



2024

# AREA COUNCIL HANDBOOK



BRINGING THE  
GOVERNMENT  
CLOSER TO THE  
PEOPLE

Department of Local Authorities  
MINISTRY OF INTERNAL AFFAIRS

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# INTRODUCTION

This Handbook has been designed to help Area Council Members and Appointed Officers in all existing Area Councils in Vanuatu including those who are newly appointed officers or perhaps becoming office bearers for the first time.

The Handbook may provide you with some of the key information and aspects of the work required under the Area Council. It can be updated to respond to additional information or requests from Area Councils. The Area Administrator must make it available at all times for all office bearers and other officers within the Area Council.

# I. AREA COUNCIL LEGISLATIONS AND STANDING ORDERS

## 1. Decentralization (Amendment Act N0.16 of 2013)

### **“4AA Functions of an Area Council**

The functions of an area council are to:

- (a) review and consolidate community action plans for each community within that area council division or district; and
- (b) develop an area council Strategic Development Plan for the relevant area council division or district; and
- (c) coordinate, monitor and report to the relevant Local Government Council on the implementation of the relevant area council Strategic Development Plan.

### **4AB Appointment of members of an Area Council**

- (1) The Minister may by Order, upon the recommendation of the relevant Local Government Council, appoint members for each area council in the relevant Local Government Region.
- (2) The members of an area council appointed under subsection (1) consist of:
  - (a) chiefs appointed by the relevant Local Government Council from amongst persons nominated by representative bodies of chiefs in the relevant area council division or district; and
  - (b) women representatives appointed by the relevant Local Government Council from amongst persons nominated by representative bodies of women in the relevant area council division or district; and
  - (c) youth representatives appointed by the relevant Local Government Council from amongst persons nominated by representative bodies of youth in the relevant area council division or district; and
  - (d) church representatives appointed by the relevant Local Government Council from amongst persons nominated by representative bodies of churches in the relevant area council division or district; and
  - (e) business representatives appointed by the relevant Local Government Council from amongst persons nominated by representative bodies of businesses in the relevant area council division or district.

- (3) A member appointed under subsection (1) is to hold office for period of 4 years and is eligible for reappointment.

#### **4AC Conduct of business of an Area Council**

- (1) The Minister may by order and upon the recommendation of the relevant Local Government Council designate an office space to be the headquarter of the relevant area council.
- (2) An area council must hold its meetings in public at the headquarter of the relevant area council.
- (3) An area council must hold its meetings at least 4 times each year.
- (4) Despite subsection (3), an area council may hold extraordinary meetings at the request of the relevant Local Government Council or of more than half of the members of the area council.
- (5) The Chairperson of an area council must be a Chief appointed under paragraph 4AB(2)(a).
- (6) The Chairperson is to preside at all meetings of an area council.
- (7) If the Chairperson is absent, the Deputy Chairperson is to chair the meetings of an area council.
- (8) The members appointed under paragraphs 4AB(2)(b) to (e) are to nominate from amongst themselves a member to be the Deputy Chairperson of an area council.
- (9) An elected member of a Local Government Council may attend a meeting of an area council on the request of that area council.
- (10) The Chairperson and members of an area council are entitled to the following sitting allowances:
  - (a) Chairperson –VT5,000 per sitting;
  - (b) member –VT 3,000 per sitting.
- (11) An area council is to make its own standing orders.

#### **4AD Funds of an Area Council**

- (1) The funds of an area council consist of:
  - (a) monies received from the relevant Local Government Council; and
  - (b) monies received from other sources.
- (2) An area council is to open its own bank account in any financial institution provided for under the Financial Institutions Act [CAP 254].”

## 2. Area Council Standing Order

The Decentralization Act CAP (230), Section 4AC (11) states that the Area Council is to make its own standing orders. Below is the standardized format:

### **ERIA KAONSEL STANDING ODA NO.1 BLONG 2013 BLONG OL PROVINSSEL KAVMAN KAONSEL**

**LONG EXSESAES** long paoa we hemi stap insaed long seksen 4AC (11) long Disentrelaesesen Act (CAP 230) hemi talem se Eria Kaonsel hemi mas mekem Standing Oda blong olgeta.

Bambae Provinsel Kavman Kaonsel hemi apruvum Eria Kaonsel Standing Oda ia bifo Eria Kaonsel hemi save usum blong ranem ol wok mo miting blong olgeta.

### **PART I - INTEPRETESEN.**

#### **INTEPRETESEN.**

1. (a) Long Standing Oda ia:  
“Act” hemi minim Disentrelaesesen mo Lokol Kavman Rijen Act No. 1 blong 1994.
- (b) “Lokol Kavman Kaonsel” hemi minim ol Provinsel Kavman Kaonsel we oli bin setemap anda long Disentrelaesesen mo Lokol Kavman Rijen Act No.1 of 1994
- (c) “Eria Kaonsel” hemi minim se wan Kaonsel we hemi kat olgeta ripresentetif blong Jif, Woman, Yut, Jioj, Bisnis mo Disabiliti.  
  
Eria Administreta hemi mas submitim nem blong olgeta memba iko long Provinsel Kavman Kaonsel blong endosem bifo hemi kam long Minista blong Intenol Afea blong hemi mekem apoinmen mo Stet Lo hemi gazetem.
- (d) “Memba” blong Eria Kaonsel hemi minim wan man/woman we oli jusum, nominetem or elektem tru long Okenaeseses we hemi representem (4AB long Disentrelaesesen Akt).
- (e) “Jeaman” blong Eria Kaonsel hemi wan Jif folem 4AC (5) long Disentrelaesesen Akt
- (f) Vaes Jeaman hemi Woman Representetif blong Eria Kaonsel.
- (g) “Eria Administreta” hemi minim wan Ofisa we Pablik Sevis Komisen hemi apoentem hem blong karemaot administresen wok long wan Eria Kaonsel.

- (h) “Eria Sekreteri” hemi minim wan Ofisa we Provinsel Kavman Kaonsel hemi apoentem hemi blong asistim Aria Administreta blong karemaot administresen wok long wan Eria Kaonsel

## **PART II - DIVISEN BLONG ERIA KAONSEL**

2. (1) Wan Provinsel Kavman Kaonsel hemi save divaedem ol aelan or Eria blong hem igo long Eria Kaonsel mo putum baondri blong olgeta mo diklerem olgeta folem Disentrelaesesen mo Lokol Kavman rijens Act.No.1 of 1994 anda long Section 4(A).
- (2) Wan Provins ino save kat moa long twenti (20) Eria Kaonsel.
- (3) Wan Eria Kaonsel imas representem ova long 3000 pipol

## **PART III - ERIA KAONSEL MEMBAS**

### **ELIGIBILITI MO NAMBA BLONG MEMBAS**

3. (1) Olgeta representativ bodi ia nao bambae oli fomemap wan Eria Kaonsel tru long ripresentesen blong ol memba blong olgeta olsem Jif, women, Yut, Jioj, Bisnis mo Disabiliti.
- (2) Wan memba blong wan representativ bodi insaed long wan Eria Kaonsel hemi mas wan Jeaman/Jealeidi insaed long bodi we hemi representem.
- (3) Ino save kat moa long six (6) memba insaed long wan Eria Kaonsel.

## **PART IV - ELEKSEN BLONG ERIA KAONSEL**

### ***ELEKSEN BLONG JEAMAN MO VAES JEAMAN/JEALEIDI.***

4. (1) Disentrelaesesen Act 4AC (5) hemi talem klia se Jeaman blong Eria Kaonsel hemi Jif.
- (2) Long taem we Jif hemi no stap bambae Vaes Jeaman hemi kam Jeaman folem Disentrelaesesen Act (Amendment) No. 16 blong 2013, 4AC
- (7).

### ***RISIKNESEN BLONG JEAMAN MO VAES JEAMAN***

5. Wan Jeaman o Vaes-Jeaman hemi save raet blong kivim notis blong resiknesen blong em iko long Sekreteri Jenerol blong Provins, 14 dei bifo emi wantem finis. Afta deit ia, Eria Administreta hemi save singaotem wan miting insaet long wan period we ino save bitim 60 dei.

### **TERMS BLONG OFIS BLONG JEAMAN, VAES JEAMAN MO MEMBAS.**

6. (1) Ol memba blong wan Eria Kaonsel hemi mas holem ofis blong wan period blong 4 yia olsem we hemi stap long Disentralaesesen Act (Amendment) No. 16 blong 2013 Section 4AB (3).
- (2) Sapos wan memba hemi no atendem tu (2) konsekutiv miting bambae hemi lusum jea blong hem.
- (3) Ol Representativ Bodi oli mas nominetem memba blong olgeta ikam long Eria Kaonsel.
- (4) Wanwan institiusen hemi singaotem eleksen blong representetiv blong olketa blong kam long wan niu Eria Kaonsel.
- (5) Vaes Jeaman hemi eligibol blong re-election.
- (6) Jeaman o Vaes Jeaman hemi save risaen. Ol memba blong Eria Kaonsel oli no save votem aot olketa.

