



REPUBLIC OF VANUATU
REPUBLIQUE DE VANUATU
RIPABLIK BLONG VANUATU

MINISTRY OF INTERNAL AFFAIRS



BUSINESS PLAN 2025



Table of Contents

DIRECTOR GENERAL'S INTRODUCTION	3
VISION, MISSION AND CORE VALUES	4
OVERALL MINISTRY OF INTERNAL AFFAIRS ORGANIZATIONAL STRUCTURE	5
FUNCTIONS OF THE MINISTRY OF INTERNAL AFFAIRS	6
STRATEGIC PRIORITIES FOR 2025.....	10
ENVIRONMENTAL SCAN	13
NATIONAL SUSTAINABLE DEVELOPMENT PLAN, SDGS AND ADR	15
 CABINET & CORPORATE SERVICE UNIT	 18
SECTION 1: FOREWARD.....	22
SECTION 2: PROGRAM / ACTIVITY M&E (PLANNING MATRIX).....	23
SECTION 3: HUMAN RESOURCE OPERATIONAL PLAN.....	70
SECTION 4: CASH FLOW FORECAST	71
SECTION 5: PROCUREMENT PLAN	72
SECTION 6: ASSISTANCE.....	74
DEPARTMENT OF LOCAL AUTHORITIES	75
SECTION 1: FORWARD.....	76
SECTION 2: INTRODUCTION	77
SECTION 3: PROGRAM/ACTIVITY M&E FRAMEWORK	79
SECTION 4: HUMAN RESOURCE OPERATIONAL PLAN	103
SECTION 5: CASH FLOW	105
SECTION 6: PROCUREMENT	106
DEPARTMENT OF URBAN AFFAIRS AND PLANNING	108
SECTION 1: EXECUTIVE SUMMARY	109
SECTION 2: SUMMARY OF ACTIONS TO DELIVER BUSINESS PLAN 2025	110
SECTION 3: 2025 PROGRAM BUDGET NARRATIVE	114
SECTION 4: PROGRAM ACTIVITY M&E FRAMEWORK	123
SECTION 5: HUMAN RESOURCE OPERATIONAL PLAN.....	144
SECTION 6: CASH FLOW.....	145
SECTION 6: PROCUREMENT PLAN	146
DEPARTMENT OF LABOR AND EMPLOYMENT SERVICES (DOLES) 2024	147
SECTION 1: EXECUTIVE SUMMARY	148
SECTION 2: SUMMARY OF 2025 ACTIONS.....	152
SECTION 3: PROGRAM ACTIVITY M&E	154
SECTION 4: HUMAN RESOURCE OPERATIONAL PLAN	166
SECTION 5: PROCUREMENT PLAN	168
 ELECTORAL COMMISSION & VANUATU ELECTORAL OFFICE.....	 169



SECTION 1: INTRODUCTION	170
SECTION 2: ELECTORAL COMMISSION MANDATE STATEMENT.....	172
SECTION 3:EC/VEO 2025 BUSINESS PLAN PRIORITISED ACTIVITIES	173
SECTION 4: ELECTORAL COMMISSION AND VANUATU ELECTORAL OFFICE 2025 PROGRAM BUDGET NARRATIVES	177
SECTION 5: PROGRAM MIEC: CONDUCT OF ELECTIONS.....	181
SECTION 6: HUMAN RESOURCE OPERATIONAL PLAN	195
SECTION 6: CASH FLOW FORECAST	196
SECTION 6: PROCUREMENT PLAN	197
SECTION 7: ASSISTANCE	198
DEPARTMENT OF CIVIL REGISTRATION AND IDENTITY MANAGEMENT.....	199
SECTION 1: EXECUTIVE SUMMARY.....	200
SECTION 2: ACTIVITY MIED CIVIL CUDGET NARRATIVE.....	203
SECTION 3: PLANNING MATRIX.....	211
SECTION 4: HUMAN RESOURCE OPERATIONAL PLAN	221
SECTION 5: CASH FLOW FORECAST	222
SECTION 6: PROCUREMENT PLAN	223
DEPARTMENT OF IMMIGRATION AND PASSPORT SERVICES.....	224
SECTION 1: FORWARD.....	225
SECTION 2: SUMMARY OF 2025 ACTIONS TO DELIVER BUSINESS PLAN	227
SECTION 3: PROGRAM BUDGET NARRATIVES.....	227
SECTION 4: PROGRAM / ACTIVITY M&E (PLANNING MATRIX)	230
SECTION 5: HUMAN RESOURCE OPERATIONAL PLAN.....	237
SECTION 6: CASH FLOW FORECAST	239
SECTION 7: PROCUREMENT PLAN	240
SECTION 8: ASSISTANCE.....	240
PUBLIC LAND TRANSPORT AUTHORITY	241
SECTION 1: EXECUTIVE SUMMARY.....	242
SECTION 2: SUMMARY OF 2025 ACTIONS TO DELIVER IN BUSINESS PLAN	246
SECTION 3: 2025 PROGRAM BUDGET NARRATIVES	249
SECTION 4: PROGRAM MIEB PLTA.....	251
SECTION 5. HUMAN RESOURCE OPERATIONAL PLAN.....	258
SECTION 6: CASHFLOW FORECAST	260
SECTION 6: PROCUREMENT PLAN	263
SECTION 6: ASSISTANCE	263
APPENDICES.....	264
METHODOLOGY.....	265



DIRECTOR GENERAL'S INTRODUCTION



I am pleased to present the 2025 Business Plan for the Ministry of Internal Affairs, a strategic roadmap that underscores our collective commitment to delivering effective, responsive, and inclusive services for the people of Vanuatu.

This plan is the result of collaborative efforts across all our agencies—including Local Authorities, Urban Affairs and Planning, the Electoral Office, Civil Registry and Identity Management, Immigration, Labour, Public Land Transport Authority and Corporate Service Unit. It builds on the progress made over the past year, despite significant challenges such as the December 2024 earthquake.

Key achievements—including the decentralization of national ID card services, the successful conduct of National referendum, provincial elections and advancements in community profiling and community safety initiatives—demonstrate the resilience, dedication, and unwavering commitment of our teams.

In 2025, our focus will be on:

- Strengthening service delivery to enhance accessibility and efficiency in line with Government's decentralization policy and its 100-day plan.
- Promoting sustainable development through inclusive policies and programs including review legislative frameworks to strengthen our delivery of key policies.
- Delivering activities aimed at enhancing Vanuatu's recovery efforts and ensuring that our communities rebuild stronger and more resilient than previously.
- Enhancing monitoring and evaluation systems to ensure transparency, accountability, and impact.

The priorities outlined by each agency reflect a unified vision—one centered on empowering communities, improving governance, and driving progress across all provinces.

I extend my sincere appreciation to all staff, stakeholders, and partners who contributed to the development of this 2025 Business plan. Your dedication ensures that the Ministry of Internal Affairs continues to make a meaningful impact on the lives of Ni-Vanuatu.

Together, let us move forward with determination, collaboration, and a shared vision for a stronger and better Vanuatu.



Leith Veremaito
Director General
Ministry of Internal Affairs



VISION, MISSION & CORE VALUES

Our Vision

Building Resilient Governance, Representation, and Inclusion for a Safe, Secure, and Prosperous Vanuatu.

Our Mission












To establish a robust governance system that effectively manages, strengthens, and protects human and natural resources, ensuring the efficient delivery of social, economic, and cultural services.

Strategic Objective

The Ministry of Internal Affairs exists to decentralize services, enhance well-being, and safeguard livelihoods and national security across all provinces of Vanuatu.

Our Core Values

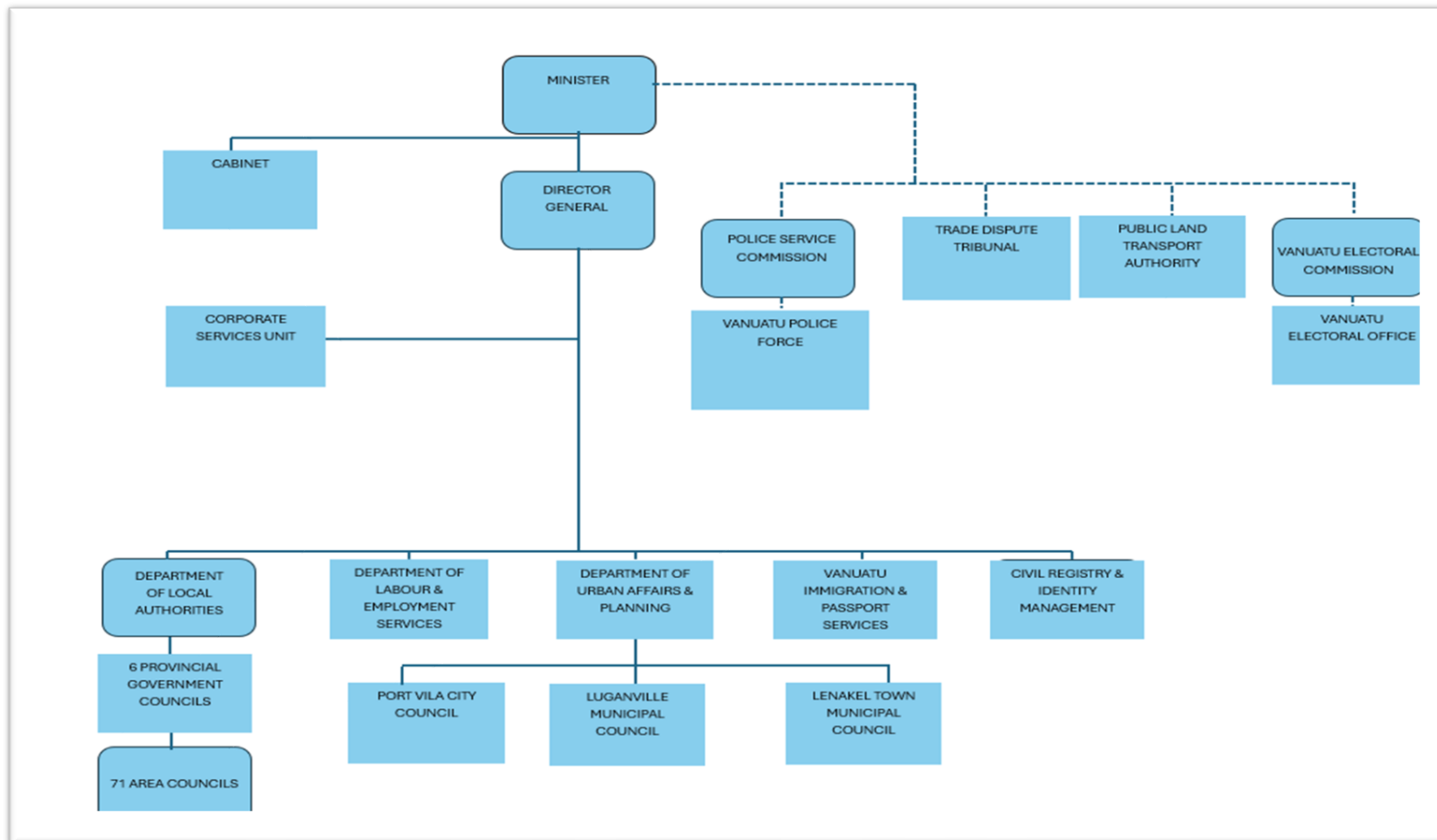
The Ministry is committed to upholding the following core values in all its operations:

Value	Description
 Equity	Ensuring fair and inclusive service delivery for all.
 Respect	Fostering a culture of mutual understanding and dignity.
 Accountability	Upholding responsibility and transparency in decision-making.
 Quality Service	Delivering efficient and responsive services to the public.
 Cooperation & Teamwork	Promoting collaboration across all levels of governance.
 Openness	Encouraging a transparent and accessible government.
 Political Neutrality	Ensuring that governance remains impartial and independent.
 Transparency	Maintaining openness and integrity in policies and operations.
 Honesty & Integrity	Adhering to ethical standards in public service.
 Communication Efficiency	Ensuring clear and timely dissemination of information.
 Effectiveness	Striving for impactful and results-oriented governance.




OVERALL MINISTRY OF INTERNAL AFFAIRS ORGANIZATIONAL STRUCTURE











Organizational structure





Governance – Ministry of Internal Affairs Agencies

 The Ministry oversees various departments and agencies to ensure efficient service delivery:

-  Cabinet & Corporate Services Unit
-  Department of Labor
-  Department of Immigration & Passport Services
-  Department of Local Authorities
-  Department of Urban Affairs & Planning
-  Civil Registration & Identity Management
-  Vanuatu Electoral Office & Electoral Commission
-  Vanuatu Police Force & Police Service Commission
-  Public Land Transport Authority
-  Employment Tribunal

FUNCTIONS OF THE MINISTRY OF INTERNAL AFFAIRS

Governance and legislative Framework

Under the leadership of **Hon. Andrew Solomon NAPUAT (MP)** and in alignment with the **vision of Prime Minister Jotham NAPAT**, the **Ministry of Internal Affairs** is dedicated to ensuring the **effective decentralization of resources and services**, particularly to **remote areas** where accessibility has long been a challenge. This commitment is central to the **government's 100-day plan**, which prioritizes **improved service delivery, cost efficiency, and national recovery efforts**.

In addition to decentralization, the Ministry is leading the **recovery and rehabilitation of Port Vila** following the devastating earthquake. Efforts are being directed toward **restoring essential services, rebuilding infrastructure, and strengthening disaster resilience**, ensuring that reconstruction is **efficient, cost-effective, and sustainable**.

To achieve these objectives, the Ministry is reinforcing its **governance and service delivery framework** through a **comprehensive legislative and policy structure**, ensuring that all initiatives are **financially responsible, aligned with national priorities, and effective in reaching underserved communities**. This framework includes:

- **Legislation** – Strengthening and updating Acts, Bills, and draft laws to support decentralization, disaster recovery, and enhanced service delivery.
- **Regulations** – Enhancing regulatory mechanisms to improve service accessibility while eliminating inefficiencies.
- **Policies** – Aligning national development and recovery efforts with service delivery objectives, especially in remote areas.
- **International Conventions** – Ensuring compliance with global standards on disaster management, governance, and financial prudence.



- **Standard Operating Procedures (SOPs)** – Establishing clear guidelines for **cost-effective** implementation of policies and laws, particularly in disaster response and recovery.
- **Council of Ministers (COM) Papers** – Providing evidence-based recommendations to inform high-level decision-making with an emphasis on **fiscal discipline and service expansion to rural communities**.

To ensure **effective and financially responsible implementation**, the Ministry is conducting a **comprehensive audit** of existing legislation, policies, and regulations to assess **relevance, compliance, cost-effectiveness, and operational efficiency**. This audit will determine necessary reviews, drafting, ratifications, and integrations into the **Ministry's business plans and national recovery strategies**, ensuring that all initiatives align with the **government's fiscal reform agenda and service delivery mandate for remote areas**.

Policy Driver

📌 The Ministry's functions are guided by:

- **National Sustainable Development Plan (NSDP)**
- **Decentralization Policy**

Legislation

📌 Acts in Force under the Ministry's Mandate:

Legislation	Relevant Acts
Governance & Security	Police Act (CAP 105), Public Order Act (CAP 84), Vanuatu Electoral Office Act, Representation of the People's Act (CAP 146)
Identity & Civil Status	Civil Registry Act (CAP 60), Marriage Act (CAP 61), National Identity Management
Immigration & Border Control	Immigration Act (CAP 66), Armorial Bearing & State Flags Act (CAP 107), Explosives Act (CAP 6)
Employment & Labor Laws	Seasonal Employment Act (No 23/2007), Trade Dispute Act (CAP 161), Work Permit Act (CAP 187), Employment Act (CAP 160), Minimum Wages Act (CAP 182)
Urban Planning & Local Governance	Physical Planning Act (CAP 193), Municipalities Act (CAP 126), Decentralization Act (CAP 230), Produce Cess Act (CAP 207)
Land & Environmental Regulations	Foreshore Act (CAP 90), Liquor Licensing Act (CAP 52), Public Holiday Act (CAP 114)



International Conventions & Agreements

✦ The Ministry ensures compliance with international labor and human rights standards, including:

■ ILO Conventions

- C029 **Forced Labor Convention (1930)**
- C087 **Freedom of Association and Protection of the Right to Organize (1948)**
- C098 **Right to Organize and Collective Bargaining (1949)**
- C100 **Equal Remuneration Convention (1951)**
- C105 **Abolition of Forced Labor Convention (1957)**
- C111 **Discrimination (Employment and Occupation) Convention (1958)**
- C138 **Minimum Age Convention (1973)**
- C182 **Worst Forms of Child Labor Convention (1999)**
- C185 **Seafarers Identity Documents Convention**

Service to the Public

✦ The Ministry delivers key services that enhance national security, employment, governance, and economic development:

Service Area	Key Responsibilities
■ National Security & Border Control	Immigration, passport issuance, tracking, and administration of Special Category Exemption Visas
■ Labor Employment	Workplace Health & Safety, employment services, Seasonal Workers Program, Pacific Labor Scheme
■ Governance & Elections	Electoral roll validation, election services, decentralized governance
■ Urban & Local Development	Support for Area Councils, local authorities, municipalities, and urban planning
■ Land Transport	Safe, reliable, and compliant public land transport
■ Disaster & Emergency Response	Supporting disaster management and emergency preparedness
■ NGO & Civil Society Engagement	Supporting Vanuatu-registered NGOs, ensuring governance compliance



Service to Other Agencies

Government Ministry Partners

✦ *The Ministry collaborates with key government agencies, including:*

- Prime Minister's Office, Council of Ministers (COM), Development Committee of Officials (DCO)
- Ministry of Finance & Economic Management, National Statistics Office, Central Tenders Board
- Ministry of Trade, Foreign Affairs, Climate Change, Health, Education, Infrastructure, and Lands
- Justice Sector, DSSPAC, Aid Coordination Unit, Reserve Bank & Financial Intelligence Unit

Development Partners, International Agencies & NGOs

✦ *The Ministry engages with global and regional organizations, including:*

- **Foreign Governments & Agencies:** Australia (DFAT), New Zealand (MFAT), China, Japan, European Union, France
 - **United Nations Agencies:** UNDP, UNICEF, UN Women, FAO, WHO, WFP, ILO, IOM, UNCDF, UNESCO
 - **Development Organizations:** ADB, IFAD, UNESCAP, ITU, UNOSAT, UNEP, CARE, Oxfam, World Vision
 - **Volunteer Programs:** Australian Volunteers Program, Peace Corps, JICA, VANGO
-
-

Emergency & Disaster Support

✦ *The Ministry plays a crucial role in disaster response and emergency management, including:*

- Coordination with disaster response agencies
- Providing security and logistical support
- Ensuring continuity of critical government services



STRATEGIC PRIORITIES for 2025

Department	Strategic Priority	Expected Outcome
Civil Registration & Identity Management (CRIM)	Deployment of new Civil Registration & Identity Management System	Efficient and accessible civil registration services across all provinces.
	Training of provincial officers	Improved registration rates through enhanced training.
	Amendments to Civil Registration & National ID Acts	Strengthened legal framework for data sharing and e-IDs.
	Database enhancements	Biometric-integrated national ID system for better security and interoperability.
	Regulatory updates for Civil Registration & National ID policies	Strengthened governance and service delivery.
	Interlinked civil registration services	Seamless integration of birth, marriage, and death records.
Vanuatu Electoral Office (VEO)	Implementation of Electoral Act No. 53 of 2023	Full implementation of the Electoral Act.
	Drafting and gazette of regulations under Political Party Act	Enactment of regulations.
	Preparation for 2025 provincial elections	Updated electoral roll and successful elections.
	Conduct of parliamentary election	Timely execution of elections.
Department of Local Authorities (DLA)	Finalization of amendments to Decentralization Act	Strengthened local governance.
	Revise organizational structure	Optimized roles for effective service delivery.
	Enhance staff capacity	Improved capacity of provincial administrators.
	Strengthen Provincial Councils' revenue streams	Sustainable local revenue generation.
	Collaboration for Provincial Structure Implementation	Improved coordination with stakeholders.
	Develop policies for decentralization and regional planning	Developed and adopted policies supporting decentralization.
Department of Urban Affairs & Planning (DUAP)	Oversee housing sector recovery	Effective post-disaster housing recovery.
	Support rebuilding of Port Vila CBD	Coordinated urban redevelopment.
	Finalize amendments to Municipalities Act & Foreshore Development Act	Strengthened legal framework for urban and coastal management.



	Implementation of Port Vila Greening Master Plan	Greener and more sustainable urban spaces.
	Expansion of digital services	Digitized urban planning and processing.
	Implementation of Building Code Act	Strengthened building safety regulations.
	Completion of geospatial mapping	GIS-based urban planning for future expansion.
Department of Labour & Employment Services (DoL)	Data collection on employment trends	Data-driven policy responses for employment recovery.
	Finalization of National Employment Policy and amendments	Enactment of key labour policies and laws.
	Implementation of Labour Mobility Policy	Streamlined processes for overseas employment.
	Expansion of e-visa work permit lodgment	Faster and more efficient work permit processing.
	Strengthening labour compliance	Increased workplace inspections and enforcement.
Trade Dispute Tribunal (TDT)	Training and awareness on trade dispute resolution	Enhanced awareness and stakeholder education.
	Development of staff regulations and standard procedures	Standardized dispute resolution processes.
	Recruitment of additional staff	Increased capacity for case management.
	Establishment of Tribunal hearing facility	Improved infrastructure for dispute resolution.
Vanuatu Immigration & Passport Services (VIS)	Expansion of new passport system	Nationwide and international access to passport services.
	Implementation of MIDAS online visa system	Strengthened border security through digital processing.
	Decentralization of immigration services	Improved accessibility through regional offices.
	Strengthening border security	Enhanced monitoring of overstays and visa misuse.
	Development of Migration Policy	Comprehensive policy for migration management.
Vanuatu Police Force (VPF)	Decentralization of policing services	Increased police presence across all 71 Area Councils.
	Enhancement of maritime security	Strengthened border control and surveillance.
	Modernization of police infrastructure	Upgraded facilities for effective law enforcement.



	Recruitment and training of new officers	Expanded and well-trained police force.
	Expansion of revenue initiatives	Improved financial sustainability.
	Recovery operations for disaster response	Enhanced disaster response capabilities.
	Addressing social issues post-earthquake	Effective community support initiatives.
Public Land Transport Authority (PLTA)	Review and amendment of Public Land Transport Act	Strengthened transport regulations.
	Implementation of online bus payment system	Digital payment options for public transport users.
	Expansion of transport permit system	Improved compliance and revenue collection.
	Development of national driver and vehicle permit database	Centralized licensing and registration system.



ENVIRONMENTAL SCAN (SWOT)

Category	Internal Factors	External Factors
Strengths (Positive Aspects)	<ul style="list-style-type: none"> ✓ Clear direction provided by Corporate Plan ✓ NSDP outlines significant roles for MoA ✓ Well-qualified staff & strong leadership ✓ Strong organizational culture and committed staff at department level ✓ Established policies and legislation ✓ Strong executive leadership ✓ Strengthened work permit application process ✓ Strong partnerships with private sector, civil society, regional, and provincial bodies ✓ Access to technical support and capacity-building initiatives ✓ Improved donor partnerships and financial support 	<ul style="list-style-type: none"> ✓ Donor support for capacity building ✓ Growing partnerships with stakeholders and regional organizations ✓ Strengthened online platforms and digital resources ✓ Improved awareness among external parties (local government sectors) ✓ Increased investment opportunities and funding from donors
Weaknesses (■ Challenges & Limitations)	<ul style="list-style-type: none"> ✗ Staffing issues (delays in recruitment, low capacity, lack of skilled HR) ✗ Shortage of resources and delays in financial management ✗ Poor time management, planning, and communication gaps within the department 	<ul style="list-style-type: none"> ✗ High number of activities and stakeholders to manage ✗ Complex ministry structure makes resource allocation difficult ✗ Policy changes impact planning and budgeting ✗ Lack of cooperation between agencies ✗ Political instability affecting decision-making ✗ High expectations from donors, community, and government ✗ Short contract durations leading to operational uncertainty ✗ Climate change and disasters impacting operations
Opportunities (✍ Potential for Growth)	<ul style="list-style-type: none"> ✓ Improve service delivery through better planning and structure ✓ Strengthen partnerships with stakeholders and donors 	<ul style="list-style-type: none"> ✓ Increase donor funding for projects ✓ Improve provincial-level resources and service delivery



Category	Internal Factors	External Factors
	<ul style="list-style-type: none"> ✓ Enhance financial management training for executives ✓ Expand online shared databases and digital platforms ✓ Use resources to generate revenue and improve financial stability ✓ Implement clear SOPs and compliance procedures ✓ Develop a sector strategy to engage MoIA stakeholders ✓ Improve national planning and decentralization policy implementation 	<ul style="list-style-type: none"> ✓ Create more job opportunities for Ni-Vanuatu citizens ✓ Strengthen political consultations to ensure better financial planning ✓ Develop strategic long-term HR recruitment and training programs
Threats (■ Risks & External Challenges)	<ul style="list-style-type: none"> ✗ Poor attitudes/work ethics among some staff ✗ Too much reactive, last-minute planning ✗ Lack of budget for key operational functions ✗ Lack of proper orientation programs for new staff ✗ Inadequate skilled workforce at local government levels 	<ul style="list-style-type: none"> ✗ Domestic labor force shortages ✗ Slow progress in development due to instability ✗ Increased donor and government expectations ✗ Short donor project timelines affecting planning ✗ Need for stronger fraud prevention policies ✗ Natural disasters and climate change risks impacting BP implementation



NATIONAL SUSTAINABLE DEVELOPMENT PLAN, SDGs and ADR

SOCIETY PILLAR – STRATEGIC FRAMEWORK

POLICY OBJECTIVES & SMART INDICATORS

Policy Objective	SMART Indicator	Target by 2030	SDG Link	Responsible Agencies
SOCIETY 1: A nation based on traditional governance and Christian principles	SOC 1.4.1 Proportion of bills reviewed by MCC before parliamentary debate	100%	16.6	CSU, VPF, Crime Prevention, DLA
SOCIETY 4: An inclusive society that upholds human dignity and rights	SOC 4.1.1 Proportion of government departments with gender-responsive policies and programs	20% Increase	5.5	All agencies
	SOC 4.2.2 Number of reported cases of violence against vulnerable groups	10% Increase	5.2	All agencies
	SOC 4.2.3 Percentage of reported cases of violence addressed	10% Decrease	5.2	All agencies
	SOC 4.3.1 Proportion of population reporting some degree of disability	10.3	-	All agencies
	SOC 4.3.2 Percentage of accessible public buildings, banking, employment, and recreational facilities	50% Increase	10.4	All agencies
	SOC 4.3.3 Percentage of leadership positions held by persons with disabilities	40% Increase	-	All agencies
SOCIETY 6: A dynamic public sector with good governance principles	SOC 6.1.2 Number of public officials receiving relevant qualifications	-	16.6	MOIA, CSU
	SOC 6.2.1 Proportion of SOEs and statutory bodies submitting annual reports	-	-	CSU
	SOC 6.3.1 Proportion of eligible voters participating in elections	-	16.7	VEO



Policy Objective	SMART Indicator	Target by 2030	SDG Link	Responsible Agencies
	SOC 6.4.1 Proportion of Business Plan objectives met in Department Reports	100%	16.6	MOIA, CSU, DUAP, DLA, DOI, DOL, VEO, LTA, CRVS
	SOC 6.5.1 Change in annual provincial and municipal budgets	10% Increase	12.7	MOIA, CSU, DUAP, DLA, DOI
	SOC 6.5.2 Proportion of provinces with up-to-date 3-year plans submitted	100%	16.6	DLA
	SOC 6.6.1 Proportion of declared planning areas with physical plans	1 planner per year	11	DUAP
	SOC 6.9.2 Percentage of NSDP strategic objectives achieved	75%	17.8	LTA, CRVS

ENVIRONMENTAL PILLAR – STRATEGIC FRAMEWORK

Policy Objective	SMART Indicator	Target by 2030	SDG Link	Responsible Agencies
ENVIRONMENT 2: Sustainable economic growth through low-impact industries	ENV 2.2.1 Number of development projects complying with EIA requirements	50%	11c	DUAP
ENVIRONMENT 3: A resilient nation against climate change & disasters	ENV 3.1.1 Proportion of ministries with climate change & disaster risk policies	100%	13.2	MOIA, CSU, DUAP, DLA
	ENV 3.3.1 Mainstreaming climate & disaster risk into policies at all levels	100%	13b	MOIA, CSU, DUAP, DLA
ENVIRONMENT 4: Sustainable land, water, and natural resource management	ENV 4.1.1 Proportion of declared physical planning areas with physical plans	100%	11a	DLA



ECONOMIC PILLAR – STRATEGIC FRAMEWORK

Policy Objective	SMART Indicator	Target by 2030	SDG Link	Responsible Agencies
ECONOMY 1: A stable and prosperous economy	ECO 1.2.1 Change in government revenue	30% Increase	17.1	MOIA, CSU, DUAP, DLA, DOI, DOL, VEO, LTA, CRVS
ECONOMY 2: Sustainable and inclusive infrastructure development	ECO 2.3.1 Proportion of new buildings compliant with building code	100%	9.1	DUAP, DLA
	ECO 2.3.2 Proportion of existing buildings repaired to building standards	100%	11.2	DUAP, DLA
ECONOMY 3: Strengthening rural economies	ECO 3.6.1 Implementation of the Decentralization Policy	30%	1.4	MOIA, CSU, DUAP, DLA, DOI, DOL, VEO, LTA, CRVS
ECONOMY 4: Business environment for employment growth	ECO 4.5.1 Employment Cost Index (ECI)	-	8.5	DOL
	ECO 4.6.1 Labor force participation by sector	-	8.8	DOL
	ECO 4.6.2 Total validated complaints registered with Labor Union	-	8.8	DOL
	ECO 4.7.1 Change in total individuals in seasonal work programs	-	8.8	DOL
	ECO 4.7.2 Labor market flows analysis	-	8.8	DOL
	ECO 4.7.3 Total annual remittances as % of GDP	-	8.8	DOL




CABINET & CORPORATE SERVICE UNIT 2025 BUSINESS PLAN






STRATEGIC FRAMEWORK

Vision

 To be a proactive and excellent provider of leadership and administrative support services, enabling the Ministry to fulfill its mandate efficiently.

Mission


 The Corporate Services Unit is committed to enhancing the Ministry's development planning and service delivery by providing:

- **Administrative & HR Support** – Human resource development and administrative services.
- **Compliance & Coordination** – Oversight of NGOs, regulatory compliance, and project coordination.
- **Advisory Services** – Guidance on administration, health & safety, IT, finance, and resource management.
- **Reporting & Governance** – Timely preparation of reports aligned with DSPPAC and PFEM Act requirements.

Core Values

- ✓ **Excellence** – Striving for high-quality standards and performance.
- ✓ **Integrity** – Ensuring honesty, transparency, and ethical conduct.
- ✓ **Customer-Centricity** – Prioritizing client needs and satisfaction.
- ✓ **Collaboration** – Encouraging teamwork and valuing diverse perspectives.
- ✓ **Accountability** – Taking responsibility for actions and commitments.
- ✓ **Respect** – Promoting inclusivity and valuing diversity.
- ✓ **Innovation** – Embracing creativity for service improvement.
- ✓ **Efficiency** – Optimizing resources and minimizing waste.
- ✓ **Adaptability** – Being responsive to change and evolving needs.

Objectives

 The Corporate Services Unit aims to achieve the following objectives:

Objective	Description
✓ Policy & Legislation	Provide policy support and coordinate legislative amendments.
✓ Financial Oversight	Manage budgeting, financial planning, and auditing.
✓ Human Resources	Oversee HR development within the Ministry.



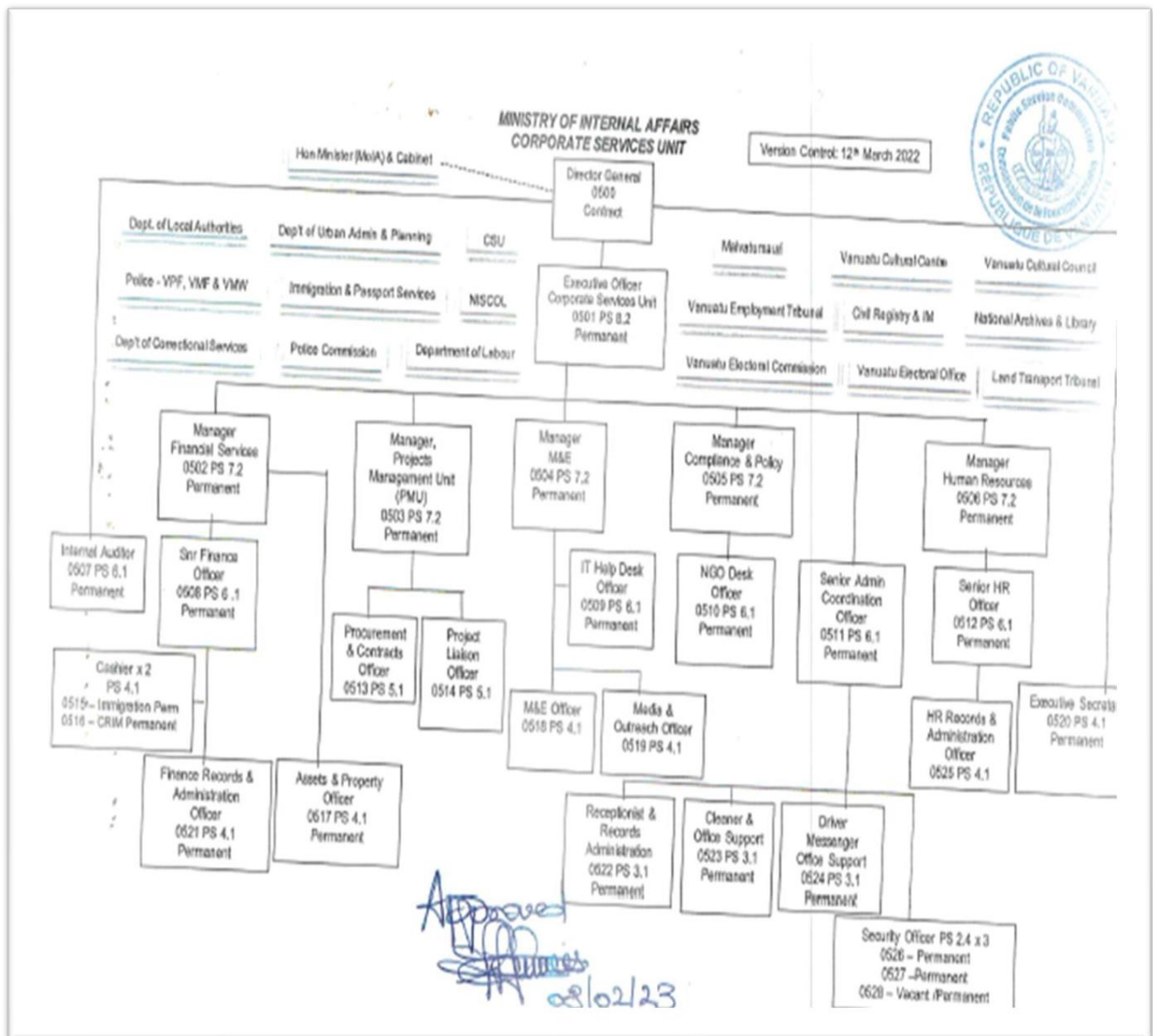
Objective	Description
✓ Procurement & Asset Management	Ensure efficient procurement and resource allocation.
✓ IT & Legal Services	Coordinate IT systems, legal advisory, and M&E activities.
✓ NGO Regulation & Monitoring	Oversee NGO registration and monitor their operations.



Structure of the Corporate Service Unit

The CSU consists of seven key sections, each playing a critical role in supporting the Ministry's operations:

APPROVED CORPORATE SERVICE UNIT STRUCTURE OPSC Approved 08/02/2023





1. FOREWORD

The Corporate Services Unit (CSU) provides strategic leadership, management, and operational support to all agencies under the Ministry of Internal Affairs (MoIA). Its primary role is to ensure effective coordination, guidance, and assistance in achieving the Ministry's overarching goals.

ADMINISTRATION AND SUPPORT UNIT

- Provides leadership direction, administration, coordination, and support services across all Ministry portfolios.

FINANCE UNIT

- Manages planning, budgeting, financial oversight, and asset management.
- Ensures 100% compliance with the Public Financial and Economic Management (PFEM) Act and Central Tender Board (CTB) Act.
- Monitors and ensures appropriate utilization of funds within approved budgets and financial regulations.

HUMAN RESOURCE MANAGEMENT UNIT

- Oversees staff capacity building and professional development.
- Conducts training needs analysis and skills gap audits.
- Develops a comprehensive Training Plan based on job descriptions for each department.

COMPLIANCE UNIT

- Provides legal and compliance support for policy and legislative development.
- Ensures adherence to laws and regulations across all MoIA agencies.
- Regulates NGO registration and finalizes policy frameworks for improved oversight.
- Establishes and maintains a database to monitor NGO operations in Vanuatu.

MONITORING AND EVALUATION (M&E) UNIT

- Strengthens the Ministry's reporting system by ensuring timely and accurate reports on business plan progress.
- Conducts reporting training, shares reporting cycle timeframes, and provides standardized templates.
- Provides monitoring and evaluation support as needed by each department.
- Updates the Director General (DG) and other government agencies on MoIA project status.

PROJECT MANAGEMENT UNIT

- Oversees and coordinates projects within the Ministry.



- Manages procurement processes for MoIA agencies to ensure efficient resource allocation.

INTERNAL AUDIT UNIT

- Conducts independent and objective evaluations of financial and operational activities within the Ministry

2. PROGRAM / ACTIVITY MONITORING & EVALUATION (PLANNING MATRIX)

Cabinet Services and Coordination

Objective: Manage cabinet services, providing coordination of all departments and statutory portfolios under the Ministry.

Activities:

- Support effective administration and budget expenditure for the Minister's Office.
- Implement Government policy directives and align department activities with the NSDP.
- Develop policy, legislative, planning, and reporting frameworks.
- Establish a complaint mechanism for citizens, visitors, and investors.

Performance Measures:

- Draft and approve 5 Departmental policy papers for DCO consideration.
- Present and deliberate 20 COM papers at Council of Ministers' Meetings.
- Submit 4 quarterly financial reports to the Minister.
- Expedite 5 legislative amendments and regulatory updates.

Corporate Services

Objective: Provide leadership direction, administration, coordination, and support services across all Ministry portfolios.

Activities:

- Ensure compliance with government planning and reporting cycles.
- Implement financial planning and asset management policies.
- Strengthen NGO coordination and consultative partnerships.
- Support human resource development, recruitment, and performance appraisal.

Performance Measures:

- Submit 20 DCO papers and Ministry Policy Briefing Notes.
- Update and maintain an Asset Register.
- Conduct 20 executive meetings with Department Heads.
- Ensure 100% compliance with GoV planning & reporting cycles.



Independence Celebration

Objective: Coordinate and support the annual Independence Anniversary celebrations.

Activities:

- Disburse funds to municipalities and provincial councils.
- Coordinate Presidential and Prime Minister's Independence Balls.
- Ensure proper acquittal of funds post-celebration.

Performance Measures:

- Appoint and manage a 10-member Independence Committee.
- Successfully organize celebrations in 6 provinces and overseas locations.
- Compile and submit an Independence Celebration Report.

Cabinet Services & Coordination

Activity MIAA: PORTFOLIO MANAGEMENT

Activity Cost: 77,491,089

Objectives

Corporate Services Unit (CSU) will be providing the support to ensure the Minister's Office and cabinet support officers operate effectively, professionally and contribute to delivery of the NSDP's goal of "building a stable, sustainable and prosperous nation."

The objective of the Cabinet Portfolio Management is:

1. To manage cabinet services and provide coordination over all Departments and statutory portfolios under the Ministry;
2. To provide support for the effective administration, budget expenditure support of the cabinet and the Minister's office;
3. To progress the implementation of Government policy directives and alignment of the departments' activities with the NSDP;
4. Contribute to legislation, policy, planning & reporting frameworks;
5. To establish & expedite complaint mechanism in which citizens, visitors and investors' concerns are addressed.

Means of Service Delivery

1. Provide political advisors and the support staff of the Ministry with advice on matters related to the Ministry functions and COM deliberations;
2. Develop initiatives to strengthen and uphold the Minister and associated Members of Parliament in support of the mandated role of the Ministry;



3. Operations of the Cabinet run efficiently within its budget and budget is maintained within the allocated budget in collaboration with the Director General's office:
 4. Provide effective and efficient support & operational services to the Minister's office;
5. Ensure cabinet support staff provide efficient and effective services to all departments, statutory bodies and public.
6. Act as a focal point office in managing complaints submitted to the office of the Minister.
7. Develop policy directions and propose implementation measures to strengthen management and financial issues regarding municipalities and provincial government.

