government and allocated budget ceiling.

The diagram below demonstrates the planning & budget process and its target dates.



Policy Objectives	Strategy	Actions	Respon sibility	Target Date	Performance Indicators
P.O. 1.1.: Lowering costs of doing business	1.1.1 Improved public service productivity to reduce delays;	Give targets to all concerned agencies	MFEM VIPA	2013	. World Bank ease of doing business index: Starting a business, Dealing with licenses, Hiring and firing workers, Registering property, Getting credit, Protecting investors, Paying taxes, Trading across borders, Enforcing contracts, Closing a business. . Number of agencies with approved targets
P.O. 1.2.: Improving access to financial services (including saving and credit, and rural areas)	1.2.1 Implementing the registration of movable assets as collateral	. Implementation of Act	MFEM VFSC	2016	. Level of credit to businesses through the commercial banking system, including micro credit; . Level of savings held by individuals & households including micro savings schemes. . Level of credit secured by movable assets
P.O. 1.3.: Equitable and sustainable development of land while ensuring the heritage of future generations	1.3.1 Implement key recommendations of the national land summit especially sustainable utilisation of land by Ni Vanuatu	 Implement Land Sector Framework; Continue Mama Graon Program with the view of improving ownership and leadership by the government of Vanuatu; Develop land use planning policy. 	MLNR MLNR MNCC MJCS MOIA	2013-16 2013-15 2013-15	See indicators in Land sector Framework and Mama Graon Program.
PO 1.4: Enhance performance of trade and Industry	1.6.1 Enhance performance in trade in goods and services	. Study cost structure of food items (imported and local).	PMO MFEM MTIT MAQFF	2013	. Level of exports (in Million Vatu); . Level of trade in services (in Million Vatu) for at least four sectors.
P.O. 1.5. Create better environment for employment opportunities	1.7.2 Expand seasonal worker schemes (NZ & AUS) and other overseas employment opportunities	. Labour Dept to administer seasonal worker schemes wisely, with a long term perspective; . Implementation of MSG agreement on labour mobility.	MOIA MOFA		 Number of participants in NZ RSE scheme; Number of participants in AUS seasonal labour; Number of semi-skilled and skilled participants in MSG countries (including New Caledonia) SMS; Number of ni-Vanuatu employed as international seafarers on foreign ships.

National Strategic Priority 1: PRIVATE SECTOR DEVELOPMENT AND EMPLOYMENT CREATION

National Strategic Priority 2: MACROECONOMIC STABILITY AND EQUITABLE GROWTH

Policy Objectives	Strategy	Actions	Respon sibility	Target Date	Performance Indicators
P.O. 2.1 Maintain sustainable fiscal balances while re-prioritizing expenditures, reducing debt and minimizing					 Budget outcomes (recurrent and overall deficit / surplus); Revenue and expenditure ratios to GDP; Public debt levels and ratio to GDP; Level of subsidies / grants to SOEs.
subsidies paid to SOEs	2.1.1. Better align resources to priorities	. Finalize and institutionalize development budget process	MFEM	2016	. Integrated development budget . National MTEF status

Policy Objectives	Strategy	Actions	Respon sibility	Target Date	Performance Indicators
		. Develop sector and national MTEFs		2014-16	. Number of sector MTEFs developed
	2.1.2. Strengthen government procurement and disposal of assets	Review Tenders and Contract Act and supporting procedures	MFEM	2013-14	. Contracts and Tenders Act and supporting procedures and practices reviewed and enforced; . Percentage of official aid funds that use Government finance processes.

National Strategic Priority 3: GOOD GOVERNANCE AND PUBLIC SECTOR REFORM

Policy Objectives	Strategy	Actions	Respon sibility	Target Date	Performance Indicators
3.1.: To provide policy stability	3.1.1. Develop and adhere to a Medium Term Expenditure Framework to guide government expenditure and allocation of aid donor resources	. Develop a macroeconomic framework; . COM Decision to be passed to give instructions to MFEM and line ministries in regard with MTEF	MFEM PMO	2013 2013	. Macroeconomic Framework approved; . MTEF designed and approved.
	3.1.2. Monitor and evaluate development progress in an Annual Development Report and other reports	Strengthen reporting system in the Government agencies	M&E Unit at PMO	2013- 16	. Number of M&E reports (ADR, Six-Monthly Reports) tabled in COM.
	3.1.3. Formalize and implement a partnership agreement between Government and VANGO concerning service delivery	Implement revised MOU between VANGO and GoV. Develop VANGO policy framework	PMO	2013	Ŭ
	3.1.4. Continue to strengthen and expand Foreign Affairs and External Trade relations	Foreign Affairs policy being designed, approved and implemented;	MOFA PMO	2013	. National Foreign Policy of Vanuatu approved; . Number of agreements with non-traditional donors (Traditional donors are Australia, NZ, EU, France, Japan, China);
		Legal framework for career based diplomatic services reviewed and implemented		2013	 Percentage of strategic locations with a representation of Vanuatu; Number of career/professional based appointments made in accordance with the Foreign Service act.
	3.1.5. Promote political stability through constitutional changes, political partice logical states, and other	Political integrity Bill to be passed Review and amend the Officials	PMO Parliam	2014 2015	. Relevant Constitutional Review Commission recommendations, Registration of political parties
	political parties legislation, and other changes	Salaries Act.	ent PMO	2015	legislation, Government Act amendments, People's Representation Act amended.
	3.1.6. Government machinery rearranged	 Review Government Act (incl. coordination by Central Agencies) Review devolution to Provinces 	PMO PSC	2013 2013-	. Reallocation of Ministries' portfolios implemented.
		and Municipalities		2016	

