



Vanuatu affordable & resilient settlements project (VARs) **Stakeholder Engagement Plan**

Ministry of Lands and Natural Resources (MoLNR) Headquarters

Prepared for Government of Vanuatu

Prepared by Beca International Consultants Limited - Vanuatu Branch

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Revision History

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Document Acceptance

Action	Name	Signed	Date
Prepared by	Jessica Green		27 March 2026
Reviewed by	Adam Fraser		27 March 2026
Approved by	Alana Smith		27 March 2026
on behalf of	Beca International Consultants Ltd (Beca)		
Approved by	Rebekah Ramsay,		

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Executive Summary

The Vanuatu Affordable and Resilient Settlements (VARs) project is being implemented by the Government of Vanuatu through the Ministry of Lands and Natural Resources. The overall objective of Stakeholder Engagement in the VARs project is to provide a coordinated process in which public information disclosure and consultation of project activities are communicated transparently. Furthermore, this process adds value to making the relationship between project proponents, project implementers and beneficiaries meaningful.

The design and construction of a new headquarters for the Ministry of Lands and Natural Resources (MoLNR) have been added to the scope of the existing VARs project as the MoLNR headquarters is vital in supporting the overall success of the VARs project.

This Stakeholder Engagement Plan (SEP) is prepared as an integral part of the environmental and social risk management measures of the MoLNR headquarters component of the VARs project. The SEP is required under the World Bank's Environmental and Social Framework (ESF), particularly Environmental and Social Standard 10 on Stakeholder Engagement and Information Disclosure (ESS10). This SEP sets out the approach for engagement through the concept design phase of the MoLNR Headquarters. If required, the SEP can be updated for subsequent phases of the MoLNR Headquarters project (e.g., detailed design, as well as construction and supervision).

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1 Introduction

Additional financing for the Vanuatu Affordable and Resilient Settlements (VARS) Project Component 3 will enable the design and construction of a new headquarters for the Ministry of Lands and Natural Resources (MoLNR). This Stakeholder Engagement Plan (SEP) is prepared as an integral part of the environmental and social risk management measures of the MoLNR headquarters component of the VARS project. The SEP is required under the World Bank's Environmental and Social Framework (ESF), particularly Environmental and Social Standard 10 on Stakeholder Engagement and Information Disclosure (ESS10).

The SEP sets out planned engagement activities to inform the design of the new MoLNR headquarters, which is being implemented by the Government of Vanuatu as part of the overall VARS programme. This SEP covers engagement for the MoLNR headquarters and includes:

- An overview of the project and consultation undertaken to date
- Engagement purpose and objectives
- Identification of key project stakeholders
- Overview of engagement approach
- Confirmation of roles and responsibilities for team members
- Detailed engagement plan.

Stakeholder Engagement Across the Project Lifecycle

While this SEP is focused on the Concept Design phase of the proposed MoLNR Headquarters, stakeholder engagement will continue throughout subsequent phases of the project, including detailed design, construction, and operation.

The SEP will be updated, as required, prior to the commencement of future phases to reflect the evolving nature of project activities, stakeholder groups, and potential environmental and social risks and impacts.

During the construction phase, engagement is expected to include, but not be limited to:

- Advance notification of construction activities to nearby receptors, including government offices, residents, the nearby school, church, and pedestrians;
- Ongoing communication regarding construction schedules, traffic management measures, and potential disruptions (e.g. noise, dust);
- Continued operation and accessibility of the project Grievance Mechanism (GM) for all stakeholders.

During operation, engagement will focus on:

- Maintaining accessible communication channels for building users and the public;
- Ongoing access to the GM;
- Periodic feedback from users to inform building functionality and service delivery improvements.

This phased approach ensures that stakeholder engagement remains proportionate, responsive, and aligned with the requirements of the World Bank Environmental and Social Standard ESS10 throughout the project lifecycle.

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2 Project Background

The wider VARS project has four components. Under Component 3 Capacity Building, the World Bank has approved additional financing to support targeted recovery and reconstruction, including the design and construction of a replacement MoLNR headquarters building.

2.1 Project overview

VARs Component 3.2 will support the design and reconstruction of a resilient, accessible and energy-efficient headquarters for MoLNR enabling institutional reform and citizen-centric service delivery. The new facility is critical to the post-disaster recovery of MoLNR and will enable:

- Restoration and safeguarding of vital national land records,
- Implementation of land revenue and service delivery reforms,
- Improved productivity, workflow, department coordination and public-client liaisons,
- Demonstration of resilient and low emissions building practices, and
- Significant reductions in operational expenditure (including rent and utilities).

The objective of this phase of work is to undertake a full concept design process, including the generation of three concept-level drawings and supporting the selection of a preferred concept through collaboration with the PMU and MoLNR stakeholders.

2.2 Summary of consultation undertaken to date

The following table presents a summary of the consultation that has been undertaken to date, including the purpose of the engagement and the key contacts and participants.

Table 2-1. Summary of consultation to date.

Purpose of Engagement	Key Contact &/or Participants (m/f)	Dates
MoLNR Institutional Strengthening Workshop	MoLNR- DG, Director- Lands, Director- WR, VG, Commissioner Mines, SG, EO, HRM, PRO, PO, PLVO, Licensing, TA- Housing Policy, VARS PMU	09 July 2025
MoLNR Institutional Strengthening Workshop	Commissioner of Mines, Licensing Registrar, PRO, PO- CSU, Revenue & Enforcement- CSU, PLVO, SG, IT Manager, Database Analyst, Revenue Manager, Executive Officer-MFEM, Valuation Officer-OVG, VARS PMU	21 August 2025
MoLNR Corporate Planning Workshop	DG MoLNR, Director of Lands, Director of Water Resources, PRO, PLO, Commissioner of Mines, Licensing and Permit Officer, Surveyor General, Surveyor, Database Analyst, Head of IT, IT Officers, Office of the Valuer General (OVG), Human Resources Manager (HRM), Finance Manager (FM), PMU	05 Sept 2025
World Bank Mission meeting with MoLNR on additional financing	MoLNR Executive and WB Mission Team and VARS PMU	01 Oct 2025
Meet to discuss DoWR Restructure	DoWR: UNICEF TA, PMU OD Specialist	04 Nov 2025
World Bank mission meeting with MoLNR Executive to	MoLNR Executive and WB Mission Team and VARS PMU	14 Nov 2025

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Purpose of Engagement	Key Contact &/or Participants (m/f)	Dates
confirm additional financing integration with reform workstreams		
Meeting about Corporate Plan & DoLSR Restructure	DoLSR: Lands Director and Senior Managers	17 Nov 2025
World Bank mission meeting on strategic alignment on AF positioning, institutional arrangements	MoLNR Executive and WB Mission Team and VARS PMU	18 Feb 2026

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3 Engagement purpose

This section outlines the purpose, objectives, and guiding principles for the engagement plan for the MoLNR Headquarters project.

