



# Technical Assistance Consultant's Report

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Project Number: 44140  
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## TA 7566-REG: Strengthening and Use of Country Safeguard Systems

Subproject: Strengthening Implementation  
Capacity for EIA (Vanuatu)

### FINAL REPORT 3: ACTION PLAN

Prepared by ADB Consultant Team

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RETA No.: 7566-VAN

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**Strengthening and Use of Country  
Safeguard Systems  
VAN: Strengthening the Regulatory  
Framework for EIA in Vanuatu**

**Final Report 3: Action Plan**

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## ACRONYMS

ADB	-	Asian Development Bank
AVID	-	Australian Volunteers for International Development
CSS	-	Country Safeguard System
CSR	-	Country Safeguards Review
DEPC	-	Department of Environmental Protection and Conservation
DGMWR	-	Department of Geology Minerals, Mines and Water Resources
DLA	-	Department of Local Authorities
EIA	-	Environmental Impact Assessment
ELS	-	Environmental Legal Specialist (to the TA)
EMMP	-	Environmental Monitoring and Management Plan
EPC Act	-	Environmental Protection and Conservation Act
FDA	-	Foreshore Development Act
GOV	-	Government of the Republic of Vanuatu
ICA	-	Institutional Capacity Assessment
IEE	-	Initial Environmental Examination
MCCA	-	Ministry of Climate Change Adaptation, Meteorology, Geo-hazards, Energy, Environment and Disaster Management
MIPU	-	Ministry of Infrastructure and Public Utilities
NEPIP	-	National Environmental Policy Implementation Plan
NLUPP	-	National Land Use Planning Policy
NSDP	-	National Sustainable Development Plan
NZAID	-	New Zealand Aid Programme
PEA	-	Preliminary Environmental Assessment
PMO	-	Prime Minister's Office
PPA	-	Physical Planning Act
PPU	-	Physical Planning Unit
PSC	-	Public Service Commission
PVUDP	-	Port Vila Urban Development Program
PWD	-	Public Works Department
TOR	-	Terms of Reference
VPMU	-	Vanuatu Project Management Unit

## EXECUTIVE SUMMARY

1. **Background and context.** The purpose of the technical assistance (TA) was to support the Department of Environmental Protection and Conservation (DEPC), within Ministry of Climate Change, Energy, Meteorology, Geo-Hazard and Environment (MCCA)<sup>1</sup> in fully implementing and understanding the requirements of the country safeguards system (CSS) which includes the Environmental Protection and Conservation (EPC) Act as amended in 2010 and the supporting Environmental Impact Assessment (EIA) Regulations 2011.
2. The main outputs of the subproject were:
  - a. Diagnostic review of the legal regulatory framework for environment;
  - b. Institutional capacity assessment;
  - c. Strengthened procedures, capacity building and outreach including an operations manual; and
  - d. Action plan.
3. **The technical assistance.** The background of the TA was the need for Vanuatu to successfully apply CSS for a series of forthcoming infrastructure projects. The current environmental safeguards system was established in recent years and the director of DEPC is keen to review the performance of environmental safeguards with a view to improving them not only for the larger infrastructure projects but all activities subject to environmental assessment in Vanuatu. Therefore the goal of the TA was the development of environmental CSS capacity to assist the implementation of infrastructure and other projects so they can progress in an environmentally and socially responsible manner. The outcome of the TA is an improved environment CSS framework and increased capacity to implement environmental and social safeguards in infrastructure and other types of development.
4. Agencies implementing both internally funded and development partner financed projects in Vanuatu have limited experience in applying the CSS and development partners' safeguard policies and this has led to inconsistency and weaknesses in implementing safeguards. Apart from DEPC, the Vanuatu Project Management Unit (VPMU) and the Ministry of Public Works and Utilities (MIPU) are core agencies involved in the management of infrastructure projects.
5. The focus of the technical assistance (TA) is in response to a request from the government to help strengthen environmental safeguards and the capacity of the DEPC to improve environmental safeguards and in particular their application to urban infrastructure developments. The TA was approved by Asian Development Bank (ADB) in March 2014 and was endorsed by the government in April 2014. The TA commenced in August 2014 and was completed by 15 November 2015.
6. **Impact and outcome.** The TA was intended to support government initiatives to build capacity for strengthening and effective application of environment safeguards system of Vanuatu. The expected outcome is strengthened capacity to implement environmental