### **PART V - MITING BLONG ERIA KAONSEL.**

9. (1) Eria Kaonsel hemi mas kat miting 4 taem long wan yia.
- (2) Bambae hemi mas kat four (4) kompolsori miting blong wan Eria Kaonsel long wan yia and emia nao deit blong olekta:.
- Fes siting bambae hemi mas sidaon long las wik blong January evri yia
  - Seken siting bambae hemi mas sidaon long nambatu wik blong Eprel evri yia (Administresen Siting).
  - Namba Tri siting bambae hemi mas sidaon long nambatu wik blo Julae evri yia
  - Namba Fo siting bambae hemi mas sidaon long nambatu wik blong manis Oktoba evri yia (Badjet Miting).
- (3) Fofala kompolsori miting ia ino mas sitdaon bitim 3 dei blong wok.
- (4) Eria Kaonsel hemi save singaotem wan (1) Ekstra Odeneri miting long wan yia folem sam ejen mata we imas diskasem we bambae hemi save hapen tru long apruvol blong Sekreteri Jenerol blong Provins.
- (5) Eria Kaonsel Ekstra Odeneri miting ino save sidaon bitim two wok dei.

### **NOTIS BLONG MITING**

10. (1) Notis blong Eria Kaonsel miting oli save kivim agenda long raeting or toktok nomo folem situesen blong wanwan Eria Kaonsel. Mo Eria



Administreta nao hemi responsibol blong sendem notis blong miting iko long Jeaman mo memba afta we hemi consaltem Provinsel Plana.

- (2) Eria Administreta, afta consaltesen wetem Jeaman blong Eria Kaonsel mo Provinsel Plana, hemi droemap agenda blong evri miting we oltaem i redi wan wik bifo miting hemi sidaon.

### **WHU ISAVE ATENDEM OL MITING BLONG KAONSEL,**

11. (1) Elektet Kaonsela blong wan Provins oli save atendem miting blong Eria Kaonsel nomo sapos Jeaman mo memba oli ofisoli akseptem mo bambae hemi ak olsem wan advaes nomo.
- (2) Sekreteri Jenerol (SG), Provinsel Plana or eni staf we SG hemi apoentem hemi save atendem eni miting blong eni Eria kaonsel sapos hemi gat nid or anda long rikuest blong Jeaman or Administreta blong wan Eria Kaonsel.
- (3) Ol kavman ofisa, komuniti risos lida, hemi save atendem eni miting blong Eria Kaonsel blong kivim advaes nomo.
- (4) Ol man we oli no memba blong Eria Kaonsel be oli atendem miting blong Eria Kaonsel oli save kivim advaes nomo be oli no kat raet blong Vot.

### **JEAMAN LONG MITING**

12. (1) Disentralesesen Act (Amendment) No. 16 2013 long seksen 4AC (7) hemi talem se Jeaman o long absens blong hem, Vaes Jeaman bambae hemi jearem miting blong Eria Kaonsel. Long absens blong Jeaman mo Vaes, memba we moa olfala long olgeta hemi save jearem miting.

### **QUORUM**

13. (1) Quorum long eni miting blong Eria Kaonsel hemi mas kasem haf blong total namba blong Eria Kaonsel membas.
- (2) Sapos hemi no kat quorum long fes dei blong miting Eria Administreta hemi save posponem miting iko long nekis dei.

### **ODA BLONG BISNIS /AGENDA**

14. (1) Oda blong Bisnis o Agenda blong tokbaot long evri miting hemi mas inkludim olketa samting ia:
  - Apruvol blong minit blong las miting
  - Ripot blong Eria Administreta

- Ripot blong wanwan representativ (Jif, Yut, Women, Jioj, Bisnis)
  - Niu Bisnis
  - Nara Bisnis
- (2) Sapos wan memba hemi wantem putum wan agenda emi save advaesem Eria Administrea wan (1) wik bifo Eria Administreta hemi sendemaot notis blong miting iko long ol memba.
- (3) Sapos wan memba hemi no save putum agenda item blong em bifo deit blong miting, emi save putum bifo oli akseptem agenda blong miting sapos hemi karem raet long Jeaman mo ol memba.

## **VISITORS**

15. (1) Emi stap long Jeaman mo Memba blong apruvum miting blong Eria Kasonsel hemi open long pablik or no.

## **RIDIM MINIT BLONG LAS MITING**

16. (1) Long opening blong Eria Kaonsel miting, Jeaman bambae hemi askem Eria Administreta blong ridim aot minit blong las miting.
- (2) Ol memba oli jekem minit blong las miting blong agri se hemi tru rikod blong miting o jenisim sapos I kat nid mo apruvum. Bambae ino kat eni toktok mo long hem.

## **PART VI - VOTING**

### **MATAS WE OLI PUTUM LONG VOT**

17. (1) Evri disisen blong Eria Kaonsel Miting i mas kat vot long hem.
- (2) Fasin blong mekem vot hemi tru long leftemap hand. Ol Membas nomo oli kat raet blong vot.
- (3) Evri bisnis we oli agri long hem, oli mas muvum mo sekondem bifo i ko long vot mo oli mas rikodem nem blong memba we I muvum mo memba we I sekondem.
- (4) Long kes blong ikwel Vot, Jeaman i save Vot nambatu taem blong kivim faenal disisen.

## **PART IX - ODA MO FASIN BLONG KONDAKTEM MITING ODA MO KONDAKTEM MITING**

18. (1) Jeaman nao hemi jearem miting mo hemi responsibol long oda mo kondakt blong miting.

- (2) Bifo wan memba i toktok, hemi mas askem raet long Jeaman.
- (3) Eni man we hemi kam long miting be hemi no memba blong Eria Kaonsel; hemi save toktok nomo sapos Jeaman hemi kivim raet long hem.

## **PART VII - MINIT MO OFISOL STAMP**

### **MINIT BLONG ERIA KAONSEL / MITING**

- 19. (1) Hemi wok blong Eria Adminiistreta blong rikodem ol dibeit mo desisen blong ol miting blong Eria Kaonsel.
- (2) Eria Administreta hemi mas sendem kopi blong ol minit long evri memba blong Eria Kaonsel, Provinsel Plana mo wan kopi iko long Dipatmen blong Lokol Otoriti wan wik afta we miting i finis.
- (3) Jeaman hemi mas saenem mo stampem evri minit blong Eria Kaonsel Miting bifo oli sendem ol kopi iko long ol memba, long Sekreteri Jenerol blong Provins mo long Dipartmen.
- (4) Sapos ino kat wan ofisol stamp blong wan Eria Kaonsel, bambae Eria Administreta hemi save witnes long dokumen ia.
- (5) Wan Eria Kaonsel hemi mas kat wan ofisol stamp blong hem mo hemi no save usum main ofisol stamp blong Provinsel Kavman Kaonsel.

## **PART VIII - MISCELLENEOUS**

### **SITTING ALLOWANCE**

- 20. (1) Jeaman blong wan Eria Kaonsel bambae emi risivim 5.000 vatu long wan full day miting.
- (2) Ol nara memba blong wan Eria Kaonsel bambae oli risivim 3.000 vatu long wan ful dei miting.
- (3) Ol transpot, akomodesen mo narafala ekspensis blong eni Eria Kaonsel Miting, Eria Kaonsel bambae hemi pem. Sapos eni memba hemi spentem mani blong hem, Eria Kaonsel hemi mas kivim bak mani blong hem sapos hemi kivim risit.

### **COMMENCEMENT:**

- 21. Standing Oda ia Bambae hemi stat long namba \_\_\_\_dei blong manis \_\_\_\_\_ 2021

Oli mekem long \_\_\_\_\_ Eria Kaonsel long namba \_\_\_\_\_ dei blong \_\_\_\_ 2021

Jeaman blong Eria Kaonsel: \_\_\_\_\_

Signature:

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Ofisel Stamp:

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## II. AREA COUNCIL ADMINISTRATION

### 1. Nomination of Area Council Member

Area Council office bearers are nominated based on certain criteria. This is to avoid any conflicts. Below are some of the selection criteria's that should be considered during nomination of Area Council Members:

- Must be an honest and reliable person;
- Must be a confident speaker;
- Must be a secondary school level leaver (Year 11-13);
- Must have some working experiences with communities;
- Must know how to write a report;
- Must have leadership skills;
- Must be able to leave family to attend meetings;
- Must have the ability to work as a team;
- Accept both male and female nominations – must apply gender equality;
- The Councillor has NO right to choose candidates for any groupings;
- Must NOT be actively involved in politics;
- Must NOT have a criminal record.