3.1 Engagement purpose and objectives

The overall purpose of stakeholder engagement for the VARS project is to keep community and stakeholders informed about the VARS project, to provide opportunities for community and stakeholder feedback to influence the design and to make sure that the project closely engages with affected parties and vulnerable groups, to identify impacts and make sure these parties are engaged in decision-making on mitigation and management measures.

Stakeholder engagement for the MoLNR Headquarters has the following key objectives:

- Confirming the functional and spatial requirements of MoLNR departments, including current and forecast staffing numbers,
- Aligning institutional expectations (MoLNR as well as the Project Steering Committee [PSC] and Ministry of Finance and Economic Management [MFEM]) with budget and program constraints,
- Integrating citizen-centric design principles to improve public service delivery,
- Including accessibility, universal design, gender-sensitive and inclusive features within concept options,
- Providing transparency and traceability in how stakeholder inputs influence design decisions,
- Managing design risk, scope creep, and competing institutional priorities.

3.2 Engagement principles

The engagement principles for the MoLNR Headquarters project are as follows:

- **Openness and life-cycle approach:** Consultations for the project components will be arranged during the whole project life cycle, carried out in an open manner, free of external manipulation, interference, coercion or intimidation.
- **Informed participation and feedback:** Information will be provided to and widely distributed among all stakeholders in an appropriate format; opportunities are provided for communicating stakeholder's feedback, for analysing and addressing comments and concerns.
- **Inclusiveness and sensitivity:** Stakeholder identification is undertaken to support better communications and build effective relationships. The participation process for the project components is inclusive. At all times, all stakeholders are encouraged to be involved in the consultation process. Equal access to information is provided to all stakeholders. Sensitivity to stakeholders' needs is the key principle underlying the selection of engagement methods. Special attention is given to vulnerable groups, in particular women, youth, elderly and those living with a disability.
- **Identify and Address Risks:** Facilitate early identification of social and environmental risks and enable stakeholders to contribute to mitigation strategies.
- **Establish Grievance Mechanisms:** Provide accessible channels for stakeholders to raise concerns and seek resolution in a fair and timely manner.

4 Stakeholder analysis and target audiences

This section outlines the stakeholders and target audiences with whom the engagement plan should reach.

Though the Stakeholder Engagement Framework for the VARS project suggests a distinction between national, project, and community level of interaction for stakeholder engagement, this particular part of the programme is unique as it is being developed for users of the MoLNR Headquarters itself, rather than wider community developments. Therefore, as the primary stakeholders are various government departments, there has been no differentiation between the national and project levels of interaction.

Additional Stakeholder Considerations

While stakeholder engagement during the Concept Design phase is primarily focused on internal users of the MoLNR headquarters (including Ministry departments, the PMU, and relevant government agencies), it is recognized that the project may affect a broader group of external stakeholders during subsequent phases.

These include nearby residents, adjacent government offices, local businesses, pedestrians, and sensitive receptors such as the nearby school and church located within 100m of the project site. Potential impacts during demolition and construction phases may include noise, dust, traffic disruption, and community health and safety risks.

At the Concept Design stage, these stakeholders are acknowledged for analytical purposes to inform design considerations (e.g. site layout, access, safety, and environmental controls). Targeted engagement with these groups will be further developed and implemented during subsequent project phases, in line with updated SEP requirements.

4.1 Stakeholders mapping and analysis

As identified by MoLNR, key stakeholders for the concept design phase of the project are listed in Table 4-1, with an organisation structure chart of MoLNR provided in Appendix A.

Table 4-1. Summary of the key stakeholders identified for the concept design phase.

Stakeholder	Role in Design Phase	Engagement Focus
Office of the Minister and his cabinet	Primary clients and end-users	Functional needs, adjacencies, storage requirements, laboratory requirements, public interface, resilience requirements
Department of Lands, Survey & Records		
- Land Survey, - Lands (with Valuation, Lease Execution, Planning & Enforcement), and - Land Records/Registry		
Department of Water Resources		
- Monitoring & Evaluation - Technical Services - Projects & Operations		
Department of Geology & Mines		
Office of the Valuer General		
Corporate Services Unit (CSU)		
- Policy & Planning - Finance, Projects & Assets - Human Resources		

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Stakeholder	Role in Design Phase	Engagement Focus
Information & Communication Technology (ICT)		
Ministry of Finance and Economic Management (MFEM)	Budget oversight and fiscal alignment	Capital cost discipline, operational efficiency, value-for-money
Clients of MoLNR: - Public users - Investor firms - Surveyors - Real estate agents	Service recipients	Ease of access, transparency, waiting areas, counters, accessibility, privacy
Nearby receptors (residents, school, church, pedestrians, adjacent offices)	Potentially affected parties (future phases)	Awareness of project, consideration of access, safety, and construction-related impacts (analytical at concept stage)

4.2 Communities

An Environmental and Social Management Plan (ESMP) for the demolition of the old MoLNR buildings on the preferred site for reconstruction has been approved and disclosed. The site is located within a busy urban government precinct in central Port Vila, characterised by high daytime activity from government staff, service users, pedestrians, and nearby sensitive receptors including residences, a school, and a church within 100 m. *Construction* of the new HQ is therefore likely to result in temporary impacts such as dust, noise, traffic disruption, and increased safety risks, particularly affecting nearby offices, pedestrians, and sensitive community receptors.

