

Transparency International Vanuatu

**Strategic Plan
2024 – 2028**

Free Vanuatu from corruption

This strategic plan has been prepared under a funding from Transparency International

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Foreword:

Transparency Vanuatu, registered as an NGO under the Charitable Association Act, was established in 2001 by a small group of prominent ni- Vanuatu citizens with many years of public service and voluntary experience, including the founding president Marie – Noelle Ferrieux Patterson, the country's first Ombudsman, late Grace Molisa, late Alfred Maho, and Julie Hawkes.

Originally Transparency Vanuatu (TV) was named Transparency International Vanuatu _TIV), but this led to frequent criticism that TIV was not a local organization.

According to the preamble of its Constitution TV is “based on the universal values and principles of democracy, rule of law and human rights; recognition of the importance of the aspirations of the People of Vanuatu; and the imperative to promote social and economic development and the alleviation of poverty to improve the quality of life of everyone in Vanuatu.”

Since 2001, Transparency Vanuatu has succeeded in raising awareness on governance issues, facilitating public debate on corruption, mainstreaming Civic Education in health issues and violence in the community, Rights and Duties and assisting victims of corruption, maladministration and injustice through its Legal Officer.

Main activities conducted under various projects have allowed to achieve the following:

- the production and distribution of a civic education book for all secondary school students in Year 7 and 8
- the production and distribution of the Vanuatu National Integrity system which has highlighted various issues and challenges of the Vanuatu Governance system and is widely used by various organizations including the Government
- the production and mass-distribution of a booklet covering the Rights and Duties of Vanuatu's citizen, the corruption and the Constitution of Vanuatu
- the organization of over 200 workshops across the nation targeting all levels of the population, including remote people, women, youth and disabled
- the advocacy for a Freedom of Information Bill
- the lobbying for the ratification of the United Nation Convention Against Corruption that was successfully ratified by the Government in 2011
- the publication of over 300 Press Statements that appeared weekly in the national daily newspaper from 2009 to 2020 and the airing of 55 radio programs that have been highly popular
- the establishment of the ALAC Centre that aims to deal with complaints from citizens on corruption issues

One other major outcome is TV's contribution made to the civic development of Vanuatu by helping to create a social environment where citizens have a better understanding of their rights and duties. TV hopes ordinary people will become more active to fight corruption and ask their leaders for better results and accountability.

It is obvious from recent Forum and Radio Shows that Vanuatu's citizens are no longer afraid to condemn malpractices and corrupted leaders.

While these positive results and signs show that Transparency Vanuatu's activities have created a positive impact and gradual changes to our society, many challenges remain and need to be addressed.

Recent legal changes that affect the good practices established under the Comprehensive Reform Program along with the seemingly ever present political instability, an increase of petty and large scale corruption and inefficiencies in the judicial system, all show that our struggle for a Vanuatu free of corruption is still a major challenge.

More than ever, our duty specified in article II of the Constitution remains the most important one: "to protect the Republic of Vanuatu and to safeguard the national wealth, resources and environment in the interests of the present generation and of future generations".

Transparency Vanuatu will continue over the next four years to stand for and contribute to:

- ending corruption at all levels of government and public life
- empowering Vanuatu's people in delivering training about good governance
- asking leaders and public official to be more accountable
- scrutinizing election processes and help make sure that elections are fair
- building an inclusive anti-corruption coalition
- ensuring that environmental issues are dealt with properly
- ensuring that private companies are more responsible, are not encouraging corruption and are not victims of corruption
- ensuring the public money is well-spend and reported
- working with Government on Working or Steering Committees to effect policy changes that prevent Corruption.
- Supporting Integrity Institutions to increase visibility and effectiveness.
- ensuring that donors; partners are complying with the Paris Declaration on Aid Effectiveness and the Accra Declaration and are not encouraging corruption

This new Strategic Plan will assist us to better implement these objectives. While this task may seem enormous, we will not be discouraged or afraid to take up this challenge.