### 2. Role of Area Council Member

#### a) *Chief representative*

- He is the Chairperson of the Area Council;
- Represents the voice of the Chiefs in the Area Council;
- Must always attend the Area Council of Chiefs meeting to take note of any issues that need to be addressed by the Area Council;
- He must be a Custom Chief of one of the community or villages under the Area Council;
- The Chairman must advise the Area Administrator regarding his absence in one or two days before the Area Council Meeting in order for the Area Administrator/Community Liaison Officer to formally inform the Vice-Chairperson to take over the Area Council Meeting;
- Must register all Chiefs from all communities/villages under the Area Council;
- Must attend all council meetings. After three consecutive nonattendances without proper notification, the member automatically loses their position in the Area Council.

#### b) *Youth representative*

- Represents the voice of all Youth in the Area Council;
- Must always attend Youth Council Meetings to take note of any issues that need to be addressed by the Area Council;

- Must attend all different Youth Group Meetings inside the communities or villages under the Area Council. If he/she cannot attend all of the meetings, she/she must be able to collect the information through this network that might be helpful to his/her role as the Youth Representative in the Area Council;
- Must register all Youths and Youth Associations from all communities and villages under the Area Council.

c) *Women representative*

- Must always be a Vice Chairlady of the Area Council;
- Represents the voice of the women in the Area Council;
- Must always attend women council meetings to take note of any issues that need to be addressed by the Area Council;
- Must attend all meetings from different Woman Association or Women Group inside the communities or villages under the Area Council. If she cannot attend all of the meetings, she must be able to collect information through this network that might be helpful to her role as the Women Representative in the Area Council;
- Must always be prepared to chair the Area Council Meetings in the absence of the Chairman;
- Must register all women from all communities and villages inside the Area Council;
- The Vice Chair must advise the Area Administrator/Community Liaison Officer regarding her absence one or two days before the Area Council Meeting;
- Must attend Area Council Meetings. After three consecutive non-attendances without proper notification, the member automatically loses their position in the Area Council.

d) *Church representative*

- Represents the voice of Churches in the Area Council;
- Must always attend Church Council Meetings to take note of any issues that need to be addressed by the Area Council;
- Must attend all different denomination meetings inside the communities or villages under the Area Council. If he/she cannot attend all of the meetings, he/she must be able to collect the information through this network that might be helpful to his/her role as the Church Representative in the Area Council;
- Must register all churches from all communities and villages under the Area Council.

e) *Business's representative*

- Represents the voice of the Business Association in the Area Council;
- Must always attend meetings relating to business to take note of any issues that need to be addressed by the Area Council;
- Must attend business meetings inside the communities or villages under the Area Council. If he/she cannot attend all of the meetings, he/she must be able to collect the information through this network that might be helpful to his/her role as the Business Association Representative in the Area Council;
- Must register all Businesses from all communities and villages under the Area Council.

### **3. Area Council Meeting Minute Taking Template**

Good minute taking is a skill, it is important that you get a flavour of the discussion, but the most important element is that all decisions are recorded correctly. Minutes must be taken at all Council Sitings. It must record:

- the date of meeting, time and location; those present;
- Opening & Closing Prayer;
- apologies received • who was in the Chair?
- all elections and appointments;
- votes;
- topics discussed;
- agreed actions;
- decisions taken.

(Council minute taking format in Annex 10)

### **4. Appointment and Role of Area Administrator**

In accordance to the Decentralisation Act CAP 230 Part 3B, 18GB (1) “The Public Service Commission is to appoint in writing an Area Council Administrator to oversee

the overall administration of the Area Government Council and make sure that all council decisions are implemented. In Annex 9 is a copy of approved Area Council Administrator Job Description (JD).

### **5. Appointment and Role of Area Secretary**

The Area Secretary is appointed by the Provincial Government Council to support the Area Administrator to implement government policies at the Area level.

Responsibilities:

- In charge of community profiling and awareness;
- Organise and prepare various Area Council and Committee meetings;
- Attends full Area Council meetings, assist to take minutes and contribute to implement Council decisions;
- Observe and comply with legal directives of the Area Council;
- Oversee revenue collection of the Area Council and ensure targets are met.

Personal Skills:

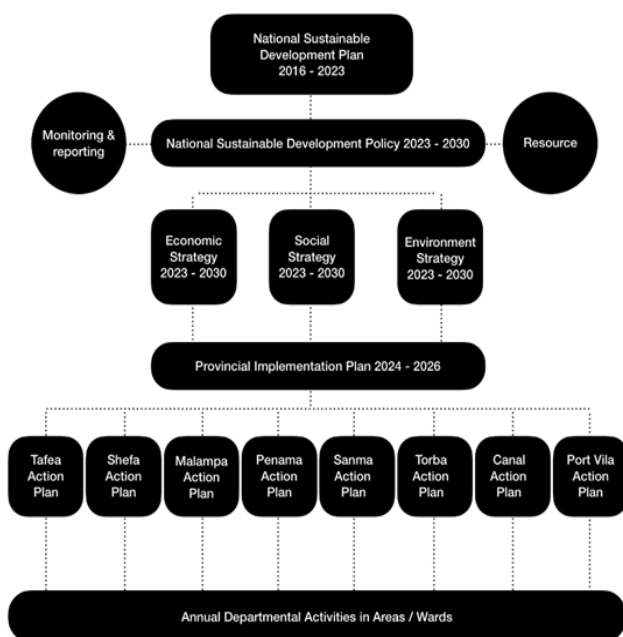
- Good communication skills, good customer service skills;
- Ability to work in a team;

- Organisation and time management skills;
- Pays attention to details;
- Good negotiation skills.
- Year 12-13 leaving Certificate



# III. AREA COUNCIL PLANNING AND REPORTING

## 1. Area Councils are key to planning



- ▶ NSDP Acceleration Plan shifts top-down to bottom-up planning.
- ▶ Community Action Plans and AC Strategic Development Plans inform Provincial Action Plans and Annual Departmental Activities.
- ▶ Area, Provincial and National Plans are implemented through the Budget.

### a) Risk Informed Planning, Budgeting and Monitoring Guidelines for Sub-National Government.

The planning process has ten steps starting from community consultation, Area Council Level prioritisation, screening and prioritization at Provincial level before the Provincial Five-Year Development Strategy and Annual Development Plans are prepared. Once the plans are approved, the province undertakes the procurement and starts the implementation, which are monitored and reported in regular interval.

### Community Engagement Strategy

- Draw up a community profile budget
- Identify the number of communities and print out the adequate number of forms
- Draw up the community profile schedule
- Inform and secure the community contacts and logistics
- Promote and conduct community awareness on the intentions of conducting the community profiles via community meetings, churches and other community networks
- Identify the number of communities and print out the adequate number of forms
- Conduct community profile
- Hold Community consultations to collect priorities
- Compile Community/Village Action Plans

- With the Area Council Members, use the collected information, prioritise and rank priority activities
- Insert the information into an Area Council Development Matrix
- Send the AC Development Matrix and the e-copies of profile information to the Provincial Planner and the Planning Unit in DLA
- Start completing donor support forms and negotiating with other agencies to implement some of the priorities

#### i) Community Profile

The transect walk, risk and resource maps can be undertaken before completing the community profile because they will give information that will be useful for filling in the sections below.

*(The community profile form is in Annex 1)*

#### ii) Community/Village Action Plans

Community/Villages produce action lists of priority projects as a result of their discussions (beyond just the 2 priority village projects). This **is mandatory** and the following template in **Annex 2** should be used when developing this list. In some cases, the creation of this list will be supported by representatives of the TAG or TAC; NGOs and Church Groups or other Government departments.

#### iii) Village Development Priorities Summary

This template in **Annex 3** can be used to include the 2 priority projects submitted to Area Councils. It can also be used to highlight projects that the community can raise funds for, work with NGOs and Church Groups on or apply for funding elsewhere (such as through their elected representative, small grants available at High Commissions etc.).

#### iv) Community Resource/Hazard Map

There are several tools to assist in providing adequate information (resource, geographical and hazard) to provide details about communities/villages. In **Annex 4** find the chosen tool that can be used to assist in providing that information and assisting to rank development priorities of communities.

#### v) Area Council Development Plan (ACDP)

The Decentralization Act (CAP 230) Part 2, Section 4AA (b) provide for an Area Council to develop an Area Council Strategic Development Plan or the Area Council Development Plan.