However, at this stage of the project (Concept design) no direct impacts on surrounding communities are anticipated. Local community members may nonetheless have an interest in the project, particularly those located along future construction traffic routes or within proximity to the site who may experience temporary impacts during the construction phase.

The environmental and social risks associated with site demolition and future construction, including impacts on nearby receptors, are addressed in the approved ESMP for site clearance and will inform subsequent engagement planning. Following the concept design phase, the Project will make sure that local communities and nearby sensitive receptors are kept well informed of planned construction activities, including timing, duration, and any expected disruptions. This will be achieved through advance notification, clear communication channels, and ongoing updates as the works program is developed, in order to minimize inconvenience and maintain safe access for all road users and pedestrians.

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5 Communications and Engagement Plan

5.1 Engagement approach

A staged approach to engagement is proposed, described below.

Initial Consultation and data collation

The purpose of this stage of engagement is to gather information from key stakeholders on the physical, spatial, and relational requirements for the headquarters. This will be undertaken using a pre-visit questionnaire (example version in Appendix B) as well as during in-person focus group discussions held during the initial site visit and data collection phase (suggested in-country meeting schedule in Appendix E). It is not anticipated that visual aids will form part of the initial engagement.

Presenting Concept Designs

The purpose of this stage will be to present three concept designs to the identified stakeholders and to obtain stakeholder feedback which can be used to inform the selection of a preferred design. This will be undertaken during in-person meetings, using concept design documentation as visual aids. These meetings will explain the justifications for each of the three designs and the trade-offs between the design options.

Monitoring and Reporting

Stakeholder engagement activities will be systematically recorded by the DSS and monitored by the PMU. This will include maintaining records of meetings, participant lists, key issues raised, and actions taken.

Stakeholder feedback will be reviewed and, where appropriate, incorporated into the development and refinement of concept design options. The Project will ensure that stakeholder input is documented and considered in decision-making, with key outcomes reflected in design reports and presentations.

The Help Desk (Grievance Mechanism) will also serve as an important tool for monitoring stakeholder concerns and identifying recurring issues. Information from the Help Desk register will be periodically reviewed to inform project implementation and improve engagement processes.

5.2 Engagement methods

A range of engagement methods will be used to share information with stakeholders and collate data to influence the design. Engagement methods are described below.

5.2.1 Pre-engagement approach

A questionnaire will be prepared and circulated (by PMU) prior to Beca's initial site visit. This questionnaire will allow stakeholders to consider their responses before replying, as well as preparing stakeholders for the types of questions likely to be asked during the engagement focus group meetings. The responses of the questionnaire will also inform more targeted information-sharing during the subsequent focus group meetings.

5.2.2 Focus Groups

Focus groups will be held in two phases. The first phase is tentatively scheduled for **mid-April 2026**. Focus groups held during this time will be employed to further introduce the project and focus on data collection of physical, spatial, and relational requirements and priorities gathered through discussions. The second phase is tentatively scheduled for **late June 2026**. Presentations to focus groups during this second phase will share the concept designs and gather further feedback to inform the selection of a preferred design and further refine the future design drafts.

5.2.3 Project process for queries and grievances

For entities with opposition to the proposed plan, there will be an escalation plan in place. Grievances will be addressed by a modified version of the Project Grievance Mechanism (GM) in place for the wider VARS project. The GM seeks to resolve any complaints and grievances in a timely, effective, and efficient manner that satisfies all parties involved. A complaint is an issue that raises concern, worry, or otherwise troubles the affected party. If not addressed in a timely or satisfactory manner, complaints can be escalated into grievances. Concerns may arise at any stage of the project and that the GM remains accessible, free of charge, and non-retaliatory throughout.

A full description of the VARS GM is provided in Appendix C.

Requests for design change and requests for information are not classified as complaints, but these requests do require follow-up and assurance of satisfaction from the affected party.

Any requests for design change or information outside of the focus groups will be logged by VARS project Social and Environmental Specialist or Contract Manager and directed towards the appropriate project team member. The request log will contain the following information:

- Name, phone number, and/or email address of person making request
- Date request was made
- Description of the problem/request including (where relevant):
 - What is the cause of concern?
 - What is your proposed solution?
- Following a response from the project team member (within 1 week of receiving the request):
 - Has your request been adequately addressed?

An example of the format of this Request Log is provided in Appendix D.

The request log will contain columns detailing the response to the request, including how the request has been incorporated into the project design (where applicable).

5.3 Information Disclosure

The Project will ensure that relevant information is disclosed to stakeholders in a timely, accessible, and culturally appropriate manner, in accordance with the requirements of ESS10. Disclosure materials will be prepared in clear, non-technical language appropriate to the target audience.

During the Concept Design phase, the following information may be disclosed:

- Project information, including objectives, scope, and timeline;
- Concept design options and key design considerations;
- Potential environmental and social risks and considerations relevant at this stage;
- Opportunities for stakeholder input into design development;
- Information on the Grievance Mechanism (GM), including how to submit feedback or complaints.

Information will be disclosed through a range of methods appropriate to the stakeholder group, which may include:

- Stakeholder meetings and focus group discussions;
- Presentations to MoLNR departments and government agencies;
- Distribution of summary materials (digital or hard copy, as appropriate);
- Direct communication through the PMU and MoLNR channels.

Information will be provided in **English and Bislama**, as appropriate, to ensure accessibility to all stakeholders.

For subsequent phases of the project, including construction, disclosure will be expanded to include:

- Advance notice of construction activities and schedules;
- Information on potential disruptions (e.g. traffic, noise, dust);
- Ongoing updates on project progress and mitigation measures.

5.4 Reporting

Engagement feedback will be recorded through the following mechanisms:

- Questionnaire responses will be collected either digitally, or in hard copy and scanned.
- Detailed notes/minutes will be taken during any meetings

All engagement feedback will be collected by the consultation team. Records of engagement will be kept by the consultation team.