Policy Objectives	Strategy	Actions	Respon sibility	Target Date	Performance Indicators
3.2.: To provide stable institutions	3.2.1. Continue to strengthen the legal sector, including strengthening the judiciary with adequate staff, with the support of external assistance	. "Stretem Rod Blong Jastis" program; . Expansion of the work of public prosecution to 6 provinces; . Law and Justice sector strategy reviewed and approved by COM.	MJCS	2015	 SLO; Cost/category of case in each of DPP, SPO, PSO, SLO; Number of public prosecution offices in the provinces; Number of public sollicitor offices in the provinces; Backlog of court cases pending; New court house built.
	3.2.2. Strengthening law enforcement, border control and community policing	Vanuatu Australia Police Project Security Policy Developed & approved by COM Community Policing to be revived	PMO MOIA MJCS		 Average response time of police in the rural areas; Number of cases of violence against women and children investigated and referred to prosecutor.
	3.2.3. Achieve greater use of court- referred mediation and examine options for incorporating kastom settlement of land disputes	CLTU Act to be reviewed MNCC Act to be reviewed (Mama Graon Vanuatu Land Program)	PMO MJCS MLNR		 Percentage of land disputes settled through CLTs which are appealed; Malvatumauri Act and Land Tribunal Act reviewed and approved by Parliament; MNCC and CLTU performance Indicators.
	3.2.4. Support the creation and strengthening of formal social welfare systems, especially issues affecting the protection of women, children, old and disabled people, and strengthen linkages with traditional social protection.	. Family Protection Act reviewed; . Mechanisms and operational procedures established for prevention, reporting and responding to cases of abuse, violence and exploitation in communities.	MJCS	2013-	. Percentage of cases (male/female) addressed in accordance with established operational procedures; . Human Rights Commission established.
	3.2.5. Strengthen the Auditor- General's, Ombudsman's offices, Public prosecutor's office and the Public Accounts Committee for increased accountability	. Amend Ombudsman Act and Leadership Code; . Strengthen Auditor General's, Ombudsman's, Public Prosecutor's offices and Public Accounts Committee	PMO MJCS	2013- 2016	 Number of reports tabled by Auditor General to the Public Accounts Committee; Number of Leadership Code breaches prosecuted; Leadership tribunal approved by Parliament and in operation.
3.3. To develop a productive public sector	3.3.1. Continue to implement public service wide reforms to improve accountability, discipline and performance	. COM Decision about PublicPMOService Reform;. Reform the Public ServiceCommission secretariat	2013	. Percentage of disciplinary cases investigated / sanctioned by the PSC; . Rate of staff performance appraisals per year as undertaken within the jurisdictions of PSC Performance Management System.	
	3.3.2. Develop and implement a human resource development policy for the Public Service	Develop plan Implement	PMO PSC	2014 2015	. Human Resource Development policy and plan for the public service developed
	3.3.3. Strengthen provincial and municipality level governance	Implement amended Decentralization Act	MOIA PSC	2013	. Percentage of PSC positions in Provinces and Municipalities filled.

Policy Objectives	Strategy	Actions	Respon sibility	Target Date	Performance Indicators
	3.3.4. Review the performance of	. GBEU to provide reports;	MFEM	2013	. Targeted SOEs reviewed and reformed;
	state owned entities (SOEs) and	. SOEs Bills to be designed and			. SOEs Acts Passed by Parliament.
	institute reforms as required	passed.			
3.4. To promote gender	3.4.1. Mainstream gender throughout		PMO		. Percentage of Women in positions of DGs, SGs,
equality and empower	all Government policy development	. Appoint a gender officer in each	PSC	2014	Clerks and Directors in the Public Service;
women	and implementation	Ministry;			
		.Develop internship plan with		2013	
		attention to gender.			

National Strategic Priority 4: PRIMARY SECTOR DEVELOPMENT, ENVIRONMENT, CLIMATE CHANGE, AND DISASTER RISK MANAGEMENT

Policy Objectives	Strategy	Actions	Respon sibility	Target Date	Performance Indicators
P.O. 4.1.: Increased production and productivity in the primary sector	4.1.1. Improve and strengthen access to high yield and pest and climate change resistant crops, vegetables and fruit varieties and seedlings	 VRDTC and extension officers to: produce and distribute seeds; train farmers on production techniques including pest resistance crops. 	MAQFF	Ongoing	. Number of high yield & pest & climate change resistant crops, vegetables, fruits and seedlings introduce; . Number of hectares of high yield & pest & climate change resistant crops cultivated.
	4.1.2. Strengthen and increase access to TVET for farmers/communities in agriculture, livestock, fisheries and forests	Support decentralized TVET program in all provinces to compliment the work of the agriculture, livestock, forestry and fisheries	MYDT	2013- 2016	. Number of farmers / fishermen attending TVET courses; . Number of farmers / fishermen successfully completed TVET courses.
	4.1.3. Improve and strengthen access to agriculture/forestry/fisheries microfinance services & credit	. RBV to coordinate financial savings and literacy scheme	MTIT	Ongoing	. Number of microfinance clients in agriculture, livestock, fisheries and forests; . Level of credit to agriculture, livestock, fisheries and forests.
P.O. 4.2.: Strengthening and increasing market access in agriculture, livestock, fisheries and	4.2.1. Replace the abolished VCMB with effective market regulation and gazette the repeal of VCMB Act.	Replace the abolished VCMB with effective market regulation and gazette the repeal of VCMB Act.	MTIT	2013	. Exports of copra, coconut oil, cocoa, kava, coffee, beef, timber, fish, spices; . New framework in place to replace VCMB by private sector organisations for marketing functions
forests	4.2.2. Promote and encourage the introduction of market centres/outlets	Set up facilities (shelter, water light and sanitation) for market outlets to comply with food and hygiene standards.	MAQFF MTIT Local Author.	2013	. Number and size of new rural market centres established; . Tonnage of fish / beef sold at rural market centres.
P.O. 4.3: Strengthen and increase the quality, safety & competitiveness of agriculture, livestock,					