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<sup>1</sup> The full name is actually the Ministry of Climate Change Adaptation, Meteorology, Geo-hazards, Energy, Environment and Disaster Management (MCCA) but commonly referred to by this shorter version.

safeguards generally and in the urban infrastructure sector particularly. Key activities include: (i) a legal analysis review of CSS and equivalence assessment; (ii) preparing an institutional assessment (ICA) of capacity and implementation of Vanuatu CSS (using projects in the urban development sector and comparative overseas CSS as case studies); (iii) strengthening procedures, capacity building and outreach; (iv) preparing an operations manual including a summary of the strengthened process and various management tools; and (v) preparing an action plan that recommends gap-filling measures to further strengthen implementation capacity and the legal framework in the short and medium term (five years).

7. **Purpose of this report.** This action plan compiles the recommendations from the legal analysis review (Final Report 1) and ICA (Final Report 2) as well as direct experience with developing and implementing the strengthened EIA process including the compilation of an operations manual. This report and action plan is a road map for implementation of priority initiatives to be realised in the short-term, medium-term, or long-term periods. Short-term initiatives are to be realised in the first year following the completion of the TA.
8. The CSR legal analysis (Final Report 1) identified areas in the environment safeguard legal framework that lacked equivalence to international best practice as bench-marked by the ADB Safeguard Policy Statement 2009.
9. The ICA (Final Report 2) identified that the existing EIA process was established and implemented by DEPC but not necessarily adhered to by other regulatory agencies. In particular a lack of established land use (physical) planning controls results in environmental legislation and EIA processes being used as an alternate means of land use planning. The ICA also identified inconsistencies in the application of safeguards requirements for larger infrastructure projects, mainly due to variations between donor safeguards requirements for these projects and how these were governed, as well as a lack of institutional capacity to assess large projects due to resource requirements involved. There is also variable environmental assessment of other public infrastructure projects due to a lack of clarity in procedures and an absence of assessment tools or guidance information, and limited institutional capacity for implementation.
10. The strengthening of the EIA process and development of an operations manual confirmed that further opportunity exists for the development of standards and environmental management requirements for the most common development projects. Developing such standards and guidelines would also reduce DEPC resource requirements by providing a set of materials that can be used consistently and applied across multiple development applications. The development of the improved process and operations manual also highlighted the importance of responding to the recommendations for legislative amendments in the CSR legal analysis.
11. Workshops were held during November 2014 with DEPC staff to prioritise and finalise the key activities and the review the current TA initiatives to strengthen the CSS for environment. Action on the prioritised action plan initiatives by DEPC are now the next steps and for development partner consideration and support.
12. While awaiting a revised act and regulations, DEPC's implementation of the legislation is based on best practices, essentially an enhanced and consistent approach to their current practice. These best practices include the enhancement of current EIA process including determining the preferred approaches for the assessment of large donor funded infrastructure projects as well as enhancing current assessment process for other

development projects. The operations manual produced under the current TA assists in maintaining a consistent approach to current practice.

13. **Overall findings and further recommendations.** The CSS legal review and ICA led to a number of findings and the work on revising processes and developing the operations manual further identified opportunities to improve CSS performance. These findings fall comfortably within the intent and objectives of the TA, and consideration may be given by ADB for further support to achieve some additional short to medium term results. Specific priority short to medium term initiatives to be addressed include;
- a. Support for drafting amendments to the EPC Act and regulations;
  - b. Training and support on the operations manual produced during this TA and continuing on-the-job advice and support in safeguards implementation on applications received by DEPC;
  - c. Assistance and support to the DEPC on standards or guidelines for commonly encountered activities requiring permits under the EPC Act, including a review of current Quarry Guidelines to include environmental management considerations;
  - d. Assistance and support to the DEPC on implementing measures under the Waste Management and Pollution (Control) Acts including regulations or other licensing controls;
  - e. Assistance and support to other government agencies to assist alignment of their permit processes with EPC Act requirements, in particular progressing land use (physical) planning policy and procedures and clarifying the differences between planning and environment controls on development; and
  - f. Further awareness-raising on environmental stewardship and EIA processes including the development of materials for investors and other stakeholders.