5.5 Engagement program

The approximate dates for each portion of the engagement for the MoLNR Headquarters are summarized in Table 5-1. As mentioned, this is a live document, and the dates could be subject to change. A Detailed Engagement Plan for the Concept Design Phase is presented in Table 5-2.

Table 5-1. Approximate dates for engagement.

Activity	Purpose	Approximate Date
Initial questionnaire	Data collection	Late March 2026 (to be delivered and responses received prior to first round of focus group meetings)
Initial focus group meetings	Data collection	Mid-April 2026 (indicatively 20 - 24 April) in person
Secondary focus group meetings	Presentation of concept designs	Late June 2026 (indicatively 22-26 June) in person

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Table 5-2. Detailed Engagement Plan

Stakeholder Group	Engagement Objective	Engagement Method	Key Topics / Inputs Required	Timing / Stage	Responsibility	Output / Record
MoLNR Departments (Lands, Survey, Water, Geology, etc.)	Confirm functional, spatial, and operational requirements	Structured questionnaires, FGD, in-person meetings	Staffing, adjacencies, storage, labs, workflows	Pre-engagement + In-country	DSS (Beca) + PMU	Meeting notes; completed questionnaires
MoLNR Senior Leadership (DG, Minister)	Validate strategic direction and preferred concept	Structured questionnaire, In-person meetings; validation session	Strategic priorities, trade-offs, final option selection	Validation stage	PMU + DSS	Meeting minutes; formal endorsement
Office of the Public Service Commission (OPSC)	Validate staffing projections and office standards	Targeted meeting facilitated by PMU	Workforce growth, office standards	Early April	PMU	Briefing note
DG MFEM	Align design with budget constraints and value for money	Targeted meeting facilitated by PMU	Cost envelope, operational efficiency	Early April	PMU	Meeting notes
Service Users (surveyors, agents, investors)	Test public interface and service delivery design	Focus group discussions	Access, queuing, privacy, counters, kiosks	In-country	DSS + PMU	Focus group summary
Women (incl. female staff & users)	Make sure gender-sensitive design principles are included	Focus group discussions	Safety, accessibility, service usability	In-country	DSS + PMU	Focus group summary
Society for People with Disabilities	Make sure Pacific Guidance Notes and Vanuatu Building Code are understood and adapted	Focus group discussions	Safety, accessibility, service usability	In-country	DSS + PMU	Focus group summary
PMU (technical, E&S, HR, LMIS)	Integrate technical and E&S requirements	Ongoing coordination	E&S risks, digital systems, HR planning	All stages	PMU	Coordination notes

5.6 Cultural engagement protocols

All engagement will need to be undertaken in a culturally sensitive manner, considering any specific social, cultural and/or religious norms or requirements relevant to Vanuatu as a whole. Consultation will not occur during national or religious holidays, and requests for participation in focus groups will be made with sufficient lead-in time to allow participants to prepare. Engagement is planned to be conducted in English, however, in the pre-visit questionnaire, respondents will have the opportunity to engage with the PMU in Bislama.

5.7 Roles and responsibilities

Key project team members and their responsibilities relating to engagement are listed in Table 5-3.

Table 5-3. Summary of key project team members.

Team member	Role	Responsibility
Ann O'Meagher	Beca Architecture Lead	- Conducting focus group meetings - Engagement / consultation preparation & preparation of meeting notes & FGD notes
Alana Smith	Beca Team Leader	- Conducting focus group meetings - Engagement / consultation preparation & preparation of meeting notes and FGD notes
Adam Fraser	Beca Social and Environmental Specialist	- Engagement / consultation preparation & preparation of meeting notes FGD notes - Updating SEP
Carol Dover	Social and Environmental Specialist, VARS PMU	Coordinating focus group meetings as requested by Beca
Henry Vira	Development Expert, VARS PMU	Coordinating meetings with government stakeholders as requested by Beca (refer to Detailed Engagement Plan Table 5.2)
Bruce Jackson	Contract Manager, VARS PMU	Contact point for contract administration
Epha Kalorib	Social Officer, VARS PMU	Contact point for VARS Help Desk/GRM & pre-visit questionnaire
Michel Leodoro	Environment Officer, VARS PMU	Contact point for pre-visit questionnaire