Policy Objectives	Strategy	Actions	Respon sibility	Target Date	Performance Indicators
fisheries and forest products					
P.O. 4.4: Promote and strengthen regulatory and institutional arrangements, policy	4.4.1. Following overarching Primary sector strategy, develop sub-sectors policies to guide policy development and implementation	Develop the sub sector strategic development plans (EU-funded)	MAQF MTIT	2013	Monitoring system in MAQFF and MTIT Primary Sector strategy developed and implementation commenced
development, coordination, implementation and monitoring in the primary sector	4.4.2. Develop a human resource development plan for the primary sector	Mobilization of the EU-funds to develop the HRDP		2013	HRD plan for the primary sector developed and adopted.
P.O. 4.5.: Ensure the protection and conservation of Vanuatu's natural resources and biodiversity, taking	4.5.1. Ensure the full implementation of Environmental Protection and Conservation Act through the development and enforcement of related regulations, and the establishment of the EIA Trust fund.	 Improve enforcement and compliance of regulations e.g EIA fees; Implement and enforce the Waste Management Act; Parliament to pass the Waste Services and Operators Bill. 	MLNR	Ongoing 2013	. EIA Trust Fund Established; . Number of EIAs conducted; . Number of stop-working notices issued; . Number of resource management plans developed.
climate change issues in consideration.	4.5.2. Establish the Biodiversity Advisory Council		MLNR	Ongoing	Biodiversity Advisory Council established
	4.5.3. Minimize coastal water and reef pollution associated with sewage, oil and industrial chemicals spills and contamination through strengthened monitoring and enforcement	. Undertake regular checks on coastal water pollutions including urban centres; . Parliament to pass the Environmental Pollution Bill; . Design a public sewage system in Port- Vila and Luganville.	MLNR MOIA	Ongoing 2013 2016	. Level of quality of Coastal water (checked annually in Port-Vila & Luganville); . Number of checks on existing treatment systems in Port-Vila and Luganville.
	4.5.4. Finalize and implement the Vanuatu climate change policy	Approve the climate change policy and mainstreaming into PAA and other national documents; . Review and amend the Legislation of Meteorology to reflect climate change policy	MIPU	Ongoing 2013	. Number of sector plans that take climate change issues into consideration.
P.O. 4.6.: Prepare the people of Vanuatu to face disasters.					. Number of Ministerial / Sectoral / Provincial / Corporate Plans and annual budgets that explicitly reflect DRR and DM considerations. . Number of communities with their disaster risk reduction and management plans

`					
Policy Objectives	Strategy	Actions	Respon sibility	Target Date	Performance Indicators
P.O. 5.1.: Improve the health status of the population.	5.1.1. Strengthen integrated interventions at all levels for reducing illness and deaths in mothers, new-borns, infants and children (maternal, neonatal, child and adolescent health strategy or MNCAH).	Implement MDG 5B action plan (MAF) Fight against STIs	МОН	2015	 Under 5 Mortality rate; Infant mortality rate; Maternal mortality rate per 100,000 live births; Life expectancy at birth; Incidence of malaria, leprosy, STI, dengue, filariasis, diabetes, diagnosed high-blood pressure per 1,000 population; Death rate from NCD-related causes; Adolescent fertility rate.
P.O. 5.2.: Ensure equitable access to health services at all levels of services.					 Percentage of aid posts with health personnel. Referral guidelines and mechanisms developed; Number of outpatients per 1,000 population. Knowledge Attitude and Practice survey (every 5 years); Contraceptive prevalence rate (surveys).
P.O. 5.3.: Improve the quality of services delivered at all levels	5.3.1. Develop and maintain adequate Human Resources for health to manage, coordinate and deliver quality health services.	Review and implement HRD Plan; Design and implement a policy to get doctors posted in the Provincial Hospitals; Enlarge nursing school capacity.	МОН	2013	 Number of doctors; Number of nurses. Percentage of assets older than their planned life duration. Health human resources development plan in place;
P.O. 5.4.: Promote good management and the effective use of resources	5.4.1. Strengthen effective governance, management and coordination of health sector	Implement MOH approved organizational structure : Strengthen and organize relationships with NGOs (WSB, SCA, VFHA, NYC, FSP, World Vision, etc).		2013 2013 Ongoing	 Rate of occupancy of hospitals beds; Average length of stay of inpatients in hospitals; Total cost of outpatient and inpatient per year; Number of stock-outs at the Central Medical Stores.

