Electronic Police Clearance Certificate

Feasibility and solution
design document

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List of abbreviations

BC   Birth Certificate Copy

CRO   Credit Record Officer

DoCS   Department of Civil Status

DoFT   Department of Finance and Treasury

e-PCC   Electronic Police Clearance Certificate

FMIS   Financial Management Information System

HCD   Human-Centric Design

NBV   National Bank of Vanuatu

OC   Office of the Commissioner

PC   Passport Copy

PCC   Police Clearance Certificate

PCO   Police Clearance Officer

VPF   Vanuatu Police Force

VPF-HQ   VPF Head Quarter

VPF-PQ   VPF Provincial Quarters/Offices

1. Objective

The objective is to Implement an efficient Police Clearance Certificate (PCC) issuance process that offers a safe and convenient way for users (PCC applicants) to get PCCs while allowing the Vanuatu Police Force (VPF) streamlined internal coordination to conduct the verifications and issue the certificate. The proposed solution should improve both the efficiency (e.g., processing time) and effectiveness (e.g., accuracy) of the current process.

The project aims to achieve the following two specific outcomes:

a. A digital platform for accepting, processing, and issuing police clearance certificates.

b. Introduce digital payment options to offer convenient and cheaper ways to pay the PCC fee by applicants while reducing the cash management efforts.

2. The Design Approach

An evidence-based service design approach was adopted in identifying the problem and designing a suitable solution. Figure 1 below shows the approach, followed by a detailed description of the methodology adopted throughout the project.

FIGURE 1: The Design Process

EXISTING PCC SYSTEM

PROBLEM DEFINITION → USER EMPATHY & BEHAVIOR → SOLUTION → VALUE PROPOSITION → IMPLEMENTATION PLAN
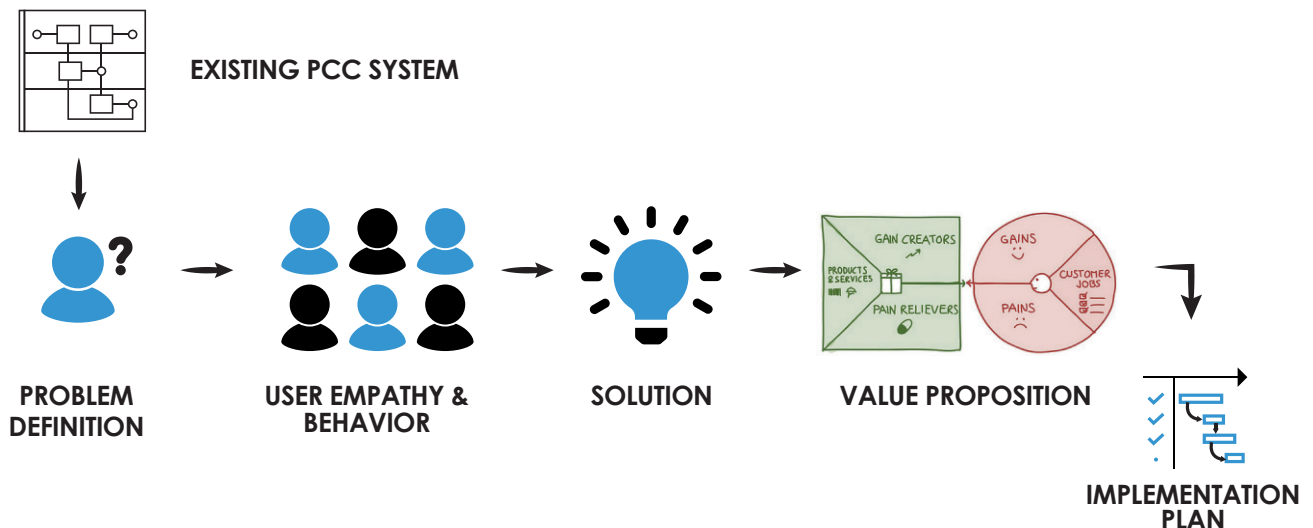
The PCC transaction data for 2017 and 2018 was analyzed to identify trends in user behavior, such as the location, frequency, and mode of payment. The trends were then corroborated through a user survey. A number of Human-Centric Design (HCD) tools were applied, including user personas and value proposition mapping, to gain a realistic understanding of the current user experience. In addition, a series of individual and group discussions were held with various VPF departments that are involved in the PCC process.

A multi-layered process map format was used to capture the complex process that flows over two or more users simultaneously.

The current knowledge of the Reserve Bank of Vanuatu (RBV) and the UNCDF team was used to analyze the current options for payment partnerships. RBV and UNCDF haave been working with all the leading financial service providers (FSPs) in Vanuatu for years, which helped to narrow the choices with relative ease.

Both banking and non-banking service providers were considered. Additionally, relevant banking regulations and VPF policies were studied to identify any challenges that might need legislative interventions.

A co-creation workshop was conducted to discuss the initial ideas and identify the main features of the final product. The workshop was attended by the representatives from VPF, UNCDF, RBV, Department of Finance and Treasury (DoFT), and Office of the Government Chief Information Officer (OGCIO).

The recommended solution, e-PCC 1.0, is a result of three rounds of iterations with the entire team. It has been evaluated based on its ability to meet customers' desirability, technical feasibility for implementing, and economic viability.

3. The Existing PCC System

The applicants are divided into two primary and two sub-categories: Vanuatu citizens and non-citizen, who are residents. The sub-categories separate applicants as Adults and Students. The PCC application process is the same for all users with a slight difference for non-citizens, where VPF seeks a report from Interpol. Otherwise, the main difference is the cost. Students get a 50% discount. The table below shows the differences.

TABLE 1: The Existing PCC System

Parameters	Vanuatu Citizen		Vanuatu non-citizen but a legal resident	
	Adult	Student	Adult	Student
Who	Anyone above 18 except enrolled students	Enrolled or about to enroll for studies	All work or residence permit holders	Enrolled or about to enroll students
Residence	Any province	Any province	Any province	Any province
PCC form	Annexure 1	Annexure 1	Annexure 2	Annexure 2
Regular process	7 days	7 days	14 days	14 days
Urgent process	2 days	2 days	7 days	7 days
Cost (Regular)	VT 2,000	VT 1,000	VT 2,000	VT 1,000
Cost (Urgent)	VT 4,000	VT 2,000	VT 4,000	VT 2,000

3.1 Summary of the existing PCC process flow

The existing PCC application and issuance is a 7-Step process, where all sub-processes are manually performed.

The figure below provides a snapshot of the seven sub-processes starting from the application submission until the PCC is delivered to the Applicant.

FIGURE 2: PCC Certification Process

APPLICATION	PAYMENT	CHECKING (INTERNAL)	VERIFATION (EXTERNAL)	RECORDING & FILIING	ISSUANCE	DELIVERY
Applicant submits the form at VPF HQ in Port Villa with a copy of BC and PC.	Applicant pays, cash, at the DoFT counter and submits the receipt to VPF.	VPF CRO checks the civil court data and record on the PCC form.	If deemed necessary, the CRO checks the BC and PC data with the DoCS and DoIA.	CRO moves the file to PCO, who moves it to the Secretary to the Commissioner (OC).	The secretary gets OC or Legal officer's signature and hands it to the PCO.	Applicant collects the approved and printed PCC from the PCO.