In the past decade, Transparency Vanuatu has been able to accomplish a great deal, and we are perceived locally as the main voice opposing corrupt practices and informing the general population about corruption and how to oppose it. Transparency Vanuatu has been the leader in civic education, voter education and the strong voice against corruption in the country.

Through the network we established over the past many years, and with the assistance of our regular partners and our committed staff, continues to grow and focus on fighting corruption, especially focusing on young people, who are the vast majority of Vanuatu's population, to help better the lives of future generations. This will require cooperation, courage, commitment, creativity and ingenuity.

While we will continue to focus on people, we will also develop new activities and contribute constructively to the overall sustainable development of our country. Corruption corrodes the fabric of society, and we all know this. It must be fought relentlessly, for the sake of all citizens.

The United Nation against Corruption defines “*public officials*” as;

- i. Any person holding a legislative, executive, administrative or judicial office of a State Party, whether appointed or elected, whether permanent or temporary, whether paid or unpaid, irrespective of that person’s seniority;
- ii. Any other person who perform a public function, including for a public agency or public enterprise, or provides a public service, as defined in the domestic law of the State Party and as applied in the pertinent area of law of that State Part;
- iii. Any other person defined as a “public official” in the domestic law of a State Party. However, for the purpose of some specific measures contained in chapter II of these Conventions, “public official” may mean any person who performs a public function or provides a public service as defined in the domestic law of that State Party and as applied in the pertinent area of law of that State Party.

This wider definition is essential as it not only covers public servants or elected leaders but also incorporate any person with a public mandate. This reminds us that the appointment of public officials must be based on merit with transparent policies and procedures.

Those elected to public office must uphold standards similar to those expected from appointed public officials. These ethical and anti-corruption requirements are an integral part of public office and concern all types of elected or appointed public officials.

TRANSPARENCY INTERNATIONAL VANUATU & VANUATU’S DEVELOPMENT

In December of 2020 Vanuatu graduated from the Least Development Countries Category to a Develop Country, it was a significant leap for Vanuatu as the country celebrated its 40 Years of Independence. This achievement is clearly a testament to the strong development growth for the respective national service sectors.

The establishment of strong legislations like the Right To Information Act and similar ideals, policies, and strategies has reformed the Public Sector and raised standards of governance, levels of productivity in the civil service, which have resulted in higher standards of services and managerial accountability. Through continuing structural reform, Vanuatu will establish an effective enabling environment to sustain significant economic growth and an open government towards achieving the national objectives of the National Sustainable Development Plan by 2030.

In this context, the actions undertaken by Transparency International Vanuatu will be essential to tackle corruption collaboratively with stakeholders in the government, the private sector and in the civil society sector. For this reason, this strategic plan is also a tool to improve Vanuatu's development through better governance, fairer distribution of public funds aiming at improving the social services, and more effective justice.

MAJOR DEVELOPMENT CHALLENGES

1. DEVELOPING COUNTRY

- Economic Growth; impact of COVID19 and unfair distribution of the benefits of economic growth and development across the nation's remains a cause for concern.
- Relevant Society Pillar indicators of Policy Objectives 1 to 4 of the National Sustainable Development Plan lack sufficient data that would indicate the development status of good governance, leader's commitment to financial transparency and accountability and other relevant outputs in the mentioned Policy Objectives.
- Vulnerability to natural disasters.

2. UNFINISHED STATE

- Ongoing governance challenges, including un-accounted funds meant for infrastructure.
- Human resources constraints and the lack of sufficient funds including the lack of public-oriented infrastructure.
- Struggling National Airline.
- Unresolved National Teachers' Strike.
- Poor access to Health Services, Education facilities and potential markets.

3. STRUCTURAL CHALLENGES

- Rapid population growth.
- Geographical isolation.
- Scattered settlement.
- Poor roads in urban and rural areas.