6 Risks and opportunities

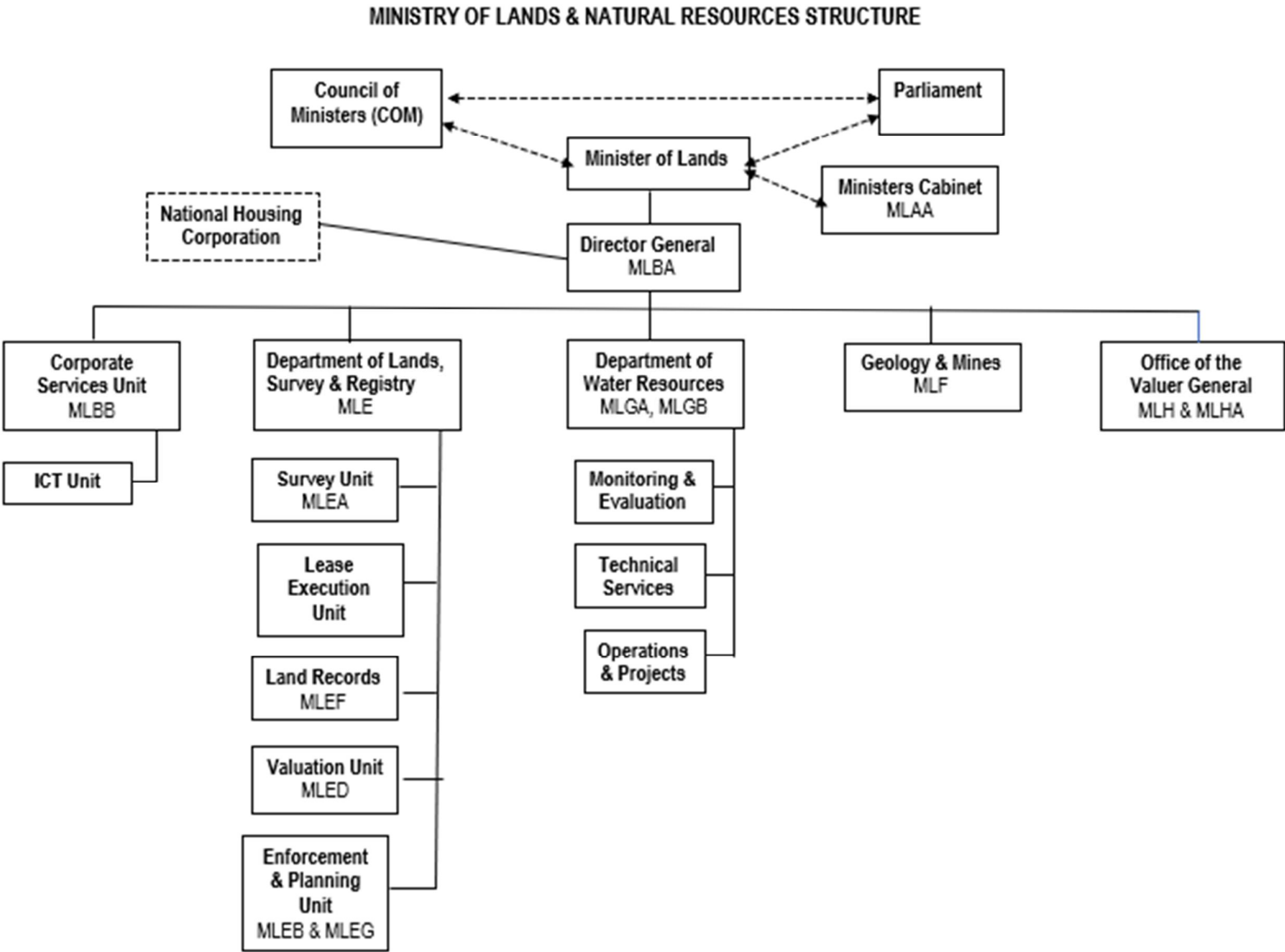
Potential risks and opportunities for the project, and how they will be managed are captured in Table 6-1. As described, this is a live document, and this table will be updated with any new risks and/or opportunities or management approaches that become apparent throughout the project.

Table 6-1. Summary table of risks and opportunities for the MoLNR Headquarters project.

Risk/Opportunity	Proposed Management
Conflicting functional requirements prevent a “perfect” outcome	During engagement, project constraints are to be clearly communicated, including budget, site limitations, and building code requirements. Distinguish between high-level framework inputs (e.g. staffing, overall priorities) and detailed departmental needs. Use structured and well-facilitated consultations led by the design consultant to identify priorities and manage trade-offs transparently, ensuring that inputs inform—but do not dictate—the final design.
Potential for frustration if some departments perceive that other departments have been provided with more/better outcomes	Make sure engagement is consistently framed to avoid creating expectations of entitlement. Avoid overly detailed or leading questions (e.g. in pre-visit questionnaires) that may imply guaranteed provision of facilities. During presentation of concept designs, clearly communicate the rationale for design decisions, constraints, and trade-offs. Maintain transparency in how stakeholder inputs are considered and balanced across departments. Feedback from focus groups will directly inform the selection of a preferred option, so feedback from departments will be integrated into the overall design selection process, with time left in the programme to make further amendments between concept and preliminary design stages.
Failure to capture all needs from user groups	Improve the structure and clarity of pre-engagement tools (e.g. simplified pre-visit questionnaire) to focus on practical operational needs and prompt early thinking by departments. Complement this with well-planned, consultant-led focus group discussions to explore detailed functional requirements. PMU to support coordination and participation, while the consultant leads technical engagement. Recognise time constraints and prioritise key user groups and critical functions (e.g. public interface, records storage, laboratories, emergency roles).



Appendix A – MoLNR Structure Diagram and Staffing Structure



A large, white, serif capital letter 'B' is centered on the right side of a teal rectangular background. The letter is bold and has a classic, slightly rounded design.

Appendix B – Pre-visit Questionnaire and Focus Group Discussion Prompts

Pre-visit Questionnaire ahead of in-country conversations week of 20th April

Office Accommodation Requirements

Director General: William Nasak		
	Questions	Your response
1	Is the old MoLNR site still the preferred site? When will demolition start and be completed? Are other sites available?	
2	There are currently 88 occupied posts in Port Vila headquarters, plus 25 vacant posts and 27 proposed additional posts. How many positions should we design for?	
3	Should we reasonably expect extension of the building with future additional departments if this is an aspiration? For example, does MoLNR envision that Custom Land Management Office, National Housing and/or Department of Urban Affairs and Planning be housed together with MoLNR? If yes, when is that likely to happen?	

Proposed Pre-visit Questionnaire ahead of in-country conversations week of 20th April

Office Accommodation Requirements

DEPARTMENT NAME

DEPARTMENT CONTACT/S:

	Questions	Your response
What are the physical needs of your department?		
1	We understand the current size of your unit to be __ personnel – is that correct? If not provide corrected number.	
2	We understand that the projected size of your unit will be __ personnel – is that correct? When do you plan to reach that number?	
3	What storage needs do you require? For example; file cabinets, photocopiers, equipment (size and scale of equipment storage needs).	
4	We understand that DoWR & GMU require a laboratory. Describe the needs of this laboratory: for example; refrigeration, water/sink, counter space, equipment space, AC, etc.	
5	DoWR – we understand that you head the WASH Cluster during emergency response. a)What special storage needs do you require as a result of emergency response? b)How long do you normally require this extra capacity? c)What other needs usually arise as a result of emergency response activities?	
6	a)How many and what type of vehicles, if any, does your unit have? b)Provide the number and size of	