The Area Council Development Plan will report after consultation with Communities, on all the Village priorities for the next five years that were submitted by the Villages and registered at the Area Council level. The content of ACDP must be presented as stated below:

- Foreword *(by Chairman of Area Council)*
- Overview *(by Area Administrator)*
- Acknowledgement
- Introduction

- Vision, Mission, Value
- Functional Objectives, Strategies, Key Performance Indicator (KPI) and Key Result Area (KRA)  
*(find the template in Annex 5)*

#### vi) Area Council Business Plan (ACBP)

The Area Council Business Plan is the annual work plan for the Area Council. It is developed based on the ACDP and the Provincial Corporate Plan which aligns to Vanuatu's People Plan. The content of ACBP must be presented as stated below:

- Background
- The Organisation's Principles & Responsibilities
  - *Vision:*
  - *Mission:*
- Key Responsibilities of Area Council
- Organization's Strengths, Weaknesses. Opportunities and Threats (SWOT)
- Area Council Priorities
  - *Society Pillar (NSDP)*
  - *Environmental Pillar (NSDP)*
  - *Social Pilar (NSDP)*
- Organisation's Objectives (Aims/Goals)
- Organization's Strategies and Activities *(find the template in Annex 6)*

#### vii) Staff Performance Appraisal

Performance management process is designed to monitor our performance against key objectives to see whether we are delivering better outcomes for our people and to help identify what might be done to improve performance. The Staff Performance Appraisal documents the expectations of individual employee and ministry performance, by providing a meaningful process by which employee can be assessed for noteworthy contributions to the public service, and provide a mechanism to improve individual/ministry performance as necessary, and assist in identifying training and development needs of individual employee. (Find the Appraisal Form in **Annex 11**)

## 2. Area Council Reporting Template

### a) Area Council Quarterly Report

This standardized Reporting template in **Annex 7** is for all Area Administrators to use. Please follow the guidelines and report according to your Area Council Work Plan/Area Council Business Plan for each quarter and include other activities that were implemented in each quarter.

### b) Back to Office Report Template (Annex 8)

**Annex 1: Community Profile Form (use updated version on Kobo Toolbox)**

Date:		
Team Member	Organization	Contact Details

**1. General Information**

Province:	Island:
Area Council / Ward:	Village / Community:
GPS:	

**2. Languages Spoken**

The most spoken Language in the Village in Rank from most popular


Type of disaster that affects the community most? <i>(please tick)</i>			
Cyclone	Drought	Earthquake	Tsunami
Volcanic Eruption	Epidemic	Infestation	Flood
Mudslide	Landslide	Other	

Brief overview of natural disaster affecting the village or community

Is the local community involved in the emergency response activities?			
Community group / individual	Yes	No	Type of activity

Which Government departments, NGO's and CBO's are currently working in the area?	
Department /NGO / CBO	Activities / Programs

### 3. Infrastructure

Means of access to Village / Community?	Access	No Access	Comments
Bush Track			
Truck			
Four Wheel Drive			
Plane			
Boat			
Ship			

Types of power source available in Village /Community? <i>(please tick)</i>			
Unelco	Generator	Solar	Other (Please name)

### 4. Population Information

<b>Total Resident</b>		
<b>Children under 5 years</b>		
<b>Working Age (19-55 years)</b>		
<b>Retirement Age (55 and over)</b>		
<b>Number of Villagers not living in Village</b>		
<b>Vila</b>		
<b>Santo</b>		
<b>Reasons for Leaving</b>	<b>School</b>	
	<b>Work</b>	

People affected by disaster in Village / Community? <i>(please provide numbers)</i>					
Children 0-5 years		Children 6-18 years		Adults	
M:	F:	M:	F:	M:	F:
Pregnant Women		Disabled People		Elderly 60+	
		M:	F:	M:	F:
Total People in the Village:		Number of Households:			

Have people been relocated from a disaster in the area?		Yes:	No:
Evacuation Centre/s	Estimated number of people	Toilets with adequate privacy for Women and Children?	
Relatives House		Yes	No
Church		Yes	No
Class room		Yes	No

Nakamal		Yes	No
Community Hall		Yes	No
Sporting Facility		Yes	No
Another Village / Community		Yes	No
Another Island		Yes	No
Other		Yes	No

## 5. Economic Status

Economic Status			
How many of the members within the community are employed/earning?			
Male		Female	
Industry			
What is the primary source of livelihood?			
Waged employment		Subsistence farming	
Fishing		Other	
Average Household Income / Earning per month			

### Farm

Total number of Vegetable gardens	
Total Number of Kava plants	
Total Number of Nagai Trees	
Total Number of Yam plants	

### Livestock

Total Number of Pigs	
Total number of Cattles	
Total number of chickens	
Total number of goats	

### Fishing

Number of Boats	
Number of times per week at Sea	
Average Catch per week	

### Household Expenses (Weekly Spending)

Average Spend on Food	
Average Spend on non-food items	
Average spend on gas / kerosene, fuel for generators	
Average spend on phone cards	
Average spend on Transportation	
Average spend on Education	

## 6. Water Supply

Sources of Drinking Water	Good	Bad	<i>If bad why is considered bad?</i>
Spring/Stream			
River / Lake			
Hand Pump Well			
Underground Well			
Gravity Water Supply (Piped)			
Pump Water Supply			
Rainwater Tank/ Well			
Imported Bottled Water			
Other			

Distance to main clean water source?	Km	Mins by Foot
--------------------------------------	----	--------------

Is this sufficient drinking water supply for the Village / Community?	Yes	No	Comments:
-----------------------------------------------------------------------	-----	----	-----------

Sources of Water for Cooking	Good	Bad	<i>If bad why is considered bad?</i>
Spring			
River / Lake			
Hand Pump Well			
Underground Well			
Gravity Water Supply			
Pump Water Supply			
Rainwater Tank/ Well			
Imported Bottled Water			
Other			

Distance to main water for cooking?	Km	Mins by Foot
-------------------------------------	----	--------------

Is this sufficient cooking water supply for the Village / Community?	Yes	No	Comments:
----------------------------------------------------------------------	-----	----	-----------

Is there water tank/s available in the Village / Community?			
Location	Yes	No	Size of tank

## 7. Hygiene/ Sanitation

What type of toilet do people in the community use? <i>(please tick)</i>				
Bush	Bush Toilet	VIP Toilet	Water Shield	Flush Toilet w/Septic tank
Flush Toilet w/out Septic tank	Beach	Stream	Other	
How many toilets are private/publicly owned	Private:		Public:	

How do you use to wash your hands? <i>(please tick)</i>							
Soap & Water	Water only	Plant Leaves	Coconut husk	Sea Water	Sand	Nothing	Other

### 8. Food supply

What food supplies are available?			
Food Supply	Adequate	Not Adequate	Not Available
Root Crop			
Fruit & Nuts			
Livestock			
Fish			
Imported Food			
Other			

### 9. Health

<b>Number of People with disability</b>	
<b>Number of People with Communicable disease in past 12 months</b>	

**Health Centre's – List Health Centre's or aid posts your community goes to:**

Name of Health Centre / Aid post	Location	Number of	
		Doctors	Nurses

Functioning Health Facilities in Village / Community?	Access	No Access	Distance to Travel	Number
Hospital				
Health Centre				
Dispensary				
Aid Post				
Private Clinic				
Temporary Clinic				
Other				

Health Professionals in the Village / Community?	Access	No Access	Distance to Travel	Number
Doctor				



Nurse Practitioner				
Nurse				
Midwife				
Village Health Worker				
Traditional Birth Attendant				
Other				

Medical supplies in the Village / Community?	Adequate	Not Adequate	Not Available
Basic essential drugs / supplies			
Measles vaccines			
Other vaccines			
Vitamin A capsules			
Other			

Leading causes of death and or sickness in Village / Community?