VISION

The vision of Transparency Vanuatu is that Vanuatu be a place in which government, politics, business, civil society and the daily lives of its people are free of corruption.

MISSION

Our mission is to stop corruption and promote transparency, accountability and integrity at all levels and across all sectors of our society.

VALUES

Our Core Values are: *transparency, accountability, integrity, solidarity, courage, justice and democracy.*

These Core Values are linked with the six values enshrined in our Constitution: Respect, Dedication, Justice, Honesty, Responsibility, and Concern.

We, the people of Vanuatu,
PROUD of our struggle for freedom
DETERMINED to safeguard the achievements of this struggle,
CHERISHING our ethnic, linguistic and cultural diversity,
MINDFUL at the same time of our common destiny,
HEREBY proclaim the establishment of the united and free Republic of Vanuatu founded
on traditional Melanesian values, faith in God, and Christian principles,
AND for this purpose give ourselves this Constitution.

Preamble of the Constitution of the Republic of Vanuatu

PRINCIPLES

The way Transparency International Vanuatu will work over the next three years will continue to build a solid reputation among stakeholders including in the government and the political sphere.

OUR GUIDING PRINCIPLES

Transparency Vanuatu will work in following 10 Guiding principles. These guiding principles are:

1. As coalition-builders, we will work cooperatively with all individuals and groups, with for-profit and not-for-profit corporation and organizations, and with governments and international bodies committed to the fight against corruption, subject only to the policies and priorities set by our governing bodies.
2. We undertake to be open, honest, and accountable in our relationships with everyone we work with, and with each other.
3. We will be democratic, politically non-partisan, non-sectarian in our work.
4. We will condemn bribery and corruption vigorously and courageously wherever it has been reliably identified.
5. The positions we take will be based on sound, objective and professional analysis and high standards of research.
6. We will only accept funding that does not compromise our ability to address issues freely, thoroughly and objectively.
7. We will provide accurate and timely reports of our activities to our stakeholders.
8. We will respect and encourage respect for fundamental human rights and freedom.
9. We are committed to building, working with and working though other Chapters regionally and worldwide.
10. We will strive for balanced and diverse representation on our governing bodies.
11. As one global movement, we stand in solidarity with each other and we will not act in ways that may adversely affect other Chapters or the TI movement as a whole.

These 11 principles have been adopted by Transparency International in 2001 and updated in 2007 and the Transparency International Annual Membership Meeting in Berlin, 16 October 2011.