National Strategic Priority 5: PROVISION OF BETTER HEALTH SERVICES, ESPECIALLY IN RURAL AREAS

Policy Objectives	Strategy	Actions	Respon sibility	Target Date	Performance Indicators
P.O. 6.1 Increase equitable access to education and ensure gender and rural/urban balance	6.1.1. Increase access to education through phasing out of school fees and delivery of school grants to all primary schools (Years 1-6) and over time extending grants to Years 7-10	. Review of the UPE Policy to ensure well coverage of access in all schools (extension to 7-10?) . Review grant arrangement for technical and post secondary schools	PMO MFEM MoE Donors	Ongoin g 2013 2013	Net Primary Enrolment Rate (by province and urban/rural, and by sex); Net Secondary Enrolment Rate (by province and urban/rural, and by sex); Percentage of primary schools (government and government assisted) receiving full school grant on annual basis; Percentage of secondary school costs covered by government grants for Years 7-10; Independent review of school grant processes, effectiveness and impact completed.
	6.1.2. Deliver a school infrastructure development program that improves the stock of school facilities and equipment and mitigates the impact of national disasters	 Secure Govt lands for education services either through lease or agreement to lease instruments. Development of a school asset management strategy Refurbishment or rebuilding of school buildings built before 1980 or over 40 years old (eg. Malapoa & Matevulu colleges) 	PMO MFEM MOE MOL MOH		 Percentage of primary schools meeting National infrastructure Standards (by province and urban/rural – Baseline 2010 = 37%); Total number of classrooms constructed (by province and urban/rural) related to additional number of students; Percentage of primary schools with access to clean, safe water (Baseline 2008 = 52%); Percentage of primary schools with standard sanitation.
	6.1.3. Improve equal access to all levels of education for children with special needs	. Implementation of inclusive education policy	MoE MoH NGOs	2013	Primary Net Enrolment Rate of children with disabilities
	6.1.4. To ensure that gender issue at tertiary level improves	. Conduct an analysis on the reasons for low tertiary level intakes for girls.	MoE	2013	. Gender Parity Index in Tertiary
P.O. 6.2. Raise the quality and relevance of education		. TSC Act amendments to be enacted by parliament (registration of qualified teachers)	MoE VITE Council	2013	. Primary Completion Rate (Baseline 2007 = 75.8%); . Grade 1-3 students reading level. . Percentage of certified primary teachers.
	6.2.1. Develop and implement a curriculum standards framework for K-13 based on the national curriculum statement	. Implement of the national curriculum statement (1-3 completeted in 2012) Yr4 to 10	MoE	2013- 15	. Curriculum standards framework for K-13 developed
	6.2.2. Improve the relevance and quality of teacher training	 Introduction of early childhood program at the VITE; Develop and implement a HRD Plan which addresses teacher training needs. 	MoE VITE Council	2014 2013	. Percentage of primary school teachers trained in use of new curriculum (pre-service and in- service).
	6.2.3. Provide appropriate education assessment systems	. Implementation of the national assessment policy and its rules and	MoE	2013	. Review of examination processes completed by 2013;

National Strategic Priority 6: EDUCATION AND HUMAN RESOURCE DEVELOPMENT

Policy Objectives	Strategy	Actions	Respon sibility	Target Date	Performance Indicators
		regulations in line with the national curriculum			. National Policy on Assessment developed in line with curriculum reform completed by 2013.
P.O. 6.3 Improve and strengthen management of the education system	6.3.1. Develop and implement a program of human resource development and capacity building for staff in the MoE, provincial and school administration staff	. Develop and implement a HRD Plan for officers of the MoE.	MoE	2013	. HR officer recruited and HRD plan developed / updated.
	6.3.2. Improve fiscal and financial management within the education sector and ensure there is effective and efficient resource allocation in the sector.	Establishment of a monitoring system for financial management; Implement recommendations of the Public Expenditure Review doccument	MoE	2013	. Number of audit reports for the education sector (from MOE, MFEM or Auditor General); . Education sector MTEF designed and approved.
P.O 6.4. Establish an institute of higher education.	6.4.1. Develop policies and legislation that define future development toward an institute of higher education.	. Continue the implementation of the Naional Skills Development Strategy option on higher education. Study legal, technical and financial implications of various arrangements.	MoE MYDST MoAG MoH MoIA	2013- 2015	. Completed and approved law for a higher institute in Vanuatu.
P.O. 6.5: Nurture educational and sustainable livelihood opportunities for		. Revised VNTC Act passed by parliament (Separate regulation and accreditation roles);			 Number of registered providers of accredited courses for TVET; Number of certificates awarded; Number of TVET training courses conducted;
youth	6.5.1. Expand secondary vocational and formal vocational education and training to meet national and international standards.	Registration of rural training schools by VRDTCA; Completion of the Vanuatu qualification framework; Improve access to quality demand driven TVET trainings; Support TVET in schools program.	MoE MYDST PMO	Ongoin g 2013 2013 2013- 16	. Number of students in technical schools (VIT, VAC, VMC, POLICE COLLEGE, VNS, VITE, CNS, APTC, HTLTC, etc); . Number of trained teachers for TVET-in- school classes; . Number of secondary schools that offer TVET- in-school programs.
	6.5.2. Facilitate access of youth to employment opportunities and participation in the productive sector	 Re-establishment of the trade testing scheme; Establish business development services targeted to youths; Regular survey of youth employment is organised with VNSO (Target: At least one before end 2013); Introduce apprenticehip scheme. 	MYDST Labour Dept	2013- 2016	. Percentage of young people in formal employment by type / level of education and by location urban / rural.
	6.5.3. Support and strengthen holistic development of youth and to conduct and ensure quality sports for all	. Preparatory works towards 2017 Mini SPG games	MYDST VASAN OC	2015- 16	