## I. INTRODUCTION

14. **Background and context.** Agencies implementing both internally funded and development partner financed projects in Vanuatu have limited experience in applying the CSS and development partners' safeguard policies and this has led to inconsistency and weaknesses in implementing safeguards. The VPMU and MIPU through its Public Works Department (PWD) are the core agencies involved in the implementation of development partner financed infrastructure projects.
15. The DEPC faces considerable obstacles in its ability to properly implement and enforce the system of environmental assessment and the framework of environmental licensing it creates. With significant infrastructure investments and other development projects now taking place, the regulatory framework requires strengthening to ensure that Vanuatu's fragile environment is protected from unsustainable and environmentally destructive practices.
16. **Technical assistance.** The focus of the technical assistance (TA) was in direct response to a request from the government to strengthen environmental safeguards and the capacity of the DEPC and key agencies to apply environmental safeguards in several urban infrastructure developments. The RETA VAN Sub Project was approved by Asian Development Bank (ADB) in March 2014 and was endorsed by the government in April 2014. The TA commenced in August 2014 and was completed in November 2015.
17. **Impact and outcome.** The TA was intended to support government initiatives to build capacity for strengthening and effective application of environment safeguards system of Vanuatu. The expected impact was improved EIA processes and strengthened capacity to implement environmental safeguards in the urban infrastructure sector and other development projects. Key activities and outputs include: (i) a legal analysis review of CSS and equivalence assessment; (ii) an institutional assessment (ICA) of capacity and implementation of Vanuatu CSS (using projects in the urban development sector and comparative overseas CSS as case studies); (iii) strengthening procedures, capacity building and outreach; (iv) preparing an operations manual including a summary of the strengthened process and various management tools; and (v) preparing an action plan that recommends gap-filling measures to further strengthen implementation capacity and the legal framework in the short and medium term (five years).
18. **Purpose of this report.** The TA outputs identified some areas in the CSS that require further strengthening. These are addressed by the action plan which proposes the implementation of priority initiatives to be realised in the short, medium, or long term. They are categorised as follows:
  - a. DEPC Priority Policy and Legislative Actions;
  - b. DEPC and Key Agency Technical Strengthening Priorities;
  - c. DEPC Capacity Building and Institutional Strengthening Priorities;
  - and
  - d. Capacity building, awareness raising and strengthening in other organisations.



19. Workshops held with DEPC in November 2015 led to prioritisation and finalisation of the actions and initiatives DEPC sees as key for strengthening the CSS for environment.
20. Action on the prioritised action plan initiatives by DEPC are next steps and for development partner consideration and support (e.g. ADB, NZ Aid, World Bank and others).
21. The action plan outlines these areas for follow-up action and support. It is intended that the action plan be strongly stakeholder driven (ie primarily by DEPC but also other agencies) so that it reflects the stakeholders' requirements taking into consideration the local context and limitations. The prioritised action plan initiatives for DEPC and others are described below.
22. To better frame these action plan items, the following section summarizes the findings of the legal review (Final Report 1), the ICA (Final Report 2) and additional opportunities to improve CSS as identified through the improvements to EIA process and development of the operations manual.