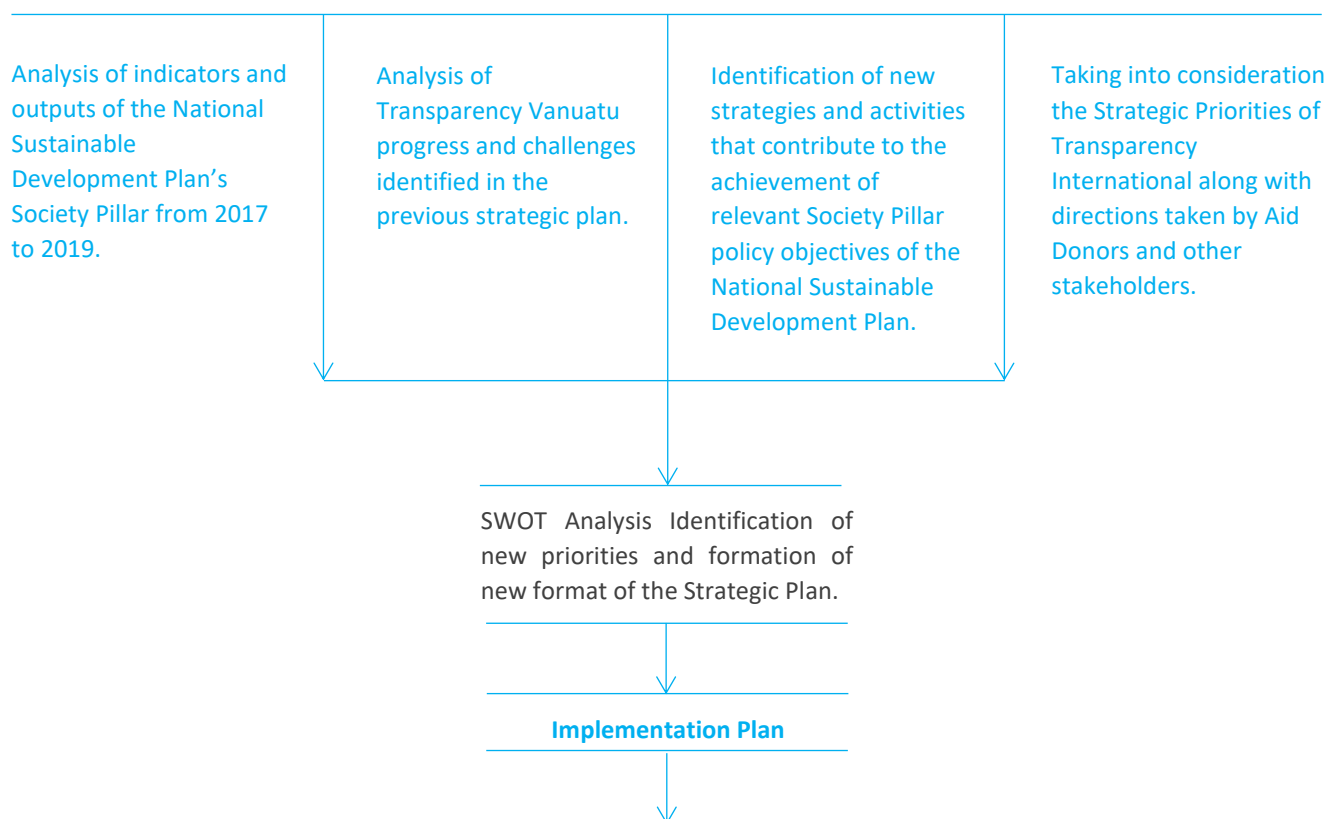
AIMS & METHODOLOGY OF THIS STRATEGIC PLAN

This strategy will:

- Guide the action of the Chapter for the period from 2025 to 2028, identifying and promoting our areas of focus while strengthening the Chapter.
- Inform, influence and support TV's engagement at all levels of society in Vanuatu.
- Should be used by individual Members as a framework to channel their actions.
- For the Board of Directors and the Administration, this Strategy will be an essential guide to direct the design and prioritization of TV's work, and to determine how resources should be allocated to the various Strategic Priorities. It will be one the duty of the Board to monitor the implementation of the Strategic Plan.
- Outside TV, this Strategy will help stakeholders understand what we are seeking to achieve and why. It will help identify areas of collaboration, for it is our aim to work together with others around common aspirations, principles, goals and interests.

THE METHODOLOGY

The methodology followed to write this Strategy covers 4 different levels stated in the following figure:



STRATEGIC PRIORITIES & AIMS

SOC 6 | SOCIETY PILLAR | NATIONAL SUSTAINABLE DEVELOPMENT PLAN

A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu

The first guide to the development of the Strategic Priorities is the [National Sustainable Development Plan](#), which is the nationalized version of the UN Sustainable Development Goals.

The description of responsibilities that Transparency Vanuatu adheres to in order to achieve good governance, political reforms and increased civic participation is identified in the Objective Policy 6 (SOC 6) of the Society Pillar, and the alignment of strategic activities are developed and implemented in a manner that can be measured with the indicators of SOC 6 and therefore can be attributed to Vanuatu's status as a developing country.

The Transparency International's Global Strategy Against Corruption 2021-2030 is integrated into this strategic priorities, they are visible in the heading section of each priorities.