Performance Measurement (Service Targets)

Description	Quantity	Unit of Measure
Department policy papers drafted, discussed, and approved for DCO consideration	5	DCO paper
Attend Council of Minister's Meetings to present and deliberate on COM papers	20	COM Minutes
Provide quarterly financial reports to Minister on budget expenditure & revenue generation	4	Report
Expedite amendments of regulations & legislation required for the effective operations of the Ministry's Departments & Units	5	Number of Bills act Draft
Coordinate Minister's Domestic and International travelling	7	Return mission report
Regular Management meetings with Heads of Department with Actions Arising for implementation	15	Meeting Records
Prompt preparation and review of Cabinet officers' contracts with communication through SLO, seeking legal advice on OSA issues as necessary	10	No. of staff recruitment, seek advice
Meeting with MOIA stakeholders	6	No. of meetings record

Corporate Service Unit

Activity MIAB: CORPORATE SERVICES

Activity Cost 1124, 224, 218

Objectives

The Corporate Service Unit is established to:



1. Provide leadership direction, administration, coordination, and support services across all portfolios of the Ministry,
2. Provide support services in planning and reporting as per GOV planning and reporting cycle to promote accountability, transparency & compliance,
3. Undertake prudent financial planning, infrastructure, and assets management of the Ministry's resources with 100% compliance with the PFEM & CTB Acts
4. Provide M&E reports to DG on policy & planning implementation;
5. Undertake NGO coordination for consultative partnerships and initiatives in civil society;
6. Liaise with sector stakeholders & development partners on matters to do with affairs of the nation domestically and internationally; and
7. Undertake Human Resources Management for the Ministry to progress restructures to ensure staffing, capacity building for effective and professional service delivery in central and decentralized provincial locations.

Means of Service Delivery

1. Organise Management Meetings to implement leadership directives, administration, coordination and support services.
2. Produce, analyse and provide compliant plans & reports as per GoV Reporting & Planning Cycle on time.
3. Provide updates on revenue forecasts, analysis, and expenditure controls, with advisory assistance in budget management and cost management.
4. Visit Provinces for the importance of planning, budgeting reporting, assist in the recruitment and consult on retirement, provide awareness on policies, NGO new legislation, and enforcement of amendment of legislation.
5. Registration of assets on the Assets Register with placement listing, management of movement of asset and the disposal of aging assets as per PFEM Act.
6. Management of infrastructure - reconstruction and renovation of infrastructure.
7. Develop costed MBC Submissions with costed NPPs and prudent budget/business planning.
8. Provide DG MoIA with M&E Reports on Policies & implementation Plans with Issues Papers as needed in regards to achievements risks & challenges.
9. Coordinate review of legislation upon request by departments according to the needs analysis.



10. Undertake NGO coordination and strengthening through meetings and support for VANGO.
11. Regular stakeholder meetings nationally, regionally and internationally to support MoIA initiatives.
12. Coordinates human resources management with support from staff within departments on areas of staff development, recruitment, staff performance appraisal, disciplinary matters, training, increments, Succession & Retirement Plans.

Performance Measurement (Service Targets)

Description	Quantity	Unit of Measure
Attend DCO meeting with appropriate paperwork DCO Papers, draft Ministry Policy Papers and Briefing Notes as needed	20	COM paper
M&E Reports on Policies & implementation Plans with Issues Papers as needed	2	Minutes & Implementation of outcome record
Assets Register up to date & compliant with PFEM & CTB Acts Maintenance and construction of infrastructure planned in Ministry Compound Master Plan	1	Asset Register
Regular Executive meetings with Department Heads, Senior officials and Finance & Admin officer	20	Minutes and implementation records
All plans & reports in GoV planning & reporting cycle on time	100%	GoV Planning & reporting cycle compliance
Provide Finance reports with underspends, overspends, Expenditure and Revenue analysis	4	quarterly report
MBC Submission prepared on time	1	MBC Submission
Coordinate department legislative amendment & drafting	3	Half Yearly Report reflects progress
Track numbers of special category visa approvals	1	Annual Report includes Special Cat Visa report.
Develop Standard Operating Procedure for Special Category Exemption Visa	1	SOP drafted for sector stakeholder input
Maintenance and construction of infrastructure planned in Ministry Compound Master Plan	1	Compound Master Plan for Ministry

Independence Celebration

Activity MIAD: INDEPENDENCE CELEBRATION

Activity Cost 20,000,000

Objectives



The Republic of Vanuatu commemorates its Independence Anniversary on 30th July each year. The Independence Committee approves amount of disbursement fund particularly grants to Municipalities and Provincial Government Councils, Vanuatu overseas students in Fiji, PNG, Solomon, Samoa, Caledonia, Philippians and New Zealand, Presidential cocktail and Prime Minister's independence ball.

The independence celebration fund aims to achieve (but not limited) to the following objectives;

1. To provide support through the Independence Committee to commemorate the Independence Anniversary on 30th July;
2. To deliver the planned festivity activities and functions within the allocated budget ceiling;
3. To acquit GoV funds one month after the independence celebration.

Means of Service Delivery

1. Independence grant provided to Municipalities, provinces, VanGov institutions overseas to commemorate Vanuatu's Independence Day
2. Successful coordination of presidential ball and Prime Minister's independence ball
3. Proper coordination and payment arrangements for logistical support towards the official flag rising ceremony
4. Proper acquittal report on budgeted revenue/expenditure to MFEM

Performance Measurement (Service Targets)

Description	Quantity	Unit of Measure
Appointment of Independence Committee Expenditure Report	10	No. of committee members
Successful hosts of independence celebration throughout Vanuatu as well as overseas	6	Committee Report
Overall, Independence report prepared	1	No. of compiled report



Ministry	MIAA	MINISTRY OF INTERNAL AFFAIRS									
Department	CABINET	OFFICE OF THE DIRECTOR GENERAL								Operational Report	Linkage to NSDP
										Q1/2/3/4 -2025	
Program	Activity	Performance Indicator	Target	Actions	Q 1	Q 2	Q 3	Q 4	OIC	Timeframe	
Office of the Director General											
MIAA	Objective 1: To manage cabinet services, providing coordination of all departments and statutory portfolios under the Ministry										
	1.1.1 Advice on matters related to the Ministry functions and COM deliberations provided to Political Advisors and the Cabinet support staff of the Ministry (DCO/COM Papers)	Number of COM papers	20	1.1.1.1 Coordinate Consultation review with stake holders or Gov. Agencies	x	x	x	x	Director General	Jan to Dec 2025	SOC 6.4
		Number of Department per PA	2	* Liaise with Minister task PAs to work with each agency under MOIA.	x	x	x	x			
	1.1.2 Develop initiatives to strengthen and uphold the Minister and associated Members of Parliament in support of the mandated role of the Ministry.	Number of briefings with Minister	15	1.1.2.1 Schedule monthly and weekly meetings with Minister	x	x	x	x	Director General, EO	Jan to Dec 2025	
				1.1.2.2 Provide update on Department activities to Minister						Jul-24	
				1.1.2.3 Check, follow up on action items						Jan to Dec 2025	
				1.1.2.4 Produce meeting minutes						Jan to Dec 2025	



				which include records of discussion, and implementation of action items.							
		Number of meetings with stakeholders	6	1.3.1.1 Attend meetings with stakeholders and follow up on items discussed	x	x	x	x	Director General, EO	Jan to Dec 2025	
				1.3.1.2 Ensure meetings schedule involving Minister of the Cabinet, DG and Donor partners						Jan to Dec 2025	
				1.3.1.3 Maintain bilateral agreement between Donor Partners						Jan to Dec 2025	
				1.3.1.4 Seek Donor Assistance to fund/capacity training to relevant authorities.							
	2.1.2 Regular Management meetings with Heads of Department with Actions Arising for implementation	Number of executive meeting minutes produced	12	2.1.2.1 Ensure the meeting schedule involves every department head and DG	x	x	x	x	DG; Heads of Department and CSU Management Team	Jan to Dec 2025	



Objective 2: To provide support for the effective administration, budget expenditure support of Cabinet and the Minister's office;												
2.1.1 Operations of the Cabinet are run efficiently within the limited budget maintained in collaboration with the Director General's office.	Number of quarterly reports produced	4	2.1.1.1 Provide quarterly financial reports to Minister on budget expenditure & revenue generation	x	x	x	x	Director General & Finance Manager (CSU)	Jan to Dec 2025		SOC 6.4	
			2.1.1.2 Liaise with Minister for any financial matters									
2.1.2 Advise Minister with any financial matters and budget submission	Copy of briefing notes to the Minister	10	2.1.2.1 Liaise and work with Minister on any financial matters for MOIA agencies	x	x	x	x	DG & Finance Manager	Jan to Dec 2025			
			Provide briefing on Budget before presentation to MBC		x	x		DG & Finance Manager	March to August 2025			
Objective 3: To progress the implementation of Government policy directives and alignment of the departments activities with the NSDP												
3.1 Development of policy directions and propose implementation measures	3.1.1 Number of Department policy papers drafted, discussed, and approved for DCO consideration to strengthen management and financial issues	10						ALL Department Directors	Jan to Dec 2025		SOC 6.4	
			3.1.1.2 Provide formal induction to all PAs									
			3.1.1.3 Organise induction to new cabinet staff									
			3.1.1.4 Conduct refresher induction to									



				existing cabinet staff								
Objective 4: Contribute to legislation, policy, planning & reporting frameworks so that Internal Affairs of the state are handled in a professional, consultative manner by all parties;												
4.1.1 Expedite amendments of regulations & legislations and policies required for the effective operations of the Ministry's Departments & Units	Number of policy papers drafted	10	4.1.1.1 Provide legal advice to Minister					Director General; Compliance Manager CSU	Jan 2025	to Dec	SOC 6.4	
			4.1.1.2 Review of ministry's legislations					Director General; Compliance Officer (CSU);	Jan 2025	to Dec		
			4.1.1.3 Ministry policy papers drafted, discussed, and approved for COM consideration					Compliance (CSU); M&E Officer (CSU) and ALL Directors	Jan 2025	to Dec		
			4.1.1.4 Drafting instructions to SLO & Liaise for the drafting of the bills						Jan 2025	to Dec		
			4.1.1.5 Provide assistance & coordination to departments on their policy development, legislation amendment and new bills.						Jan 2025	to Dec		
Objective 5: To establish & expedite complaint mechanism in which citizens, visitors and investors' concerns are addressed;												



	5.1.1 Liaise with department directors to establish/strengthen compliant mechanism	5.1.2 Implementation Plans prepared	100%	5.1.1.1 Liaise with all departments to strengthen and provide safe working environment					Director General; Compliance Manager (CSU)	Jan to Dec 2025	SOC 6.4
				5.1.1.2 Draft policies are well consulted with stakeholders						Jan to Dec 2025	
Ministry	MIAB	MINISTRY OF INTERNAL AFFAIRS									
Department	CORPORATE SERVICES UNIT	CORPORATE SERVICES								Operational Report	Linkage to NSDP
										Q1/2/3/4 -2025	
Program	Activity	Performance Indicator	Target	Actions	Q 1	Q 2	Q 3	Q 4	OIC	Timeframe	
Administration and Support Unit											
MIAB	Objective 1. To provide leadership direction, administration, coordination and support services across all portfolios of the Ministry, including coordination in responding to natural disaster										
	1.1.1 Regular staff and monthly meetings	Number of Meeting minutes	12	1.1.1.1 Conduct regular meetings with Heads of Units and staff					Director General, Directors, CSU Managers, Agency heads & EO	Jan to Dec 2025	
	1.1.2 HR Network and Finance Network implementation of leadership directives, administration, coordination and support services	Number of Meeting minutes	4	* Conduct regular meetings with Finance Network and HR Network							
				* Meeting minutes prepared and arising issues are well managed							



				through each network							
	1.1.2 Attend DCO meetings with appropriate paperwork DCO Papers, draft Ministry Policy Papers and Briefing Notes as needed	Number of DCO meetings attended	20	1.1.1.2 Attend DCO meeting with appropriate paperwork DCO Papers, draft Ministry Policy Paper					Director General	Jan to Dec 2025	
				1.1.1. Develop and undertake ongoing review of standard operating procedures for MOIA					Head of Units, DG	Jan to Dec 2025	
	1.1.3 Attend National Disaster committee meeting	Number of Instructions issued	1	1.1.1.3 Issue instruction to MOIA agencies on preparation and responses to disaster					Director General	Jan to Dec 2025	
				1.1.1.1 Coordinate disaster policy and disseminate to MOIA agencies					Director General	Jan to Dec 2025	
	1.1.4 Provide support to provinces on planning, budgeting reporting, recruitment processes, policies, and legislation	Number of trainings conducted	2	1.1.1.2 Conduct capacity training to MOIA provincial staffs							
	1.1.5 Provide support services		100%	1.1.5.1 Provide ongoing professional					Front desk Officer	Jan to Dec 2025	



	(Admin/Security/Cleanliness of the compound)			Administration services (Calls, Emails, customer services, Received emails & Dispatch)								
				1.1.5.2 Conference Room Management (Bookings)							Jan to Dec 2025	SOC 6.4
				1.1.5.3 Provide assistance and support to new Interns on administration matters							Jan to Dec 2025	SOC 6.4
				1.1.5.4 Maintain CSU office as a neat and tidy environment							Cleaner	
				1.1.5.5 Maintain Utensil & Stationaries supply stock at all time								
				1.1.5.6 Provide general support services for the proper functioning of the admin operations								



				1.1.5.7 Provide driving support as needed by the head of sections					Driver	Jan to Dec 2025	SOC 6.4
				1.1.5.8 Develop a daily /weekly running schedule to meet high demand of daily running						Jan to Dec 2025	SOC 6.4
				1.1.5.9 Dispatch of mails in government ministries, departments and NGO's						Jan to Dec 2025	SOC 6.4
				1.1.5.10 Quotation's enquiry in all hardware's for CSU						Jan to Dec 2025	SOC 6.4
				1.1.5.11 Ensure compound is free from all harmful practice							
				1.1.5.12 Control movement & Provide direction to MOIA clients to the respected departments					MOIA Security		



				1.1.5.13 Manage vehicles parking areas						Jan to Dec 2025	
Monitoring & Evaluation Unit											
MIAB	Objective 2. To provide M&E reports as per GOV planning and reporting cycle to promote accountability, transparency and compliance.										
	2.1.1 Timely planning, implementation and reporting of as per government cycle	Percentage of compliance to government cycle	100%	2.1.1.1 Inform and conduct awareness on Reporting timeline to all Departments.					Director General, Directors, Agency Heads, EO, M&E Manager (CSU)	Jan to Dec 2025	
				2.1.1.2 Ensure quarterly, half yearly and annual report are submitted and received by the corporate services unit on time.						Jan to Dec 2025	SOC 6.4
				2.1.1.3 Review agencies reports and Business plan, and compile.						Jan to Dec 2025	
				2.1.1.4 Facilitate reports for validation and printing purposes						Jan to Dec 2025	
				2.1.1.5 Dissemination to							



				Parliament, OPSC and our stakeholders							
				2.1.1.5 Conduct Refresher training on Reporting guidelines						Jan to Dec 2025	
	2.1.2 Development of real-time data and dashboard for monitoring purposes.	Enhance monitoring ability and provide timely decision-making at highest level	70%	2.1.2.1 Work in collaboration with skills partnership in facilitating a binding agreement for this program with MOIA					M&E, VSP, DG, EO and line agencies		
				2.1.2.2 Deliver a workshop for all Directors to identify what they need from the dashboard (Key information)					M&E and VSP		
				2.1.2.3 Collaborate with line agencies to identify specific design preferences and					VSP, M&E and all heads of agencies		



				usability needs for a more user-friendly final product.							
				2.1.2.4 Provide skills capacity training for Directors on how to use this tool efficiently to support their work program					M&E, VSP and all heads of agencies		
				2.1.2.5 In collaboration with VSP, continue to review and update the dash where required for effective delivery					All Directors, M&E and VSP		
	2.1.3 Provincial/Municipal Business plan training delivery	Quality Provincial reports	2	2.1.3.1 In collaboration with DLA and CSU, review their business plans					M&E and DLA		
		Quality Municipal reports	2 Municipal	2.1.3.1 In collaboration with DUAP and CSU, review their business plan					M&E and DUAP		
	2.1.4 Review of Business Plan for all MOIA agencies	Quality reports	6 Agencies	2.1.4.1 Collaborate with all MOIA					M&E and MOIA agencies		



				agencies on this review to enhance reporting							
	2.1.5 Review of MOIA Corporate Plan	Update MOIA Corporate Plan 2026 - 2030	3 trainings/review	2.1.5.1 Facilitate review with MOIA agencies					M&E, MOIA agencies and Sector Analyst	June	
			1 Draft report	2.1.5.2 Facilitate with consultant to draft the MOIA Corporate Plan					M&E, Sector Analyst and Consultant	October	
			1 Final report	2.1.5.3 Monitoring the progress of final report					M&E, Sector Analyst and Consultant	December	
Finance Unit											
MIAB	Objective 3. To undertake prudent financial, infrastructure and assets management of the Ministry's resources with 100% compliance to the PFEM & CTB Acts										
	3.1.1 Provide Financial assistance to the department heads on the budget management and cost management	Report financial matters on budget Management	4	3.1.1.1 Control and Management of accounting management					Director General, Directors, Agency Heads, EO, FM (CSU) Senior Finance Off	Jan to Dec 2025	SOC 6.4
				3.1.1.2 Management of project funds and						Jan to Dec 2025	SOC 6.4



				activities under MOIA					(CSU), Project Manager, Revenue committee		
				3.1.1.3 Assist in providing Audit reports across all Ministry						Jan to Dec 2025	SOC 6.4
				3.1.1.4 Provide annual financial statement of MOIA	x					Mar-24	SOC 6.4
				3.1.1.5 Provide support/ advise on financial matter to another relevant department						Jan to Dec 2025	SOC 6.4
				3.1.1.6 provide support and advise on revenue initiative to agencies under MOIA						Jan to Dec ,2025	SOC.6.4
				3.1.1Management of Warrant release						Jan to Dec 2025	SOC 6.4
	3.1.2 Preparation of timely Financial Reports with underspends, overspends, analysis and expenditure controls and revenue updates with advisory assistance in budget	Number of financial reports produced	4	3.1.2.1 Provide monthly and quarterly reports on revenue, forecast, analysis and expenditure control to DG and Department heads.					Finance Manager		



	management and cost management										
	3.1.2 Timely Budget and NPP submission	Progress of budget development and submission	100%	2.2.1.2 Meet with Departmental Heads, Finance officers and Expenditure analyst to develop MOIA budget.					DG, Directors, Agency Heads, EO, FM (CSU)	May 2025	SOC 6.4
				3.1.2.1 2024 Budget submission and NPP							
		Percentage of revenue collected against target	100%	3.1.3.2 Revenue collection from State flag permit, and explosive permit is well deposited and recorded	x	x	x	x	Finance team	Jan to Dec 2025	
	3.1.3 Management of MOIA Assets	Registration of assets	60%	3.1.3.1 Liaise with department heads & Provincial offices on asset management.					FM & Asset officer	Jan to Dec 2025	SOC 6.4
				3.1.3.2 Management of disposal of Asset (work in collaboration						Jan to Dec 2025	SOC 6.4



				with the Department of Finance/Fleet Unit							
				3.1.3.3 Assets Register up to date & compliant with PFEM & CTB Acts						Jan to Dec 2025	SOC 6.4
	3.1.4 Management of infrastructure reconstruction and renovation of infrastructure	Number of infrastructure maintenance/plan	3	3.1.4.1 Maintenance and construction of infrastructure in the Ministry Compound					Finance Manager & Asset Officer	Jan to Dec 2025	SOC 6.4
				3.1.4.3 Liaise with DLA to design MOIA One-Stop-Shop					DG, FM & EO	Jan to Dec 2025	
	Development of Financial, Procurement, and Reporting Guidelines and training on Budget Procurement & Asset.	Number of approved guidelines	4	Finalize Financial & Procurement Guideline	x	x			Internal Audit	Jan to June 2025	SOC 6.4
				Finalize Asset Guideline							
				Develop and Finalize MOIA fraud & Internal Audit policy/ guideline							
				Submission of guidelines and policy to the Director General for Endorsement							



	Internal Audit Unit										
	Resourcing, restructuring and Capacity development of RAC and IA	Approved revised internal audit structure	1	Revise current JD, develop new IA position. Coordinate with HR unit for PSC approval	X	X			Internal Audit	Apr - 25	SOC 6.4
		Increased internal audit budget	25% increase	Seek endorsement for budget increase from RAC		X			Internal Audit	April 2025	SOC 6.4
		Improved staff and RAC members capacity	10%	Provide capacity improvement trainings to internal audit staff	X	X	X	X	Internal Audit	Jan to Dec 2025	SOC 6.4
	Improve coverage, frequency and quality of verifications, audits, investigations, consultations and advisory services.	Number of the approved audit plan	1	Development of annual audit plan for endorsement	X				Internal Audit	Jan- 2025	
		Completion of the Internal Audit unit workplan	100%	Complete planned internal audit engagements as per the approved workplan				X	Internal Audit	Dec 2025	
		Number of Risk and Audit Committee meetings	4	Provide secretariat and support to RAC meetings	X	X	X	X	Internal Audit	Feb – Nov 2025	
		Number of reports produced	4	Provide quarterly report to MOIA executives	X	X	X	X	Internal Audit	Jan-Dec 2025	



		Number of Internal Audits conducted	6	Produce complete audit reports	X	X	X	X	Internal Audit	Jan-Dec 2025	
	Establish an effective and secure internal audit management system, data science and mapping tools applications and information database	Internal Audit software installed	1	Coordination and installation of Teammate audit software	X				Internal Audit	Jan-25	
	Submit internal audit reports	Number of audit / engagement reports	6 reports	Conduct planned audits / engagements as per the approved plan.						Ongoing	
	Establish an internal audit committee	Number of committees established	1 committee	Develop TORs and recruit members						Planned	
		Number of Committee members	3 Committee members								
	Coordinate risk and audit committee meetings	Number of committee meetings	4	Provide secretariat and logistical support to RAC meetings						Ongoing	
	Restructure and expand audit unit	Number of new/revised approved JDs	3 JDs	1. Review and expand current unit structure						Quarter 2	



				Develop new JDs						Quarter 2	
	Increase unit budget	Percentage of increase	25%	Seek endorsement for budget increase						Quarter 2	
	Establish an effective and secure audit management system	Number of software	1	Facilitate signing of MOU with VNAO						Quarter 1	
				Access to Teammate software						Quarter 2	
Compliance Unit											
MIAB	Objective 4: Provide M & E reports to DG on legislation drafting & approvals, policy & planning implementation;										
	4.1.1 Coordinate department legislative, Regulation orders & amendment for DG upon request by departments according to needs analysis.	Number of legislations, policy reports produced	8	4.1.1.0 Development of Drafting review & regulation orders					Director General, Directors, Agency Heads, Compliance Officer and M&E officer (CSU)	Jan to Dec 2025	SOC 6.4
				4.1.1.1 Provide advice to line department on the review of any legislation or any related matters							
				4.1.1.2 Assist compliance committee on any disciplinary							



				matters upon request							
				4.1.1.3 Provide reports on legislation drafting & approvals, policy & planning implementation;						Jan to Dec 2025	SOC 6.4
	Draft and review policy papers	Number of policy papers produced	20 policy papers	Conduct stakeholder consultations						Ongoing	
	Review the MOIA Corporate Plan	Number of reviews completed	1 review	Conduct comprehensive						Ongoing	



				assessment and consultation							
	Review the MOIA Strategy	Number of strategy reviews conducted	1 review	Engage stakeholders and experts for analysis						Ongoing	
	Development of new policy initiatives per sector or as demanded	Percentage of sector-specific policy initiatives developed	100%	Conduct research and stakeholder engagement						Ongoing	
	Review Ministry's legislation	Number of legislative reviews undertaken	4 reviews	Coordinate with compliance officers & legal advisors						Ongoing	
	Draft legal advice for Minister and key stakeholders	Number of legal advisories provided	5 advisories	Work with State Law Office and policy analysts						Ongoing	
	Develop Annual Legislative Plan for 2026	Number of legislative plans developed	1 plan	Conduct consultation and assessment						Planned	
	Monitor and Implement Annual Legislative Plan for 2025	Implementation progress	100% compliance	Track legislative actions and ensure execution						Ongoing	
	Develop new legislation and review outdated and important regulations and orders	Number of legislative and regulatory reviews completed	TBC	Conduct legal research and stakeholder engagement						Ongoing	
MIAB	Objective 5. Undertake NGO coordination for consultative partnerships and initiatives in civil society;										
	5.1.1 Meetings with stakeholders to track progress of VANGO	Percentage of NGO registration	100%	5.1.1.1 Registration of NGOs in Vanuatu					EO & NGO desk Officer	Jan to Dec 2025	



	initiatives to progress NGO related policy	Number of NGO database	1	5.1.1.4 Development of NGO Data base						Jan to Dec 2025	SOC 6.4
		Number of expatriates per NGO	5	5.1.1.5 Follow-up with on special Category Visa approvals						Jan to Dec 2025	SOC 6.4
		Number of Local counterparts per NGO	5	5.1.1.6 Liaise with Labour by Strengthening the compliance of Labour-local counterpart (localisation)						Jan to Dec 2025	SOC 6.4
		Number of induction meetings minutes	2	5.1.1.7 Organise induction meeting with all NGOs						Jan to Dec 2025	
		Number of meeting minutes	2	5.1.1.9 Organise meeting on wrap-up and feedback with NGOs and partners						Jan to Dec 2025	



	Register NGOs and update the NGO database	Percentage of NGOs registered	100% of NGOs	Review applications and process registrations						2 nd Quarter	
	Conduct NGO meetings & consultations	Number of meetings held	3 meeting	Schedule engagement sessions						Planned	
	Coordinate visa support screening committee	Number of screenings for Development Support Visas	4	Discuss NGOs employment issues						ongoing	
	NGO Act	Letter to VFSC from DG	2	NGO drafted ACT						Nov/25	
MIAB	Objective 6: Liaise with sector stakeholders & development partners on matters to do with affairs of the nation domestically and internationally.										



		Number of awareness conducted	2	6.1.1.3 Conduct Awareness on State Flag and Explosive Act in all provinces						Jan to Dec 2025	SOC 6.4
				Provide advice to the Minister on Liquor permits							
		Number of inspections conducted	2	6.1.1.4 Conduct inspections of Armorial bearings & State flags in 3 Municipalities						Jan to Dec 2025	SOC 6.4
		Number of trainings conducted	1	6.1.1.6 Conduct reporting guidelines training to all the provinces and related M&E field visits.						Jan to Dec 2025	SOC 6.4
Human Resource Unit											
MIAB	Objective 7: Undertake Human Resources Management for the Ministry to progress restructures to ensure staffing, and capacity building for effective and professional service delivery in central and decentralized provincial locations.										
	7.1.1.1. Coordinate and provide support for the Department structure under MOIA	Number	5	Conduct analysis of department structure to assess their effectiveness in meeting the Ministry's strategic objective.	x	x	x	x	Directors, HRM, SHRM, HR Records and Admins	Jan to Dec 2025	SOC 6.4



				<p>Analyse departmental roles, Responsibilities, and reporting lines.</p> <p>Provide recommendation s to each Director.</p> <p>Assist department in revising their structures</p>							
	7.1.1.2 Coordinate recruitment within MOIA	Percentage of target	50%	<p>Work in collaboration with Director to identify key vacant budget position for 2025</p> <p>Develop a 2025 recruitment plan</p> <p>Conduct job analysis and review JDs for vacant positions</p> <p>Liaise with dept finance for</p>	x	x	x	x		October 2025	



				confirmation of FV							
				Facilitate recruitment and selection process Overseeing panel documents Prepare recruitment submission to OPSC							



		Number	10	Facilitate onboarding programs to integrate new staff into the Ministry's culture and operational framework	x	x	x	x			
			2	Work in collaboration with VIPAM to provide induction for MOIA staff recruited in 2024		X	X				
	7.1.1.3 Coordinate SEO and employee Performance Management			Facilitate performance appraisal process for SEO and Employees	x	x	x	x		January 2025	SOC 6.4
				Ensure all department PAs submitted Section A, B C and their respective staffs	x	x	x	x		June 2025	SOC 6.4



				Provide performance feedback to each Director Coordinate recognition and reward systems to acknowledge exceptional performance	X	X	X	X		December 2025	SOC 6.4
	7.1.1.4 Coordinate training and development for staff within MOIA	Percentage of target	50%	Conduct one to one training need analysis department within MOIA	x	x	x	x	HRM, SHRM, HR Records and Admin, Finance, PSC,	Jan to Dec 2025	



				Develop skills gap audit and provide a report on the TNA conducted						Department Directors		
		Number	10	Facilitate officers training for officer to VIPAM for approval								
		Number	1	Conduct in house training on chapter 4 of PSSRM and HRM internal SOP and allowance calculation to admin & finance officers and provincial staffs.								



	7.1.1.5 Liaise with Developer to Develop a HR Database	Number	1	Coordinate with the developer to design and implement the HR database tailored to organizational needs. Draft a TOR for the developer	x	x	x	x		May 2025	SOC 6.4



				Gather two quotes from two different developers							
				Develop a RFQ contract for the developer							
				Launch the database							
	7.1.1.6 coordinate Disciplinary process	Number	1	Develop an internal disciplinary management system							
				Present and consult with DG and Directors on the internal disciplinary management system during executive meeting for feedback							



				Submit to PSC compliance for review and approve then DG sign.							
				Provide advice to Directors							
				Liaise with Directors to completed EDR form and submit to PSC							
	Coordinate of MOIA employees' salaries, allowances and severance pay	Percentage of processed entitlement	40% of severance processed 100%	<p>b) Draft severance calculation for retired, resigned, and medically ill officers.</p> <p>Liaise with Dept admin officers to process salary and allowance</p>	X	X	X	X	HRM team and Finance team	Jan to Dec 2025	SOC 6.4



				for permanent officers, casual and contracts staffs to PSC for approval and Finance for payment							
				Implement of GRT determination by process changes to finance for payment. Identify and Address GRT anomalies Review JDs to align with GRT determination.	X	X	X	X	HRM/FINANCE	Jan-Dec 2025	SOC 6.4
MIAB	Objective 8: To progress the implementation of government policy directives and alignment of the department activities with NSDP										
	Establishment of provincial Corporate Services Unit (CSU) and elevation of SG and	Provincial CSUs established	100% in 3 provinces	Conduct stakeholder meetings with government agencies and	x	x	x	x	HRM team and Finance team	Jan to Dec 2025	SOC 6.5



	provincial-based Managers			decentralization working group							
				Revision of Provincial CSU TORs							
				Coordinate recruitment process for key positions in provincial CSU							
	Realignment of Budget to reflect Decentralization policy	Realignment of MOIA department budget structures to be reflected in Provincial and Area Council level	100% across all MOIA agencies	Conduct meetings with MFEM on realignment of departmental budget structure	x	x	x	x	Executive Manager & Finance Manager	Jan to Dec 2025	SOC 6.5.1
				Coordinate with MFEM on realignment of budget structures							
				Entry of 2025 budget according to the new decentralized budget structure							
	Media Section										
MIAB	Objective 9: To prepare, coordinate and improve/promote the media, advocacy & awareness strategy for the Ministry										
	Promote and raise awareness on the works and achievements of the Ministry	Number of media release/ and press conference	12	Prepare monthly press release and conference.	x	x	x	x	Media Officer	Jan to Dec 2025	



		Number of meetings, workshops, conferences attended	12	Collect monthly media content from each department	x	x	x	x	Media Officer	Jan to Dec 2025	
				Attend workshops, meetings, conferences to gather information for preparation of press releases							
		Number of publications		Coordinate with Media outlets to publish MOIA media coverages through all media outlets monthly							
		Number of speeches prepared	2	Assist to Draft speeches for DG and Senior Officials							
		MOIA website regularly updated	100%	Regularly update the MOIA website							
		Number of social media post	40	Utilize social media to publicise work of MOIA making information accessible working with RTI Units							



		Number of media strategy developed	1	Prepare an annual media strategy with calendar of forecasts events and opportunities closely aligned with strategy to promote achievement against NSDP and key government policies	x				Media Officer	Jan to March 2025	
		Provide media support to PMU with regards to recovery.	12	Prepare updates on the progress of the recovery	x	x	x	x	Media Officer	Feb – Dec 2025	
Project Management Unit											
MIAB	Objective 10: To ensure effective harmonization, planning, design, resourcing, implementation, monitoring, reporting, auditing for MOIA projects										
	Develop, manage, and coordinate projects under MOIA	Database created	1	Create a project database for MOIA	x	x	x	x	Project Manager	February 2025	SOC 6.5
		No delays in project implementation	100%	Liaise with project stakeholders on					Project Manager	Jan to Dec 2025	



				project implementations							
		Number of meetings attended/organized	12	Attend project meetings with donors, stakeholders, and analysts							
		Number of project proposals developed and submitted to donor/sector stakeholders	1	Develop project proposals that meet MOIA priorities and stakeholder requirements							
	Visit project site	Number of project sites visited	6	Physically on-site to assess project progress against project progress reports from contract managers					Project Manager		



	Organise capacity building for Project officers and finance officers	Number of trainings organized	2	Organise specific training for the project officer and finance officers					Project Manager		
	Produce Reports	Number of Reports produced	4	Produce quarterly report on project progress					Project Manager		
	Monitor project activities			Ensure compliance with audit requirements on time					Project Manager		
	Establishment of Project Management Unit	Draft concept notes for MOIA project management Unit	1	Collaborate with HR to explore a project management model					Project Manager		

ICT Help Desk

MIAB	Objective 11: To Provide Effective and Timely user support and technical assistance to users and to assist in the Installation of Applications, and ICT Equipment, support for purchase of Gov specs compliant equipment, set up of Conference equipment, and minor repairs/ maintenance.										
	Provide Desktop Support (ICT Help Desk) for MOIA users.	Percentage of assistance provided.	100%	Provide technical support to end-users	x	x	X	x	ICT Help Desk Officer	Jan-Dec 2025	SOC 6.4
	Installation and Maintenance of Network devices for LAN/WAN	Number of installations provided	25	Ensure maintenance of network security	x	x	X	x	ICT Help Desk Officer	Jan-Dec 2025	
	Assist to develop & maintain Ministry and	Percentage of user support	100%	Assist in developing and	x	x	X	x	ICT Help Desk Officer	Feb – Dec 2025	



	Agencies Intranet and Internet websites.			maintaining ministry and agency website by designing, updating content, ensuring security, optimizing performance & managing servers							
	User support and Training	Number of assistances provided on site	10	Provide awareness and training to end-users	x	x	X	x	ICT Help Desk Officer	Feb – Dec 2025	
	Contribute to Assets Register up-dates on MOIA ICT equipment.	Number of register updates on MoIA ICT equipment	10	Assist in updating the MoIA ICT equipment register by recording inventory, tracking assets & ensure accurate documentation of acquisitions, maintenance and decommissioned device	x	x	X	x	ICT Help Desk Officer	Feb – Dec 2025	
	Support Department and Agencies with ICT equipment orders to ensure high quality, Gov specs compliant	Ensure ICT equipment orders meet government specification, are	112	Assist departments and agencies by assessing ICT needs, verifying	x	x	X	x	ICT Help Desk Officer	Feb – Dec 2025	



	equipment inter-operable with Gov systems.	cost-effectives, delivered on time		specifications, sourcing compliant vendors, processing orders, ensuring interoperability, and coordinating delivery & support							
	Assist with ICT set up for Meetings.	Number of assistances provided on site	12	Help during pre-meeting setup & post-meeting support	x	x	X	x	ICT Help Desk officer	Feb – Dec 2025	
Ministry	MIA	MINISTRY OF INTERNAL AFFAIRS									
Department	Independence Celebration	INDEPENDENCE CELEBRATION								Operational Report	
										Q1/2/3/4 -2025	
Program	Activity	Performance Indicator	Target	Actions	Q 1	Q 2	Q 3	Q 4	OIC	Timeframe	
MIAD	Objective 1. To provide support through the Independence Committee to commemorate the Independence Anniversary on 30th July annually										
	Coordination of Independence Day celebration across the country and to overseas missions and institutions	Number of meetings minutes	10	1.1.1.1 Formation of Independence Celebration committee in Quarter 1 2024	x	x			Independence Committee & CSU Staffs (Finance section)	Jan to Dec 2025	SOC. 3.6 & SOC 6.5
				1.1.1.2 Schedule meetings and discuss						Jan to Dec 2025	



				Independence agenda & plans							
				1.1.1.3 Submit budget plan & agenda for approval.						Jan to Dec 2025	
				1.1.1.4 Dissemination of funds to Municipalities, Provinces and overseas institution						June to July 2025	
				1.1.1.5 Program preparation & organization of celebrations						Jul-24	
	Coordination of formal Independence celebration functions	Percentage of activity against target/budget	100%	Release funding to Presidential cocktail					Corporate service unit staff (Finance Section) & Independence Committee	Jan to Dec 2025	SOC. 3.6 & SOC 6.5
			100%	Printing and distribution of Independence booklet to VIPs						Jan – August 2025	
			100%	Events delivered, reported, and acquitted on time and within budget - Presidential cocktail party after flag rising and Prime Minister's						Jul-24	SOC. 3.6 & SOC 6.5



				Independent ball in the evening							
	Proper reporting of independence fund	Number of independence report	1	Prepare and submit independence report to the Minister			x		EO, Finance Manager & Independence Committee	Aug-24	
MIAD	Objective 2. To deliver the planned activities within the allocated budget ceiling										
	2.1 Coordinating and payment of other logistical support for official flag rising	Number of planned activities	6	2.1.1.1Ensure all activities planned carried out accordingly					Independence Committee	Jan to Dec 2025	
		Percentage of funds disbursed	100%	2.1.1.2 Coordination and payment of other logistical support for official flag rising						Jan to Dec 2025	SOC. 3.6 & SOC 6.5
MIAD	Objective 3. To acquit GoV funds within one month of completed activities										
	3.1 Funds utilisation	3.1.1 Government Appointed Independence Committee Expenditure Acquittal Report X 1 on budgeted expenditure to MFEM within 1 month	1	3.1.1.1 Prepare an acquittal report of total expenditure and submit to MFEM					Finance section CSU	Jan to Dec 2025	SOC. 3.6 & SOC 6.5



3. HUMAN RESOURCE OPERATIONAL PLAN

Below is a summary of the key actions required during the year in terms of human resource management. All the indicators below should correspond to data contained (in more detail) to the overall Ministry Human Resource Development Plan.

Staffing	Total
Total staff in PSC approved structure	29
<i>Permanent</i>	19
<i>Probation</i>	2
<i>Contract</i>	2
<i>Daily Rated</i>	0
<i>Vacant</i>	10
<i>Total staff in Acting Positions</i>	2

Priority Vacant Posts in OPSC Approved Structure to be advertised	Position #	Scale	Salary	VNPF & Allowances
Compliance Manager	23000505	Ps L 3.3	2,502,000	508,000
Finance Manager	23000503	Ps S 5.8	2,447,000	505,880
M & E Officer	23000509	Ps S 4.1	1,400,000	464,000
Executive Secretary	23000519	Ps S 4.1	1,400,000	464,000
Project liaison Officer	2300513	Ps S 4.3	1,531,000	469,000
Receptionist & Records administration	23000522	Ps S 3.1	1,209,000	456,360

Key training to be delivered	Cost	Duration	Comment
Strategic thinking training	200,000	Two weeks	
Leadership training	260,000	Two weeks	
Project Management	200,000	Two weeks	
Procurement management	200,000	Two weeks	
Asset management	40,000	Two weeks	
Human Resource Management	260,000	Two weeks	
Financial management training	260,000	Two weeks	
Internal Audit	250,000	1 month	Online course



4. CASH FLOW FORECAST

This should be provided to MFEM at the end of each calendar year. These tables are available from OPSC, DSPPAC and MFEM in Microsoft XL if that is an easier format to enter the data and then transfer it to the Business Plan.

2023 Payroll Forecast:

2023 Operations Forecast:

The vatu amounts below should be expressed in vatu for all payroll by activity i.e. no need to list individual COA.

Dept MOIA	PAYR	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
MIAA/PAYR	59,315,454	4,9429,545	4,9429,545	4,9429,545	4,9429,545	4,9429,545	4,9429,545	4,9429,545	4,9429,545	4,9429,545	4,9429,545	4,9429,545	4,9429,545
MIAA/OVER	18,175,635	1,514,636	1,514,636	1,514,636	1,514,636	1,514,636	1,514,636	1,514,636	1,514,636	1,514,636	1,514,636	1,514,636	1,514,636

The vatu amounts below should be expressed in vatu for all overheads by activity i.e. no need to list individual COA.

CSU	OVER	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
MIAB / PAYR	60,073,696	5,006,141	5,006,141	5,006,141	5,006,141	5,006,141	5,006,141	5,006,141	5,006,141	5,006,141	5,006,141	5,006,141	5,006,141
MIAB / OVER	64,150,522	5,345,876	5,345,876	5,345,876	5,345,876	5,345,876	5,345,876	5,345,876	5,345,876	5,345,876	5,345,876	5,345,876	5,345,876
MIAD								20,00000					



5. PROCUREMENT PLAN

All of the data below should correspond to data submitted to MFEM as part of the annual Procurement Plan submission to the Central Tender Board and relate to the activity plan template shown above as part of the M&E framework.