#### 10. Education

Number Still attending School	
-------------------------------	--

Primary	
Secondary	

List of names of school's students go to

Name of school	Level

Highest Education attained in the community	
Masters	
Degree	
Diploma	
Certificate	
Secondary	

<b>Primary</b>	
----------------	--

Access to schools for education purposed. <i>(please tick)</i>				
Name of School	Primary	Secondary	Access	No Access

Is the school being used for other purposes? <i>(please tick)</i>				
Name	Evacuation Centre		Storage Centre	
	Yes	No	Yes	No
	Yes	No	Yes	No
	Yes	No	Yes	No
	Yes	No	Yes	No
	Yes	No	Yes	No

### 11. Housing

Property	Number of properties	General Condition
Sleeping Houses		
Kitchen Houses		
Classrooms		
Clinic / Health Post		
Church		
Government Buildings		
Other		

Construction material used for the houses:		
House	Wall	Roof
Sleeping Houses		
Kitchen Houses		
Classrooms		
Clinic / Health Post		
Church		
Government Buildings		
Other		

	<b>Materials:</b> <ol style="list-style-type: none"> <li>1. Permanent: Timber, concrete</li> <li>2. Semi-permanent: mix of timber, concrete, bamboo</li> <li>3. Temporary/bush material (bamboo)</li> </ol>	<b>Materials:</b> <ol style="list-style-type: none"> <li>1. Permanent: Corrugated iron</li> <li>2. Semi-permanent: mix of corrugated iron and bamboo</li> <li>3. Temporary/bush material (bamboo)</li> </ol>
--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

## 12. Security / Protection

Are these activities happening in Village / Community? <i>(please tick)</i>					
Stealing	Violence against Man	Violence against Woman	Violence against Children	Sexual Violence	Other

Children living without parents or relatives			
	Number of children	Reason	Staying with whom
Case 1			
Case 2			
Case 3			
Case 4			
Case 5			
Case 6			

Is there any discrimination against the village or groups in the village or community?			
Type of Discrimination	Yes	No	Description of discriminating Activity

## 13. Communications

	What types of communication are still working? <i>(please tick)</i>					
Mobile TVL	Mobile Digicel	Mobile (TVL)	HF Radio	Sat Phone	Landline (TVL)	Internet / email
E Gov	AM/FM Radio Vanuatu	FM (107)	Television	Early Warning System	Other	

What is the best form of communication?
-----------------------------------------

**14. Government Services – Other Government Services your community go to within the area council**

Government Service	Location

**15. Non-Government Agencies / Non-State Actors – List of all NGO's working in the community and their projects/ works conducted: -**

Name of NGO or Non-State Actor	Project	Workshop

**16. Governance – List all the Various Committees existing in the community**

Name of Committee's	Members	Frequency of Meetings

**17. Religion – List the different Church Groups within the community**

Church	Location	No. of Members

**18. List of Guest houses in the Community**

Guest house / Motel / Hotel	Location	No. of rooms

**19. Tourism – List Tourist attractions and potential Sites**

Attraction	Location

**20. Final General Remarks**


## Annex 2: Community/Village Action Plans

Priority number	Project name	Village Name	Details	Problems that the project addresses	Project cost (estimate)	Community contribution (Funding or in kind)	Timeframe (months/years)
1	<i>Example: Gravity fed water project</i>		<i>Gravity fed system to be built to improve Water supply</i>	<i>Water availability low during dry season. Children get sick.</i>	<i>300,000 Vatu</i>	<i>Labour, management, repairs, some materials (75,000)</i>	<i>18 months</i>
2							
3							

### **Annex 3: Village Development Priorities Summary**

<b>NAME OF THE VILLAGE</b>					
<b>Project prioritisation process</b>					
4) Date of Village planning meeting:					
5) Total Area Council or TAC members participated in the meeting?					
6) Declaration		Signed by Village Chief:			
Village Priority ranking		Project title (same as in Project Description)		Approximate cost of investment	
Priority No. 1					
Priority No. 2					
Method used for prioritising in village meeting (indicate)		Pair-wise ranking			
		Anonymous vote			
		Consensus			
		Other (specify)			
Total people deciding on final priorities:		Male	Female	Youth	Total

Attachments:

- Project Descriptions
- Attendance list
- Meeting minutes

## **Annex 4: Village Development Priorities Summary**

<b>1. Transect Walk</b>	
<b>What is it?</b>	A <b>transect walk</b> is simply a walk through a village/community with a small group of community members. While walking, discussions with other community members can take place. Notes are made about people, the surrounding environment, problems and resources. The transect walk can provide information that can be used in the creation of maps and the community profile.
<b>How do I use it?</b>	<p><b>Step 1: Select group to conduct the transect walk.</b> Participants accompanying the facilitator should have a good understanding of the community. They may be the same key informants that you involve in creating the community profile. The people you take with you may influence how others respond to your questions, so try and make sure you have women and men present in the group, or even conduct the walk twice, once with women, once with men.</p> <p><b>Step 2: Select the route for the transect walk.</b> You might ask to walk from the highest to the lowest part of the landscape – for example from hill to coast through the community. Another option is to simply walk from north to south or east to west. You might ask to walk through different ‘zones’ within the community such as agriculture, housing, education, danger ‘zones’. The idea is to get a representative ‘snapshot’ of the community.</p> <p><b>Step 3: Observation, discussion and note taking.</b> While you are walking you should make observations and notes about the information needed for the community profile: for <u>example</u> livelihoods, infrastructure (building types,</p>








	<p>roads, water and sanitation, food production and sales), social (health facilities and issues, roles and skills of women, men and children), risk profile (dangerous and <u>at risk</u> areas, evacuation sites/centres), problems that the community faces and capacities/resources/assets (land use, natural resources and existing projects). You can even start making note of solutions that people might mention along the way. When walking through the community, make sure that you talk to both men and women, people with disabilities and children/youth. It is also important to understand changes that have taken place over time.</p> <p><b>Step 4: Transfer the information.</b> The information gathered in the transect walk can then be placed in the community profile template. You can also represent it visually on a diagram that can be shared with the community. See the examples below.</p>
<b>What do I need?</b>	Paper and pen to make notes. A print out of the community profile might be useful for guiding questions and observations. Large pieces of paper and markers to draw the transect walk diagram. If you have a camera you can take photos along the way that can be included in documentation.
<b>How long will it take?</b>	Allow around 1.5-3 hours (depending on how large the community is and whether or not you draw a transect diagram).
<b>Example:</b>	<p><b>Example 1:</b></p> <p>During a transect walk in Herald Bay village (Futuna, Tafea Province) the facilitators noted areas prone to landslides, infrastructure (such as Churches), crops grown in food gardens and types of forest.</p>



### Example 2:

09.10.12FV

Example 2 of 22 transect walk diagram from hills to coast that captures information from different areas within the community (you can also include drawings of the land use areas in the diagram to make the diagram easier to discuss with the wider community).

Land use	Forest	Food garden	School	Residential	Coastal
					
<b>Infrastructure/ resources/assets</b>	Firewood, food sources, forest ensures clean water source	Tools, food	School buildings, oval	Buildings (traditional and cement), drainage ditches, road access	<del>Motorised</del> boat
<b>Livelihoods/ Economic/ subsistence activity</b>	Copra plantation, collection of wild	Growing gardens for own use and for sale	Teachers and school maintenance person employed	3 stores selling imported food such	Fishing taking place

		nuts and yams	at local market		as rice, tinned tuna	
	<b>Hazards (disaster, climate change, environment)</b>	Fire, some removal of vegetation close to a stream	Low rainfall, cyclones, insect infestations, farmers note changes in seasons	Low rainfall, cyclones	Mosquitoes able to breed in rubbish lying around	Tsunami, storm surge, coastal erosion
	<b>Problems/issues/risks</b>	Community at risk of fire	Food supply low at some times of year	School buildings aren't large enough (growing population), school runs out of water and closes	Some elderly people not able to leave the house	Buildings near the coast <u>are</u> getting flooded more often

## 2. Resource Mapping

**What is it?** A **resource map** is a simple map created by community members which aims to highlight resources, assets and things that are important to communities. By capturing these on a map, we can identify what types of infrastructure, places, natural resources and people are vulnerable to things like disaster, climate change and environmental risks. We can also identify

	<p>what capacities communities already have, which can be further enhanced (for <u>example</u> if the community already has a strong community hall, this could be strengthened to be used as an evacuation <u>centre</u>).</p>
How do I use it?	<p><b>Step 1: Select groups to work on the resource map/s.</b> For <u>example</u> you can divide willing participants into i) one group; ii) women's/men's/youth groups; or iii) put together a group of key informants made up of a teacher, health professional and village chief for example. Women and men often have different perceptions of what are resources and assets, and young people may find it challenging to speak their opinions in front of community leaders, so it is best to allow enough time to create separate maps, then bring the maps together into one.</p> <p><b>Step 2: Explain the purpose of creating the map.</b> Use the explanation above to guide you, but use your own language and descriptions. Make sure the participants are clear on the task ahead.</p> <p><b>Step 3: Produce a map/s.</b> Select the boundary for the map (<u>e.g.</u> village boundary). Participants should draw the map according to what is important to them, which might include infrastructure and services (such as roads, houses, bridges, schools, health clinics); water sites and sources; food gardens, forest land; soils, slopes, and elevations; stores and markets; Churches; and special places (such as sacred sites, cemeteries, and bus stops). Remember an accurate map is not what is important, it is people's perceptions of what is important to them that is important to capture.</p> <p><b>Step 4: Discussion of map.</b> Once the map is drawn it is important for the groups to explain the features of this map and for others present to be encouraged to ask questions for clarification.</p>

**Step 5: Conclude the activity.** Thank the participants for their efforts and make sure to remind them how this information will be used (i.e. to complete the community profile which will be used to create a list of their development priorities).