STRATEGIC PRIORITY 1 | PROTECT THE PUBLIC'S RESOURCES

Increase the capacity of accountability in public officials to ensure the impartiality and effectiveness of performance management systems

NSDP POLICY OBJECTIVE 5.2 & 6.1

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NSDP SMART INDICATORS SOC 6.1.1, 6.1.2

AIMS BY 2028

- Ensure that there are zero annual employment disciplinary board decisions concerning the *abuse of power* by the Vanuatu Public Service Commission.
- Increase in the number of public servants that attend accountability empowerment and capacity building workshops.
- Decisions of public interest are available in the public domain, supported by an effective Right To Information Policy.
- Establishment of the Independent National Anti-Corruption Commission.

STRATEGIC PRIORITY 2 | SECURE INTEGRITY IN POLITICS

Enact political reforms that promote stability, accountability, constituency representation and civic engagement

NSDP POLICY OBJECTIVE 6.13

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NSDP SMART INDICATORS SOC 6.3.1, 6.3.2, 6.3.3

AIMS BY 2028

- Empower and advocate in communities to increase voter turnouts and valid votes in any election that is facilitated by the Electoral Office.

- Established platform that empowers constituents the freedom and confidence to assess their elected officials in a constructive manner.
- Advocate for MPs to submit their annual financial accountability reports.
- Empower consumer engagement with utility providers for fairness in services and costs.
- Empower community members to access Right To Information Services.
- Empower community members to access Office of the Ombudsman Services.

STRATEGIC PRIORITY 3 | EXPAND CIVIC SPACE FOR ACCOUNTABILITY

Advocate to the media and civil society to utilize the Right To Information Act to promote accountability and challenge the abuse of power

NSDP POLICY OBJECTIVE 6.7 | NSDP SMART INDICATORS SOC 6.7.2

AIMS BY 2028

- Advocate to authorities to ensure that all information requests are acted upon by RTI Officers in each government agency.
- Information requests are made to expose the abuse of power by public officials.
- Good reporting on domestic and sexual violence.
- Advocate to people on importance of voting and voting for the right person.

LOGICAL FRAMEWORK

STRATEGIC PRIORITIES	OVERALL AIMS	ACTIVITIES	PERFORMANCE INDICATORS	2025	2026	2028
STRATEGIC PRIORITY 1 PROTECT THE PUBLICS RESOURCES 1. Increase the capacity of accountability in public officials to ensure the impartiality and effectiveness of performance management systems						
1.a Public servants will receive Integrity Training so that they are empowered to protect public resources from the abuse of power	1.a.1 A developed Integrity Module is approved by the Vanuatu Qualifications Authority and is delivered as a training module to the Vanuatu Institute of Public Administration & Management (VIPAM) for Public Servants Orientation Trainings					
		1.a.1.a	Conduct a consultation with stakeholders and develop the Integrity Module	First draft of the Integrity Module is completed by end of 2026		
		1.a.1.b	Apply to register the Integrity Module with the Vanuatu Qualifications Authority for approval	The Integrity Module is approved by the Vanuatu Qualifications Authority in 2027		
		1.a.1.c	Present the Integrity Module to VIPAM	VIPAM approves and endorses the Integrity		

		and have them endorse it as a module in the regular orientation training for public servants	Module to be delivered during the orientation training for public servants		
	1.a.1.d	Integrity Trainings are conducted for public servants	10 Integrity Trainings are conducted by the end of 2028		
STRATEGIC PRIORITY 2 SECURE INTEGRITY IN POTITICS					
2. Enact political reforms that promote stability, accountability, constituency representation and civic engagement					
2.a More voters are exercising their right to vote, or more questions and political debates are conducted post-election					
	2.a.1	An intensive Civic Empowerment program that will increase voter participation in the Constituencies of Port Vila and Luganville.			
	2.a.1.a	Establish and maintain ongoing partnership with Electoral Office to provide official support in civic empowerment program	Partnership is established with the Electoral Office		
	2.a.1.b	Conduct a fact-finding mission to Luganville, Paama and Ambae to identify and capture the variable reasons that significantly	The report is finalized and published by end of 2026		