DSPPAC and MFEM have these tables on Microsoft XL format which will make it easier to complete. The XL template also includes additional tracking sheets to allow Ministries to follow up on procurement should they wish.

Min istr y	MOIA – Ministry of Internal Affairs - Procurement 2025																		
	Planning									Preparation								Executio n	
Fund	Dept	Progr	Activity	Cost Centre	Description of Purchase	Contract Type	Procurement Type	Procurement Value	Cash Flow Endorsed By	Specifications Approved By CSU	Tender Documents Approved By CSU	Draft Contract Approved By CSU	Advertise Opening	Advertise Closing	Proposals Evaluation	Recommendation to DG	DG Approval	Notification of Award / Signing of Contract	End Date of Contract
2	230	2301	MI AA	2301	Repair of Minister House	1	Request for Quotation	2 million vatu					May	June	July	July	July	July	August
2	230	2302	MI AB	2302	Farea MOIA	1	Request for quotation	1 million vatu					May	June	July	July	July	July	August
2	230	2302	MI AA	2301	Cabinet Vehicle Replacement G 305	1	Request for Quotation	5 million vatu					May	June	July	July	July	July	August

MINISTRY OF INTERNAL AFFAIRS

BUSINESS PLAN 2025

2	23 0	23 02	MI AB	23 02	Expansion of CSU Office	1	Request for quotation	5 million vatu			Jun e	Jun e	July	July	Aug ust	Augu st	Sept embe r	Septe mber	Oct obe r
2	23 0	23 02	MI AB	23 02	Request for Master Plan @ Recreational Gardening	1	Request for quotation	1 million vatu			Jun e	Jun e	July	July	Aug ust	Augu st	Sept embe r	Septe mber	Oct obe r
2	23 0	23 02	MI AB	23 02	Computer for CSU Staff	1	Request for Quotation	1 million Vatu			Jan uary	Jan uary	Febr uary	Febr uary	Mar ch	Marc h	Marc h	April	APri l
2	23 0	23 02	MI AB	23 02	Computer for Cabinet Staff	1	Request for Quotation	1 million Vatu			Jan uary	Jan uary	Febr uary	Febr uary	Mar ch	Marc h	Marc h	April	APri l
2	23 0	23 02	MI AB	23 02	Stationaries	1	Request for Quotation	1 million vatu			Jan uary	Jan uary	Febr uary	Febr uary	Mar ch	Marc h	Marc h	April	APri l
2	23 0	23 02	MI AB		Audit System	1	Request for Quotation	1 million			Jun e	Jun e	July	July	Aug ust	Augu st	Sept embe r	Septe mber	Oct obe r
2	23 0	23 02	MI AB	23 02	Repair house for MOIA	1	Request for Quotation	2 million vatu		Jun e	Jun e	July	July	Aug ust	Aug ust	Sept embe r	Sept embe r	Octob er	
2	23 0	23 02	MI AB	23 02	Support Municipalities in Demolition of Market House	1	Request for Quotation	2.4 million Vatu											
2	23 0	23 02	MI AB	23 02	Database for HR NGO PROJECT	1	Request for Quotation	1 million Vatu		Jan uary	Febr uary	Febr uary	Febr uary	Febr uary	Febr uary	Febr uary	Febr uary	Febru ary	



2	23 0	23 02	MI AB	23 02	Solar light system Grand Stand	1	Request for Quotation	3 million Vatu			Febr uary	Febr uary	Febr uary	Febr uary	Febr uary	Febr uary	Febr uary	Febr uary	Febr uary
2	23	23 04	MI AB	23 04	Tents for Independence	1	Request for Quotation	2 million Vatu			Febr uary	Febr uary	Febr uary	Febr uary	Febr uary	Febr uary	Febr uary	Febr uary	Febr uary
2	23 0	23 02	MI AB	23 02	Solar light system Grand Stand	1	Request for Quotation	3 million Vatu		Febr uary	Febr uary	Febr uary	Febr uary	Febr uary	Febr uary	Febr uary	Febr uary	Febr uary	

6. ASSISTANCE

If you have any queries, please do not hesitate to contact the Executive Officer, Mr. Simon Tor Bebe by email stbebe@vanuatu.gov.vu



DEPARTMENT OF LOCAL AUTHORITIES



ANNUAL BUSINESS PLAN 2025

“Bringing the Government Closer to the
People”

**Ian abbil**

D I R E C T O R

CONTACT**PHONE:**

(+678) 33210

WEBSITE: <https://dla.gov.vu/>**EMAIL:** iabbil@vanuatu.gov.vu**2024 HIGHLIGHTS**

- DLA Website established
- 90% Staff Recruited
- Posters of Area Council & Councilors Allowances Developed
- Updated Donor's Directory
- Increased support to AC establishment
- Digitized Community Profiles
- Updated Provincial Profiles

1. FOREWORD

It has been an honor to continue work toward delivering our Vision for building and developing stronger, resilient and self-sustaining Local Authorities across Vanuatu.

Looking back, not only do we reflect and feel a sense of pride in our achievements, but we also take stock of what we need to focus on and look forward to what's ahead with a great sense of purpose and optimism. Decentralization, Area Council Strengthening and Regional Planning remains to be the core priority for DLA. We will continue to work with our Provincial Councils, Area Councils and stakeholders to deliver on the areas of focus under Decentralization and Regional Planning.

We know there will be some challenges ahead but our focus remains on strengthening our Local Authorities including the Department through capacity building, budgetary support, and mobilizing of resources to help us to stay diligent and committed to our 2025 Business Plan and its deliverables.

May the Almighty continue to bless us with wisdom and guidance as we move forward in the delivery and implementation of this Plan.



2. INTRODUCTION

The Department of Local Authorities (DLA) is core department under the portfolio of the Ministry of Internal Affairs (MoIA) and has an administrative oversight over the Provincial Government Councils and Area Councils as stipulated under the Decentralization Act (CAP 230).

It is mandated to provide technical, and policy advice to the Ministry of Internal Affairs and the Provincial Government Councils.

The Director is the Head of the Department supported by the Deputy Director in running the department but works closely with all Section Heads to ensure the overall functioning of the Office.

There are currently five (5) main divisions under DLA. We have the Office of the Director, the Administration Unit, the Decentralization Unit, the Finance Unit and the Regional Development Planning Unit. Each focusing on matters under their prerogative.

The Decentralization Unit focus on the Decentralization Program and its key deliverables and is secretariat to the Decentralization Working Committee (DWC). The Finance Unit is responsible for payments, auditing and overall management of financial services within the department, provinces and area councils.

The Regional Development Planning Unit supports provincial councils with strategic planning with a more dedicated focus on regional planning and Area Council Strengthening.

The Administration Unit administers the overall administration and operations of the Department. They work closely with the Office of the Director.

Overtime the focus has been directed to building a strong, responsive and resilient local authorities. This has been realized through some of the reforms that were undertaken to ensure we progress decentralization further. A key one has been the establishment of Cost Centers in the Government Financial Smart Stream to capture Area Council funds. This provides a pathway for whole of government to think and plan around decentralizing their budgetary resources to fund their respective sectoral priorities at the local level. This also provides an avenue for better planning and resourcing.

In the coming years, we are certain that using the above as a stepping stone, we will start to change the delivery of services and in the decentralization narrative.

DLA's vision remains to support the Decentralization Program and the Regional Planning across Vanuatu. Both will work hand in hand to support the growth and decentralization of services to Vanuatu. It will pave way for the dissecting of Vanuatu into hubs which can be developed to ensure connectivity, economic growth, improvement of service access, development growth and other aspects of development.

We will continue to foster stakeholder engagement with our partners to push or growth, community resilience and support of our shared endeavors.

Disaster Response, Regional Planning, acceleration in the Decentralization Program, strengthening of Area Councils will remain as core priorities under the Department of Local Authorities (DLA).



The 2025 Business Plan matrix encompasses key activities to be undertaken this year. They are either new directives or a build up from past work for us to drive and deliver on the planned policy objectives under the MoIA Corporate Plan and its Nasara Strategy in alignment to the NSDP.

Vision

✦ A vibrant and resilient local authority system that enables effective service delivery and sustainable development, improving the livelihoods of communities across Vanuatu.

Mission

✦ The Department of Local Authorities (DLA) is committed to supporting, coordinating, and monitoring local authorities by providing technical assistance, legal guidance, and financial management resources. Through effective decentralization systems and procedures, DLA ensures efficient service delivery and sustainable development at the local level.

Core Values

✦ The Department of Local Authorities operates under the following guiding principles:

- ✓ **Decentralization & Local Governance** – Strengthening local authorities to enhance service delivery.
- ✓ **Transparency & Accountability** – Ensuring openness and responsible decision-making.
- ✓ **Efficiency & Effectiveness** – Optimizing resources to achieve maximum impact.
- ✓ **Equity & Inclusivity** – Providing fair and accessible services across all communities.
- ✓ **Community-Driven Development** – Encouraging a bottom-up approach in local planning.

✦ Key values that drive DLA's service delivery:

- ◆ Sustainability | Community Engagement | Good Governance | Accountability | Accessibility | Teamwork
- ◆ Transparency | Efficiency | Respect | Customer-Oriented Services | Integrity | Strategic Planning

Strategic Objectives

🎯 The Department of Local Authorities aligns its objectives with the Ministry of Internal Affairs' Corporate Plan and the National Development Strategy.

Objective	Description
Decentralization Policy Implementation	Strengthen decentralization through the development and enforcement of the Decentralization Policy.



Objective	Description
Financial Management Support	Assist local authorities in resource mobilization, budgeting, and financial accountability to ensure sustainable development.
Community Development Planning	Implement a bottom-up approach by supporting community profiling and Area Council development plans.
Regional Development Strategy	Promote strategic planning and resource allocation across the six provinces.
Monitoring & Accountability	Develop and implement mechanisms to assess the effectiveness and efficiency of local authorities.
Legislative Framework Development	Formulate, implement, and monitor relevant laws to facilitate planned and orderly local development.

3 PROGRAM & ACTIVITY MONITORING & EVALUATION (M&E) FRAMEWORK

✦ The Department of Local Authorities' programs and activities align with:

- ◆ The Ministry of Internal Affairs' **Corporate Plan**
- ◆ The Department's **2025 Budget Narrative**

✦ **Reporting Mechanisms:**

- ✓ **Quarterly Reports** – Updates on progress and key milestones.
- ✓ **Half-Yearly Reports** – In-depth performance assessment.
- ✓ **Annual Reports** – Comprehensive review of achievements, challenges, and impact.
- ✓ **Provincial & Area Council Reports** – Regular updates from all local governance structures.

✦ **Key Outcome Areas:**

- ◆ Strengthening decentralization and governance at the local level.
- ◆ Improved financial and resource management of local authorities.
- ◆ Enhanced monitoring and evaluation for performance-based reporting.



DEPARTMENT OF LOCAL AUTHORITIES (DLA) BUSINESS PLAN MATRIX 2025													
Ministry	MO4	Ministry of Internal Affairs											
Department	DLA	DEPARTMENT OF LOCAL AUTHORITIES											
Program	MIC	Decentralization Services											
Objectives	Activity	Performanc e Indicator	Tar get	Actions	Quarter				OIC	Operational Report Q1/Q2/Q3/Q4 - 2025		Ref to NSDP	Costs (VT)
					1	2	3	4		Status/ Timefra me	Comments		
Office of the Director													
OBJECTIVE 1: Develop and support implementation of the relevant legislative frameworks, policies, and strategies in Decentralization	MICC	The legislative reviews of [CAP 230] and [CAP 207] are completed and submitted to the OAG	3	Review and amend Decentralization Act [CAP 230] and Produce Cess Act [CAP 207]	x	x			Director	Q1 & Q2		SOC 6	300,000
OBJECTIVE 2: Improve service delivery through undertaking and implementing restructures	MICC	New Departmental Structure approved by OPSC	1	Develop and submit the new Departmental Structure for approval by the Office of the Public Service Commission (OPSC).	X				Deputy Director	January		SOC 6	100,000



OBJECTIVE 3: Undertake capacity building & strengthening of human resource to improve service delivery, especially in the provinces and Area Councils	MICC	Report of the outcome of the Induction	2	Organize and conduct the induction program for Provincial Councillors in Penama Province, Malampa Province, Shefa Province, Tafea Province and Torba Province.		X			Director	TBC		SOC 6	8,500,000
OBJECTIE 4: Support Disaster Planning and Response	MICC	SOP developed, approved, and distributed to all staff	1	Develop a Standard Operating Procedure (SOP) for staff operations during disasters, ensuring clear guidelines and efficient response	X				Deputy Director	March		SOC 6	200,000
		Provincial SOP developed, approved, and distributed to all staff	1	Support Provinces to develop their Standard Operating Procedures (SOP) for Provincial Staff operations during disasters, ensuring clear guidelines and efficient response		X			Deputy Director	April		SOC 6	200,000
OBJECTIVE 5: Improve service delivery and organisational capacity	MICC	Minutes of the meeting documented, and action items developed	1	Organize and conduct a meeting with the Heads of Units (HOU) to discuss key issues, progress, and ways forward.	X				Deputy Director	March		SOC 6	1,500,000



through timely planning, budget, reporting and administration of the Department													
		Report of percentage of savings successfully allocated and utilized to implement the grant facility.	1	Allocate and use savings to establish and implement the Rural Development Grant Facility				X	Director	November		SOC 6	5,675,000
		Progress update report presented to Councils	1	Complete the groundwork for the re-establishment of the Local Authorities Association of Vanuatu (LAAV)					Director	June		SOC 6	2,000,000
		Report on Training of Trainers (TOT) on Local Elected Leaders Training	1	Training of Trainers Trained to run LEL Training to Elected Officials			X		Deputy Director	August		SOC 6	2,500,000
		Staff training needs	1	Identify training needs for staff to enhance skills and		X	X		Deputy Director	Q2 & Q3		SOC 6	1,000,000



		identified, and a training plan developed to address skill gaps		improve performance across the department									
		Resolutions from the LA Forum documented, with action plans for implementation.	1	Organize the Local Authorities Forum to facilitate discussions, share knowledge, and address key issues within local governance.			X		Director	September		SOC 6	2,700,000
		Investment options paper for Bukura Land developed and submitted for review and approval	1	Engage an investment expert to develop a comprehensive investment paper for Bukura.		X			Director	April		SOC 6	900,000
		Report of each Visit	3	Directors Visit to the Provinces/Area Councils	X	X	X	X	Director				2,000,000
		Implement Staff Awards and Rewards Programs	12	<ul style="list-style-type: none"> Employee of the Month Awards/Quarterly Office Events 	X	X	X	X	Director/D eputy Director				1,000,000



OBJECTIVE 5: Improve service delivery and organisational capacity through timely planning, budget, reporting and administration of the Department		Establish History Wall of DLA	1	Build a History Wall covering the history of the department administering local governments		X			Deputy Director				500,000
OBJECTIVE 5: Improve service delivery and organisational capacity through timely planning, budget, reporting and administration of the Department	MICC	Stakeholder Engagement formalized with partners to support DLA Activities		Memorandum of Agreements/LoA's/Meetings with partners to support DLA initiatives	X	X	X	X	Director/Deputy Director				200,000
OBJECTIVE 1: Develop and support implementation of the relevant	MICC	Two Community Development Concepts developed	2	Research and develop TWO Community Development Concepts for Area Councils	X	X	X		Deputy Director				0



legislative frameworks, policies, and strategies in Decentralization													
ADMINISTRATION													
OBJECTIVE 5: Improve service delivery and organisational capacity through timely planning, budget, reporting and administration of the Department	MICC	Report of updated DLA Asset Registry	1	Consistent and timely completion of the DLA Assets purchasing form	X	X	X	X	Administrative Office Assistant	Ongoing		SOC 6.5	100,000
			1	Conduct stock-take of existing DLA assets to ensure accuracy and update records.	X	X	X	X	Administrative Office Assistant	Ongoing		SOC 6.5	50,000
	MICC	Completion of New DLA Farea and Kitchen	1	Plan and coordinate the following steps for the project: <ul style="list-style-type: none"> Obtain building design and collect quotations. Acquire permit from PVCC. 	X				Office Supervisor & Assistance Manager	March to May			6,000,000

[illegible]



		Cleanliness and maintenance of vehicle is consistent											
	MICC	Report of Completion of office maintenance, renovations, and improvements within the planned timeframe and budget	1	Plan and oversee office maintenance, renovations, and improvements, ensuring timely completion.		X	X	X	Office Supervisor Administrative Assistant Cleaner Driver	Ongoing			6,000,000
	MICC	Regular maintenance of the water fountain and greenhouse, contributing to ongoing beautification with new flowers.	-	Regularly maintain the water fountain and plant new flowers in the greenhouse as part of ongoing upkeep.	X	X	X	X	Office Cleaner	Ongoing			500,000
	MICC	DLA Yearly Calendar is completed and shared	1	Develop and maintain the DLA Yearly Calendar to outline all public holidays, important events,	X				Office supervisor & Administrative	February			300,000



		on time to all DLA staff, with all key dates and events included. Successful establishment of the DLA outdoor calendar holder, with timely updates and accurate display of upcoming or important events	1	meetings, and other activities. Facilitate the establishment of DLA outdoor calendar holder to display and update information on upcoming or important events					tive Assistant Office supervisor & Administrative Assistant	March			500,000
	MICC	Contact details for Provincial, Area Council, and DLA are updated and shared with staff and stakeholders on time	1	Update and share updated contact details of Provincial, Area Council & DLA with all DLA staff and stakeholders.	X				Office Administrative Assistant	February			0



	MICC	Establish a Suggestion Box	1	Install a Suggestion Box in the Reception Area		X			Office Administrative Assistant	April			250,000
	MICC	Provincial Profiles updated and accurate information about the ACs is provided to interested personnel	1	Work with the Planning Unit to update the Provincial Profiles and ensure accurate information about the Area Councils (ACs) is available to interested personnel	X	X	X	X	Office Administrative Assistant	Ongoing			0
	MICC	Area Profiles developed	71	Work with Planning Unit to develop Area Council Profiles		X			Office Assistant and Planning Unit Staff	Quarter 2 (June)			0
	MICC	Submission of a report on the completion and outcomes of the office management and filing training for AAs in Sanma and Malampa.	2	Organize and conduct office management, customer care and Office Filing Training sessions for AAs in Sanma and Malampa.		X			Office Supervisor	Quarter 2 (April-June)			600,000



	MICC	Completion of driver's training and receipt of the Protocol Driving Certificate.	1	Arrange the driver's training with the Foreign Affairs Protocol officer and obtain the Protocol Driving Certificate.	X				Office Supervisor and Driver	March			15,000
	MICC	Training attendance records, feedback forms, and photos or documentation of the Agricultural Home Gardening Training and Team Building Exercise	1	Plan and organize Agricultural Home Gardening Training along as part with a Team Building Exercise.		X			Office Supervisor	May			50,000
	MICC	Scanned document files and a log or index showing the proper filing order (chronological or as specified).	1	Scan and organize documents, filing them in chronological order or any other specified order as required	X	X	X	X	Office Administrative Assistant	Ongoing			0



	MICC	Excel file containing the compiled list of submitted appraisals for each quarter, with accurate and up-to-date entries.	1	Compile an Excel list of submitted appraisals for each quarter, ensuring all details are accurately recorded	X	X	X	X	Office Assistant	Ongoing			0
	MICC	Set up of an Information Hub for Customer Information	1	Establish and install information hub for public information	X				Office Administrative Assistant				200,000
DECENTRALIZATION UNIT													
OBJECTIVE 1: Develop and support implementation of the relevant legislative frameworks, policies, and strategies in Decentralization	MICC	DWC Meeting minutes and Meeting Resolutions	4	Facilitate DWC meetings to advanced agreed decentralization objectives.	X	X	X	X	Intern Policy, SDO & MD	March, June, September & November			300,000
				Implement the DWC Resolutions	X	X	X	X					1,000,000



MINISTRY OF INTERNAL AFFAIRS

BUSINESS PLAN 2025

	MICC	Best Governance and Service delivery model developed	2	Organize collective travel for staff to learn from other countries through visits, workshops, and exchanges. This is to help develop a proposed model to support service delivery			X		DWC Members	September			3,000,000
	MICC	Drafting instructions document submitted to the Office of the Attorney General	1	Conduct in-house workshop to identify gaps in the Produce Cess Act (CAP 207) and Decentralization Act (CAP 230) and propose required amendments.		X			Intern Policy, SDO & MD	May			20,000
	MICC	Drafting instructions document submitted to the Office of the Attorney General	1	Conduct in-house workshop to identify gaps in the Decentralization Act (CAP 230) and propose required amendments.		X			Intern Policy, SDO & MD	May			20,000
	MICC	COM Decision	2	Draft COM paper for the Produce CESS Act (CAP 207) and Decentralization Act (CAP 230)		X			Intern Policy, SDO & MD	June			0
	MICC	A report listing the by-laws from each province	1	Collaborate with provinces to identify and document the by-laws of each province and developing a Bylaw Database	X				Intern Policy, SDO & MD	February			0



MINISTRY OF INTERNAL AFFAIRS

BUSINESS PLAN 2025

	MICC	Copies of draft by-laws	TBC	Assist provinces in developing and facilitating the creation of their by-laws.	X	X			Intern Policy, SDO & MD	April			0
	MICC	Copy of Decentralization Policy Paper	1	Develop Decentralization Policy Paper		X			Intern Policy, SDO & MD	June			1,000,000
OBJECTIVE 5: Improve service delivery and organisational capacity through timely planning, budget, reporting and administration of the Department	MICC	The Department's website is regularly updated with accurate content	100 %	Manage and update the Department's website, ensuring content is current and accessible	X	X	X	X	Intern Policy & SDO	Ongoing			0
	MICC	Feedback of the consultation documented	6	Conduct consultations with Provincial staff on the draft Staff regulations & Standing Order and Area Council Listing in the provinces.		X	X	X	Intern Policy, SDO & MD	Quarter 2-2 Provincial Consultation Quarter 3 – 2 Quarter 4-2	Ongoing		2,000,000
	MICC	Reports generated from the	3	Conduct performance audits of staff in the provinces to evaluate and		X	X	X	SDO & MD	Quarter 2 to Quarter 4	Ongoing		1,000,000



		audit and way forwards developed.		improve efficiency and effectiveness								
	MICC	New Project Proposal (NPP) developed and submitted for additional funding, with approval or feedback received	1	Develop a New Project Proposal (NPP) to request additional funding for new Department's initiatives.		X			SDO & MD	April		0
REGIONAL DEVELOPMENT PLANNING UNIT												
OBJECTIVE 3: Undertake capacity building & strengthening of human resource to improve service delivery, especially in the provinces and Area Councils	MICC	Training attendance records, completed evaluation forms, and updated Area Council Plans reflecting the training outcomes	1	Conduct refresher training sessions for Area Administrators on planning processes and the development of Area Council Plans		X			PDPO & SDPOs	May		2,000,000
		Confirmation and	1	Arrange overseas training for Provincial Planners and			X		PDPO	TBC		2,000,000



		completion of overseas training along with detailed report		the DLA Planning Team, with training details to be provided upon confirmation of the program								
OBJECTIVE 5: Improve service delivery and organisational capacity through timely planning, budget, reporting and administration of the Department	MICC	Updated Donor Directory and confirmation of distribution to Provinces and Area Councils	1	Meet with in-country donor partners to gather updated funding information, research online funding agencies, and update and share the Donor Directory with all Provinces and Area Councils	X				SDPOs	February		0
		Completion of revised Community Profiling template and successful digitization of data collection through the new app	90%	Revise the Community Profiling questions and template and digitize data collection using a new app developed in collaboration with VCAP2 and Gov4Res.	X	X			PDPO & SDPOs	February June		0
		Copies of reviewed		Review and update Provincial and Area Council		X			PDPO & SDPOs	June		0



		and updated Provincial and Area Council Business Plans		Business Plans mid-year to track progress and make necessary adjustments									
	MICC	Provincial Plans for Penama and Torba developed and endorsed by the respective Provincial Councils	2	Assist in developing the Provincial Plans for Penama and Torba, ensuring alignment with National Sustainable Development Plan (NSDP) and Area Council priorities	X	X			PDPO & SDPOs				0
	MICC	Number of project proposals successfully submitted and approved for funding by the end of 2025	6	Develop and submit project proposals to obtain funding for targeted community initiatives	X	X	X	X	PDPO & SDPOs	October			0
	MICC	Area Council land boundaries surveyed and	12	Work with the Survey team and Provincial Planners to survey Area Council land boundaries			X		PDPO & SDPOs	September			3,000,000



		documente d										
	MICC	Resolutions from the Area Administrators Forum documented, and action plans developed for implementation	1	Organize the Area Administrators Forum to facilitate discussion, training, and collaboration and come up with resolutions among Area Council administrator		X			PDPO & SDPOs	April		3,000,000
REGIONALISATION												
OBJECTIVE 1: Develop and support implementation of the relevant legislative frameworks, policies, and strategies in Decentralization	MICC	Regionalisation Policy developed and in place by the end of Q1	1	Support the development of the Regionalisation and Regional Planning Framework	X	X			PDPO & SDPOs	May		0
OBJECTIVE 3: Undertake capacity building & strengthening	MICC	Report of the training outcome and strategic	1	Capacity building for the DLA Planning team and Provincial Planners on Regionalisation to ensure they are better prepared to		X			PDPO	April		1,000,000



MINISTRY OF INTERNAL AFFAIRS

BUSINESS PLAN 2025

of human resource to improve service delivery, especially in the provinces and Area Councils		directions moving forward		plan and support regional development									
	MICC	Steps for declaring a Regional Hub developed, documented, and approved for implementation	1	Develop a step-by-step process for declaring a Regional Hub, including criteria, procedures, and approval requirements.	X				PDPO	March			0
	MICC	Percentage of proposed hub sites with completed data collection and mapping	6	Data collection and Mapping of the Proposed Hub Sites in preparation to the development of Regional Growth Plans			X		PDPO & SDPOs	September			1,000,000
	MICC	Checklist template created and used to track the	1	Create and use a checklist template to track the status of proposed Regional Hub sites.	X		X		PDPO	February July			0



		status of proposed Regional Hub sites.											
Projects													
												Total	12,000,000
FINANCE UNIT													
Reporting Activities													
OBJECTIVE 5: Improve service delivery and organisational capacity through timely planning, budget, reporting and administration of the Department	MICC	Copies of LPOs towards the LAs	1	Facilitate the payments on behalf of the LA’s contributions				X	SFOs	Last week of November			0
	MICC	Copies of LPOs (expenditure summary report) committed towards the workplans, assets, bills etc	1	Process payments for bills, workplans, NPPs, assets, etc.	X	X	X	X	SFOs	End of each month			2,200,000



MINISTRY OF INTERNAL AFFAIRS

BUSINESS PLAN 2025

	MICC	Financial report of Area Council's budget	1	Prepare the annual financial report detailing the use of Area Council budgets.				X	SFOs	Third week of November 2025			0
	MICC	Extracted live smart stream data / report on warrant balances.	12	Provide monthly updates on warrant balances for the cost centres to Director and all Heads of Sections.	X	X	X	X	SFOs	First week of each month			0
	MICC	Records of scanned copies	300	Scan LPOs and source documents for record-keeping and easy retrieval	X	X	X	X	SFOs	Last week of October 2025			2,500,000
Trainings/Capacity Building Activities													
	MICC	Attendance records, feedback forms, and a summary report of the training	3	Organize and deliver training on Procurement, Audit Management, Asset Management, and Filing.				X	PFO	July 2025			2,000,000
Audit Activities													
	MICC	Reports of Internal audits conducted.	30	Conduct surprise internal audits in the Provinces & Area Councils				X	SFOs	October			2,000,000



	MICC	Copy of system manual developed. NB. Compliance/ Financial Audit	2	Develop a System Manual for Compliance/Financial Audit				X	SFOs	October			0
	MICC	Copies of management letters issued to the CA firms & NAO	6	Assist the Accountants to draft responses and implement the measures recommended by the CA firms & NAO				X	PFO	October			0
	MICC	Lists of discrepancies addressed	1	Liaise with the MOIA internal Auditor and MFEM to improve DLA Finances				X	PFO	October			0
Budget Activities													
	MICC	VBMS reports of 2026 budget.	77	Input of 2026 recurrent estimates, budget narratives, supplementary budget and NPPs into VBMS.		X			PFO & SFOs	June			0
	MICC	Copies of LA's budget sign-off by the MOIA Minister	6	Facilitate LAs 2026 budget presentations before Minister's endorsement				X	PFO	3 rd Week of December			1,500,000
Project Activities													



	MICC	Copies of PO (Purchase Orders) committed towards these Projects.	3	Facilitate the procurement processes of these projects where necessary				X	PFO	November			0
	MICC	Project Financial Report presented to the Director/DG MoIA	4	Compile Project Financial Report and submit to the Director DLA and DG MoIA	X	X	X	X	PFO	Every end of Quarter			0
													10,200,000



4 HUMAN RESOURCE OPERATION PLAN

The table below reflects different aspects of Staffing within the Department of Local Authorities (DLA).

DLA has in its approved structure; 116 positions. We have a small number of staff working under the DLA Head Office in Port Vila whilst the rest occupy seconded positions in our Provincial Government Councils and the Area Councils.

Staffing	Total
Total staff in PSC approved structure	116
<i>Permanent</i>	102
<i>Probation</i>	11
<i>Contract</i>	2
<i>Daily Rated</i>	-
<i>Vacant</i>	23
Total staff in Acting Positions	1

Considering the staff statistics in the above table and with the list of officers that have resigned and those that currently under discipline through PSC, it is envisaged that this year, the Department might be looking at settling seven (7) staff severances. We have settled one in January 2025 but plan to settle the rest throughout the course of the year.

Retirement	Total
Severance to be paid during the year	7
Accrued leave estimate for retiring staff	0

These vacant positions will all be filled out this year 2025 upon the PSC's approval for commencement of recruitments.

The process of recruiting the Area Administrators will be complete in 2025. We hope to submit a supplementary budget to accommodate the recruitment of six (6) Provincial Treasurers as well.

Priority Vacant Posts in OPSC Approved Structure to be advertised	Position #	Scale	Salary	Allowances
Area Administrators (X5)		PS 4.1	1,195,500	275,836
Provincial Treasurer (X6)		PS 3.1	1,555,680	408,000



Key training to be delivered	Cost	Duration	Qty
Local Elected Leaders Training (LEL) Training of Trainers (TOT)	2 million Vatu	2 Weeks	11 Staff
Regional Planning Training on Concept Development	1.5 million Vatu	2 Weeks	15

Officers on scholarship	Name	Salary	Allowances	Area of scholarship
1	Jamesly Tavuti	953,250	266,146	Masters in urban Infrastructures



5 CASH FLOW FORECAST

The cash flow forecast for the Department in 2025 is detailed in this section of the Business Plan. This forecast specifically pertains to the DLA budget under management in Port Vila, as other funds allocated for Provinces and Area Councils have been transferred to the oversight of the respective SGs and Accountants in those provinces. The Vatu amounts listed below should represent total payroll by activity, meaning there's no need to enumerate individual COA.

Agencies	Activity Codes	Cost Centers/ Payroll	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total Budget
DLA	MICC	2403	1,887,315	1,258,210	1,258,210	1,258,210	1,258,210	1,258,210	1,258,210	1,887,315	1,258,210	1,258,210	1,258,210	1,258,210	16,356,729
		2404	1,198,694	799,129	799,129	799,129	799,129	799,129	799,129	1,198,694	799,129	799,129	799,129	799,129	10,388,678
		2405	1,151,486	767,657	767,657	767,657	767,657	767,657	767,657	1,151,486	767,657	767,657	767,657	767,657	9,979,542
		2407	646,537	431,025	431,025	431,025	431,025	431,025	431,025	646,537	431,025	431,025	431,025	431,025	5,603,324
	Total		4,884,031	3,256,021	3,256,021	3,256,021	3,256,021	3,256,021	3,256,021	4,884,032	3,256,021	3,256,021	3,256,021	3,256,021	42,328,273

The vatu amounts below should be expressed in vatu for all overheads by activity i.e., no need to list individual COA.

		Cost Centers/ Operatio ns													
Agencies	Activity Codes		Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total Budget
DLA	MICC	2403	20,000,000	2,256,102	2,256,102	2,256,102	2,256,102	2,256,102	2,256,102	2,256,102	2,256,102	2,256,102	2,256,102	2,256,102	44,817,122
		2404	10,000,000	1,378,182	1,378,182	1,378,182	1,378,182	1,378,182	1,378,182	1,378,182	1,378,182	1,378,182	1,378,182	1,378,182	25,160,002
		2405	3,500,000	1,073,182	1,073,182	1,073,182	1,073,182	1,073,182	1,073,182	1,073,182	1,073,182	1,073,182	1,073,182	1,073,182	15,305,002
		2407	25,000,000	2,524,081	2,524,081	2,524,081	2,524,081	2,524,081	2,524,081	2,524,081	2,524,081	2,524,081	2,524,081	2,524,081	52,764,891
	Total		58,500,000	7,231,547	7,231,547	7,231,547	7,231,547	7,231,547	7,231,547	7,231,547	7,231,547	7,231,547	7,231,547	7,231,547	138,047,017



6 PROCUREMENT PLAN

There are no major procurement plans for 2025 at this time. However, if a need does arise, the business plan will be evaluated in June 2025, and any necessary procurement will be included in the updated version.

Ministry	Simple Procurement 2025																		
	Planning										Preparation						Execution		
	Fund	Dept.	Prog	Activity	Cost Centre	Description of Purchase	Contract Type	Procurement Type	Procurement Value	Cash Flow Endorsed By DG	Specification	Tender Documents	Draft	Advertise	Advertise	Proposals Evaluation	Recommendation to DG	Notification of Award /	End Date of
2	240		MIC C	2403	1. New Farea Building-8EBN 2. Equipment- Photocopier etc-8EEA 3. Traveling's- 8CTL 4. Building repair & Maintenance-8CRB 5. Incidentals-8COI		Low Val-CAT A	1. 4,000,000 2. 3,000,000 3. 5,000,000 4. 9,000,000 5. 4,000,000	Direct or		RFQ	Dir	May	June	June	July	Augst	Sept	
2	240		MIC C	2404	1. Traveling's – 8CTL 2. Building Materials-8CMG 3. Consultant Fee-8CEC 4. Incidentals-8COI		Low Val-CAT A	1. 3,000,000 2. 2,000,000 3. 2,000,000 4. 3,000,000	Direct or		RFQ	Dir	May	End of June	June		July	Aug	Sept



MINISTRY OF INTERNAL AFFAIRS

BUSINESS PLAN 2025

2	240		MIC C	2405	1. Traveling's- 8CTL 2. Equipment- 8EEA 3. Incidentals- 8COI		Low Val- CAT A	1. 3,000,000 2. 2,500,000 3. 3,000,000	Direct or		RFQ	Di R	J u n e	Ju ly	Jun e	July	J u l y	Jul	Se pt
2	240		MIC C	2407	1. Traveling's- 8CTL 2. Building Materials- 8CMG 3. Incidentals- 8COI		Low Val- CAT A	1. 3,500,000 2. 4,000,000 3. 1,500,000	Direct or		RFQ	Di r	M a y	Ju ne	Jun e	Jul	J u l y	Jul	Au g



DEPARTMENT OF URBAN AFFAIRS AND PLANNING

2025 BUSINESS PLAN





1. EXECUTIVE SUMMARY

Since the Department's establishment in 2021, the Department of Urban Affairs and Planning (DUAP) has undertaken continuous efforts to refine its policies and strengthen the effective management of its existing resources. This year 2025, the department anticipates furthering the enforcement of relevant Acts and regulations under its mandate. The Municipalities Act, CAP 126, on the other hand entrusts DUAP with the oversight of Municipal management and administration. Additionally, the department is required to provide advisory services to municipalities and other local authorities regarding adherence to the Physical Planning Act (CAP193) and the Foreshore Development Act (CAP90).

There are only three operational units within the department structure, including the three Municipalities. Each unit under the Department of Urban Affairs and Planning is responsible for the smooth operation of the Department.

The DUAP Corporate Services unit (CSU) provides technical advice and assistance to the Ministry of Internal Affairs and the three (3) municipalities in development planning, financial operations and management, procurement, audit and reporting in order to ensure that the NSDP aspirations are achieved in the urban areas. The Department also focuses on improving the legislative frameworks, policies, guidelines, and investments in the urban sector, including improvement on regulating Foreshore developments.

Furthermore, the Urban Planning Unit is responsible for developing all urban planning policies, urban strategies, urban designs, and directing the effective implementation of these policies in all urban centres throughout Vanuatu. Housing and especially informal settlements are a major urban issue, which requires attention in order to ensure security and safety of Ni-Vanuatu, particularly those living within or close to an urban area. This unit will focus on strengthening the legal and policy frameworks needed to ensure planning in urban areas is undertaken in a coordinated manner and better managed by enforcing the Physical Planning Act CAP. 193.

The Foreshore Development unit is responsible for the management and implementation of the Foreshore Development Act CAP.90 in order to better regulate developments on foreshore areas around Vanuatu.

Moreover, this year 2025 the Department's main focus is on improving revenue incentives, promoting ICT initiatives and development of conducive policies, guidelines, frameworks and legislative amendments to elevate urban planning and management controls. This aims to create a smart overarching urban planning strategy that will be a road map to guide development and support the growth of the municipalities and declared Physical Planning Areas (PPA) around Vanuatu.



Vision & Mission

Vision

"To achieve stable, sustainable, and prosperous urban and foreshore development in Vanuatu."

Mission

"To develop conducive policies, legislations, planning frameworks and provide administrative and technical support, for the development and growth of urban and foreshore development that achieves vibrant, inclusive, resilient, adaptive, and high-quality services and environment for all."

Department Objectives

 The Department aims to:

Objective	Description
Urban Planning & Management	Provide technical advice and assistance to the three (3) municipalities on urban planning, administration, operations, and financial management.
Legislation & Policy Development	Develop and direct new legislative policies to improve urban planning, housing, informal settlements, and foreshore control.
Physical Planning Act Implementation	Oversee the effective implementation of the Physical Planning Act (CAP 193) within declared Physical Planning Areas (PPA) and future townships.
Foreshore Development Regulation	Manage and implement the Foreshore Development Act (CAP 90) to regulate foreshore developments in Vanuatu.
Capacity Building & Administration	Strengthen staff capacity and improve administrative functions to enhance service delivery.

2 SUMMARY OF 2025 ACTIONS TO DELIVER BUSINESS PLAN

1. Ensure Municipalities and urban centers provides decentralized services to the people for their well-being, livelihoods and also the safety of the people residing and investing within its jurisdiction.

Indirectly, the department plays an important role to ensure decentralization of services is demonstrated within all urban centres and Municipalities. Firstly, by amending the Municipalities Act CAP126, the department will work in collaboration with the Municipalities, Office of Attorney General and the Compliance Manager under the Ministry of Internal Affairs to prepare drafting instructions for the propose amendments. While at the same, the office of the Director plays the role to oversees and make reports to the office of Director General (MOIA) in relation to the Administration and Management of the Municipalities. Adminstrating performance is also done by issuing of memos and instructions to the Town Clerks to provide reports on time, provide feedbacks on all the reports, assist Lenakel Town Municipal Council by providing technical advice on revenue



initiatives and beautification plan and also assess staff appraisals (DUAP staff seconded to the Municipalities).

Further to that, the department will also assist the Municipal councils. Support social and economic development of municipalities, and assist in review and create new by-laws, create a recovery plan for the Municipalities during the event of disaster in partnership with other stakeholders and donor partners by arranging of exchange programs, signing sister city agreements, and negotiate with donor partners for new projects to support the Municipal Councils.

2. Improve administration and financial management of the Department and the Municipalities.

As part of the department responsibility to the Municipalities, it has to review and assist in improving Municipalities financial reports and make recommendations to the office of the Director General, facilitating audit submissions to the Office of Auditor General (OAG), facilitate review of draft audits, facilitate payment of audit to auditors, prepare audit plan to the office of the director, conduct surprise audits and also provide 2025 financial budget.

Similarly, ensure to undertake the restructure of the Department by review the department structure, review the job descriptions, obtain approval from PSC, Advertisement of the positions, prepare interviews, conduct inductions and prepare salary authorisations form to the Finance Department. While at the same time, the department filing system will also be accessible to the Department of Local Authorities and the Corporate Service Unit under the Ministry of Internal Affairs in 2025 using an external file server that connects every staff to have easy access when retrieving files



3. The Department of Urban Affairs and Planning provides decentralized services to the people of Vanuatu, especially in the urban areas for the well-being, protection of livelihoods and safety of our nation.

The Urban Planning Unit (UPU) main focus this year 2025 is to effectively implement the Physical Planning Act CAP193 new amendment of 2021 and develop new urban planning policies that will improve controlling and management of urban planning and urban matters. The unit will organize consultations for declaring new Physical Planning Areas (PPA) and creation of new mini townships, targeting at least 2 new PPAs and establish SMART City. As part of improving decentralization services within the urban centres, the unit will develop Zoning and Development control plans for Saratamata Physical Planning Area and finalize for Sola and Rovo Bay Development Control Plans Document.