Policy Objectives	Strategy	Actions	Respon sibility	Target Date	Performance Indicators
P.O. 7.1.: Ensure the provision of competitively priced, quality infrastructure.					 number of new airports constructed; number of upgraded and maintained airports; Proportion of works that have been provided through PEs or PSPs.
	7.1.1. Properly rehabilitate and maintain the road network.	. Core road network Tanna, Ambae and Malekula with expansion to Pentecost in 2013 and if possible one or more islands in subsequent years (VTSSP II) . VISIP implementation (Tanna, Efate, Santo, Malekula)	MIPU MIPU	2013- 2016 2013- 2016	 . kilometres of new roads; . kilometres of maintained roads; . Percentage of the road network that have been maintained.
	7.1.2. Ensure adequate maintenance and upgrading of existing domestic and international airports and airstrips	 Improvement Bauerfield; Lighting and information services at Whitegrass for international flights; Norsup upgrade; Upgrade high priority cat C aerodromes 	MIPU	2013- 2014 2013 2013 2013-16	. Percentage of total number of airstrips serviceable at standards.
	7.1.3. Maintain and upgrade existing marine infrastructure including storage facilities. (Marine Transport)	 New 200m long international wharf and container terminal Port-Vila; New domestic wharf Port-Vila (ADB + NZ funded, incl. Temporary berth for domestic fleet); 4 jetties and 2 wharves (ADB + NZ funded) rehabilitated in outer islands; Improvement and maintenance of navigation and mooring aids. 	MIPU	2016 2016 2016 2016 2016	 Percentage of works completed; Percentage of works completed; number of new and rehabilitated wharves; number of maintained wharves; Percentage of wharves operational; Percentage of aids that are operational.
	7.1.4. Promote, explore expand and invest on the use of potential renewable energy, especially where these can be used effectively in remote locations. (Energy)		Dept of Energy and MIPU World Bank	2013-16 2013-16 2013-15 2015-16 2013-16 2013-16 2013-16	 Proportion of rural population with access to electricity; Proportion of rural population with access to electricity generated from renewable and non-renewable energy resources.
	7.1.5. Extend Communication Infrastructure to remote areas by using innovative technology options	 Sub-marine broadband cable phase 1; Extension of e-Govt network to provincial areas Universal Access Policy fund. 	OGCIO, PMO	2013-14 2012-13 2013-16	. Percentage works completed; . Percentage works completed; . Percentage households with access to internet.

National Strategic Priority 7: ECONOMIC INFRASTRUCTURE AND SUPPORT SERVICES

Policy Objectives	Strategy	Actions	Respon sibility	Target Date	Performance Indicators
	7.1.6. Extend the coverage of improved water supplies, especially in rural areas.	Review of Luganville water tariff; Relocation of Luganville water supply project; Conduct feasibility study for proposed Port Vila water source; Conduct feasibility study to identify major water sources of Lenakel municipal area; Review Water supply Act and Water resource Management Act; Amend URA Act to transfer management of Special Water Fund to MFEM; Operationalized water offices in all provinces; Conduct water stakeholders meeting annually; Undertake inventory of water projects throughout Vanuatu; Set up an authority to oversee the management of water supply in Luganville, Lakatoro and Lenakel.	URA Dept. of Water Supply MIPU UNELC O	2013 2013-15 2013-14 2013 2013 2015 2013 2013 2013 2013 2013	 Report produced for implementation Report produced Report produced Report produced Proportion of rural population with access to clean water supplies; Number of RWS schemes implemented per year. Inventory report and update Management bodies established
	7.1.7. Improve sanitation and drainage in Port Vila	. Port Vila urban development project phase 1 (ADB + AusAID).	MIPU, PVMC, , VPMU	2013-17	. Percentage works completed; . Percentage household with sanitation.
	7.1.8. Improve solid waste management in towns.	. Port Vila and Luganville dump site; . Lenakel town dump site.	MIPU MOL Municip.	2013 - 2016	
	7.1.9. Maintain and upgrade the basic meteorological and geo-hazard infrastructure and operations.	. Set up provincial meteorological sub-stations; . Upgrade and maintain the meteorological and geohazard infrastructure.	MIPU	2013-16 2013-16	. Percentage of seismic and volcanic stations established and maintained; . Percentage of forecasting and warning issued by the VMS which are timely and accurate.
P.O. 7.2.: Reduce the price of utility services			MIPU		 Average electricity tariff; Average water tariff; Price of a 3-minute fixed telephone local call (Peak and off-peak rate); Mobile cellular-price of a 3 minute local call (peak and off-peak); Dial- up internet-Price of per minute (peak and off-peak) connection; Internet Access Tariff (20 hours per month).
	7.2.1. Encourage the development of competitive private sector involvement in the provision of utilities and services.	. Review water supply arrangements in Luganville	MIPU	2013	. Number of public service concessions run by private companies.

Policy Objectives	Strategy	Actions	Respon sibility	Target Date	Performance Indicators
	7.2.2. Improve operational efficiency in the international ports.	. Review current stevedoring arrangements	MIPU	2013	. Handling charges at international ports per tonne, per container; . Number of days of delay due to stevedore operations.
P.O. 7.3.: Ensure best regulation and management of utilities and services, including transport.		 Amend Road and land transport legislation to improve road classification and traffic management; Establish Land Transport Authority. Review legislation to empower the CAA to improve oversight capability as well as to set up financing of aviation safety development through charging of safety levy 	MIPU CAA / AVL	2013-16	. Implementation of the Vanuatu Infrastructure Master Plan.
	7.3.1. Review the Air services / upper air space agreement	 Explore newer destinations/markets and enter into new ASA's with potential destinations such as in Asia; Review agreement with Fiji and ICAO regarding management of Vanuatu's Upper Air Space 	CAA MOFA	2013-16	. New air services agreements reviewed and signed.
	7.3.2.: Optimize subsidies for shipping services to remote areas (to be specified)	. Shipping Support Mechanism developed and operationalised	Ports & Harbour	2013	. Level of subsidies per annum divided by number of voyages.
	7.3.3. Promote the use of bio-fuels and other alternative energy sources where economically feasible.	. Finalise, endorse and implement Vanuatu Vanuatu National Energy Road Map	MIPU	2013	. Total volume of biofuel produced and used for transport and electricity generation.
P.O 7.4 Respond to Natural Disasters	7.4.1 Maintaining and upgrading the basic meteorological and geo-hazard infrastructure and operations (Meteo).	. Establish a tsunami warning system for Port Vila and Luganville	VMGD	2013	. Tsunami warning system designed and established.