## II. SUMMARY OF FINDINGS AND RECOMMENDATIONS

23. **Legal review findings and recommendations.** The first part of the country safeguards review (CSR) (legal analysis – Final Report 1) concluded that Vanuatu legislation and policies are fully equivalent with most of the basic components of environment safeguards as established by international best practice.<sup>2</sup> Comparison with ADB Safeguard Policy Statement 2009 (SPS) as benchmark for good practice indicates the overall objective of ensuring the environmental soundness and sustainability of projects and to support the integration of environmental considerations into the project decision-making process is provided by the EPCA and the EIA Regulations. It can also be found in legislation from certain line ministries, including legislation on forestry and mining (including quarries) and may also be seen in a number of policies, including the national planning instrument the Priorities and Action Agenda 2006-2015<sup>3</sup>, the DEPC Strategic Plan 2014-2024, the National Biodiversity Conservation Strategy 1999 (although this is now out of date and is currently being revised), the draft National Environment Policy and the draft National Environmental Management Strategy<sup>4</sup>.
24. The legal analysis shows that the environmental legislation of Vanuatu is fully equivalent with 26 of the 80 key elements (34.67%) of the ADB's safeguard requirement 1: environment (SR1) principles, including most of the basic components of environmental assessment. National legislation is partially equivalent with 24 of the key elements (32.0%), and not equivalent with 25 of the key elements (33.3%).

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<sup>2</sup> ADB. 2014. Technical Assistance for Strengthening and Use of Country Safeguard Systems: Vanuatu environment subproject, Final Report 1 – Legal Analysis.

<sup>3</sup> Now in the process of being superseded by the National Sustainable development Plan 2016-30.

<sup>4</sup> These are now combined into a single document the National Environmental Policy Implementation Plan (NEPIP) and aligned with the National Sustainable Development Plan (NSDP)

25. The main recommendations to bring about full equivalence with the ADB environmental safeguards include revision to the EPC Act and the Environmental Impact Assessment Regulations.
  - a. A number of revisions to the EPCA;
  - b. A number of revisions to the EIA Regulations;
  - c. A number of revisions to the PEA format;
  - d. The adoption of a format (minimum requirements) for the EIA report;
  - e. The adoption of a format (minimum requirements) for the EMMP;
  - f. Clarification of the interaction between the EIA process and the Pollution (Control) Act and the Public Health Act;
  - g. Adoption of the implementing regulations under the Pollution (Control) Act;
  - h. Adoption of the implementing regulations under the Waste Management Act; and
  - i. Adoption of the implementing regulations under the Health and Safety at Work Act.
26. A number of the recommendations relate to the environmental impact assessment (EIA) procedure for projects likely to have significant environmental, social and/or custom impacts, while others relate to the initial PEA procedure.
27. The current TA picks up on many of those recommendations from the CSR and addresses them as part of process improvements. Once an improved EIA process has been established then it will be supported by the necessary legislative amendments. The amendments process is already underway through an Australian Volunteers International (AVID) legal officer located within DEPC who has been following the process improvements under the TA and has commenced drafting instructions for legislative changes to the EPC Act and EIA Regulations. These instructions will need to follow formal government processes including consultation before they are passed on to the Vanuatu State Law Office.
28. **Institutional capacity assessment findings and recommendations.** Similar to many regulatory agencies in Vanuatu, DEPC operates with limited resources and a small operational budget. Although this is set to improve from 2016 it will not be to the extent required to firmly establish the department as a significant regulatory agency.
29. A restructuring of DEPC is currently underway and is likely to result in an increase in staff during 2016. This restructuring is an internal government process and includes direct liaison between DEPC, the MCCA and the Public Service Commission (PSC). An increase in the department's operational budget is also anticipated which was a result of this being highlighted to the MCCA by this TA.
30. The major focus of safeguards implementation and practice in Vanuatu is the environment permitting process under the EPC Act and EIA Regulations. However DEPC's practice and procedures are actually ahead of the environmental legislation in force (i.e., Environmental Protection and Conservation Act 2010 and the EIA Regulations 2011) as implementation of this legislation is difficult given the inconsistencies and ambiguity in many areas, which further highlights the need for consolidated amendment.
31. Implementation of environmental safeguards within the infrastructure sector varies, with higher compliance on development partner assisted projects as evident with MIPU projects. There is a prevailing view in some sectors that compliance to safeguards slows development, and that DEPC is seen as the gatekeeper of this delay to development. A further complication is that the contents of environment management and monitoring plans are seldom part of tender documents and can be omitted from contractors' contracts

conditions. This points to a pressing need for greater awareness raising about environmental safeguards and the roles of different stakeholders within the environmental permits process.