**What do I need?** Large pieces of paper, markers. The exercise can also be done with chalk on school blackboards or concrete or using materials such as sand, sticks and rocks.

**How long will it take?** Approximately 1.5 hours for map making and presentation of maps by women's men's and youth groups. Creating a combined map will take longer but can be done later.

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**Example**



A resource map from Herald Bay, Futuna, Tafea Province (from the Futuna Area Council Development Plan 2014-2019). They have listed assets and infrastructure such as houses and food gardens as well as important sites such as Churches.

<b>3. Risk Mapping</b>	
<b>What is it?</b> A risk map	is a simple map that highlights areas, people, natural resources and assets that are affected or vulnerable to hazards. They are typically created for natural hazards, such as coastal erosion, volcanoes, landslides, flooding and tsunamis but can also include things like areas likely to be affected by environmental hazards such as pollution from a rubbish dump or deforestation. Dangerous places, such as areas near a road, can be highlighted. Risk maps can also be a useful place to discuss climate change and what the implications of more intense rainfall events or gradual sea level rise might be for example.
<b>How do I use it?</b>	<b>Step 1: Select groups to work on the risk map/s.</b> For <u>example</u> you can divide willing participants into i) one group; ii) women's/men's/youth groups; or iii) put together a group of key informants made up of a teacher, health professional and village chief for example. Women and men often have different perceptions of what are hazards or risks, and young people may find it challenging to speak their opinions in front of community leaders, so it is best to allow enough time to create separate maps, then bring the maps together into one.

**Step 2: Explain the purpose of creating the map.** Use the explanation above to guide you, but use your own language and descriptions. Make sure the participants are clear on the task ahead.

**Step 3: Produce a map/s.** Select the boundary for the map (eg. village boundary – it is best to use the same boundary that you chose for the resource map). The resource map can be used as a base for the risk map by copying it onto another piece of paper for then drawing hazard and risk areas over the top. Participants should draw the map according to what they feel are the hazards and dangerous or at risk locations in the village/community. They can also identify which areas have been getting worse and vulnerable groups within the village/community. Remember an accurate map is not what is important, it is people's perceptions of what hazards and risks that they face that is important to capture.

**Step 4: Discussion of map.** Once the map is drawn it is important for the groups to explain the features of this map and for others present to be encouraged to ask questions for clarification.

**Step 5: Conclude the activity.** Thank the participants for their efforts and make sure to remind them how this information will be used (ie. to complete the community profile which will be used to create a list of their development priorities, including how disaster affects the community)

**What do I need?** Large pieces of paper, markers. The exercise can also be done with chalk on school blackboards or concrete or using materials such as sand, sticks and rocks.

### **Annex 5: Area Council Development Plan Template (ACDP)**

<b>MINISTRY</b>	<b>PRIORITY NEEDS</b>	<b>PRIORITY OUTCOME</b>	<b>DEPARTMENT RESPOSIBLE</b>	<b>LOCATION</b>	<b>NSDP REF.</b>
<b>Internal Affairs</b>	Strengthen and support the operations of the Area Council	Access to new Area Council Office Building	DLA & Area Council	Area Council	<i>SOC 6.9</i>
	Awarenesses and consultations on the importance of new business registration	Increase of business license collections target	Province & Area Council	Area Council	<i>SOC 6.9</i>
	The Area Council and the community priority needs to be well documented and addressed	Development of the Area Council Development Plan (ACDP)	Province & Area Council	Area Council	<i>SOC 6.9</i>
<b>Climate Change</b>					
<b>Lands &amp; Natural Resources</b>					
<b>Agriculture, Livestock, Forestry,</b>					



Fisheries and Biosecurity					
Tourism, Trade, Commerce and Ni-Vanuatu Business					
Education					
Youth and Sports					
Custom & Culture					
Religious					

Health					

**Annex 6: Area Council Business Plan Template**

AREA COUNCIL BUSINESS PLAN								
PROGRAM	OUTCOME INDICATOR	ACTIVITY	ACTIONS	TARGET	PERFORMANCE INDICATOR	TIME FRAME	IMPLEMENTING AGENCY	BUDGET
Administration of the Area Council Head Office	An effective and efficient Area Council administration	MICG						
		MICG						
		MICG						
		MICG						
Area Council Planning and Reporting	Sound Decision making and provide information on the achievements and the challenges at the Area Council Level at the Area level	MICG						
Area Council Investments and Community Priority Needs	Improve Area Council Revenue Base and implementation	MICG						

	of community priority needs							

**Approved By:**

Mr. ....  
Secretary General  
..... Provincial Government Council

Signature: \_\_\_\_\_

DATE:

**Endorsed By:**

Mr. ....  
Chairman, ..... Area Council  
Tafea Province

Signature: \_\_\_\_\_

DATE:

**Annex 7: Area Council Quarterly Report Template**

*“Bringing the Government closer to the people”*

Name of Area Administrator:	
Province:	
Area Council:	
Quarter:	
Date:	

*(Insert photo of your AC building)*

## Reporting Matrix

[illegible]

## **1. CHALLENGES AND ISSUES**

*(Please outline some of your major challenges and issues)*

## **2. WAY FORWARD/ LESSONS LEARNT**

3. Provide photos as evidence of the activities you have achieved so far for this quarter.


---

**Area Administrator's Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_



## Annex 8: Back to Office Report Template

 <b>BACK TO OFFICE REPORT</b>		<b>VISIT REPORT SUMMARY</b>
		LENGTH OF THE VISIT (IN DAYS): <input type="text"/>
		REPORT SUBMISSION DATE: 15/02/2022
<b>TEAM MEMBERS:</b>	<b>CONTACT DETAILS:</b>	<b>TRAVEL AUTHORIZED BY:</b>
1.	1.	NAME: <input type="text"/>
2.	2.	
3.	3.	
		AA SIGNATURE: _____
1. Purpose and Objective of the Travel/Visit:		
2. Methodology/approaches used during the visit:		

<b>3. Summary of the Visit outcome:</b>
<b>4. Recommendations/way forward/Actions to be taken:</b>
<b>5. Conclusion</b>
<b>6. Photos of the visit:</b>

## Annex 9: Area Administrator Job Description (JD)

Public Service Commission Job Description Form			
1	<b>Job title</b>	<b>Area council Administrator</b>	
2	<b>Post number</b> Allocate the next available number. This number is to be used in all subsequent correspondence relating to this post.	600-672	
3	<b>Level</b> Suggested by Ministry and determined by PSC	<b>IA 3.0</b>	
4	<b>Ministry</b>	<b>Internal Affairs</b>	
5	<b>Department</b>	<b>Department of Local Authorities</b>	
6	<b>Location</b> Where the position is located	<b>All provinces.</b>	
7	<b>Purpose</b> "why this Post exists" this might be a one-line statement adapted from the Corporate Plan or Business Plan for higher level Posts.	<b>TO MOBILIZE AND ADMINISTER ALL GOVERNMENT SERVICES AT THE AREA COUNCIL LEVEL</b>	
8	<b>Key Result Areas (KRAs)</b> refers to general areas of outcomes or outputs for which the post/role is responsible.	8	<b>Key Performance Indicators (KPIs)</b> refers to the quantifiable measurements that reflect the critical success of the KRAs.
8.1	Develop the Area council Annual work (ACW) plan	8.1	Ensure the ACW plan is implemented
8.2	Facilitate the assessment of community needs at the area level	8.2	Ensure that needs at the area council level are well assessed, prioritized and sent to the planner
8.3	Promote investment and business development at the area council level.	8.3	Business are established and registered
8.4	Updating all civil records	8.4	Ensure all Civil records are updated
8.5	Updating all Electoral cards	8.5	Ensure all Electoral records are updated
8.6	Administer all operations at the Area Council level	8.6	Ensure monthly reports of all operations are submitted to the planner
9	<b>Duties and responsibilities</b> Simple statements starting with an action word; more important ones first; less than 10; cover main areas of work but not details you should find in Procedure Manuals. Areas to think of include policy/ research/ advice, preparing reports; external communication; administrative; legislative and what this particular job must achieve. For lower-level jobs it will be more specific e.g., deliver, record, type, maintain.		
9.1	Is the official representative of the provincial government at the area council level		
9.2	Assist other line government agencies and NGOs at the Area Council level		
9.3	In charge of collecting information and data for the provincial Government		