Appendix 1: 100 Days Policy Priority List

On 10th April 2013, the Prime Minister of the Republic of Vanuatu, Honourable Moana Kalosil CARCASSES released the "100 Days Policy Priority List", being a list of measures to be achieved and completed within the first 100 days of his government. The metrix below covered the policy priorities to be implemented.

PORTFOLIO CHANGES			
MEASURES	STATUS	FOLLOW UP ACTION	LEAD AGENCY(S)
1.Removal of Civil Aviation Ministry and re- instatement of Ministry of Youth Development, Training & Sports	Implemented.		
2 . Amalgamation of MOT and MNVB into new Ministry of Tourism and Commerce	Implemented		
3. Creation of new Ministry of Climate Change Adaptation, Geo-hazards, Meteorology and Energy	Implemented		
4 . Reshuffling of some departments and responsibilities between Ministries for better service delivery	Implemented		
AID FUNDED PRIORITIES			
MEASURES	STATUS	FOLLOW UP ACTION	LEAD AGENCY(S)
5. Relocate Chinese Convention Centre from Parliament Park	In progress – Chinese Ambassador has been advised on the VANGOVs intension. Taskforce awaiting further instructions. Alternate site needs to be confirmed.	Need to check confirm if this change has cost implications. Also need to follow up with PM and DPM on next steps	DSPPAC (ACNU) and DFA
6 . Begin negotiations with donors for payment of all outstanding severance pay for government workers,	Need to determine how much is involved – provide an	Need to work with police, education and health to	Treasury and DSPPAC

including police, teachers and health personnel	analysis of priorities. AusAID projects already providing contributions for severance payment in health, education and police	ensure that once this exercise is complete there is a plan in place to minimise recurrence in future	
LEGISLATIVE CHANGES			
MEASURES	STATUS	FOLLOW UP ACTION	LEAD AGENCY(S)
7 . Hold an extra ordinary session of Parliament in first 100 days to make amendments required in this 100 Day List	In progress		
BUDGET CHANGES			
MEASURES	STATUS	FOLLOW UP ACTION	LEAD AGENCY(S)
8 . Hold an extra ordinary session of Parliament in first 100 days to make changes to 2013 Appropriation to resource changes identified in this 100 Day List	In progress but has legal implication	MBC needs to sit with budget timetable signed off and circulated	MFEM (Treasury)
CONSTITUTIONAL CHANGES			
MEASURES	STATUS	FOLLOW UP ACTION	LEAD AGENCY(S)
 9. Hold an extraordinary session of Parliament in first 100 days to make two changes to the Constitution: Amend article 30(2) of the Constitution to require the approval of the full council of the Malvatumauri for any new laws likely to affect land or custom 		Should ensure that this is part of the Political Party Integrity Bill	MOFA and PMO

Amend article 21(4) on Parliamentary quorum to prevent Parliament meeting on Saturdays or Sundays			
PRIME MINISTERS OFFICE			
MEASURES	STATUS	FOLLOW UP ACTION	LEAD AGENCY(S)
10 . Issue an order to all Ministers and all DG's that no Government funded overseas trips are to be undertaken without authorization from the Prime Minister	Implemented		All DGs and Directors
11 . Assess and reconstitute membership of boards of all Government and statutory bodies	Implemented – Letter send out by PM on vehicles and board membership. Finance shared concern on proposed amendment of GBEU	Secretary to COM to provide update	РМО
12 . Replace the Attorney General	Re-appointed Ishmael Kalsakau as Attorney General. Should the incumbent be terminated it will have cost implications		
13 . Appoint a new Police Commissioner and organise custom ceremonies to reunify the different factions in the VPF	Police Service Commission has appointed Arthur Caulton as Police Commissioner.		
14. Advertise the position and appoint a new Public Relations Officer (PRO)	Currently being advertised.	Panel to meet shortly for interviews and recommendation to PM for	РМО

		appointment	
15 . Advertise the position and appoint a new 1 st Political Adviser to the Prime Minister	Currently being advertised.	Panel to meet shortly for interviews and recommendation to PM for appointment	РМО
16 . Assessment and re-positioning or replacement of DG's	In progress		
17 . Establish a Public Concerns Monitoring Group headed by the Ombudsman with secretarial support from the Office of the Ombudsman and comprised of representatives from VANGO, VCC, VCCI, Malvatumauri, Auditor General's Office and others , with a mandate to identify and raise key issues of public concern with the Government, to advise and assist the Government to address these concerns, and to liaise with the public. This group also able to receive submissions on such issues		Need policy decision and legislation to implement. Need ask the Law Commission to review inconsistencies in current legislation Comments: Need to reconsider this as the Ombudsman's Office was established for this purpose. Perhaps this measure needs to be incorporated into measures proposed for the strengthening of the Ombudsmen's Officer notably 19; 20; and 21	Min of Justice and PMO (SLO)
18 . Review and amend all allowances rates for the public service and political staff		Need clarification as it has cost implications. Need to relook at OSA mechanism in particular reconsider powers to prepare ministerial orders for staff appointment; GRT	PMO (GRT)