32. In combination, the current development partner assisted infrastructure projects are the largest development of infrastructure in Vanuatu's history. The ICA case studies examined four of these for safeguards performance. Implemented by either VPMU or MIPU and driven by development partner safeguards requirements, these projects have been inconsistent with CSS. Through the TA, DEPC has determined that projects must follow the national process completing all required application forms, EIA documentation, environment management and monitoring plans (EMMP) updates and revisions as determined by DEPC irrespective of donor safeguard requirements.
33. For smaller development projects the lack of established physical planning controls remains a particular problem for DEPC as it results in environmental legislation and EIA processes being used as an alternate means of land use planning. This is sub optimal and leads to the department receiving and approving applications for developments that are poorly located but do not necessarily have significant environmental impacts. Currently there is a lack of institutional capacity to change this situation in the Physical Planning Unit (PPU), the government agency responsible for physical planning which is located in the Ministry of Internal Affairs. A national land use planning policy (NLUPP) was adopted by the government in 2013 and a second decision was made in the same year to establish a dedicated town and country planning department (in line with a NLUPP policy directive) however neither of these decisions have been implemented.
34. The main recommendations of the ICA included:
  - a. Revising the current EIA process to ensure that it meets best practice and international standards;
  - b. Developing a range of tools including revised application forms, PEA reports and others to assist in the improved process; and
  - c. Confirming a revised process for assessment of large infrastructure projects.
35. Many of these recommendations were achieved through the remainder of the TA.
36. **EIA process improvements and operations manual.** The process improvements went ahead in large part based on the CSR and ICA recommendations and following the sequence of the EIA process from process start (applications) through PEA and on to EIA. These improvements were documented and captured in the operations manual.
37. While working through and developing improvements to the EIA process, it became apparent that there were advantages to developing standardised approaches to commonly encountered development activities. These advantages included reduced inputs and resources required to assess individual permit applications and a more consistent approach taken in the assessment of permits.
38. Therefore a series of tools such as revised application forms, application guidelines and assessment tools for PEA were all developed during the TA and implemented. The process improvement work also included standardising permit letters and conditions. The constant small improvements during the TA also confirmed the advantages of instigating a system of continuous improvement to the EIA process and tools while balancing legislative requirements for the process.

39. The TA was unable to develop guidelines and standards for sectors or commonly in the time allotted but did identify priorities for such standards and guidelines.
40. The main recommendations to strengthen implementation of CSS (building upon those set out in the CSR and ICA above) include:
  - a. Embed and continue to improve EIA process administration and practices;
  - b. Develop further tools for management and use in the EIA process;
  - c. Develop a set of standards or codes of conduct to guide sectoral activities and more commonly encountered development projects;
  - d. Incorporate environmental management considerations into current industrial or sectoral codes of conduct or operations manuals (should these exist);
  - e. Develop guidelines and publicity materials on good environmental management practice for wider use and awareness raising;
  - f. Raise awareness of the roles and responsibilities in the EIA process among stakeholders including line ministries, development partners, private sector and civil society to strengthen EIA implementation and confirm the importance of meeting NSDP principles; and
  - g. Review and determine the best approach to advance and improve land use planning practices in line with NLUPP directives and government decisions to reduce current problems with a lack of planning requirements for development projects.