Also, the unit will provide assistance to Port Vila city council to completed its draft Zoning plan. Further to that, new policies will be formulated that includes; developing of Housing and Settlement policy, urban planning guidelines and also commence with discussions on a new urban planning policy road map. In relation to the development of the new policies, there will be consultation and formation of some steering committee which the Department will certainly work in partnership with some government departments, other stakeholders, Municipalities, communities, office of Attorney General, donor partners and other relevant organization.

Furthermore, the unit of Urban Planning will work on developing an e-planning tool and produce maps to help with the planning matters.

Another important role of the unit is to facilitate and coordinate urban projects which currently includes; Greater Port Vila Urban Resilient Project for 3 Evacuation centres funded by Asian Development Bank (ADB), Luganville Water and Sanitation Project Funded by ADB, and Port Vila Greening Master Plan.

4. The Foreshore Development Unit is responsible to manage and implement the Foreshore Development Act CAP.90 in order to better regulate developments on foreshore areas around Vanuatu.

The Foreshore Development Unit's priority objective for this year 2025 is to strengthen enforcement of CAP 90 that includes; conducting community consultations, conduct public awareness through social media, conduct site inspections on foreshore developments, penalise developers for unlawful practices and ensure all foreshore development applications is assess by the technical officers through the Foreshore Advisory committee (FAC) meetings. Furthermore, works on updating the Foreshore Application data is undergoing with plans to have an ICT system in place to update all Foreshore Developments in Vanuatu.



The Foreshore Unit also have plans to improve its policies, that includes identifying caps in the current legislation (CAP 90), developing guidelines for Foreshore Development, and prepare new Foreshore regulations to support proper enforcement of the legislation.

In short, the department's main priorities for this year 2025 is as follows:

- 1) Strengthen Municipalities administration and management;
- 2) Improve Municipalities Financial management;
- 3) Effective filling system where every staff have easy access when retrieving files.
- 4) Effectively implement the Physical Planning Act by declaring new Physical Planning Areas and creation of mini townships;
- 5) Work in collaboration with responsible Local Authority to develop the zoning and development plans for Saratamata. Also, finalize the Sola and Rovo Bay Zoning Document
- 6) Develop new Urban Planning Policies including Housing and Settlement policy;
- 7) Ensure good partnerships with donor partners is maintain while at the same effectively manage all-urban funded projects;
- 8) Provide interactive ICT based systems for improved administration
- 9) Effectively enforce the Foreshore Development Act to control and manage Foreshore;
- 10) Improve information dissemination on Foreshore Development through public awareness and social media;
- 11) Work in collaboration with the Ministry Cooperate Service Unit and the Office of Public Service Commission to ensure the department structure is fully implemented this year 2025.

The department has pride in what it does and so expect to deliver the services as required. Despite any circumstance, each Municipality and the department units will always work together to achieve these priorities for the Department, the Ministry and the country as a whole.



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Date: 15th May, 2025

Mr Jeffery KAITIP Acting

Director, DUAP



3. 2025 PROGRAM BUDGET NARRATIVES (BUDGET BOOK 3)

program MIAB: urban and municipalities services

Program Costs 195,759,367

Mandate Statement

The Department of Urban Affairs and Planning (DUAP) is working continuously to develop its policies to strengthen and ensure proper management of its current resources. This year, the Department anticipated further progress on the enforcement of the relevant Acts and regulations managed under the responsibility of the Department. The Department is mandated under the Municipalities Act CAP.126 to oversee the management and the administration of the Municipalities. It is also required to provide advice to the Municipalities and other Local Authorities to adhere to the Physical Planning Act (CAP.193) and the Foreshore Development Act (CAP.90).

As annually reported, there are three units under the Department; the Administration Unit, the Urban Planning Unit, and the Foreshore Development Unit. The 2025 budget is comprised of three activities; the Urban Planning and Development, the Foreshore Development and Grants to Municipalities.

The DUAP Corporate Services unit (CSU) provides technical advice and assistance to the Ministry of Internal Affairs and the three (3) municipalities in development planning, financial operations and management, procurement, audit and reporting in order to ensure that the NSDP aspirations are achieved in the urban areas. The Department also focuses on improving the legislative framework, policies, guidelines and investments in the urban sector, including improvement on regulating Foreshore developments.

The Urban Planning Unit is responsible for developing all urban planning policies, urban strategies, urban designs and direct the effective implementation of these policies in all urban centres throughout Vanuatu. Housing and especially informal settlements are a major urban issue, which requires attention in order to ensure security and safety of Ni-Vanuatu living within or close to an urban area.

The Foreshore Development Unit is responsible for the management and implementation of the Foreshore Development Act CAP.90 in order to better regulate developments on foreshore areas around Vanuatu.

Moreover, this year 2025 the Department's main focus is on urban matters and improving urban planning and management controls. This aim is to create smart overarching urban planning policy that will be a road map guiding development and supporting the growth of the municipalities and also the declared Physical Planning Areas (PPA) and creation of mini townships around Vanuatu.



The Department anticipated to work with this vision and mission until 2026. The Department's mission will target the current three (3) declared Municipalities of Port Vila, Luganville and Lenakel and new urban centres once declared in the future. As previously mentioned, the Department will administer the Foreshore Development Act (CAP.90). It will also provide oversight on the enforcement of the Municipalities Act (CAP.126) to all Municipalities, the Physical Planning Act (CAP.193) and new planning legislations planned to be developed.

The DUAP is working towards achieving its strategic objectives incorporated in the MOIA Corporate Plan 2022-2026.

1. To provide technical advice and assistance to the Ministry of Internal Affairs and the three (3) municipalities in development planning, financial operations and management, procurement, legislation, policy, audit and reporting;
2. To develop and support the applications of the planning and foreshore legislation, policies and strategies;
3. To enable partnerships for urban centers development (provincial, municipal & mini township);
4. Support sustainable foreshore development outcomes;
5. Provide interactive ICT based systems for improved administration;
6. To provide a strong efficient and effective Department administration, restructure, human resource capacity and management, business planning, reporting and monitoring and evaluation.

The DUAP will continue to focus on the improvement of the current planning, policies, legislations and operations and administrations of the municipalities to enable these local authorities to be more autonomous into the future and ensure institutional strengthening for both the department and Municipalities.

Adhering to proper planning and reporting guidelines, the 2025 budget development is guided by the following important documents; the 2025 Business plan, the Ministry of Internal Affairs Corporate Plan 2022-2026, the Nasara Sector Strategy 2022-2026 and the Vanuatu's National Sustainable Development Plan 2015-2030.

DUAP's budget is structured to ensure that the Department resources are clearly linked with its service targets while also the grants to the municipalities, especially Luganville and Lenakel are linked to clear service targets and projects that transform the municipalities. Through this structure, there is better visibility over government's resources, reporting and audit can be easily managed. In addition, this structure should allow for greater visibility of government's resources into decentralization in municipal or urban areas.



Activity MIBA: Urban Planning and Development

Activity Cost **46,109,288**

Administration & Corporate Services Unit

This unit provides technical advice and assistance to the Ministry of Internal Affairs and the three

(3) municipalities in development planning, financial operations and management, procurement, audit and reporting in order to ensure that the NSDP aspirations are achieved in the urban areas.

Objectives

1. To provide technical advice and assistance to the Ministry of Internal Affairs and the three (3) municipalities in development planning, financial operations and management, procurement, audit and reporting;
2. To support the reviews and amendments of legislation, policies and strategies under the DUAP jurisdiction;
3. To support institutional strengthening through partnership with partners and other government line agencies;
4. Provide interactive ICT based systems for improved administration;
5. To provide a strong efficient and effective Department administration, restructures, human resource capacity and management, business planning, reporting and monitoring and evaluation.

Means of Service Delivery

- 1.1 Support the municipalities in their annual audits including develop strategies to address weaknesses identified;
- 1.2 Coordinate development of Standard Operating Procedures and Business Continuity Plan;
- 2.1 Coordinate research and development of policies, strategies, legislation or amendments to legislation under the mandate of the department to support enhance the functions of Municipalities, development in urban areas, declared physical planning areas and foreshore areas;
- 3.1 Develop new partnership arrangements including investment & donor projects to support the growth and manage issues in the urban areas and foreshore development;
- 4.1 Use ICT systems to integrate administration, planning and foreshore data in “real time;”
- 4.2 Recruit, train and coordinate training and equip personnel in the Department and the three
(3) Municipalities using ICT based strategies and data bases in order to enable improvement in service delivery in municipalities;
- 5.1 Develop and support business plan, quarterly, six-monthly and annual reports annually;
- 5.2 Ensure office is operational with restructure and skilled officers to improve service delivery, Department’s budget, and expenditure is effectively managed to ensure all



planned activities are undertaken;

5.3 Support Municipalities in decentralization to enable services to be better delivered and managed at the ward level.

Performance Measurement (Service Targets)

#	Description	Quantity	Unit of Measure
1.1.1	Municipal internal Audit undertaken	1	Internal Audit report
1.2.1	Developed standard operating procedure for business continuity plan	1	Number of standard operating procedures
2.1.1	Legislation under DUAP jurisdiction reviewed, amended, and submitted for approval by Parliament; 1. CAP 126 2. Foreshore Act (CAP 90)	2	Number of laws or Regs reviewed and amended
3.1.1	Initiate and implement urban infrastructure projects financed through recurrent funding	2	Number of projects implemented in urban
3.1.2	Development projects financed through donor funding are supported	2	Project Reports in Annual Report
4.2.1	Attend Training Sessions for staff and sector stakeholders	2	Training sessions report
5.1.1	Effective operation and management of DUAP Office reported in Quarterly Report (Q1 Q3)	2	Quarterly Reports produced
5.1.2	Produce reports on time as per Government reporting cycle; DUAP Half Yearly x 1 and Annual Report x 1 supported by ICT based verifiable data	2	Number of reports per Gov. cycle
5.2.1	Effective management of DUAP and Project budgets and expenditures to ensure planned activities are implemented	12	Monthly financial reports produced
5.2.2	Undertaken restructuring of the department	1	Restructure submission
5.3.1	Complete Recruitment under the current DUAP structure	2	Number of Staffs/Interns recruited
5.3.2	Approved Annual Business Plan with budget estimates	1	Annual Business Plan and proposed budget

Activity MIBA: Urban Planning and Development

Activity Cost **46,109,288**

Urban Planning Unit

This Unit will focus on strengthening the legal and policy frameworks needed to ensure planning in urban areas is undertaken in a coordinated manner and better managed.

The staff of the Unit will undergo intensive training support to enable the capacities to be built within the Department in order to drive future urban policies and directions. The



capacity building will be complimented by the current urban development projects, especially the Greater Port Vila Urban Resilient Project and Luganville Water and Sanitation Project.

Objectives

1. To develop all urban planning policies, urban strategies and urban designs;
2. To direct the effective implementation of these policies in all urban centers throughout Vanuatu;
3. To develop legislative & policy frameworks for housing developments and informal settlements;
4. To promote security and safety of Ni-Vanuatu especially for those migrating from rural areas into urban areas;
5. Enhance staff capacity;
6. Improved coordination of declared Physical Planning Areas in collaboration with the Decentralization policy and strengthen the implementation of planning practices to achieve prosperous urban centers throughout Vanuatu;
7. To progress expansion of current Municipalities boundary (Port Vila & Luganville);
8. Provide interactive ICT based systems for improved decision making.

Means of Service Delivery

- 1.1 Regulate new planning policies, regulations and planning standards to improve planning practices within the Declared Physical Planning Areas.
- 2.1 Implement current legislation and undertake reviews to modernize the legislative framework to support urban planning
- 3.1 Disseminate quality and quantity information on new Planning Policies through workshops, meetings and social media
- 4.1 Establish new Physical Planning Areas and extend existing declared Physical Planning Areas, and creation of mini townships
- 5.1 Build the capacity of urban planning staff through training to perform the required planning roles and responsibilities as expected from the Department
- 6.1 Assist with development of new Zoning and Development Control Plan for Declared Physical Planning Area
- 6.2 Contract qualified and experienced consultants to perform the technical roles required from the agency
- 7.1 Expansion of Port Vila City boundary and Luganville Municipality boundaries
- 8.1 Develop an e-Planning database

Performance Measurement (Service Targets)



#	Description	Quantity	Unit of Measure
1.1.1	Finalize new Planning Policy, housing policy, Regulations and Planning Guidelines	3	Number of new planning policies created
2.1.1	Review and amend current legislation	1	Number of reviewed legislations
3.1.1	Conduct public consultation and awareness throughout the country on planning guidelines	2	Number of public consultations and awareness meetings
4.1.1	Establishment of new Physical Planning Areas and mini townships	2	Number of new declared Physical Planning
5.1.1	Attend Training Sessions for staff and sector stakeholders	2	Training sessions report
6.1.1	Zoning and development control plan for an identified physical planning area	2	Publish zoning development control plan
6.2.1	Contract Technical Advisor to support urban and housing policies	1	TA appointed
7.1.1	Expansion of Urban Planning Areas: Port Vila City boundary and Luganville boundary	2	Complete expansion
7.1.2	Seek additional funding to support Municipalities and/or urban planning projects	1	Number of NPPs and GIPs submitted
8.1.1	Develop an e-Planning database	1	e-Planning database used

Activity MIBB: Foreshore Development

Activity Cost 13,493,076

Foreshore Development Unit

The Foreshore Development Unit is responsible to manage and implement the Foreshore Development Act (CAP 90) in order to better regulate developments on foreshore areas around Vanuatu.

Objectives

1. To administer and enforce the Foreshore Development Act by developing new guidelines;
2. To review and make improvements and inform stakeholders on existing legislative framework;
3. To provide secretariat support to the Foreshore Advisory Committee;
4. To strengthen enforcement and the capacity of the Foreshore Development Unit;
5. To ramp up the collection of revenue through foreshore development and enforcement of the Foreshore Act



Means of service delivery

- 1.1 Identify and undertake review of the current foreshore legislation to improve the implementation of the Act in order to achieve better Foreshore Development outcomes;
- 2.1 Disseminate information on foreshore legislation, penalties and fees through media platform to enable public to be better informed or requirements of foreshore development;
- 3.1 Support secretariat to meet regularly (up to 6 times per year);
- 4.1 Undertake joint site inspection with other stakeholders to enforce foreshore legislation;
- 4.2 Improve monitoring & enforcement through Spot Fines of Foreshore Development on Efate, Sanma and other approved islands;
3. Support Secretariat to meet regularly (up to 6 times per year);
- 4.3 Update and apply ICT based record keeping practices for foreshore development applications;
- 4.4 Train Foreshore Development officers in the Foreshore legislation and enforcement requirements;
- 5.1 Improve foreshore revenue collections.

Performance Measurement (Service Targets)

#	Description	Quantity	Unit of Measure
1.1.1	Foreshore Guidelines developed	1	Foreshore Guidelines
1.1.2	Foreshore Development Act (CAP 90) review, amended, and implemented	1	No. of Act amended and implemented
2.1.1	Public and Communities and stakeholders are better informed of the foreshore development requirements.	3	Number of foreshore awareness sessions
3.1.1	Conduct Foreshore Advisory Committee Meetings (6 per annum) as per Foreshore Act	6	Quantity of advisory committee meeting
4.1.1	Joint inspections under foreshore enforcement	8	Number of inspections
4.2.1	All foreshore developers operate within the law and offenders prosecuted;	2	Number of Prosecuted offenders
4.3.1	ICT Based record keeping practices implemented	1	Foreshore database in use



4.4.1	Enforce Foreshore Development Monitoring Implementation Plans	1	Number of plans implemented
5.1.1	Collect 50% of foreshore revenue target	50%	Revenue target met
5.1.2	Seek additional funding to support foreshore projects	1	Number of NPPs and GIPs submitted

Activity MIBC: Grants to Municipalities

Activity Cost 121,963,664

Grants to Municipalities

Grants provided to Luganville Municipal Council and Lenakel Town Municipal Council in 2025 are to subsidize operations and administration of the two municipalities in order to deliver services to tax payers and public. Funds under this activity are inclusive of Councilor's salaries and Constituency Allowances, and Town Clerks, Deputy Town Clerks, Accountants, Planners and interns seconded to all three municipalities. Usually, Port Vila City Council does not receive any operational grant except government funds for councilors' salaries and constituency allowances.

However, the Department will continue to provide assistance to all three Municipalities this year. The DUAP is planning on seeking extra funding through NPPs to seek additional funding from donor partners for their development projects to assist all three municipalities with their development priorities.

Objectives

1. To improve administration and financial management of the municipalities,
2. To ensure that social and economic development of the municipalities are properly planned and well-coordinated during implementation phases;
3. To update by-laws and urban policies in municipalities achieve better outcomes for the urban tax payers and public;
4. To support institutional strengthening and improved governance practice in Municipalities.

Means of Service Delivery

- 1.1 Support effective and efficient operations, financial management and administration of municipal councils;
- 1.2 Provide high quality financial management control, reporting, and budget development for the municipal councils;
- 2.1 Provide support for Municipal Council sittings as stipulated in the Municipalities Act with Minutes and Resolutions/Actions Arising;



- 2.2 Oversee implementation of urban planning for all urban development;
- 3.1 Develop urban policies to sustain their operation and lifespan;
- 3.2 Collect fees and taxes as per legislation & Regulations;
- 4.1 Promote and support investments at the municipalities to enable improvement to services and businesses;
- 5.1 Enhance the functions of the Municipalities detailed in CAP 126;
- 5.2 Promote staff and councilors capacity building.

Performance Measurement (Service Targets)

#	Description	Quantity	Unit of Measure
1.1.1	Update Municipalities regulations; Municipalities financial regulation & Staff regulation	1	Gazettal of regulation
1.2.1	External and internal audit conducted	3	Number of audits
2.1.1	Municipal Quarterly reports to be submitted to DUAP Administration Unit – 3 Municipalities x 2 reports	6	Number of monthly reports produced
2.2.1	Develop Early Recovery Action Plan	1	Documentation produced
3.1.1	Update and implement by-laws of the Municipalities – 1 per Municipality	2	Number of new by-laws and revisions made
3.1.2	Review of Municipalities Act (CAP 126)	1	Number of reviews
3.2.1	Revenue Report	1	Annual Report
4.1.1	Support & report on progress of urban infrastructure projects	4	Number of project reports implemented
4.2.1	Initiate / Coordinate trainings for Municipalities staffs and Councilors	2	Number of trainings conducted



4 . PROGRAM / ACTIVITY M&E FRAMEWORK

MO4	Ministry	Ministry of Internal Affairs										
700	Department	Department of Urban Affairs and Planning								Operational Report: Q1-Q4, 2025		Linkages to NSDP
Program	Activity	Performance Indicator	Target	Action(s)	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks	
Corporate Service & Administration Unit												
MIAB	1. To provide technical advice and assistance to the Ministry of Internal Affairs and the three (3) municipalities in development planning, financial operations and management, procurement, audit and reporting;	1.1 Research and develop policies, strategies, legislation or amendments to legislations under the mandate of the department to support development in urban areas, declared physical planning areas and foreshore areas.	2	1.1.1 Legislative review CAP 90 (New Amendment)	X	X	X	X	Director		Possibility of delay from OAG for gazettal	SOC 6.4 SOC 6.5
				1.1.2 Consultation with stakeholders	X	X	X					
				1.1.3 Facilitate drafting instructions, facilitate submissions of legislation (CAP 90) to OAG and draft of COM Paper.	X	X	X					
				1.1.4 Legislative COM Paper for CAP 126	X	X						
				1.1.5 Review and facilitate submission of legislation (Amendment of CAP 126) to the OAG			X					



				1.2.1 Facilitate municipality audit submission to the National Audit Office (NAO)	X	X						
			1	1.2.2 Facilitate review of draft audits	X	X						
				1.2.3 Facilitate payment of audit to auditors	X	X						
		1.2 Support the municipalities in their annual audits including develop strategies to address weakness identified		1.2.4 Prepare audit Plan to office of Director	X	X				SFPO		
				1.2.5 Raise LPOs for logistics payment	X	X						
			1	1.2.6 Conduct surprise audit		X			X			
				1.2.7 Provide report and feedback to the office of the Director and Municipality	X	X						
		1.3 Develop and support business plan, quarterly, six-monthly and annual reports		1.3.1 Seniors and Managers to prepare and submit monthly, quarterly and six-monthly report to the office of the director	X	X	X	X		Director, AO, SFPO		
			1	1.3.2 Submission of reports to Senior Executives and office of the Director General	X	X	X	X				



				1.3.3 Conduct review meeting for Business Plan 2025		X	X					
				1.3.4 Develop draft Business Plan for 2026		X	X					
				1.3.5 Develop budget 2026		X						
				1.3.6 Enter budget 2026 to VBMS		X						
				1.3.7 Attend DCO and MBC meetings for budget discussions			X					
				1.3.8 Assist office of the Director General, linkage with EA and SA on budget 2026 appropriations				X				
				1.3.9 Finalisation of 2026 Business Plan				X				
				1.3.10 Submission for staff incrementsk								
		1.4 Recruit, train, and coordinate training and equip personnel in the Department and the three (3) Municipalities in order to enable	2	1.4.1 Conduct inductions for Town Clerk LMC,	X	X						
				1.4.2 Conduct training on GIP proposal	X							
				1.4.3 Conduct PVCC Councillor's inductions	X	X						



		improvement in service delivery in municipalities.										
		1.5 Effective operation and management of DUAP Office reported in Quarterly Report (Q1, Q3)	2	1.5.1 Oversee the day-to-day operations for all units	X	X	X	X	Director, AO			
		1.6 Produce DUAP half yearly report x1 supported by ICT based verifiable data	100%	1.6.1 Preparation and submission of report to the office of the Director		X		X				
				1.6.2 Submission to the office of the DG		X		X				
MIAB	2. To enable partnerships for urban centers development (provincial, municipal & mini township)	2.1 Develop new partnership arrangements including investment & donor projects to support the growth and manage issues in the urban areas and foreshore development	3	2.1.1 Provide technical assistance to development Project partners/stakeholders and Municipalities	X	X	X	X	Director, PUPO, SFDO			SOC 6.4
		2.2 Support Municipalities in decentralization	12	2.1.2 Provide timely reminder to Town	X	X	X	X	Director, AO		Municipalities are required to submit monthly	



		to enable services to be better delivered and managed at the ward level		Clerks for submission of monthly reports							reports to the office of the Director	
MIAB	3. Institutional strengthening	3.1 Undertaking restructuring of the department		3.1 Review of the Department's structure			X	X	Director, AO, SFPO		Advertisement will only happen after activities 3.1 to 3.3 is complete	ENV 2.2
				3.2 Review of job descriptions			X	X				
				3.3 Seek approval from PSC			X	X				
				3.4 Advertise positions	X							
MIAB	4. Provide interactive ICT based systems for improved administration	4.1 Use ICT systems to integrate administration and planning data in "real time" / Provide guaranteed and cost-effective options to improve office work flow	4	4..1.1 Integrate current e-filing system	X	X	X	X	Director, AO		Liaise with OGCI	SOC 6.4, ECO 2.9
				4.1.2 e-Planning Tool	X	X	X	X	Director, SGISO			
				4.1.3 Update and maintain DUAP website	X	X	X	X	SFDO, SGISO			
				4.1.4 Foreshore unit database	X	X	X	X	Director, SFEO			
MIAB	5. To provide a strong efficient and effective Department administration, restructures,	5.1 Ensure office is operational with restructure and skilled officers to improve	5	5.1.1 Prepare and submit financial visa(s) to MFEM for recruitment	X				Director, SFPO, AO			SOC 6.6
				5.1.2 Assist HRM MOIA to obtain	X							



	human resource capacity and management, business planning, reporting and monitoring and evaluation.	service delivery, Department's budget and expenditure is effectively managed to ensure all planned activities are undertaken		approval for advertisement to PSC								
				5.1.3 Advertisement of position and begin recruitment process/ selections	X	X						
				5.1.4 Conduct inductions	X	X						
				5.1.5 Prepare and submit salary authorization form to MFEM	X	X						
				5.1.6 Procure office equipment for new staff	X	X						
				5.1.7 Procure replacement of office equipment for staff	X	X	X	X				
	5.2 Vehicle Maintenance	4	5.2.1 Regular servicing of office vehicle, road worthiness	X	X	X	X	Driver/ Messenger, SFPO				
			5.2.2 Assist with administration and finance units	X	X	X	X	Driver/ Messenger, SFPO, AO				
	5.3 Provide Detail Plan	1	5.3.1 Office landscaping and MOIA beautification		X	X	X	SFPO, SFDO, AO, SUPO, UPO		Linked to PVUGMP Implementation	SOC 6.4	
	5.4 Prepare NPP	1	5.4.1Expansion of office space				X	Director, PUPO, SHSO		Expansion of building behind project office	SOC 6.4	
			5.4.2 Liaise with supply to provide quotation for	X	X	X	X	SFPO, AO				



				department new uniform								
Government 100 Days Plan	6. To enhance public safety, optimize government office locations, and ensure continuity of essential services.	6.1 Create safer urban spaces, eliminate hazardous structures, and boost community morale by fostering a secure environment		6.1,1 Assess buildings for structural safety and prioritize risks.	X	X			Director, UPU, ROT			SOC 6.4, SOC 6.5, SOC 6.6, ENV 3.3
				6.1.2 Develop a demolition plan with safety protocols and community notifications	X	X			Director, UPU, ROT			
				6.1.3 Hire certified contractors and execute demolition safely	X	X			Director, UPU, ROT			
				6.1.4 Conduct post-demolition inspections for hazardous materials and assess community impact	X	X			Director, UPU, ROT			
		6.2 Identifying and securing state-owned land in collaboration with VNPF to strategically relocate government offices,		6.2.1 Engage VNPF funding for construction of New Government Offices	X	X			Director, SGISO, FDO			
				6. 2.1 Present land options to VNPF and secure funding	X	X			Director, SGISO, FDO			



		improving accessibility and operational efficiency											
Municipalities													
MIBC	6. To improve administration and financial management of the municipalities	6.1 Support effective and efficient operations, financial management and administration of municipal councils	12	6.1.1 Provide reminders to all Municipalities for submission of reports	X	X	X	X	Director, SFPO, AO				SOC 6.4, SOC 6.5
				6.1.2 Review of monthly, quarterly, annual Municipalities reports		X		X					
				6.1.3 Provide feedback to Municipalities on reports		X		X					
				6.1.4 Review financial regulation and staff regulation	X	X	X	X					
				6.1.5 Assist LMC and LTMC to review financial regulation and procedures	X	X	X	X					
	6.2 Provide high quality financial management control, reporting, and		1	6.2.1 Provide technical advice to councils on revenue improvement plan and initiatives		X			Director, SFPO				



		budget development for the municipal councils		6.2.2 Provide technical advice and support to LTMC on revenue initiatives and beautification plan	X	X			SFPO, Urban Planning Unit			SOC 6.4
MIBC	7. Support social and economic development of municipalities are well coordinated and properly planned	7.1 Oversee implementation of urban planning for all urban development	5	7.1.1 Provide technical assistance to Municipality projects	X	X	X	X	Director, SFPO, Urban Planning Unit, Foreshore Unit			SOC 6.1
		7.2 Seek additional funding to support Municipality projects	1	7.2.1 Preparation and submission of GIP to DSSPAC	X	X	X	X				
MIBC	8. Review and create new by-laws in the Municipalities to achieve better outcomes for the urban tax payers and public	8.1 Promote and support investments at the Municipalities to enable improvement services and businesses	3	8.1.1 Review and facilitate submission of Municipalities by-laws to OAG	X	X	X	X	Director, PUPO			SOC 6.4, ECO 1.2
MIBC	9. Create a recovery plan for Municipalities in	9.1 Submit a National Early Recovery Action Plan to Recovery	3	9.1.1 Councils to provide National Early Recovery Action Plan to the Office of the Director	X	X	X	X	Director, PUPO, SHSO			SOC 6.4, SOC 6.5, SOC 6.6, ENV 3.3



	the event of a disaster	Operations Centre (ROC)		9.1.2. Review building approval, certification and construction process	X	X			SUPO, UPO, PVCC Planner			
				9.1.3 Management of damaged buildings by earthquake in CBD and peri urban areas	X	X			UPU & PVCC			
				9.1.4. Evacuation routes	X	X			UPU & PVCC			
				9.1.5. Review draft of zoning and development control plan for Port Vila	X	X			UPU & PVCC			
Urban Planning Unit												
MIBA	10. To develop all urban planning policies, urban strategies and urban designs	10.1 Regulate new planning policies, regulations and planning standards to improve planning practices within the Declared Physical Planning Areas (PPA).	3	10.1.1 Develop COM Paper for Urban Planning Policy	X	X	X		PUPO, SUPO, UPO, SHSO			
				10.1.2 Develop Planning Guidelines	X	X	X					
				10.1.3 Create working group with stakeholders and line agencies	X	X						
				10.1.4 Procurement of travelling logistics		X			PUPO, SUPO, UPO			
				10.1.5 Consultation with stakeholders and wider group		X	X					
				10.1.6 Recruitment of TA	X	X						



				10.1.7 Drafting of Urban Planning Policy paper by TA		X	X	X				
				10.1.8 Conduct consultation with stakeholders and wider community				X				
				10.1.9. Review RUDSAP map for greater port vila	X				SGISO, Project			
				10.1.10. Data collection from other agencies for planning matter	X				SUPO, UPO, SGISO			
				10.1.11. Develop a new strategic plan for redevelopment of Port Vila	X	X			UPU, PVCC			
				10.1.12. Develop & monitor the new traffic management plan for Port Vila and Peri Urban area including new roads and bridges		X	X	X	UPU, PVCC			
				10.1.13. Development of Greater Port Vila Master Plan		X	X	X	UPU			
	10.2 Disseminate quality and quantity	4		10.2.1 Conduct awareness on media outlets and social media platforms			X	X	PUPU, SUPO, UPO			



		information on new Planning Policies through workshops, meetings and social media.		10.2.2 Support 4 urban projects	X	X	X	X				
MIBA	11. To direct the effective implementation of these policies in all urban centers throughout Vanuatu	11.1 Implement current legislation and undertake reviews to modernise the legislative framework to support urban planning	3	11.1.1 Inform councils on current legislative amendments (CAP 193)	X	X			Urban Planning Unit			SOC 6.5, ECO 3.6
MIBA	12. To develop legislative and policy frameworks for housing developments and informal settlements	12.1 Disseminate information on new Planning Policies through workshops, meetings and social media	3	12.1.1 Develop framework for Housing Policy		X	X		PUPO, SHSO			SOC 6.4, ENV 3.1
				12.1.2 Conduct consultation upon request of local authorities								
MIBA	13. To provide response and recovery assistance for housing sector in the Efate Earthquake	13.1 Build back better and safer houses		13.1.1 Coordinate assessments informing the response Restore adequate domestic living Provide adequate temporary shelter	X	X	X	X	Director SHSO		These activities will start over a period of 6 months and may lead into 12 months of being carried out depending on funding and capacity	SOC 6.4, ENV 3.1



				Coordinate assessments informing recovery Support building back safer								
MIBA	14. Capacity Building – Safe housing Governance	14.1 Creation of Housing Unit within DUAP to Implement the National Housing Policy	3	14.1.1 Recruit 3 positions Manager of Housing 2 X Technical Positions	X	X			Director, SFPO		Delay in structure approval from NRC and COM	SOC 6.4, ENV 3.1
			1	14.1.2 National Building Code compliance and enforcement training and capacity building for responsible agencies to ensure new buildings adhere to the National Building Code	X	X	X	X	SHSO TA		Delay may be due to funding availability	SOC 6.4, ENV 3.1
			1	14.1.3 Quality control mechanisms established for modern construction materials and certification or rating of prefabricated housing products on the market.	X	X	X	X	SHSO TA			SOC 6.4, ENV 3.1
			1	14.1.4 Quality control systems established for both imported	X	X	X	X	SHSO TA			SOC 6.4, ENV 3.1



				and domestically produced materials								
			1	14.1.5 Certification or accreditation mechanisms established for building professionals in construction or trades related professions including the establishment of a professional standards body to oversee it	X	X	X	X	SHSO TA			SOC 6.4, ENV 3.1
MIBA	15. Improve housing quality		5	15.1.1 Development of safe standard house designs with BOQ to be made available free for self-home builders (90% of houses in Vanuatu are self-built)	X	X	X	X	SHSO TA			SOC 6.4, ENV 3.1
			3	15.1.2 Simple technical manuals, design guides and instructional videos prepared and disseminated for the construction of small-scale housing. The materials will focus on key aspects relating to structural	X	X	X	X	SHSO TA		Collaboration between PWD and Shelter cluster to develop materials	SOC 6.4, ENV 3.1



				integrity and the safety of residents								
			1	15.1.3 Training programmes developed and provided to improve construction skills to build safer houses, for both traditional and modern construction, this could include a certificate system to supply skilled labor to private sector companies	X	X	X	X	SHSO TA			SOC 6.4, ENV 3.1
			1	15.1.4 A public awareness campaign launched targeting house owners, highlighting the importance of quality of construction and where information resources can be found	X	X	X	X	SHSO TA			SOC 6.4, ENV 3.1
MIBA	16. To promote security and safety of Ni-Vanuatu especially for those migrating	16.1 Establish new Physical Planning Areas (PPA) and extend existing declared Physical	2	16.1.1 Facilitate intention of declaration of any PPA to OAG	X	X	X	X	Director, PUPO			SOC 4, ECO 2.3, ECO 3.6
				16.1.2 Facilitate final declaration of PPA to OAG for gazettal								



	from rural areas into urban areas	Planning Areas (PPA)		16.1.3 Establish SMART City	X				Director, Urban Planning Unit		Connect with Tourism Concept Plan for Havanna Harbour/ Mariner mini town	SOC 6.6,
		16.2 Assist with development of new Zoning and Development Control Plan for Declared Physical Planning Areas (PPA)	3	16.2.1 Develop draft zoning and development control plan for Saratamata and Naoneban			X	X	PUPO, SUPO, UPO, SGISO			
		16.3 Assist DLA to identify potential economic and service hubs	3	16.3.1 Support RDPU Unit staff and provincial planners to develop regional growth framework plans to identify potential economic and service hubs	X	X	X	X	Director, Urban Planning Unit			
				16.3.2 Scoping and observations of 3 proposed hubs	X	X	X	X				
				16.3.3 Draft Concept Notes			X	X				
MIBA	17. Enhance staff capacity,	17. 1. Contract qualified and	1	17.1.1 Prepare TA contract			X					SOC 6.1, SOC 6.6,



	improved coordination of declared Physical Planning Areas in collaboration with the Decentralization policy and strengthen the implementation of planning practices to achieve prosperous urban centers throughout Vanuatu.	experienced consultants and new staff to perform the technical roles required by the Department		17.1.2 Contract TA to support urban and housing policies			X					
			17.1.3 Seek assistance from VIPAM and donor partners for training opportunities and workshops	X	X	X						
		2	17.2.1 Attend trainings and workshops provided by VIPAM and other relevant organizations	X	X	X	X					
			17.2.2 Establishment of a National Urban Forum			X						
MIBA	18. Provide technical and GIS support to Urban Planning and Foreshore units.	18.1 Support Urban Planning activities and projects through data collection/ analysis and map production	4	18.1.1 Develop e-planning tool	X	X	X	X	SGISO			
				18.1.2 Produce maps to support urban planning unit activities	X	X	X	X	SGISO			
				18.1.3. Purchase server, plotter and drone, ARCGIS license		X	X		SGISO			
Foreshore Unit												



MIBB	19. To administer and enforce the Foreshore Development Act by developing new guidelines	19.1 Undertake regular review of the current foreshore legislation and identify areas to improve the implementation of the Act in order to achieve better Foreshore Development outcomes.	1	19.1.1 Review Foreshore Development Act (CAP 90)	X	X	X		PFO, SFDO, SFEO			ENV 2.2, SOC 6
				19.1.2. Conduct two (2) meetings to commence on development of Foreshore regulations and guidelines	X	X			PFO, SFDO, SFEO			
				19.1.3 Develop MOU with relevant stakeholders	X	X			PFO, SFDO, SFEO			
				19.1.4 Conduct consultation on foreshore regulations, guidelines and SOP	X	X			PFO, SFDO, SFEO, FDO			
				19.1.5 Organize workshops with both Provincial and Urban Planners on Foreshore Development Act, Foreshore Application process and GIS Applications using Kobo Toolbox	X	X	X	X	PFO, SFDO, SFEO, FDO			
				19.1.6 Submission of draft regulations and guidelines to Minister and OAG	X	X	X		PFO, SFDO, SFEO			



MIBB	20. To review and make improvements and inform stakeholders on existing legislative framework	20.1 Increase the quantity of information disseminated on Foreshore legislation, penalties and fees through media platforms to enable public to be better informed of requirements for foreshore developments	4	20.1.1 Improve awareness on foreshore requirements through media outlets and social media platforms	X	X	X	X	SFEO, FDO		Media outlets include radio talk-back shows, VBTC advertisements, newspaper, comic books, films, sms, awareness with real estate companies.	SOC 6.4
				20.1.2 Continue to update foreshore unit Facebook page	X	X	X	X	FDO			
MIBB	21. To provide secretariat support to the Foreshore Advisory Committee	21.1 Undertake joint site inspection with other stakeholders to enforce Foreshore legislation	6	21.1.1 Organize Foreshore Advisory Committee meetings	X	X	X	X	SFEO, FDO			SOC 6.1
			4	21.1.2 Conduct joint site inspections with relevant departments	X	X	X	X				
				21.1.3 Develop 14 days' standardise notice for site inspection	X				SFDO			
				21.1.4 Produce maps to support foreshore unit activities	X	X	X	X	FDO			
		21.2 Ministerial consent	1	21.2.1 Develop Standardise Foreshore Development Ministerial Consent	X				SFDO			ENV 2.2



MIBB	22. To recruit new foreshore development officers to strengthen enforcement, revenue collection and the capacity of the Foreshore Development Unit	22.1 Update and apply ICT based record keeping practices for foreshore development applications	1	22.1.1 Develop foreshore database	X	X	X	X	SFEO, FDO			SOC 6.1, SOC 6.4, SOC 6.6, SOC 6.9, ECO 2.8, ECO 2.9
			1	22.1.2 Develop FD application form and site inspection template using Kobo Toolbox	X				FDO, SFDO			
		22.2 Training for Foreshore Development officers to strengthen enforcement and capacity building	1	22.2.1 Attend trainings and workshops provided by VIPAM and other relevant organizations.	X	X	X	X	SFEO, SFDO, FDO			
			1	22.2.2 Consult Stakeholder department on digital surveying system	X				FDO			
			1	22.2.3 Attend training on digital surveying system	X	X	X	X	FDO			
			1	22.2.4 Provide in house training on foreshore process, digital surveying and legislation	X	X	X	X	FDO			
		22.3 Purchase drones and drone license for foreshore unit to access	1	22.3.1 Procure and purchase a drone and boat for the Foreshore Unit to use during site inspections	X	X	X	X	SFEO, FDO			



		inaccessible foreshore sites	1	22.3.2 Facilitate FDU Officers to attend boat and drone training for acquiring required licencing	X	X	X		SFEO, SFDO, FDO			
			1	22.3.3 Procure and purchase FDU materials for site inspections	X	X	X		SFEO, SFDO, FDO			
MIBB	23. To improve the collection of revenue through foreshore development	23.1 Improve monitoring & enforcement through spot fines of foreshore development on Efate, Sanma and other approved islands	1	23.1.1 Develop Foreshore M&E Framework	X	X			SFEO, SFDO, FDO			ECO 1.2
			2	23.1.2 Prepare report for illegal foreshore developments	X	X	X	X				
				23.1.3 Issue penalty notices and legal proceedings	X	X	X	X				
			1	23.1.4 Consult with Maritime Police for an officer to assist with site inspections and use of vessel.	X	X			SFEO, FDO			



5. HUMAN RESOURCE OPERATIONAL PLAN

Below is a summary of the key actions required during the year in terms of human resource management.

All of the indicators below should correspond to data contained (in more detail) to the overall Ministry Human Resource Development Plan.

Staffing	Total
Total staff in PSC approved structure	23
Permanent	21
Probation	0
Contract	1
Daily Rated	0
Vacant	1
Total staff in Acting Positions	1

Retirement	Total (VUV)
Severance to be paid during the year	NIL
Accrued leave estimate for retiring staff	NIL

Priority Vacant Posts in OPSC Approved Structure to be advertised	Position #	Scale	Salary (VUV)	Allowances (VUV)
Principal Foreshore Development Officer	801	PS 7.1	2,202,300	438,000

Key training to be delivered	Cost	Duration	
Staff inductions			
Project trainings			

Officers on scholarship	Name	Salary	Allowances	Area of scholarship
NIL	NIL	NIL	NIL	NIL



6. CASH FLOW FORECAST

This should be submitted to MFEM at the end of the year. These tables are available from PSC, DSPPAC and MFEM in Microsoft XL if that is an easier format to enter the data and then transfer it to the business plan.