		board needs to be convened	
19 . Amend the Ombudsman Act to re-instate the power of the Ombudsman to institute a civil case against a leader to recover misappropriated funds		See above	
20 . Amend the Leadership Code to remove the prerequisite requirement for conviction under the Penal Code for conviction for breach of the Leadership Code		See above	
21 . Insert a new section into the Ombudsman Act to allow anyone, including the Ombudsman, to prosecute a leader for breach of the Leadership Code if the Public Prosecutor has not commenced proceedings three months after issuing a report alleging breaches		See above	
22 . Put in place a comprehensive vehicle policy for all Government to address excessive expenditure on vehicles, vehicle maintenance and fuel	In progress	MIPU carrying out an audit. Considering renumbering and colouring of number plates.	MIPU; PMO(PSC); MFEM (Customs)
		Vehicles for new ministerial portfolios to be considered. All other requests for new vehicles to be put on hold	
		New policy to be put in place: Govt to pay for all repairs and damages. Cost to be recovered from salary deductions.	

23. Establish high level Constitutional Review for Political Reform committee and complete consultation with all political parties on amendment of constitution to reform the political system, ready for wider consultation		Relates to 9 and 18. Need to progress	РМО
24 . Endorsement and publication of new vision and mission statements for each Ministry		Need further clarification	
25 . Publication of draft 5 year Development Plan (to replace PAA, PLAS etc) for further consultation and comment		PAA and PLAS have just been reviewed. Change in direction may impact on commitments made by development partners. Need to organise a joint briefing for PM and DPM	PMO
26 . Hold at least one COM meetings in a rural location	In progress – six such meetings to be held in 2013. First meeting to be convened in TORBA at the end of April	Need to establish a committee/taskforce to organise travel, accomm and other logistics	РМО
27. Establish Vanuatu Investment Limited to oversee all revenue generating government companies		Need to ascertain the main intensions for this proposed measure.	PMO, MOT, MFEM
		<u>Comments:</u>	
		The entity will become too powerful as all businesses will be under it.	
		Who will they report to?	
		What would become of the	

		GBEU?	
28 . Commission an independent review on the PSC and the public service for the purpose of overhauling the structure and functioning of the PSC to achieve better outcomes from the PSC itself and from public servants		A good idea. Need to expand scope to include other commissions to ensure consistency and complementarity.	РМО
		A diagnostic study needs to be undertaken	
29 . Establish a commission of inquiry to investigate and audit all Vanuatu citizenship granted and Vanuatu passports issued and cancel all citizenships granted which do not meet the requirements of the Constitution and the law	In progress. Citizenship office already commenced this task since the new SG took office	Citizenship Office to provide report on work done to date	PMO(Citizenship Office)
30 . Amend laws to prevent granting citizenship without having lived 10 years in Vanuatu		Citizenship Office to be tasked	PMO(Citizenship Office)
31 . Publish a draft policy paper for public comment on a proposed amendment of the Constitution to provide for dual nationality		Citizenship Office to be tasked	PMO(Citizenship Office)
FOREIGN AFFAIRS & EXTERNAL TRADE			
MEASURES	STATUS	FOLLOW UP ACTION	LEAD AGENCY(S)
32. Review of DCA agreement with Indonesia		Need to reword measure as suggested	PMO, MOFA
33 . Declaration of support for full membership of MSG for West Papua	In progress	Need to appoint special envoy for decolonisation and maritime boundaries	MOFA, POM
34 . Remove diplomatic status of Mme Goiset	Implemented	Instruments of termination needs to be officially	MOFA

		issued	
35 . Review all appointments of ambassadors, consuls, trade representatives etc	In progress	Provide Central Agencies Com with update	MOFA
36 . Publish review of costs and benefits of the MSG Trade Agreement for Vanuatu		Need to update report and publish	MOFA, MFEM, and MSG Secretariat
37 . Amend laws to formalize participation of VCCI in all trade negotiations		Need policy decision to implement	МОТ
FINANCE AND ECONOMIC MANAGEMENT			
MEASURES	STATUS	FOLLOW UP ACTION	LEAD AGENCY(S)
38. Establish MBC and begin revision of budget to be passed at an extra sitting of Parliament within 100 days	In progress. Minister soon to appoint new members	MBC to be convened shortly	MFEM
39 . Publish audit reports on VNPF, Tafea Mini Arts Festival , CDF	In progress		
40 . Audit the Hong Kong based PR program (Permanent Residency Scheme)	In progress	MFEM to follow up with Auditor General	MFEM
41. Audit and review the VFSC			MFEM
42. Publish policy paper on creation of Government Asset Registry. Source aid funding for short term project to establish Government Asset Registry, including establishment of database and training of staff	Asset registry has been established		MFEM
43 . Amend law to remove requirement to pay VAT and duty from Charities and expand definition of Charities		Need for further consultation. Include as part of future	MFEM

		revenue initiative	
44. Amend law to provide incentives under VAT and duty requirements to encourage recycling and waste reduction		Need for further consultation.	MFEM, Environment Dept.
45 . Repeal Vanuatu Agriculture Bank Act and find means to provide Government funding through the National Bank of Vanuatu for agricultural and development projects		Need clearer options <u>Comment:</u> Linkage between Agriculture College, Chamber of Commerce and Agriculture Bank needs to be strengthened. Graduates from college need to have access to credit facility	MFEM, PMO
EDUCATION			
MEASURES	STATUS	FOLLOW UP ACTION	LEAD AGENCY(S)
46 . Refinance scholarships budget so all Vangov students get allocated funds on time for the rest of the year		Need to review awards for scholarships <u>Comment:</u> Allocation of funds an Admin issue. Process needs strengthening. Payments process as soon as requests received from MOE	MOE, MFEM
47. Pass legislation to legally establish merit based selection system for awarding scholarships that is free from political interference		NEC membership needs to be reviewed	MOE, PMO