### III. ACTION PLAN

41. **Action plan tables.** The action plan tables are presented on a results basis and include columns for inputs, activities, outputs, and outcomes through to the impact (result) of each action. The terms used in the tables are defined as follows:
- Action Item - initiative or intervention;
  - Inputs – resources required to advance the action requirement;
  - Activity – action(s) to be taken;
  - Output - result of input and activity to produce a product;
  - Outcome - how product is used to achieve further results (outside control of the intervention timeframe); and
  - Impact - larger, macro-level result.
42. The timeframes used in the matrices are noted as S = short-term (< 1 year), M = medium-term (1-3 years) and L = long-term (> 3 years) to represent the time needed to achieve the desired result of the action item.
43. **DEPC priorities and finalising the action plan.** Prior to the end of the TA, DEPC's acting Director made it clear that he wished further support for improving CSS and in particular EIA process development, legal support and support for additional safeguards improvement (such as the implementation of waste management legislation).
44. The recommendations of the legal review (Final Report 1) and the implementation capacity assessment (Final Report 2) as well as activities in improving CSS processes and developing the operations manual all identified and clarified the types of additional activities and support required. Through meetings and workshops in November 2015, additional priority actions were identified by DEPC. The following highlights priority initiatives or actions identified by DEPC and recommendations contained in the outputs from the current TA that were not included in the TOR.
45. Finalising the action plan involved elaborating the details and clearly assigning priorities/ranking to the actions and identifying the desired implementation timeframe. For those items that are outside the resources of the TA, sufficient detail is provided for consideration for funding and implementation by other stakeholders, particularly development partners.
46. These priorities are presented in a series of tables under the following categories:
- e. Table 1: DEPC Priority Policy and Legislative Actions;
  - f. Table 2: DEPC and Key Agency Technical Strengthening Priorities;
  - g. Table 3: DEPC Capacity Building and Institutional Strengthening Priorities;  
and
  - h. Table 4: Capacity building, awareness raising and strengthening other organisations.

**Table 1 - DEPC Priority Policy and Legislative Actions**

<b>Action Items</b>	<b>Inputs and Key Activities</b>	<b>Output</b>	<b>Outcome</b>	<b>Impact</b>
Legislative amendments as proposed in the legal review analysis (Final Report 1) to support enhanced EIA process  <b>S</b>	TA consultancy working with DEPC and the AVID volunteer in guiding the legislative changes	Draft amending legislation  Adopt the legislative and policy amendments  Process led by DEPC and AVID volunteer.	Amended EPC Act and EIA Regulations  Creation of associated Regulations and Guidelines	Greater support for EIA implementation  Improved environmental management and confidence in DEPC
New implementing regulations under the Waste Management and Pollution (Control) Acts  <b>S-M</b>	TA consultancy working with DEPC in guiding development of regulations.  TA consultancy working with legal TA and DEPC to develop guidelines and codes of conduct for key activities under these acts.	Draft regulations. Process led by DEPC.  Set of guidelines for practitioners and licencees under the legislation.	Implementing regulations to enable acts to be implemented.  Better implementation of the acts.	Improved management of solid wastes and control of pollution sources.
Increase policy support for EIA and CSS through national policy statements and plans(NSDP, NEPIP)  <b>S</b>	DEPC working with its Ministry to ensure that EIA and CSS are included and referred to appropriately.	Policy directives and outputs identified and included to advance EIA, legislative changes and the wider application of CSS.	Wider application of CSS to all development projects.	Reduced impact of developments.  Better management (mitigation avoidance or remedy) of environmental impacts of development projects

**Table 2 - DEPC and Key Agency Technical Strengthening Priorities**

<b>Action Items</b>	<b>Inputs and key activities</b>	<b>Output</b>	<b>Outcome</b>	<b>Impact</b>
Embed revised EIA processes <b>S-M</b>	TA with DEPC to develop further administrative and assessment tools for environmental permit applications.	Greater range of tools and templates for use by DEPC in administering legislation;  Greater clarity and detail for drafting instructions for legislative changes.	Improved administration and assessment of EIA process;  Greater accuracy and detail in revised legislation.	Consistent approach to EIA process that will reflect any legislative changes.
Environmental Standards and Codes of Conduct <b>M</b>	TA with DEPC to establish environmental standards or requirements for key sectors ;  Preparation of environmental codes of conduct for ongoing infrastructure works.	Environmental standards or requirements for key sectors that comprise the main application types for environmental permits.  Codes of conduct for ongoing public infrastructure and other common public works.	Support for EIA and compliance monitoring.  Improved environmental performance of public works.	Country appropriate standards for environmental management and protection
Standardised Permit Conditions <b>M</b>	TA with DEPC to develop standard permit conditions for commonly encountered types of development requiring environmental permits.	Set of standardised conditions that ensure sustainable environmental management of commonly permitted activities.	Consistent permit conditions that result in improved environmental outcomes.	Conditions and requirements for sustainable development and good environmental management are widely applied and understood.
Operational Manual updating <b>S-M-L</b>	TA support for operations training to DEPC;  Operational Manual training. Technical and procedural training.	DEPC improved understanding and application of the environment legislation in project implementation	Increased application of safeguards in infrastructure sector projects	Improved safeguard application in the infrastructure sector
Support monitoring and inspection for large infrastructure projects <b>S-M</b>	TA with DEPC to provide to support and training to MIPU, PWD, VPMU and other agencies;  Equipment procurement and training support for monitoring and inspection.	Field equipment procurement and training for improved monitoring and inspection capabilities	Improved monitoring and inspection resources	Improved environmental monitoring
Refinement of the environment permit tracking system <b>M-L</b>	TA with DEPC to develop environment permit tracking system and baseline information database.	Environment permit tracking system and baseline information knowledge-base	Improved information source to facilitate environment permit tracking and effective data collection.	Improved information management and support for development applications and implementation.