		contributed to the lack of voter participation in the 2020 General Election.			
	2.a.1.c	Develop and implement a comprehensive counter-strategy to empower more voters to fully participate in the 2024 General Elections for the Constituencies of Port Vila and Luganville	Increase in the Voter turnout in the Constituency of Port Vila and Luganville in the 2024 General Elections. • Increase from 35% for Port Vila • Increase from 38% for Luganville		
	2.a.2	Conduct a Civic Empowerment Program for the Constituencies of Torres, Paama, Malekula and Ambae to increase voter participation and empower youth to speak out against corrupt practices and promote integrity			
	2.a.2.a	Identify Polling Districts with significant lack of voter participation and produce report	Polling districts with significant lack of voter participation are identified in the report		
	2.a.2	Discuss with the Electoral Office about how to collaborate to register new voters in the Polling Districts during the Civic Empowerment Program	Way Forward established to collaborate to register new voters during the Civic Empowerment Program		
	2.a.2	Conduct Civic Empowerment Programs for the identified Polling Districts with the	Civic Empowerment Programs are completed in all identified Polling Districts including registration of new voters		

		registration of new voters			
2.a.3	Proportion of eligible population in the Constituencies of Luganville, Port Torres and Paama, will have an effective platform from which they will provide regular assessments of their elected representatives				
		2.a.3.a	Conduct consultation with stakeholders to identify the most effective platform that voters can use to voice their assessment of their leaders to the public/leaders	Assessment platform is identified	
		2.a.3	Assessment of leaders by their voters is conducted in the Constituencies of Luganville, Port Vila, Torres and Paama	Assessment of leaders is completed in all identified constituencies	
2.a.4	Continue to conduct Civic Empowerment & Educational Workshop throughout the islands of Vanuatu				
		2.a.4.a	Engage with communities, civil society groups, companies, government agencies and organizations to conduct Civic Empowerment & Educational Workshops.	Complete 100 Civic Empowerment & Educational Workshops by 2026	
2.a.5	Continue to advocate for transparency and accountability in the use of				

		Constituency Allowance Funds by parliamentary representatives				
		2.a.5.a	Organize meeting(s) with the Parliament to promote the overall aim of (2.a.4) and to agree on a Way forward			Way forward is identified and approved by the Parliament
		2.a.5	Implement the Way Forward plan collaboratively with the Parliament			The public is able to monitor the use of Constituency Allowance Funds on a regular basis
		2.a.5.c	Advocate for all Members of Parliament to submit annual financial reports			20 Members of Parliament submit their annual financial reports by end of 2026
2.b	Inform and educate consumers and the public of their rights and responsibilities in relation to the regulated services in Vanuatu					
	2.b.1	URA and TIV, acting as Consumer Advocacy Group (CAG) advocating on behalf of utility customers, work closely together to make sure consumers' views are considered and utilized in a manner that reduces asymmetry in the relationship between utilities and customers.				
		2.b.1.a	Establish MOU with the Utilities Regulatory Authority			MOU is achieved
			Develop a database or list of consumer complaints			Database is developed
		2.b.1.b	Interact with consumers to identify their concerns on utility services in	Outreach program to SHEFA & SANMA are completed by end of 2026		