The vatu amounts below should be expressed in vatu for all payroll and overheads by activity i.e. no need to list individual COA.

MinistryDesc	Ministry of Internal Affairs												
DepartmentDesc	Department of Urban Affairs and Planning												
Account	Payroll												
DUAP Payroll Cashflow 2025													
DUAP	Sum of Jan	Sum of Feb	Sum of Mar	Sum of Apr	Sum of May	Sum of Jun	Sum of Jul	Sum of Aug	Sum of Sep	Sum of Oct	Sum of Nov	Sum of Dec	
Foreshore Development	1,107,006	738,000	738,000	738,000	738,000	738,000	738,000	1,107,006	738,000	738,000	738,000	738,000	
7003	1,107,006	738,000	738,000	738,000	738,000	738,000	738,000	1,107,006	738,000	738,000	738,000	738,000	
Luganville Municipal Council	2,053,620	1,369,074	1,369,074	1,369,074	1,369,074	1,369,074	1,369,074	2,053,620	1,369,074	1,369,074	1,369,074	1,369,074	
7004	2,053,620	1,369,074	1,369,074	1,369,074	1,369,074	1,369,074	1,369,074	2,053,620	1,369,074	1,369,074	1,369,074	1,369,074	
Office Administration	1,381,705	921,133	921,133	921,133	921,133	921,133	921,133	1,381,705	921,133	921,133	921,133	921,133	
7001	1,381,705	921,133	921,133	921,133	921,133	921,133	921,133	1,381,705	921,133	921,133	921,133	921,133	
Port Vila Municipal Council	2,139,372	1,426,242	1,426,242	1,426,242	1,426,242	1,426,242	1,426,242	2,139,372	1,426,242	1,426,242	1,426,242	1,426,242	
7005	2,139,372	1,426,242	1,426,242	1,426,242	1,426,242	1,426,242	1,426,242	2,139,372	1,426,242	1,426,242	1,426,242	1,426,242	
Urban Planning	1,816,150	1,210,761	1,210,761	1,210,761	1,210,761	1,210,761	1,210,761	1,816,150	1,210,761	1,210,761	1,210,761	1,210,761	
7002	1,816,150	1,210,761	1,210,761	1,210,761	1,210,761	1,210,761	1,210,761	1,816,150	1,210,761	1,210,761	1,210,761	1,210,761	
Total Payroll Cashflow	8,497,852	5,665,210	5,665,210	5,665,210	5,665,210	5,665,210	5,665,210	8,497,852	5,665,210	5,665,210	5,665,210	5,665,210	
MinistryDesc	Ministry of Internal Affairs												
DepartmentDesc	Department of Urban Affairs and Planning												
Account	Operation												
DUAP Operation Cashflow 2025													
DUAP	Sum of Jan	Sum of Feb	Sum of Mar	Sum of Apr	Sum of May	Sum of Jun	Sum of Jul	Sum of Aug	Sum of Sep	Sum of Oct	Sum of Nov	Sum of Dec	
Foreshore Development	3,676,959	676,959	676,959	1,876,959	676,959	676,959	1,876,959	676,959	676,959	1,276,959	676,959	677,012	
7003	3,676,959	676,959	676,959	1,876,959	676,959	676,959	1,876,959	676,959	676,959	1,276,959	676,959	677,012	
Lenakel Municipal Council	11,000,000	-	-	-	-	-	-	-	-	-	-	-	
7006	11,000,000	-	-	-	-	-	-	-	-	-	-	-	
Luganville Municipal Council	22,000,000	-	-	-	-	-	-	-	-	-	-	-	
7004	22,000,000	-	-	-	-	-	-	-	-	-	-	-	
Office Administration	2,023,990	2,023,990	2,023,990	2,023,990	2,023,990	2,023,990	2,023,990	2,023,990	2,023,990	2,023,990	2,023,990	2,024,110	
7001	2,023,990	2,023,990	2,023,990	2,023,990	2,023,990	2,023,990	2,023,990	2,023,990	2,023,990	2,023,990	2,023,990	2,024,110	
Port Vila Municipal Council	17,000,000	-	-	-	-	-	-	-	-	-	-	-	
7005	17,000,000	-	-	-	-	-	-	-	-	-	-	-	
Urban Planning	5,308,323	2,308,323	2,308,323	3,508,323	2,308,323	2,308,323	3,508,323	2,308,323	2,308,323	2,908,323	2,308,323	2,308,447	
7002	5,308,323	2,308,323	2,308,323	3,508,323	2,308,323	2,308,323	3,508,323	2,308,323	2,308,323	2,908,323	2,308,323	2,308,447	
Total Operation Cashflow	61,009,272	5,009,272	5,009,272	7,409,272	5,009,272	5,009,272	7,409,272	5,009,272	5,009,272	6,209,272	5,009,272	5,009,569	



7. PROCUREMENT PLAN

Minist ry	MOIA - Simple Procurement 2025																			
Planning										Preparation										Execution
Fund	Dept	Program	Activity	Cost Centr e	Description of Purchase	Contract Type	Procurement	Procurement	Cash Flow Endorsed By	Specifications Approved By	Documents Approved By	Tender Documents Approved By	Draft Contract Approved By	Advertis	Advertis	Proposals	Recommendat	DG Approval	Notification of Award / Signing of	End Date of Contract
2	700		MIBB	7003	Foreshore TA (database)															
2	700		MIBB	7003	Drone															
2	700		MIBB	7003	Foreshore Boat															
2	700		MIBA	7002	Plotter Printer															
2	700		MIBB	7003	Quality Mobile Phones															
2	700																			
2	700																			
2	700																			
2	700																			





DEPARTMENT OF LABOUR AND EMPLOYMENT SERVICES (DOLES) 2025 BUSINESS PLAN

1. EXECUTIVE SUMMARY

The Department of Labour & Employment Services aims to promote decent works domestically and regionally to ensure social justice through fair working conditions under ILO standards reflected in Vanuatu domestic Laws.

Its primary vision is to continue the prioritization of Resolutions of Employment Relations Disputes by way of Alternative Disputes Mechanisms including Mediation and Conciliation under Trade Disputes Act. Its other goal is to uphold health and safety at work place standards, the employment rights and skills development of the Vanuatu Workforce domestically and regionally to ensure all workers have access to safe and decent working environment.

Over the past years the conditions of employment in Vanuatu Labour Market have shifted hence prompting a realignment of policies and processes to support the development of employment creation and provide social mechanism to address employment issues within our domestic market.

The department role is also to ensure the fair participation of Ni-Vanuatu Citizens in the Labour Mobility programs in Australia and New Zealand and the importance of data collection for a comprehensive Labour market data through the creation of the newly Employment Online Platform called Employment Vanuatu.

Through its various sections, the Department is also supporting the decentralization program of the Government by establishing Provincial offices in TAFEA and MALAMPA and looking forward for the establishment of TORBA and PENAMA Office in the near future upon funding availability.

The prime functions of the Department of Labour and Employment Services include a wide range of activities:

- Tripartite Labour Advisory Council
- Control of non-citizens' employment within our domestic market
- Employment Relations matters
- Terms & conditions of employment Contract/Agreement
- Occupational Health and Safety at the workplace
- Workers' compensation



- Compliance of Minimum wages by Business Houses
- The proper implementation of Labour Mobility Programs
- International Labour Organization
- The proper implementation of National Domestic Market through Employment Vanuatu

The department is also managing a range of Labour Laws and regulations and offers a variety of free information on Domestic Labour Market, Health and Safety, employment relations, Labour work permits and Labour mobility programs.

However, to achieve its core objectives the Department requires improved resourcing in terms of budget, human resources and proper infrastructure.

The 2019 structure is effectively implemented and with the high demand of service delivery in key areas such as Labour mobility programs and the domestic Labour market issues, there is need to increase the staffing capacity including the creation of new positions to accommodate the current needs.

Despite the challenges faced by the Department in terms of infrastructures, there are opportunities that the Department can improve in the service delivery through the establishment of the new Office space in provinces to fulfill the purpose of decentralization and hence bring service deliveries to both urban and rural areas.

Lastly, the Department acknowledges the continuous partnership and collaboration with its tripartite partners, NGOs, Government stakeholders, donors' partners and communities.

VISION

✦ *"To deliver a standard class of employment services that is efficient and promotes fair and decent work opportunities in the Labour market, both domestically and internationally."*

MISSION

✦ *"To improve employees' well-being and promote employment rights and duties for both employers and employees within the domestic Labour market."*

✦ *"To facilitate the inclusive and fair participation of Ni-Vanuatu citizens in regional migrant Labour mobility programs."*



OBJECTIVES

The Department of Labour & Employment Services aims to:

Objective	Description
Service Delivery & Compliance	Improve service delivery frameworks and organizational compliance through inclusive policies, legislation, planning, reporting, budgeting, asset management, ICT systems, restructuring, decentralization of services, capacity building, awareness, dispute & conciliation mechanisms, and revenue generation.
Employment Opportunities	Promote fair employment opportunities in both domestic and international Labour markets.
Labour Standards Compliance	Strengthen compliance with all Vanuatu labour laws and promote required employment standards for a safe and decent work environment.
Tripartite Relations	Promote and maintain good working relationships among unions, employers, government, and development partners.
ILO Compliance & Best Practices	Enforce compliance with employment standards according to ILO Conventions and international best practices.
Advocacy for Workers' Rights	Advocate for workers' rights, welfare, and employment opportunities in both domestic and international Labour markets.

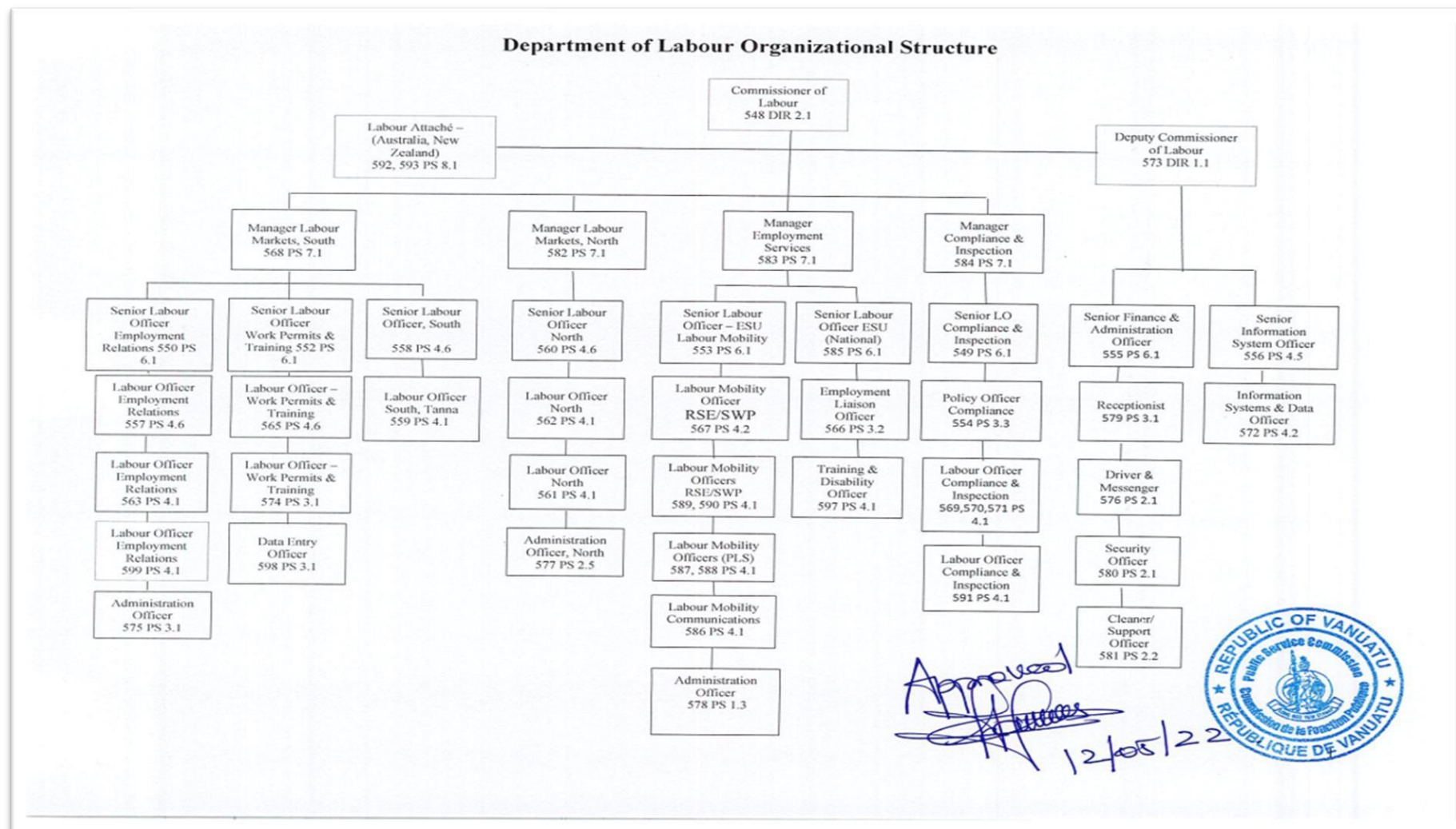
VALUES

The Department of Labour & Employment Services is committed to:

- ✓ **Achieving Business Plan Objectives** – Ensuring that objectives outlined in the Business Plan are met within the allocated resources, including budget.
- ✓ **Effective Resource Management** – Ensuring safe and practical use of departmental assets while maintaining them in excellent condition.
- ✓ **Professionalism & Accountability** – Upholding high ethical standards and accountability in all operations.
- ✓ **Implementation of Government Priorities** – Effectively carrying out government policy priorities.
- ✓ **Strengthening Partnerships** – Promoting collaboration with tripartite bodies, government stakeholders, development partners, and civil society.
- ✓ **Workplace Health & Safety** – Elevating and maintaining high health and safety standards in workplaces.



DEPARTMENT ORGANIGRAM Latest Approved Version with Stamp





Department of Labour and Employment Services Summarized main 2025 Activities

2. SUMMARY OF 2025 ACTIONS TO DELIVER BUSINESS PLAN

Department of Labour and Employment Services Business Plan is in alignment with NSDP targets, Corporate Plan (2023 – 2026) and Nasara Sector Strategy Plan.

Decentralisation of services:

The following key areas of activity will support the delivery of decentralisation

Promote, Encourage, Improve Decent Work:

The Department of Labour and Employment Services (DOLES) is mandated to ensure that Vanuatu is considered as a Safe and Healthy Place to live and work.

Through its various units, the Department of Labour and Employment Services attempts to reach out its services in addressing the livelihood of all employees working in Vanuatu domestic Labour markets and Labour Mobility Programs.

This includes remote settlements to urban areas, their safety at workplace, their employment conditions, a fair minimum wages and occupational health and safety practices for workers in any form of employment.

Furthermore, DOLES other priorities, is to provide an employment pathway through Employment Vanuatu platform, a new pathway to guide job seekers in their search for employment opportunities.

DOLES other primary function is to address localization policy by strengthening the compliance of Labour (Work) Permit Laws and Regulations.

As for Labour Mobility Programs DOLES objective is to facilitate the engagement of ni-Vanuatu citizens in the programs through partnership with developing partners and relevant stakeholders purposely to promote worker welfare, fair working conditions, a transparent and fair selection process, reintegration opportunities and transfer of skills.

The prime function of the Department of Labour and employment services is to ensure that:

- 1- The Tripartite Labour Advisory Council (TLAC) functions according to the provisions of according to provisions of Employment Act is to promote, make recommendations and be consulted on all Labour and employment matters.



- 2- The Employment Services Unit (ESU) ensures proper implementation of Labour Mobility Programs with developing partners and stakeholders.
- 3- The Control of employment of non-citizens is in compliance with Labour Work Permit Act [CAP 187] and Regulations.
- 4- The Employment Relations provides vibrant Alternative Disputes Resolutions through Conciliation pursuant to Trade Disputes Act provisions.
- 5- Business houses comply with the provisions of Occupational Health & Safety Act and Workers Compensation Act.
- 6- The Vanuatu strengthens continuous partnership with ILO to seek technical support on new employment laws, policy initiatives and fulfill its obligations on the ILO reporting on ratified and unratified conventions.

In order for the Department to achieve the above primary functions it requires improved resourcing in terms of Finance, human resources and proper facilities.

As a result, a new proposed structure was developed and accordingly approved by the Public Service Commission in 2019 and it is currently in implementation. It is the hope of the Department that the current structure and potential funding availability in the near future will assist in the fulfillment of the objectives provided for in this Business Plan.



3. PROGRAM ACTIVITY M&E

PROGRAM: NATIONAL SERVICES

ACTIVITY: MIEA: Department of Labour

Budget allocation: 181,852,767 Vt.

Ministry	MIEA	Ministry of Internal Affairs										
Department	DOL	Department of Labour and Employment Services								Operational Report Q1/2/3/4 -2025		Linkages To NSDP
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status Time Frame	Comments	
	1.Ensure equity/fairness in the domestic & international employment markets	1.1 Domestic & international employment markets contribute in increasing revenue (work permit Tax, Licenses fees, sport fines) and remittances (Labour Mobility Programs) & workers well-being/welfare.	1	Keep records of Migrant workers & domestic workers including work permit holders in report (monthly quarterly, half year, annual report Promote entrepreneurship platform for reintegration through partnership with other line agencies (MALF & MTT) and relevant stakeholders.					COL, Manager Employment Services Unit, Labour Attaché & Country Liaison Officers in Australia & New Zealand	Jan to Dec 2025		SOC 6.4 ECO 1.2 ECO 4.5



				Address Migrant workers welfare through active dialogue with Team leaders, Relationship Managers, Country Liaison Officers and Approved Employers								
		1.2 Facilitated and Increase the number of both skilled and unskilled Ni-Vanuatu workers in existing and new Labour mobility programs	2	Meetings x 4 held & Minute with Actions Arising tracked & distributed for participating donor partners and agents and employers to increase numbers of both skilled and unskilled Ni-Vanuatu workers in existing and new Labour Mobility. 1.2.2 Registration through In-country Recruitment Database (IRD) System 1.2.3. Skilled Trainings conducted by Developing partners (NZ and Australia) and					COL, Manager Employment Services Unit, Labour Attaché & Country Liaison Officers in Australia & New Zealand	Jan to Dec 2025		SOC 6.4 ECO 4.7



				other stakeholders (ILO, IOM, APTC, World Vision)								
				1.2.4 Conduct 6 Liaison meetings with Australia & NZ on Labour mobility programs and capture this in the Quarterly and Annual Reports.								
				1.2.5. Consultation with Australia and New Zealand on charging administration fees on each and every individual participating in Labour Mobility Program								
	2.Promote the standards required by law for decent work and strengthen compliance with all Vanuatu's Labour laws	2.1Compliance with all Vanuatu's Labour laws, improves workers conditions and settlement of employment disputes	3	2.1.1 Develop 1 Employment standards under Labour Domestic and International (Labour Mobility Programs) Laws.					COL, Manager Compliance, Employment services Manager & all relevant Managers			
				2.1.2. Promote settlement of registered disputes and								



				report outcomes reflect in quarterly, midyear & annually report x 30								
				1.2.3. Unsolved registered employment disputes case files transfer to Employment Tribunal for settlement x 5.					COL, Manager Compliance, Manager Labour market South & North,			
				2.1.4. Undertake 40 Workplace inspections and provide reports accordingly.								
				2.1.5 Conduct 10 Awareness on Employment rights and obligations to general public including employers and employees under Domestic Labour Laws.								
				2.1.3. Sport fine employers none compliance to Labour Laws					COL and all Managers			SOC6.4



				2.1.4 Address loopholes and penalties in the legislations by way of amendments after consultation with the tripartite body.								
		2.2. Support implementation of revised National Labour Mobility Policy	4	2.2.1. Provide assistance to working group or TA in terms of sharing of information to enable & complete review of the Seasonal Employment Act to align with provisions of the revised National Labour Mobility Policy					COL, Deputy COL, Manager ESU & Manager Compliance	Jan to Dec 2025		SOC 6.4 ECO 4.7
	3.Promote and maintain good working relationship between Tripartite Labour partners - unions, employers	3.1 Strengthen collaboration with VCCI, Youth challenge and other stakeholders to increase the number of self-employed Ni-Vanuatu to become entrepreneurs;	5	3.1.1. Held Meetings, Write Minutes and Maintain an Annual Report providing details of progress & issues 3.1.2. Follow up on agreed activities ensure it is implemented and reports outcomes					COL, Deputy COL, Manager Employment Services, Employment & Senior Labour Officer - domestic market		Jan to Dec 2025	SOC 6.4



	and government			3.1.3. Consultation with TLAC and stakeholders on Labour matters to promote entrepreneurship and Apprenticeship.								
		3.2 Strengthen the Tripartite Labour Council	6	3.2. 1 Conduct 4 Tripartite Labour Advisory Council (TLAC) meetings to address Employment matters.					COL, Deputy COL and Manager Compliance Manager Labour Market South		Jan to Dec 2025	SOC 6.4
				3.2.2. Develop a standing order/Manual/guideline for the tripartite.								
				3.2.3. Follow up & ensure approved decisions are executed and reported x 5								
	4: Enforce compliance for employment standards according to ILO Conventions	4.1 Undertake inspections for compliance to ILO Conventions; and Labour laws	7	4.1.1 Regular Workplace inspections undertaken & reported x 30					COL, Manager Compliance, Manager Labour Market South & North		Jan to Dec 2025	SOC 6.4 ECO 4.6
				4.1.2. Construction workplace inspections undertaken & reported x 10								



	and Vanuatu Labour Laws			4.1.3. Issue Improvement & prohibition notice construction employment work site & report x 3								
				4.1.4. Follow up on grievances rise & identify during inspection ensure employers implement grievance identify x 10								
	5. Advocate for workers' rights and welfare in international and domestic markets	5.1 Undertake awareness programs and public consultation to advocate for workers' rights and welfare in international and domestic markets	8	5.1.1 Awareness Meetings held & Minutes, with Annual Report providing details of progress & issues					COL, Manager Compliance, Manager Labour Market North & South, CLOs.		Jan to Dec 2025	ECO 4.5
				5.1.2. Conduct Awareness on workers' rights and obligations during Predeparture Briefing for Labour Mobility Programs in Australia and New Zealand.								
				5.1.3. Maintain Constant communications with Country Liaison								



				Officers in Australia and New Zealand to have updates on the progress of welfare issues and fair working conditions for Migrant workers.								
		5.2 Implement and promote localization policy	9	5.2.1 Localization policy drafted, consulted, approved & implemented					COL, Manager Labour Market South/North & Manager Employment Services			SOC 6.4
				5.2.2. Effectively implement Counterpart Training plan. To do so, bind work permit holder and the local counterpart in a Contract Agreement.								
				5.2.3. Undertake a practical Test to local counterpart to verify whether he/she is competent.								
		5.3 Establish unemployment data base and link it to training institutions;	10	5.3.1 Provide financial support to the current unemployment Data Base to ensure it is up to date and accessible to training institutions.					SLO National Services, Manager ESU, Manager ER			SOC 6.4



		5.4 Establish a pool for skilled workers	11	5.4.2. Maintain IRD System up and running.					SLO National Services, Manager ESU and SLO ESU			SOC 6.4 ECO 4.5 ECO 4.7
				5.4.3. Envisage a portal for Employment Vanuatu within IRD System								
		5.5 Support the review of Labour laws	12	5.5.1 Undertake Review of Labour laws					COL, Manager Compliance and Manager ER			SOC 6.4
		5.6 create new Labour policies and manual		5.6. 1. Finalization of NEP					COL, Manager Compliance, Manager LMS & LMN & Manager ER			SOC 6.4
				5.6. 2. Develop Labour sub policies out of NEP.								
				5.6.3. Consultation on development of Inspection Policy								
				5.6.4. Consultation on development of OHS Policy								
		5.7 Bring all Labour related functions under the Department of Labour including internship, cadetships	13	5.7.1. Establish Partnership with training institutions to address skills gap and address the Business house needs.					Manager ER, SLO National Services			SOC 6.4



		and apprenticeship schemes		5.7.2. Increase skilled work force in domestic Labour market								
	6.Improve service delivery framework and organizational compliance through inclusive policies, legislations, planning, reporting, budget, Assets Management, ICT systems, restructures, decentralization of services, infrastructure, capacity building, awareness, disputes &	6.1 MBC Submission with costed supplementary budget and NPPs on time	14	1.1.1. Planning and budgeting by each section					COL, Deputy COL, All Managers & Senior Finance Officer	Jan to Dec 2025		SOC 6.4 ECO 1.2
				1.1.1.MBC Submission x 2 with costed Supplementary and NPPs								
		6.2. Keep records of infrastructure & Assets	15	Register purchases assets placement to officers and notification of transfer to other location					Senior Finance Administration officer	Jan to Dec 2025		SOC 6.4
		6.3 Undertake & implement restructures to address capacity for decentralized service delivery.	16	6.2.1 Follow up with PSC revised organizational structure submission for approval to PSC					COL, Deputy COL, Senior Finance Officer, all Managers	Jan to Dec 2025		
				6.2.2. Recruitment of new staff members and placement to Vacant positions of 2019 approved structure and first phase of PLF funding								



	conciliation mechanisms, revenue generation.			positions to approved revised structure.								
				6.2.3. Conduct induction with new staff members to assist them in their integration through the familiarization of departmental work ethics. Develop work plan for probationary period assessment confirmation of permanent appointment								
				6.2.4. Upgrade staff capacity building through partnership with developing partners and relevant stakeholders.								
		6.4. Developing, monitoring and appraising of staff performance	17	6.4.1. Work planning develop, monitored Implementation and assessment of performance targeted outcomes – Midyear & End of year					COL, Deputy COL, Managers & Senior Officers	Jan to Dec 2025		SOC 6.4
		6.5 Prepare plans and reports on time	18	6.4.2 Preparation and Submission of Reports					COL, Deputy COL,			SOC 6.4



		as per GoV Reporting Cycle		on quarterly, mid yearly and Annually basis.					Managers and Senior Finance & Budgeting Officer	Jan to Dec 2025		
				6.5.2. Recruitment of new staff members and placement in the approved structure								
				6.3.3. Planning and reporting 100% on time as per GoV Reporting calendar cycle								
		Ensure ICT system and equipment are up to date and function within the DOL	19	Usage of ICT system and equipment must comply with the OGCIIO policies					DCOL & Senior Information System Officer	Jan to Dec 2025		SOC 6.4
				Upgrade DOL website								
				Increase the DOL VM storage								
		Improve the ICT strategy within the DOL	20	Create a proper Database for work permit Unit					DCOL & Senior ISO			
				Identify a software for all the DOL data collection								



4. HUMAN RESOURCES OPERATIONAL PLAN

Below is a summary of the key actions required during the year in terms of human resource management for the Department of Labour and Employment Services

All of the indicators below should correspond to data contained (in more detail) to the overall Ministry Human Resource Development Plan.

STAFF PROFILE

Status of Employment	Position	Number of staffing
	Commissioner of Labour	1
	Deputy Commissioner of Labour	1
	Compliance and Inspection Officers	3
	Employment Relations Officers	5
	Work Permit Officer	2
	Employment Services	8
	Finance & Administration Officer	5
	Labour Officers North	4
	Provincial Officers (Tafea/Malampa)	1/1
Probation		
Temporary	Employment Relations (Provincial officers)	
	Employment Services Officers	
	Administration (Driver)	
Contract	Admin (Securities and Gardener)	2
	Employment Services – PLF funding	14
	Country Liaison Officer – PLF funding - AUS	1
	Country Liaison Officer – GOVT - AUST	2
	Country Liaison Officer – GOVT – NZ	1
Internship	Interns	1
	Apprenticeship	1
Acting positions	Senior Labour Officer – Employment Relations	1
	Managers - Employment Services	1
		11
Vacant		1
Volunteer		
TOTAL		67



Priority Vacant Posts in OPSC Approved Structure to be advertised	Position #	Scale	Salary	Allowances VNPF & Allowances
Senior Labour Officer – Employment Relations	550	PS 6.1	1,906,500	408,000
Manager – Employment Services	583	PS 7.1	2,202,300	408,000
Labour Officer – Compliance & Inspections	591	PS 4.1	1,195,500	408,000
Labour Officer – Compliance & Inspection	570	PS 4.1	1,195,500	408,000
Labour Officer – Compliance & Inspection	571	PS 4.1	1,195,500	408,000
Labour officer – Work permit & Training	574	PS 3.1	1,001,300	408,000
Data Entry Officer	598	PS 3.1	1,001,300	408,000
Senior Labour Officer - North	560	PS 4.6	1,906,500	408,000

Key training to be delivered	Cost	Duration	Modality
Training / Capacity building on OHS and international Labour standards	Supported by ILO	3 months	On – Line/ face-to-face/ On going
Training/Capacity building for ICT project planning	Supported by Japan-Aid	5 months	Face-to-face
Short training supported by DOL/PSC	Supported by DOL/PSC	5 days	On-Going



5. PROCUREMENT PLAN

All of the data below should correspond to data submitted to MFEM as part of the annual Procurement Plan submission to the Central Tender Board and relate to the activity plan template shown above as part of the M&E framework.

DSPPAC and MFEM have these tables on Microsoft XL format which will make it easier to complete. The XL template also includes additional tracking sheets to allow Ministries to follow up on procurement should they wish.

Ministry	MoIA – Department of Labour - Simple Procurement 2025																			
Planning										Preparation								Execution		
Fund	Dept	Program	Activity	Cost Centre	Description of Purchase	Contract	Procurement Type	Procurement Value	Cash Flow	Specification	Documents Approved	Tender Contract	Draft	Advertise	Advertise	Proposals	Recommendation to	DG	Notification of Award /	End Date of Contract
2	DOL		MIEA	2701	Uninform		LPO	2,000,00 ovt	yes		RFQ									
2	DOL		MIEA	2708	Redevelop Employment Vanuatu Website		LPO	1,000,00 ovt	Yes		RFO									
2	DOL		MIEA	2701	Two Quid bike Tafea & Malampa Provinces		LPO	2,000,00 ovt	Yes		RFQ									
2	DOL		MIEA	2701	Vehicle Replacement		LPO	1,281,616	Yes		RFQ									
2	DOL		MIEA	2701	Infrastructure construction & Renovation		LPO	1,824,784	Yes		RFQ									
2	DOL		MIEA	2701	Electrical rewiring ILO office building		LPO	1,000,000	Yes		PFQ									



ELECTORAL COMMISSION AND VANUATU ELECTORAL OFFICE

2025 BUSINESS PLAN



ELECTORAL COMMISSION AND VANUATU ELECTORAL OFFICE

1. INTRODUCTION

2025 has commenced as a very challenging year for the Electoral Commission (EC) and its operational wing the Vanuatu Electoral Office. It is said that the ancient Chinese word for challenge is actually made up of two symbols – one indicating risk, the other an opportunity. These challenges have been at all levels – legislative, organizational, budgetary, procedural, staffing, logistically and politically.

The Snap Election, held on 16th January 2025 following a Motion of No Confidence and dissolution of Parliament on 18th November 2024 with an election to be held in 30 to 60 days.

The successful outcome of the Snap General Election, with the highest voter turnout since 2008, was due to the commitment and professionalism of the Electoral Commission and Vanuatu Electoral Office team to refocus, forgo holiday and Christmas plans and invest in many hours of work late into the night, over weekends and Public Holidays to deliver our mandate of well-governed, transparent and credible elections.

Furthermore, the Snap Election saw the operationalizing of new electoral legislation arising from Vanuatu's first Referendum.

Vanuatu's first National Referendum (held 29th March 2024) was triggered by the passage of two Bills - presented to Parliament in November 2024 – the Harmonized Electoral Bill and the Political Party Registration Bill for which a full awareness program needs to be progressed, especially as there will be four Provincial Elections – Malampa, Penama, Shefa and Tafea – in July 2025.

To add to this complexity, the Electoral Commission and the Vanuatu Electoral Office must put in place the institutional framework of a fully independent Constitutional body, now strengthened by the passage of its two Acts. A Corporate Plan, revised Budget Narratives, operations reporting and staff capacity building and management strategies must be put in place in 2025 as well as restructures and an independent Ministerial Budget Committee Submission to underpin the raft of change that EC/VEO faces – uncharted waters.

In the midst of this electoral organization and innovation, it is still crucial that the day-to-day activities of the Electoral Commission and the Vanuatu Electoral Office as mandated in the 2025 Appropriations Act Budget Narratives and our 2025 Business Plan be carried out on time.

Pathways are unclear as to establishment of the Commission's budget and planning framework. Up until 2025, the Electoral Commission has had no operational budget, utilizing instead the Vanuatu Electoral Office Budget and all channelled through the Ministry of Internal Affairs (MoIA). Sign off on activities and budget has previously been through the Minister, Director General and Finance Manager of MoIA. Staffing issues



were managed by the Human Resource Manager, Corporate Services Unit of the Ministry.

With the passage of the legislation, the Electoral Commission has become an independent body its role enshrined in the Constitution and further defined in the two new Acts. Budget therefore should be allocated directly to the Electoral Commission and its operational arm the Vanuatu Electoral Office. *Advice has been sought from the Office of the Attorney General clarifying the EC's status, a copy of which is available on request.*

An ambitious program of nationwide consultation and awareness must be undertaken across all levels of society – the Whole of Government, the private sector, iNGOs, NGOs, CSOs, media, Ni-Vanuatu living and working overseas as well as Ni-Vanuatu citizens living in small remote communities, political parties, potential candidates – to ensure the implications of the Single Harmonized Electoral Act and Political Party Registration Act – are understood.

The EC/VEO believes in inclusion. A stronger focus through Candidate Training will be implemented through the roll-out of Candidate Training for women youths and those living with a disability.

The breadth and scope of the ambitious 2025 Business Plan, even with all of the operational unknowns, demonstrates the organizational capacity of the very small but dedicated team of the EC/VEO as well as the supporting framework of other agencies in the Ministry of Internal Affairs (MoIA), particularly the Civil Registration and Identity Management (CRIM) Department in close cooperation with the Department of Local Authorities (DLA), as well as the Department of Lands (DoL), the Vanuatu Bureau of Statistics (VBS) and the Office of the Government's Chief Information Officer (OGCIO) for ITC support.

The One Hundred Day Plan, released on Monday 3rd March by our new Government led by Hon Prime Minister Jotham Napat, has necessitated a review of Business Plan activities to accommodate the priorities of the Government in the electoral sector.

The critically important, on-going budgetary, technical support and commitment of the small but passionate team of the UNDP/MFAT Vanuatu Electoral Environment Project (VEEP) now in Phase III, must also be gratefully acknowledged.

Yours sincerely

Edward Kaltamat
Chairman
Electoral Commission



Date: March 2025



2. ELECTORAL COMMISSION MANDATE STATEMENT

✦ **Chapter 4 of the Constitution** establishes the Electoral Commission (EC) as the most prominent electoral authority in Vanuatu. On **11th December 2023**, the Vanuatu Parliament passed two key legislative measures to further define the roles and operations of the Electoral Commission and the Vanuatu Electoral Office (VEO).

✦ The legislation legally establishes the EC as an **independent statutory agency** responsible for **policy-making and supervision** of the electoral process. The **Vanuatu Electoral Office (VEO)** serves as the **operational arm of the EC**, with the core duty of preparing and conducting direct elections, including establishing and maintaining an updated and accurate **Voter Register**.

✦ *The VEO oversees voter registration and conducts all elections as specified by the **Constitution of Vanuatu** and relevant Acts.*

Vision

✦ ***“To ensure credible elections at national, provincial, and municipal levels for the peace and good governance of Vanuatu.”***

Functions & Responsibilities

✦ *The Electoral Commission (EC), as an independent statutory agency, is legally mandated to:*

- ✓ Oversee the conduct of **voter registration** and **electoral processes**.
- ✓ Announce **electoral results**.
- ✓ Promote **public awareness** and develop **voter education programs**.
- ✓ Provide **electoral policy advice** to the government, Parliament, and other agencies.
- ✓ Conduct **research** into electoral issues.
- ✓ Supervise the conduct of **parliamentary, provincial, and municipal elections**.
- ✓ Oversee the **(indirect) elections** of the Chairman of the **Malvatumauri** and the **President**.
- ✓ Organize and oversee **national referendums**.
- ✓ Lead **electoral reform** through legislative reviews and amendments in collaboration with the **Office of the Attorney General (OAG)**.

✦ The **Electoral Commission** has the authority to:

- ◆ **Adopt regulations** that develop and interpret electoral laws.
- ◆ **Overrule decisions** of the **Principal Electoral Officer (PEO)**.



- ◆ **Dismiss voter appeals** on registration issues.
- ◆ **Declare candidates endorsed for elections.**
- ◆ **Announce candidates elected unopposed.**
- ◆ **Invalidate results** at the official count when necessary.
- ◆ **Order recounts** in contested elections.
- ◆ **Declare candidates duly elected** as members of Parliament.
- ◆ **Issue directives** for voter registration and election procedures.

✦ The success of the **electoral process** is dependent on **accuracy, integrity, and sound implementation** by both the **Electoral Commission and the Vanuatu Electoral Office**.

✦ To **preserve democracy, free and fair elections** must be accessible to all eligible voters, ensuring inclusivity throughout the **registration, polling, and election process**.

3. EC/VEO 2025 BUSINESS PLAN PRIORITISED ACTIVITIES

Decentralisation of services: The Hon Prime Minister Hon Jotham Napat has clearly stated decentralisation of services is the over-arching Strategic Objective for all Government Ministries. The following key areas of activity will support the delivery of decentralisation.

One Hundred Day's Plan: The One Hundred Day Plan, released on Monday 3rd March by our new Government led by Hon Prime Minister Jotham Napat, has necessitated a review of Business Plan activities to accommodate the priorities of the Government in the electoral sector.

Implementation for New Legislation

Institutional Arrangements- Budget, Staffing, Reporting and Planning: With a new legislative framework, the pathways are unclear as to establishment of a budget and planning framework for the Electoral Commission and the Vanuatu Electoral Office. Up until 2024, the Electoral Commission has had no operational budget, utilizing instead the Vanuatu Electoral Office Budget and all channeled through the Ministry of Internal Affairs (MoIA). Sign-off on activities and budget has previously been through the Minister, Director General and Finance Manager of MoIA. Procedures Manuals and Standard Operating Procedures will need to be reviewed or developed. This is a high priority for clarification in Quarter 1, 2025. *Advice has been sought from the Office of the Attorney General clarifying the EC's status, a copy of which is available on request.*

EC/VEO Corporate Plan: In 2025, as EC/VEO moves out of the oversight of the Ministry of Internal Affairs in a carefully phased process, the EC/VEO will need to develop its own



Corporate Plan (2026 – 2030) in the final Medium Term Expenditure Framework) MTEF) of the National Sustainable Development Plan (NSDP) 2016 – 2030.

Budget Issues: With the passage of the legislation, the Electoral Commission is envisaged as an independent Constitutional Agency. Budget therefore should be allocated directly to VE and its operational arm the Vanuatu Electoral Office.

Delay in November 2024 Appropriations Sitting: Because of the Snap Election, there was no November 2024 Appropriations Sitting. At this point of time, it is hoped that an Extraordinary Parliamentary Siting will be held early in 2025 to confirm budget ceilings and activities.

- Support Political Parties in adhering to the Political Parties Registration Act, ensuring every political party has at least one woman on their executive committee and encouraging them to be more inclusive through Compliance and Regulations.
- Partner with implementing stakeholders to continue roll out of Stand-Up candidate training programs prior to 4 provincial elections.

Explore innovative alternatives to ensure people with disabilities can access voting through e-voting, partnering with **Improved efficient and validated voter registration using ID Cards:** The Parliament passed an amendment in May 2023 to the Representation of Peoples Act, which mandated the use of National ID card as the only source of voter registration and voter identification. Joint civil and voter registration processes have been undertaken over the last couple of years. Combining civil and voter registration will significantly reduce the costs of the two separate but similar registration processes. The new system will generate voter lists from the civil register based on unique national ID numbers for citizens 18 and above. The Referendum and the Snap Election have fast-tracked the verification and validation process to the point where 95% of the population has ID Cards that will be foundational for accurate Voter Lists.

ICT Innovation. The CRIM Department, as one of the EC/VEOs critical sector partners, has developed a new foundational identity management database which will provide a number of improved features for accurate and verifiable voter data. Close collaboration with the CRIM Department in the cleaning and data validation of the registration database and the continued registration of voters will support efficiency & effectiveness. Biometric kits stationed at provincial levels will support the voter register being continuously updated and validation processes undertaken.

The Voter Lists will be subjected to public scrutiny. The VEO is intent on continued formalization of its operations, updating procedures and manuals, the redesign and digitalization of data keeping modalities and improvement of its ICT capacities. This work, already in progress, needs to be continued.



VEO has continued to develop a number of procedures to implement the new legal requirement related to voter registration based on National ID card as well as the two new Acts.

Conduct of efficient and credible elections. In July 2025, there will be four Provincial Elections – Malampa, Penama, Shefa and Tafea, which will provide further opportunities to pilot or test new voter registration provisions and any other improvements in the legislative framework.