9.4	In charge of collecting business license, local taxes, fees and other income for the provincial government		
9.5	In charge of registering new business		
9.6	In charge of registering all births, marriages and death for the civil status office.		
9.7	In charge of register and updating electoral cards for Electoral office		
9.8	Facilitate the implementation of the Area Council Development plans		
	Undertake other duties as directed by the provincial Government council and the administration of the provincial Government.		
	Secretary of the Disaster Committee at the Area council level.		
9.9	Any other duties as may be directed by the deputy director.		
10	<b>Reports directly to</b> Title of Post and Level only	11	<b>Directly supervises</b> Title of Posts and level if any
	Provincial Planner		AC Treasurer, AC Receptionist
12	<b>Frequent Internal Personal Contacts with...</b> ("Internal" means within the Ministry)	13	<b>Occasional Internal Personal Contacts with...</b>
	Planner, Area Council development Officer (ACDO), Area Councillor and other community leaders		Secretary General (SG), Department Local Authorities (DLA), Provincial Technical Advisory Commission (PTAC)
14	<b>Frequent External Personal Contacts with...</b> ("External" means other Ministries and the community)	15	<b>Occasional External Personal Contacts with...</b>
	Line Government Agencies and NGOs		Donors
16	<b>Impact of Decisions</b> (a) Think of the decisions this Post makes without help on a regular basis (weekly or monthly) to greatly reduce the risk of serious things happening. Name the more important thing(s) decided. (b) If the Post has a significant Financial Delegation to commit funds the amount should also be stated.		Responsible for assisting and ensuring the smooth running of all Government and NGO services the Area Council Level
17	<b>Special Conditions</b> e.g., if unusual work hours, equipment or travel is required.		Frequent travelling; Prepare to work long hours and Weekends.
18	<b>Reason for Seeking Approval</b> (e.g.; Routine Revision of Existing Job Description, New Post, Regrading. State if any overlap or duplication with existing Job Descriptions or new duties and responsibilities)		Routine revision and provision as part of a wider DLA restructure.
19	<p style="text-align: center;"><b>CRITERIAS TO BE SELECTED FOR THIS POST</b></p> <p>(Allow for some on -the-job training to bring outsiders up to standard and do not unnecessarily bias the Post to certain people. Remember education is only one indicator of capability to do the job.)</p>		
19.1	<b>Qualification</b> the required qualification for the job e.g. certificate, diploma, degree...		Diploma or Degree
19.2	<b>Special Business Education</b> refers to the field of study that would be preferable		Management and Public Administration

19.3	<b>Experience</b> e.g., number of years or level of experience in filing/keyboard work or driving; or, e.g., low- or high-level achievements in leadership, communicating, advising, managing resources, writing reports, advising clients, doing similar type of work etc	More than (2) two years' experience in Office environment preferably management and planning
19.4	<b>Special Skills</b> e.g., vehicle license, driving record, computer word/ excel etc	Computer literate, protocol standards
19.5	<b>Thinking style</b> e.g., an analytical thinker, a practical thinker, creative thinker....	Practical thinker.
19.6	<b>Communication/ Interpersonal Skills</b> list the skills required of this position	Good communication skills and Public speaking
19.7	<b>Behavioural Competencies</b> refers to the personal attributes or characteristics needed for the position.	Team builder, self-confident, Honest, trust worthy, confident and respect for others
19.8	<b>Language</b> "English, French and Bislama" is usual.	English or French and Bislama
20	<b>ENDORSEMENT WITH NAME, SIGNATURE AND DATE</b>	
20.1	<b>Prepared in the Ministry by ...</b>	Sign _____ Name: Ian Abbil Date _____
20.2	<b>Certified by or for the DG</b> that the Post fits with any Corporate Plan, and is required.	Sign _____ Name: Edward Kaltamat Date: _____
20.3	<b>Checked by OPSC</b> for completeness and consistency; check structure; confirm Level and Post Number (job evaluation process).	Sign _____ Name: George Shem Date / /
20.4	<b>DECISION OF PUBLIC SERVICE COMMISSION</b>  <b>Decision:</b> <u>Approved</u> or Deferred or Amended      Date of Decision: <u>14<sup>th</sup> April 2017</u> (Circle the appropriate Decision)  Name: <u>Jacques Gedeon</u> Sign <u>[Signature]</u> Date <u>14<sup>th</sup> April 2017</u>	



## **Annex 10: Area Council Minute Taking Template**

*(Letahed blong Area Gavman Kaonsel)*

### **DAY 1: Monday 3<sup>rd</sup> June 2019**

**Time:** 8:55 am

**Ples:** Futuna Area Council HQ, Mission Bay, Tafea Outer Island

**Roll Kol:** Area Administrator

**Present:** Names of council members present

**Absent:** Disabiliti representative

**Apologies:** Disabiliti representative hemi givim apology blong hem se bae hemi no attend from hemi sick

**Opening Prayer:** Women Representative

**Welkam Toktok:** Ms/Mr \_\_\_\_\_

**Opening Remarks:** Chairman blong Area Council

**Order blong Business/Agenda:**

*Agenda:*

1. Riding mo apruvol blong Minute blong las Miting
2. Area Council Ripot
3. Sectoral Ripot blong ol Representatives
4. Any Other Business/EAB (Eni Ata Bisnis) long Administrative miting nomo. Eni EAB blong Budget Sitting hemi mas kat consensus mo hemi mas kam andanit long wan long olgeta Agenda we hemi stap finis:

**MOTION:** Muv blong Kaonsel hemi risivim minute blong November Budget Sitting olsem Minute blong Kaonsel.

**Moved By:**

**Seconded By:**

**Vote Result:** For: **10** Against: **0** Abstention: **0** - **Motion hemi Pas/Ino**  
Pas/hemi Muv

(Deferred) iko long nekis miting

**Disisen:** Muv se Kaonsel hemii risivim olsem tru minute blong Miting blong November.

**Agenda 1:** Riding blong Minute blong las Miting  
Ol Komen/Matters Arising

**MOTION** : Muv se hemia hemi tru Agenda/Order blong Business blong Budget Sitting.

**Moved By:**

**Seconded By:**

**Vote Results:** For: Against: Abstention: -Motion Hemi Pas/Ino  
pas/Hemi Muv

(Deferred) iko long nekis miting

Miting Adjourn long 4:00PM

Klosing Prea:

**DAY 2: Monday 4<sup>th</sup> June 2019**

**Time:** 8:55 am

**Ples:** Futuna Area Council HQ, Mission Bay, Tafea Outer Island

**Roll Kol:** Area Administrator

**Present:** Names of council members present

**Absent:**

**Apologies**

**Opening Prayer:** Women Representative

**Agenda 2:** Ripot blong finance commission

**Debates:**

**MOTION** : Muv blong kaonsel I ricivim olsem tru ripot blong Finance Commission.

Moved By:

Seconded By:

Vote Results: For: Against: Abstention: -Motion Passed/Not

Passed/Deferred iko long nekis miting

Disisen: Muv se Eria Kaonsel I ricivim olsem tru ripot blong Finance Commission.

**Klosing Prea: XXXXX Time:**

Hemia hemi tru copy blong Minute:

Chairman blong Eria Kaonsel: \_\_\_\_\_

Area Administrator: \_\_\_\_\_

Date:

Stamp

(AC letter head)

**SAMARI BLONG OL RESOLUTION BLONG ADMINISTRATIVE SITTING** (insert date)

No.	RESOLUTION	HU BAI IMPLEMENTEM	TIMEFRAME
1			
2			
3			
4			
5			
6			

Hemia hemi tru copy blong ol Resolution:

Chairman blong Eria Kaonsel: \_\_\_\_\_

Area Administrator: \_\_\_\_\_

Date:

Stamp



## **Annex 11: Staff Performance Appraisal Form**

### **STAFF PERFORMANCE APPRAISAL FORM**

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**Appraise name:** \_\_\_\_\_ **Position title:** \_\_\_\_\_ **Position NO:** \_\_\_\_\_ **Min/Dept.** \_\_\_\_\_

**VNPF.** \_\_\_\_\_ **For the 12-month period from:** \_\_\_\_\_ **Appraiser's name:** \_\_\_\_\_

**Appraiser's Position title:** \_\_\_\_\_

#### **OVERVIEW OF THE ROLE OF PERFORMANCE MANAGEMENT**

Performance management process is designed to monitor our performance against key objectives to see whether we are delivering better outcomes for our people and to help identify what might be done to improve performance. The Staff Performance Appraisal documents the expectations of individual employee and ministry performance, by providing a meaningful process by which employee can be assessed for noteworthy contributions to the public service, and provide a mechanism to improve individual/ministry performance as necessary, and assist in identifying training and development needs of individual employee.