	vehicles that need to be parked at the Port Vila HQ.	
7	What additional requirements do you have related to vehicles or equipment. For example, a stand pipe for washing vehicles, etc.	
What are the meeting habits of your department/unit?		
8	a)What type of meetings does your unit usually hold? b)How often do you have these meetings? c)How many people usually attend? d)What meetings have happened in the last year (provide size and number of meetings).	
9	a)In the last year has your unit hosted any workshops? b)If yes, describe the number of days and number of attendees.	
10	DoWR – How many people usually attend WASH cluster meetings?	
Other departments you work closely with?		
11	a)What other departments or units do you work mostly closely with? b)What functions, other facilities, can you share with other departments?	
Reception needs?		
12	a)Does your department/unit regularly receive the general public? b)Describe the nature of this interaction? For example: c)Do you meet with the public daily to receive payments? d)What type of space do you require to meet with the public? For example, a service counter or a meeting room with a desk? e)Do you require a public waiting area? f)How many people do you expect to visit at any one time? g)What are the functional	

	requirements for the receptionist in this space, i.e. one workstation, photocopying, printing, storage?	
Other public/visitor needs?		
13	a)What other visitors are expected to visit the building? b)What number of visitors? c)For what purpose? d)What rooms/functions will be visited?	
Technical needs?		
14	What are the IT or other technical needs of your department/unit? Please describe. For example, power, internet, 24/7 AC, server room, etc.	
Other needs?		
15	What are other needs does your department have that have not yet been captured?	

Though not part of the pre-visit questionnaire, some prompts have been prepared for service users and women (including female staff and users) as part of the focus group discussions. While the tone and exact wording of the prompts may change, the summary table below provides a general idea of the themes and information the engagement team will gather from these two groups.

Focus Group	Focus Theme	Prompts
Service users (surveyors, agents, investors)	Testing public interface and service delivery design	• How do you normally arrive to the MoLNR offices? • What do you generally visit the MoLNR offices to achieve? • How much time do you typically spend during a visit? • What worked well at the previous office? • What could have been improved at the previous office? • How many people were generally in the reception area while you were visiting?
Women (including female staff & users)	Enabling a gender sensitive design	• As the male and female restrooms will be separate, what facilities do you need in the restroom? • What did you like about the previous office? • What didn't you like about the previous office? • What would make the space comfortable for you?



VARS Grievance Mechanism/Help Desk

The VARS Project Grievance Mechanism (GM) will be referred to in public as the “Help Desk” and will seek to:

- a) respond to requests for information or requests for design change;
- b) resolve complaints; and
- c) address and resolve grievances in a timely, effective and efficient manner that satisfies all parties involved.

Requests for design change and requests for information are not classified as complaints, though they require follow-up and assurance of satisfaction from the affected party. The project recognizes that requests for design change can add value to the project, ensuring that the needs of stakeholders and affected parties are met. Changes to design can be made through consultation and negotiation and do not necessarily carry the negative connotation of a complaint. A ‘complaint’ is categorized as an issue that raises negative concern, worry, or otherwise troubles the affected party or parties. A request for information, request for design change or a complaint which is not responded to in a timely or satisfactory manner may escalate into a ‘grievance’. Some issues may present immediately as a grievance. For example, the help desk assessment process may immediately assess issues relating to reports of sexual exploitation, assault or harassment (SEAH) as a grievance and may immediately enlist support from the Vanuatu Women’s Centre (VWC). Similarly, issues involving children will immediately be referred to the Family Protection Unit of the Vanuatu Police Force.

The Help Desk will provide a transparent and credible process for fair, effective and lasting outcomes. The Help Desk process will seek to build trust and cooperation as an integral component of broader community consultation that facilitates corrective actions. The Help Desk will:

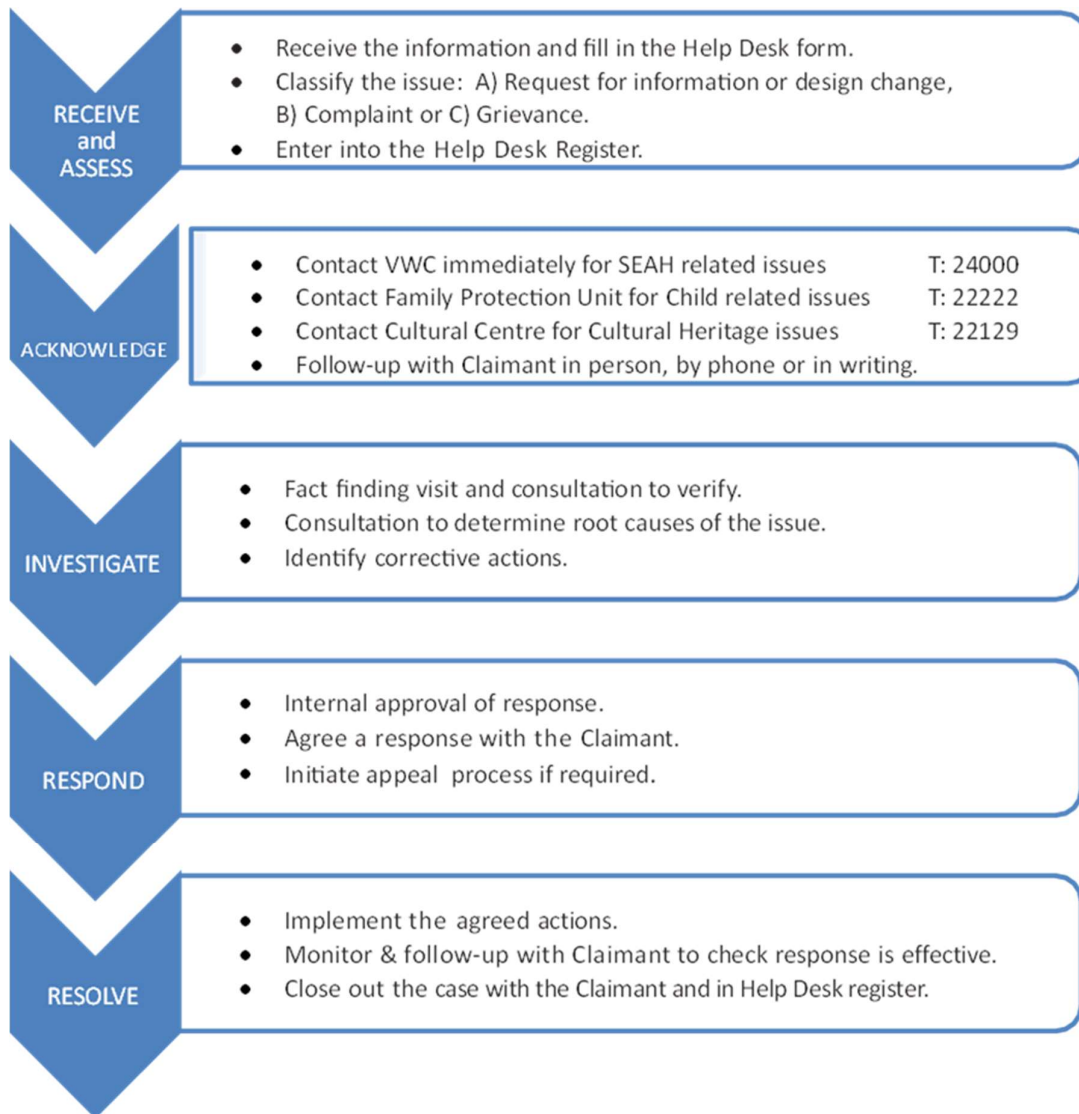
- Provide settlement residents and other interested or affected parties with avenues a) seeking information or requesting a design change, b) raising a complaint or c) resolving any grievance that may arise during the course of the implementation of the Project subcomponents;
- Ensure that appropriate and mutually acceptable redress actions are identified and implemented to the satisfaction of those requesting information or action; and
- Ensure that the Help Desk is linked with existing referral networks for issues related SEAH or issues involving children.