**Table 3 - DEPC Capacity Building and Institutional Strengthening Priorities**

<b>Action Items</b>	<b>Inputs and key activities</b>	<b>Output</b>	<b>Outcome</b>	<b>Impact</b>
<p>Increase operational budget</p> <p><b>M</b></p>	<p>DEPC Director and staff to complete corporate and business plans</p> <p>Close liaison with MCCA on annual budget setting.</p>	<p>Comprehensive strategic corporate plan, work plan;</p> <p>Improved budget allocation and use.</p>	<p>DEPC meets service delivery needs.</p> <p>Improved operational budget</p>	<p>Improved service delivery for DEPC</p>
<p>Staff Recruitment and organisational restructuring</p> <p><b>S – M</b></p>	<p>Formal DEPC request to MCCA, PSC for staff restructure.</p> <p>Recruitment liaising with PSC and MCCA;</p>	<p>Organisational restructuring to meet service needs.</p> <p>Staff recruited to meet organisational skill needs;</p>	<p>Improved workforce performance</p>	<p>More efficient service to public</p>



**Table 4 - Capacity building, awareness raising and strengthening other organisations**

<b>Action Items</b>	<b>Inputs and key activities</b>	<b>Output</b>	<b>Outcome</b>	<b>Impact</b>
EIA awareness raising Workshops  <b>S-M</b>	TA support via DEPC for awareness-raising Workshops;  Mainstreaming activities (workshops, media outreach, etc.) for awareness-raising of the environmental consent process	Stakeholder familiarisation with EIA procedures from planning, construction and operation.	Appropriate stakeholder participation in the EIA procedures	Improved stakeholder awareness and responsibilities in environmental management
Environmental management awareness-raising Workshops  <b>S-M</b>	TA support via DEPC to mainstream new standards, guidelines and environmental management requirements for GOV agencies.	GOV stakeholder familiarisation with standards and guidelines for their areas of work.	Appropriate GOV stakeholder adoption of standards and guidelines for environmental management.	Improved GOV performance in environmental management of public works.
Land Use Planning capacity development and review  <b>M</b>	TA support to PPU to develop road map and priorities to advance land use planning in line with national policies and stakeholder needs	Road map for advancement of land use planning in Vanuatu including institutional capacity assessment.	Clearer understanding of the role and importance of land use planning;	Better land use decisions enabling clear decision making on environmental impacts of developments.
DEPC Capacity Strengthening to other islands  <b>M-L</b>	TA support to DEPC to identify resources in other islands;  Training and strengthening of other islands staff	Improved trained staff in the other islands  Established procedures and functional information linkages from other islands for national compliance.	Improved coordination and capacity in other islands	Mainstreaming of environmental management.

#### IV. ACTION PLAN NEXT STEPS

47. **Action Plan Initiatives and post-TA Activities.** This final action plan forms the basis for the next steps forward beyond this TA. The implementation of the action plan seeks to enhance institutional capacity, make implementing procedures more efficient and transparent, and improve outputs and outcomes through a process of accountability and measurable results. The action plan is intended as a participatory document representing the priorities for further assistance.
48. The DEPC acting Director has already approached ADB to discuss the opportunity for a further TA to advance some of these priorities. A Memorandum and draft TOR for the follow-on TA are in the early stages of development between DEPC and an ADB project officer.