**MAJOR OBJECTIVE OF STAFF PERFORMANCE APPRAISAL AND DEVELOPMENT PLAN:**

- Provide a frank and honest assessment of the employee's contribution and achievements over the past twelve months against agreed project tasks and major duties of the post.
- Recognize employee's strengths and identify any areas where further training & development may contribute to enhanced performance.
- Where appropriate, establish work development plan for the employee to complete during the 12 months.

**THIS FORM IS DIVIDED INTO THREE SECTIONS:****SECTION A: This section deals with the supervisor and the staff developing the work plan for the 12-month period**

**Part I:** provides for development/establishment of the employee's agreed project tasks for the 12months period.

**Part II:** provides for training & development plan needed by the employee to achieve his/her performance targets agreed to or to perform his/her work effectively.

**SECTION B: This Section deals with the Mid-year Review**

**-Part I:** Review of work activities achieved to date.

**-Part II:** Review of work activities not achieved to date.

**-Part III:** Overall Mid-year work performance

**SECTION C: This section deals with the End of the Year Review of Staff Performance**

**-Part I:** Appraisal of work objectives.

**-Part II:** Appraisal of other tasks/projects undertaken during the year.

**-Part III:** Appraisal of employee's work ethics.

**-Part IV:** Overall Staff Performance Rating

<b>PERFORMANCE RATINGS CODES - DEFINITIONS &amp; POINTS</b>	
<b>EXCELLENT (A):</b>	The objective has been achieved with outputs and to standards well beyond those anticipated at the beginning of the year – despite any contingencies that may have made it more difficult to achieve than anticipated. The output has made a major contribution to the work plan of the Department, well beyond what was originally expected.
<b>VERY SATISFACTORY (B):</b>	The work objective has been achieved and has exceeded the standards expected and recorded at the beginning of the year, in terms of quality and impact of output. This may be despite some contingencies or unexpected circumstances, making achievement of the required outputs more difficult than expected. Contribution to the Departmental work plan has been higher than anticipated.
<b>SATISFACTORY (C):</b>	The work objective has been achieved according to the standards expected and recorded at the beginning of the year. If the objective has not been fully met, there must be contingencies or mitigating circumstances to justify this. A valuable contribution has been made to the Departmental work plan.
<b>UNSATISFACTORY (D):</b>	The work objective has not been achieved, or achieved to very poor standards in relation to those expected and recorded at the beginning of the year. There are no contingencies or mitigating circumstances to justify this, and there has been no contribution to the Department's work plan.

---

**SECTION A: WORK DEVELOPMENT PLAN (To be completed at the start of the year together during an interview by the supervisor and the staff member, with reference to the Departmental work plan and the staff member's Job description.)**

**Work Objectives**

<b>Work objective (refer to Departmental work plan and Job description)</b>	<b>Performance Indicators (Describe what measures and milestones will be used to assess work performance)</b>	<b>Training and development plan: indicate below the training needed by the staff member to help him/her achieve the performance targets agreed, or to perform his/her work more effectively</b>	<b>Target Date (If applicable put in finishing date)</b>

**Appraiser's Signature:** .....

**Appraisee's signature:** .....

**Date:** .....

**Reviewers Signature:** .....

**Date:** .....

For OPSC Official use:  
Brief Comment:

Checked by: .....

Sign: .....

Date: .....

## SECTION B: MID YEAR REVIEW

To be completed by the supervisor during a discussion with the staff member at the mid-point of the year, with reference to Section A above.

### Review of Work Objectives

<b>Work objective (refer to Departmental work plan and Job description)</b>	<b>Comments on progress report</b> (progress on the work objectives) <i>1. Up-to date, 2. In-progress 3. Not yet started</i>	<b>Training and development plan:</b> Is training needed, or has been undertaken to complete work. <i>1. Training undertaken, 2. Training in-progress 3. Training yet to be taken</i>

*Appraisers Comments*

.....

.....

.....

.....

*Appraisee Comments*

**Appraiser's Signature.....**

**Date: .....**

**Reviewers Signature.....**

**Date.....**

**Appraisee's signature..... Date: .....**

For OPSC Official use:

Brief Comment:

Checked by: .....

Sign: .....

Date: .....

## SECTION C: APPRAISAL OF PERFORMANCE: END OF YEAR REVIEW

### (i) Appraisal of Work Objectives

Work objective (refer to Departmental work plan and Job description)	Comments on progress report (progress on the work objectives) <i>1. Up-to date, 2. In-progress 3. Not yet started</i>	Training and development plan: Is training needed, or has been undertaken to complete work. <i>1. Training undertaken 2. Training in-progress 3. Training yet to be taken</i>	Rating <b>A. Excellent, B. Very satisfactory, C. Satisfactory D. Unsatisfactory</b>

***Appraisers Comments***

***Appraisee's Comments***

**Appraiser's Signature.....**

**Date: .....**

**Appraisee's signature..... Date: .....**

**Reviewers Signature.....**

**Date.....**

For OPSC Official use:

Brief Comment:

Checked by: .....

Sign: .....

Date: .....



**(ii) Appraisal of work ethics**

<b>Conduct &amp; Behaviour</b>	<b>Performance Indicators</b>	<b>Rating</b> <b>A. Excellent, B. Very satisfactory,</b> <b>B. C. Satisfactory D. Unsatisfactory</b>
Attendance	Punctuality	
	Reliability	
Personal Presentation	Appearance	
	Facilitates Co-operation & partnership	
	Customer & Client Services	
	Promoting Governance Services	
Capacity	Ability to Learn	
	Initiative	
Receiving & Following Instructions	Public Service Rules & Manual	
	Following Instructions from Supervisor	
	Judgement	
	Reporting Annual, Quarterly & Monthly	
Attitudes towards the Job	Interest	
	Corporation	
	Responsibility	
	Attendance to Official Commitment (e.g., DCO and regular meetings)	
Job Performance	Quality	
	Quantity	

Rating section C-i			
1. Work performance			
Total (A)	_____	Multiply by 4	= _____
Total (B)	_____	Multiply by 3	= _____
Total (C)	_____	Multiply by 2	= _____
Total (D)	_____	Multiply by 1	= _____
Grand Total (X)	Grand Total (Y)		

Rating section C-ii			
2. Work Ethics			
Total (A)	_____	Multiply by 4	= _____
Total (B)	_____	Multiply by 3	= _____
Total (C)	_____	Multiply by 2	= _____
Total (D)	_____	Multiply by 1	= _____
Grand Total (X)	Grand Total(Y)		

(iii) **Appraisal of other tasks/projects undertaken during the year**

<b>Description of other tasks/projects (rank in descending order of importance)</b>	<b>Comments on progress report</b> (progress on the work objectives) <i>1. Up-to date, 2. In-progress 3. Not yet started</i>	<b>Training and development plan:</b> Is training needed, or has been undertaken to complete work. <i>1. Training undertaken, 2. Training in-progress 3. Training yet to be taken</i>	<b>Rating</b> <b>A. Excellent, B. Very satisfactory, C. Satisfactory D. Unsatisfactory</b>


Rating Section C-iii

**3. Work performance for Other tasks/projects**

Total (A)	_____	Multiply by 4	=	_____
Total (B)	_____	Multiply by 3	=	_____
Total (C)	_____	Multiply by 2	=	_____
Total (D)	_____	Multiply by 1	=	_____
Grand total (X)		Grand Total (Y)		_____

**(iv) Overall rating of performance during the year**

	Section C-i	Section C-ii	Section C-iii Only if applicable	Grand Total	Overall Rating (Grand total Y / by grand total X)	
Total X						
Total Y						

Relative to other staff in identical positions or if in sole position the overall performance rating is:

Present Index  
Level

Recommended  
level

Grades	Description	Actions
4.00	Excellent	Reward be considered
3.75		
3.50	Very Satisfactory	
3.25		
3.00		
2.75	Satisfactory	Meets Position Standard
2.50		
2.25		
2.00		
1.75	Some shortfall	Identified areas of training & Performance Gaps
1.50		
1.25	Major shortfall	Counselling & Performance Improvement Plan (PIP)
1.00		

**Appraiser's Signature..... Date: ...../...../.....**

**Appraisee's signature..... Date: ...../...../.....**

*Reporting officer: additional comments on the performance appraisal*

.....

.....

.....

.....

**Reviewer's signature**.....

**Date:** ...../...../.....

*Comments from appraised officer:*

.....

.....

.....

.....

.

For OPSC Official use:

Brief Comment:

Checked by: .....

Sign: .....

Date: .....