The seven sub-processes are further analyzed for risk and efficiency using multi-layer process maps. The application and payment processes are clubbed under one process map because they are performed at the same point of time and the same set of users. Similarly, the verification is mapped as a single process, and likewise, the issuance.

It is useful to know the key participants, whose short titles are used through this section. CRO is the Criminal Record Officer, who conducts all the internal and external checks. OC stands for the Office of the Commissioner, who finally approves the PCC. In his absence, the Legal Officer or the appointed office in charge sign the PCCs. PCO is the Police Clearance Officer, who is responsible for managing all types of police certificates.

3.2 The Application and Payment Process

FIGURE 3: Application and Payment Sub-Process
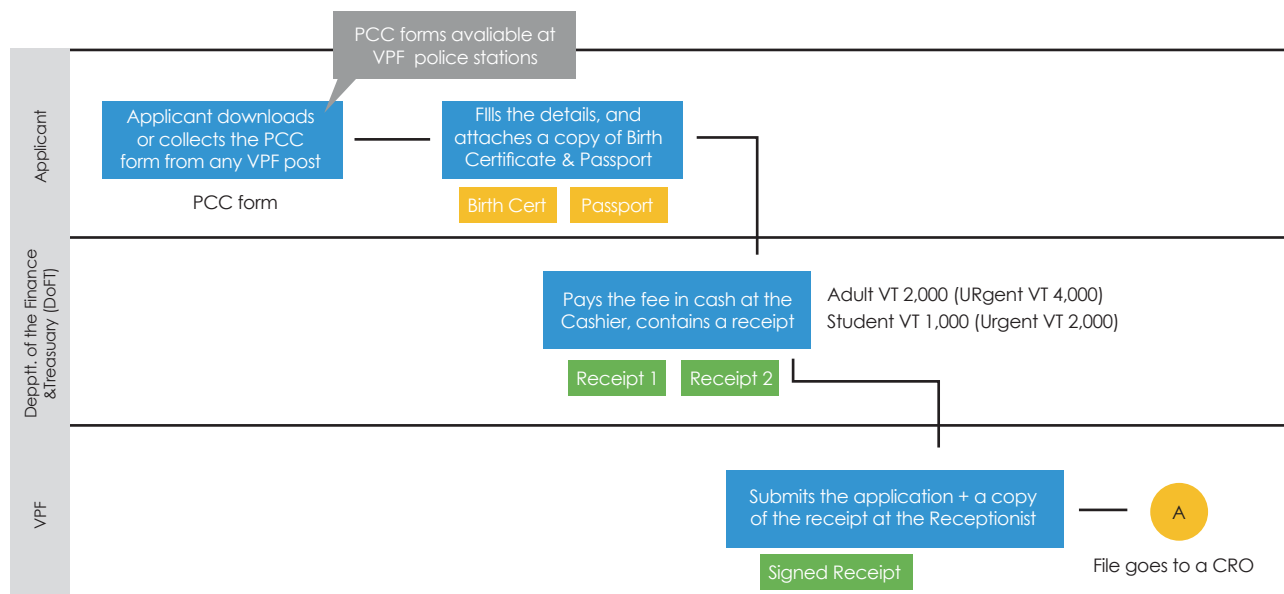
TABLE 2: Risk and Efficiency Analysis

Critical steps	Risk	Efficiency gain
Although the forms are available on the VPF website https://police.gov.vu/downloads/forms/category/9-police-clearance, most users obtain the form either from their Immigration agents or the Villa police station.	No significant risk.	More awareness and availability at all police stations would improve access.
Submission happens at the VPF Port Villa main office.	3-7 days travel time and cost for the users.	Additional submission options and locations.
99% of payments are done in cash at the DoFT cashier.	Requires a visit to the DoFT office, which is in Port Villa. Risk of losing the paper receipt.	Additional payment options and locations.

3.3 The Verification Process

FIGURE 4: Verification Sub-Process
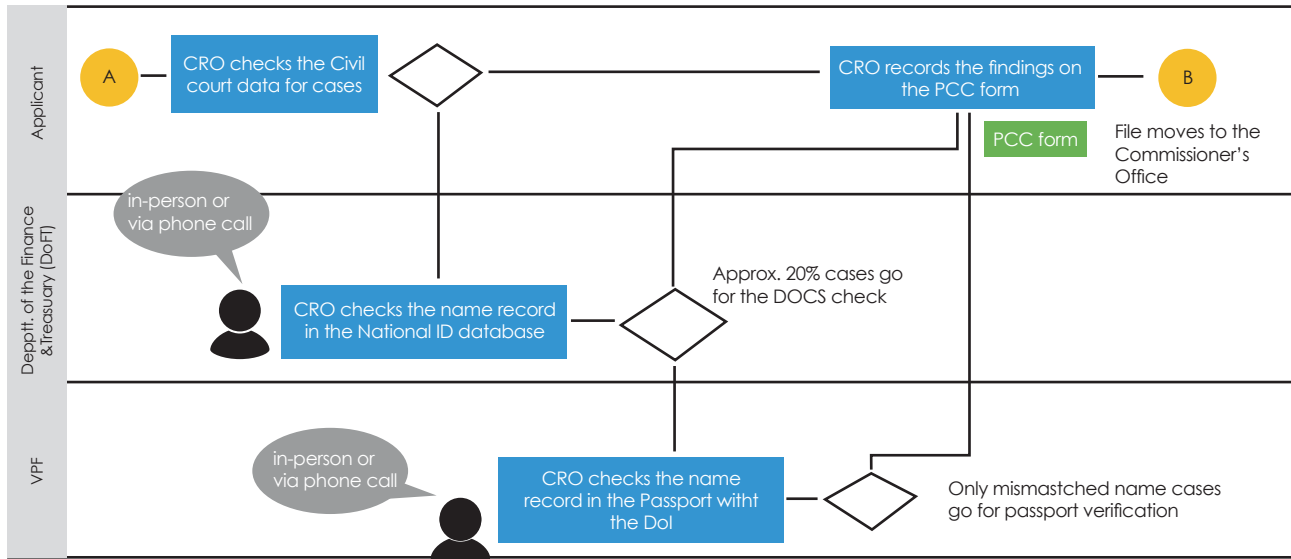
- PCC form details are matched against up to four databases: The Civil Court database held by VPF, the National ID data held by DoCS, the Passport data held by DoIA, and the international criminal records maintained by Interpol (only for foreign citizens). Checks with the Civil court records are mandatory, whereas the national ID and passport data checks are only done when the name details in the PCC form do not match, or the CRO believes the need for additional verification.

- CRO checks the Civil Court database kept at the VPF computer. The data comes from local courts and is updated on VPF computers that are accessed only by CROs.

- It is estimated that 20%[2] of cases require additional checks (name and birth details are matched) with the National ID registry.

- Less than 5% of cases are referred for Passport checks.

TABLE 3: Risk and Efficiency Analysis

Critical steps	Risk	Efficiency gain
The Civil Court data is taken from the Court of the permanent residence, not from the current residence.	Any legal case in the current residence is not reflected in the PCC.	Access data from Courts from both the current and the permanent residence.
Often, CRO uses a phone call to check the name details with DoCS.	No auditable or verifiable record of the formal query.	Email
99% of payments are done in cash at the DoFT cashier.	Requires a visit to the DoFT office, which is in Port Villa Risk of losing the paper receipt.	Additional payment options and locations.

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[2]Based on the statements of the CID Director and other officers' interviews.

3.4 The Issuance and Delivery Process

FIGURE 5: Issuance & Delivery Sub-Process
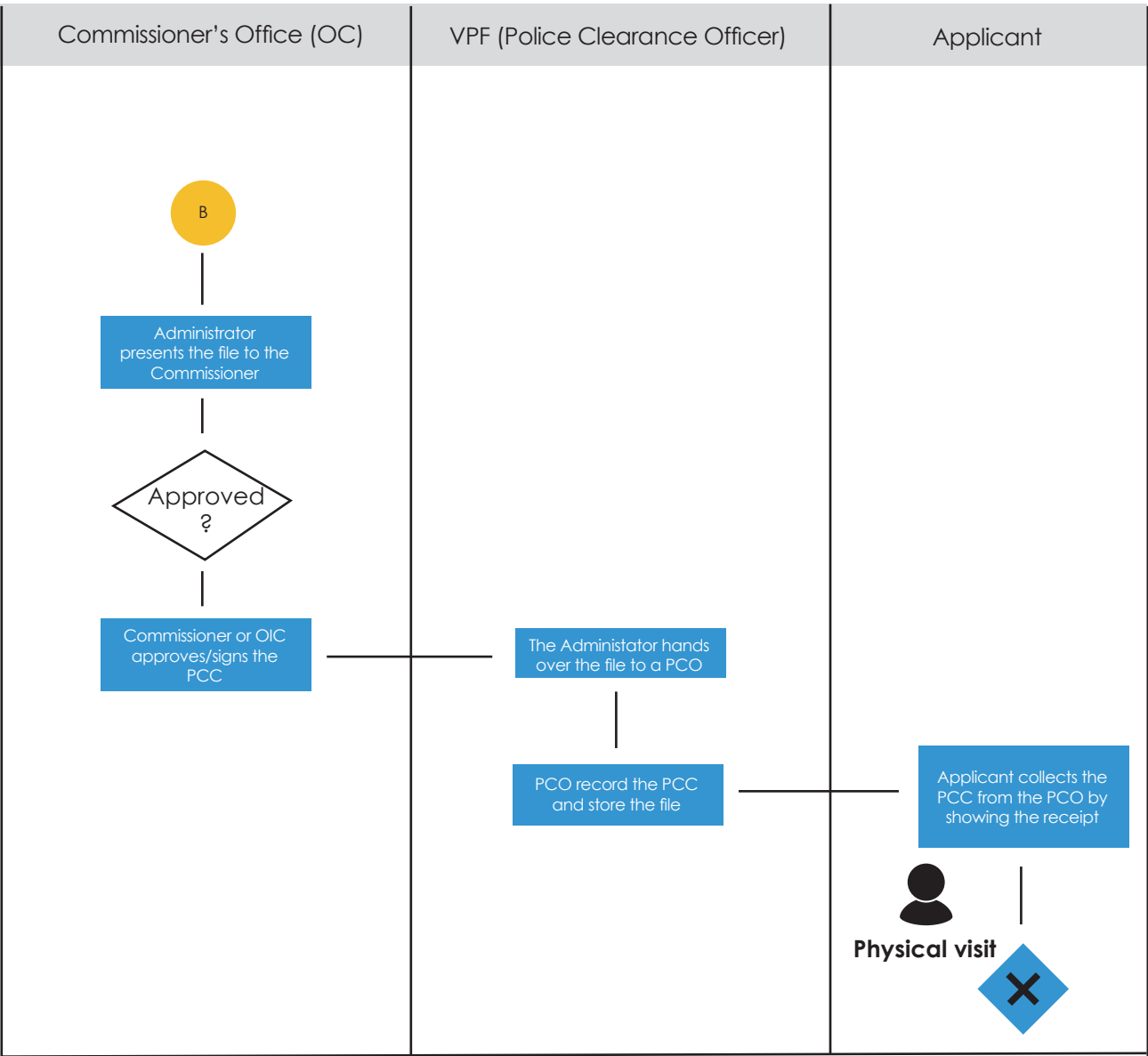
- CRO passes the PCC with his comments mentioned on the PCC form to the Administrator at the OC, who arranges the signature of the Commissioner.

- The signed PCC is given to a designated Police Clearance Officer (PCO) from the Corporate Services Unit.

- The requestor him/herself or a family member or a designated person can collect the PCC from the PCO.

- The original payment receipt copy is required to collect the PCC.

Electronic delivery options

- VPF allows getting the scanned copy of the PCC via email. It also offers to send the Original copy to the Applicant's local police station. However, these options are used in exceptional cases. Most applicants (>99%) prefer to collect the original signed copy in-person.

Critical steps	Risk	Efficiency gain
The role of PCO is limited to filing and handing over the PCC.	No significant risk.	Make PCO the focal point for the PCC. S/he receives the applications and is responsible for getting it approved.
Anyone with the payment slip can collect the PCC.	Unintended users can access PCC.	Record the details and ID of the collector. Alternatively, an authorization letter may be considered that can allow Agents to collect the PCC.
The Applicant collects the PCC, in-person, from the VPF HQ, and then give it their Immigration Agent (in case of RSE worker) or their employers. It forces them to often pay for the Urgent service.	Higher transaction cost for the Applicant.	Consider allowing collection or direct delivery to the Agent or Employer, as the case may be.

4. The Problem Statement

The issues with the existing PCC system affect both the VPF and the applicants. The overall problem statement can be summarized as 'the existing manual PCC process is both costly and time consuming for users.'

Applicants/users

a. High transaction cost (up to 70,000 VT)

b. Long distance inter-island travel requires several days (3-7 days)

c. Limited access (single office in Port Villa)

Vanuatu Police Force

a. The current system is not suitable to cater to the growing PCC demand, which is expected to grow from 15,000 per year to 20,000[3] in three years)

b. High turnaround time due to the manual process (takes between 7 and 14 days)

c. Inefficient record management (the file moves four desks: Receptionist, CRO, OC, & PCO)

FIGURE 6: Logistics of Existing PCC System Process

3 DAYS

Avg. time spent* by an applicant

VT 70,000

Avg. transaction cost* / applicant

8 PCCs/hr.

No. of PCCs issued per hour

7 DAYS

Avg. application processing time

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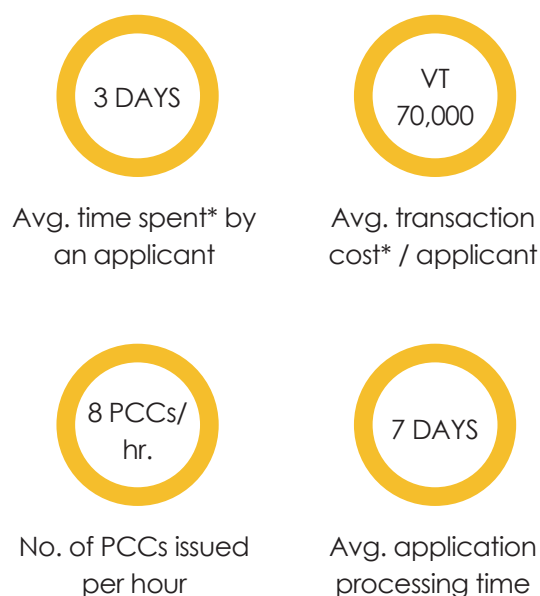
[3]With the expansion of Australia's Labour Mobility Scheme, the number of RSE workers are expected to grow.

5. Understanding the Users

In addition to the transaction data from 2017 and 2018, a quick user survey was conducted to understand who the users are and their transaction behavior. This section summaries important findings. Please refer to Annexure 3 for the summary of the survey findings.

5.1 Who are the users?

- RSE workers (70%) use the PCC service the most, followed by local employers (15%) and students (10%) who go on study scholarships[4].

- Nearly half of the RSE workers request the PCC for the first time. The other half have used the process for the previous work trips.

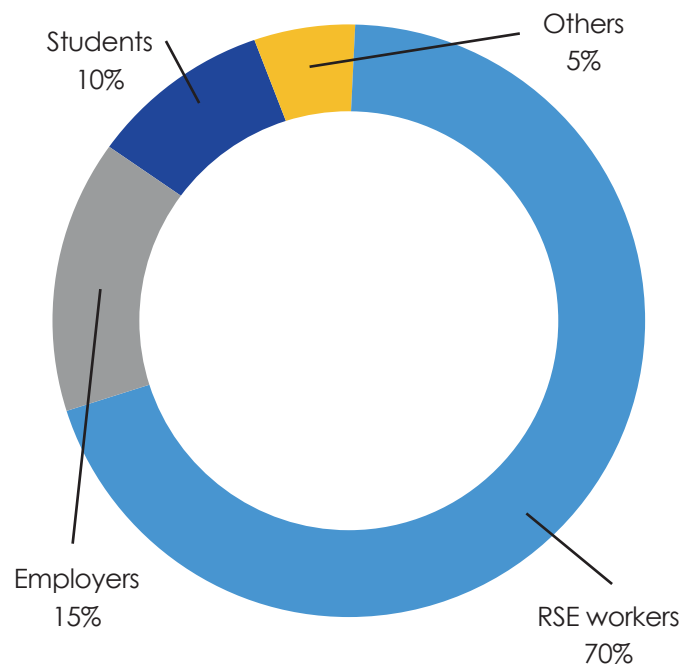- Of the sample surveyed (7) and based on the VPF experience, the majority of RSE workers are adult males and often come from outer islands.

- Most users surveyed prefer to take the fast track option so that they can use the same trip to Port Villa to give the printed PCC to their immigration agent.

FIGURE 7: Users Surveyed

Students 10%
Others 5%
Employers 15%
RSE workers 70%

TYPICAL' USER PROFILE

FIGURE 8: Typical User Profile

- Male, adult (18-40)
- RSE worker
- Lives in provinces but occasionally travels to Port Villa
- Uses a smartphone for calls, Facebook, YouTube
- Uses NBV or WU
- Does not use Digital Payment but is willing to try when explained

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[4]VPF does not record the application data in any searchable database; hence, exact numbers are not available. The figures mentioned here are based on VPF officers' verbal feedback.

* Photo credits: RNZ Pacific/ Johnny Blades

5.2 What payment methods do they use?

- All users travel to Port Villa, prefer the fast track option, and pay using cash.

- 95% of the payments were made in cash, followed by cheques (4.5%).

- There is an EFTPOS terminal installed, but this option offers little value because the users are still required to visit VPF in Port Villa for other parts of the process. Besides, many users do not hold a debit card.

- While in New Zealand and Australia, most use Western Union to remit the money, followed by NBV.

FIGURE 9: Payment Methods

4.5% **Cheques**

95% **Cash**

⚠ Only 4 out of 15, 000 customers used EFTPOS
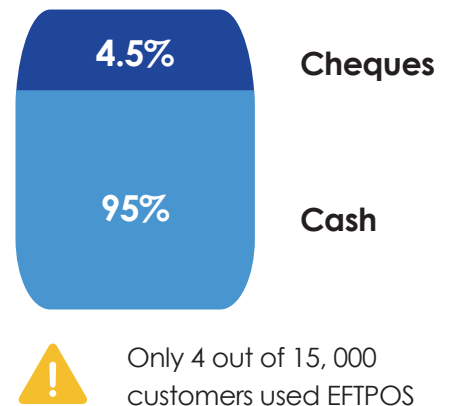
VT 40 million

FIGURE 10: VPF Annual PCC Revenue

On average, VPF collects VT 40 million (about US$ 360,000) annually in PCC fees.

6. The Solution

6.1 VPF e-PCC Web Portal

The proposed solution is termed as e-PCC 1.0. It is a digital version of the existing process, with better-managed risks and better efficiency gains for the users. 1.0 denotes the first generation of the digital service (more on this is explained later).

FIGURE 11: PCC Digital Application Form

e-PPC

- A dedicated VPF web platform
- Option to apply online or offline
- Pay via cash or bank or mobile-wallet
- Digital documents manager
- 24x7 available

Salient features of the e-PCC 1.0 service:

a. e-PCC is a dedicated web-based application portal, where users can apply for the PCC using a simple web interface. It allows users to upload their documents; hence, it removes the need to travel to Port Villa for submission.

b. The platform can be accessed on any java-supported smartphone and internet browser on any smartphone and computer (active internet connection needed).

c. e-PCC 1.0 also is integrated with NBV's mobile channel, *mVatu*, allowing users to pay the PCC fee without visiting the DoFT office or any bank branch.

d. The platform makes the service available 24x7 and can be accessed from home.

e. Application content is available in both Bislama (default) and English.

f. Users can request to receive the Approved e-PCC, as a digitally signed PDF, via email.

g. The Approved e-PCC can also be sent directly to the Immigration agent or the Employer.

h. It provides a digital document manager for VPF to securely store and re-use the information, allowing better data analytics possibilities.

i. e-PCC 2.0, the second-generation service, when launched, will offer an automated verification process with the National ID Registry.

j. There is no additional charge for the Applicants, except the prevailing PCC fees.

6.2 What value does e-PCC 1.0 offer to the users?

FIGURE 12: User Value Proposition Map
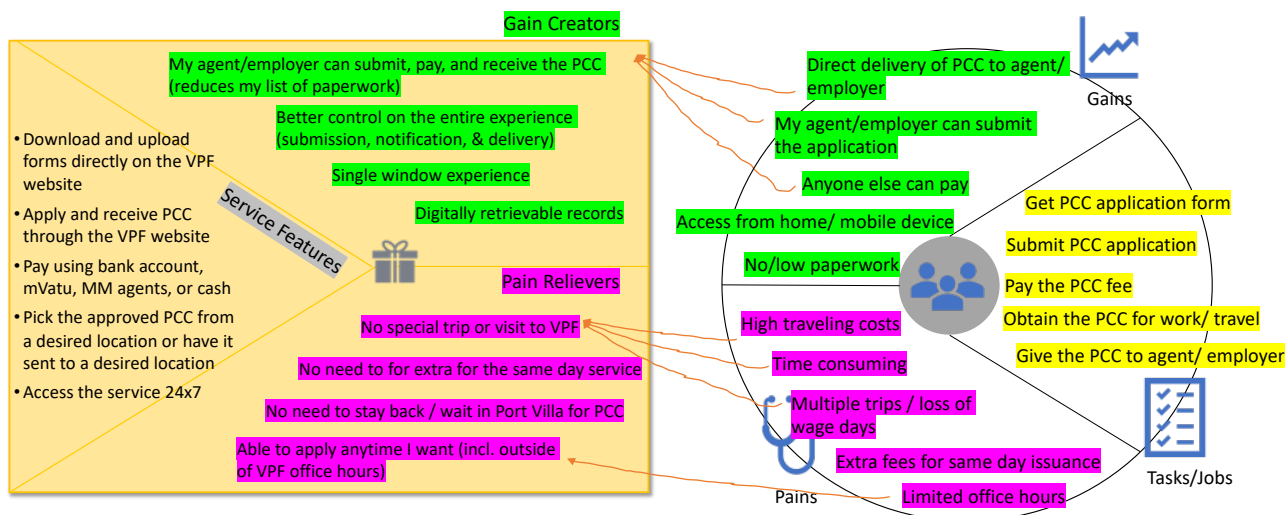
The most critical pain point e-PCC relieves is that there is no need to do a physical visit to VPF. It saves both time and money. It offers additional value by providing a simple and streamlined user experience as well as the option to send the Approved e-PCC directly to the Agent/Employer.

It will also contribute to the financial and digital inclusion agenda of the Vanuatu government. In the longer term, it might pave the way for other government services to go digital and bring the benefits of e-governance.

6.3 e-PCC 1.0 Concept

The e-PCC 1.0 combines several digital and physical sub-processes of the existing manual PCC system to offer a more user-friendly digital PCC service. The table below explains which of the seven sub-processes would be digitalized as well as changes in the physical version of the process.

TABLE 5: e-PCC 1.0 Concept

Application	Digital	via the e-PCC web portal
	Physical	at VPF HQ + six Provincial Offices
Payment	Digital	Payment via bank/account transfer
	Combine	Both via cash deposit and counter payment
Verification (internal)	Digital	via the Civil Court database on VPF desktop from both permanent and current residence courts
Verification (external)	Physical	via physical visit, phone call, and email
Recordkeeping & filing	Combined	PCC application is printed and presented for OC's approval; the approved copy is scanned and sent via email.
Issuance	Combined	Both physically signed paper PCC and e-signed e-PCC (PDF)
Delivery	Digital	Option to get it via email (PDF)

6.4 e-PCC 1.0 Service Design and Policy Considerations

TABLE 6: e-PCC 1.0 Service Design and Policy Considerations

Core Steps

 Application

Mode

Digital via VPF website

Action

Applicant fills the e-form and upload the required documents on the e-PCC web portal

Details

Dedicated Web application

- Application submitted through active data fields (e-Form) on the VPF website.
- BC number and name details are recorded.
- PC number ad name details are recorded.
- BC and PC copies are uploaded.
- After submission, a unique Application number is generated and displayed on the screen.
- Payment details with the bank account number and various payment methods are shown the webpage.

Service Design Considerations

- Application confirmation number is sent via phone SMS and/or email.
- Direct/active links to payment options.
- Website to collect and move the application information to an editable file using Joomla plugin.
- Only e-form, i.e. no physical PCC form is required to be downloaded.
- Consider offering Bislama, English and French language options.
- Phone or email to be a mandatory field.

Policy Considerations

- Applicant signatures are not required.
- Applicant's photo is not required.
- Would you allow e-sign (name typed on the online form)?
- Would you allow a third-party to submit the application (e.g. Agents, Employers)?
- Would you need Applicant's authorization for accepting or dealing with third party? If yes, in which form (mention on the form or a separate document).
- VPF may need to issue an official notice validating the e-PCC as an official document.

Risks/Issues

- Anyone can apply for a PCC as long as they have the details (since no signs are required)
- Customers can lose the application number or accidentally close the webpage.

Core Steps

Payment

Mode

Digital payment via bank account transfer

Action

Applicant pays the required fee by making a transfer into a designated VPF account or cash.

Details

- Applicant makes the payment to the designated bank account ONLY.
- SMS/email/paper receipts are acceptable proof of payment.
- Applicant needs to mention the unique application number when making the payment (mandatory).
- DoFT will provide the bank statement to VPD once a day, highlighting the payments received for the PCC (using the application number references).
- Manual transmission between DoFT (FMIS) and VPF via either access to view statement or sharing .csv/.xls file.
- e-PCC applicants do not need to send payment confirmation or show receipts.

Service Design Considerations

- PCC VPF account is setup as a biller, where the application number is a mandatory field.
- Enable *mVatu* wallet payments for wider coverage.
- Bank issues a confirmation message either via phone or email.
- VPF can consider processing the e-PCC without the payment confirmation but deliver only after the payment is confirmed by DoFT.

Policy Considerations

- Would need to open a dedicated VPF account for user payment, however, it can still be managed by DoFT.
- DoFT might need to issue a letter authorizing the use of e-payments.
- Would you allow VPFto download or view the bank statement?
- If no, DoFT will need to share the payment notification with VPF at least once a day.
- Would you accept the payment SMS as a proof of payment?
- Can anyone other than the applicant make the payment?

Risks/Issues

- User does not mention the application number or makes an error.
- Additional coordination between DoFT and VPF on payment confirmation.
- Cost implications for bank/wallet transactions.
- No SMS/email record: either did not arrive or was deleted.

Core Steps

Checking
(internal)

Mode

Digital via the civil court database on VPF desktop

Action

VPF CRO checks the civil court database and inserts comments on the editable form.

Details

- PCO is the focal point for managing the PCC application process within VPF.
- Both PCO and CRO have access to the e-PCC application.
- CRO checks the civil court database manually, in the CRO desktop, using the name and BC number.
- CRO writes her/his assessment on the e-form itself, i.e. no physical form is printed.
- CRO determines if additional or external verification is required.
- If not, notify the PCO that the criminal record process is complete.
- If yes, moves to the external verification process.

Service Design Considerations

- Applications are passed as they come if CRO has remote access; otherwise PCO passes them in batches at a fixed time interval, e.g. 09:00am, 11:00am, 14:00pm, 16:00pm.
- CRO is able to access an editable electronic version of the e-PCC application form.
- Add internal use section where CRO marks 'Verification complete' so that the PCO can proceed.

Policy Considerations

- PCO becomes the focal point for the entire PCC process, who moves the application internally and form whom the applicant gets the approval PCC (currently this role is shared by four people: VPF receptionist, CRO, Administrator at the OC, and PCO at the Corporate Services department).
- Would need to allow intra-department access to the files (CRO to PCO, and vice-versa).

Risks/Issues

- The communication between PCO and CRO, and their roles need to be clearly explained.

Core Steps

Verification
(external)

Mode

Physical via phone or physical visit

Action

CRO confirms the BC details with the Civil Status (national ID database) either through a phone call or via email.

Details

- First degree verification with the Civil Status, where BC details are matched with the national ID database.
- Second degree verification, if CRO deemed necessary with the DoIA on the passport.
- In both cases, CRO sends the query, either via phone or email, to the designated officer at DoCS/DoIA (unlike the current phone-based system). It ensures accountability and better record-keeping.
- Responses are recorded on the e-PCC form.
- PCO is notified.

Service Design Considerations

- Make internal and external verification two separate fields on the e-PCC's Official Use section.
- CRO to tick the box for 'verification complete'.
- Allow direct recording of the comments on the e-PCC by the CRO.

Policy Considerations

- The external verification protocol needs to be well documented and communicated to all the concerned departments.
- Revisit existing MOU with VPD and Civil Registry for information sharing since there are no existing digital sharing policy.

Risks/Issues

- The communication between PCO and CRO, and their roles need to be clearly explained.

Core Steps

Recording and Filing

Mode

Combined printed copies for approval; scanned copies for storage; manual processing

Action

PCO checks and present the e-PCC both digitally and printed copies to the Commissioner's office (OC).

Details

- PCO, in the Corporate Services department, accesses the PCC e-form using his/her computer through third-party access.
- PCO ensures the e-form is accurately filled and indexed before filing it.
- PCO prints the e-PCC form along with the supporting documents and create a physical file.

Service Design Considerations

- VPF server to host the electronic files.
- Files are indexed using the application number and made searchable.

Policy Considerations

- Internal memo explaining the filing process and protocols.

Core Steps

Issuance

Mode

Combined both electronically and physically signed

Action

OC or Legal Officer reviews the documentations and signs both the physical and electronic PCC.

Details

- PCO presents the PCC form (physical form) to the OC or Legal Officer for her/his signature.
- After receiving the signed copy, PCO indexes and files the PCC.
- OC/Legal Officers also electronically signs the PCC form (image copy is placed).
- PCO files the signed PCC as electronically signed PDF.

Service Design Considerations

- e-doc to allow placing e-signature as an image file.
- e-doc to allow export as PDF.

Policy Considerations

- Would you allow PCO to use OC's e-signature as long as OC has signed the physical PCC form?
- Will you permit issuing e-PCC (e.g. PDF)?
- Signature protocols need to be documented.

Core Steps

Delivery

Mode

Digital via email (PDF)

Action

PCO sends the approved e-PCC as a PDF to the email ID mentioned in the form.

Details

- If email ID is available, PCO sends the PDF version of the e-PCC to the email ID.
- If email is not available, PCO prints and keep the PCC ready for collection.

Service Design Considerations

- Enable SMS/email notifications to the application (using SMPP or HTTP protocols).

Policy Considerations

- Who can collect (in-person or email) the PCC: applicant, a designated person, anyone?
- Will postal delivery be allowed (with or without charges)?
- Is the payment receipt/confirmation by the applicant or collector mandatory to collect the PCC?
- If yes, can this rule be relaxed as long as DoFT can confirm the payment against the unique application number?

Risks/Issues

- Allowing third party to collect or receive the PCC poses its own risk. However, allowing Agents can significantly improve the efficiency because they are used to working with email.

6.5 e-PCC 2.0 Concept

The e-PCC 1.0 combines several digital and physical sub-processes of the existing manual PCC system to offer a more user-friendly digital PCC service. The table below explains which of the seven sub-processes would be digitalized as well as changes in the physical version of the process.

Application	Digital	e-form filling and document uploads via VPF website
Payment	Digital	Payment via bank and wallet payments
Verification (internal)	Digital	via the civil court database on VPF's desktop
Verification (external)	Digital	via a Citrix link to the DoCS National ID database
Recordkeeping & filing	Combined	Printed copies for approval; scanned copies for storage
Issuance	Combined	Both physically and electronically signed by the OC
Delivery	Digital	Delivered via email (PDF)

6.6 e-PCC 2.0 Service Design and Policy Considerations

Core Steps

📱 **Application**

Mode

Digital via VPF website

Action

Applicant fills the e-form and upload the required documents on the e-PCC web portal

Details

Dedicated Web application

- Application submitted through active data fields (e-Form) on the VPF website.
- BC number and name details are recorded.
- PC number ad name details are recorded.
- BC and PC copies are uploaded.
- After submission, a unique Application number is generated and displayed on the screen.
- Payment details with the bank account number and various payment methods are shown the web-page.

Service Design Considerations

- Application confirmation number is sent via phone and/or email.
- Direct/active links to payment options.
- Website to collect and move the application information to an editable file using Joomla plugin.
- Only e-form, i.e. no physical PCC form is required to be downloaded.
- Consider offering Bislama, English and French language options.
- Phone or email to be a mandatory field.

Policy Considerations

- Applicant signatures are not required.
- Applicant's photo is not required.
- Would you allow e-sign (name typed on the online form)?
- Would you allow a third-party to submit the application (e.g. Agents, Employers)?
- Would you need Applicant's authorization for accepting or dealing with third party? If yes, in which form (mention on the form or a separate document).
- VPF may need to issue an official notice validating the e-PCC as an official document.

Risks/Issues

- Anyone can apply for a PCC as long as they have the details (since no signs are required).

- Customers can lose the application number or accidentally close the webpage.

Core Steps

Payment

Mode

Digital Payment via bank and wallet transfers

Action

Applicant pays the required fee by making a transfer into a designated VPF account or cash

Details

- Applicant makes the payment to the designated bank account ONLY.

- SMS/email/paper receipts are acceptable proof of payment.

- Applicant needs to mention the unique application number when making the payment (mandatory).

- DoFT will provide the bank statement to VPD once a day, highlighting the payments received for the PCC (using the application number references).

- Manual transmission between DoFT (FMIS) and VPF via either access to view statement or sharing .csv/.xls file.

- e-PCC applicants do not need to send payment confirmation or show receipts.

Service Design Considerations

- PCC VPF account is setup as a biller, where the application number is a mandatory field.

- Enable *mVatu* wallet payments for wider coverage.

- Bank issues a confirmation message either via phone or email.

- VPF can consider processing the e-PCC without the payment confirmation but deliver only after the payment is confirmed by DoFT.

Policy Considerations

- Would need to open a dedicated VPF account for user payment, however, it can still be managed by DoFT.

- DoFT might need to issue a letter authorizing the use of e-payments.

- Would you allow VPFto download or view the bank statement?

- If no, DoFT will need to share the payment notification with VPF at least once a day.

- Would you accept the payment SMS as a proof of payment?

- Can anyone other than the applicant make the payment?

Risks/Issues

- User does not mention the application number or makes an error.
- Additional coordination between DoFT and VPF on payment confirmation.
- Cost implications for bank/wallet transactions.
- No SMS/email record: either did not arrive or was deleted.

Core Steps

✓ Checking
(internal)

Mode

Digital via the civil court database on VPF desktop

Action

VPF CRO checks the civil court database and inserts comments on the editable form.

Details

- PCO is the focal point for managing the PCC application process within VPF.
- Both PCO and CRO have access to the e-PCC application.
- CRO checks the civil court database manually, in the CRO desktop, using the name and BC number.
- CRO writes her/his assessment on the e-form itself, i.e. no physical form is printed.
- CRO determines if additional or external verification is required.
- If not, notify the PCO that the criminal record process is complete.
- If yes, moves to the external verification process.

Service Design Considerations

- Applications are passed as they come if CRO has remote access; otherwise PCO passes them in batches at a fixed time interval, e.g. 09:00am, 11:00am, 14:00pm, 16:00pm.
- CRO is able to access an editable electronic version of the e-PCC application form.
- Add internal use section where CRO marks 'Verification complete' so that the PCO can proceed.

Policy Considerations

- PCO becomes the focal point for the entire PCC process, who moves the application internally and form whom the applicant gets the approval PCC (currently this role is shared by four people: VPF receptionist, CRO, Administrator at the OC, and PCO at the Corporate Services department).
- Would need to allow intra-department access to the files (CRO to PCO, and vice-versa).

Risks/Issues

- The communication between PCO and CRO, and their roles need to be clearly explained.

Core Steps

Verification
(external)

Mode

Physical via phone or physical visit

Action

CRO confirms the BC details with the Civil Status (national ID database) either through a phone call or via email.

Details

First degree verification with the DoCS on the BC

- CRO has a secure login to the Civil Status national ID database to view the PCC applicant's BC number and name.
- The access is remotely done through the citrix gateway.
- A 'Read Only' access will allow to verify the name particulars on PCC application form with the national ID using the BC number mentioned in the application.
- Responses are recorded on the e-PCC form.

Second degree verification with the DoIA on the Passport.

- CRO sends the query, either via phone or email, to the designated officer at DoCS/DoIA (unlike the current phone-based system). It ensures accountability and better record-keeping.
- Responses are recorded on the e-PCC form.

Service Design Considerations

- Verification is possible through Citrix for 'Read Only' access to the CRO system (civil registry national ID database).
- Make internal and external verification two separate fields on the e-PCC's Official Use section.
- CRO to tic the box for 'verification complete'.
- Allow direct recording of the comments on the e-PCC by the CRO.

Policy Considerations

- DoCS needs to allow remote access to the CRO system (national ID database) to VPF for name verification (similar to NBV).
- Revisit existing MOU with VPF and Civil Registry for information sharing since there are no existing digital sharing policy yet.
- The external verification protocol needs to be well documented and communicated to all concerned departments.
- VPF officials will need training.

Risks/Issues

- Political risk and delay associated with accessing the national ID database.
- The communication between PCO and CRO, and their roles need to be clearly explained.

Core Steps

Recording and Filing

Mode

Combined printed copies for approval; scanned copies for storage; manual processing

Action

PCO checks and present the e-PCC both digitally and printed copies to the Commissioner's office (OC).

Details

- PCO, in the Corporate Services department, accesses the PCC e-form using his/her computer through third-party access.
- PCO ensures the e-form is accurately filled and indexed before filing it.
- PCO prints the e-PCC form along with the supporting documents and create a physical file.

Service Design Considerations

- VPF server to host the electronic files.
- Files are indexed using the application number and made searchable.

Policy Considerations

- Internal memo explaining the filing process and protocols.

Core Steps

Issuance

Mode

Combined both electronically and physically signed

Action

OC or Legal Officer reviews the documentations and signs both the physical and electronic PCC.

Details

- PCO presents the PCC form (physical form) to the OC or Legal Officer for her/his signature.
- After receiving the signed copy, PCO indexes and files the PCC.
- OC/Legal Officers also electronically signs the PCC form (image copy is placed).
- PCO files the signed PCC as electronically signed PDF.

Service Design Considerations

- e-doc to allow placing e-signature as an image file.
- e-doc to allow export as PDF.

Policy Considerations

- Would you allow PCO to use OC's e-signature as long as OC has signed the physical PCC form?
- Will you permit issuing e-PCC (e.g. PDF)?
- Signature protocols need to be documented.

Core Steps

Delivery

Mode

Digital via email (PDF)

Action

PCO sends the approved e-PCC as a PDF to the email ID mentioned in the form.

Details

- If email ID is available, PCO sends the PDF version of the e-PCC to the email ID.
- If email is not available, PCO prints and keep the PCC ready for collection.

Service Design Considerations

- Enable SMS/email notifications to the application (using SMPP or HTTP protocols).

Policy Considerations

- Who can collect (in-person or email) the PCC: applicant, a designated person, anyone?
- Will postal delivery be allowed (with or without charges)?
- Is the payment receipt/confirmation by the applicant or collector mandatory to collect the PCC?
- If yes, can this rule be relaxed as long as DoFT can confirm the payment against the unique application number?

Risks/Issues

- Allowing third party to collect or receive the PCC poses its own risk. However, allowing Agents can significantly improve the efficiency because they are used to working with email.

7. How to select the right combination of services for digitization?

There are numerous combinations of sub-processes that can be digitalized, ranging from selective digitalization to a fully digital and automated PCC system. Similarly, each combination can have several variants, such as Generation 1.0 and 2.0. The framework presented below will help VPF and other stakeholders in selecting the most suitable combination. It is advised that VPF looks for a combination that it can relatively quickly implement and manage as opposed to looking for the best-in-class solution, which might require massive capital and human resources.

FIGURE 13: Solution Selection Framework

User desirability

Prioritize front-end services, such as application submission and delivery that addresses users core pain points.

Operational feasibility

Select services that VPF can practically implement and manage with exisiting staff and time commitments.

Necessary policy changes

Priortize services that require internal (at VPF and DoFT level) policy changes. It will shorten that launch cycle.

Financial viability

Consider both the one-time as well as running costs viz-a-viz the cost to the user.

VPF Short-and Long - term priorites

Choose based on priorites. It is possible to start with 1.0 and move to 2.0 and then 3.0 (fully digital and automated system).

Based on the above-mentioned parameters, e-PCC 1.0 is the most suited version for VPF to start. It allows VPF to use internal resources, generate substantial efficiency gains, keep the costs low, and launch the service within three months.

8. Implementation Plan

Phases		Steps	How/Support	W1-W4	W5-W8	W9-W16	W17	W40
Phase 1 - Internal decisions				>				
	1.1	Discuss the recommendations made in the report internally	Use the workshop and this report					
	1.2	Disucuss the service design considerations with OGCIO	Use the selection framework					
	1.3	Discuss with external stakeholders (NBV, RBV, Australia and NZ immigration)						
	1.4	Get necessary government approvals and secure the budget						
	1.5	Discuss with eternal stakeholders (NBV, RBV, Australia and NZ immigration)	Seek UNCDF & RBV help					
	1.6	Get necessary government approvals and secure the budget						
Phase 2 - Project setup					> >			
	2.1	Assign one champion who will act the project manager	Mid-level officer					
	2.2	Setup a croe project team (VPF, DoFT, and OGCIO)						
	2.3	If necessary, seek additional technical and project support from development partners	**Disucss with PFIP UNCDF**					
	2.4	Agree on a timebround implementation plan						
Phase 3 - Design and testing						> > >		
	3.1	OGCIO to take the lead in designing the web application	**OGCIO lead**					
	3.2	Prototype testing & iterations	**At least three prototypes**					
	3.3	UAT & Iterations	**run quck tests**					
	3.4	Staging & production						
Phase 4 - Launch and scale							> > > >	
	4.1	Launch readiness	**Complete documentation**					
	4.2	Staff training	**One-time and on-going training**					
	4.3	User awareness/on-boarding campagin	**One time compaign**					
	4.4	Launch						
	4.5	Gather feedback and iterate	**via the e-PCC platform**					
Phase 5 - e-PCC Gen 2.0								> > > > >
	5.1	e-PCC Gen. 2.0 design document						
	5.2	Testing and launch						

9. Budget

The budget depends on what combination of services and the features VPF decides to implement. The selection of in-house (OGCIO) or an external vendor would also affect the budget, i.e., outsourcing to an external third-party vendor will generally be more costly than having it done by OGCIO.

The figures below provide a high-level estimate for a potential range, should VPF decides to implement the recommendation e-PCC Gen. 1.0.

The e-PCC Generation 1.0, with a dedicated web platform hosted on the VPF website and with an e-doc workflow, should cost between USD $20,000 and $32,000 (excluding HR costs), depending on the functionalities and capacity. Costs are lower if OGCIO develops and maintains; they are higher if the work is outsourced.

Table 10: e-PCC Gen. 1.0 Development Cost (Estimates, The Amount In USD)

Critical steps	Risk	Efficiency gain
Platform development & testing	Existing servers	7,000 – 10,000
Hardware upgrades (server, hard disks)	Add. storage	2,000 – 5,000
Payment integration-related cost	NBV *mVatu*	8,000 – 12,000
Professional services (e.g. graphics and website design)	Translation & design	3,000 – 5,000
Project management^	Note^	12,000 – 20,000
Total		**32,000 – 52,000**

^Note: Two experts (part-time) from OGCIO and an external digital services advisor from UNCDF (part-time) for three months.

10. Annexure

Annexure 1 - PCC from for Citizen

VANUATU POLICE FORCE

APPLICATION FOR POLICE CLEARANCE (FOR CITIZEN ONLY)

Surname: _____ Given name:_____
(Family Nem)   (Nem blong yu)

Other Names: _____
(Narafala nem blong yu)

Date of Birth: _____ Place of Birth: _____
Deit we yu bon long hem   Ples we yu bon long hem

Island: _____ Province: _____Nationality_____
Aelan   Province   Nasionaliti

Father's Name: _____ Mother's Name: _____
Nem blong Papa   Nem blong Mama

Marital Status: (Tick applicable)

Single	Married	Divorced	Widow
Yu no marret yet	Yu marret finis	Yu seperate	Waef or Husband I ded

Employment Status: Wanem yu stap mekem everidei (Tickem wan long ol box ia)

Employed	Self Employed	Unemployed	Student
Yu Wok	Yu wok blong yu nomo	Yu no wok	Yu wan student

Address: Address
blong:_____
Mobile_____

_____

Passport No: _____ Date Issued: _____

Place Issued: _____ Expired Date: _____

I hereby declare that the contains of this application I made is correct to the best of my knowledge. I am liable to be prosecuted criminally if willfully give information, which I know to be false.

Date   _____ Signature   _____

Attach 1. Copy of Birth Certificate 2.Copy of Passport pages (1-3 old Passport) Page 1(New passport

Fees: Adult Application VT2, 045. Urgent Adult Application VT 4, 090
**   Student Application VT 1,020. Urgent Student Application VT 2, 045**

Your clearance will process within 7 working days as from the date of receiving application.

URGENT police clearance will be processed within 1 day as from the date of receiving application.

FOR CRIMINAL RECORD OFFICE (CRO) USE ONLY

Date	Offence Committed	Court	Sentence

Action Officer:

Force No: _____ Rank: _____ Name: _____

Designation _____

Date: _____ Signature: _____

VANUATU POLICE FORCE

APPLICATION FOR POLICE CLEARANCE (FOR NON CITIZEN ONLY)

Name: _____ Surname: _____

Other Names: _____

Birth of Birth, Day: _____ Month: _____ Year: _____

Place of Birth Country: _____ State/ Province: _____

Mother's Name: _____ Father's Name: _____

Marital Status: (Tick applicable)

Single	Married	Divorced	Widow

Country of Origin: _____ Current Nationality: _____

Passport No: _____ Date Issued: _____

Place Issued: _____ Expired Date: _____

Address in last country of Resident: _____

_____

Date entered Vanuatu: _____ Port of last Disembark: _____

Status in Vanuatu: Tick Applicable

Employment Status: (Tick applicable)

Employed by the Government (Vanuatu)	Employed by Private Firm
Member if Diplomatic Missions	Self Employed
Student	Visitor

Duration being/ to be in Vanuatu From: _____ to: _____

Occupation: _____

Business Address: _____

_____

Tel:

_____

I hereby declare that the contains of this application I made is correct to the best of my knowledge and belief and is made by me. I am liable to be prosecuted criminally if willfully give information, which I know to be false.

NB

The following documents must attached with this application form:

1. Copy of Passport
2. Copy of other document to confirm your date of birth
3. Conformation letter from the Employee (if Employed)
4. Work Permit (if employed) and copy of Residential Permit

Fees: Adult Application VT2, 000. Urgent Adult Application VT 4, 000

Student Application VT 1, 000. Urgent Student Application VT 2, 000

Your clearance will processed within 14 working days as from the date of receiving application

_____

FOR CRIMINAL RECORD OFFICE (CRO) USE ONLY

Date	Offence Committed	Court	Sentence

Action Officer:

Force No: _____ Rank: _____ Name: _____

Designation _____

Date: _____ Signature: _____

Annexure 3 – Summary of the profiles of the users surveyed

Name	JEREMY RUSSACK	BONGREIA THOMAS	BENJAMIN JOHN	MAX JACK	PRONWIN	ENNY ASANK	FELIX SAM
Age	18-30	41-50	31-40	18-30	18-30	18-30	31-40
Sex	Male	Male	Male	Male	Male	MALE	Male
Smart phone (self or family)	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Internet	Yes	Yes	No	Yes	Yes	Yes	Yes
Apps	FB, internet	FB, internet	No	FB, Internet, Youtube, gmail	FB, internet, gmail	FB, internet, gmail,	FB, internet, gmail
Trave form	Santos	Port Villa	Malekula	Malekula	Malekula	Malekula	Malekula
Bank account	Yes	Yes	No	Yes	Yes	Yes	No
Internet banking	No	No	No	No	No	No	No
Bills/loan payments	Western Union	Cash	Cash	Bank account	Cash	Cash	Cash
Remittances	Western Union	Bank transfer	Western Union	Western Union	n/a	n/a	n/a
PCC Purpose	RSE	RSE	RSE	RSE	RSE	Rse	RSE
PCCs in last five years	5	5	4	1	1	3	1
Pay for PCC	Cash	Cash	Cash	Cash	Cash	Cash	Cash
PCC delivery/Collection	Self pick up from Port Villa	Self pick up from Port Villa	Self pick up from Portvilla	Self pick up from Port Villa	Self pick up from Port Villa	Self pick up from Port Villa	Self pick up from Port Villa
Travel cost (Vt)	75,000	100,000	60,000	60,000	60,000	75.000	N/a
Willing to try mobile payments	Yes	Yes	Yes	Yes	No	Yes	Yes