Help Desk Personnel: The PMU operates a Help Desk, with dedicated phone lines for both networks to receive a) requests for information or design change, b) complaints and c) potential grievances. The social team of the PMU consists of the Social Environment Specialist (SES), the Social Development Specialist (SDS) and a Social Officer position. The Social Officer is responsible for data entry into the Help Desk Register and always holds and responds to the Help Desk phone. The social team is responsible for promoting Help Desk processes (the Grievance Mechanism) through all stakeholder engagement programs. The social team will manage requests for information or design change, complaints and grievances under the direction of the Project Manager.

Help Desk Process: Help Desk processes will follow five key steps to resolve any requests for information, design change, complaints or grievance that arise. If the concerned party is not satisfied with the outcome of the process handled by the Social Team, s/he/they (referred to as the Claimant) can escalate the issue to the Project Manager or the Director of MoL, who will then assign a senior officer to investigate.

The concerned party can elect to raise a request for information or design change, complaint or grievance either through the Help Desk Form (either directly or through a third party such as a community leader, Chief or Church leader), via phone call to the Help Desk phone or via email. The Help Desk form is available with the Community Liaison Committees, Chiefs of target settlements and online on the MoLNR website.

Complaints or grievances relating to SEAH will also be recorded (confidentially) in the Help Desk register. However, SEAH complaints may be complex, sensitive and potentially volatile. Therefore, the VARS Social Team will work under the guidance of the Vanuatu Women’s Centre to ensure that concerned parties are immediately offered confidential and professional support. Issues relating to any form of child abuse will be referred to the Family Protection Unit at the Vanuatu Police Force. Issues relating to cultural heritage will be referred to the Vanuatu Cultural Centre.



HELP DESK IMPLEMENTATION TIMEFRAMES

Help Desk implementation process includes five key stages: (i) Receive and Assess; (ii) Acknowledge; (iii) Investigate; (iii) Respond; and (iv) Resolve/Close Out.

The intention is to respond to requests and resolve complaints as quickly as possible so that they do not become a grievance, while recognizing that some issues may be assessed as a grievance on presentation.

(i) Receive and Assess - 1 day

The first point of contact for requests and complaints from settlements will be the PMU Social Officer. However, all members of the PMU will be trained to receive and record requests and complaints or grievances. A Help Desk Registration Form will be completed immediately and shared with the Project Manager the same day, via email if the Project Manager (PM) is not available. In most cases the PM will determine which PMU member will conduct the investigation. The Social Officer will be tasked with entering the Registration Form details into the Help Desk Register. The register will be an Excel database, which will be used to track requests/complaints/grievances through to resolution or close-out.

(ii) Acknowledgement – within 2 days of receipt

Requests/Complaints/Grievances will be acknowledged within two days by a response to the concerned party. If the GBV Compliance Team (GCT) is to be involved, the GCT members will be contacted within 2 days for a meeting to be held within 1 week. The meeting will determine how best to proceed with the issue.

(iii) Investigation – within 1 week of receipt

Investigations may include site visits to determine the scale and impact of the request/complaint/grievance and what options there may be for appropriate responses or resolutions. Investigations should be conducted within 1 week of receipt of the request/complaint/grievance.

(iv) Respond -within 1 week of investigation

The Social Officer, or PMU member assigned by the PM, will communicate the findings of the investigation to the concerned party. The response should be delivered within 1 week of the investigation and include a proposed resolution and seek the approval from the Claimant. If the Claimant is satisfied with the proposed resolution then the request/complaint/grievance is ready to be resolved.

(v) Resolve/Close Out – within 1 month of investigation or as soon as practicable

If the Claimant is satisfied with the proposed resolution and agrees that the issue is resolved, the Claimant will be asked to sign the Help Desk Form and the matter will be considered resolved. The resolution will be recorded in the Help Desk register to reflect that the matter is resolved.

If the Claimant is still dissatisfied with the outcome, they may be referred to the legal process or use the World Bank Grievance Redress System, which is available at any stage to the Claimant. However, courts should be the last avenue for addressing grievances.

If a grievance is dismissed as groundless; the Claimant will be informed of their rights in taking it to the next level. A copy of the decision is to be given to the Claimant in writing and the outcome recorded in the Help Desk Register. A copy of the decision will be shared with the Director of MoLNR.