LANDS, ENVIRONMENT, MINES & WATER RESOURCES				
MEASURES	STATUS	FOLLOW UP ACTION	LEAD AGENCY(S)	
48 . Publish policy paper and legislative priorities for land reform before 90 days (with Ministry of Justice and Social Welfare)			MLNR, Min of Justice	
49 . Initiate high level working group to start negotiating expansion of Port Vila Municipal Boundary			MLNR, MIA, Port Vila Municipal	
50 . Establish draft Urban Master Plan for Port Vila and publish for wider comment (plan incorporating public and green spaces, government buildings, sport facilities, second and third commercial centres, cemetery , market site)	In progress		MLNR, MIA	
51 . Establish policy to encourage recycling and waste reduction	In progress		Environ. Dept	
INFRASTRUCTURE AND PUBLIC UTLITIES				
MEASURES	STATUS	FOLLOW UP ACTION	LEAD AGENCY(S)	
52 . Publish draft National Building Code and draft Building Act for public comment	In progress	Need to include road Act	MIPU, MIA, Environ. Dept	
53. Table the Vanuatu Infrastructure Strategic Investment Plan in the Council of Ministers	In progress	Need to be submitted through DCO	PMO(DSPPAC)	
INTERNAL AFFAIRS				
MEASURES	STATUS	FOLLOW UP ACTION	LEAD AGENCY(S)	

54 . Amend law and regulations to strengthen protection of jobs for citizens	Law exists	Need enforcement			
55 . Freeze issue of new bus and taxi licenses and publish new draft policy regulating the public transport sector for public comment	Implemented	Need draft, consult and publish policy	MIA		
56 . Amend immigration laws to prescribe forms to be used, establish guidelines for issuance of travel documents, clearly establish who will process applications, create new "temporary business" visa category, clarify visa renewal procedures			MIA		
AGRICULTURE, LIVESTOCK, FORESTRY, FISHERIES AND BIOSECURITY					
MEASURES	STATUS	FOLLOW UP ACTION	LEAD AGENCY(S)		
57 . Repeal the Chamber of Agriculture Act and return its function to the Chamber of Commerce		DG Agriculture to advise	MAQFF		
		<u>Comment:</u>			
		Need to reconsider as may result in local farmers losing out. Chamber established for bug			
		businesses in Port Vila – rural businesses neglected			
TOURISM, TRADE, COMMERCE AND NI-VANUATU BUSINESS					
MEASURES	STATUS	FOLLOW UP ACTION	LEAD AGENCY(S)		
58 . Establish policy and commence steps to repeal VIPA and place investment promotion function with the Chamber of Commerce		Comment: Need to review/reconsider intension as there is	MFEM, MOFA, MOT, MIA		

		potential for conflict – VCCI may only promote for industries interested in		
59 . Publish policy paper on introducing requirement for 51% local joint ventures in all foreign investment (except in certain identified sectors)			MFEM, MOFA, MOT, MIA	
60 . Review the COM policy passed in 2011 and then establish a new policy to stop any new foreign investment in the wholesale and retail sector and restructure the sector to restrict the operation of foreign owned wholesale and retail shops already existing and reserve the sector for Ni-Vanuatu small business people			MFEM, MOFA, MOT, MIA	
HEALTH				
MEASURES	STATUS	FOLLOW UP ACTION	LEAD AGENCY(S)	
61 . Review the proposed new structure of the Ministry of Health proposed in 20-10-11, make further revisions as required and then publish for public comment	New MOH Structure has been developed and approved by COM dated 02/05/2013.	PSC to implement in consultation with MOH	MFEM, PMO(PSC)	
JUSTICE AND SOCIAL WELFARE				
MEASURES	STATUS	FOLLOW UP ACTION	LEAD AGENCY(S)	
62. Publish policy paper and legislative priorities for land reforms before 90 days (with Ministry of Lands and Rural Water Supply)				
63. Amend National Council of Chiefs Act to define the role of the President and to recognize the New		Need COM paper		

Caledonia Vanuatu Community Council of Chiefs					
64. Establish committee to assess compensation claim for Ambrym-Tanna conflict (Port Vila 1997) as per COM Paper already passed in 2011 as a pilot for establishing a process for dealing with all compensation claims against the State		Need further consultations. Court process needs to be utilised as do not want to set a precedent			
YOUTH DEVELOPMENT , TRAINING AND SPORTS					
MEASURES	STATUS	FOLLOW UP ACTION	LEAD AGENCY(S)		
65. Source part of the funding for 2017 Mini Games facilities	In progress				
CLIMATE CHANGE ADAPTATION, GEOHAZARDS, METEOROLOGY AND ENERGY					
MEASURES	STATUS	FOLLOW UP ACTION	LEAD AGENCY(S)		
66. Complete establishment of new Ministry	Jotham Napat being appointed as A/DG	Need to fully resource	CCGME, MFEM		
OFFICE OF THE SPEAKER					
MEASURES	STATUS	FOLLOW UP ACTION	LEAD AGENCY(S)		
67 . Appoint new Clerk of Parliament and budget permitting – new staff	Position being Advertised		Speakers Office		
68. Complete consultations on new Standing Orders, ready to approve in Parliament			Speakers Office		