		SHEFA & SANMA and provide them with factual information on matters that relate to the regulated services			
	2.b.1.c	Identify and report to the URA perceived unfair practices by regulated utilities	Report for SHEFA & PENAMA is completed and submitted to the URA by end of 2021		
	2.b.1.d	Interact with consumers to identify their concerns on utility services in TAFEA & MALAMPA and provide them with factual information on matters that relate to the regulated services	Outreach program to TAFEA & MALAMPA are completed by end of 2026		
	2.b.1.e	Identify and report to the URA perceived unfair practices by regulated utilities	Report for TAFEA & MALAMPA is completed and submitted to the URA by end of 2026		
	2.b.1.f	Interact with consumers to identify their concerns on utility services in TORBA & PENAMA and provide them with factual information on matters that relate to the regulated services	Outreach program to TORBA & PENAMA are completed by end of 2026		
	2.b.1.g	Identify and report to the URA perceived unfair practices by regulated utilities	Report for TORBA & PENAMA is completed and submitted to the URA by end of 2026		
	2.b.2.b	Make appropriate referrals of consumer matters to the URA and provide follow up			

STRATEGIC PRIORITY 3**EXPAND CIVIC SPACE FOR ACCOUNTABILITY**

- 3. Advocate and empower the media and media practitioners to utilize the Right To Information Act to promote accountability and challenge the abuse of power.**

**Advocate against Domestic Violence, violence against women and girls, sexual exploitation, abuse and harassment.
Education on Climate Change Financing.**

- 3.a Increase of information**
Requests are submitted, in accordance with the Information Act, for information held by government agencies that are of public interest

- 3.a.1** A work plan is developed & Empowerment workshops with the collaboration of the Media Association of Vanuatu and Government Right To Information Unit

for journalists and media practitioners on how they can utilize the RTI Act to

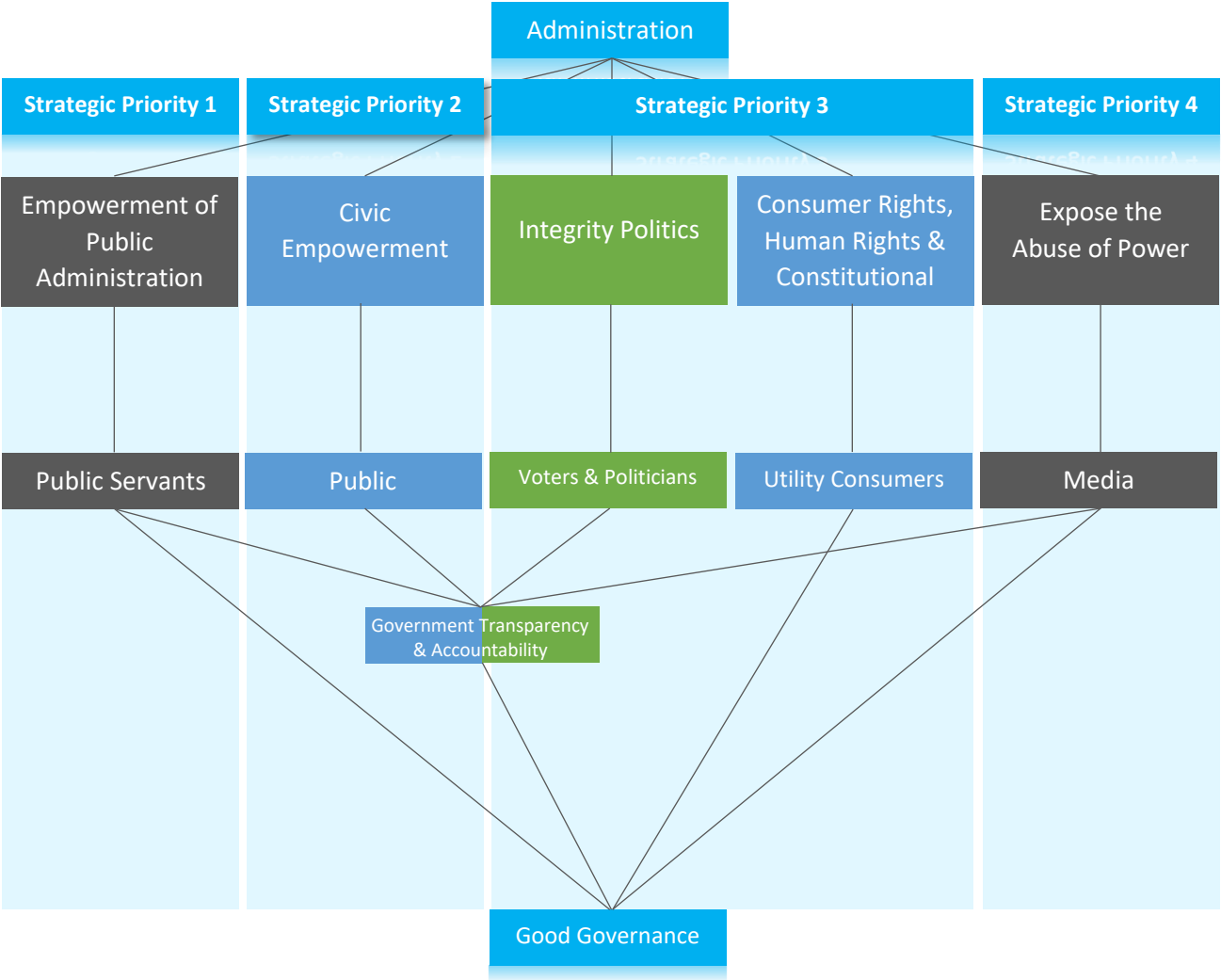
request for information that are of public interest followed my ongoing workshops					
	3.a.1.a	Establish working collaboration with the Government Right To Information Unit to implement following activities	Mutual collaboration is established		
	3.a.1.b	Develop a session plan that will be used for empowerment workshops for journalists and media practitioners	Session plan is completed		
	3.a.1.c	Develop a work plan in collaboration with the Media Association of Vanuatu to guide the rollout of the empowerment workshops	Work plan is completed and endorsed by the Media Association of Vanuatu		
	3.a.1.d	Conduct empowerment workshops for journalists and media practitioners	6 Empowerment Workshops for Journalists & Media Practitioners are completed by end of 2027		