A request/complaint/grievance is closed out when no further action can be or needs to be taken. All requests/complaints/grievance should be closed out within 1 month or as soon as possible.

The status will be recorded in the Help Desk Register as follows:

- (1) Resolved – a solution has been agreed and implemented and signed documentation is evidence of this.
- (2) Unresolved – it has not been possible to reach a solution and the case has been elevated to the World Bank Grievance Redress Mechanism or the Courts.
- (3) Abandoned – cases where the attempts to contact the Claimant have not been successful for three months following receipt of Help Desk Form.

All requests/complaints/grievances will be reviewed for opportunities to help identify and reduce future, similar occurrences across VARS sub-projects.

PART 1. HELP DESK FORM – to be completed with the Claimant or by a representative

Name of Contact Person	Phone number(s)	Home address/location	Date
Name of Claimant (or can chose to remain anonymous)	Claimant Phone No.	Claimant Home address/location	
QUESTION	RESPONSE		
What is the problem?			
What is the cause?			
When did it happen?			
Has there been impact to:	◇ Housing ◇ Land ◇ Business property ◇ Personal property ◇ Community property ◇ A Person	◇ Cultural Heritage ◇ Water Source/Supply ◇ Electrical issue ◇ Livestock/crops/trees ◇ Other:	
If related to Land, what type of Land?	◇ Residential ◇ Commercial/Industrial ◇ Agricultural ◇ Public property	Other describe:	
Is this issue related to:	◇ Dust ◇ Noise ◇ Road traffic ◇ Safety issue ◇ Environmental concern ◇ Other:	◇ Sexual Harassment ◇ Sexual Exploitation ◇ Sexual Assault ◇ Non-sexual violence ◇ Verbal abuse ◇ Child abuse	
Do you believe the VARS Project is responsible? Why/Why not?			
Who is involved?			
What is your proposed solution?			
RESOLUTION: Once the concerned party is satisfied with the resolution, ask them to sign to show the matter is closed:			
Sign:		Date:	

PART TWO: Investigation

Classification:	Impact to: ☐ Land ☐ Crops ☐ Livestock ☐ Water sources ☐ Cultural Heritage ☐ Community asset ☐ Personal effects ☐ A Person	Related to: ☐ Road traffic incident ☐ Dust ☐ Noise ☐ Health concerns ☐ Safety concerns ☐ Well-being concerns ☐ Environment concerns ☐ Social or economic concern	Related to: ☐ Recruitment / jobs ☐ Commercial business ☐ Livelihood ☐ Conduct of PMU/DSS ☐ Conduct of Contractor ☐ Human rights ☐ Compensation
Assessment:	☐ Request for Information ☐ Request for Design Change ☐ Complaint ☐ Grievance	What referrals are involved:	☐ Vanuatu Women Centre ☐ Family Protection Unit ☐ Cultural Centre ☐ Other:
Who is assigned to follow-up?	☐ SES ☐ SO ☐ LE ☐ SDE ☐ PM ☐ Director MoL ☐ DG MoLNR	Target for Resolution:	☐ 2 days ☐ 1 week ☐ 1 month ☐ 3 months

Risk Assessment					
Actual Consequence (A)	[1]	[2]	[3]	[4]	[5]
Potential Consequence (P)	[1]	[2]	[3]	[4]	[5]
Likelihood of Occurrence (L)	[1]	[2]	[3]	[4]	[5]

Risk Rating (=A x P x L)	
Score 1-4	☐ Low
Score 5-14	☐ Medium
Score 15-25	☐ High

Verification of information	Yes	No	Comments and explanations
Is the issue as described?	☐	☐	
Is the cause as described?	☐	☐	
Is the time/date as described?	☐	☐	
Is VARS responsible as claimed by the complainant? Why?	☐	☐	
Is the request to solve the grievance appropriate and proportionate to the impact?	☐	☐	
Name of Investigating Officer:		Date:	
Signature:			

PART THREE: Corrective Action Plan

Corrective Action Required?	☐ Yes ☐ No	Remarks:		
Issue / Problem	Corrective Actions Proposed	Responsible	Due by	
Investigating Officer		Project Manager		
Name:		Name:		
Signed:		Signed:		
Date:		Date:		



Example Request Log Template

Name	Phone Number	Email address	Date of request	Description of Request	Cause of problem	Proposed solution	Project Response	Date of project response	Will the request be actioned into the design? If not, why?	Has this satisfactorily resolved your issue / request?



Draft In-country Meeting and Consultation Schedule

Time	Mon 4 May	Tues 5 May	Wed 6 May	Thurs 7 May	Fri 8 May
9.00-10.30	Visit Site	Meet with Unelco* (utility provider)	Meet PLVO Erick Jimmy Valuation & Lease Ex. Unit + Enforce. & Planning Unit	Meet SG Tony Kanas and visit* Survey Unit to view equipment and setup (storage needs etc.)	Focus Group Discussion with Service users (surveyors, agents, investors)
10.30-12.00	Meet with DG William Nasak	Meet Director of Lands, Survey & Valuation Gordon Willie	Meet SPGC*	Meet IT Head Tom Nako and visit* ICT Unit to view equipment and setup (e.g. Server and generator)	Additional time for Dept. meetings or utility / service providers as req.
12.00-1.00	Lunch	Lunch	Lunch	Lunch	Lunch
1.00-2.00	Meet CSU Engineers to meet with Fire Department*	Meet VG Jimmy Sanu Office of the Valuer General*	Project Management Unit	Debrief DG William Nasak	Beca Team Depart
2.30-4.00	Meet Director Erickson Sammy and visit* Dep. Water resources & urban resources to view equipment and setup (e.g. Lab, record storage)	Meet Commissioner Camilia Garae and visit* Geology & Mines to view equipment and setup (e.g. Lab and storage)	Meet PRO Jimmy Pierre and visit Lands Registry/ Records to view equipment and setup (e.g. needs for record storage)	Debrief Hon. Minister Rick Mahe Tchamako & Photo op	

*Off-site visit away from the MoLNR current head office