Verification & Validation processes for ID Cards: The Referendum in March 2024 and the Snap General Election in January 2025 saw this become a national priority with nation-wide verification and validation programs being undertaken.

This initiative must remain a very high priority throughout the year with the continuing close cooperation of the CRIM Department as the foundational basis for elections. As part of this activity, the policy/process of assigning villages/communities with a unique identifier number must be undertaken in close cooperation with the Department of Local Authorities, Department of Lands and VBS.

Civic Education Materials: Further funding will be sought for printing of our Civic Education materials in English, French and Bislama sets to provide resource materials aimed at

education good citizens who understand the responsibilities and rights of voting and living in a democracy.

Strengthening of institutional capacities through EC/VEO Restructure: In an effort to provide increasingly efficient and sustainable services, the EC/VEO in 2025 will be engaged in implementing restructures to increase the number of permanent posts (including in the provinces). As well as filling of the Provincial Electoral Officer posts and vacant central office posts in the existing VEO structure to support provincial activities a comprehensive and strategic restructure is urgently required in Quarter 1 2025 to address staffing needs created by the EC/VEO transition to a fully independent agency.

Establishment of VEO presence in all six provinces with Provincial Electoral Officers reporting to the VEO's Senior Officer (Operations), will continue to play a critical role in strengthening the institutional capacity and delivery on time of compliant, transparent, accessible, inclusive and credible elections. The SO Operations post is currently vacant and a priority to be filled.

In addition, the restructure will support:

- An approved structure that is decentralized and has good working relationships with the national and local authorities;



- Stronger institutional capacity to clear meet the priorities of a national level government plan (NSDP) that places emphasis on political reform, stability, accountability and civic engagement;
- Skilled, energetic human resources;
- Productive relationships with development partners;
- Strengthened human and financial resources for operational activities;
- Stronger administration with on-time, compliant reporting of limited budgetary resources to considerably strengthen delivery of decentralized services and meeting targets, enforcement and compliance, proper coordination and monitoring mechanisms of activities making reporting timelier and more comprehensive;
- Stronger ownership of the election process by electoral officers (provincial level).

Increased Civil Engagement through public voter information and awareness. In 2025 the EC/VEO will continue its efforts to ensure good voter information, including new website, Facebook page, targeted SMS messages, voter information booklets. The EC/VEO recognizes that a lot more is required, in particular in the islands that are difficult to access. VEO proposes to enhance its partnerships with other government agencies and civil society for a longer-term process of providing accurate and efficient information to all electoral stakeholders and the public at large.

Outreach & Awareness: An ambitious program of nationwide consultation and awareness must be undertaken across all levels of society – the Whole of Government, the private sector, iNGOs, NGOs, CSOs, media, Ni-Vanuatu living and working overseas as well as Ni-Vanuatu citizens living in small remote communities, political parties, potential candidates

– to ensure the implications of the Single Harmonized Electoral Act and Political Party Registration Act – are understood.

Therefore, corresponding lines of action formulated to attain the activity priorities in 2025 are as follows:

- consolidating operational planning within the VEO administration, including procurement and logistics, through development and implementation of Procedures Manuals so as to ensure efficient and timely elections;
- improving permanent staff levels, including electoral provincial officers and redefining the Job Descriptions and the VEO structure through the ongoing implementation of the approved restructures;
- continued work in the EC and VEO digital archiving process;
- increasing ICT capacity and database development and maintenance skills within the office;
- ensuring a smooth transfer to the use of the National ID card for polling purposes;
- closely collaborating with the CRIM department in the cleaning and data validation of the registration database and the continued registration of voters;



- enhance partnerships with other government agencies and civil society to reinforce public voter information and awareness and increase civil engagement in the electoral process;
- strengthen understanding and engagement with electoral processes through public awareness campaigns, materials production and VEO's Web Site;
- improving equitable and inclusive access for voters with a disability to electoral processes.

Inclusion & Accessibility Issues

2025 will see an on-going focus by the EC/VEO on issues of inclusion & accessibility, not just for People with Disability but also for women, youths, the aged and those living in remote areas.

- Outreach and awareness materials are designed by a Graphic Designer to provide inclusive images;
- Continued implementation of Civic Education through sharing of materials to Rural Training Centres and schools.
- organizations that serve people with disabilities to provide transportation to polling sites, and provide temporary ramps or tents at polling stations.
- Conduct socialization and awareness of Electoral Act and Political Parties Registration Act, ensuring the awareness activities are inclusive to all, especially women, youth and people with disabilities.

4. ELECTORAL COMMISSION AND VANUATU ELECTORAL OFFICE 2025 PROGRAM BUDGET NARRATIVES

ACTIVITY MIEC: CONDUCT OF ELECTIONS

Cash Grant: N/A

In Kind: N/A

Objectives

The objective of the Electoral Commission is to supervise conduct of all elections specified by the Constitution of Vanuatu and related Acts

Objective 1: To drive policy development & implementation of registration of eligible electors and conduct of all elections specified by the Constitution of Vanuatu and relevant Act/s;

Objective 2: To lead development and implementation of the legislative framework for electoral system;



Objective 3: To provide electoral dispute resolution through Election Disputes & court appearances

Objective 4: To undertake consultation for reform and delivery of an efficient, reliable, equitable & inclusive electoral system for Vanuatu;

Objective 5: To improve the Electoral Commission's efficient cost-effective equitable and inclusive operational framework and service delivery through resourcing – both financial and human, restructure, planning, reporting, Standard Operating Procedures, Manuals, awareness & outreach.

Means of Service Delivery

1. Conduct EC Commission meetings to progress engagement with Parliament, OAG, civil society and key stakeholders to develop and implement policy and legislation for electoral reforms;
2. Liaise with electoral sector stakeholders to review and revise legislation & Regulations.
3. Electoral disputes reviewed and resolved and reported
4. Chair meetings of Sector Stakeholders to improve electoral environment
5. EC Restructure developed, financed & implemented

Performance Measurement (Service Targets)

#	Description	Quantity	Unit of Measure
1	Hold Commission meetings	4	VEC Meeting Minutes
2	Consultation meetings on legislative framework	1	Annual Report contribution tracks meetings
3	Record of Electoral Disputes	1	Annual Report contribution tracks #s of Electoral Disputes & outcomes
4	Support public awareness & consultations with electorate of Vanuatu of the harmonized single Electoral Act	4	Public awareness & consultations with electorate reported in Quarterly Reports
5	Operational budget to establish EC as an independent agency	1	NPP to MBC for operations budget
6	EC Restructure with NPP for additional staffing	1	NPP to MBC for Political Party Liaison Officer

ACTIVITY MIEB: ELECTORAL SERVICES

Activity Cost: 62,459,127 vatu

Cash Grant & Aid 171,940,622 vatu (US\$1,446,094)



In Kind: N/A

Mandate

Whilst the Electoral Commission (EC) is the sole authority in charge of electoral matters, the Vanuatu Electoral Office acts as the implementing agency supporting the registration of electors, and preparing and conducting of elections to Parliament and provincial and municipal councils. The Vanuatu Electoral Office (VEO), as the executive secretariat of the Commission, is in charge of the electoral administration and as such is responsible for implementing all activities required for the preparation and conduct of direct elections in the country, including the establishment and maintenance of the Voter Register.

The success of the electoral process depends on the accuracy of the procedures as well as commitment and sound implementation by both the Electoral Commission and Vanuatu Electoral Office. Considering that the success of the elections is measured against the integrity of the process, as well as the establishment of both the Provincial Governments and Municipal Council, the accuracy and proper implementation of core functions are considered as critical factors towards achieving free and fair elections.

While Vanuatu deserves free and fair elections to preserve the achievements of our democratic system attained since our Independence, it is equally important that people inclusively access accessible electoral facilities during preparation of registration, polling dates and elections.

The objective of the Electoral Office is to supervise the registration of eligible electors and conduct of all elections specified by the Constitution of Vanuatu and related electoral legislation.

Objectives

The Vanuatu Electoral Office (VEO) has the following objectives

1. to conduct efficient elections with validated Voter Register and improved election procedures;
2. to establish efficient, and improved voter registration by utilizing a Biometric Voter Registration - the National ID Card in close collaboration with CRIM;
3. to liaise with the Parliament and OAG for advancing legislative reform of the Electoral System;
4. to increase Civil Engagement through public voter information and awareness.
5. to improve service delivery and organizational compliance through an inclusive policy, legislative, planning, budget, Procedures Manuals, restructure implementation, decentralization, ICT, revenue generation & reporting framework

Means of Service Delivery:

1. Up-dated and validated Voter Register for efficient, credible elections for the conduct of National, Provincial and Municipal & By-Elections elections by consolidating operational planning within the VEO administration, including procurement and logistics, to deliver efficient, equitable, inclusive and timely elections;



2. Support improvement in National ID Card holder numbers;
3. Develop Implementation Plan for electoral legislation, policy and procedures;
4. Improve inclusive civil engagement and civic education for women, youths, people with disability, other government agencies and civil society for public voter information and awareness;
- 5 Through implementation of VEO restructure, improve decentralized service delivery, especially in the provinces and by splitting “mega stations” with new polling stations established to enable more inclusive and equitable access;

Performance Measurement (Service Targets)

	Description	Quantity	Unit of Measure
1	Voter Register updated continuously and validated	1	Voter Register up-dated (data reported in VEO Annual Report)
2	ID Card awareness programs	%	% of voters holding validated ID Cards disaggregated by gender
3	Implementation Plan for roll-out of new legislation, policy, procedures & awareness	1	Activities reported in Quarterly & Annual report
4	Provide awareness campaigns for voter engagement (Media, Facebook, Web Site, Posters, Civic Education in schools)	1	VEO Annual Report reflects awareness campaigns & publicity undertaken
5	Implement decentralized restructure	1	Senior Operations appointed



5. PROGRAM MIEC: CONDUCT OF ELECTIONS

Activity Cost na
Cash Grant na
In Kind: na

PROGRAM MIEB: ELECTORAL SERVICES

Activity Cost: 62,459,127 vatu
Cash Grant & Aid 171,940,622 vatu (US\$1,446,094)
In Kind: na

MIEC: ELECTORAL COMMISSION												
Program	Activity	Performance Indicator	Target	Actions	Q 1	Q 2	Q 3	Q 4	OIC	Status Time Frame	Comments	NSDP #
Objective 1. EC to drive policy development & implementation of registration of eligible electors and conduct of all elections specified by the Constitution of Vanuatu and by the Act of Parliament Cap 146												
MIEC	1. Policy development & implementation	1.1 Policy development & implementation with regular EC Commission meetings	X 4	1.1.1 Hold Commission meetings x 4 with Minutes	X	X	X	X	EC Chair; PEO as Secretariat	On-going		SOC 6.3
		1.2 Recurrent NPP for Commission meeting costs & allowances	X 1	1.2.1 NPP submitted		X			EC Chair; PEO; FM, CSU	Q1		SOC 6.3
		1.3 Conduct Feasibility Study	1	1.3.1 Feasibility Study reviews Closed Constituencies to	X	X			EC Chair; PEO; OAG,	End May		SOC 6.3



		for Closed Constituencies		explore constituency boundary options					Legislation Working Group			
			1	1.3.2 Submit proposal to COM Paper	X	X			EC Chair; PEO;	End May		SOC 6.3
2. To lead development of legislative framework for electoral system												
MIEC	2. Policy development & implementation	2.1 Policy development & implementation with regular EC Commission meetings	X 4	1.1.1 Hold Commission meetings x 4 with Minutes	X	X	X	X	EC Chair; PEO as Secretariat	On-going		SOC 6.3
		2.2 Oversee meetings with electoral sector stakeholders to review and revise legislation & Regs.	1 per Quarter	2.2.1 Meetings with sector stakeholders held to progress issues with Minutes or Meeting Outcome reports	X	X	X	X	EC Chair; PEO	On-going		SOC 6.3
		2.3 Implement Legislative Road Map	1	2.3 Legislative Road Map delivered	X	X	X	X	EC Chair, PEO, Deputy PEO, OAG	On-going		SOC 6.3
		2.4 Implement legislative reform regarding independent functions, budget and mandate of EC	1	2.4.1 Implementation Plan	X				EC Chair, PEO, OAG, LRC	Q1		SOC 6.3



		2.5 Review new legislation (Single Harmonized Electoral Act & Political Party Registration Act)	2	2.5.1 Review new legislation for additional amendments & regulations (Single Harmonized Electoral Act & Political Party Registration Act) based on Lessons Learned from Snap Election	X	X	X	X	EC Chair, PEO, OAG, LRC	On-going		SOC 6.3
		2.6 Develop Standard Operating Procedures and Manuals	1	2.6.1 Develop an Operations Manual (financial administration, budget, HR, planning & reporting) for EC administration				X	EC Chair, PEO, DPEO	Q4		
		2.7 Explore current electoral laws regarding candidate eligibility in regard to citizenship	1	2.7.1 Options Paper for discussion & consideration regarding candidacy citizenship status	X	X			EC Chair, PEO, DPEO, OAG, Legislation Working Group	May		
			1	2.7.2 Establish Legislation Working Group	X				EC Chair, PEO, DPEO, OAG,	Q1		
		2.8 Draft proposed amendments to Regulations regarding Political Party registration	1	2.8.1 Deregister non-compliant parties as per Regulations	X	X	X	X	EC Chair, PEO	On-going		
			1	2.8.2 Provide options in a Discussion Paper for	X	X			EC Chair, PEO	May		



				COM re elevation of threshold to 1,000 voters								
			1	2.8.3 Awareness program developed for political parties and electorate	X	X			EC Chair, PEO, DPEO	May		
Objective 3: To provide electoral dispute resolution through Election Disputes & court appearances												
MIEC	3. Electoral Dispute Resolution	3.1 Electoral disputes reviewed, documented and reported	1	3.1.1 Record of Electoral Disputes made in EC Minutes and reported in Annual Report x 1	X	X	X	X	EC Chair; PEO; EC Members	On-going as needed		SOC 6.3:
Objective 4: To undertake consultation for reform and delivery of an efficient, reliable, equitable & inclusive electoral system for Vanuatu												
MIEC	4. Consultation & Awareness	4.1 Awareness meetings held on electoral issues & reforms reported in Annual Report	1	4.1.1 Annual Report contribution provides details of meetings held, location, topic and recommendations arising	X	X	X	X	EC Chair; PEO	On-going		SOC 6.3:
			1	4.1.2 Conduct a consultation program for Feasibility Study & COM Paper for options on Closed Constituency reforms	X	X			EC Chair; PEO	April		SOC 6.3
5.1 EC Restructure presented & implemented												
MIEC	5. Restructure	5.1 Restructure approved	X 1	5.1.1 Restructure prepared and costed	X				EC Chair; PEO & OAG	Q1		Soc 6.1 & 6.4
			1	5.1.2 Develop NPP for EC Restructure with	X				EC Chair; PEO; FM	Q1		Soc 6.1 & 6.4



				additional staffing & operations costs					CSU & OAG			
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Department	VEO	VANUATU ELECTORAL OFFICE								Operational Report Q1/2/3/4-2023		Linkages to NSDP
Program	Activity	Performance Indicator	Target	Actions	Q 1	Q 2	Q 3	Q 4	OIC	Status Time Frame	Comments	Linkages to NSDP
Objective 1: 1. Conduct efficient & credible elections through improved election procedures												
MIEB		1.1 Develop measures to pilot Out of Country & Out of Constituency Voting procedures		1.1.1 Develop clear guidelines (SOP) for use of technology for Out of Country & Out of Constituency voting		X			PEO (VEO)	Q2		
				1.1.2 Conduct pilots			X			Q2		
		1.2 To supervise and coordinate Provincial, Municipal, & By-Elections elections by consolidating operational planning within the VEO administration, including procurement and	4	1.2.1 Deliver Torba Penama, Shefa & Tafea Provincial Elections			X		Chair EC; PEO (VEO)	Q3		SOC 6.3:
				1.2.2 Prepare Procurement for elections	X	X	X	X	PEO (VEO)	On-going – as needed		
				1.2.3 Prepare training for voter rolls, ID validation, awareness	X	X	X	X	PEO (VEO)	On-going		



1. EFFICIENT ELECTIONS	logistics, to deliver efficient, equitable, inclusive and timely elections;											
	1.3 Improve number of polling stations to enable inclusive, equitable access	At least 2	1.3.1 Develop criteria for new polling station establishment		X			PEO (VEO) Deputy PEO	Q2		SOC 6.3: SOC 5.1	
			1.3.2 Allocate voters by ID number	X	X	X	X		On-going			
			1.3.3 Create new Polling Stations	X	X	X	X		On-going			
	1.4 Maintain Geo Spatial Electoral Maps for efficient elections, registration & electoral management	1	1.4.1 Maintain accuracy of maps	X	X	X	X	PEO (VEO) Deputy PEO & TA	On-going		SOC 6.3	
			1.4.2 Verify Geo Spatial Electoral Maps in field	X	X	X	X		On-going		SOC 6.3	
	1.5 Develop electronic electoral management system	1	1.5.1 Develop clear guidelines for electronic electoral management system	X	X	X	X	PEO (VEO) Deputy PEO & TA	On-going			
			1.5.2 Develop software for electronic electoral management system	X	X	X	X		On-going			
			1.5.3 Conduct pilots	X	X	X	X			On-going		SOC 6.3
	2. Maintain an efficient national voter register based on the National ID Number											



MINISTRY OF INTERNAL AFFAIRS

BUSINESS PLAN 2025

MIEB	1. VOTER REGISTER	2.1 Voter Register with ID cards for eligible voters 18 years and over by updating and validating the Voter Register using National ID Card and CRIM data	1	2.1.1 Utilize electronic central civil register to extract Voter Lists	X	X	X	X	PEO (VEO) Deputy PEO (elections) DPEO (Operations)	On-going		SOC 6.3:
				2.1.2 Validate Voter List to verify correct Polling Station allocation	X	X	X	X		On-going		SOC 5.1
				2.1.3 Develop mobile service for voter verification based on ID#	X	X	X	X		On-going		
				2.1.4 Develop the criteria for allocation of polling stations	X	X	X	X		On-going		
				2.1.5 Review, update and gazette Polling Station names	X	X	X	X		On-going		SOC 6.3:
				2.1.6 Inspection of Voter List in cooperation with Area Administrator	X	X	X	X		On-going		SOC 6.3:
				2.1.7 Work with Area Administrators & SGs to identify new Polling Stations	X	X	X	X		On-going		SOC 6.3:
			1	2.2.1 Establish & maintain a credible, accurate Voter	X	X	X	X	PEO (VEO)	On-going		SOC 6.3



		2.2 Increase numbers of eligible voters with National ID with registration on Integrated Data Base		Register with ID cards for eligible voters 18 years and over					Deputy PEO Data Entry Officers			
				2.2.2 Develop Procedures & Manual to correlate to RV5	X	X	X	X		On-going		SOC 6.3 SOC 6.1
				2.2.3 Provide report on eligible voters in Quarterly Reports & Annual Report disaggregated by location, gender & age	X	X	X	X		Q1 Q2 Q3 Q4		
		2.3 Continued work in the EC, VEO digital archiving process	1	2.3.1 Digital archiving undertaken, scanning & archiving to build historical archive				X		By Q4		SOC 6.3:
		2.4 Increasing ICT capacity and database development and maintenance skills within the office	4	2.4.1 Training sessions undertaken to improve ICT Skills on data base usage	X	X	X	X		On-going		SOC 6.3:
Objective 3. Legislative reform of the electoral legal framework												
MIEB		3.1 Support for improving the legal framework of elections	2	3.1.1 Technical support provided as needed	X	X	X	X	Chair OAG	On-going		SOC 6.3:



	3. LEGISLATION & POLICY FRAMEWORK	3..2 Support the implementation of improvements in legal framework	Same as 3.1	3..2.1 Continue to provide technical support		X					Q2		SOC 6.3:
Objective 4. Increase Civil Engagement through public voter information and awareness													
MIEB	4. PUBLIC AWARENESS & OUTREACH	4.1 Awareness campaigns for electoral framework, voter engagement (Media, Facebook, Posters, Civic Education in schools) reflected in VEO contribution to MoIA Annual Report (x1)	1	4.1.1 Awareness campaigns for voter engagement reported in Annual Report detailing # of awareness campaigns & types of publicity undertaken	X	X	X	X	PEO, VEO; Outreach Officer VEO; Web Site Officer VEO	On-going			SOC 5.1: SOC 6.3 SOC 6.5
		4.2 Web Site	1	4.2.1 Web Site up-to-date	X	X	X	X	Web Site Officer VEO	On-going			SOC 6.3:
		4.3 Meetings held with Sector Stakeholders	4	4.3.1 Meetings reported in Quarterly Reports & Annual Report	X	X	X	X	PEO, VEO; Outreach Officer VEO;	On-going			SOC 6.1 SOC 6.4
		4.4 Printing of awareness materials	500	4.4.1 Materials printed	X	X	X	X	Outreach Officer VEO;	On-going			SOC 6.3



		4.5 Civic Education materials	tbc	4.5.1 Civic Education materials printed & distributed to schools & RTCs	X	X	X	X	Outreach Officer VEO;	On-going		SOC 6.5
		4.6 Production of awareness videos	1	4.6.1 Videos contracted	X	X	X	X	Outreach Officer VEO;	On-going		SOC 5.1
		4.7 Implement Communications Strategy for VEO	1	4.7.1 Communications Strategy implemented	X	X	X	X	Outreach Officer VEO;	On-going		SOC 6.5
				4.7.2 Workshops delivered to raise awareness on Comms Strategy	X	X	X	X	Outreach Officer VEO;	On-going		SOC 6.5
				4.7.3 Develop VEO templates	X	X	X	X	Outreach Officer VEO;	On-going		SOC 6.5
		4.8 Deliver training for key stakeholders for observation as needed i.e. for Domestic Observers & NGOs	1	4.8.1 Develop network of domestic operations groups with support for minimum operating procedures, information sharing					Outreach Officer VEO;	As needed		

Objective 5. Improve service delivery and organizational compliance through an inclusive policy, legislative, planning, reporting, budget, SOPs/Procedures Manuals, restructure implementation, decentralization, ICT & revenue generation



MINISTRY OF INTERNAL AFFAIRS

BUSINESS PLAN 2025

MIEB	5. INSTUTUTIONAL FRAMEWORK	5.1 Implementation of VEO restructure to improve decentralized service delivery, especially in the provinces	1	5.1.1 One Provincial Officer appointed				X	PEO; HRM, CSU; OPSC	Q4		SOC 6.1 SOC 6.4
		5.2 Improved permanent staff levels	2	5.2.1 Staff appointed				X	PEO; HRM, CSU;	Q4		SOC 6.1 SOC 6.4
				5.2.2 NPP developed for new staff to MBC in 2026	X				PEO; HRM, CSU; FM, CSU	Q1		SOC 6.5
		5.3 Implementation Plans developed for VEO	1	5.3.1 Develop Implementation Plan for policies					PEO; Deputy PEO; M&E Officer CSU	As needed		SOC 6.5
		5.4 Improve revenue	5%	5.4.1 Revenue tracked & reported in Annual Report	X	X	X	X	PEO; Deputy PEO; FM, CSU	On-going		ECO 1.2
		5.5 GoV Planning & Reporting Cycle compliance	100%	5.5.1 Deliver planning, reporting & budgets on time as required by GoV planning cycle with 100% compliance	X	X	X	X	PEO; Deputy PEO; M&E Officer, CSU	On-going		SOC 6.1 SOC 6.4



MINISTRY OF INTERNAL AFFAIRS

BUSINESS PLAN 2025

				with GoV's Planning & Reporting Cycle								
		5.6 PMR (appraisals) undertaken on time	3	5.6.1 PMRs on time with Annual Work Plan for each officer	X		X	X	PEO; Deputy PEO; HRM, CSU	Feb, July Dec		SOC 6.1 SOC 6.4:
		5.7 Training Plan developed & undertaken to improve VEO staff skills	1	5.7.1 Budgeted Training Plan developed on basis of PMR training needs	X				PEO; Deputy PEO; HRM, CSU	Q1		SOC 6.1 & 6.4:
		5.8 ICT equipment for professional delivery	1	5.8.1 Develop 2026 VEO ICT Procurement Plan & NPPs to purchase		X			PEO; Deputy PEO	Q2		SOC 6.1
		5.9 Logistics budget for 2026 elections prepared as basis for COM request/s	1	5.9.1 Charter for air transport for transport of Electoral materials	X				PEO & FM (CSU)	Q1		SOC 6.3 SOC 6.5
			1	5.9.2 Charter for land transport of Electoral materials	X				PEO & FM (CSU)	Q1		SOC 6.3 SOC 6.5
			1	5.9.3 Charter for sea transport of Electoral materials	X				PEO & FM (CSU)	Q1		SOC 6.3 SOC 6.5



MINISTRY OF INTERNAL AFFAIRS

BUSINESS PLAN 2025

			1	5.9.4 Electoral Materials procurement	X				PEO & FM (CSU)	Q1		SOC 6.3 SOC 6.5
			1	5.9.5 DSA Budget for VEO staff and electoral officers for Sanma Provincial elections & Ambrym	X				PEO & FM (CSU)	Q1		SOC 6.3 SOC 6.5
		5.10 VEO Office costs	1	5.10.1 Annual Budget forecast for operational costs (telecoms, utilities, photocopier expenses, fuel, vehicle maintenance, air con maintenance, plumbing) as recurrent NPP		X			PEO & FM (CSU)	Q2		SOC 6.3 SOC 6.5
		5.11 VEO Budget Submission developed	1	5.11.1 Fully costed MBC Submission with NPPs based on policy & planning		X			PEO; Deputy PEO; FM, CSU	Q2		SOC 6.1 SOC 6.4
				5.11.2 Develop Recurrent NPP for rolling Election Budget based on Electoral Cycle		X				Q2		



				5.11.3 Supplementary Budget Submission developed if needed		X					Q2		
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6. HUMAN RESOURCE OPERATIONAL PLAN

Below is a summary of the key actions required during the year in terms of human resource management for the Vanuatu Electoral Office.

Staffing	Total
Total staff in Current PSC approved structure	19
<i>Permanent</i>	11
<i>Probation</i>	1
<i>Contract</i>	0
<i>Daily Rated</i>	0
<i>Vacant</i>	7
<i>Total staff in Acting Positions</i>	0

Retirement	Total
Severance to be paid during the year	nil
Accrued leave estimate for retiring staff	nil

Priority Vacant Positions OPSC 2025 Approved Structure to be advertised	Position #	Scale	Salary	VNPF & Allowances	Total
Senior Officer (Operations)	0572	PS 6.1	1,906,500	408,260	2,390,760
Compliance Officer	0573	PS 5.4	1,694,700	295,788	1,990,488
Distribution Officer	0578	Ps 4.1	1,195,500	275,820	1,471,320

Key training to be delivered	Cost	Duration	Comment
Stand Up Candidacy Training Programs in all provinces	Donor	2025	VEEP III
Drivers Licence Training	Donor	2025	VEEP III

Officers on scholarship	Name	Salary	Allowances VNPF & Allowances	Area of scholarship
None	None	None	None	None



7. CASH FLOW FORECAST

This should be provided to MFEM at the end of each calendar year. These tables are available from OPSC, DSPPAC and MFEM in Microsoft XL if that is an easier format to enter the data and then transfer it to the Business Plan.

2025 Payroll Forecast:

2025 Operations Forecast:

The vatu amounts below should be expressed in vatu for all payroll by activity i.e. no need to list individual COA.

Dept EC	PAYR	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Program 1	Activity A	4,605,347	1,535,109	4,377,247	2,377,247	4,377,247	2,377,247	4,377,247	2,377,247	4,377,247	2,377,247	4,377,247	2,377,188

The vatu amounts below should be expressed in vatu for all overheads by activity i.e. no need to list individual COA.

Dept EC	OVER	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Program 1	Activity A	7,378,847	1,378,847	689,424	2,083,190	1,083,190	1,083,190	1,083,190	1,083,190	1,670,798	1,670,798	1,670,798	1,670,798



8. PROCUREMENT PLAN

All of the data below should correspond to data submitted to MFEM as part of the Annual Procurement Plan submission to the Central Tender Board and relate to the activity plan template shown above as part of the M&E framework. DSPPAC and MFEM have these tables on Microsoft XL format which will make it easier to complete.

Ministry	MoIA – Vanuatu Electoral Office - Simple Procurement 2021																		
Planning										Preparation								Execution	
Fund	Dept	Progr	Activity	Cost Centre	Description of Purchase	Contract	Procurement Type	Procurement Value	Cash Flow Endorsed By DG	Specifications Approved	Tender Documents	Draft Contract	Advertise Opening	Advertise	Proposals	Recommendation to DG	DG Approval	Notification of Award /	End Date of
2	280	MIE	MIEB 4.6	2801	Printing of awareness materials	Goods	RFQ	3,000,000											
2	280	MIE	MIEB 5.8, 5.9 and 5.10	2801	Office equipment and furniture	Goods	RFQ	5,000,000											
2	280	MIE	MIEB	2801	Utility – Electricity / Water	Services	RFQ	3,680,000											
Ministry	MoIA Vanuatu Electoral Office - Complex Procurement 2021																		



Planning		Preparation											
Fund	De pt	Pro gr	Activity	Cost Centre	Descripti on of Purchase	Contract Type	Procurement Type	Procurement Value	Cash Flow Endorsed (DG F&EM)	TEPP Approved (CTB)	TEC Appointed	Tender Specifications Approved(CTB)	Tender Documents Approved(CTB)
2	280	MI E	MIEC 1.2	2802	Printing of ballot paper	Goods	RFT	16,000,000					
										Draft Contract Approved	Advertise	Open Tenders	Evaluate Tenders / Proposals
										Recommendation to	Ministers Submission	Tabled in COM by MoFT	COM Approval
										Notification of Award			

9. ASSISTANCE

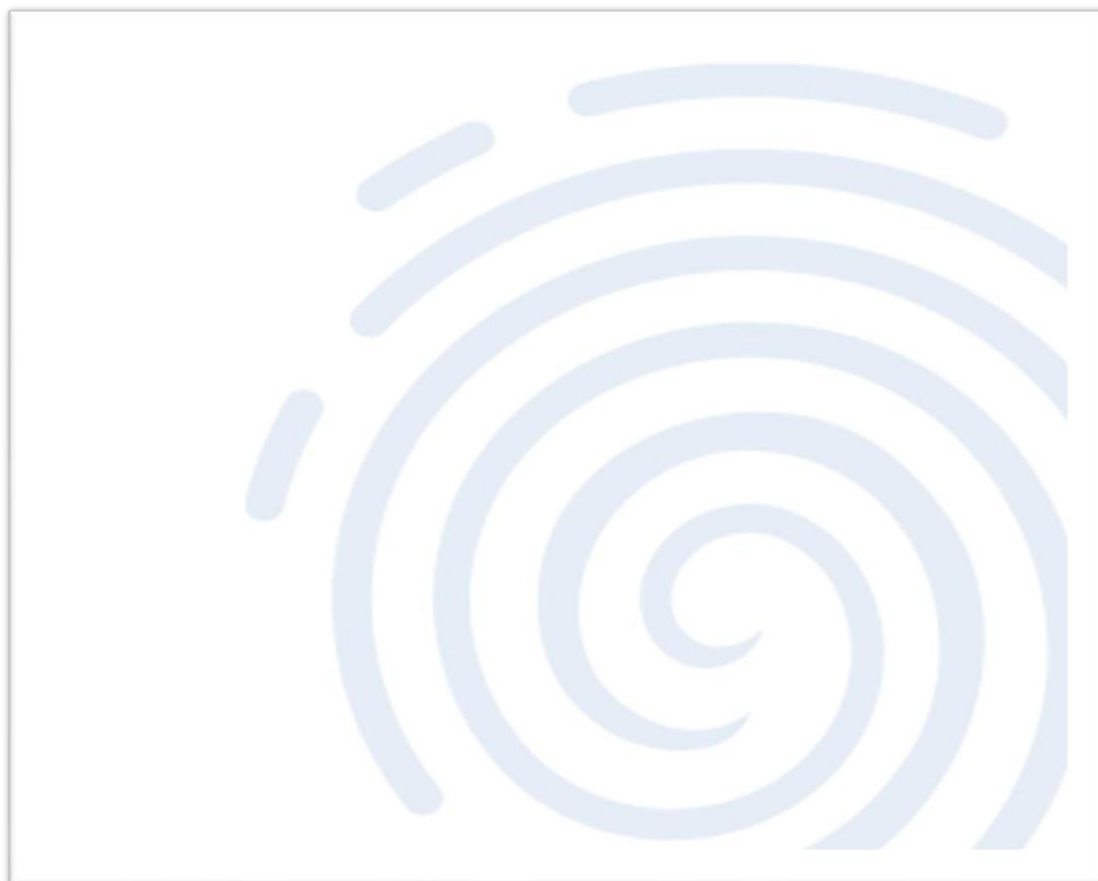
For assistance or further information please contact the Principal Electoral Officer, Vanuatu Electoral Office



DEPARTMENT OF CIVIL REGISTRATION and IDENTITY MANAGEMENT

(CRIM)

2025 BUSINESS PLAN





1. EXECUTIVE SUMMARY

BACKGROUND

The Civil Registration and Identity Management Department, formally known as the Civil Status Department or Civil Registry and Vital Statistics, is mandated by the Act of Parliament CAP 61 and CAP 60 and the Marriage Act. The Civil Status (Registration) Act [CAP 61] was a product of the condominium colonial government of England and France, which commenced on 21 June 1971. These Acts and the manual registration captured during this time created the foundation of the Civil Registry

In November 2021, a significant change in the mandate of the CRIM Department occurred when Parliament approved the Civil Registration and Identity Management (CRIM) Act (CAP # 28 2022) and Vanuatu Identity Management Act (CAP # 27 2022) to increase the focus of the Department on issues related to Civil Registration and the establishment of legal identity for all citizens in Vanuatu. The registration creates a current and accurate database of Vanuatu citizens. The updated Acts aim to ensure the accuracy of the civil registry which stores the civil records for all citizens in Vanuatu and aims to ensure that each citizen is provided one unique identity number. This will enable strong Identity Management through unique identification.

The Central Register is the system by which the government of Vanuatu records the vital events (Birth, marriage, divorce, death, etc) that happen in Vanuatu and to citizens of Vanuatu living abroad. The first registration into the Central Register (birth registration or new citizen registration) creates the official National Identification Number (NIN) per that person. The registration is considered legal documentation of said vital event. Legal Documentation is strongly linked with a broad range of rights and activities, in particular legal identity. The resulting larger database of all citizens and residences serves as a basis to create a data source for the compilation of legal vital statistics, which is essential for data-driven policymaking.

The Department is part of the Ministry of Internal Affairs, based in Port Vila, but with an increasing presence in all the provinces around the country for decentralized service delivery but also as a strategy for “in the field” capture of vital events. This decentralization of service delivery is vital to ensure the timely, accurate registration of all vital events. The work provided at all registration centers is dictated by the CRIM Act, CRIM Regulations, and an integrated raft of CRIM Standard Operating Procedures (SOPs) to ensure continuity of service regardless of whether the client is in Torba or Tafea.



PURPOSE

As a government department, the CRIM Department is required to develop an annual Business Plan, in accordance with the planning priorities provided by the National Sustainable Development Plan (NSDP) framework. In addition, the CRIM Department has been revised to meet the Business Plan Guidelines approved on 12th March 2021 by Hon Prime Minister Bob Loughman Weibur. These revised Guidelines have been developed to assist the Directors General and the Departments and agencies of each Ministry in meeting these responsibilities proscribed by the Public Service Act, the recent review of the Public Finance and Economic Management (PFEM) Act, and the Central Tenders Board Act.

A recent revision of the Vanuatu National Planning Framework requires that Business Plans are aligned strongly to the Budget Narratives on the Appropriations Act.

The 2025 Business Plan plays a critical role in demonstrating how the CRIM Department will deliver the services as presented to and approved by Parliament under the Budget Narrative in the Budget Appropriations Act as well as showing how the Department's service delivery will result in progress towards the outcomes and outputs stated in the Ministry's Corporate Plan. The Annual Report for the Department will report against the utilization of the approved funding to deliver the planned/approved activities of the Business Plan.

The CRIM Department's Business Plan is subject to annual review to deliver the objectives of the MoIA Corporate Plan as the core functions and responsibilities of the Department are incorporated with other Departmental roles and functions within the Ministry of Internal Affairs Corporate Plan and Sector Strategy.

In addition, the CRIM Business Plan must also meet emerging priorities and policy directives i.e. the new Government's One Hundred Day Plan, Council of Minister's Decisions

There is ongoing support from the UNDP/Vanuatu Electoral Environment Project (VEEP) Phase III, jointly funded & administered by NZ's MFAT and UNDP. This on-going assistance, supporting vital statistics and civil registration data capture to promote inclusive, evidence-based planning and reporting, as well as a review of legal frameworks, development of regulations, SOPs, manuals, etc. is acknowledged.

VISION, MISSION, VALUES, AND OBJECTIVES

✦ The CRIM Department will lead the process of managing personal data (identities) of citizens and guarantee that systems, security, privacy, quality, and provision of data and documents are secured, efficient, and compliant with applicable legislation.



Mission

✦ The CRIM Department is the leading authority in identity management in Vanuatu. It guarantees a functional civil registration system for vital events, consistent identity management, and the provision of quality services to citizens, public, and private institutions in an effective and efficient manner.

Values

✦ The CRIM Department is guided by the following principles:

- ✓ **Reliability & Predictability** – Ensuring quality and legal certainty of services.
- ✓ **Openness & Transparency** – Providing clear insights into service procedures.
- ✓ **Accountability** – Taking responsibility for all actions.
- ✓ **Efficiency & Effectiveness** – Delivering services in an optimized manner with maximum impact.

✦ Key values that drive CRIM Department services:

- ◆ **Equity | Transparency | Accountability | Accessibility & Reliability | Teamwork | Openness**
- ◆ **Communication | Respect | Customer-Oriented Quality Services | Impartiality | Honesty & Integrity**
- ◆ **Efficiency & Effectiveness | Inclusivity**

Objectives

🔄 The CRIM Department aligns its strategic objectives with the Ministry of Internal Affairs' Corporate Plan 2022–2026:

Objective	Description
Vital Events Registration	Improve coverage for the registration of births, marriages, and deaths.
Civil Registry	Establish and maintain a central civil register and population registry.
National Identity Cards	Expand coverage for the issuance of National Identity Cards.
Policy & Legal Framework	Regulate and develop policies, legislation, and strategies related to civil registration and National ID management.
Service Delivery & Compliance	Enhance service delivery through policy improvements, legislative planning, reporting, budgeting, restructuring, capacity building, awareness, ICT, decentralization, and revenue generation.
Voter Register Support	Provide electoral authorities with timely and accurate information for the establishment and maintenance of a credible voter register.



NATIONAL SUSTAINABLE DEVELOPMENT PLAN

The CRIM Department through the Department's objectives will contribute to the following relevant NSDP policy objectives and targets:

SOC 6: "A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu;"

SOC 6.3: "Enact political reforms that promote stability, accountability, constituency representation and civic engagement;"

SOC 6.5: "Strengthen local authorities and municipal institutions to enable decentralized service delivery;"

SOC 6.6: "Strengthen physical planning and management to meet the service delivery needs of a growing population;"

SOC 6.9: "Strengthen research, data and statistics for accountability and decision making." and build institutional capacity and awareness;"

ECO 1.2: "Improve GoV revenue streams;"

ENV 3.1: "Institutionalize Climate Change and Disaster Risk Governance."

SUSTAINABLE DEVELOPMENT GOALS

The CRIM Department must also contribute to achieving *Sustainable Development Goals*, specifically supporting the:

SDG Goal 16.9: "By 2030, provide legal identity for all, including birth registration."

2. ACTIVITY MIED: CIVIL REGISTRY BUDGET NARRATIVE

OBJECTIVES

Objective 1: Improve coverage for registration of vital events such as births, marriages, and deaths,

Objective 2: Establish and maintain a central civil register and population registry;

Objective 3 Improve coverage for issuance of National Identity Cards;

Objective 4: Regulate and develop policies, legislation, and strategies related to registration of CRIM and National ID;

Objective 5: Improve service delivery and organizational compliance through an inclusive policy, legislative, planning, reporting, budget, restructure, capacity building, awareness, ICT, decentralization, and revenue generation framework;

Objective 6: Provide the electoral authorities with timely and accurate information to establish and maintain an efficient and credible Voter Register.

Means of Service Delivery



1.1 Build the capacity of Area Councils through a Second Tier Strategy to improve provincial registration of vital events (births, deaths, adoption, marriages & name change);

2.1 Build ICT infrastructure and HR capacity building at the Head Office, for a skilled workforce and robust technological framework for effective civil registry and identity management services.

2.2 Establish & and maintain the integrated database for registration centers to improve decentralized registration coverage;

3.1 Continue issuance and increase the number of National ID Cards issued;

4.1 Progress, review, draft, and presentation to the Minister on policies, strategies, and legislative framework related to CRIM and national ID;

5.1 Improve decentralized service delivery through the implementation of restructures;

5.2 Strengthen and improve revenue collection by introducing new revenue initiatives;

5.3 Provide reports, Budget Submissions, and plans as per the GoV Reporting Cycle.

6.1 Provide the electoral authorities with timely and accurate information for the establishment and maintenance of an efficient and credible Voter Register.

Performance Measurement (Service Targets)

Description	Quantity	Unit of Measure
1. Deliver a capacity-building program for Area Councils to improve capture of births, deaths, adoptions, marriages & name change	1	CRIM Annual Report provides details of Area Council Training undertaken NPP
2. Development of ICT infrastructure to enhance civil registry and identity management services with training on system to improve competency levels at the Head Office	1	establishment of New ICT Infrastructure with Head Office Staff training conducted
3. Area Administrators with access to the Central Civil Register database	26	26 Centres
4. Report on improved statistics of ID Cards issued (child & and gender disaggregated) in Quarterly Reports	4	Quarterly Reports
5. Marriage Bill developed and consulted	1	Draft Bill
6. Implement restructure for improved decentralized service delivery	1	Fill CRIM Vacant positions: ICT Officer Registrar Births/Adoptions
7. New revenue initiatives introduced through Policy Paper to Minister and change to Regulations	1	Regulations up-dated
8. All Reports and MBC Submission on time as per GoV Reporting Cycle	100%	GoV Reporting Cycle compliance



9. Reports provide data on an efficient and credible Voter Register.	3	Quarterly Reports
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OPERATIONAL PRIORITIES FOR 2025

For 2025 CRIM has the following delivery priorities

- Standardize internal processes within the CRIM Department
- Transparency of operations, with improved, consistent, predictable, and measurable results
- Involvement of staff and the clarification of their responsibilities
- Facilitate arrangements with external parties (users, suppliers, customers) through processes that safeguard the required service level.
- Strengthen Area Council capacity and engagement through training and access to CRIM services and systems.

THE CRIM SYSTEM

RegisterVIZ4 is the database that houses all the data CRIM is mandated to obtain. This includes every vital event of the citizens and non-citizens that live, work, and get married in Vanuatu. The new Central Database being created to cater to the growing diverse population of Vanuatu is called RV5. RV5 was developed to meet our specific needs and is a dynamic step into the future for CRIM. This new system will allow for a streamlined of services and provide clear historical data and reports. It also allows for better interoperability. CRIM has spent the past year broadening our interoperability and working scope to ensure that every citizen has access to their legal identity and that every public or private institution utilizes the population registers to verify the legal identity of their customers.

2025 CRIM ACTIVITY PRIORITIES

The CRIM services are expected to be delivered through a multifaceted, concurrent but continuous approach. The key activities priorities for 2024 are found in the table below while the detailed performance indicators and actions can be found in the Planning Matrix in section 4.

Objective	2025 Activity Priorities
Objective 1: To improve coverage for registration of vital events such as births, marriages, and deaths	<ul style="list-style-type: none"> • Additional staff appointed – Registrar Births/Adoption and ICT Officer • Improve the inclusion of persons regardless of age, gender, disability, language, religion, or geographical location • Enable access to the Central Register in Health, Education, and church facilities • Provide accurate vital statistics on coverage of vital events



Objective 2: Establish and maintain a Central Registry Integrated database and Population Registry	<ul style="list-style-type: none"> • Increase in the number of Registration Points <ul style="list-style-type: none"> ○ nationally and ○ internationally • Central Register interoperability and improvements • Training delivered for stakeholders and staff
Objective 3: To enlarge coverage for the issuance of National Identity Cards	<ul style="list-style-type: none"> • Issuance of National ID cards in all provinces • Provide E-ID awareness and advocacy for the app and usage • Review of National ID card policy, Act, and Regulations • Additional resources in provinces for biometric capturing kits, awareness, and training • Additional printing resources in provinces for decentralized delivery of services • Provide disaggregated data on ID Card Coverage in all 6 provinces • CRIM awareness and advocacy through provincial TAC • Customer care and counter services improved, especially through additional provincial access points
Objective 4: To develop and implement efficient and inclusive policies related to the registration of vital events and ID Cards effective	<ul style="list-style-type: none"> • Implementation of CRIM policy (Acts and Regulations) • Policy and Procedures Manuals and Standard Operating Procedures developed, training on use delivered and utilized i.e., Identity Management and Civil Registry • Support CRIM Technical Committee • Communication and dissemination strategy • Implementation Plans for new legislation
Objective 5: To improve service delivery and organisational compliance through a framework of inclusive policy, legislative, planning, reporting, budget, revenue generation, administration, and Human Resources	<ul style="list-style-type: none"> • Legislation prepared and implemented for Marriage Act and Bio-metric policy • Restructures Phase I and Phase II progressed • Policy Papers, DCO/COM as needed • Briefing Notes for DG and Minister as requested • Policy and Procedures Manuals or Standard Operating Procedures developed, training on use delivered and utilised ie Identity Management • Reports on time in line with the GoV Reporting Cycle <ul style="list-style-type: none"> ○ Annual Report (March) ○ PMS Reports (Performance Appraisals) <ul style="list-style-type: none"> ➤ February ➤ July ➤ December ○ Quarterly Reports ○ Half Yearly Report ○ Monthly Reports to Supervisors • Plans on time in line with the GoV Reporting Cycle <ul style="list-style-type: none"> ○ Business Plan ○ Annual Work Plans for each Officer by February annually ○ Training Plan • Budget preparation on time for MBC with costed NPPs (May) • Revenue generation initiatives with reports of revenue streams • Donor projects coordinated and reporting on time



	<ul style="list-style-type: none"> • Archiving and record keeping compliant with RTI Act and Records Management Act • Assets Register up-to-date • Implement management tools for performance, risk, change, and cost management • Develop a “Public Service Improvement Policy”
Objective 6: To provide the electoral authorities with timely and accurate information for the establishment and maintenance of an efficient and credible Voter Register	<ul style="list-style-type: none"> • Necessary information for the establishment of an accurate and efficient Voter Register delivered to the VEO • Timely delivery of information necessary to update the Voter Register according to the electoral calendar



STRENGTHENING OF AREA COUNCILS

The CRIM Department is undertaking a strategic initiative to strengthen the 72 Area Councils across all provinces by equipping them with essential tools to enhance vital registrations and the issuance of national ID cards.

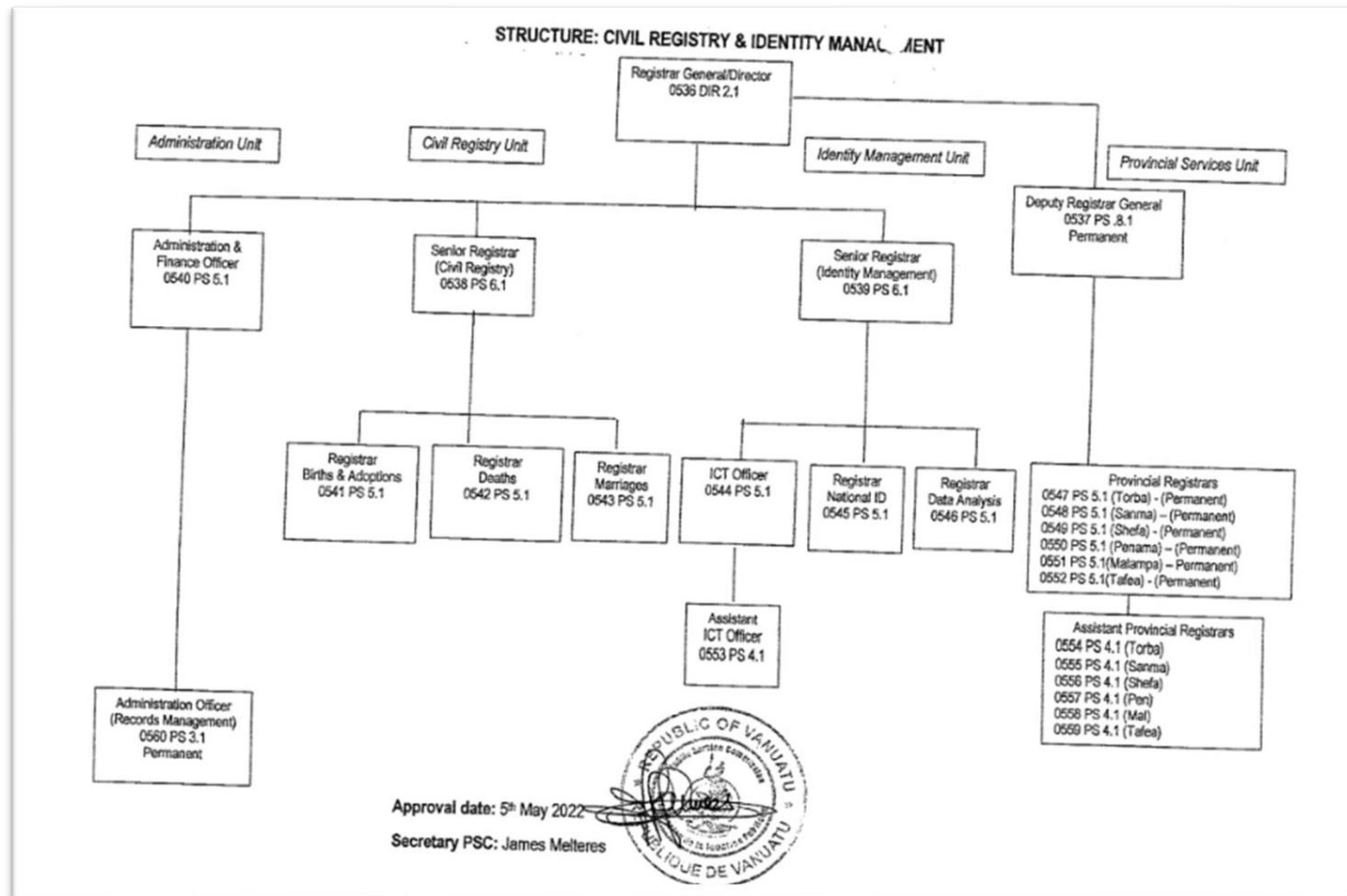
This initiative aims to address 12 Area Councils each year over the next six years, providing technical equipment, access to the Registration system, and comprehensive training to local officials. By improving the accuracy and efficiency of birth, death, and marriage registrations and streamlining the national ID card issuance process, this initiative seeks to ensure that citizens, especially those in remote areas, have better access to these crucial services. Dedicated offices with secure storage, reliable power supply, and community engagement programs will be developed to support these efforts.

The expected outcomes include improved data accuracy, increased accessibility to national ID cards, and strengthened local governance, contributing to inclusive development and enhanced service delivery across Vanuatu.

Funding for ICT & equipment (PC, ICT related, Table, chairs, etc.) 12 Area Councils (2 per province annually).					Total Amount
Item#	Item Description	Quantity	Cost Per Item	Cost vt	
1	Personal Computer	12	100,000	1,200,000	
2	Desk & Chair	12	70,000	840,000	
3	ID Card Printer	12	546,250	6,555,000	
4	Printer (incl. Paper & printery items)	12	150,000	1,800,000	
5	Communications	12	50,000	600,000	
6	Other Allowance	12	60,000	720,000	
Sub-Total					
TOTAL (A, & B) Recurrent NPP Request					11,715,000



RESTRUCTURE OF THE CRIM DEPARTMENT





PROVINCIAL CRIM OFFICES

Each province has a Provincial Registrar whose tasks are mainly to oversee the registration services in the provinces, in particular:

- Ensure registration of vital events is effectively carried out in each Province
- Establish good working relationships with community leaders, organizations, and councils in each Province
- Establish additional registration points
- Liaise with hospitals, clinics, Health Centres, Aid posts in villages and communities, and schools for complete birth and death registrations
- Ensure all information collected on births, deaths, foetal deaths, and marriages are entered into the integrated database
- Ensure reporting of provincial vital statistics on a timely basis
- Conduct CRIM advocacy and awareness raising

The revised legislation ensures that current trends and demands for registration services are met in a much more effective and efficient way. This involves collaboration through the CRIM Technical Working Group/ Committee.

The rollout of the National ID initiatives has added function to the registration services and an additional layer to the recognition of primary documents for identification.

Vanuatu is considered a leader in the Pacific islands in the implementation of ID. The initiative comes with additional roles and responsibilities to ensure that citizens have access to a reliable, safe, secure system and that they can access government services, be able to take part in the electoral processes and participate in the social and economic development of the country using the primary identity documents.



3. PLANNING MATRIX

Ministry	MIA	MINISTRY OF INTERNAL AFFAIRS											
Department	CRIM	VANUATU CIVIL REGISTRATION & IDENTITY MANAGEMENT									Operational Report Q1/2/3/4-2025		Linkages to NSDP
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Time Frame	Comments	NSDP	
OBJECTIVE 1: TO IMPROVE COVERAGE FOR REGISTRATION OF VITAL EVENTS SUCH AS BIRTHS, MARRIAGES, AND DEATHS													
MIED	Registration of vital events	1.1 Free, continuous, timely, accurate, and universal civil registration	100%	1.1.1: New Posts –Data Analysis, & ICT Officer, as per the approved restructure					Registrar General	Q3		SOC 6.5 SOC 6.9	
				1.1.2: Continued integration of Data Base in Health, Education, and church facilities						Every Quarter			
				1.1.3: Civil Registration coverage data in Quarterly Reports x 3 and Annual Report						Every Quarter			
				1.1.4 Review SOPs as needed						Q4			
		1.2 Access points and coverage of vital events to ensure inclusion regardless of age, gender, language, disability, religion,	6	1.2.1: Provide 20 new Access Points					Registrar General	Q4		SOC 6.5	
				1.2.2: Provide gender data in Quarterly and Annual Reports						Every Quarter			



		or geographical location										
		1.3 Integrated database training for Health and Education	6	1.3.1 One training session per province					Registrar General	Q4		SOC 6.9
		1.4 Accurate and reliable statistics for users provided in reports (Annual Report)	1	1.4.1: Provide extensive data analysis in Annual Reports, Quarterly Reports, Half Yearly reports, DCO/COM Papers, and Briefing Papers to DG and Minister as needed					Registrar General	Every Quarter		SOC 6.9
		1.5 Area Councils provided with access to online data	1	1.5.1: Provide Area Councils with live access to the on-line Population Registry which will improve data collection					Registrar General	Q4		
OBJECTIVE 2: ESTABLISH AND MAINTAIN THE CENTRAL REGISTRY INTEGRATED DATA BASE AND POPULATION REGISTRY												
MIED	Central Registry	2.1 Access to Central Register through approved designated points both nationally and internationally through an increase in the number of Registration Points	1	2.1.1: One International access point					Registrar General	Q4		SOC 6.5 SOC 6.9
			1	2.1.2: Provide numbers in the Annual Report to meet Appropriations Act targets						Q4		
		2.2 Central Register inter-	2	2.2.1: 2 Reports provided on increase in stakeholder					Registrar General	Q2 and Q4		SOC 6:



MINISTRY OF INTERNAL AFFAIRS

BUSINESS PLAN 2025

	and Population Registry	operability and sharing to disseminate vital statistical information to address data gaps		usage (Half Yearly and Annual)								
		2.3 Meetings of stakeholder and partner networking relationship in delivering services	2	2.3.1: Provincial Technical Advisory Community Meetings and other Stakeholder meetings (Half Yearly and Annual Reports)					Registrar General	Q2 and Q4		SOC 6: ,”
		2.4 Peer-to-peer training sessions in use for stakeholder agencies i.e. VEO, VNSO, NDMO, TACs	4	2.4.1 Training Plan delivered and reported in Annual Report					Registrar General	Q4		SOC 6 ,”
		2.5 Improve community awareness and outreach approaches with mass campaigns on the importance of registration	6	2.5.1: 1 session held in each province annually and reported with inclusive data disaggregated					Registrar General and Provincial Registrars	Every Quarter		SOC 6.5
		2.6 Design and redevelopment of Central Registry	2	2.6.1 Development of Central Registry progress Reported in Quarterly 1 & Annual Report					Registrar General	Q2 and Q4		SOC 6.5



OBJECTIVE 3: TO ENLARGE COVERAGE FOR THE ISSUANCE OF NATIONAL IDENTITY CARDS												
MIED	Issuance of National ID Cards	3.1 Improved quality and coverage through data collection for National ID cards in all provinces	1	3.1.1 Progress MOU with Immigration & Passport Services					Registrar General	Q2		SOC 6.5
			1	3.1.2 Biometric data shared with CRIM and Immigration services					Registrar General	Q4		SOC 6.5
				3.1.3 Initiate trial collection of Bio-metric data reported in Quarterly Reports					Registrar General; Provincial Registrars	Q4		SOC 6.5
		3.2 Implementation of National ID Card Act	1	3.2.1: Implementation Plan for E-ID					Registrar General, DRG and Provincial Registrars	Q2		SOC 6.3
				3.2.2 Review Bio-metric, National ID Card, E-ID SOP						Q3		
		3.3 Hold Training and Awareness sessions	6	3.3.1: 1 session held in each province to train on Bio-metric and E-ID					Registrar General; Provincial Registrars	Q4		SOC 6.5
				3.3.4: Training sessions for all staff reported in Annual Report					Registrar General; Provincial Registrars	Q4		SOC 6.5



		3.4 Provide disaggregated data on ID Card Coverage in all 6 provinces	1	3.4.1 Provide extensive disaggregated data analysis in the Annual Report					Registrar General, Senior Registrar (IM)	Q4		SOC 6.9
		3.5 CRIM awareness and advocacy through Provincial TAC	6	3.5.1 Provide specific training for Area Councils and TACs					Registrar General, Provincial Registrars, TACs x 6 and Area Councils	Q2 and Q3		SOC 6.5
		3.6 Provide support for provincial initiatives for decentralized service provision	6	3.6.1: Customer care and counter services training on all per province					Registrar General	Q4		SOC 6.5
OBJECTIVE 4: TO DEVELOP AND IMPLEMENT EFFICIENT AND INCLUSIVE POLICIES RELATED TO REGISTRATION OF VITAL EVENTS AND ID CARDS:												
MIED	Policies, strategies, and legislative framework	4.1 Implement relevant policies about registration of vital events and national ID issuance with Implementation Plans;	1	4.1.1: Prepare Marriage Act drafting instruction (Target November Parliament Sitting)					Registrar General	Q4		SOC 6.3
		4.1 Utilize the CRIM Committee and Working Groups to	4	4.1.1: Stakeholder meetings reported in Quarterly Reports					Registrar General	Every Quarter		SOC 6: ;”



		progress policy and legislation;										
		4.2 Develop and implement policies for inclusion in CR processes regardless of age, gender, disability geography language, or religion;	2	4.2.1: CRIM Policy and National ID policies reviewed re-inclusion					Registrar General	Q4		SOC 6: ;”
		4.3 Develop Procedures Manuals or Standard Operating Procedures for Civil Registry and Identity Management	2	4.5.1: Review CRIM SOPs or Procedures Manuals developed for Civil Registry- refer 5.1 (i)					Senior Registrar (CR)	Q2		SOC 6: ;”
				4.5.2 Review CRIM SOPs or Procedures Manuals developed for Identity Management- refer 5.1 (ii)					Senior Registrar (IM)	Q2		
OBJECTIVE 5: TO IMPROVE SERVICE DELIVERY AND ORGANISATIONAL COMPLIANCE THROUGH A FRAMEWORK OF INCLUSIVE POLICY, LEGISLATIVE, PLANNING, REPORTING, BUDGET, REVENUE GENERATION, ADMINISTRATION, AND HUMAN RESOURCES												
MIED	Service delivery, planning, reporting, and	5.1: Develop and implement policy with Procedures Manuals or SOPs (refer 4.4)	2	5.1.1 New Procedures Manual for Civil Registration-refer 4.5.1					Senior Registrar (CR)	Q4		SOC 6:3
				5.1.2: New Procedures Manual for Identity Management – refer to 4.5.2					Senior Registrar (IM)	Q4		
				5.2.1: Consult and draft the Marriage Bill for					Registrar General	Q4		



MINISTRY OF INTERNAL AFFAIRS

BUSINESS PLAN 2025

	organization al compliance			submission to the November Parliament								
				5.2.2 Consult and draft Bio- metric Policy for submission to November Parliament					Registrar General	Q4		
		5.3 Deliver GoV planning cycle on time and in compliance with approved templates i.e. for Annual Business Plan, annual Training Plan	100%	5.3.1: Business Plan includes specific timelines for Reports and Plans					Registrar General	On- going		SOC 6: 3
			1	5.3.2: Training Plan					Registrar General	Q1		
		5.4 Planning for Business Continuity that takes into account Disaster Risk Reduction measures, for implementation of CRVS activities	1	5.4.1: Business Continuity Plan up-dated annually as needed to meet new disasters with emergency responses					Registrar General	Q4		ENV 3.1
		5.5 GoV reporting cycle delivered on time and in compliance with approved	2	5.5.1: Quarterly Report					Registrar General	Every Quarter		SOC 6: SOC 6.9
			1	5.5.2: Annual Report						Q4		
			1	5.5.3: Contributions to ADR if needed						Q4		



MINISTRY OF INTERNAL AFFAIRS

BUSINESS PLAN 2025

		templates for Quarterly Reports x 3; Annual Report; ADR contributions as needed and PMS reporting;	3	5.5.4: Jan/Feb; July and Dec AWP's & PMRs						Every Quarter		
		5.6 Provide Donor project coordination and reporting contributions as agreed in Project Design Documents	On-going	5.6.1 Attend donor/stakeholder meetings and provide reports as needed					Registrar General	Every Quarter		SOC 6.6
		5.7 Initiate new revenue initiatives and reporting to support government service delivery;	3	5.7.1 Provide Quarterly Reports x 2, Half Yearly to DG for OPSC, tracking revenue generation					Registrar General	Every Quarter		ECO 1.2:
			1	5.7.2: Annual Report to DG for OPSC tracks revenue generation						Q4		
		5.8 Compliance with CTB Act PFEM Act and PSC Act for efficient, effective Department operations and Assets Management	1	5.8.1 Up-date and make accessible Department Assets Register					Registrar General and AFO	Q2 and Q4		SOC 6.6
			4	5.8.2 Reports to Director tracking budget usage against Monthly Warrants and Business Plan					AFO	Every Quarter		
		5.9 Undertake staged	1	5.9.1 Financial Visa confirmed					Registrar General,	Q1		SOC 6:



		implementation of Department restructure/s for improved service delivery outcomes		5.9.2 New posts advertised as per approved Implementation Plan					OPSC, HRO (CSU)	Q2		
				5.9.3 Orientation Program						Q4		
				5..9.4 Probation Reports completed						Q4		
		5.10 Address staffing and capacity building, especially in provinces through restructuring and training through OPSCs PMS system (performance appraisals).	1	5.10.1: Training Plan developed and implemented					Registrar General, OPSC, HRO (CSU)	Q1		SOC 6.5
			2	5.10.2: New Officers according to Restructure Implementation Plan						Q4		
			3	5.10.3 PMR Reports completed for all staff on time						Q1,Q2, and Q4		
OBJECTIVE 6: TO PROVIDE THE ELECTORAL AUTHORITIES WITH TIMELY AND ACCURATE INFORMATION FOR THE ESTABLISHMENT AND MAINTENANCE OF AN EFFICIENT AND CREDIBLE VOTER REGISTER												
MIED	Voter Register	6.1: Necessary information for the establishment of an accurate and efficient Voter Register delivered to the VEO.	2	6.1.1 Regular data up-dates provided to VEO with updated current voter data for election logistics					Senior Registrar (CR)	Every Quarter		SOC 6: ;”
				6.1.2: Regular data up-dates provided to VEO with updated voter data for election logistics on new, relocated & deceased voters					Senior Registrar	Every Quarter		
			1	6.1.3 Provide additional data & scrutiny for the					Senior Registrar	Q2		

**MINISTRY OF INTERNAL AFFAIRS****BUSINESS PLAN 2025**

				2025 Provincial Elections by July 2025								
		6.2: Timely delivery of information necessary to update the Voter Register according to the electoral calendar	3	6.2.1: Provide information as requested by EC/VEO					Registrar General	Every Quarter		SOC 6.3



4. HUMAN RESOURCE OPERATIONAL PLAN

Below is a summary of the key actions required during the year in terms of human resource management for the Department of Civil Registry and Information Management.

All of the indicators below should correspond to data contained (in more detail) in the overall Ministry Human Resource Development Plan.

Staffing	Total
Total staff in PSC approved structure	25
Permanent	9
Probation	1
Contract	0
Daily Rated	0
Vacant	5
Advertised for 2024	9
Total staff in Acting Positions	10

Retirement / Redundancy	Total
Severance to be paid during the year (x9)	None
Accrued leave estimate for retiring staff	None

NEW APPROVED POSITIONS REGISTRARS x 2 = 3,603,428 vt (Full Establishment Costs)						
Position #	Title	Scale	Salary	VNPF	Allowances Housing Child	Establishment Total
0541	Registrar Births/Adoption	Ps 5.1	1,513,100	60,524	408,000	1,981,624
0544	ICT Officer	Ps 5.1	1,513,100	60,524	408,000	1,981,624
Total Establishment (Salaries)						3,963,248 Vt

Key training to be delivered	Cost	Duration
Training in each Province on new Central Register 100,000 x 6	600,000	1 day
Training and Awareness in each Province on Bio-metrics and new procedures 100,000 x 6	600,000	1 day
	1,200,000	



5. CASH FLOW FORECAST

This should be provided to MFEM at the end of each calendar year. These tables are available from OPSC, DSPPAC, and MFEM in Microsoft XL if that is an easier format to enter the data and then transfer it to the Business Plan.

2024 Payroll Forecast: 42,695,484

2024 Operations Forecast: 31,328,957

The vatu amounts below should be expressed in vatu for all payroll by activity i.e. no need to list individual COA.

Dept VEC	PAY	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Program 1	Activity A	3,557,957	3,557,957	3,557,957	3,557,957	3,557,957	3,557,957	3,557,957	3,557,957	3,557,957	3,557,957	3,557,957	3,557,957

The vatu amounts below should be expressed in vatu for all overheads by activity i.e. no need to list individual COA.

Dept VEC	OVER	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Program 1	Activity A	2,610,747	2,610,747	2,610,747	2,610,747	2,610,747	2,610,747	2,610,747	2,610,747	2,610,747	2,610,747	2,610,747	2,610,747



6. PROCUREMENT PLAN

All of the data below should correspond to data submitted to MFEM as part of the annual Procurement Plan submission to the Central Tender Board and relate to the activity plan template shown above as part of the M&E framework.

NOTE: DSPPAC and MFEM have these tables in Microsoft XL format which will make it easier to complete. The XL template also includes additional tracking sheets to allow Ministries to follow up on procurement should they wish.



DEPARTMENT OF IMMIGRATION AND PASSPORT SERVICES





1. FORWARD

In the last four years, Vanuatu Immigration and Passport Services has been implementing reforms in terms of automated border control system, decentralization of services through the establishment in the six provincial headquarters and improvement of service delivery and capacity building. Within the last four years, 2024, VIS team complete the reforms that we embark on since 2020. With the completion of the reforms, a lot of improvement in service delivery and also capacity building.

This year 2025, VIS major priority is to develop the **MIGRATION POLICY**. The Migration policy will set the basis of the next four years priority activities as the policy will assess future migration trend and provide solution and recommendation on addressing migration trends in country. With the Migration policy we will identify the gaps in the legislation that need to be addressed to ensure that reforms are gathered for within the legislation.

Human Resource capacity is another priority for 2025. VIS has gone through a lot of reforms but we are faced with Human resources issues so we will need to focus on the organizational structure of the department to ensure that it is approved and implemented in 2025.

Decentralization of Services to the provinces is a flagship program for the Ministry of Internal Affairs. VIS realize the importance of establishing VIS services in all provinces therefore 2025 VIS will be established in all the Provincial HQ. Once VIS is fully established in the provincial HQ we will continue our decentralization process to the area councils. The decentralization of services to the area councils will be guided by the Migration policy that will be developed in 2025.

Another major priority for the department in 2025 is to focus on the recovery process of the earthquake that hit Port Vila on the 17th of December 2024, which forced the department to temporarily relocate to the passport printing office at the Independence Park area. VIS will focus on the resumption of the services at the HQ once the National Recovery Committee announces for the offices located at the CBD to return to the office at the CBD.

Apart from the priorities above, there will be continuous enhancement of the services in terms of the system installed and upgrades of the system to ensure that services are provided to our client in a professional manner. Revenue collection is a continuous activity that requires the department to continue increasing the revenue collection and also provide advice to the government on revenue initiatives and also advise shortfall in revenue if required.



VISION

✦ "We are committed by 2030 to be recognized as the Government's leading agency to control and regulate the movement of persons to, from, and within our country, contributing to national security and development."

OBJECTIVES

✦ The Vanuatu Immigration and Passport Services (VIS) aims to fulfill its mandate through the following objectives:

Objective	Description
Passport & Travel Document Integrity	Protect and upgrade the integrity of passports and travel documentation.
Revenue Collection	Enhance mechanisms to improve revenue collection.
Stakeholder Advisory	Provide guidance to sector stakeholders on passport and travel documentation matters.
Decentralization	Expand access to passport and travel document services across the country.
Service Delivery & Capacity Building	Strengthen service delivery through policy, legislation, planning, reporting, budgeting, restructuring, rapid response capacity, ICT, infrastructure, and training.

VALUES

✦ The VIS is devoted to the following core values and principles:

- ✓ **Administrative Efficiency & Professionalism** – Ensuring high standards of service and operational effectiveness.
- ✓ **Transparency & Accountability** – Upholding integrity and responsible governance.
- ✓ **Public Accessibility & Responsiveness** – Providing efficient and customer-focused services.
- ✓ **Reliability of Service** – Maintaining consistency and dependability in operations.
- ✓ **Rule of Law** – Operating within legal frameworks and regulatory standards.
- ✓ **Quality Service to Clients** – Prioritizing excellence in service delivery.
- ✓ **Honest Practice** – Upholding ethical standards and integrity in all operations.



2. SUMMARY OF 2025 ACTIONS TO DELIVER BUSINESS PLAN

Guided by the NSDP, the MoIA Corporate Plan (2022 – 2026) provides clear areas of responsibility for the Business Plan.

Therefore, corresponding lines of action formulated to attain the activity priorities in 2025 are as follows:

1. Develop the Migration Policy plan. Vanuatu Immigration embark on a reform process in 2020 until 2024. As of 2025, the Immigration department will develop a migration policy that will enhance the reforms undertaken and shed light on the direction for the department to address migration issues in the next five (5) years.
2. Review the Immigration and Passport legislation to complement the current reforms undertaken by the department and provide for the legislative framework for the migration policy looking into the future.
3. Continue implementation of the enrolment centres at the foreign embassies and additional enrolment stations in the provinces.
4. Decentralisation of Services to the province. This year 2025, we will complete the PENAMA building to complete the decentralisation services to all provinces then continue the decentralisation process to the area councils.
5. Review the Organisational structure of the department to complement the migration policy and to revise legislative framework.
6. Focus on the recovery of the services of the Immigration department after the earthquake 17th of December 2024.

3. 2025 PROGRAM BUDGET NARRATIVES

VANUATU IMMIGRATION AND PASSPORT SERVICES

Mandate

Vanuatu Immigration and Passport Services program and Activity budget code is MID which is categorized as internal Security and Law Enforcement. Program activity MID is separated into two main budget code that is MIDG and MIDH. MIDG is the border control budget and MIDH is the Issuance of Passport budget. Total expenses of the MID program activity or the department of Immigration overall budget is 150,018,998.

Activity MIDG: Border Control

Activity Cost: 120,292,722.

Objectives

1. Consultation for the Migration Policy.
2. Develop and Launching of the Migration Policy.
3. Review of the Immigration Act No.17 of 2010.
4. Review of the Organizational Structure.



6. Continues improvement of the Services delivery through, rapid response capacity, ICT, infrastructure and training and revenue collection.

Means of Service Delivery

1. Control of international points of entry to identify migration risks;
2. Improve effective service delivery by restructuring and capacity building border control unit;
3. Undertake restructure, resourcing of provincial offices to strengthen decentralized service delivery;
4. Decentralize the immigration services to the provincial level;
5. Conduct regular operations to prosecute illegal immigrants or those who have breached visa conditions;
6. Organizational capacity improved through Border Enhancement infrastructure.
7. Liaise with the National Recovery Committee to ensure that Immigration services is back on full operation.

Performance Measurement (Service Targets)

#	Description	Quantity	Unit of Measure
	Migration policy develop	1	Policy develops and launch as a working document.
	Review of the Immigration act No.17 of 2010	1	Immigration Act review completed to be table in parliament.
	Restructure Approved by PSC	1	Approved structure by PSC
	Quarterly Reports on establishment, resourcing & staffing of Provincial Offices	4	Quarterly Reports to Managers
	Compliance Reports on visa breaches	4	Compliance Report
	Recovery of the full operational services.	1	Report on the full recover report.

Activity MIDH: Issue of Passports

Activity Cost: 29,726,276



Objectives

1. Complete the Implementation of the enrollment center at the foreign Missions;
2. Improve revenue collection;
3. Additional enrollment station at provincial headquarters;
4. Decentralize Passport and Travelling Document services;
5. Improve service delivery and organizational capacity through policy, legislation, planning, reporting, budget, restructuring, rapid response capacity, ICT, infrastructure and training.
6. Recovery of the full enrollment operations in Port Vila.

Means of Service Delivery

1. Printing & issuance of Passport & Travel documents.
2. Review; revise the Regs and procedures related to the cost of the services in relation to Passport and Travelling documentation to improve revenue generation.
3. Provide reports to the stakeholder agencies on the number of passports issued
4. Provincial Bureaus established to decentralize Passport and Travelling Document services
5. Integrated ICT based passport systems in use.
6. Full operation of the enrollment stations in Port Vila HQ

#	Description	Quantity	Unit of Measure
	Install enrollment station at NC, Brussels and Dubai	3	Installation competed and launch
	Track revenue generation in Quarterly Systems	4	Quarterly Revenue Analysis
	Issues Report on passport & Travelling Documents to sector stakeholders	5	Issues Report
	Provincial Bureaus with capacity to process Passport & Travel documents increased from 5-6	1	Panama province.
	Quarterly Report on issuance of Passport & Travel documents Integrated ICT based passport systems utilized	1	System in use
	Recovery of services of enrollment stations is full operation at the HQ	1	Report of the full operations



4. PROGRAM / ACTIVITY M&E FRAMEWORK

Ministry	MIA	MINISTRY OF INTERNAL AFFAIRS										
Department	VIS	VANUATU IMMIGRATION AND PASSPORT SERVICES								Operational Report 2025		
Program	Activity	Performance	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status time frame	Comments	Linkage to NSDP
MIDG	1 Develop the Migration Policy.	1.1 Migration policy has been launch and shared to stakeholders as a working document.	1	1.1.1 Appointment of a Technical working committed to support the consultant for the migration policy and Organise consultation meeting	x				Director VIS -all Immigration officers from HQ and Provinces Border Manager and Director	Before end of 3 rd Quarter		SOC 6.3:
				1.1.2 Consultation meeting outcomes collected.		x				Before end of 3 rd Quarter		SOC 6.3:
				1.1.3 first draft of the migration policy develops			x			Before end of 3 rd Quarter		SOC 6.3:
				1.1.4 Validation of the first draft of the Migration policy			x		Immigration, Consultant and	Before end of 3 rd Quarter		SOC 6.3:
				1.1.5 Final draft of the migration policy develop and the policy is launch.			x		stakeholders.	Before end of 3 rd Quarter		SOC 6.3:



	3. Review of the Immigration Act No.17 of 2010.	3.1 Legislative review committee provide a report to the state law office on relevant sections of the immigration act that needs to be reviewed.	1	3.1.1 Technical legislation review committee is appointed.	x				Director	Before end of 1 st Quarter		SOC 6.3:
				3.1.2 Review committee conduct consultation with other stakeholders.		x			Director			SOC 6.3:
				3.1.3. COM paper to be develop on the proposed sections of the legislation to be review.			X		Review committee	Before end of July 2024		SOC 6.3:
				3.1.4 COM paper approved and submission is made to OAG on the recommended review of the immigration act.			X		Director and the review committee	Before end of July 2024		SOC 6.3:
	3.2 Incentive business investor		1	3.2.1 Draft regulatory changes for business visa entry	x	x			Director and the review committee	March to May		SOC 6.3:
				3.2.2 Create a 30-day business free visa entry automatically issued on arrival	x		x		Director and the review committee	March to May		SOC 6.3:
	4. Review of the Organizational Structure	4.1 Organisational Structure is approved by PSC	1	4.1.1 Submission to PSC for Approval of the organisational Structure			x		Director	Before end of third quarter		SOC 6.3:
				4.1.2 Prepare Budget for the new approved structure			x		Director	Before end of third quarter		SOC 6.3:



				4.1.3 2025 budget preparation for the NPP for the new structure.			x		Director	Before end of 3 rd Quarter 2025		SOC 6.3:
	5. Continues improvement of the Services delivery through, rapid response capacity, ICT, infrastructure and training and revenue collection	5.1 MIDAS Enhancement	12	5.1.1 MIDAS system at the airport to Connect to Interpol.	x		x	x	ICT Team and IOM and OGCI	Before end of 3 rd Quarter		SOC 6.3:
				5.1.2 MIDAS Mobile KIT data to be synchronize to the main data base.	x		x	x	ICT Team and IOM	Before end of July		SOC 6.3:
				5.1.3 e VISA upgrade.	x		x		ICT Team	Before end of July		SOC 6.3:
		5.2 Share MIDAS report to the stakeholders.	1	5.2.1 Extract report from the MIDAS and share with Stakeholders	x		x		Border Manger	January to Decemb er		SOC 6.3:
				5.2.2. Consult stakeholders on Migration to identify what types of reports they need from the MIDAS migration report.			x	x	Border manger	January to Decemb er		SOC 6.3:
				5.2.3 refresher Training for our Border control officers on MIDAS.			x	x	Border control Manager	January to Decemb er		SOC 6.3:
		6.1 Monitor Revenue collection	1	6.1.1. Revenue collection is monitored to ensure to meet the revenue target.	x				CSU, Director, Admin	Jan to Dec		SOC 6.3:



				6.1.2 Advice Finance department on the revenue collection update					CSU and Director	Jan to Dec		SOC 6.3:
				6.1.3. Advice on revenue collection initiatives when required.					CSU, Director	Jan to Dec		SOC 6.3:
		6.3 decentralization of Immigration Services to the provinces, Building of Immigration building for PENAMA Province	1	6.3.1 Complete PENAMA building		x			Finance officer and Director	Before end of July		SOC 6.3:
				6.3.2 Resource the PENAMA building with furniture and office equipment		x			Director and admin	January to December		SOC 6.3:
				6.3.3. PENAMA office in Operation			x		Director and Finance officer and admin	January to December		SOC 6.3:
	7. Protect & upgrade the integrity of Passport and Travelling Documents	7.1 Issuance of E-passport	1	7.1.1 Asses and develop a credible process of passport delivery to citizens abroad.	x	x	x	x	Director, Passport Manager, Senior Passport officer, Passport Processing officer	January to December 2024		SOC 6.3:
				7.1.2 Consultation with the Ministry of Foreign Affairs on an arrangement of the delegation of powers.		x	x		Director, Passport Manager and Senior passport officer	January to December		SOC 6.3:



				7.1.3 Improve certificate of identity document to adhere to ICAO Standard	x	x	x	x	Passport Manager and Senior passport officer	January to December		SOC 6.3:
		7.2 Diplomatic passport amendments	1	Remove entitlement of Trade Commissioners to Diplomatic passports	x	x			Director, Passport Manager and Senior passport officer	March To May		SOC 6.3:
	8.Improve Passport Revenue Collection	8.1 Collection of passports to demand of passport throughout Vanuatu	1	8.1.1 Ongoing yearly revenue collection (collection from Main HQ with Provincial office)	x	x	x	x	HQ Passport officers and passport provincial passport	January to December		SOC 6.3:
	9.Advise Stakeholders on issues relating to passport and travelling documentation	9.1 Consult with SG Citizenship, Civil Registry, Electoral and Labour	1	9.1.1 Citizenship Process to be complete before passport is issued					Passport Manager and senior passport manager	January to December		SOC 6.3:
				9.1.2 All passport application forms and required documents must be provided before passport application is process.					Passport manager, senior passport officer and passport processing officers	January to December 2024		SOC 6.3:
				9.1.3 Civil Registry to issue all Original Birth Certificate					Passport and senior officer and Civil	January to December 2024		SOC 6.3:



									Registry officer			
				9.1.4 Issuance of passport for all applicant applying through the labour scheme					Passport officers	January to December 2024		SOC 6.3:
				9.1.5 Liaise with heads of Vanuatu missions abroad					Passport Manager and Senior passport officer	January To December 2024		SOC 6.3:
	10.Decentralisation Passport and Travelling Document Services	10.1 Citizens can access passport issuance services in all provinces and 1 area council	1	10.1.1 establishing of VIS officers in each province and municipality					Director, admin officer and CSU	January to December 2024		SOC 6.3:
				10.1.2 Delegate functions to area Administrator to collect passports applications and do the processing					Director, passport manager,	January to December 2024		SOC 6.3:
				10.1.3 develop an online passport application		x	x		Passport manager and ICT officer	Before end of 4 quarter		SOC 6.3:
	11. Recovery of Immigration full operations after the earthquake	11.1 Liaise with the National Recovery Committee on the process update on timeframe to		11.1.1 Engage a contractor to commence maintenance of the HQ for the damages cause by the Earthquake			x		Director Admin	Before end of 4 quarter		SOC 6.3
				11.1.2 Organize officer to move to the HQ at the CBD			x		Director Admin	Before end of 4 quarter		Soc 6.3



		Accesses the CBD.		11.1.3 Operations at the HQ is back to normal operations.			x		Director admin	Before end of 4 quarter		SOC 6.3
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5 HUMAN RESOURCE OPERATIONAL PLAN

Below is a summary of the key actions required during the year in terms of human resource management for the Department of Labour and Employment Services

All of the indicators below should correspond to data contained (in more detail) to the overall Ministry Human Resource Development Plan

Staffing	Total
Total staff in PSC approved structure	66
Permanent	43
Probation	0
Contract	2
Daily Rated	0
Vacant	17
Total staff in Acting Positions	4

Retirement	Total
Severance to be paid during the year	All Severance payment paid
Accrued leave estimate for retiring staff	

Priority Vacant Posts in OPSC Approved Structure to be advertised	Position #	Scale	Salary	Allowances VNPF & Allowances
Human Trafficking & Smuggling Officer				
Manager Passport				
Manager Airport / Maritime South				
Senior Visa Officer	690	Ps 5.5	1,755,200	274,208

Key training to be delivered	Cost	Duration	
BMS refresher training	IOM Supported	½ day	On-going
Training on TOT	IOM Supported	½ day	On-going
Training on Document examination	VIS SUPPORTED	½ day	On – going
Training on Visa Process	VIS Supported	½ day	On-going



Officers on scholarship	Name	Salary	Allowances VNPF & Allowances	Area of scholarship
1	None			None



6. CASH FLOW FORECAST

This should be provided to MFEM at the end of each calendar year. These tables are available from OPSC, DSPPAC and MFEM in Microsoft XL if that is an easier format to enter the data and then transfer it to the Business Plan.

2025 Payroll Forecast: 73,445,638 VT

2025 Operations Forecast: 79,980,257 VT

Dept VEC	PAYR	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Program 1	Activity MIDG												

The vatu amounts below should be expressed in vatu for all overheads by activity i.e. no need to list individual COA.

Dept VEC	OVER	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Program 1	Activity MIDG												



7. PROCUREMENT PLAN

All of the data below should correspond to data submitted to MFEM as part of the annual Procurement Plan submission to the Central Tender Board and relate to the activity plan template shown above as part of the M&E framework.

DSPPAC and MFEM have these tables on Microsoft XL format, which will make it easier to complete. The XL template also includes additional tracking sheets to allow Ministries to follow up on procurement should they wish.

Ministry	MoIA – Vanuatu Immigration Services - Simple Procurement 2021																		
Planning									Preparation								Execution		
Fund	Dept	P r o g r a m	Acti vity	Cost Centre	Description of Purchase		Procurement Type	Procurement Value	Cash Flow Endorsed By DG	Specifications Approved By CSU	Tender Documents Approved By CSU	Draft Contract Approved By CSU	Advertise Opening	Advertise Closing	Proposals	Recommendation to DG	DG Approval	Notification of Award / Signing of	End Date of Contract
2																			

8. ASSISTANCE

For assistance or further information please contact the Director of Vanuatu Immigration Services.



BUSINESS PLAN

PUBLIC LAND TRANSPORT AUTHORITY

2025



1. EXECUTIVE SUMMARY

This Business Plan was put together by staffs of Public Land Transport Authority, a corporate body established by the Public Land Transport Act No.4 of 2015 under the Ministry of Internal Affairs. It outlines the list of actions planned to be implemented in 2025 to support the activities, the budget narrative and the MOIA Corporate plan.

There are lists of new activities that will be implemented in 2025, a few act activities that staff have started working on in 2024 but will be completed in 2025 including activities that must be done each year such as awareness, issuance of permits and annual road inspections with Vanuatu Police Force. These are programs to improve understanding and compliance to the Public Land Transport Act and Ministerial Orders.

The IT Officer has been tasked to develop a web based Human Resource Management Information System in 2024 (HRMIS) to streamline operations and optimize employee management. This will be completed in 2025. The HRMIS will feature employee management, recruitment, performance management, staff attendance and so on.

Initial discussion and meetings have been organized in 2024 to introduce an online payment system for bus fares using the M-VATU and My Cash from both Vodafone and Digicel and this will run until 2025. To introduce an integrated ICT Based operation and management of vehicle and drivers permits, it is planned that a QR Code system for both vehicle and drivers permit cards will be developed in 2025 linked to the database system already launched in 2023. This will assist enforcement officers and with the help of a tablet they can retrieve drivers and vehicle owners' data from the Database System.

This document presents the commitment of PLTA and Board to improve the public land transport services with emphasis on safety for everyone and our commitment to improve our visions toward becoming a **“Respected leader in Safe, Secure, and Effective Mobilization.”** In order to fully implement this, initial consultation have begun in 2022 with the Department of Customs & Inland Revenue, Department of Finance and Police to amalgamate some of the functions currently performed by the Department of Customs to PLTA such as registration of all vehicles and issuance of driver licenses. This requires amendments to be made to both Public Land Transport Act and Road Traffic Control Act to establish a “Land Transport Authority”. This is part of the budget Narrative outlined in the Ministry of Internal Affairs Corporate Plan for PLTA to implement.

The biggest challenge for the Authority is law Enforcement and PLTA will continue to liaise with Vanuatu Police Force and other stakeholders to conduct annual road inspection in all the provinces. The Organizational Structure has been reviewed with positions for Enforcement Officers positions. PLTA is liaising with the Office of the Government Remuneration Tribunal to make a submission to determine the new positions salary scale. As soon as this is completed, positions can be advertised so PLTA can conduct its own inspections of the public transport vehicles.



Vanuatu has been in the forefront of climate change issues and campaigns at the world stage and the Government has launched the Vanuatu Fuel Standards Policy Brief and Vanuatu Vehicle Emission Standards Policy Brief. To ensure that Vanuatu walks the talk, changes have to be made in the transport sector. Initial discussions have commenced with the National Green Energy Fund to help rollout Electric Vehicles for taxis in Port Vila. PLTA has also shown interest to change its office vehicle and buy one EV sometimes in 2025 to take the lead. It has been put forward to NGEF that to ensure that this discussion move forward, the Vanuatu Government has to build the required infrastructure such as charging stations at affordable prices to transport owners.

This Business Plan and the activities put together derive from the Policy Objectives and Strategies outlined in the PLTA Strategic Action Plan. The budget narrative outlines the Mandate, objectives, means of service delivery and performance measures which has also been included in the actions put together in this business plan. The actions compiled by staffs will help address the means of services delivery and the objectives.

To be able to implement the actions for each of the activities in this business plan, PLTA will seek more support via the NPP submitted with the 2025 to elevate the services to the transport operators, public and to be able to generate more revenue. ICT based services is one main objective.

This Business Plan not only reflects the resources allocated to PLTA but there is need for extra budget to implement these activities in 2025. The payroll for PLTA has increased for 2025 due to changes in the housing and child allowances which will reduce the operation budget. We are hopeful that those additional resources will be granted to help deliver these services to the people.

Thank you,



Reginald TABIGERIAN
Chief Executive Officer



VISION

Respected leader in Safe, Secure, and Effective Mobilization."

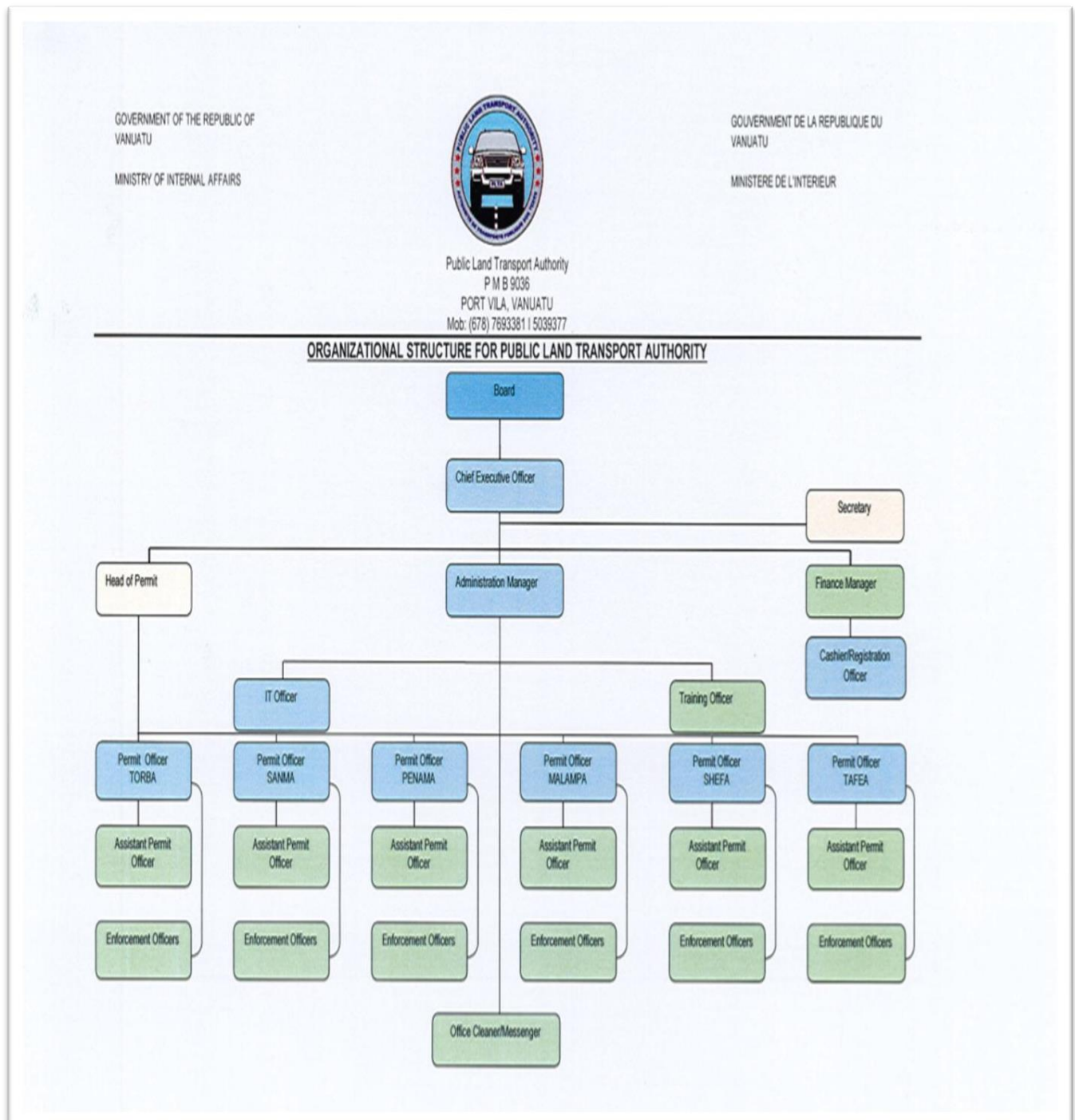
OBJECTIVES

The Public Land Transport Authority aims to achieve the following objectives:

Objective	Description
Private Sector Growth & Employment	Promote a private-sector-driven land transport system that fosters employment opportunities.
Stability & Equitable Growth	Ensure the stability and fair expansion of the public land transport sector.
Good Governance	Strengthen governance and regulatory frameworks for effective oversight of public land transport.
Sector Development & Risk Management	Address climate change, technological risks, financial risks, and risk management in the land transport sector.
Safety & Security	Enhance safety and security measures for public land transport services.
Education & Human Resource Development	Support training and capacity-building initiatives for personnel in the transport sector.
Infrastructure & Support Services	Develop and maintain public land transport infrastructure and essential support services.



PUBLIC LAND TRANSPORT AUTHORITY ORGANIZATIONAL STRUCTURE





Approved by Board: _____
Ian ABBIL, Chairman – PLTA Board

Date: 28/4/2023

☐ Occupied Positions

☐ Existing Position – Vacant

☐ New Positions

Note: PLTA will liaise with GRT to determine salaries for new and vacant positions. A New Policy Proposal (NPP) will be submitted with 2025 submission.

2. SUMMARY OF 2025 ACTIONS

This section summarises the “actions” put together in this business plan to address activities 1-7. The actions listed in this business plan will be measured via the performance indicators and assess the performance of the Office of Public Land Transport Authority to gauge the overall performance for the PLTA in 2025. This business plan has been put together with strong conviction that the actions will be completed given that additional resources will be granted that has been requested through the NPP submitted for 2025.

While performing the activities, the team will be guided by the Five-Year Strategic Plan and the MOIA Corporate Plan including the NSDP targets also linked in this business plan. The summary is as follows;

Amendment of Public Land Transport Act No. 4 of 2015

This is the major component of the activities for 2025 to address weak enforcement and look at the option of amalgamating the public land transport services and privately owned vehicles as a means of transport for owners. Two (2) Consultation sessions were done in 2022 - 2023 and it is planned that more consultations will be conducted with other stakeholders, operators and the public. This will require the services of a local TA to help conduct consultations.



Transport Companies

When consultation is undertaken to amend the Public Land Transport Act, it is planned that legal provisions will be added in the legislation to cater for the establishment of land transport companies that will operate fleets of public transport vehicles. These companies will complement the proposed robust enforcement, improved transport services and standards so that employees (drivers) strictly adhere and comply to the Act and various Ministerial Orders.

Transport Routes

The above two (2) activities when completed should pave way for the establishment of transport routes for buses to stop the Merry go round system of running around in search of clients. This system is not cost effective and fuel consumption is high. This will help reduce traffic jam during peak hours on certain routes and distribute the operation of buses on all routes.

Fee levy Structure

While the Order for Public Land Transport Fare Structure has been finalised and consultations undertaken in 2024, there will be more awareness conducted in 2025. The fare is based on the distances from Port Vila City and it is planned that these fares will be mapped on the island of Efate that can be easily accessible by public on a mobile phone.

Taxi Meters

As soon as the fare structure is signed, PLTA will liaise with the Central Tenders Board to tender for the supply of specific and agreed taxi meters to all taxis in Vanuatu as provided for by the Public Land Transport Act commencing in Efate. Specification of the Taxi Meters must be approved by the PLTA Board and retail cost in Vanuatu should be affordable by Taxi operators in Vanuatu.

Enforcement

Revisit the Draft Enforcement Operating Procedure which is a guideline for enforcement officers from VPF, Municipal Wardens and PLTA. This document was prepared by PLTA. There is a need to improve and strengthen enforcement activities in all the six (6) provinces in Vanuatu.

Human Resource Management Information System (HRMIS)

The IT Officer has been tasked to develop a web based Human Resource Management Information System in 2024 (HRMIS) to streamline operations and optimize employee management. This will be completed in 2025. The HRMIS will feature employee management, recruitment, performance management, staff attendance and so on. This is particularly important to keep records of staff attendance working the provinces and conduct annual performance appraisal online. This will complement the Database and Website launched in 2023.

Server

A Database and Website was developed and launched in 2023. The Database System keeps records of all the drivers and transport owners who have applied for a drivers and vehicle permit in all the six (6) provinces. Currently a gaming PC is used as server and the number of data increases everyday with each data entry that is entered by permit officers. The Human Resource Management Information System will be completed by first quarter in 2025. PLTA intends to



create its own network in 2025 so that backup can be done every day. Currently the Database System runs on its own and can only do backup for the data but not all the work performed by everyone each day. It is essential to install a proper server. A request will be submitted via NPP for funding in 2025.

Online Bus Fare Payment

PLTA commenced consultation in 2024 to introduce a mobile payment platform to modernize the transport sector, streamline transactions to increase transparency for transport businesses using Vodafone's M-VATU QR Pay and Digicel's My Cash. M-Vatu QR Pay and My Cash is not just another payment option; they represent a paradigm shift for Vanuatu's transportation sector. By adopting this technology, it will benefit all stakeholders:

- Passengers: Enjoy secure, convenient, and efficient travel experiences.
- Operators: Reduce operational costs, increase transparency, and attract new customers.
- City: Achieve a more modern, efficient, and sustainable transportation system.

Electric Vehicle (EV)

PLTA has discussed the possibility to roll out and encourage Taxi owners to purchase electric vehicles to operate as taxis with National Green Energy Fund (NGEF) in 2024. Vanuatu has been in the forefront of climate change issues and campaigns at the world stage and the Government has launched the Vanuatu Fuel Standards Policy Brief and Vanuatu Vehicle Emission Standards Policy Brief. To ensure that Vanuatu walks the talk, changes have to be made in the transport sector. With the ongoing global push for sustainable living and the inevitable shift towards renewable energy, the prospect of electric vehicles (EVs) has never been more tempting. This will transform for the environmentally conscious citizens of Vanuatu and, indeed, the broader electric car market.

Other actions listed in this business plan are annual actions that must be carried out by PLTA such as awareness enforcement and issuance of drivers and vehicle permits which are the sources of revenue. New actions listed in this business will help complement and improve service delivery to the provinces under the decentralization programs for the Government as PLTA's contribution.

Since the recruitment of the IT Officer in 2023, effort and resources has been allocated to establish and ICT based operations and management of transport in Vanuatu. This business plan outlines the introduction of such effort after the launching of the Website and Database System in 2023. To reach this stage in such a short time since 2017, 6 years, is testament of the dedication of such as small team and the Board.



3. 2025 PROGRAM BUDGET NARRATIVES

ACTIVITY MIEG: LAND TRANSPORT AUTHORITY

Activity Cost: 35,540,000 + 37,376,500 (NPP for 2025)

Mandate:

The Land Transport Authority is a Statutory Body established under the Public Land Transport Act No 4 of 2015. The Act was established to control the operation and management of public land transport in Vanuatu with the following functions as per Section 5 of the Act:

- a) to oversee the carrying on of the business of providing public land transport services within Vanuatu*
- b) to ensure that owners and drivers of public land transport vehicles comply with provisions of the Act;*
- c) to organize training for owners or drivers of public land transport vehicles.*
- d) to set or prescribe standards that have to be met by owners or drivers of public land transport and vehicles;*
- e) to prescribe the system of fare levying to be used and the fare structure to be charged by public land transport operators in municipalities or provinces;*
- to advise the Minister on public land transport issues generally;*
- to register all Provincial Public Land Transport Associations;*
- h) to determine general and tourist pick-up areas and who is permitted to use each of these areas;*
- g) such other functions that may be conferred on the Authority by this Act or any other Act.*

The Authority is a Body Corporate and consists of the following Board Members:

- a) The Director of the Department of Local Authorities;
 - b) The Director of the Department of Tourism;
 - c) the head of the Traffic Section of the Vanuatu Police Force;
 - d) a representative of the Minister of Internal affairs;
 - e) the Chairperson of each Public Land Transport Association registered under subsection 11(2).
- Chair of the Vanuatu Land Transport Authority

Objectives:

The Land Transport Authority exists to:

1. harmonize the legislative and policy framework and systems of the Land Transport Authority of land transport to establish ICT based operations & management of land transport in Vanuatu;
2. establish an integrated ICT based licensing system (drivers' licenses, vehicle permits & PLTA Drivers' Permits);



3. enforce compliance to the Act and Ministerial Orders, contributing to safety of land transport and revenue generation;
4. review and introduce a fee framework for metered transport operations;
5. undertake coordinated training & awareness programs to improve understanding and compliance to the Act and Ministerial Orders;
6. develop and enforce standards to be met by vehicle owners, operators and drivers;
7. improve service delivery and organizational compliance through an inclusive policy, legislative, planning, budget, reporting framework, restructure & revenue generation.

Means of Service Delivery:

1. Undertake review of legislation and policy to strengthen operations of the Authority;
2. Develop trial and implement a data base to improve compliance and revenue streams;
3. Undertake consultative workshops with sector stakeholders to develop agreed Land Transport enforcement procedures & operations;
4. Review fee and levy framework for a metred transport system;
5. Undertake training programs in the provinces to improve awareness of compliance, operations & safety issues;
6. Develop a Paper for State Law Office on Land Transport Standards;
7. Undertake efficient planning, budget, reporting framework, decentralization restructure & revenue generation processes

Performance Measures (Service Targets):

Description	Quantity	Unit of Measure
Draft policy to amend Act and status of PLTA	1	DCO Paper
Develop HRMIS system for PLTA	1	HRMIS Draft completed
Workshops with sector stakeholders and transport operators to agree on online payment systems (Vodafone & Digicel)	3	Online payment system trialled
Fee levy & structure for metred transport system	1	Fee Levy Structure
Training on legislation, fees & standards in provinces	6	Training Reports
Paper to OAG for Maxi Taxi and Rental Vehicles - transport	1	Order signed
Complete JDs and submit to GRT	1	JD and Salary scale for positions
Upgrade of all Vehicle permits and QR Code	1	Design complete & trialled



4. PROGRAM MIEB: PUBLIC LAND TRANSPORT AUTHORITY

Activity Cost: 35,540,000 + 37,376,500 (NPP for 2025)

Cash Grant & Aid: oo

In Kind: oo

Ministry	MOIA	MINISTRY OF INTERNAL AFFAIRS										
Department	PLTA	PUBLIC LAND TRANSPORT AUTHORITY								Operational Report Q1/2/3/4-2025		Linkages to NSDP
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status Time Frame	Comments	
MIE	1. Harmonize the legislative and policy framework and systems of the Land Transport Authority of land transport to establish ICT based operations & management of land transport in Vanuatu;	1.1 Complete the Human Resource Management Information System & rollout of online payment system for transport fare with Vodafone and Digicel and assist	1	1.1.1 Complete PLTA HRMIS.					Database IT officer/Admin Manager/CEO / Vodafone & Digicel	Jan - Mar 2025	The amended Public Land Transport Act must be viewed into the HRMIS and the online payment shift to establish the harmonization between them.	SOC 6.3:
				1.1.2 Integrate Staff attendance with HRMIS.						Apr-Jun 2025		
				1.1.3. Set up PLTA network for Port Vila Office.					CEO /Vodafone / Digicel	Jul-Sep2025		
				1.1.4 Continue rollout online payment system for Bus fare with						Jan-Dec 2025		



		NGEF with the introduction of EV for Taxi services.		Vodafone & Digicel.								
				1.1.5 Integrate Permit Officer's Activity Page on PLTA ASP.NET website.					Database IT officer/Admin Manager	Oct – Dec 2025		
				1.1.6 Data Base Training for Permit officers & conduct awareness to transport operators					IT officer / Permit Officers	Jan – Dec 2025		
				1.1.7 Conduct awareness for online bus fare for transport operators, drivers and general public.					CEO/ Vodafone/Digicel	Jan – Dec 2025		



				1.1.8 Work with NGEF to roll out the EV for Taxi services (promoting the use of EV to reduce ozone pollution).					CEO / NGEF	Jan – Dec 2025		Soc 6.4
	2. Establish an integrated ICT based licencing system (vehicle permits & Drivers' Permits);	1.2 Develop QR code system for Permit Cards and link Data Card Machine to PLTA Database.	2	2.2.1 Develop QR code system for permit cards (drivers & vehicle permits).					Database IT Officer/Admin Manager	Oct – Dec 2025	Improving & upgrading service delivery with ICT	SOC 6.6
				2.2.2 Link PLTA Database system with Data Carding machine to generate QR Code					Database It Officer/Admin Manager	Oct-Dec 2025		SOC 6.5
	3. Enforce compliance to the Act and Ministerial Orders,	1.3 Liaise with VPF and stakeholders to conduct regular	3	3.3.1 Liaise with PWD to conduct Road Worthy Inspections on					CEO & Permit Officers	Jan – Dec 2025	PLTA must work towards strengthening its working relationships	SOC 6.3 SOC 6.1 SOC 6.5



	contributing to safety of land transport and revenue generation;	inspections, input Smart stream revenue results into PLTA Database.		time within provinces.							with the stakeholders to enforce the amended Public Land Transport Act, establishing safety and increased revenue.	
				3.3.3 Liaise with VPF & Stakeholders to conduct Road Inspections in every Provinces.					CEO & Permit Officers	Jan – Dec 2025		
				3.3.4 Quarterly Smart stream revenue report input into PLTA Database.					Finance Officer / IT Officer	Oct - Dec 2025		
									CEO/Admin / Finance Officer	Jan – Dec 2025		
	4. Review and introduce a fee framework for metered transport operations;	1.4 Conducting awareness and rollout of Taxi meters with Taxi operators in Port Vila and procure standard Taxi signs.	4	4.4.1 Awareness on the use of Taxi meters to Transport operators, drivers & public.					CEO/ Permit officers	Jan – Jun 2025	Awareness is a must before any procurement for the Taxi meter to come to smooth operation.	SOC 6.5 SOC 6.2 SOC 6.9
				4.4.2 Procurement of Taxi meter installation.					CEO & Admin	Jul – Sep 2025		
				4.4.3 Procurement of Standard Taxi Signs					CEO / Admin	Apr - Jun 2025		



	5. Undertake coordinated training & awareness programs to improve understanding and compliance to the Act and Ministerial Orders;	1.5 Conduct Public Land Transport Act awareness and online transport fare payment to stakeholders, transport operators and public.	5	5.5.1 Work with Permit Officers and Provincial LTA to conduct awareness on PLT Act & Orders					CEO/ Permit Officers / LTA	April – Aug 2025	PLTA to facilitate and assist with the improvement of Provincial Associations awareness programs and AGM Meetings.	SOC 6.7
				5.5.2 Liaise with DOT & CCI to conduct trainings for transport drivers – Tourism drivers permit.					CEO/Permit Officers	Jan - Sept 2025		SOC 6.7
				5.5.3 Continue with Online Payment for Bus fare awareness on Efate					CEO/ Permit Officers / Vodafone & Digicel	April – Sept 2025		SOC 6.7
				5.5.4 Public awareness of the transport fare structure					CEO / Permit Officers	Jan – Dec 2025		SOC 6.7
				5.5.5 Undertake Consultations for amendment					CEO	Jan – Dec 2025		Soc 6.2



				of PLT Act with RTC Act								
	6. Develop and enforce standards to be met by vehicle owners, operators and drivers;	1.6 Document standards to be met by drivers and vehicle owners	6	6.6.1 Compile transport standards					CEO/OAG/MOIA LEGAL OFFICER	April – June 2025	Need to be legislated and included in the Amended Land Transport Act.	SOC 6.4
				6.6.2 Organize awareness - Shefa province					CEO / Shefa Permit Officer / Stake holders	Apr – Sep 2025		SOC 6.4
				6.6.3 Include other standards such as registration # on side or inside vehicle, drivers ID visible to passengers and other to be included in Amendment.					CEO / Board	Apr – Sep 2025		SOC 6.7
	7. Improve service delivery and organizational compliance through an inclusive policy, legislative, planning, budget,	1.7 Support PLTA and Provincial Associations by improving Service Delivery to Transport operators in all the six provinces	7	7.7.1 Visit Provincial Associations to strengthen decentralization services.					CEO/ Permit Officers	Jan – Dec 2025	It is crucial to create standard training structures to improve human resource support for staff reciprocating	SOC 6.2
				7.7.2 Review Organizational Structure based on new status as Land					CEO/BOARD	Oct – Dec 2025		SOC 6.2



	reporting framework, restructure & revenue generation	and conduct virtual training, meetings to PLTA staff and Land Transport Associations Executive members.		Transport Authority.							into improved service delivery to our clients and increasing revenue collections.	
				7.7.3 Permit Officers (6) to visit all islands within respective Provinces to issue Permits (revenue)					CEO/PERMIT OFFICERS	Jan – Dec 2025		SOC 6.5
				7.7.4 CEO to visit all provincial offices/ Staff Welfare/ appraisal.					CEO/Admin / Finance officer	Apr – Sep 2025		SOC 6.5
				Conduct virtual staff training on report writing, business planning, fortnightly staff meeting.					CEO & PLTA Staff	Jan – Dec 2025		SOC 6.9
				7.7.6 Recruit Enforcement officers					Admin/CEO	Jul - Sep 2025		Soc 6.2
				7.7.7 Organize quarterly Board meetings.					CEO/ Admin / Finance officer	Jan – Dec 2025		Soc 6.2



5. HUMAN RESOURCE OPERATIONAL PLAN

Below is a summary of the positions as approved by the Board and reflected in the Organizational Structure for PLTA.

Staffing	Total
Total staff in Board approved structure	28
Permanent	9
Probation	0
Contract	2
Daily Rated	0
Vacant	19
Total staff in Acting Positions	0

Retirement	Total
Severance to be paid during the year	1
Accrued leave estimate for retiring staff	

Priority Vacant Posts approved by Board to be advertised	Position #	Scale	Salary	Provident Fund	Housing Allowance	Child Allowance	Total
Head of Permit	PLTA003	PS7.1	2,202,300	90,972	360,000	72,000	2,725,272
Executive Secretary	PLTA004	PS4.1	1,195,500	50,700	360,000	72,000	1,678,200
Training Officer	PLTA007	PS	1,815,700	75,508	360,000	72,000	2,323,208
Cashier – Port Vila	PLTA008	PS	1,513,100	63,404	360,000	72,000	2,008,504
Permit Officers (x6)	PLTA009	PS	1,195,500	50,700	2,160,000	432,000	3,838,200

MINISTRY OF INTERNAL AFFAIRS

BUSINESS PLAN 2025

Assistant Permit Officer – Santo (X2)	PLTA016	PS	1,001,300	85,864	720,000	144,000	1,951,164
Enforcement Officers – Port Vila (X4)	PLTA025	PS	944,600	40,664	1,440,000	288,000	2,713,264
Cleaner	PLTA027	PS	723,100	31,804	360,000	72,000	1,186,904
TOTAL			10,591,100	489,616	6,120,000	1,224,000	18,424,716

Key training to be delivered	Cost	Duration	Status
Data Entry - Database System	150,000	4 days	On-going
Smart Stream – to be conducted by Finance	0	2 days	On- going
Public Land Transport Act Awareness	500,000 (x6)	12 days	On-going
Report Writing – Permit Officers (x6)	500,000	3 days	On -going

Officers on scholarship	Name	Salary	Allowances VNPF & Allowances	Area of scholarship
None	None	None	None	None



6. CASH FLOW FORECAST

2025 Payroll Forecast: **23,972,152**

2025 Operations Forecast: **11,567,848**

2025 NPP: **37,36,500**

The vatu amounts below should be expressed in vatu for all payroll by activity i.e. no need to list individual COA.

Dept PLTA	PAYR	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Program 1	Activity A	1,329,763	1,329,763	1,994,652	1,329,763	1,329,763	1,329,763	1,329,763	1,994,652	1,329,763	1,329,763	1,329,763	1,329,763

The vatu amounts below should be expressed in vatu for all overheads by activity i.e. no need to list individual COA.

Dept PLTA	OP	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Program 1	Activity A	976,082	976,082	976,082	976,082	976,082	976,082	976,082	976,082	976,082	976,082	976,082	976,082

MINISTRY OF INTERNAL AFFAIRS



BUSINESS PLAN 2025

Below is the snap shot of the Payroll and Operation Budget submitted for 2025 based on the recurrent budget for 2024.

PAYROLL: PLTA 4A02 MIEG

Add Row	VNPF	Employee Name	Position Titles	Position No.	Contract Type	Fund	Job Code	Project	Location	Salary Scale	Salary Amount	% of Salary charged to Cost Centre	Salary Cost 8AWP / 8AWD
	1108502	Bong Joyline	Internal Affairs P Scale	P23000000	C	2				PS 1.1	625,100	100 %	625,100
	1128160	Fatdal Margaret Ovia	Internal Affairs P Scale	P23000000	P	2				PS 7.1	2,202,300	100 %	2,202,300
	1072599	Hava Natalie	Internal Affairs P Scale	P23000000	P	2				PS 3.1	1,001,300	100 %	1,001,300
	1082577	Kali Mary	Internal Affairs P Scale	P23000000	P	2				PS 3.1	1,001,300	100 %	1,001,300
	1083726	Koapa Jimmy	Internal Affairs P Scale	P23000000	P	2				PS 3.1	1,001,300	100 %	1,001,300
	1083418	Malwosi Lisa	Internal Affairs P Scale	P23000000	C	2				PS 3.1	1,001,300	100 %	1,001,300
	1081616	Ravakae Joanita Matanme	Internal Affairs P Scale	P23000000	P	2				PS 5.1	1,513,100	100 %	1,513,100
	1105353	Sergio Langse Tabi	Internal Affairs P Scale	P23000000	P	2				PS 5.1	1,513,100	100 %	1,513,100
	1105033	Tarinako Damien Garaeuli	Internal Affairs P Scale	P23000000	P	2				PS 3.1	1,001,300	100 %	1,001,300
	Vacant	Vacant	Internal Affairs P Scale	P23000000	P	2				PS 7.1	2,202,300	100 %	2,202,300
	1128605	Vandedem Beyfie Delisa	Internal Affairs P Scale	P23000000	P	2				PS 3.1	1,001,300	100 %	1,001,300
	0187500	Tabi Gerian Reginald	Provincial Affairs P Scale	P24000000	C	2				DIR 1.1	3,968,600	100 %	3,968,600
Calculate													18,032,300



MINISTRY OF INTERNAL AFFAIRS

BUSINESS PLAN 2025

OPERATION: PLTA 4A02 – MIEG

Employee Name	COLA 8AWP	Family Allowance Cost 8AAF	Housing Allowance Cost 8AAH	Home Island Travel 8AAP	Acting Allowance 8AAS	Overtime Allowance 8AWO	Responsibility Allowance 8AAS	Gratuity Allowance 8AAG	Other Allowances 8AAO	VNPF Amount	Total Salary/COLA 8AWP	Total Salary 8AWD	Total Allowances	Total Employee Cost
Hava Natalie		72,000	360,000							42,932	1,001,300	0	432,000	1,476,232
Ravakae Joanita Matanmeh		72,000	360,000							63,404	1,513,100	0	432,000	2,008,504
Kali Mary		72,000	360,000							42,932	1,001,300	0	432,000	1,476,232
Malwosi Lisa		72,000	360,000							42,932	1,001,300	0	432,000	1,476,232
Koapa Jimmy		72,000	360,000							42,932	1,001,300	0	432,000	1,476,232
Tarinako Damien Garaeuli		72,000	360,000							42,932	1,001,300	0	432,000	1,476,232
Sergio Langse Tabi		72,000	360,000							63,404	1,513,100	0	432,000	2,008,504
Bong Joyline		72,000	360,000							27,884	625,100	0	432,000	1,084,984
Fatdal Margaret Ovia		72,000	360,000							90,972	2,202,300	0	432,000	2,725,272
Vandedem Beyfie Delisa		72,000	360,000							42,932	1,001,300	0	432,000	1,476,232
Tabi Genian Reginald		72,000	360,000							161,624	3,968,600	0	432,000	4,562,224
Vacant		72,000	360,000							90,972	2,202,300	0	432,000	2,725,272
	0	864,000	4,320,000	0	0	0	0	0	0	755,852	18,032,300	0	5,184,000	23,972,152



7. PROCUREMENT PLAN

The Office of Public Land Transport Authority intends to call for tenders for one supplier of taxi meters in 2024 in accordance with Section 33 (2) that states, “*The Authority must, by way of tender under the Government Contracts and Tenders Act [CAP 245], approve one sole supplier of taxi meter throughout Vanuatu*” unquote. Specifications of the Taxi Meter will be prepared and submitted to the Board for approval and must be affordable to operators.

We will liaise with the Central Tenders Board after consultations to review and introduce public transport fee framework is completed. Taxis will be able to operate using the new fee structure.

1. PLTA will liaise with the Tender Board for the tender requirements based on the proposed investment plan for one supplier for Taxi Metres and whether this will require to go through the tender process
2. A public notice will be placed calling for the services of a supplier of taxi metre.
3. PLTA will be responsible to placet this notice to call for one supplier of taxi metre
4. The needs and requirement will be prepared with specifications of Taxi Metres that will be required to be approved by the Board
5. This should be finalized by the 2nd quarter of 2025
6. The constraint and delay will definitely be encountered by the supplier to source the required taxi metre approved by the Board and affordable to the supplier. The Taxi Metre and supplier will be one that can supply taxi metres that will be affordable to taxi operators in Vanuatu.
7. The expression of the interest will be screened by the Board if this does not go through the tender process. If this goes through the tender board then all the tender process will be followed including the selection of the successful supplier.
8. The supplier will be business and sole supplier that source affordable taxi metres sell to taxi operators. The Board will approve resolutions by way of an Oder to ensure that all taxi operators must install a taxi metre and operating a taxi a with a taxi metre will be illegal in Vanuatu.

8. ASSISTANCE

For assistance or further information please contact the Chief Executive Officer of Public Land Transport Authority via email: rtgerian@vanuatu.gov.vu or Tel: (678) 23100.



APPENDICES

Glossary of Terms used in the Guidelines

Term	Definition
Activities	Activities are aligned within the Programs (specified in Budget Narratives) of the Ministry to deliver the objectives of Ministry Programs. Activities should be developed, bearing in mind the challenges identified to ensure delivery strategies can be implemented. Furthermore, the activities in the Corporate Plans should not only be informed by the NSDP goals and objectives but also by any other strategic policy documents that are relevant to those areas being planned, including any Sector Plans or Recovery Strategies that are in place.
Objectives	Objectives in the Corporate Plan are the over-arching organisational goals to be reached within the main program areas of activity of the Ministry. They should derive more or less directly from the NSDP, as expressed in the Budget Narratives. They express the expected outcomes (changes in the life of the target population) of the Ministry's endeavour. These objectives will be the same objectives as appear in the Budget Narrative.
Outcome	An Outcome can be expressed as a change in skills, attitudes, knowledge, behaviours, status, or condition, including life condition. An outcome is a long-term Impact Indicator. In the Vanuatu Government, outcomes are linked to the NSDP and objectives and are mapped against the Programs.
Output	Outputs (Service Targets/Indicators) are mapped against each Activity included in the Budget Narratives. Outputs (Service Targets/Indicators) are mapped against each Activity included in the Budget Narratives. In aligning targets to outcomes, Ministry planners will start with the baseline target level and project the desired level of improvement (taking into consideration available resources over a specific time period).
Program	A Program establishes the structure for internal responsibilities while providing clear line of sight regarding Ministry objectives. Programs have a broad focus, with most ministries developing at least two and most likely, no more than six strategic programs for the Corporate Plan. The identified Programs form the basis of the Budget Narratives against which the Appropriations Budget is allocated.
Risks	A risk is a factor that may make it difficult to achieve delivery of a planned activity. Options should be considered to lessen or mitigate against an identified risk
Service Targets	Service Targets or outputs are mapped against each Budget Narrative Activity. In aligning targets to outcomes, Ministry planners start with the baseline target level, and project the desired level of improvement (taking into consideration available resources over a specific time period). The Service Target indicates what the program will produce, with the resources provided to meet the identified need which the objectives are intended to address. Specific targets are expressed to measure results.
Strategic Direction	The Strategic Direction (often referred to as a Strategic Objective) of the Ministry includes the central forces that move the Ministry towards intended objectives, in particular the



	NSDP. This aligns the vision, mission, and core values so that strategies can be designed to reach the desired goal outcomes.
Strategy	A strategy is a plan or tactic to be followed to achieve objectives and related activities, considering resources needed and the potential risks.
SMART Indicators	<p>A SMART indicator or target is:</p> <p>Specific – clearly defined to anyone that has a basic knowledge of the project, program or policy.</p> <p>Measurable – to be counted, observed, analysed, tested or challenged.</p> <p>Achievable – is practical and can be done in time & with available resources – not too ambitious</p> <p>Relevant – contributes to the value of the activity</p> <p>Time-Bound – has clear dates for implementation/completion</p>

Methodology

Methodology Justification

This Plan has been produced in accordance with the Planning and Reporting Guidelines approved by Honorable Prime Minister Bob Loughman Weibur on 12th March 2021 and produced by the Office of the Public Service Commission, with the support of the Department of Strategic Policy Planning and Aid Coordination.

Tracking Indicators

Performance is measured using the following tracking indicators:

COMPLETED	Means 100% of an action under a given service target has been achieved
MOSTLY COMPLETED	Means between 50% and 99.9% of an action under a given service target has been achieved
PARTIALLY COMPLETED	Means between 1% and 49.9% of an action under a given service target has been achieved
NOT COMPLETED	Means the listed action was not commenced or initiated as scheduled. As such the action is deemed behind schedule .
ON-GOING	Means activities are ongoing or undertaken annually as part of the Electoral Cycle
N/A (Not Applicable)	<p>Does <u>not</u> mean “not available”. This means the listed action under a given service target is not yet due, or may not be required in the reporting timeframe ie National Referendum</p> <p>Please refer to the comment section of each M and E Matrix for further detail.</p>