IMPLEMENTATION PLAN

PROGRAMS

Our implementation plan will consist of 5 Programs strongly interconnected:

- **Program 1: Administration**
- **Program 2: Empowerment of Public Administration**
- **Program 3: Civic Empowerment, Domestic and Sexual Violence & COVID-19**
- **Program 4: Integrity in Politics**
- **Program 5: Consumer Rights Program; human & constitutional rights and duties**
- **Program 6: Expose the Abuse of Power**



ANNUAL WORKPLAN

METHODOLOGY

7 principles should conduct the elaboration of Annual Work Plans. Annual Work Plans should:

1. Be connected to the Strategic Plan
2. Be prepared in December of each year for the following year by the Administration with input from staff especially Program Coordinators
3. Be approved by the Board by the end of December
4. Take into account human and financial resources
5. Be measurable
6. Anticipate annual and international events
7. Be shared with all staff and stakeholders

FORMAT

The format of the annual work plan proposed below is to be filled by the Administration of Transparency Vanuatu and approved by the Board. This format is flexible and should be adapted from time to time in order to fit with real capacity of the Chapter.

In order to increase ownership of the Strategic Plan and the Annual Work Plans, all the personnel, the members and the stakeholders of Transparency Vanuatu should be well-aware of this plan and work towards it.

Annual Work Plan Template

<u>Strategic Priorities</u>	<u>Program</u>	<u>Activities</u>	<u>Responsible</u>	<u>Date (achievement)</u>	<u>Indicators of achievement and means of verification</u>	<u>Resources allocation and/or resources needed</u>	<u>Risk management and remedies</u>
1.	1.						
	2.						
	3.						
	4.						



Specific national event
(forecast) for this year:

Specific International event
(forecast) for this year:

