

# ANNUAL REPORT 2024



MINISTRY OF INTERNAL AFFAIRS  
**REPUBLIC OF VANUATU**



# 1. MINISTER'S STATEMENT

## Bringing the Government Closer to the People



It is my privilege to present the 2024 Annual Report of the Ministry of Internal Affairs, a testament to our collective commitment to serving the people of Vanuatu. This year has been marked by significant progress in governance, security, social development, and service delivery, as we continue to uphold our mandate of *bringing the government closer to the people*.

The Ministry plays a vital role in ensuring effective governance, maintaining law and order, facilitating economic opportunities, and enhancing community resilience. Through our seven key departments, we have enhanced labor mobility programs, improved national security, and made critical advancements in disaster preparedness and urban development.

### Key Achievements

In 2024, we have seen remarkable progress across various sectors:

- **Security & Law Enforcement:** Strengthening the Vanuatu Police Force (VPF) through institutional capacity building, infrastructure development, and community policing initiatives.
- **Border Control & Immigration:** Enhancing border security with the construction of a new Immigration facility and improved biometric passport services.
- **Disaster Preparedness & Emergency Response:** Investing in multipurpose emergency centers, fire station renovations, and maritime surveillance capabilities.
- **Urban Development & Decentralization:** Constructing new municipal and provincial government facilities to strengthen local governance and service delivery.
- **Labor Mobility & Employment:** Expanding the Pacific Labor Mobility programs to create more job opportunities for Ni-Vanuatu workers abroad.
- **CRIM and VEO collaborated** to successfully conduct Vanuatu's first-ever National Referendum since independence in 1980, leveraging the Civil Registration and Identity Management (CRIM) system to ensure an accurate and credible electoral process. This partnership also contributed to advancing digital governance initiatives and enhancing service accessibility and efficiency.

### Overcoming Challenges

Despite the progress, we have faced challenges such as resource constraints, climate-induced disasters, and the need for stronger institutional coordination. However, these have only reinforced our determination to develop resilient, inclusive, and sustainable policies that address the needs of our people.

### The Road Ahead

As we move forward, the Ministry remains committed to strengthening governance, enhancing service delivery, and fostering partnerships with our major development partners and other government agencies to ensure that our people receive the best possible support from their government. The 2025 agenda will focus on capacity building, digital transformation, disaster resilience, and economic empowerment—key pillars that will shape the future of Vanuatu.



I extend my sincere appreciation to the former Honorable Ministers, Director General, Department Directors, staff, development partners, and stakeholders for their dedication and collaboration. Your hard work continues to make a difference in the lives of our citizens.

Together, let us build a stronger, safer, and more prosperous Vanuatu.



**Hon. Andrew Solomon Napuat**

Minister of Internal Affairs



## 2. DIRECTOR GENERAL'S FOREWORD

### Strengthening Institutional Reforms and Service Delivery



It is my pleasure to present the 2024 Annual Report of the Ministry of Internal Affairs (MOIA), which outlines the Ministry's progress, challenges, and strategic outlook. This report has been prepared in accordance with Subsection 20(1)(h) of the Public Service Act 1998 and follows the guidelines issued by the Public Service Commission (PSC). Additionally, as mandated under the Public Finance and Economic Management Act 1998 (Section 30(3)), the Ministry ensures transparency and accountability in financial management and public service delivery.

### Institutional Growth and Achievements

Throughout 2024, the Ministry has achieved remarkable milestones in governance, decentralization, security, and service modernization. The Department of Immigration and Passport Services successfully deployed a biometric passport system, enhancing national security and significantly increasing revenue. The Labor Department facilitated the departure of over 11,800 seasonal workers, contributing to economic empowerment through remittances.

The Department of Local Authorities made significant strides in decentralization, verifying 99% of area council maps and constructing two new fully fledged Area Council Buildings to improve governance at the community level. The Urban Affairs Department advanced its Provincial mini-township development plans, promoting balanced urban expansion. In addition, the Electoral Office delivered a National Referendum and prepared for the 2025 Snap Election, reinforcing our democratic framework.

In line with public sector reform, the Ministry has prioritized transparency, efficiency, and responsiveness, ensuring that all departments align with national development goals.

### Challenges and Strategic Focus for 2025

Despite our progress, several challenges remain:

1. Managing the demand for passports and e-Visas following the implementation of the new system.
2. Improving service delivery at the provincial level through enhanced local governance structures.
3. Ensuring a smooth electoral process in preparation for the 2025 Snap Election.
4. Strengthening disaster preparedness and resilience through urban planning and infrastructure investment.

To address these challenges, our strategic focus for 2025 will include:

- Expanding digital services, including the decentralization of the National ID system.
- Enhancing the Labor Mobility Program with new policies and social support initiatives.
- Strengthening local governance by ensuring area councils have the necessary resources and administrative support.
- Improving financial management and compliance to ensure fiscal responsibility across all departments.





## Appreciation and Commitment

I take this opportunity to thank the Hon. Minister and all the previous Honourable Ministers, departmental directors, staff, and our development partners for their hard work and dedication. Their collective efforts have ensured the Ministry's continued success in governance, security, economic growth, and social development.

As we move into 2025, our commitment remains steadfast in delivering efficient, transparent, and citizen-focused services for Vanuatu. Together, we will build a stronger and more resilient nation.

A blue ink signature of Mr. Leith Veremaito is written over a circular official stamp. The stamp contains the text "REPUBLIC OF VANUATU" and "DIRECTOR GENERAL OF INTERNAL AFFAIRS" in English, and "DIRECTEUR GÉNÉRAL DES AFFAIRES INTÉRIEURES" in French. The signature is a fluid, cursive script.

**Mr. Leith Veremaito**  
Director General  
Ministry of Internal Affairs



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### 3.1 Executive Summary

The Ministry of Internal Affairs (MOIA) continues to play a pivotal role in delivering essential public services, maintaining law and order, and supporting local governance across Vanuatu. This 2024 Annual Report highlights the Ministry's key achievements, financial performance, challenges, and strategic priorities, reflecting its commitment to *Bringing the Government Closer to the People*.

In 2024, the Ministry achieved significant milestones in revenue collection, service delivery, and institutional reforms. Revenue collection exceeded expectations, reflecting improved financial oversight and efficiency. Strong financial management ensured that nearly the entire allocated budget was effectively utilized through strategic resource allocation and expenditure controls. Key improvements in service delivery were realized across immigration, labor mobility, and policing. Additionally, efforts to strengthen local councils and decentralization initiatives promoted inclusive governance. National security was also enhanced through strengthened border control and law enforcement measures.

The Ministry's financial performance demonstrated effective budget management, with most allocated funds expended to support essential programs and services. Payroll expenses covered salaries, allowances, and severance payments, while operational costs were strategically managed to sustain key government functions. Budget adjustments were made to address funding priorities, ensuring uninterrupted service delivery and operational efficiency.

Despite these achievements, the Ministry faced several challenges throughout the year. Budget constraints, driven by expenditure and recruitment freezes imposed by the Ministry of Finance and the Public Service, placed significant pressure on financial resources. Staffing shortages, particularly in provincial offices, affected service delivery and led to unspent payroll allocations. Growing demand for services in immigration, labor, and civil registration further strained existing capacities. Additionally, strict financial controls under the Supply Bill limited budget flexibility, making it difficult to address emerging priorities effectively.

Looking ahead, the Ministry has outlined key priorities for 2025 to address these challenges and drive further improvements. Emphasis will be placed on strengthening budget planning to ensure more efficient resource allocation. Revenue collection mechanisms will be enhanced, particularly in areas such as residency and work permits. Service delivery improvements will be pursued through digital transformation and capacity-building initiatives. Decentralization efforts will be expanded, with continued support for area councils to improve local governance and service delivery. Additionally, institutional capacity will be strengthened through workforce development programs aimed at addressing staffing gaps and improving service outcomes.

In short, the Ministry of Internal Affairs achieved notable progress in 2024 despite facing operational and financial challenges. These achievements were made possible through the collective efforts of the Ministry's leadership, departments, and stakeholders. With continued support from government agencies, donor partners, and other key stakeholders, the Ministry remains dedicated to driving reforms, enhancing public services, and promoting good governance. As the Ministry looks ahead to 2025, it is well-positioned to build on its accomplishments and achieve even greater milestones.

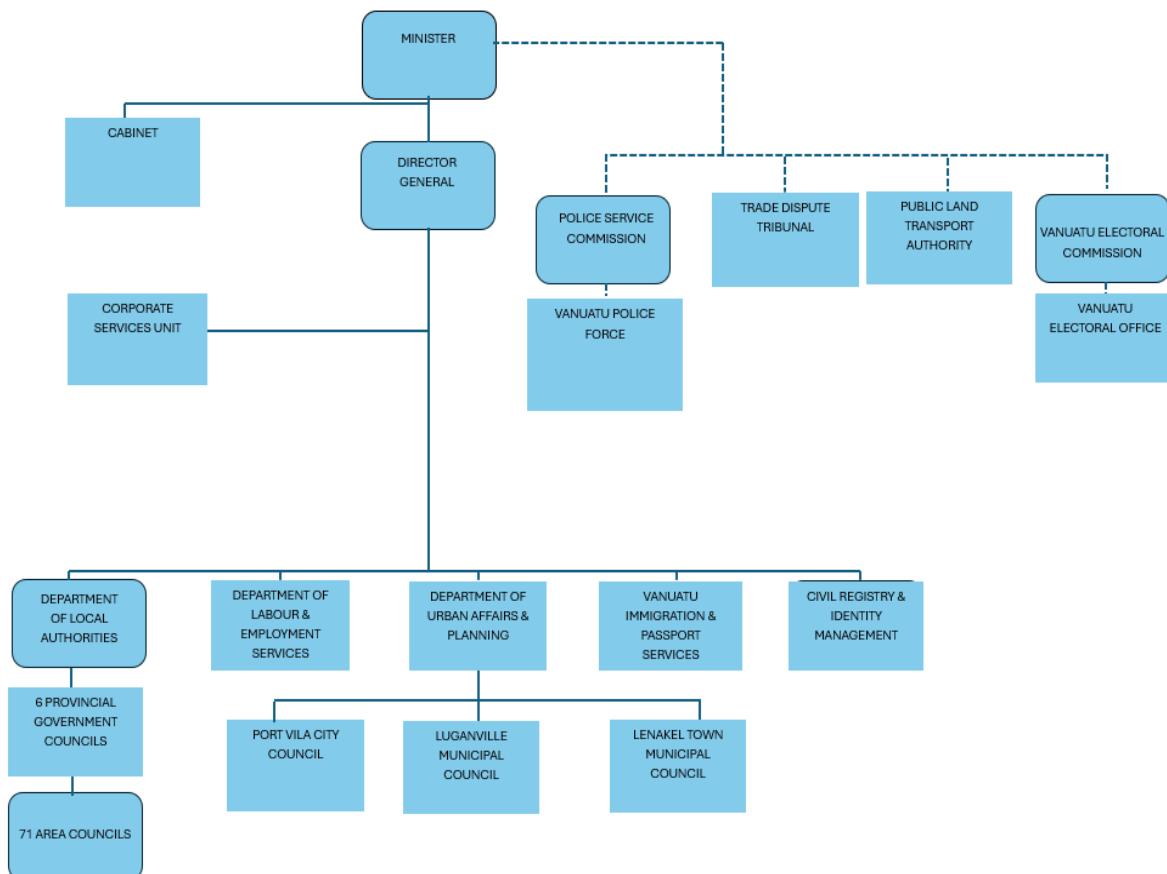


## 4. Corporate Structure

The Ministry of Internal Affairs is responsible for governance, security, local administration, civil registration, labour mobility, urban planning, and immigration services. The Ministry is structured to ensure efficient service delivery through its various departments, statutory bodies, and affiliated agencies.

### 4.1 ORGANIZATIONAL STRUCTURE

The organizational chart of the Ministry of Internal Affairs illustrates the reporting hierarchy, key departments, and leadership framework. The PSC-approved organizational chart is inserted below to provide a visual representation of the Ministry's structure as of the end of 2024.



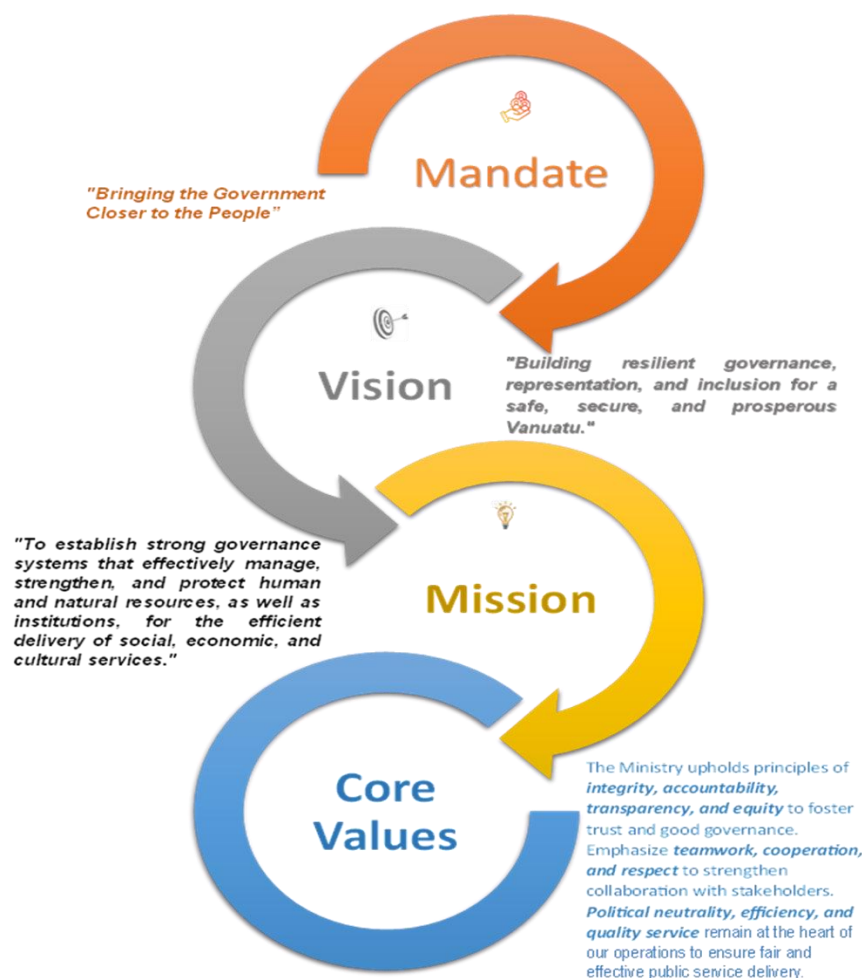
**Figure 1: Ministry of Internal Affairs Organizational Structure**





## 5. Corporate Overview

### 5.1 STATEMENT OF MANDATE, VISION, MISSION AND CORE VALUES



The Ministry oversees several key agencies, each with a distinct legal mandate. **Figure 2** below provides the legal mandate of each agency under the Ministry of Internal Affairs.

### 5.2 MOIA AGENCIES AND MANDATE

DEPARTMENT		LEGISLATIVE MANDATE & RESPONSIBILITIES
<b>MOIA Cabinet</b>	<b>Ministerial</b>	The Internal Affairs Ministerial Cabinet operates under the mandate of the Government Act [CAP 243] and is responsible for providing strategic leadership, policy direction, and political oversight for the Ministry of Internal Affairs. The Cabinet, led by the Minister of Internal Affairs, ensures that government policies are effectively implemented across all departments under the Ministry.
<b>Police Commission</b>	<b>Service</b>	The Vanuatu Police Service Commission (PSC) operates under the Police Act [CAP 105] and is mandated to ensure the effective governance, accountability, and professionalism of the Vanuatu Police Force. The Commission is responsible for overseeing police recruitment, promotions, transfers, and disciplinary matters.
<b>Vanuatu Police Force (VPF)</b>		Maintain law and order, protect life and property, prevent, and investigate crimes, and ensure public safety across the Republic of Vanuatu.



<b>Trade Dispute Tribunal</b>	The legislative mandate of the Trade Dispute Tribunal (TDT) is primarily established under the Trade Disputes Act [Cap. 162], originally enacted in 1983. This Act provides a comprehensive framework for the resolution of trade disputes through conciliation and arbitration mechanisms.
<b>Public Land Transport Authority (PLTA)</b>	The Public Land Transport Authority (PLTA) of Vanuatu is established under the Public Land Transport Act No. 4 of 2015. Its legislative mandate includes controlling the operation and management of public land transport within the country. This encompasses oversight of driver permits, vehicle permits, and the regulation of public land transport services to ensure safety and compliance with national standards.
<b>Vanuatu Electoral Commission (EC)</b>	The Vanuatu Electoral Commission (VEC) is the principal authority overseeing electoral processes in Vanuatu. Established under Article 18 of the Vanuatu Constitution, the VEC is tasked with ensuring the integrity, transparency, and efficiency of elections across the nation.
<b>Vanuatu Electoral Office (VEO)</b>	The Vanuatu Electoral Office (VEO) operates under the new <i>Electoral Act No. 53 of 2023</i> , which governs the conduct of elections and electoral processes in Vanuatu.
<b>Department of Local Authorities (DLA)</b>	The Department of Local Authorities (DLA) operates under the <i>Decentralization Act [CAP 230]</i> and the <i>Municipalities Act [CAP 126]</i> . It is responsible for implementing the Government's decentralization policy by supporting and supervising municipal and 71 provincial councils. DLA facilitates local governance, coordinates development programs, and provides technical and financial oversight to local authorities.
<b>Department of Labor &amp; Employment Services (DLES)</b>	The Department of Labor and Employment Services (DLES) operates under the <i>Employment Act [CAP 160]</i> and other labor-related legislation. It is responsible for promoting fair labor practices, ensuring workplace safety, and protecting workers' rights in Vanuatu. It also oversees employment services, labor inspections, occupational health and safety (OHS) compliance, and dispute resolution through the Trade Dispute Tribunal. Additionally, DLES facilitates labor mobility programs.
<b>Department of Urban Affairs &amp; Planning (DUAP)</b>	The Department of Urban Affairs and Planning (DUAP) operates under key legislation, including the <i>Physical Planning Act [CAP 193]</i> , which empowers municipal and provincial councils to declare and manage physical planning areas; the <i>Foreshore Development Act [CAP 90]</i> , which regulates coastal developments below the high water mark to ensure sustainable use; and the <i>Municipalities Act [CAP 126]</i> , which governs development within municipal boundaries and authorizes councils to enact by-laws for local governance. Together, these laws enable DUAP to establish policies, legislative frameworks, and planning strategies that guide urban development and land use across Vanuatu.
<b>Department of Vanuatu Immigration &amp; Passport Services (VIPS)</b>	The Department of Vanuatu Immigration and Passport Services (VIPS) operates under the <i>Immigration Act [CAP 66]</i> and the <i>Passport Act [CAP 105]</i> . VIPS is responsible for managing immigration, residency, citizenship, and passport services in Vanuatu.
<b>Department of Civil Registry &amp; Identity Management (CRIM)</b>	The Department of Civil Registry and Identity Management (CRIM) operates under the <i>Civil Status (Registration)</i> and the <i>Identity Management Act No.28 of 2021</i> . CRIM is responsible for registering vital events such as births, deaths, marriages, and adoptions. The department also manages the National Identity (NID) system and maintains the population database.



### 5.3 MINISTRY'S STRATEGIC OBJECTIVES

The Ministry's strategic objectives are aligned with National Government Priorities under the National Sustainable Development Plan (NSDP) 2015 – 2030, and sectoral development plans:

**Figure 3: MOIA Strategic Objectives**

Strategic Objective	NSDP	Department	Key Focus Areas
<b>1. Strengthen Governance &amp; Decentralization</b>	SOC 6.5 / ECO 3.6	DLA	Enhance local governance structures, improve service delivery in provinces, and empower area councils.
<b>2. Improve National Security &amp; Border Control</b>	SOC 5.3/5.4	VIS/VPF	Strengthen law enforcement, modernize border management, and introduce advanced immigration and security systems.
<b>3. Enhance Electoral &amp; Democratic Processes</b>	SOC 6.3	VEO	Ensure free, fair, and transparent elections, improve voter registration, and implement electoral reforms.
<b>4. Promote Labor Mobility &amp; Employment Opportunities</b>	ECO 4.5/4.6/4.7	DLES	Expand labor mobility programs, ensure worker protection, and enhance job opportunities locally and abroad.
<b>5. Develop Sustainable Urban &amp; Local Planning</b>	ENV 4.1	DUAP/DLA	Implement zoning regulations, infrastructure development, and resilience planning for urban centers.
<b>6. Modernize Civil Registration &amp; Identity Management</b>	SOC 6.9	CRIM	Expand access to National ID services, digitize records, and strengthen data protection and identity verification.
<b>7. Strengthen Financial &amp; Institutional Performance</b>	ECO 1.2	VIS	Improve revenue collection, enhance budget management, and enforce financial compliance across departments.
<b>8. Strengthen National Institutions</b>	SOC 6.4	CSU	Enhance capacity building, digital transformation, good governance, legal reforms, and human resource development.

These objectives guide the Ministry's operations, ensuring efficient service delivery, national security, economic growth, and social development.



#### 5.4 KEY STRUCTURAL CHANGES IN 2024

In 2024, the Ministry of Internal Affairs implemented several structural improvements to enhance governance, service delivery, and operational efficiency. Key developments include:

- Enhancing local governance and improving service delivery at the community level, the Ministry of Internal Affairs has recruited 12 Area Administrators. These administrators play a crucial role in facilitating government programs, strengthening decentralization efforts, and ensuring efficient coordination between communities and provincial authorities. Their presence will improve public engagement, responsiveness to local needs, and overall governance in rural and urban areas.
- As part of ongoing efforts to strengthen community policing and enhance public safety, the Vanuatu Police Force has this year deployed five (5) **Community Service Teams (CSTs)** across various communities. This initiative aims to improve law enforcement presence, foster stronger police-community relationships, and promote proactive crime prevention. The CSTs focus on engaging with local communities, addressing security concerns, and ensuring a more responsive and community-oriented policing approach. This deployment reflects the Police Force's commitment to maintaining peace, order, and public trust through decentralized and community-driven security measures.
- Strengthening border security and improving service efficiency, Vanuatu has launched a **modernized biometric passport system**. This upgrade aligns with international security standards and enhances the identification process for citizens traveling abroad. Additionally, advancements in **online payments**, e-visa processing, and work permit applications have been introduced. These digital improvements streamline application procedures, reduce processing times, and provide more accessible and secure government services for both citizens and foreign nationals.
- To enhance financial oversight, compliance, and accountability, the Ministry of Internal Affairs has established an **Internal Audit Unit**. This unit is tasked with ensuring transparency in financial management, assessing risks, and improving internal controls across the Ministry's departments. By conducting regular audits and evaluations, the unit aims to strengthen governance, prevent financial mismanagement, and support informed decision-making. This initiative reflects the Ministry's commitment to upholding fiscal discipline and operational integrity.
- As part of recent restructuring efforts to strengthen the **independency** and operational efficiency of the Vanuatu Electoral Office (VEO), the reporting structure has been revised. The Principal Electoral Officer (PEO) now reports directly to the Electoral Commission, rather than the Director General of the Ministry of Internal Affairs. This change enhances the Commission's direct oversight of electoral operations, reinforcing transparency, accountability, and impartiality in the management of electoral processes.

The Ministry remains committed to continuously assessing and refining its structure to address emerging governance needs and enhance service delivery across all departments.

#### 5.5 ANNUAL DEVELOPMENT REPORT

This report provides an overview of the annual progress of implementing the Vanuatu 2030, National Sustainable Development Plan (NSDP). The NSDP provides a vision for Vanuatu we want and that is to "build a stable, sustainable and prosperous nation". Under this banner, the Ministry of Internal Affairs (MoIA) has adopted areas and targets for actions that fall directly under its delivery responsibilities. This Annual Report is a reflection of the combined efforts the Ministry and departments under MoIA portfolio have recorded for the fiscal year 2024 against NSDP targets and the Ministry's objectives.





## Department of Local Authorities

Driven by the National Sustainable Development Plan (NSDP) 2016–2030, the Department of Local Authority is dedicated to strengthening decentralization, enhancing governance at the municipal and provincial levels, and improving service delivery to communities. By empowering local councils, fostering participatory decision-making, and supporting sustainable development initiatives, the department ensures responsive and inclusive local governance that contributes to national growth and resilience

In order to undertake its responsibilities DLA is arranged into five units: the Office of the Director, Administration Unit, Finance Unit, Regional Development Planning Unit, and Decentralization Unit.

### 1. Strengthening Decentralization and Local Governance

- **Pillar: Social Governance**
- **Goal 1:** Strengthen governance and institutional capacity to improve service delivery at the local level.
- **Objective 1.1:** Enhance the effectiveness of decentralized governance structures by improving service delivery mechanisms, increasing civic engagement, and ensuring inclusivity in local decision-making.

The year 2024 marked a transitioning and learning period for the Department of Local Authorities (DLA) as it navigated various challenges while maintaining its core mandate of supporting provincial and area councils. The department started the year with a strategic focus on assisting Area Councils, particularly in responding to the aftermath of the Twin Tropical Cyclones and TC Lola. However, the implementation of many planned activities was hindered by cash flow issues, which impacted financial allocations across the country.

Despite these setbacks, DLA remained instrumental in advancing the government's decentralization efforts. One of the most significant accomplishments was coordinating and overseeing the Referendum across all polling stations in Vanuatu. This involved nationwide civil registration, ensuring individuals had functional National ID cards, and facilitating awareness programs to educate the public.



ID Cards verification south Santo 1



Referendum Awareness in Tanna



Shefa AAs Referendum Team



Referendum Awareness Ureparapara



Polling Clerks briefing at Tanvasoko



Polling Clerks Briefing North Erromango



Additionally, the department provided direct support to two Area Councils—South Santo 1 and South-East Tanna, enabling them to operate as fully fledged offices.



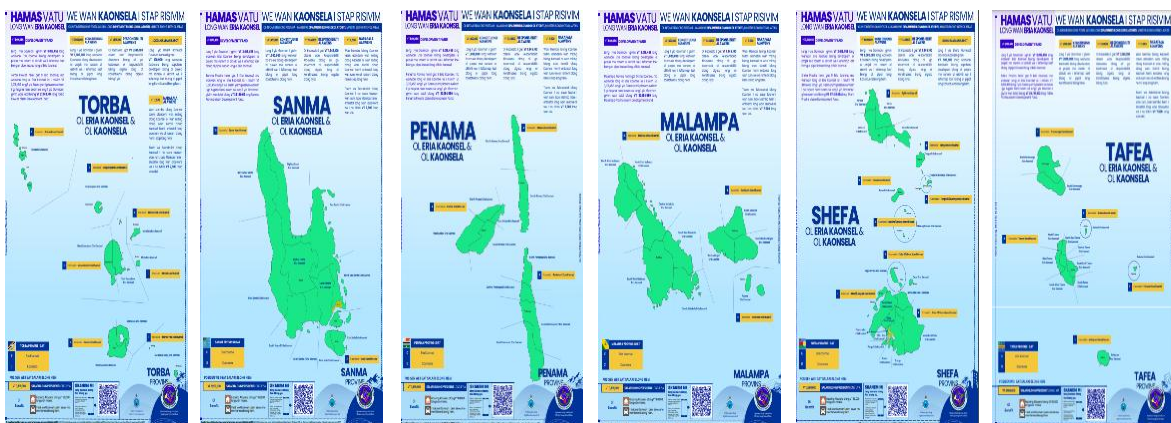
*SE Tanna AC Building with VSAT system and solar system installed*

## 2. Enhancing Revenue Generation and Financial Management at the Provincial and Area Council Levels

- **Pillar: Economic Development**
- **Goal 2:** Improve financial sustainability and revenue management for local government authorities.
- **Objective 2.1:** Support Provincial and Area Councils in increasing their revenue base through improved financial planning, accountability, and transparency measures.

A key focus for DLA in 2024 was helping Area Councils and Provincial Councils improve their revenue bases and strategies. Although financial constraints impacted implementation, the department provided guidance on revenue mobilization strategies, including better financial planning and fund management practices.

As part of its transparency efforts, DLA collaborated with the Right to Information (RTI) Office to develop posters carrying information on Area Council Funds and Councillors' Allowances, ensuring greater awareness and accountability at the local level. Furthermore, provincial audits were conducted to assess financial performance and compliance, covering all administrative, financial, and operational aspects within each province.



*Councillors Allowance Funds Breakdown (Can be obtained from RTI Website)*

## 3. Infrastructure Development and Asset Management

- **Pillar: Economic Development**
- **Goal 3:** Strengthen local government infrastructure and improve access to services in rural and urban communities.
- **Objective 3.1:** Develop and maintain infrastructure that supports local government operations, enhances service delivery, and ensures accessibility to remote communities.





DLA continued to improve its physical infrastructure and operational capacity throughout the year. Notable developments included:

- Infrastructure improvements at the DLA Headquarters, enhancing workplace efficiency.
- Eight (8) Area Council buildings completed and open for use. These are West Gaua, East Gaua, South East Tanna, West Santo, (VARSU Area Council) Epi, Futuna and North Efate.
- Procurement of new transportation assets, including 26 quad bikes (1 in shefa, 1 in Tafea, 9 in Sanma, 10 in Penama and 5 in Torba) and One (1) boat to Makira/Mataso Area Council to improve accessibility in remote areas.
- Acquisition of a new DLA truck (Director's vehicle), which significantly boosted the department's logistical capacity.

#### 4. Strengthening Institutional Capacity and Staff Development

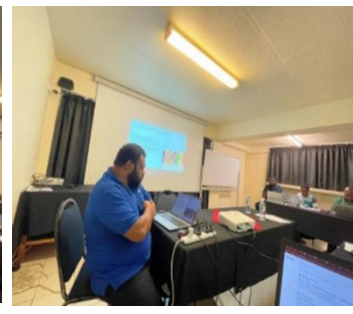
- **Pillar: Social Development**
- **Goal 4:** Enhance human resource capacity to support decentralized governance and improve service delivery.
- **Objective 4.1:** Build a skilled workforce within local government institutions through training, recruitment, and professional development initiatives.

Human resource development remained a priority for DLA, as the department focused on building the capacity of its staff. Several training programs were facilitated, including:

- First Aid Training for Port Vila Staff, conducted in partnership with Pro-Medical.
- Front Office Training for administrative staff, delivered by Nat Secretarial Services.
- Data Analysis training for Malampa and Penama AAs
- Basic Database (Teams) Training for DLA staff



*First Aid Training of DLA Staff*



*Data Analysis Training for Malampa's AA's*



*Induction of New Area Administrators for the Shefa PGC*



*Induction of New Councillors of Sanma Province*



*Front Office Training -attended by Administration Staff*

Additionally, DLA recruited several key personnel to enhance governance at the local level. The new staff members included:

- 12 Area Administrators
- 1 Finance Audit Officer
- Assistant Secretaries General (ASG) for Malampa, Shefa, Tafea, Torba, and Sanma

DLA also supported several staff members specifically three (3) who are currently on study leave, ensuring long-term capacity-building for the department.

## **5. Strengthening Local Government Data Management and Planning**

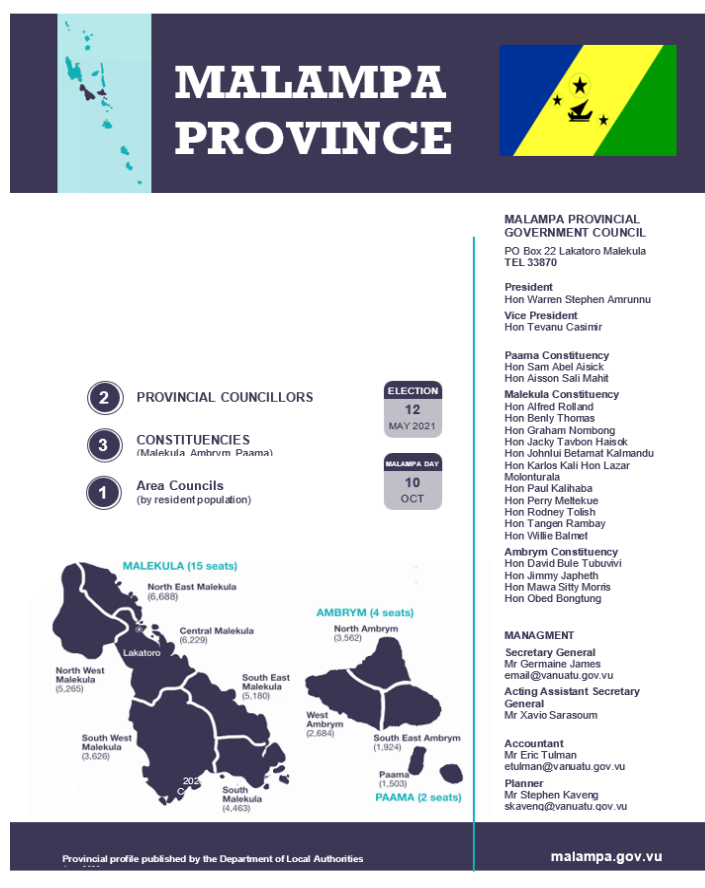
- **Pillar: Economic Development**
- **Goal 5:** Improve data-driven decision-making and strengthen the local governance framework.
- **Objective 5.1:** Establish a reliable and accessible local government database that enhances policy development, planning, and service delivery.





To support evidence-based decision-making, DLA made substantial progress in updating local government records. Achievements included:

- Completion of updated Six (6) Provincial Profiles, ensuring accurate data on governance, population data, number constituencies, number of Area Councils and Area Administrators and Map of the Provinces and Area Councils. Mapping of all 71 Area Councils, providing a comprehensive overview of local government structures.



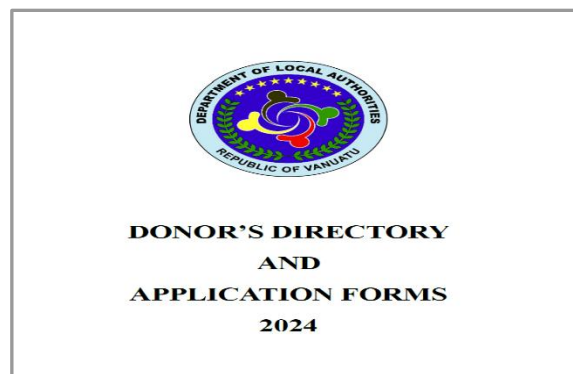
## MALAMPA AREA COUNCIL ADMINISTRATION

PAAMA AREA COUNCIL				
Area Administrator	Sairos Willie		5347850	williesairos@vanuatu.gov.vu
Area Secretary				
NORTH EAST MALEKULA AREA COUNCIL				
Area Administrator	Jero Muluntura	7790659		
Area Secretary				
NORTH WEST MALEKULA AREA COUNCIL				
Area Administrator	Jerryson Hosea	7777802	5413627	jhosea@vanuatu.gov.vu
Area Secretary	Wesley Lambi	7762346		
CENTRAL MALEKULA AREA COUNCIL				
Area Administrator	Joyce Malau	7615015		joycemalau@vanuatu.gov.vu
Area Secretary	Laurent Maires	7773524	7790257	
SOUTH EAST MALEKULA AREA COUNCIL				
Area Administrator	Josello Alpatun	7102069	5343204	
Area Secretary	Edwin Manron	7733149	5421566	5302130
SOUTH WEST MALEKULA AREA COUNCIL				
Area Administrator	Gerald Tama	7765127	5631573	glamau@vanuatu.gov.vu
Area Secretary	Alesta Kensen		5130073	
SOUTH MALEKULA AREA COUNCIL				
Area Administrator	Lulu Leymang	5355149	5293462	
Area Secretary				
NORTH AMBRYM AREA COUNCIL				
Area Administrator	Jackson Willie	7638505	5343604	
Area Secretary				
SOUTH EAST AMBRYM AREA COUNCIL				
Area Administrator	Masten Tias	7115358	5616108	mtias@vanuatu.gov.vu
Area Secretary	Kerbie Norman	7767868	5657682	
WEST AMBRYM AREA COUNCIL				
Area Administrator	Bong Massing	7756485	5902191	ezra.bong86@gmail.com
Area Secretary				

Last updated 29 Feb 2024

## The Malampa Provincial Profile

- Development of standardized administrative tools, including:
  - Provincial Standing Orders and Staff Regulations
  - Elected Officials Handbook
  - Area Administrators Handbook
  - Revised Councilors' Constituency Allowance Forms and Guidelines
  - Revised and updated DLA Donor's Directory



*DLA's Donor Directory*

Additionally, DLA successfully launched its official website, improving public access to information and services- <https://dla.gov.vu>

## 6. Strengthening Partnerships and Stakeholder Engagement

- **Pillar: Social Governance**
- **Goal 6:** Foster collaboration with stakeholders to enhance local governance and community development.
- **Objective 6.1:** Strengthen partnerships with donor agencies, NGOs, and government institutions to support local development initiatives.

Throughout 2024, DLA maintained strong partnerships with project partners, donor agencies, and key stakeholders, ensuring that decentralization programs remained a priority.

A Donors Directory was updated, ensuring that provincial and area councils could effectively engage with development partners and secure funding for community-based projects.

## 7. Addressing Challenges in Local Government Coordination and Reporting

- **Pillar: Social Governance**
- **Goal 7:** Strengthen institutional coordination, policy implementation, and reporting mechanisms.
- **Objective 7.1:** Develop structured reporting systems that enhance accountability, improve coordination, and streamline local government operations.

While DLA achieved significant milestones, several challenges hindered the full implementation of its 2024 Business Plan. The primary constraints included:

- **The nationwide coordination of the Referendum**, which required considerable time and resources, affecting other planned activities.
- **National cash flow issues**, which limited travel and implementation of community development projects.
- **The December earthquake**, which disrupted operations and delayed year-end reporting.
- **Staff shortages and capacity gaps**, affecting local authority performance.
- **Transitioning of senior executive staff**, impacting leadership continuity and decision-making.
- **The influx of unplanned activities**, which were not part of the Business Plan but had to be prioritized due to urgent national directives.



## Department of Urban Affairs and Planning

The Department of Urban Affairs and Planning (DUAP) is mandated under the Municipality's Act CAP 126 to oversee the management and administration of the Municipalities. It is also required to provide advice to Municipalities and other Local Authorities to adhere to the Physical Planning Act CAP 193 and the Foreshore Development Act CAP 90. In addition, the National Sustainable Development Plan (NSDP) 2030 provides activity areas and targets for which the DUAP has delivery responsibility. This section of the report provides an update on areas DUAP has focused on in 2024.



*New Port Vila memorial and botanical garden cemetery groundbreaking ceremony*

### 1. Enhancing the Capacity and Accountability of Public Officials

- **Pillar: Social Governance**
- **Goal 1:** Strengthen institutional capacity to improve governance and service delivery.
- **Objective 1.1:** Improve the skills and technical knowledge of public officials through capacity-building initiatives, training, and international collaboration.

The Department of Urban Affairs and Planning (DUAP) has made significant investments in capacity building to improve the effectiveness of public officials. In 2024, the department staff participated in multiple international training programs and conferences, gaining valuable insights into global best practices.

Key engagements included:

- **China Seminar on Marine Spatial Planning and Blue Economic Development**
  - Two staff from the department, one male and one female attended the above training in China
- **Pacific Women Leaders Program in Fiji**
  - One female staff from the department attended Subregional Pacific Women Leaders Programmed in Suva, Fiji
- **Regional Workshop on Delivering Climate Change Solutions for Pacific Island Countries**
  - There are two staff from the department (one male and one female) who attended Regional Capacity – Building Workshop on Delivering Climate Change Solutions for Pacific Island Countries
- **Vanuatu Affordable & Resilient Settlement Project (VARs) conference in Washington, DC**
  - One female staff from the department attended the Conference Forum for Land Sector under Vanuatu Affordable & Resilience Settlement Project (VARs) in Washing, DC
- **Pacific Regional Disaster and Emergency Managers Meeting in Fiji**
  - One male staff from the department attended the above meeting
- **Forum on nuclear radiation fallout in the Philippines (hosted by the International Atomic Energy Agency)**
  - One male staff from the department attended the Expert support for nuclear radiation fall out in Philippines – hosted by International Atomic Energy Agencies and Philippine Nuclear Reactor Instituted in Philippines



These engagements have strengthened the department's **technical knowledge**, ensuring that urban planning and governance are informed by **international expertise**.

## 2. Strengthening National Institutions to Deliver Cost-Effective and Quality Public Services

- **Pillar: Economic Development**
- **Goal 2:** Enhance the efficiency and effectiveness of urban planning and public services.
- **Objective 2.1:** Implement structured and cost-effective urban development strategies that align with national objectives and policies.

DUAP continues to play a **critical role** in urban development planning by ensuring that its **operations align with national objectives**. The **2024 Business Plan** is progressing well, with **key priorities** being implemented.

This structured approach ensures that **resources are allocated effectively**, contributing to **more cost-effective public services**. The department remains committed to meeting its **Business Plan objectives** and integrating urban development strategies that align with **national policies**.

## 3. Strengthening Local Authorities and Municipal Institutions for Decentralized Service Delivery

- **Pillar: Social Governance**
- **Goal 3:** Improve the capacity of municipalities and local authorities to deliver services.
- **Objective 3.1:** Strengthen financial and administrative support for local authorities and municipal councils.



Groundbreaking of evacuation centre @ Korman

A key priority for DUAP has been enhancing decentralization efforts, particularly by improving funding and resources for municipalities.

In 2024, the department supported all three municipalities by funding local development projects. Notable achievements include:

- **Freshwota Groundbreaking Ceremony** for a major urban project.
- **Seaside Groundbreaking Ceremony** to initiate infrastructure improvements.
- **Luganville Municipal Council (LMC) fencing project**, enhancing security and urban planning in the area

These initiatives represent DUAP's continued support for local governance structures, ensuring that municipalities are better equipped to deliver essential services to their communities.

## 4. Strengthening Physical Planning and Management for a Growing Population

- **Pillar: Social Development**
- **Goal 4:** Develop and implement urban planning strategies to accommodate population growth.
- **Objective 4.1:** Increase the coverage of approved physical planning areas and improve coordination in urban management.

Urban planning remains a central focus, particularly as Vanuatu's population continues to grow.

To address the increasing demand for urban services, DUAP has been actively working on physical planning frameworks. Progress in 2024 includes:

- **Appointment of a new Director for DUAP**
- **Appointment of a new Town Clerk for the Luganville Municipal Council (LMC)**
- **Completed 80% of the Zoning and Development Control of Port Vila City Council**
- **Completed 100% of Sola and Rovo Bay Zoning and Development Control Plans and send to OAG for official gazette.**

Currently, 60% of declared physical planning areas have an approved physical plan, and efforts continue to expand this coverage.





## 5. Ensuring New Infrastructure Development Minimizes Environmental Impact

- **Pillar: Environmental Sustainability**
- **Goal 5:** Promote sustainable urban development and minimize environmental degradation.
- **Objective 5.1:** Strengthen compliance with Environmental Impact Assessment (EIA) requirements for all new infrastructure projects.

DUAP is committed to ensuring that new infrastructure projects comply with Environmental Impact Assessment (EIA) requirements.

In 2024, all Foreshore Developments were required to obtain EIA approvals, with compliance checks conducted by the Foreshore Development Unit.

Additionally, the department oversaw the approval of EIAs for three new shelters under the Greater Port Vila Urban Resilience Project (GPVURP).

These efforts reflect DUAP's commitment to sustainable urban development that minimizes environmental disturbances.

## 6. Strengthening Land Use Planning Laws and Regulations

- **Pillar: Economic Development**
- **Goal 6:** Improve land use planning frameworks to support sustainable urban growth.
- **Objective 6.1:** Develop and implement zoning regulations and long-term urban development strategies.

DUAP has been collaborating with other government agencies to develop long-term land use planning strategies.



*New Township of Naonepan, Sanma Province*

In 2024, the department worked on concept plans for Nebraintata and Naoneban, with site visits conducted by the government line agencies and National Taskforce.

A dedicated Taskforce was also established on the ground to oversee these developments.

Additionally, DUAP supported the Torba Provincial Government Council (TPGC) and the Shefa Provincial Government Council (SPGC) by helping finalize its Zoning and Development Control Plan (ZDCP). These zoning plans has now been endorsed by TPGC

and SPGC and officially gazette by the State Law Office, marking a major milestone in improving land use regulation and urban governance.

## 7. Improving Government Revenue Generation

- **Pillar: Economic Development**
- **Goal 7:** Strengthen financial sustainability through improved revenue collection mechanisms.
- **Objective 7.1:** Increase enforcement of regulatory fees and development penalties to boost revenue generation.

One of DUAP's financial objectives is to enhance revenue collection through regulatory enforcement.

The Foreshore Development Unit has been actively enforcing compliance with development fees and penalty fines, ensuring that revenue targets are met. This has contributed to government revenue generation, allowing for greater investment in urban planning and infrastructure projects, hence creation of new Townships to assist the government to generate more revenue.



## Department of Labor and Employment Services

The National Sustainable Development Plan (NSDP) 2016–2030 defines key targets and activity areas for the Labour Department, reinforcing its commitment to enhancing employment standards, improving workforce productivity, and protecting workers' rights while contributing to Vanuatu's socio-economic growth.

### 1. Progressing Equity in the Domestic & International Employment Markets

- **Pillar: Economic Development**
- **Goal 1:** Strengthen employment policies and opportunities for a balanced labour market.
- **Objective 1.1:** Develop policies and programs to mitigate skilled worker migration and support sustainable domestic employment opportunities.



*Vanuatu female workers in  
Australian farm orchards*

The Labour Department continues its efforts to promote fairness and balance within both domestic and international employment markets. Recognizing the growing concerns over labour mobility programs in Australia and New Zealand, which are drawing away many skilled workers, the department is actively developing a National Employment Policy. This policy aims to mitigate the effects of worker migration by strengthening the domestic labour market. However, the loss of skilled workers remains a significant challenge, impacting local businesses and industries that struggle to fill critical positions.

Addressing these gaps remains a priority, with efforts underway to create more sustainable employment opportunities within Vanuatu.

### 2. Promoting Standards for Decent Work & Strengthening Compliance with Labour Laws

- **Pillar: Social Governance**
- **Goal 2:** Improve labour standards and compliance with national and international employment laws.
- **Objective 2.1:** Strengthen enforcement of labour laws through inspections, awareness campaigns, and policy amendments.

To ensure that workers in Vanuatu benefit from decent and lawful employment conditions, the Labour Department has intensified its awareness campaigns.

These efforts include:

- **Workplace inspections**
- **Direct employer meetings**
- **Brochures, emails, and social media outreach** (including a newly created **Facebook page for the Domestic Division**)

The department has also drafted amendments to modernize outdated labour laws and is currently developing a Social Protection Policy to enhance worker rights.

Another major initiative was the Sectoral Wages Report, submitted in January 2024. Although stakeholders were invited to provide feedback by June 2024, there has been no response, highlighting a gap in engagement from relevant parties.

Despite these efforts, challenges persist:

- Many workers **lack formal education on labour laws**, making enforcement difficult.
- Some employers **refuse to comply** with labour laws, leading to legal disputes referred to the **Public Solicitor's Office**.
- **Communication difficulties** arise when employees **relocate, travel, or change contact details**, making it harder to resolve disputes efficiently.

### 3. Promoting and Maintaining Good Working Relationships Between Tripartite Labour Partners

- **Pillar: Social Governance**
- **Goal 3:** Foster cooperation between unions, employers, and the government.
- **Objective 3.1:** Strengthen tripartite dialogue and capacity-building for effective labour relations.



*Labour officers carrying out inspection with employers*

The Labour Department plays a crucial role in fostering cooperation between unions, employers, and the government to ensure fair and safe workplaces.

Key initiatives included:

- **Meetings with employers and unions** to clarify **legal interpretations of labour laws**
- **Capacity-building programs** identified to equip **union leaders with negotiation, conciliation, and dispute resolution skills**

However, challenges remain:

- Some **employers remain uncooperative and disrespectful to labour officers**, creating tensions.
- **Union officers often lack training and negotiation skills**, limiting their ability to **effectively represent workers**.

The department recognizes the need for continued capacity-building efforts to strengthen tripartite engagement.

### 4. Enforcing Compliance for Employment Standards According to ILO Conventions

- **Pillar: Social Governance**
- **Goal 4:** Strengthen enforcement mechanisms to ensure compliance with national and international labour standards.
- **Objective 4.1:** Improve regulatory enforcement and workplace safety standards in line with ILO conventions.



*Compliance check by Labour officer*

Ensuring compliance with labour laws and international employment standards remains a key function of the Labour Department.

**Key Achievements:**

- **Weekly inspections conducted**
- **Penalty notices issued** to employers failing to submit **work permits on time**
- **Informational brochures distributed** to businesses to **raise awareness of employment regulations**

Encouragingly, many employers have begun complying with minimum wage regulations.

**Challenges:**



- Some employers **deliberately ignore labour laws**, forcing cases to be escalated to the **Public Solicitor's Office**.
- **Staff shortages** in the **enforcement unit**, limiting the department's ability to conduct **frequent inspections**.
- Lack of an **Occupational Health and Safety (OHS) Manual**, a **Labour Inspection Act**, and an **effective regulatory framework for workplace safety**.
- Employers reluctant to **provide PPE** or **invest in health and safety training**, putting employees at **risk**.

The domestic tourism sector has also been impacted, as the shortage of skilled workers continues to create employment challenges.

## 5. Advocating for Workers' Rights & Welfare in International & Domestic Markets

- **Pillar: Social Governance**
- **Goal 5:** Protect workers' rights through awareness, legal support, and dispute resolution.
- **Objective 5.1:** Expand labour rights education and strengthen outreach programs for workers.

The Labour Department has been proactive in educating workers about their rights through:

- **Workplace inspections**
- **Direct engagement with employees**
- **Labour officers providing guidance on employment regulations**

A new Facebook page and updates to the department's website have made legal information, brochures, and complaint forms more accessible.

### Challenges:

- Many workers struggle to **understand their rights** due to **low literacy levels** or **lack of formal education**.
- Some **employers violate Occupational Health and Safety (OHS) laws**, creating **hazardous work environments**.
- **Budget constraints** limit **media campaigns and outreach programs**, making it difficult to **reach a wider audience effectively**.

## 6. Improving Service Delivery Framework & Organizational Compliance

- **Pillar: Institutional Governance**
- **Goal 6:** Strengthen the operational capacity of the Labour Department for effective service delivery.
- **Objective 6.1:** Address staffing shortages and improve the financial capacity of the Labour Department.

To enhance efficiency and service delivery, the Labour Department has been working on improving its organizational structure.

Key initiatives include:

- **Developing a new staffing plan**
- **Filling all vacant positions in the 2019 structure** before implementing new workforce expansion plans

**Challenges:**

- **Staffing shortages** limit the department's ability to meet **rising demand for inspections, dispute resolution, and enforcement.**
- **Operational funding is insufficient**, restricting:
  - **Policy implementation**
  - **Regulatory enforcement**
  - **Service delivery improvements**

Without **increased funding**, the department will struggle to:

- **Expand its workforce**
- **Improve service delivery**
- **Strengthen enforcement mechanisms**





## Vanuatu Electoral Office Report

Guided by the NSDP 2016–2030, the Vanuatu Electoral Office is committed to upholding democratic principles through transparent, inclusive, and credible electoral processes. By enhancing voter registration systems, strengthening electoral governance, and improving civic, the office ensures free and fair elections, fostering political stability and national development

### 1. Conducting Efficient Elections with a Validated Voter Register

#### and Improved Election Procedures

- **Pillar:** Social Governance
- **Goal 1:** Ensure democratic integrity through credible and inclusive electoral processes.
- **Objective 1.1:** Conduct efficient elections supported by a validated voter register and improved operational procedures.



*Announcement of the Successful National Referendum Results*

The year 2024 marked a historic milestone for the Electoral Office, highlighted by the successful coordination of Vanuatu's first-ever National Referendum. This unprecedented event required the development of a comprehensive operation and management structure, alongside a detailed operational plan that was effectively implemented nationwide.

Despite resource constraints and logistical challenges, the Electoral Office successfully conducted several critical electoral events:

- **National Referendum:** Delivered with operational precision across all provinces.
- **Sanma Provincial Election:** 15 new councilors elected.
- **Ambrym Parliamentary By-Election:** One new Member of Parliament elected.
- **Malampa Provincial By-Election (Malekula Constituency):** One new councilor elected.
- **Out-of-Country Voting:** Implemented in four countries, enabling over **5,000 citizens to vote from abroad**.
- **Polling Stations:** Increased the number of polling stations, enhancing voter accessibility and polling management.
- **Polling Manual Update:** Updated manuals guided over 3,000 trained polling officials.

### 2. Maintaining an Efficient National Voter Register Based on the National ID Number

- **Pillar:** Social Governance
- **Goal 2:** Enhance the credibility of electoral processes through accurate and inclusive voter registration systems.
- **Objective 2.1:** Maintain and improve a reliable national voter register integrated with National ID systems.



Validate voter registration of RSE workers in NZ

*To ensure electoral credibility, the Electoral Office made significant improvements in the accuracy and functionality of the national voter register:*

- **Validated Voter Register:** Improved accuracy led to increased voter turnout.
- **Digitized Registration System:** Ongoing development of a digital voter registration database.
- **Integration with National ID:** Collaborated with the Civil Registry and Identity Management (CRIM) to increase registration using National ID Cards.

### 3. Legislative Reform of the Electoral Legal Framework

- **Pillar:** Social Governance
- **Goal 3:** Modernize and strengthen the electoral legal framework to support transparent and accountable governance.
- **Objective 3.1:** Implement legislative reforms that support electoral integrity and institutional independence.

The Electoral Office achieved several key legislative milestones in 2024:

- **Electoral Act:** Gazette and operationalized to guide election procedures.
- **Political Party Registration Act:** Enacted to support political party governance and transparency.
- **Referendum Act:** Amended and supported with newly developed and gazette regulations.

### 4. Increasing Civil Engagement through Public Voter Information and Awareness

- **Pillar:** Social Governance
- **Goal 4:** Promote civic responsibility and informed participation in democratic processes.
- **Objective 4.1:** Enhance public engagement through targeted voter education and awareness campaigns.

Public engagement remained a core priority. The Electoral Office undertook extensive voter education efforts, including:

- **Communication Strategy:** Developed and validated with stakeholder input.
- **Awareness Campaigns:** Reached over 80% of the population through diverse platforms across all Area Councils.
- **Civic Education Pilot:** Introduced in 21 schools nationwide to promote early understanding of democratic processes.

### 5. Improving Service Delivery and Organizational Compliance

- **Pillar:** Institutional Strengthening
- **Goal 5:** Build institutional resilience and enhance service delivery through strategic reforms and decentralization.
- **Objective 5.1:** Improve internal systems, compliance, and capacity to deliver electoral services efficiently.

In 2024, the Electoral Office prioritized organizational development to improve its service delivery capacity:



- **Institutional Independence:** Strengthened credibility and electoral integrity.
- **Business Plan:** Completed and implemented to guide operations and planning.
- **Decentralization:** Provincial offices equipped with adequate staff, furniture, and essential equipment.
- **Staff Development:** Capacity enhanced through internal and external training initiatives.
- **ICT Infrastructure:** Procurement of ICT equipment and website management training completed.
- **Standard Operating Procedures (SOPs):** Developed to guide and strengthen daily operations.



## Civil Registration and Identity Management

In support of the National Sustainable Development Plan (NSDP) 2016–2030, the Civil Status and Identity Management program is dedicated to strengthening Vanuatu's identity management system, ensuring universal access to legal identity, and enhancing service delivery for vital registration. By decentralizing services and modernizing data management, the program supports national development goals, promotes social inclusion, and facilitates secure and efficient access to government services for all citizens



*showcasing the vital role of public service in the lives of Vanuatu's citizens*

### 1. Improving Coverage for Registration of Vital Events (Births, Marriages, and Deaths)

- **Pillar:** Social Governance
- **Goal 1:** Ensure timely and accurate registration of vital events.
- **Objective 1.1:** Strengthen institutional capacity and accessibility for civil registration services.

#### Key Achievements:

- **Collaboration with Stakeholders:** Strengthened partnerships with health facilities, the Anglican Church, local councils (such as Tafea), and traditional authorities to improve timely registration.
- **Digital Integration:** Initiated the development of an electronic birth and death notification system to connect CRIM with hospitals and community health centers, enabling real-time data collection.
- **Legislative Reforms:** Proposed amendments to streamline registration processes and eliminate barriers, especially for late registrations. A full legislative review is planned for 2025.



*Enhance collaboration with Tafea Provincial Government Authority*

#### Challenges:

- Limited public awareness about the importance of timely registration.
- Remote communities still face accessibility issues.
- Delays in legislative reforms due to procedural requirements.

### 2. Establishing and Maintaining a Central Civil Register and Population Registry

- **Pillar:** Institutional Governance





- **Goal 2:** Develop an integrated and reliable national civil registry system.
- **Objective 2.1:** Strengthen database management and inter-agency collaboration.

#### Key Achievements:

- **Database Enhancement:** Upgraded the Central Civil Register system (RV5) and integrated it with key government databases, including the Electoral Commission and Immigration. The upgraded system is scheduled for commissioning in July 2025.
- **Data Quality Assurance:** Implemented validation measures to minimize errors, eliminate duplications, and prevent fraudulent entries. Verified and addressed unregistered deaths of individuals over 100 years old, categorized by province.
- **Inter-agency Collaboration:** Strengthened data-sharing agreements with key agencies, such as the Ministry of Justice and the Disability Desk, to enhance the accuracy and reliability of population statistics.
- **Regular Data Audits:** Conducted periodic registry reviews to ensure data accuracy and completeness. Established a system for authorizing and resolving pending records.



*Strengthening ID services through working collaboration*

#### Challenges:

- Some legacy records require manual verification.
- Limited technical capacity to manage the growing volume of digital records.

### 3. Expanding Coverage for National Identity Card Issuance

- **Pillar:** Social Governance
- **Goal 3:** Enhance national ID accessibility and integration with government services.
- **Objective 3.1:** Increase access points for ID card registration and public awareness.



*CRIM engage in Civic Education in North Ambae, Penama Province*

#### Key Achievements:

- **Decentralized ID Issuance:** Expanded ID registration centers to provincial offices, area councils, and overseas Mission Offices in Noumea and New Zealand.
- **Integration with Services:** Enhanced the use of National ID cards for voting, healthcare access, and transactions with the Electoral Office.
- **Public Awareness:** Conducted community engagement initiatives, highlighting the importance of ID cards in the National Referendum and the National Snap Election earlier this year.

#### Challenges:

- Limited infrastructure in some areas slows down processing.
- Some citizens lack awareness of ID registration procedures.

### 4. Regulating and Developing Policies, Legislation, and Strategies for CRIM and National ID

- **Pillar:** Institutional Governance
- **Goal 4:** Strengthen the legal and regulatory framework for civil registration and ID management.
- **Objective 4.1:** Modernize civil registry legislation to improve service efficiency.



**Key Achievements:**

- Drafted and submitted key policy amendments to enhance regulations on marriage and civil registration, with a specific focus on name changes.
- Legislative review scheduled for 2025 to address outdated policies and improve governance.

**Challenges:**

- Legal reforms require multi-stakeholder engagement, which can delay implementation.

**5. Enhancing Service Delivery and Organizational Compliance**

- **Pillar:** Institutional Governance
- **Goal 5:** Improve efficiency, compliance, and financial sustainability.
- **Objective 5.1:** Strengthen operational frameworks, staff capacity, and revenue generation.

**Key Achievements:**

- **Service Expansion:** Recruited new CRIM Officers to strengthen both the Head Office and provincial operations.
- **Capacity Building:** Conducted training programs to enhance the technical skills of CRIM staff, focusing on newly appointed personnel.
- **ICT Modernization:** Implemented digital solutions for online applications, electronic records management, and automated processing of vital events. The upgraded system (RV5) is in the testing phase and will support online applications.
- **Financial Sustainability:** Explored revenue-generating initiatives, including fees for expedited services and strategic partnerships to support civil registration programs. Online service implementation, initiated in collaboration with UNCDF, is set to launch in 2025.
- **Performance Monitoring:** Strengthened internal reporting and evaluation mechanisms, with a focus on provincial registrars and Head Office staff.

**Challenges:**

- Staffing shortages impact service delivery and compliance monitoring.
- Insufficient funding limits policy implementation and digital infrastructure upgrades.



## Vanuatu Immigration and Passport Services

Aligned with the National Sustainable Development Plan (NSDP) 2016–2030, VIS is dedicated to protecting Vanuatu's borders, improving service delivery, and strengthening migration policies to support national security, economic growth, and global mobility for Vanuatu's citizens and foreign visitors.

### 1. Protect the Nation's Borders by Controlling the Movement of Persons Entering and Exiting the Country

- **Pillar: Environmental Sustainability**
- **Goal ENV 5.4:** Protect our borders and environment through effective customs and biosecurity services.
- **Objective 1.1:** Strengthen border security by implementing advanced border management technologies and risk assessment systems.

In 2024, Vanuatu Immigration & Passport Services (VIS) successfully completed the installation of the MIDAS Pilot Project at Santo International Airport, enabling enhanced border control for all international flights arriving and departing from Santo.



The MIDAS system has significantly improved risk assessment at border entry points, ensuring that all passengers undergo screening before entry and departure.

Additionally, the online visa system has strengthened visa issuance credibility, ensuring that foreign nationals undergo proper vetting before entering the country.

A signing ceremony marked the completion of the MIDAS installation, with representatives from IOM, the Japanese government, and the Vanuatu government in attendance.

*Installation of MIDAS system in Pekoa International Airport, Santo, Sanma Province.*

### 2. Control, Administer, and Review the Issuance of Visas

- **Pillar: Economic Development**
- **Goal ECO 1.2:** Improve government revenue generation.
- **Objective 2.1:** Enhance efficiency and transparency in visa processing through digital transformation and policy reviews.

In 2024, VIS launched the online visa application portal, allowing foreign nationals to apply for visas and make payments online.

This **new system** has improved:

- **Efficiency** in visa processing
- **Client interaction** through online messaging
- **Risk assessment** by integrating the **Interpol database** into visa processing

To support this reform, VIS reviewed the Visa Regulation Order of 2018, ensuring that requirements for online visa applications align with legal and business needs.



The Border Management System was also launched at Port Vila Airport, further strengthening immigration operations.

### 3. Improve Compliance with Legislative Mandates and Regulations

- **Pillar: Social Governance**
- **Goal 3:** Strengthen compliance and regulatory enforcement in immigration services.
- **Objective 3.1:** Enhance monitoring and enforcement mechanisms to support immigration reforms.

VIS developed new visa regulations in 2024 to align with:

- **Reforms introduced under the online visa portal**
- **Business activities requiring specialized visa categories**

Following the December 17, 2024, earthquake, VIS introduced a new visa category to support local businesses in the recovery process.

The MIDAS system has improved compliance capacity by tracking passenger movements and assessing personal data records.

This system allows the Compliance Team to conduct thorough risk assessments, ensuring better control of migration patterns.

### 4. Develop and Implement a Migration Strategy

- **Pillar: Social Governance**
- **Goal 4:** Strengthen migration policies to support national development and border security.
- **Objective 4.1:** Formulate a national migration policy to address labour mobility and border security concerns.

Although VIS planned to develop a Migration Policy in 2024, priority was given to:

- **The new passport system**
- **The MIDAS visa online system**

Despite this, VIS engaged a consultant to commence discussions on the Migration Policy for 2025.

The consultant, Dr. Danella Watson (a USP lecturer specializing in Border Security courses), was contracted in 2024, and payment was processed to begin policy development in 2025.

### 5. Collect Government Revenues Through Immigration Revenue Initiatives

- **Pillar: Economic Development**
- **Goal ECO 1.2:** Improve government revenue generation.
- **Objective 5.1:** Maximize revenue collection through streamlined immigration processes and investment-attracting visa programs.

In 2024, VIS exceeded its revenue target, generating over 1 billion vatu—a historic milestone for both the Immigration Department and the Ministry of Internal Affairs.



Immigration Dept Surpasses VT1 Billion Revenue

This was achieved through:

- Reforms in immigration processes
- Improved system efficiency
- Revenue collection from the Permanent Residence Visa Program (which attracts investors to stimulate national economic growth)

A media release highlighted VIS's record-breaking revenue achievement.

## 6. Improve Service Delivery and Organizational Capacity

- **Pillar: Institutional Governance**
- **Goal 6:** Strengthen institutional capacity for efficient

immigration service delivery.

- **Objective 6.1:** Enhance immigration services through policy reforms, ICT improvements, and capacity-building initiatives.

In 2024, VIS conducted multiple training programs to introduce new immigration systems to stakeholders and clients.

### Key Training Initiatives:

- Foreign experts were invited to train airport officers, compliance teams, and visa unit staff.
- VIS officers attended international workshops, conferences, and training programs to build technical expertise.

As part of ongoing reforms, VIS successfully:

- Launched the MIDAS online visa system
- Launched the E-Passport system



VIS Management participating in ICT Conference

Significant resources were allocated to the ICT team, recognizing technology's role in improving immigration operations.

VIS management also participated in ICT conferences, raising public awareness of immigration digital transformation initiatives.

## 7. Protect & Upgrade the Integrity of Passports and Travel Documents

- **Pillar: Institutional Governance**

- **Goal 7:** Improve passport issuance and security measures.
- **Objective 7.1:** Enhance the integrity of passports through digitalization and security upgrades.





*Milestone achievement of the successful installation of the new Passport System*

Since 2020, the delay in passport issuance has been a major public concern.

In 2024, VIS:

- **Installed a new passport system**, addressing delays and operational inefficiencies.
- **Enhanced passport security**, ensuring higher integrity in travel documents.

A passport system launch event was held in Port Vila to mark this major milestone.

## 8. Decentralize Passport and Travel

### Document Services

- **Pillar: Social Development**
- **Goal 8:** Expand access to passport and immigration services nationwide.
- **Objective 8.1:** Establish passport service centers in provinces and overseas missions.

Recognizing the **importance of decentralization**, VIS expanded passport services to:

- **MALAMPA**
- **SANMA**
- **TAFEA**
- **TORBA**



*Launching of the Tafea Provincial Passport Service*

Additionally, a Vanuatu overseas mission now provides passport services.

The TAFEA Provincial Passport Service Launching was a key milestone in improving citizen access to immigration services.



## Public Land Transport Authority



The Office of Public Land Transport Authority is a corporate body established by the Public Land Transport Act No.4 of 2015 under the Ministry of Internal Affairs. The Act was established to control the operation and management of public land transport in Vanuatu.

The Office is tasked with the issuance of Drivers and Vehicle Permits to all drivers and owners of public land transport in Vanuatu. The Office has a total of ten (10) staff including six (6) Permit Officers for each province to perform these tasks.

The biggest challenge for the Authority is the enforcement of the Act and subsequent regulations to ensure that transport owners and drivers abide the law and to ensure our transport system is efficient and safe.



*100 vehicles seized in joint traffic operation*

### 1. Strengthening the Legislative and Policy Framework to Modernize Land Transport Services

- **Pillar:** Institutional Reform
- **Goal 1:** Harmonize legislation, policy, and systems to support ICT-driven operations and improve land transport service delivery.
- **Objective 1.1:** Improve the legislative and policy framework of land transport to establish an ICT-based operational system in Vanuatu.

A core priority for PLTA in 2024 was the review and amendment of the **Public Land Transport Act**, aimed at enhancing compliance, enforcement, and integration of public and private transport services. The amendment process is listed under the Ministry of Internal Affairs' 2025 Legislative Plan and was endorsed by the Council of Ministers.

Key developments included:

- **Stakeholder Consultations:** Conducted with Customs, Finance, and Police to shape the proposed amendments.
- **Legislative Review:** Focus on registration transfers, driver licensing, and merging private and public transport modes.
- **System Launch:** PLTA launched a **new website and transport database system** in late 2023.
- **HR Management System:** Development underway to manage staff attendance, leave, and records, expected for launch in Q2 of 2025.
- **Digital Enforcement Tools:** QR codes to be linked to permit cards for easier access by road enforcement officers.



## 2. Establishing an Integrated ICT-Based Licensing and Permitting System

- **Pillar:** Economic Development
- **Goal 2:** Modernize permit and licensing systems to enhance service delivery and compliance.
- **Objective 2.1:** Implement a fully integrated digital system for drivers' licences, vehicle permits, and PLTA permit cards.

In 2024, PLTA continued transitioning from manual to digital licensing systems. Key progress included:

- **QR-Coded Permits:** Upgrades to permit data cards to enable real-time access by enforcement officers.
- **Decentralized Printing:** A data printer was installed in **Sanma Province** in 2023, with plans for **Malampa (2025)** and **Tafea** as funding permits.
- **Offence Recording:** Real-time offence logging through digital access is being enabled via mobile devices used by officers.

## 3. Enforcing Compliance to Enhance Road Safety and Revenue Generation

- **Pillar:** Social Governance
- **Goal 3:** Strengthen enforcement mechanisms to improve compliance and safety.
- **Objective 3.1:** Enforce the Public Land Transport Act and Ministerial Orders to enhance safety and increase revenue.

PLTA exceeded its 2024 revenue target, collecting over **VT59 million** against an original target of **VT45 million**, largely due to strategic enforcement and inspection campaigns.

Achievements included:

- **Joint Inspections:** Conducted in Luganville, Port Vila, Lakatoro, and Lenakel with key agencies including Police, Customs, PWD, VNPF, and local wardens.
- **Organizational Review:** Board approved a revised structure with new roles for **Enforcement Officers**, **Permit Assistants**, and **Cashiers**.
- **NPP Submitted:** Funding request for new enforcement positions submitted for 2025.

## 4. Reviewing and Introducing a Fee Framework for Metered Transport Services

- **Pillar:** Economic Development
- **Goal 4:** Introduce a fair and transparent fare system for metered transport operations.
- **Objective 4.1:** Develop and implement a fare structure for taxis and buses with public and stakeholder engagement.

Key highlights:

- **Proposed Fare Structure:** Endorsed by the PLTA Board, pending Ministerial approval.
- **Public Consultations:** Planned for Q2 of 2025, supported by an **online public survey**.
- **Digital Payments:** PLTA is in talks with **Vodafone (MyCash)** and **Digicel (M-Vatu)** to launch a **QR-based bus fare system**.
- **Taxi Meter Tender:** Scheduled post-approval of fare structure to support regulated pricing.



*Meeting with Vodaphone to explain MVATU QR Code online payment system to bus owners*

## 5. Delivering Coordinated Training and Awareness Programs

- **Pillar:** Social Development
- **Goal 5:** Enhance awareness and capacity to ensure compliance with transport laws.
- **Objective 5.1:** Implement training and public awareness programs to promote understanding of PLTA regulations.

In 2024, the Board approved the creation of a **Training Officer** position as part of the new organizational structure. Although the position remains unfilled due to funding constraints, PLTA has earmarked this as a key recruitment priority once the 2025 budget is secured.

## 6. Developing and Enforcing Transport Standards

- **Pillar:** Infrastructure and Safety
- **Goal 6:** Standardize vehicle and driver requirements to promote safe transport operations.
- **Objective 6.1:** Develop enforceable standards for vehicle owners, operators, and drivers.

Progress in 2024 included:

- **Transport Standards Approved:** By the PLTA Board, with Police consultations ongoing to finalize revisions.
- **Next Step:** Request to be submitted to the Office of the Attorney General to draft the relevant Order for enforcement.

## 7. Strengthening Institutional Capacity, Compliance, and Revenue Retention

- **Pillar:** Institutional Strengthening
- **Goal 7:** Improve internal governance and financial autonomy of PLTA.
- **Objective 7.1:** Improve policy, planning, budgeting, and compliance frameworks to support PLTA's transformation into a corporate body.

In preparation for PLTA's transition into a corporate entity, the department focused on building its internal systems:

- **Public Land Transport Act Amendment:** Designed to enable PLTA to retain and manage its own revenue. Two (2) consultation have been conducted with the Department of Customs and Department of Finance.
- **Finance Roles Created:** Positions for **Finance Manager** and **Cashier** included in the organizational restructure.
- **Reporting Compliance:** Future operations will align with the **Public Finance Management Act [CAP 244]**, with regular financial reporting to MOF.

The amendment bill is expected to be finalized and submitted to Parliament by the end of **2025**





## 6. BUDGET NARRATIVE

### Department of Local Authorities (DLA)

In the 2024 fiscal year, the Department of Local Authorities (DLA) was allocated a budget of **VT 841,121,704**, reflecting the government's commitment to strengthening local governance and service delivery.

#### Activity: MIC– Decentralization Services

The Department of Local Authorities (DLA) continued to play a pivotal role in the implementation of decentralization across all six provinces and 71 Area Councils in Vanuatu. Through structural reforms, improved service delivery, and partnership building, DLA strengthened Sub-National governance and accountability.

#### 1. Institutional Reform and Organizational Strengthening

- **Activity/Intervention:**  
Revised DLA's organizational structure, reviewed the Job Descriptions of the current positions and developed the Job Descriptions of new positions using the new Public Service Commission JD Templates under the PSSRM, held two (2) consultations with DG, HRM and PSC (ODU), and submitted the final document to the Office of the DG MoIA.
- **Output:**  
Finalized DLA's structure and JDs submitted to the DG's Office and HR Unit of the Corporate Services Unit (CSU), Ministry of Internal Affairs.
- **Outcome:**
  1. Streamline DLA Structure with clear roles, improved job clarity and responsibilities, and enhanced alignment with national public sector reform priorities.
  2. New structure adopted in internal planning and recruitment; increased organizational performance and accountability reported in quarterly updates/reports.

#### 2. Local-Level Development Projects

- **Activity/Intervention:**  
Supported the implementation of development projects across all Area Councils through established planning processes to implement the budget allocated to each Area Councils.
- **Output:**  
Projects planned executed in all Area Councils.
- **Outcome:**
  1. Empowered local governance; increased visibility of decentralization at the community level and improved service delivery.
  2. Area Council project reports submitted and captured in 2024 quarterly and annual reporting.

#### 3. Sub-National Governance Support and Entitlements

- **Activity/Intervention 1:**  
Processed constituency allowances and other entitlements for Provincial Councillors.
- **Output:**  
Timely disbursement of allowances to elected officials.
- **Outcome:**
  1. Strengthened provincial representation and political stability in sub-national institutions.
  2. Financial statements and payroll records confirm consistent payments.



- **Activity/Intervention 2:**  
Review and facilitation of publications of By-Laws in the official Gazette.
- **Output:**  
Four (4) Malampa By-Laws gazetted, two (2) Sanma By-laws submitted and reviewed by OAG & approved for Minister's signature and for publication in the official gazette and four (4) Tafea By-Laws submitted to OAG for review.
- **Outcome:**
  1. Strengthened Provincial activities and revenue collection
  2. Increased revenue collection in Malampa Province
- **Activity/Intervention 2:**  
Consultation on the review of the Sub-National Planning Guide with Key stakeholders from the bottom-up planning approach
- **Output:**  
Report of the findings and recommendations of way forwards documented.
- **Outcome:**
  1. Wider understanding across all government sectors and input into the planning processes

#### 4. Area Council Management

- **Activity/Intervention:**  
Management, Training and mobilization of Area Administrators as well as ensuring that Area Councils have fully equipped permanent offices.
- **Output:**  
Induction of twelve (12) new Area Administrators and construction of 8 Area Council Offices
- **Outcome:**
  1. Enhanced service delivery and coordination between national and sub-national levels.
  2. Performance of Area Administrators tracked in routine reports/quarterly reports.

#### 5. Budget and Financial Management

- **Activity/Intervention:**  
Managed DLA's budget and prepared twelve (12) Monthly and four (4) quarterly reports, conducted financial training and produced 24 Monthly quality financial reports.
- **Output:**
  1. All reports submitted and training coordinated for provincial finance teams.
  2. Consultation reports documented and submitted.
- **Outcome:**
  1. Strengthened financial management, compliance, and transparency at both central and sub-national levels.
  2. Reports verified by the Finance Unit; increased financial reporting capacity in the provinces.



## 6. Legislative Reform

- **Activity/Intervention:**  
Reviewed and amended legislations under DLA's jurisdiction; worked with OAG to prepare drafting instructions and COM submission for the revised Bill.
- **Output:**  
Draft Bill and associated documents prepared and submitted to OAG.
- **Outcome:**
  1. Improved legal framework to support effective decentralization and governance.
  2. Legislative progress tracked with Office of the Attorney General and COM records.

## 7. Office Operations and Infrastructure

- **Activity/Intervention:**  
Upgraded DLA office facilities, improved communication tools, and ensured PSC reporting compliance.
- **Output:**  
Infrastructure beautification completed; staff recruited; quarterly PSC reports submitted.
- **Outcome:**  
Improved operational efficiency and visibility of the DLA.
- **Evidence of Change:**  
Office improvements observed; improved public and inter-departmental engagement.

## 8. One-Stop Shop Area Council Pilot

- **Activity/Intervention:**  
Provided support to establish a fully functioning one-stop shop in Southeast Tanna Area Council.
- **Output:**  
Office space and equipment provided; administrative support deployed.
- **Outcome:**
  1. Increased citizen access to government services at the community level.
  2. Reports from Southeast Tanna show increased public service usage and satisfaction.

## 9. Sub-National Structure Consultation

- **Activity/Intervention:**  
Conducted consultations on the proposed sub-national structure with Ten (10) Ministries and Two (2) Provincial Councils.
- **Output:**  
Consultation report documented and submitted
- **Outcome:**
  1. Enhanced cross-government understanding and input on proposed reforms.
  2. Feedback integrated into updated decentralization strategy.

## 10. Financial Audits

- **Activity/Intervention:**  
Conducted audits of Penama and Torba Provincial Councils and a sample of Area Councils.
- **Output:**  
Audit reports completed.



- **Outcome:**
  1. Improved accountability and financial governance at sub-national levels.
  2. Recommendations from audits acted upon by councils.

## 11. Development Partnerships

- **Activity/Intervention:**  
Collaborated with development partners such as Care International, Vanuatu Skills Partnership, UNDP (Gov4Res), and DFAT (GfG); initiated dialogue with ADRA and NBV.
- **Output:**  
Partnership arrangements formalized; joint initiatives implemented.
- **Outcome:**
  1. Expanded resource base and program delivery for decentralized services.
  2. Joint activities documented in progress reports and MOUs.

## Department of Urban Affairs (DUAP)

In the 2024 financial year, the Department of Urban Affairs and Planning (DUAP) was allocated a budget of **VT 181,566,028**, reflecting the government's commitment to promoting sustainable urban development and effective spatial Planning.

**DUAP continued its core mandate** of strengthening urban development through planning, policy development, institutional support, and oversight of municipal and foreshore affairs. The department's activities aligned with national policy priorities and contributed to sustainable and inclusive urban growth.

### 1. Technical Assistance and Advisory Services

- **Activity/Intervention:**  
Provided technical and legal support to the Ministry of Internal Affairs and the three municipalities on planning, finance, procurement, policy, audit, and legislation.
- **Output:**  
Continuous technical advice and capacity support provided throughout the year.
- **Outcome:**
  1. Improved municipal operations and enhanced compliance with national standards.
  2. Quarterly reports reflect increased alignment with DUAP standards and financial management protocols.

### 2. Legislative and Policy Reform

- **Activity/Intervention:**  
Supported the review and amendment of DUAP-related laws and policies (Municipal Act, Building Code, Housing Policy, Foreshore Act).
- **Output:**  
COM papers endorsed for Municipal Act, Building Code, and National Housing Policy; draft COM paper on Foreshore Act and SOPs prepared.
- **Outcome:**
  1. Strengthened legislative framework for regulated, safe, and inclusive urban development.
  2. Drafting instructions submitted; Technical Assistance recruited; policy papers endorsed by COM.





### 3. Digital Systems and ICT Integration

- **Activity/Intervention:**  
Updated DUAP website and social media; developed the DUAP e-Planning system with live data collection capability.
- **Output:**  
E-platforms active; data collection integrated into planning workflows.
- **Outcome:**  
Improved accessibility, public engagement, and data-driven decision-making.
- **Evidence of Change:**
  1. Public use and engagement with Facebook/website increased; planning officers report improved data access.

### 4. Institutional Strengthening and Capacity Building

- **Activity/Intervention:**  
Recruited two key positions; participated in international seminars on marine spatial planning, blue economy, women's leadership, and climate change.
- **Output:**  
Staffing strengthened; staff skills enhanced through training.
- **Outcome:**
  1. Improved departmental leadership and strategic urban planning capacity.
  2. Staff performance reports reflect application of new knowledge; TOR drafted for technical consultancy.

### 5. Urban Planning and Design Implementation

- **Activity/Intervention:**  
Developed zoning and development control plans (Rovo Bay, Sola, Port Vila); completed urban designs for Nebraintata and Naoneban.
- **Output:**  
Six planning and design documents completed.
- **Outcome:**
  1. Increased guidance for structured, sustainable land use and urban development.
  2. Planning documents used by municipalities for approvals and development coordination.

### 6. Physical Planning and Growth Control

- **Activity/Intervention:**  
Declared Tongoa–Shepherd Islands and North/Northwest Efate as Physical Planning Areas.
- **Output:**  
PPAs gazetted by respective councils.
- **Outcome:**
  1. Enhanced coordination and enforcement of urban planning outside core municipalities.
  2. SLO gazettal's; planning activities aligned with decentralization policy.

### 7. Foreshore Development Oversight

- **Activity/Intervention:**  
Provided secretariat support, conducted compliance checks, reviewed Foreshore Act, supported enforcement, and collected revenue.



- **Output:**  
3 advisory meetings; 57 site visits; legal action initiated for 3 illegal developments.
- **Outcome:**
  1. Strengthened regulation of foreshore activities and improved compliance with CAP 90.
  2. Compliance reports and enforcement documentation submitted; SOP COM paper completed.

## 8. Urban Governance and Municipal Financial Management

- **Activity/Intervention:**  
Audited municipal accounts; submitted financial reports; supported council restructuring and planning.
- **Output:**  
PVCC, LMC, and LTMC financial reports reviewed; LMC beautification plan developed.
- **Outcome:**
  1. Strengthened municipal accountability and planning coordination.
  2. Audit reports and financial summaries submitted to OAG and Parret & Partners.

## 9. Urban Safety and Housing Frameworks

- **Activity/Intervention:**  
Developed national housing policy; integrated safety considerations into planning for urban migrants.
- **Output:**  
COM-endorsed housing policy; designs considered social safety dimensions.
- **Outcome:**
  1. Urban development approaches became more inclusive and responsive to social issues.
  2. COM records and planning documents reflect inclusive strategies.

## 10. Expansion and Policy Review

- **Activity/Intervention:**  
Supported PVCC's boundary expansion; updated by-laws and urban policies.
- **Output:**  
Formal request for expansion submitted to MOIA; municipal by-laws reviewed.
- **Outcome:**
  1. Improved urban management capacity for growing population demands.
  2. Expansion proposal received; councils engaged in legislative updates.

## Department of Labour

In the 2024 fiscal year, the **Department of Labour** was allocated a budget of **VT 392,134,226**, underscoring the government's commitment to strengthening employment services, workforce development, and labour market governance.

### Activity Code: MIEA – Labour Regulation

Its mandated to protect, and promote decent work, equitable labour practices, and sustainable employment pathways both domestically and internationally. The department's interventions were anchored in the principles of fair labour standards, compliance with ILO conventions, and support for national employment and human resource policies.



## 1. Domestic Labour Market Development

- **Activity/Intervention:**  
Redeveloped Employment Vanuatu portal; coordinated job seeker registration and outreach to employers.
- **Output:**
  1. Discussion with Donor partner support in redeveloping of Employment Vanuatu portal 1,000 domestic job seekers registered.
  2. IOM provide funding for redevelopment of system and process recruitment of software development. Placement of job seekers to employment
- **Outcome:**
  1. Job seeker database operational; ongoing employer outreach (though limited feedback received).

## 2. Labour Market Research and Analysis

- **Activity/Intervention:**  
Partnered with Vanuatu Bureau of Statistics to support the first-ever Labour Force Survey (LFS); through ILO standard requirements.
- **Output:**  
Consultation meetings with Vanuatu Bureau of Statistics and partners, officers training in Fiji
- **Outcome:**
  1. Funding component meeting with partners and government and finalize survey questioners with Vanuatu Bureau Statistics before the launching.
  2. Donor partners and Government approved the financial support commitments to the project

## 3. Labour Mobility Program Implementation

- **Activity/Intervention:**  
Managed national Labour Mobility Policy; operated In-Country Recruitment Database (IRD); engaged licensed agents under the Seasonal Employment Act.
- **Output:**  
16,000 ni-Vanuatu employed in Australia and New Zealand (PALM & RSE); IRD database maintained.
- **Outcome:**
  1. IRD registration data; compliance with Seasonal Employment Act and Labour Mobility Policy.
  2. Sustained Vanuatu's status as a top labour-sending country in the Pacific.
- **Evidence of Change:**
  1. Elevate the economic empowerment status of youths and women throughout Vanuatu which includes rural settings.
  2. Increase participation of economy through entrepreneurship and job creation
  3. Increased number of children to access formal education
  4. Upskilling of workforce, but the reintegration progress is still monitored by the program.

## 4. Skills Development and Localization

- **Activity/Intervention:**  
Enforced localization policy via inspections; supported training of local counterparts as per Work Permit Act [CAP 187].
- **Output:**  
Regular enforcement of localization provisions during work permit processing and business inspections.



- **Outcome.**
  1. Enhanced local workforce development through enforced training obligations.
  2. Inspection reports cite localization compliance; counterpart training included in permit assessments. Verbal & written reports submitted for regards to employer

## 5. Inclusion in Employment

- **Activity/Intervention:**  
Promoted inclusion of women and people with disabilities in employment and labour mobility programs.
- **Output:**  
Workers with special needs deployed under labour mobility; disability inclusion training requested.
- **Outcome:**
  1. Broadened access to employment for marginalized groups.
  2. Inclusion documented in deployment data and awareness materials.

## 6. Stakeholder Engagement and Entrepreneurship

- **Activity/Intervention:**  
Strengthened collaboration with VCCI, Youth Challenge, and reintegration partners.
- **Output:**  
Weekly and monthly engagement with entrepreneurship partners.
- **Outcome:**
  1. Increased awareness and support for self-employment among returnees. Understanding on matters of concern
  2. Reintegration workshops and program referrals documented. Records of the meetings and its action to be taken

## 7. Labour Law Review and Policy Development

- **Activity/Intervention:**  
Developed draft legislative amendments and policy papers; supported NEP and Social Protection policy with partners (ILO, WB, DESPPAC).
- **Output:**  
Drafts submitted to the Office of the Attorney General; NEP final draft workshop with stakeholders.
- **Outcome:**
  1. Updated regulatory framework to address labour market challenges.
  2. Drafting instructions submitted; stakeholder consultations completed.

## 8. Apprenticeship and Skills Matching

- **Activity/Intervention:**  
Developed TOR for Apprenticeship Committee; COM endorsed program; aligned with HR needs.
- **Output:**
  1. TOR submitted to OAG
  2. Apprenticeship framework developed.





- **Outcome:**
  1. Better pathways from training to employment for young workers.
  2. Endorsement records; implementation pending regulatory finalization.

## 9. Provincial Service Decentralization

- **Activity/Intervention:**  
Coordinated with officers in Tanna and Malekula; conducted decentralization training trips.
- **Output:**  
Provincial staff attended trainings; services extended beyond urban centers.
- **Outcome:**
  1. Enhanced access to labour services in outer islands and refresher on legislation & enforce, conduct of inspections, issue spot fine penalty notice
  2. Staff deployment reports and decentralization training records.

## 10. Labour Inspection and Compliance

- **Activity/Intervention:**  
Conducted weekly workplace inspections (routine, random, emergency); enforced OHS, Minimum Wages Act, Labour Work Permit, Workmen's Compensation Act, Employment Act and work standards.
- **Output:**  
Comprehensive inspection data collected; OHS, MWA, LWP, WMC and EA compliance monitored.
- **Outcome:**
  1. Safer, healthier workplaces, employees remunerated according to minimum wages, foreign employees approve work permit, employer comply to workmen's compensation accident at workplace and higher awareness of labour standards.
  2. Weekly inspection records; awareness meeting documentation.

## 11. Employment Dispute Resolution

- **Activity/Intervention:**  
Supported Trade Disputes Tribunal (TDT) operations; conducted conciliation meetings and encourage disputes settlement
- **Output:**  
Trade disputes transfer to TDT; compile documents for summoning parties (employers, employees and witness) to the disputes.
- **Outcome:**
  1. Faster, more efficient dispute settlement process.
  2. Adjudicator awards to the trade disputes settlement.

## 12. Compliance and Enforcement Tools

- **Activity/Intervention:**  
Used Labour Acts, ILO conventions, manuals, and inspection protocols to enforce compliance.
- **Output:**  
Updated manuals; cases addressed using full range of tools. Enable employer and employee understands they employment obligations
- **Outcome:**
  1. Improved compliance and understanding of legal obligations and minimize of disputes.
  2. Compliance reports and employer awareness records.



## Electoral Commission & Vanuatu Electoral Office

In the 2024 budgeted year, the Vanuatu Electoral Office (VEO) was allocated a budget of **VT 88,401,367**, underscoring the government's ongoing support to strengthen democratic governance and electoral integrity in the country. The Vanuatu Electoral Office (hereafter referred to as VEO) is mandated to deliver free, fair, and transparent elections and referendums across the Republic of Vanuatu. It also provides technical guidance to the Electoral Commission and supports continuous voter education and registration efforts nationwide. In 2024, VEO carried out the following activities:

### Mandate:

To administer free, fair, and transparent elections in Vanuatu by ensuring effective electoral management, inclusive voter participation, strong data integrity, and public confidence in the democratic process.

### Activity MIEC: Electoral Administration and Oversight

#### 1. Election Management and Reporting

##### Activity/Intervention:

Successfully conducted the 2024 Sanma Provincial Election, Ambrym Parliamentary By-Election and National Referendum; ensured all outcomes were gazetted within the statutory timeframe.

- **Output:**  
3 official gazettes published (2 elections, 1 referendum) and the Constitution amended.
- **Outcome:**
  1. Strengthened electoral credibility through timely reporting and transparency; Strengthen the Parliamentary system through constitutional amendment.
  2. Gazette notices published within 6-month legal requirement and Constitution amended to include Articles 17A and 17B.

#### 2. Voter Registration and Data Integrity

- **Activity/Intervention:**  
Ongoing voter register update and validation, including overseas registration in New Caledonia, Fiji, New Zealand and Australia (Referendum).
- **Output:**  
Updated and validated voter register; overseas voters included.
- **Outcome:**
  1. Improved integrity and inclusiveness of electoral roll.
- **Evidence of Change:**
  1. Improves electoral transparency

#### 3. Identity Verification Collaboration

- **Activity/Intervention:**  
Partnered with Civil Registry and Identity Management (CRIM) for biometric ID card issuance to support voter identification and improved voter register management.
- **Output:**  
Biometric ID coverage increased to 97% (targeted by Q1 2025).
- **Outcome:**
  1. Improved voter verification reduced electoral fraud risk and increase voter turnout.
  2. Quarterly reports confirm ID issuance progress, integration with voter system.



#### 4. Public Awareness and Voter Education

- **Activity/Intervention:**  
Conducted national and regional civic education campaign on harmonized Electoral Act, Political Party Registrations Act and Referendum Act; distributed materials to 27 schools and communities ahead of the 2024 referendum.
- **Output:**  
National and regional outreach campaign; educational content delivered to schools.
- **Outcome:**
  1. Increased public understanding of constitutional changes and electoral legal framework.
  2. Quarterly awareness reports; public feedback from campaign sessions and election and referendum results.

#### 5. Electoral Commission Meetings and Dispute Resolution

- **Activity/Intervention:**  
Held 22 commission meetings in 2024; resolved major disputes including the Sanma election issue.
- **Output:**  
22 meetings; 1 Dispute Committee appointed.
- **Outcome:**
  1. Improved governance and resolution of electoral conflicts.
  2. Meeting minutes; documented resolution outcomes.

#### 6. Electoral Accessibility and Polling Station Expansion

- **Activity/Intervention:**  
Implemented polling station splitting in Luganville, Tanna, Santo, and Malekula constituencies to increase voter access and improve polling process.
- **Output:**  
Multiple new polling stations established.
- **Outcome:**
  1. Smoother voting experience and increased accessibility.
  2. Operational reports confirm successful deployment, reduced overcrowding and early closure of polling stations.

#### 7. Organizational Restructuring and Decentralization

- **Activity/Intervention:**  
Awaited gazettal of two electoral reform legislation; submitted NPPs to support new structure and recruit provincial officers.
- **Output:**  
2 new Acts gazette; 1 NPP submitted; 4 recruitments (Malekula PEO, ICT Officer, Senior Officer, Compliance Officer) initiated.
- **Outcome:**
  1. Foundational work for improved operational efficiency at the head office and provincial level.
  2. Acts gazetted; recruitments re-advertised due to initial outcome.

#### Evidence of Change:

1. Improve political stability for the country



## Civil Registration and Identity Management (CRIM)

During the budgeted year of 2024, the **Civil Registry and Identity Management (CRIM)** was allocated a budget of **VT 85,820,092**, pledging the government's support.

### Mandate:

To strengthening civil registration and identity management systems. CRIM remains dedicated to its mission of ensuring the efficient registration of vital events, issuance of secure national identification, and maintenance of an accurate and accessible civil registry. Through its services, the department aims to enhance identity security, improve public access to legal documentation, and support national development through reliable data management.

### 1. Improve Coverage for Registration of Vital Events

- **Activity/Intervention:**  
Implemented organizational restructure with recruitment of key roles (Deputy Registrar General, Death Registrar, Marriage Registrar, Finance & Admin Officer and Provincial Registrars); expanded access to the RV4 registration database.
- **Output:**  
Key officers recruited both at the head office and in the province; **451 users** with database access, including **11%** Area Administrators and CLOs.
- **Outcome:**
  1. Increased coverage and quality of birth, marriage, and death registrations, particularly at the sub-national level.
  2. Vital events were captured more comprehensively; death registrations strengthened through new staff roles; access exceeded target (20 vs. planned 15 AAs/CLOs).
- **Evidence of Change:**
  1. Improve transparency in election process

### 2. Establish and Maintain a Central Civil Register and Population Registry

- **Activity/Intervention:**  
Upgraded system from RV4 to RV5 (development stage); established 2 international registration points in New Zealand and Australia; conducted nationwide awareness and training.
- **Output:**  
International access points operational; community awareness conducted in Sanma, and Tafea; stakeholders' workshop held in Santo.
- **Outcome:**
  1. Broader access to registration services and improved stakeholder collaboration.
  2. Vital events captured from the diaspora; workshops strengthened inter-agency coordination; vital death registration improved.

### 3. Improve Coverage for Issuance of National Identity Cards

- **Activity/Intervention:**  
Prepared for RV5 rollout; planned procurement of ID card printers for respective Area Councils; maintained issuance despite hardware limitations.
- **Output:**  
Number of new printers procured in 2024; 100% ID card coverage remains a 2025 target.
- **Outcome:**





1. Maintained ID issuance through existing systems; prepared for service expansion to Area Council in 2025.
2. Four quarterly reports produced with gender-disaggregated ID card statistics; procurement plan confirmed for 2025 (2 printers per province).

#### 4. Regulate and Develop CRIM-Related Legislation and Policies

- **Activity/Intervention:**  
Reviewed the Marriage Act; consulted stakeholders on adoption and data protection; developed legislative drafts.
- **Output:**  
Review and amendment of 2 legislations (Marriage and Civil Registration); Policy paper drafted to endorsement.
- **Outcome:**
  1. Legal framework strengthened to improve regulation of civil registration and ID systems.
  2. Marriage Act review paper presented in National Workshop; draft bills submitted to OAG and reviewed by stakeholders.

#### 5: Improve Service Delivery and Organizational Compliance

- **Activity/Intervention:**  
Developed Annual Business Plan; conducted quarterly planning/reporting; completed restructuring process with MBC approval for 12 new positions.
- **Output:**  
4 quarterly reports submitted; asset assessment completed; positions advertised.
- **Outcome:**
  1. Improved compliance with government reporting cycles; readiness for full decentralization. Recruitment of advertised positions.
  2. Approved structure by PSC and MBC; recruitment underway for Birth Registrar, ICT, and Data Analyst posts.

#### 6: Provide Electoral Authorities with Verified Civil Data

- **Activity/Intervention:**  
Provided voter data through the National ID system to the Electoral Commission; supported the 2024 Referendum.
- **Output:**  
Verified civil data shared in real-time with electoral authorities.
- **Outcome:**
  1. Enhanced credibility of the Voter Register; prevented fraudulent entries.
  2. CRIM data directly supported Referendum voter validation; collaboration was documented in VEO reports.

### Vanuatu Immigration and Passport Services

In the 2024 fiscal year, the **Department of Immigration** was allocated a budget of **VT 383,425,795** reinforcing the government's dedication to efficient migration management, border security, and the facilitation of legal travel and residency.

#### Mandate:



To protect the nation of Vanuatu by managing and controlling the movement of people across international borders, while ensuring secure and efficient issuance of passports, visas, and other travel-related documentation.

## Activity MIDG: Border Control

### 1. Border Security and Surveillance

- **Activity/Intervention:**  
Maintained monthly border control reports and implemented the MIDAS border control management system.
- **Output:**  
All 10 border control officers have access to the system and all the computers at the border are operational with the MIDAS system install that is the Arrival and the departure both.
- **Outcome:**
  1. Border control officers can have access to border control information in real-time and also collect personal border control information to be shared to our main HQ and **the processing time of a passenger has been 1 passenger per minute** if the documents are all in order.
  2. Border control is more secure with accurate information collected for decision making and also minimize the cost of compliance search.
- **Evidence of Change:**
  1. Improve border security and safe environment

### 2. Visa Compliance and Enforcement

- **Activity/Intervention:**  
Carried out compliance checks and reported on visa breaches.
- **Output:**
  1. Four (4) Compliance reports submitted; multiple enforcement actions taken.
  2. Foreigners who have overstay in country are removed on voluntary grounds, information collected from the MIDAS report.
- **Outcome:**
  1. Reduce number of over stayers in country
  2. Reduce abuse of visa conditions.
- **Evidence of Change:**
  1. Improve compliance to immigration laws compare to the pasts

### 3. Provincial Restructuring and Decentralization

- **Activity/Intervention:**  
Submitted restructuring proposal for provincial offices; provided quarterly updates on staffing and resourcing.
- **Output:**
  1. One officer has been posted to Malampa Immigration and 1 Officer has been posted to TORBA Immigration.
- **Outcome:**
  1. Passport enrolment station in TORBA and MALAMPA are fully in operation, and we have been receiving over 5 applications are week from the Provincial enrolment centres.
- **Evidence of Change:**  
Decentralisation of immigration services through establishment of officers in the provinces and the number of enrolments of passport processed in the provincial HQ.



#### 4. Capacity Building and Infrastructure Development

- **Activity/Intervention:**  
Upgraded organizational capacity through infrastructure improvements under Border Enhancement Project.
- **Output:**
  1. Malampa and TORBA Immigration office open and in operational. SANMA airport, MIDAS installation has been completed and launch.
  2. International flights to Luganville international airport is using MIDAS system to process passengers.
- **Outcome:**
  1. Clients can now have accesses to the Passport enrolment at the provincial level instead of traveling to Port Vila,
  2. The Pekoa International airport in Santo has been installed with MIDAS system so the migration data is collected thus the border is fully secure.
- **Evidence of Change:**1.
  1. Improve border security for all international ports

### Activity MIDH: Passport Services

#### 1. Passport Issuance and Service Expansion

- **Activity/Intervention:**  
Printed and issued passports; expanded capacity from 5 to 6 provincial bureaus.
- **Output:**
  1. Clients are no longer complaining about the delay in the processing of the passport. System is installed in 5 provinces.
- **Outcome:**
  1. No more complaints from the media as the new system solve the issue of the delay and also provide for the opportunity for the citizens in the provinces to accesses the system at the provincial level.
- **Evidence of Change:**  
Reduce time and processed for issuance of passports

#### 5. Revenue Tracking and System Integration

- **Activity/Intervention:**  
Monitored and analysed revenue from passport services; used integrated ICT systems.
- **Output:**
  1. Four (4) revenue analysis reports completed; system fully utilized.
  2. Monthly revenue report from the PR program in Hongkong
- **Outcome:**
  1. Increase of the revenue through the changes of the visa fees and the passport fees.
  2. In the year 2024, Vanuatu Immigration Services for the first time collected a revenue amount to 1 billion vatu.
- **Evidence of Change:**



## 1. Increase in revenue generation

## 6. Regulatory and Stakeholder Engagement

- **Activity/Intervention:**  
Reviewed cost-related procedures; issued reports to sector stakeholders on passport documentation trends.
- **Output:**
  1. Over 10 meeting organize with our stakeholder in the year 2024 to ensure that the stakeholders are aware of the new changes that are to be introduce by the Immigration department.
- **Outcome:**
  1. Regulation orders prepare and sign to regulate new policy directions. In the year 2024 over 6 regulation orders are signed.
  2. Stakeholders are consulted on new policy directions and changes are made through the regulation order.

## Public Land Transport Authority (PLTA)

In the 2024 budget cycle, the Provincial Land Transport Authority (PLTA) was allocated a budget of VT 32,000,000, highlighting the government's support to improving land transport services, regulatory oversight, and safer mobility across provinces

### Mandate:

To oversee, regulate and enforce the operation of public land transport services in Vanuatu, ensuring compliance with the Public Land Transport Act No. 4 of 2015. PLTA aims to improve service delivery, safety standards, and revenue generation through ICT-based systems and policy frameworks.

Activity MIEG: Land Transport Regulation and Enforcement

### 1. Legislative and Policy Strengthening

**Activity intervention 1:** Review existing legislation and policies, merge registration of all vehicles and issuance of driver's license and initiate online payment system integration with Vodafone and Digicel.

- **Output:**
  1. Legislative Review Report: Consultation initiated Online bus fare payment concept with Vodafone and Digicel approved by the Board and concept piloted
  2. Amendment of Public Land Transport Act No. 4 of 2015 and Road Traffic Control Act to transfer registration of vehicles and issuance of driver's license to PLTA.
  3. Amendment of Public Land Transport Act No. of 2015 to change the name from Public Land Transport Authority to "Land Transport Authority"
- **Outcome:**
  1. Improved operational framework and efficient and transparent payment system for public transport operators
  2. A one-stop-shop and improved service delivery for registration of vehicles, issuance of driver's license, issuance of drivers and vehicle permit by LTA
  3. Legislative revision paper to be submitted; Vodafone/Digicel collaboration initiated for e-payment and consultation with Department of Customs and Department of Public Works and COM Paper approved an amendment bill submitted to parliament to transfer registration of vehicles and issuance of driver's license.





## 2. ICT-Enabled Compliance System

- **Activity Intervention:** Developed QR code-linked to permit system, driver's license and ownership of vehicles integrated into the PLTA database; linked to card printing system to ease retrieval of data for enforcement purposes anywhere in Vanuatu.
- **Output:**
  1. ICT Permit System developed and piloted
  2. ICT Driver's license and ownership of vehicles system developed and piloted
- **Outcome:**
  1. Stronger enforcement, simplified permit and driver's license validation, and improved revenue tracking.
  2. Pilot tested in key provinces; QR-code printed permits, driver's license and ownership of vehicles cards in circulation and data printers established in all six provinces to print drivers permit, vehicle permit and drivers licenses

## 3. Enforcement and Operations Expansion

- **Activity Intervention:** Held sector consultations and developed enforcement procedures; pending recruitment of enforcement officers.
- **Output:**
  1. Enforcement framework drafted
  2. recruitment plan for 5 officers submitted.
- **Outcome:**
  1. Enhanced compliance and monitoring of land transport operations (both private and transport)
- **Evidence of Change:**
  1. Increased compliance
  2. Revenue increased from **VT45M to VT59M**

## 4. Taxi Meter and Fare System

- **Activity/Intervention:** Procured taxi meters; conducted awareness campaigns and introduced standard taxi signs.
- **Output:**
  1. Tender finalized for approved supplier and 50+ meters distributed; 3 awareness sessions conducted (Port Vila, Luganville and Lakatoro)
  2. Work with private businesses to develop technology platforms to connect passengers with drivers through a seamless mobile application with focus to enhance mobility, empower local drivers and promote efficient and sustainable transportation
- **Outcome:**
  1. Introduction of standardized metered fare structure and technology platforms to connect passengers with drivers through a seamless mobile application rolled out with approved transport fare
  2. Feedback from pilot users; increased fare transparency and enhanced mobility, efficient and sustainable transportation

## 5. Training and Awareness



- **Activity Intervention:** Carried out awareness campaigns and training for drivers, including reintroduction of tourism permit training.
- **Output:**
  1. 2,000 drivers trained: 1 provincial training program per quarter.
- **Outcome:**
  1. Improved driver behaviour, reduced non-compliance, and safer roads.
- **Evidence of Change:**
  1. Reports of reduced drink-driving and harassment cases, feedback from VPF Traffic Unit.

## 6. Development of Transport Standards

- **Activity/Intervention:** Prepared legal standards paper for submission to the Office of the Attorney General
- **Output:**
  1. Draft Standards Paper completed and signed
- **Outcome:**
  1. Legal clarity and enforceable transport quality measures.
  2. Consultations held with stakeholders, paper under review

## 7. Institutional Strengthening

- **Activity/Intervention:** Implemented decentralization strategy and supported HR recruitment under new structure and HRMIS to centralize and streamline the management of employee data, automate HR processes and improve efficiency and management of staff in other provinces including accurate ICT work attendance records.
- **Output:**
  1. Finance Officer recruited; NPP request for Cashier pending.
  2. Human Resource Management Information System developed
- **Outcome:**
  1. Over 2,800 clients processed
  2. Improved processing of fees and fines
  3. Organizational strengthening and management of staff
  4. Better management of employee data and work attendance records



## 7. SPECIAL FEATURE REPORT

*The 2024 National Referendum – A defining moment in Vanuatu's journey!*



On 29 May 2024, Vanuatu made history by holding its first-ever National Referendum since gaining independence in 1980. This referendum was a pivotal moment in the country's political and electoral reform process, marking a significant step towards strengthening governance and political stability.

### Significance of Referendum

This first-ever national referendum reflects the nation's commitment to strengthening political governance, ensuring stability, and upholding the integrity of the parliamentary and electoral system.

The Government, political stakeholders, and the people of Vanuatu eagerly anticipate the impact of this referendum on the country's political landscape. The successful outcome demonstrated Vanuatu's democratic maturity and its ability to adapt to governance challenges through constitutional reform.

### Positive Outcomes of the 2024 National Referendum

The 2024 National Referendum was a landmark event in Vanuatu's electoral history. The official results were gazetted on 13 June 2024, marking the successful enactment of Articles 17A and 17B under the Eighth Constitutional Amendment. The Electoral Commission (EC), the Vanuatu Electoral Office (VEO), and the Civil Registry and Identity Management Department (CRIM) played crucial roles in delivering a well-organized and inclusive referendum process.



**Vote casting during the National Referendum**

One of the major achievements of the referendum was the participation of 94,493 voters, exercising their democratic rights in this historic vote. Additionally, a significant effort was made to ensure broader voter inclusion, with over 13,000 new voters successfully registered, expanding the electoral roll beyond previous general elections.

A major highlight of the referendum process was the comprehensive clean-up of the electoral list, facilitated through its linkage with the National ID card system. This initiative enhanced the integrity of voter registration, reducing the total number of registered voters from 331,000 in the 2022 Snap Elections to 189,000 in the National Referendum, ensuring a more accurate and credible voter roll.

Voter education was another key success of the referendum. More than 80% of ni-Vanuatu citizens received information on the Vanuatu Constitution and the two amendments, empowering them to make informed decisions. This extensive outreach extended beyond Vanuatu's borders, covering voter education efforts in four other countries where eligible voters resided.



**The National Referendum Team**



The referendum also saw a significant expansion of polling stations, making voting more accessible than ever before. Domestically, eight new polling stations were added, bringing the total to 360 polling stations across the country—the highest number ever established in Vanuatu’s history. Internationally, the referendum featured the first major out-of-country voting operation, with 21 overseas polling stations set up in Fiji, New Zealand, New Caledonia, and Australia. This effort ensured that ni-Vanuatu citizens abroad could also participate in shaping the country's political future.

One of the most well-received aspects of the referendum was its national constituency approach, where all voters cast their ballots as part of a single national electorate, rather than separate constituencies. This approach, operationalized by VEO, streamlined the voting process, making it more efficient and accessible for all eligible voters.

Overall, the 2024 National Referendum was a resounding success, not only in its execution but also in its contribution to strengthening Vanuatu’s democratic processes. The achievements of this historic event have set a strong foundation for future electoral reforms and governance improvements in the country.

**Figure 4: Summary of Positive Outcomes – 2024 National Referendum**

Outcome Area	Key Achievements
<b>Successful Referendum Execution</b>	Conducted Vanuatu’s first-ever National Referendum on 29 May 2024, with results gazetted on 13 June 2024.
<b>Voter Participation</b>	Enabled 94,493 voters to exercise their right to vote in the referendum.
<b>Expanded Voter Registration</b>	Successfully registered over 13,000 new voters who were previously not on the electoral list.
<b>Electoral Roll Clean-Up</b>	Conducted a massive clean-up of the electoral list by linking it with the National ID card system. The total number of registered voters was reduced from 331,000 (2022 Snap Elections) to 189,000 (National Referendum).
<b>Voter Education &amp; Awareness</b>	Reached over 80% of ni-Vanuatu citizens, providing education on the Vanuatu Constitution and the two amendments, both within Vanuatu and in four other countries.
<b>Domestic Polling Stations</b>	Established 360 polling stations across Vanuatu, including eight new polling stations, the highest number ever in the country’s history.
<b>Overseas Voting Expansion</b>	Conducted the first major out-of-country voting operation, setting up 21 overseas polling stations in Fiji, New Zealand, New Caledonia, and Australia.
<b>National Constituency Approach</b>	Implemented a single national electorate, streamlining the voting process and making it more accessible for voters.
<b>Electoral System Strengthening</b>	Successfully enacted Articles 17A and 17B of the Eighth Constitutional Amendment, addressing political stability by preventing party-switching among Members of Parliament.

### Challenges and Lessons Learned

While the referendum was a success, it also presented challenges such as logistical constraints, voter education gaps, and accessibility issues in remote areas. These challenges provided valuable insights for improving future electoral processes, particularly in enhancing voter awareness campaigns and taking into thoughtful consideration the feasibility of a digital voting infrastructure.

### Looking Ahead



The 2024 National Referendum represents a milestone in Vanuatu's democratic journey. As the Ministry of Internal Affairs and the Vanuatu Electoral Office reflect on this achievement, the focus remains on strengthening electoral systems, enhancing civic engagement, and ensuring that future referendums and elections are even more inclusive and transparent.

This event will be remembered as a historic demonstration of the people's power in shaping the nation's governance. It sets a precedent for participatory democracy, reinforcing Vanuatu's commitment to responsive and people-centered leadership.

### Acknowledgment

The successful delivery of the 2024 National Referendum was a historic milestone for Vanuatu, made possible through the collective efforts of dedicated stakeholders and partners. The Ministry of Internal Affairs, through the Electoral Commission (EC) and the Vanuatu Electoral Office (VEO), extends its sincere appreciation to all those who contributed to this landmark achievement.

A key factor in the referendum's success was the implementation of extensive public awareness campaigns. These efforts ensured that citizens were well-informed about the constitutional amendments under Articles 17A and 17B, their implications, and the significance of their participation in shaping the nation's political future. Through a range of outreach initiatives, including community meetings, media broadcasts, and digital platforms, voter education reached over 80% of ni-Vanuatu citizens, both in-country and abroad.

Additionally, the Referendum Project leveraged advanced mapping techniques and cutting-edge geospatial technology to identify polling locations and optimize voter accessibility accurately. This innovation not only streamlined logistical planning but also enhanced voter turnout by ensuring that polling stations were strategically positioned to serve communities effectively.

Stakeholder engagement played a crucial role throughout the referendum process. Through effective communication strategies, key stakeholders—including government agencies, civil society organizations, and development partners—were kept informed and actively involved. Their collaboration ensured transparency, inclusivity, and credibility in every phase of the referendum.

The Ministry extends its heartfelt gratitude to the Government of Vanuatu, the Electoral Commission, the Vanuatu Electoral Office, the Civil Registry and Identity Management Department, development partners, community leaders, and most importantly, the people of Vanuatu. Your commitment and participation have reaffirmed the strength of Vanuatu's democracy and set a precedent for future electoral processes.

## 8. KEY ACHIEVEMENTS IN 2024

Throughout the year, the Ministry of Internal Affairs (MOIA) overcame financial and operational hurdles to advance governance, security, and financial sustainability. **Table 1** below provides some of the accomplishments that highlight the Ministry's progress in delivering essential services and improving institutional effectiveness against the government priorities:

**Figure 5: MOIA's 2024 Key Achievements by Department and Government Priority**

Departments	Achievements	Government Priority
MOIA Cabinet	1 The Honorable Minister and the Cabinet delegation travelled to Australia, where they held discussions with the Deputy Prime Minister, the Minister of Immigration, and the	SOC 5.3





	<p>Attorney General on establishing a pathway for disengaged workers.</p> <p>2 A successful negotiation with Qantas and Jetstar. Additionally, the delegation initiated the first-ever commercial diplomacy engagement with Australia.</p> <p>3 Negotiation of new fleets for VPF</p> <p>4 Independence Anniversary and Victory Parade</p> <p>5 Opening of Cooks and Tiroa Barracks</p>	
<b>Corporate Service Unit (CSU)</b>	<p>4 The Ministry efficiently managed its financial resources, successfully utilizing 99% of its allocated budget to support key programs and services.</p> <p>5 Payroll and operational budgets were strategically balanced, with targeted virements ensuring optimal allocation of funds to priority areas.</p> <p>6 Effective cost-control measures were implemented to minimize unnecessary expenditures and align spending with budget forecasts.</p> <p>7 The Ministry established an Internal Audit Unit to enhance financial oversight, strengthen compliance, and improve accountability across all departments.</p>	<b>SOC 6.4</b>
<b>Police Service Commission</b>	<p>1. Launching of 5 community safety teams in area councils around Vanuatu to improve community safety, security, and welfare.</p> <p>2. Handing over of RVS Sokomanu to the Vanuatu Police Force</p> <p>3. Launching of the Cooks Barracks</p> <p>4. The Vanuatu Police Force (VPF) and Immigration Department implemented border security enhancements, ensuring better control of migration and security risks.</p>	<b>SOC 5.3 / 5.4</b>
<b>Trade Dispute Tribunal (TDT)</b>	Launching of Trade Dispute Tribunal office	<b>ECO 4.6</b>
<b>Public Land Transport Authority (PLTA)</b>	Establishment of PLTA Information System	<b>SOC 6.4</b>



<b>Vanuatu Electoral Commission / Electoral Office (EC/VEO)</b>	<ol style="list-style-type: none"> <li>1. In our pursuit of strengthening democracy and civic participation, the Vanuatu Electoral Office successfully conducted: <ul style="list-style-type: none"> <li>- a municipal election</li> <li>- a by-election, and</li> <li>- the national referendum.</li> </ul> </li> <li>2. Completion of electoral reform legal framework</li> <li>3. Establishment of the independent electoral commission</li> <li>4. The implementation of regulations and the Political Party Act.</li> <li>5. Establishment of the political party registration</li> <li>6. The Ministerial Order for the commencement of the Electoral Act No. 53 of 2023.</li> <li>7. The implementation of the regulations and the electoral Act No. 53 of 2023 including the Independency of EC&amp;VEO.</li> <li>8. Launch of MOIA Website</li> </ol>	<b>SOC 6.3</b>
<b>Department of Local Authorities (DLA)</b>	<ol style="list-style-type: none"> <li>1. The verification process of all area council maps has reached 95 %, which will effectively improve resource management by area councils.</li> <li>2. The Department of Local Authorities enhanced the functionality of Area Councils, strengthening grassroots governance by recruitment of 12 Area Administrators and;</li> <li>3. Developed the Elected Officials Handbook to guide local government representatives in fulfilling their roles and responsibilities effectively.</li> <li>4. Developed the Area Administrators Handbook to enhance governance, service delivery, and administrative efficiency at the community level.</li> <li>5. Community Policing launch on North East Malekula, North Tanna and Nguna</li> </ol>	<b>SOC 6.5 / ECO 3.6</b>
<b>Department of Labor and Employment Services (DLES)</b>	<ol style="list-style-type: none"> <li>1. Improved management in labor mobility program with IRD system which improves data entry</li> </ol>	<b>ECO 4.5 / 4.6 / 4.7</b>



	<p>management system for recruiting agents.</p> <ol style="list-style-type: none"> <li>2. Launching of revised labor mobility policy of 2024 – 2027 to address evolving challenges from the seasonal workers program, such as social and family disruption caused by long absences.</li> <li>3. As of 28 November, the labour department recorded 5,565 RSE and 6,240 PALM workers giving a total of 11,805 seasonal workers abroad</li> <li>4. Launching of the application for the work permit in partnership with Immigration</li> <li>5. Introduction of the Apprenticeship program in the domestic market for upskilling workforce</li> </ol> <p>Facilitating the reconciliation and dispute between the Vanuatu Teachers Union and the Teachers Service Commission</p>	
<b>Department of Urban Affairs and Planning (DUAP)</b>	<ol style="list-style-type: none"> <li>1. Order signed for a reduction on Foreshore Development fees</li> <li>2. In a major step toward decentralization development, 3 proposed provincial hubs have been identified for the establishment of mini-townships in key provinces.</li> <li>3. Groundbreaking for 3 emergency evacuation centers @ Freshwater, Korman, and Seaside for the greater Port Vila Urban Resilience Project.</li> <li>4. Zoning Development control plan completed (Rovobay &amp; Sola)</li> <li>5. 2 Mini Township proposed development for Naonepan and Havanah</li> <li>6. Launching of concept plan plus investment plan @ Lakatoro and Lenakel</li> <li>7. Development of National Housing policy</li> <li>8. Review of the National Building Code</li> </ol>	<b>ENV 4.1</b>
<b>Department of Vanuatu Immigration</b>	<ol style="list-style-type: none"> <li>1. Launching of the new passport system (MIDAS) to enhance border security and streamline the work</li> </ol>	<b>SOC 5.3 / 5.4</b>



<b>and Passport Services (VIPS)</b>	<p>process with regards to e-Visa in collaboration with the Labor Department.</p> <ol style="list-style-type: none"> <li>The Passport Management Team printed 22,300 Passports in 2024.</li> <li>Opening of VIPS provincial offices in Malampa and Torba province.</li> </ol>	
<b>Department of Civil Registry and Identity Management (CRIM)</b>	<ol style="list-style-type: none"> <li>Nation-wide registration and issuance of 51,181 National IDs.</li> <li>Decentralization of access to the Central Database which will improve data collection has begun with 2 Area Councils in Tafea province, and eventually with other area councils throughout the country.</li> </ol>	<b>SOC 6.9</b>

The Ministry of Internal Affairs achieved significant milestones in 2024, particularly in technology-driven improvements such as the biometric passport system and e-Visa portal, financial management, governance, security, and service delivery. These advancements reflect the Ministry's commitment to modernizing services, improving efficiency, and strengthening national security. Looking ahead, the Ministry remains focused on further enhancing service delivery, financial sustainability, and public sector reforms to bring the Government closer to the people.



**Launching of New Passport system and e-Visa**

This Annual Report provides a detailed account of these achievements, challenges, and planned future actions, reinforcing the Ministry's commitment to effective governance and public service.



## 2024 Achievements at a glance.



Successful negotiation of Qantas and Jetstar | New Passport System



Arrival of RVS Sokomanu



Negotiations of new fleets for VPF



Good Progress on the Repair of RVS Takuare



Independence Anniversary and Victory Parade





Immigration Building Opening on Lakatoro and Sola



New Urban townships of Naonban and Havanna Harbour | New Port Vila Memorial and Botanical Garden Groundbreaking.



Groundbreaking of Evacuation Shelters at Freshwater, Seaside and Korman



Opening of Cooks and Tiroa Barracks



Community Policing launch on Northeast Malekula, North Tanna and Nguna





Successful attendance at PLMAM meeting in Brisbane | Commercial Diplomatic discussions with Australian private Companies.



Opening of Area Council offices – Wusi, Northwest Santo



Launch of Vanuatu's National Labour Policy



VPF and VMF role in the Port Vila Earthquake



2024 Referendum



## 9. POLICY DEVELOPMENT

The information below outlines new policies initiated by the Ministry of Internal Affairs and its line departments in 2024.

### Department of Local Authorities

The Department of Local Authorities (DLA) will spearhead the development of a regional planning framework, identifying potential hubs and preparing provincial growth plans. These efforts will be aligned with national urban planning policies through collaboration with the Department of Urban Affairs and Planning (DUAP). Regional hubs, such as the one currently being developed in Tasmalum, South Santo, will enhance access to government services and economic opportunities, significantly benefiting remote rural communities by reducing travel times and costs. This initiative is designed to advance decentralization, focus growth, and establish a robust framework for future settlement development.

### Department of Urban Affairs and Planning

The Department of Urban Affairs and Planning (DUAP) has received Council of Ministers (COM) approval for the development and implementation of three key policy initiatives. In partnership with the Ministry of Infrastructure and Public Utilities (MIPU), DUAP will review and update the Building Code to meet modern standards. Additionally, the National Urban Planning Policy, aimed at improving urban planning, management, and controls, is expected to be finalized by 2025. Another critical policy under DUAP is the National Housing Policy, which seeks to improve access to safe, suitable, and affordable housing, particularly in light of Vanuatu's vulnerability to natural disasters. This policy aligns with the Public-Private Partnership (PPP) arrangement between the Vanuatu Government and the International Finance Corporation (IFC) to implement a climate-resilient affordable housing program.

### Department of Labour and Employment Services

The Department of Labour and Employment Services achieved a major policy milestone in the year 2024. The review and update of the former National Labour Mobility policy was finalized and the new Labour Mobility Policy (2024-2027) launched. The 5 key Pillars under the updated policy document will guide the implementation of the labour mobility programs of Vanuatu with an Action Plan that is inclusive of the key stakeholders whose collaboration and partnership with the DOLES is paramount in achieving the success of the program. The Department has also submitted a COM Policy on an Apprenticeship Program in collaboration with the Vanuatu Institute of Technology (VIT) and the Vanuatu Chamber of Commerce and Industry (VCCI). An Apprenticeship Committee will be established to oversee the development of this program and its implementation.

### Vanuatu Immigration Services

In 2024, the Vanuatu Immigration Services completed a significant reform with the launch of the Migration Information and Data Analysis System (MIDAS). This system enhances border security, improves decision-making efficiency at ports of entry, and reduces passenger processing times. It also provides the compliance unit with real-time migration data collected at borders. The introduction of the e-Visa application system has been a major contributor to increased revenue collection in 2024.



## Vanuatu Electoral Office

The Vanuatu Electoral Office focused on strengthening democracy and civic participation through several key initiatives in 2024. These included preparations for the country's first-ever national referendum, the organization of municipal and by-elections, and managing a snap election following the dissolution of Parliament at the end of the year. Other notable achievements included establishing the independence of the Vanuatu Electoral Commission and finalizing the legal framework for electoral reform.

## Civil Registration and Identity Management

The Civil Registry and Identity Management department prioritized improving data and ID management in 2024. Key activities included issuing over 50,000 national IDs across Vanuatu, supporting preparations for the National Referendum in collaboration with the Vanuatu Electoral Office. Additionally, the department conducted a comprehensive cleaning of the Electoral Roll, significantly improving its accuracy by ensuring it reflects the true number of registered voters.

## 10. PORTFOLIO LEGISLATIVE FRAMEWORK

The information below list new legislation initiated and amendments made by the Ministry and its departments in 2024

### Department of Local Authorities

The Decentralization Act [CAP 230] was presented to the Council of Minister's for key amendments which will focus on the improvement of the Provincial Government Council's administration and operations, council entitlements, conduct of meetings, by-law procedures and new subsections to address limitations under the Act. The amendments will support much needed reform in the decentralization effort and its relevant policies. This amendment is expected to be updated in 2025.

### Department of Urban Affairs and Planning

Complete amendment of the Municipalities Act, CAP 126 will be tabled in parliament in 2023

### Labour and Employment Services

With the launch of the update National Labour Mobility Policy, the key legislative reviews that were undertaken in 2024 were focused on the Seasonal Employment Act which governs the labour mobility programs of Vanuatu. The legislative review was done extensively with wide stakeholder consultation and engagement. The next steps for 2025 will be to finalize the drafting instructions and push for the new labour migration bill.

### Vanuatu Immigration Services

The Vanuatu Immigration Services made key changes to two of its Orders related to Diplomatic Passport Entitlement, Order No. 140 of 2022 and Order No. 124 of 2023. This amendment gives effect to the removal of Trade Commissioners and Chairmans of the Public Service Commission and Police Service Commission from the entitlement to Diplomatic Passports. Granting diplomatic passports to private individuals appointed as Trade Commissioners or Commission Chairmen risks misuse of diplomatic privileges. Such practices could also lead to Vanuatu's diplomatic passport being flagged as high-risk in international border control





assessments, thereby complicating travel for high-level government officials who rely on diplomatic status for international engagements.

## Vanuatu Electoral Office

The major legislative achievement for the Vanuatu Electoral Office is the eighth constitutional amendments to the Constitution which saw the first ever National Referendum for Vanuatu.

## Civil Registration and Identity Management

Although there have been no new legislative initiatives for the Civil Registry and Management, continued reviews were undertaken for the Registration Act and Marriage Act respectively to strengthen areas where there are current loopholes.

In addition, preparation commenced on the identification of legislative amendments and new legislations to form the 2025 MOIA Legislative Plan to be submitted to the OAG.

# 11. CONVENTIONS

The information below describes new conventions initiated by the Ministry and its line departments in 2024.

## Department of Local Authorities

In conforming with the Convention on the Rights of Disabled Persons and CEDAW, the Department strives to include women and people living with disabilities in decision-making bodies such as Provincial and Area Councils.

## Department of Urban Affairs and Planning

Nil activity in the reporting period (Jan to December 2024) or no International Conventions were signed in the reporting period (Jan to December 2024)

## Labour and Employment Services

There are 8 fundamental conventions ratified by Vanuatu on the 28th of August 2006 including CO29 Forced labour convention 1930 (No. 29), CO87 Freedom of Association and Protection of the Right to Organize Convention 1948 (No.87), CO98 Right to organize and collective Bargaining Convention 1949 (No.98), C100 Equal Remuneration Convention 1951 (No.100), C105 Abolition of Forced Labour Convention 1957 (No. 105), C111 Discrimination (Employment and Occupation) Convention 1958 (No. 111), C138 Minimum Age Convention 1973 (No. 138) and C182 Worst Forms of Child Labour Convention 1999 (No. 182)

One technical Convention namely, The C185 Seafarers Identity Documents Convention was ratified by Vanuatu on 28 July 2006. This convention was revised in 2003 as amended (No.185) and further amendments were made in 2016 to the Annexes. All 9 conventions are currently in force and implemented by the Vanuatu government. The reporting of the ratified conventions has to complete every 3 years on its implemented.





## Vanuatu Immigration Services

Nil activity in the reporting period (Jan to December 2024)

## Vanuatu Electoral Office

Nil activity in the reporting period (Jan to December 2024)

## Civil Registration and Identity Management

Nil activity in the reporting period (Jan to December 2024)

# 12. HUMAN RESOURCE OVERVIEW

The Ministry of Internal Affairs remains dedicated to effectively managing human resources to ensure that our workforce is equipped with the skills and motivation required to meet the Ministry's strategic objectives. This section provides a detailed overview of staffing data, HR initiatives, and key developments in human resource management throughout 2024.

### 12.1 Staffing Overview

This section presents key staffing data disaggregated by gender, language group, employment type, leave accrual, geographic distribution, and cessation of employment.

### 12.2 Staffing Data

#### Overview of Employees Data

Employment Type	Total Employees	Male (%)	Female (%)	Anglophone (%)	Francophone (%)
Permanent Staff	249	183 (59%)	103 (41%)	243 (92%)	44 (8%)
Probationary Staff	23	17 (74%)	6 (26%)	19 (83%)	4 (17%)
Contract Staff	38	23 (61%)	15 (39%)	34 (89%)	4 (11%)
Daily-rated Staff	3	2 (67%)	1 (33%)	3 (100%)	0
<b>Total</b>	<b>313</b>	<b>225 (60%)</b>	<b>125 (40%)</b>	<b>299 (92%)</b>	<b>52 (8%)</b>

### 12.3 Leave Accrual Statistics

Department	Annual Leave (Days)	Sick Leave (Days)
CSU	694.02	358.07
DLA	5212.74	1927.63
DoL	958.3	524
VEO	374.3	217.59
CRIM	646.45	296.09
VIS	2039.09	838.15
DUAP	588.98	337.03

The leave accrual statistics for 2024 reveal significant variations in both annual and sick leave balances across departments. The Department of Local Authorities (DLA) stands out with the highest accumulation of leave, totalling 5,212.74 days of annual leave and 1,927.63 days of sick leave, indicating underutilization of leave



entitlements. Similarly, other departments like the Department of Civil Registry and Identity Management (CRIM) and the Department of Urban Affairs and Planning (DUAP) also show high sick leave balances, suggesting that employees may not be taking sufficient leave for health-related or no proper management or documentation records are maintained. This points to potential challenges in leave management, including a reluctance to take leave or underreporting of sick days

To address these issues, the HR Unit collaborate closely with department heads to ensure more effective leave utilization and accurate record-keeping. Efforts should focus on encouraging employees to take their entitled leave in a timely manner, improving communication between the HR office and other relevant departments, and addressing any discrepancies in leave tracking. Implementing stronger monitoring systems and providing regular reminders about leave entitlements can help reduce excessive leave balances, improve employee well-being, and enhance operational efficiency across the Ministry.

#### 12.4 Geographic Distribution

Officers are distributed across various provinces as follows:

Location	Number of Staff
Port Vila (Head Office)	177
Luganville	4
Shefa Province	21
Torba Province	17
Sanma Province	25
Malampa Province	18
Penama Province	17
Tafea Province	26
<b>Total</b>	<b>305</b>

#### 12.5 Cessation of Employment

During the reporting period, ten employees from various departments in the Ministry ceased employment for reasons including voluntary resignations, medical retirements, redundancies, and contract terminations. Key factors included career opportunities, health-related concerns, and departmental restructuring. The Ministry faced departures from positions such as the Senior Visa Officer and Border Control Officer in VIS, as well as medical retirements within DLA. Redundancies occurred in CRIM due to restructuring and ending of contract were seen in DUAP. The primary reasons for cessation were resignations and medical retirements, highlighting the need for improved employee wellness programs, career development opportunities, and clearer communication during organizational changes.

Department	Position	Reason
VIS	Senior Visa Officer	Resigned, other job opportunity
	Border Control Officer	Resignation due to medical reasons
DOL	Manager Employment Services	Voluntary resignation
DLA	Area Administrator – North West Efate	Voluntary resignation
	Area Administrator – East Ambae	Retirement on medical grounds
	Area Administrator – North Ambae	Medical retirement
CRIM	Finance and Admin Officer	Redundancy due to department restructuring
	Ettienne Ravo	Redundancy due to department restructuring
CSU	Manager Compliance and Policy	Resigned, job opportunity
DUAP	Town Clerk – Luganville	Contract ended



## 12.6 Compliance Report (Discipline Cases)

Twelve disciplinary cases were recorded across various departments, involving misuse of funds, government asset theft, absenteeism, workplace misconduct, and breaches of operational policies. Actions taken included suspensions, investigations, legal referrals, formal warnings, performance reviews, and internal disciplinary measures, with five cases escalated to the Public Service Commission. Key concerns identified include the need for stricter financial controls, improved attendance monitoring, and stronger enforcement of workplace conduct policies. To address these issues, the Ministry implemented enhanced attendance tracking, reinforced audits, and mandatory ethics training. These actions have led to improvements in compliance, reduced absenteeism, and better understanding of professional conduct. However, ongoing monitoring and further strengthening of these measures are necessary to ensure sustained progress.

Case Type	Number of Cases	Actions Taken
Misuse of funds	2	Suspensions, further investigations
Government asset theft	1	Suspension, legal referral
Absenteeism and unauthorized leave	3	Formal warnings, performance reviews
Workplace misconduct	2	Notices of allegations, disciplinary hearings
Breaches of operational policies	4	Internal disciplinary measures
<b>Total</b>	<b>12</b>	

## 12.7 Human Resource Development

This section highlights the Ministry's initiatives to enhance the skills, inclusivity, and overall capacity of its workforce, which are essential for effective service delivery and organizational growth.

## 12.8 Training and Development

The Ministry of Internal Affairs have participated in a total of 15 training sessions to develop the skills of its workforce. The training covered essential areas such as Leadership Development, Financial Management, and Customer Service. These sessions were delivered by various local training providers, as well as VIPAM, to ensure the development of both technical and soft skills among employees. The focus on these areas reflects the Ministry's commitment to building a capable workforce capable of meeting the challenges of modern governance and service delivery.

Course Name	Officers Participated	Institution/Training Provider	Funded By	Outcomes
HR network retreat	Clemency & Esther	PSC	UNICEF	Enhance skills to develop TNA, training plan, retirement and succession plan
Human Resources Management Consultancy Workshops	Esther Muluane, Clemency Bebe, Grealyn Daniel	HSEQ Vanuatu	CSU	Enhance participants' skills in HR leadership, people management, and team building
Pacific Public Sector Workforce Planning Foundations Program	Simon Tor, Clemency Bebe, Esther Muluane	Australian Public Service Commission	Australian Public Service Commission	Provide understanding to begin workforce planning
MFEM IAU Workshop on Risk Management,	Leith V, DG, Simon T, EO, Rebecca N, IA, Esther M, HRM	Ministry of Finance and Economic	Australian Government	Understanding of Internal audit and its function/role



<b>Fraud Control &amp; Governance</b>				
<b>Customer Service, Reception &amp; Salesperson</b>	Selina Naviti, Rina Cyrus	Nat Secretariat	Self-sponsor	Improve employee customer service skills
<b>Organisation and Management</b>	Selina Naviti	Nat Secretariat	Self-sponsor	Enhance officer capacity in organization and management of office
<b>Psych and social training (first aid training)</b>	LSU unit Employees	Vanua Medical Centre Dr. Alex Pheu	PLF - Australian Government	Essential Training for Mental health Counselling
<b>Counselling</b>	Vernalise Botleng	USP	Self-sponsored	Enhance officer capacity in organization and management of office

### 12.9 Scholarships

In 2024, the Ministry supported the professional development of 7 employees through scholarships in various fields such as Public Administration, Law, Human Resource Management, and Climate Change. These graduate-level scholarships were aimed at building expertise in areas critical to the Ministry's strategic objectives. Of the scholarship recipients, 57% were male, and 43% were female. A notable trend in the gender breakdown was the higher proportion of Anglophone participants (86%) compared to Francophone participants (14%), which may reflect the language distribution in the Ministry's operations.

Scholarship Awarded	Area of Study	Subjects	Level	Gender	Language Group
1. Brian George	Public Administration	Human Resource Management, Climate Change	Graduate	Male	Anglophone (86%)
2. Jamesly Tavuti	Law	Human Resource Management	Graduate	Male	Anglophone (86%)
3. Karlodon Sam	Public Administration	HR Management, Climate Change	Graduate	Male	Anglophone (86%)
4. Mathew Walter Dung	Public Administration	HR Management	Graduate	Male	Anglophone (86%)
5. Mary Timak	Public Administration	HR Management	Graduate	Female	Anglophone (86%)
6. Franmika Tavo	Law	Climate Change	Graduate	Female	Francophone (14%)
7. Selina Korvua	Public Administration	Climate Change	Graduate	Female	Anglophone (86%)

### 12.10 Equity and Inclusivity Initiatives

The Ministry has also focused on promoting equity and inclusivity within its workforce. Key initiatives included conducting diversity and inclusion workshops and launching mentorship programs aimed at





increasing female representation in leadership roles. As a result, female participation in leadership roles increased by 12%.

### 12.11 Significant Developments

The Ministry of Internal Affairs is pleased to highlight several significant developments that have marked 2024 as a year of growth, recognition, and strategic advancement. These developments demonstrate the Ministry's commitment to employee development, operational efficiency, and strengthening the public service workforce

#### 1. Graduation and Advancement in Qualifications

The Ministry celebrated the graduation of employees in 2024, with the leadership encouraging all staff to continue advancing their qualifications. By upgrading skills and furthering education, employees enhance their career prospects and contribute to the overall growth of the Ministry. This commitment to continuous learning not only meets job description requirements but also opens doors to leadership roles and valuable professional opportunities







## 2. Public Service Day Recognition

In recognition of exceptional contributions, the HR Unit, in collaboration with the Office of the Public Service, awarded high-performing employees during Public Service Day, held from August 28-30, 2024. Long-serving employees with 25 years of service were honored by the President of the Republic of Vanuatu. As part of the Ministry's Recognition Policy, the event celebrated excellence and acknowledged staff who had gone above and beyond in their roles.



## 3. Intern and Cadet Program

The Ministry successfully implemented the Intern and Cadet Program in partnership with the Vanuatu Institute of Public Administration and Management (VIPAM). A total of ten interns and thirty-three cadets were recruited to assist in various departments, providing essential support for data entry, administrative tasks, and operational functions. Many interns were later appointed to permanent positions, reflecting the Ministry's commitment to nurturing young talent and reducing vacancies within the organization.

## 4. Strategic Recruitment and New Hires

The Ministry made significant progress in strengthening its workforce by successfully recruiting employees for critical positions across multiple departments. New employees are currently undergoing probation, with the Ministry focusing on strategic hires that align with its goals and operational needs. This recruitment drive was complemented by the introduction of additional



support during the National Referendum, where cadets and contract staff assisted the Vanuatu Electoral Office (VEO) and the Department of Civil Registry and Identity Management (CRIM).

## 5. **Promotion and Career Progression**

As part of its commitment to recognizing performance and employee contributions, the Ministry made several key promotions in 2024. Interns who demonstrated exceptional performance were promoted to permanent positions, particularly in the Vanuatu Immigration Services (VIS), where multiple interns were appointed as Assistant Border Control Officers. Additionally, salary upgrades and promotions were implemented across various departments, reflecting the evolving organizational structure and the Ministry's focus on rewarding staff excellence.

## 6. **Support for National Referendum**

To ensure operational capacity during the National Referendum, the Ministry recruited a number of cadets and contract staff to assist the Vanuatu Electoral Office (VEO) and the Department of Civil Registry and Identity Management (CRIM). This initiative provided staff with hands-on experience while supporting the critical referendum process.

### 12.12 **Impact of Budget Changes on Staffing**

In 2024, budget allocations played a critical role in shaping staffing levels across the Ministry, leading to both expansions and constraints. Key developments included:

- **Expansion of Staffing:** The 2024 budget facilitated significant workforce growth, including the recruitment of interns across various departments, the hiring of new staff members, and the promotion of existing employees. These efforts aimed to strengthen departmental capacities and enhance service delivery.
- **Implementation of Housing Allowances:** In alignment with Public Service Commission (PSC) directives, the Ministry implemented housing allowance adjustments, ensuring eligible employees received their entitlements. This included the payment of outstanding arrears, improving financial stability and morale among staff.
- **Additional Contract Roles to Support Key Functions:** To address critical operational needs, the Ministry allocated funds for hiring contract staff, particularly in support of electoral processes and the expanded service delivery functions of the Department of Civil Registry and Identity Management (CRIM). These new roles enhanced efficiency and improved service accessibility for the public.
- **Recruitment Freeze Due to Cash Flow Constraints:** In the latter half of 2024, a decision by the Council of Ministers (COM) and the Public Service Commission (PSC) regarding cash flow management resulted in budget reductions that significantly impacted workforce expansion plans. This led to a freeze on new hires and delayed the implementation of planned promotions across several departments. As a result, ministries had to adjust by redistributing workloads, streamlining operations, and optimizing existing human resources to sustain service levels.

Despite these challenges, the Ministry remains committed to workforce planning strategies that align with financial realities while ensuring effective service delivery. Future budget considerations will play a crucial role in addressing staffing gaps and sustaining critical functions.

### 12.13 **Impact of Corporate Plan Strategies on Staffing:**

- The Ministry's corporate plan prioritized decentralization efforts, resulting in the redistribution of staffing resources to regional offices to enhance service delivery.



- Ongoing public service reforms necessitate continuous adaptation of staffing levels, ensuring alignment with operational needs and long-term strategic objectives.

#### 12.14 Human Resource Development Plan Outcomes:

- The Ministry successfully achieved key HR development objectives, with significant investments in leadership training, employee retention programs, and strategic recruitment initiatives.
- The introduction of a more structured and robust performance management system has contributed to improved staff performance, fostering accountability and professional growth.
- Continued focus on capacity-building initiatives will support workforce adaptability and enhance service efficiency in the coming years

## 13. FINANCIAL PERFORMANCE

The Ministry of Internal Affairs (MOIA) is committed to sound financial management and accountability in line with the Public Finance and Economic Management (PFEM) Act 1998. This section provides an overview of the Ministry's budget allocation, revenue generation, expenditure trends, and key financial highlights for 2024.

### 13.1 STATEMENT OF REPRESENTATION

For the 2024 financial year, the Ministry was allocated a revenue budget of VT 1,366,499,144 and an expenditure budget of VT 4,841,218,482.

### 13.2 STATEMENT OF APPROPRIATION

Parliament initially appropriated VT 4,099,515,478 for the Ministry of Internal Affairs. During the year, this amount was supplemented by an additional VT 251,702,037, and further adjusted through a virement of payroll savings totalling VT 490,000,967, resulting in a final budget of VT 4,841,218,482.

Among the departments, the Vanuatu Police Force received the largest budget allocation, followed by the Department of Local Authorities to support grants and decentralization programs aimed at strengthening area councils.



**Recruit Police Officers**

The budget allocations for revenue and expenditure by department are presented in table 6 below:

**Figure 6: Budget Allocation for 2024**

Department – Programme	Revenue Budget (VT)	Expenditure Budget (VT)
Cabinet Support	48,020,000	598,611,304
Decentralization Service	650,000	869,361,704
Department of Urban Planning	15,200,000	189,126,082
Internal Security & Border Control	935,006,144	2,757,010,419
National Service	367,623,000	410,829,886
Police Service Commission	-	16,279,141
<b>Total</b>	<b>1,366,499,144</b>	<b>4,841,218,482</b>



### 13.3 REVENUE SUMMARY

The Ministry of Internal Affairs experienced a strong revenue performance in 2024, despite challenges related to government transitions and economic conditions. The Ministry **significantly exceeded its revenue target by 47%** of the projected amount. While the initial revenue budget was set at VT 1.37 billion, actual collections reached approximately VT 2.01 billion. This substantial increase reflects the Ministry's effective revenue generation efforts, particularly in key areas such as residency and work permits.

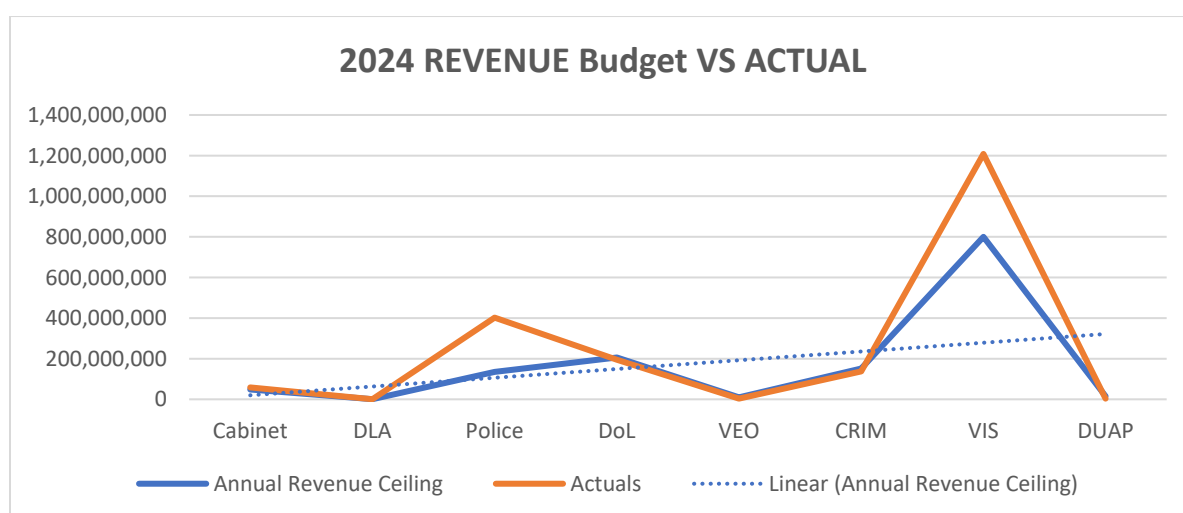
Residency Permits accounted for the largest share of MoIA's revenue at 32%, followed by Work Permits at 29% and Passport Fees at 9%. Notably, revenue from Residency Permits in the first quarter alone exceeded expectations, with actual collections surpassing budget estimates. Both Work Permits and Passport Fees also performed well, collecting beyond their respective targets.

Among the departments, the Vanuatu Immigration and Passport Services contributed approximately 60% of the Ministry's total revenue, while the Police Department saw a notable increase, contributing 20%. The Department of Labour generated 9.7%, and the Department of Civil Registry and Identity Management contributed 6.8%. Other revenue sources, including planning fees, transport permits, fines, licenses, and registrations, also performed strongly, further supporting overall revenue growth.

Despite some shortfalls in specific areas, the Ministry made significant advances in revenue collection, reinforcing its financial sustainability. The strong performance reflects continued efforts to improve revenue streams and optimize collection processes across key departments.

This performance reflects the Ministry's commitment to improving revenue collection and financial management.

**Figure 7 : Summarizes 2024 MOIA's Actual Revenue against Approved Budget**



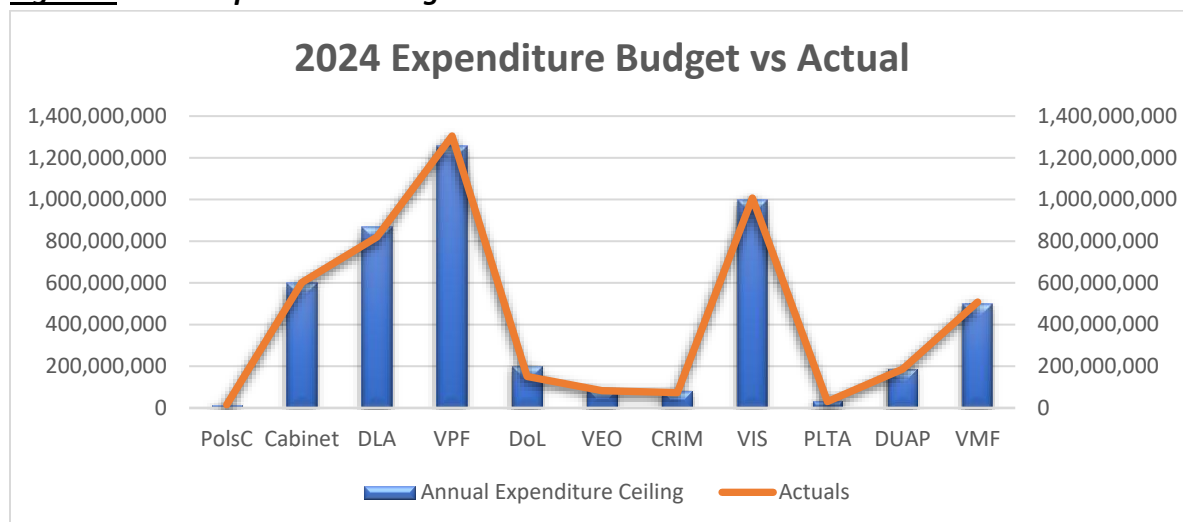
### 13.4 MINISTRY'S EXPENDITURE

The total budget allocation for the Ministry of Internal Affairs in 2024 was VT 4,841,218,536, with an actual expenditure of VT 4,779,148,680, resulting in an underspend of VT 62,069,856.

The majority of the budget was allocated to personnel costs, followed by operational expenses. Additionally, the Ministry received supplementary and reallocated funding to further support its operations.

This financial performance is indicative of the Ministry's effective budget utilization, ensuring that resources were directed towards key operational and personnel needs while maintaining fiscal responsibility.



**Figure 8: 2024 Expenditure Budget Vs Actual**

### 13.5 2024 EXPENDITURE PERFORMANCE

The Ministry of Internal Affairs utilized 99% of its allocated budget in 2024, with an underspend of **VT 62,069,856**. This slight variance is considered immaterial and does not significantly impact the Ministry's overall financial performance.

#### Key Budget Utilization Highlights:

- **Vanuatu Police Force (VPF):** Spent 3% of its allocated budget
- **Vanuatu Mobile Force (VMF):** Spent 1%
- **Department of Immigration:** Fully utilized 100% of its budget
- **Cabinet & CSU:** Fully utilized 100%
- **Police Service Commission:** Utilized 94% of its budget
- **Other Departments:** Spent between 70% and 90% of their allocated budgets

A significant portion of operational funding was reallocated to address payroll corrections and other operational needs. The Ministry recognizes the need to implement stricter budget controls to manage unplanned expenditures.

The main cost drivers of operational expenses included consultancy fees, fuel, facility, and vehicle hire, vehicle maintenance, advertising, and communication. Some overspending was attributed to departments not strictly adhering to the budget process, influenced by unexpected political and administrative factors. Despite these challenges, the Ministry successfully executed 99% of its budget, demonstrating a high level of financial efficiency.

### 13.6 PAYROLL EXPENDITURE

In 2024, the Ministry of Internal Affairs spent **VT 2.505 billion** on payroll, representing 99% of the allocated budget of **VT 2.502 billion**. Despite minor variations, the payroll remained within budget, with a projected underspend of **VT 20 million** due to unfilled vacancies, particularly at the provincial level. These unutilized salary funds were often vired out to cover operational expenses.





### Key Payroll Components:

- **Acting Allowances:** Paid to officers covering critical vacancies under unforeseen circumstances.
- **Leave Expenses:** Many officers had accrued over 100 days of leave, requiring payouts as per the Public Service Commission leave policy.
- **Overtime Wages:** Required due to extraordinary activities such as:
  - Referendum elections
  - Printing and distribution of new biometric passports
  - National registration exercises
  - Extended working hours for Immigration, Electoral, and Civil Registry staff
- **Severance Payments:** A significant portion was allocated for retiring staff, particularly within the Department of Police.

### Payroll Breakdown (2024):

- **72%** – Permanent Wages
- **15%** – Housing Allowance
- **5%** – VNPF & Other Costs (including Contract Wages)

While payroll was well-managed, persistent vacancies remain a concern, affecting service delivery and leading to budget reallocations. Moving forward, efforts should be made to fill key positions, particularly at the provincial level, to improve workforce capacity and service efficiency.

### 13.7 OPERATIONAL EXPENDITURE

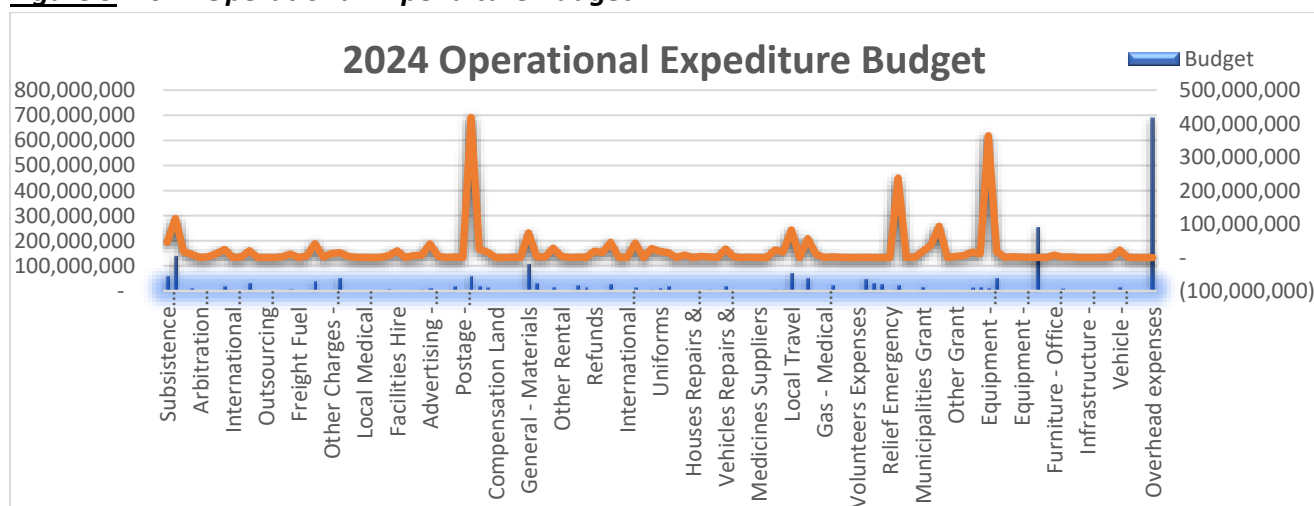
In 2024, the Ministry of Internal Affairs (MoIA) spent **VT 2.2 billion** on operations, underspending its allocated budget of **VT 2.3 billion** by **VT 46.9 million**. This reflects an expenditure rate of 97% for the year, a significant improvement compared to previous years, where operational spending often exceeded budget allocations.

A notable trend of high spending was observed in the second and third quarters, consistent with previous years. However, in 2024, overall spending remained within budget, marking a shift from past patterns where expenditures surpassed allocations. Further analysis is needed to determine the factors contributing to this operational budget underspend.

### Key Operational Expenditure Categories:

- **Printing & Communication** – 18% (significant increase due to demand for official publications and digital services)
- **Equipment** – 15% (driven by passport production and other office equipment needs)
- **Value-Added Tax (VAT)** – 15%
- **VNPF & Other Staff-Related Costs** – 5% (including contract wages, leave payouts, and overtime expenses)

Despite the overall underspending, specific areas such as printing, communication, and equipment procurement exceeded budget estimates. Moving forward, a more stringent budget monitoring approach is recommended to manage high-cost operational areas while ensuring that essential services are adequately funded.

**Figure 9: 2024 Operational Expenditure Budget**

### 13.8 VIREMENTS IN 2024

A significant portion of virements in 2024 involved transferring funds from payroll to operations to cover operational shortfalls not accounted for in the original budget. Additionally, some virements were made to adjust payroll allocations between cost centers to address expenditure imbalances.

The frequency of virements within MoIA remains high compared to other government agencies, indicating misalignment in budget planning between payroll and operations. This issue underscores the need for better budget forecasting and allocation strategies to minimize future virements and improve financial efficiency.

During the first quarter of 2024, the Supply Bill's stricter expenditure controls resulted in a temporary restriction on virements, which may have influenced spending patterns early in the year.

**figure 10: 2024 Virements**

Department	Supplementary	Virement	Description
VISP	116,000,000	499,587,409	The virement for the purchase of the passport Machine
DLES		59,520,000	Payroll virement to support operational budget 2024
DLA		78,480,000	Virement to correct payroll
VEO		10,303,920	Virement for National Referendum payroll operation
Police	135,702,537	790,840	Supplementary for housing allowance
Police Commission		2,410,840	Virement for Payroll overspend
PLTA		2,160,000	Virement for Payroll overspend
Cabinet		-169,230,362	
DUAP		7,560,000	
<b>TOTAL</b>	<b>251,702,537</b>	<b>490,000,067</b>	

#### Key Virement Allocations:

- **67%** of virements were for the Department of Immigration, specifically for funding the passport system, with funds reallocated from the Ministry of Finance.
- **10%** was allocated to payroll adjustments within the Department of Local Authorities.



- Cabinet recorded a negative amount due to the reallocation of housing allowances to respective agencies.
- The Vanuatu Police Force and other divisions primarily used virements to correct payroll overspending.

Moving forward, improving budget alignment between payroll and operations will be essential to reducing the need for virements and ensuring more accurate financial planning for the Ministry.

## 14. Development Projects

32 development projects are across **six key departments**, focusing on security, disaster resilience, border security, urban development, labor mobility, and digital governance. The total investment spans multiple donors, including Australia, New Zealand, ADB, UNDP, and others.

### 1. Security & Law Enforcement (VPF)

The Vanuatu Police Force has the highest number of projects (8), receiving significant funding for infrastructure upgrades and capacity building. Major projects include:

- Cook and Tiroas Barracks Refurbishment (VUV 6.3 billion) – the largest single project.
- Port Vila Central Police Station Construction (VUV 2.6 billion).
- Several smaller-scale renovations and equipment support.

### 2. Border Security & Maritime Surveillance

The Department of Immigration and VPF are spearheading four projects focusing on biometric passports, maritime surveillance, and immigration facilities. Key investments include:

- Maritime Surveillance Capability (VUV 1.18 billion).
- Biometric Passport System (VUV 407 million).
- New Immigration Facility Construction (VUV 120 million).

### 3. Disaster Resilience & Emergency Response (DLA, DUAP, VPF)

Several projects under DLA and DUAP focus on climate resilience, emergency response, and disaster recovery. Notable projects include:

- Vanuatu Climate Change Adaptation Project (VCAP2) (VUV 4.83 billion).
- Vanuatu Community-based Climate Resilience Project (VCCRP) (VUV 3.01 billion).
- Multipurpose Emergency Centers (VUV 1.3 billion).

### 4. Urban Development & Decentralization (DLA, DUAP)

Investment in local government infrastructure includes:

- Luganville Water & Sanitation Project (VUV 4.39 billion).
- Construction of Area Council Offices (VUV 500 million).



## 5. Labor Mobility & Economic Development (DLES)

The Department of Labor & Employment Services (DLES) is implementing four projects, with Australia as the primary donor, supporting labor mobility programs such as:

- Pacific Labour Facility Support (VUV 95 million).

## 6. Civil Registration & Digital Governance (CRIM, VEO)

The Civil Registry & Identity Management (CRIM) and the Vanuatu Electoral Office (VEO) have several projects enhancing digital governance and voter registration, including:

- Nationwide Voter Registration (VUV 231 million).
- Strengthening CRIM System (VUV 94 million).

The Vanuatu Police Force and disaster resilience sectors receive the largest project funding, prioritizing security infrastructure and climate adaptation initiatives. Key investments also support digital governance, border security, and labor mobility to enhance modernization efforts. Major development partners, including Australia, New Zealand, the Asian Development Bank (ADB), and the United Nations Development Programme (UNDP), play a crucial role in driving these advancements.

**figure 11: 2024 Development Projects & Capital Expenditure**

Sector	Project Name	Department	Donor	Status	Budget (VUV)
<b>Security &amp; Law Enforcement</b>	VPF Institutional Capacity Building	VPF	New Zealand	Ongoing	407,620,000
	Vanuatu Police Strengthening Program	VPF	New Zealand	Ongoing	509,525,100
	Cook and Tiroas Barracks Refurbishment	VPF	Australia	Ongoing	6,337,440,487
	Port Vila Central Police Station Construction	VPF	Australia	Ongoing	2,597,600,000
	Renovation of Ambae Police Post & Deployment Kits	VPF	UK, Commonwealth	Ongoing	53,339,058
<b>Border Security &amp; Maritime Surveillance</b>	Biometric Passport System	Immigration	New Zealand	Ongoing	407,620,000
	Maritime Surveillance Capability	VPF	Australia	Ongoing	1,183,332,091
	RVS Mala Base Wharf Infrastructure Upgrade	VPF	Australia	Ongoing	340,267,951
	New Immigration Facility Construction	Immigration	China	Approved	120,000,000
<b>Disaster Resilience &amp; Emergency Response</b>	Multipurpose Emergency Centers	DUAP	ADB	Ongoing	1,300,000,000
	Government for Resilience (Gov4res)	DLA	UNDP	Ongoing (2028)	N/A



	Ambae Volcano recovery-second Maewo home project	DLA	Not Identified	Approved	8,822,000
	Vanuatu Climate Change Adaption Project (VCAP2).	DLA	GEF – Global Environment Facility	On-going (2028)	4,835,679,464
	TC Harold strengthening displacement	DLA	Australia	Approved	141,206,472
	Rehabilitation of Government Quarters (Cyclone Pam)	VPF	Vanuatu	Approved	357,960,104
	Vanuatu Community-based Climate Resilience Project (VCCRP)	DLA	Green Climate Fund	On-going (2028)	3,014,000,000
	Santo Luganville Fire Station Repairs	VPF	Japan	Approved	17,981,930
	Fire Truck for Luganville	VPF	Japan	Completed	50,000,000
<b>Urban Development &amp; Decentralization</b>	Area Council Buildings Construction (Sanma & Penama)	DLA	VCAP 2 Project and DLA	Approved	237,600,000
	Luganville Water and Sanitation project	DUAP	ADB	Progressing	4,399,253,600
	Construction of new Area Council office – Sanma & Penama	DLA	Not Identified	Approved	500,000,000
	Luganville Municipal Workshop/Garage	DUAP	Not Identified	Approved	13,354,000
	Urban Settlement Upgrading	DUAP	Not Identified	Approved	2,675,000
<b>Labor Mobility &amp; Economic Development</b>	Labor Mobility Support (Pacific Labor Scheme & SWP)	DLES	Australia	Ongoing	92,565,352
	Labor Officer Mobility Budget Support	DLES	Australia	Ongoing	1,693,100
	Employment Facilitation for Ambae Evacuees	DLES	Australia	Approved	2,282,500
	The Pacific Labour Facility support	DLES	Australia	Approved	95,591,552
	Strengthening CRVS System	CRIM	UNICEF, Vanuatu	Ongoing	94,351,200





<b>Civil Registration &amp; Digital Governance</b>	Geo-Data Location Registry	CRIM	UNDP	Ongoing	29,000,000
	E-Governance & Post-Disaster Needs Support	CRIM	UNDP	Ongoing	5,600,000
	Nationwide Voter Registration	VEO	Multiple Donors	Ongoing	231,006,560

### 14.1 KEY FINANCIAL CHALLENGES

Based on the Financial Performance Report, the Ministry of Internal Affairs faced several challenges in 2024, including:

- Budgetary Constraints and Misalignment** – Frequent virements between payroll and operational expenditures indicate ongoing misalignment in budget planning, requiring adjustments in future budget preparations.
- Overspending in Key Areas** – Despite overall budget discipline, overspending was noted in departments such as the Police Force and VMF, as well as in operational areas like printing, communication, equipment, and VAT.
- Underspending in Some Departments** – While certain departments exceeded their budgets, others underspent, leading to inefficiencies in financial allocation and service delivery.
- High Number of Virements** – The need for frequent budget reallocations highlights weaknesses in initial financial planning and forecasting, particularly in payroll and operational cost allocations.
- Outstanding Payroll Liabilities** – Accrued leave balances, acting allowances, and overtime wages placed additional pressure on payroll expenses, necessitating better workforce and financial management strategies.
- Revenue Volatility** – Although the Ministry surpassed its revenue targets by 47%, reliance on key revenue streams such as residency and work permits introduce risks in case of policy or economic shifts affecting these collections.
- Stricter Expenditure Controls** – The implementation of the Supply Bill in the first quarter imposed tighter financial controls, affecting the Ministry's ability to execute certain expenditures as planned.

To address these challenges, the Ministry must strengthen financial planning, enforce stricter expenditure controls, and enhance budget forecasting to ensure more effective resource allocation in the coming years.

### 14.2 FINANCIAL OUTLOOK FOR 2025

The financial outlook for 2025 presents both opportunities and challenges for the Ministry of Internal Affairs. Based on the financial performance in 2024, the following key projections and focus areas are expected:

- Improved Budget Planning and Allocation** – Given the high number of virements between payroll and operations in 2024, the Ministry aims to refine its budget planning to reduce misallocations and ensure funds are appropriately distributed across departments.
- Strengthening Revenue Generation Strategies** – With a strong revenue performance in 2024 (47% above target), the Ministry will focus on sustaining and expanding revenue streams. A key strategy includes leveraging digital services such as the new e-Visa portal and biometric passport system to



improve efficiency and increase collections. Additional revenue diversification opportunities will also be explored.

3. **Stricter Expenditure Controls** – The Ministry will implement stronger financial controls to manage operational overspending in areas such as printing, communication, equipment, and VAT. The experience with the supply bill in early 2024 has highlighted the need for better expenditure discipline.
4. **Payroll Management and Workforce Planning** – Efforts will be made to manage payroll liabilities more efficiently, particularly in addressing accumulated leave balances, acting allowances, and overtime payments. The Ministry will also prioritize filling long-standing vacancies, especially at the provincial level, to improve service delivery.
5. **Sustained Investment in Institutional Strengthening** – The newly established Internal Audit Unit will play a critical role in ensuring financial accountability and transparency, helping to minimize inefficiencies and unbudgeted expenditures.
6. **Operational Efficiency and Cost Control** – To address operational budget underspending (97% expenditure in 2024), the Ministry will refine expenditure forecasting and improve cost control mechanisms to optimize available resources.

While financial performance in 2024 demonstrated resilience and strong revenue collection, 2025 will require careful financial management to address overspending, improve budget planning, and sustain revenue growth. The Ministry is committed to ensuring fiscal responsibility while continuing to enhance service delivery, expand digital revenue collection services, strengthen compliance with financial regulations, and increase investments in infrastructure and disaster resilience.

### 14.3 INTERNAL AUDIT & COMPLIANCE

The Internal Audit Unit, established in 2024, plays a crucial role in strengthening governance, risk management, and financial oversight within the Ministry of Internal Affairs. Its mission is to enhance, protect, and promote good corporate governance through independent assessments of financial and operational processes.

#### Key Achievements in 2024:

- **Policy Development:**
  - Finalization of the Risk and Audit Committee Charter
  - Completion of the Audit Manual and MOIA Asset Guideline
- **Operational Progress:**
  - Regular financial system checks conducted
  - Successful spot checks for externally funded projects, including the UNDP VEEP project
- **Resourcing:**
  - Initial staffing support was established

#### Challenges & Areas for Improvement:

- Delayed establishment of the Risk and Audit Committee
- Need for an Internal Audit Management System, with gradual progress under the Vanuatu National Audit Office (VNAO) license
- Capacity building needs, requiring further training, and staffing



### Outlook for 2025:

- Strengthening audit coverage, quality, and reporting to the Director General and Audit Committee
- Full establishment of the Risk and Audit Committee
- Implementing a secure Internal Audit Management System
- Enhancing compliance monitoring with financial and governance frameworks

The MoIA remains committed to ensuring compliance with the Public Finance and Economic Management Act, Government Contracts and Tenders Act, budget appropriations, and financial circulars, ensuring transparency and accountability in all financial operations.

## 15. Statutory Authorities

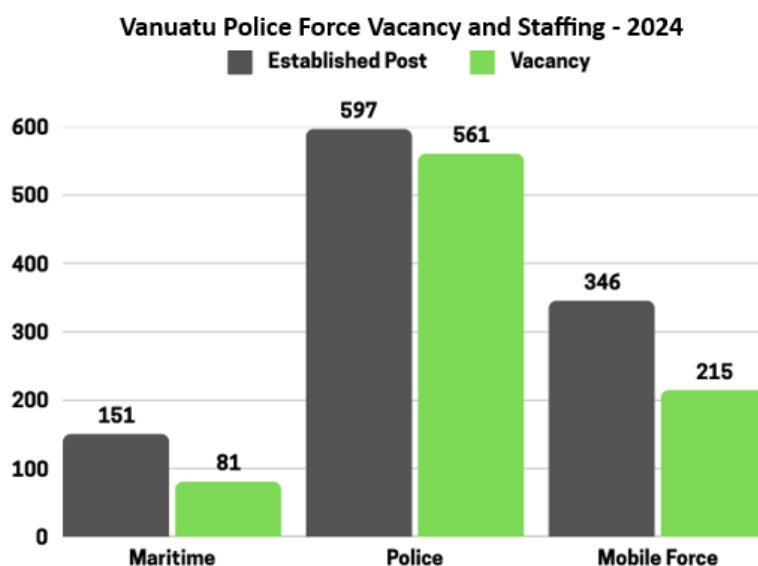
**figure 12: Police Service Workforce Break-down**

Department	Established Post	Vacancy (%)	Male		Female		Total Staff as of 2024
			Sworn	Unsworn	Sworn	Unsworn	
Maritime	151	53.64	62	0	7	1	70
Police	1158	48.45	438	4	140	15	597
Mobile Force	560	38.21	301	2	43	0	346
<b>TOTAL</b>	<b>1869</b>	<b>45.79</b>	<b>807</b>	<b>6</b>	<b>206</b>	<b>16</b>	<b>1013</b>

### 15.1 VANUATU POLICE FORCE STAFFING OVERVIEW (2024)

As of 2024, the Vanuatu Police Force had a total of 1,013 personnel, comprising both sworn and unsworn officers across the Maritime Wing, General Policing, and Mobile Force units. Despite ongoing recruitment efforts, the overall vacancy rate stood at 45.79%, highlighting staffing shortages across all divisions.

- The Maritime Wing had 70 personnel, with a 53.64% vacancy rate.
- The General Police Division remained the largest unit, employing 597 officers, but faced a 48.45% vacancy rate.
- The Mobile Force had 346 personnel, with a 38.21% vacancy rate.



**Figure 13: Police Force Staffing - 2024**

Gender representation within the force showed 206 sworn female officers and 16 unsworn female personnel, while male officers accounted for 807 sworn and 6 unsworn staff. Addressing these vacancies remains a priority to enhance national security and law enforcement capacity.

### 15.2 DEPARTMENT OF LOCAL AUTHORITIES



The Ministry of Internal Affairs, through the **Department of Local Authorities (DLA)**, continues to oversee the operations of **six (6) Provincial Government Councils** across Vanuatu. These include **TORBA, SANMA, PENAMA, MALAMPA, SHEFA, and TAFEA**, which are statutory bodies established under the Decentralization Act, CAP 230. The Ministry remains committed to strengthening decentralized governance, ensuring effective service delivery and enhanced coordination between provincial and national government structures.

In 2024, efforts were made to strengthen local governance structures, improve financial accountability, and enhance community engagement at the provincial level. This included capacity-building initiatives for council staff, improvements in local revenue collection mechanisms, and better integration of local development plans with national priorities.

#### Department of Urban Affairs and Planning

The Municipal Councils, namely Port Vila City Council (PVCC), Luganville Municipal Council (LMC), and Lenakel Town Municipal Council (LTMC), continue to operate as statutory bodies under the Municipalities Act, CAP 126. Their operational and financial reports will be compiled separately from this report.

In 2024, the Ministry through the Department of Urban Affairs and Planning worked closely with municipal authorities to improve urban service delivery, strengthen governance structures, and ensure alignment with the national development agenda. Several initiatives were undertaken to enhance urban infrastructure, improve waste management systems, and increase municipal revenue through streamlined tax collection processes.

Moving forward, the Ministry will continue to support local and municipal councils in strengthening governance, improving service delivery, and fostering inclusive and sustainable local development across Vanuatu.

## 16. NON-STATUTORY BODIES

### 16.1 PUBLIC LAND TRANSPORT AUTHORITY (PLTA)

The **Public Land Transport Authority (PLTA)** continues to play a vital role in regulating and managing public land transport operations across Vanuatu under the **Public Land Transport Act No. 4 of 2015**. The Authority, as a corporate body, is led by the **Chief Executive Officer (CEO)** and is supported by a **Board** comprising representatives from key government agencies and transport associations.

#### Decentralization of Services

In 2024, PLTA achieved a major milestone in its decentralization efforts — **Permit Officers are now stationed in all six provinces**. This has significantly improved **compliance enforcement, service accessibility, and coordination with Area Councils and transport stakeholders** at the local level. The presence of Permit Officers has enhanced PLTA's ability to **respond quickly to transport issues**, enforce regulations on the ground, and increase permit issuance and renewals in remote locations.

#### Joint Enforcement and Inspection Operations

PLTA has worked in **close collaboration** with the **Vanuatu Police Force (VPF)**, **Vanuatu National Provident Fund (VNPF)**, **Department of Customs and Inland Revenue (DCIR)**, and **Provincial**



**Governments** to conduct **joint inspection and enforcement operations** across the country. These operations focused on:

- **Ensuring compliance with transport regulations** by inspecting permits and vehicle roadworthiness.
- **Revenue collection through permit enforcement and inspections.**
- **Improving road safety and reducing illegal transport operations.**

Through these joint operations, PLTA has collected **over VT 3 million** in penalties and enforcement-related revenue in 2024.

### Database System Development

A major milestone for **2024** was the **development of the Human Resource Management Information System (HRMIS)** database. This system will enhance **staff management, payroll processing, and overall workforce administration** within PLTA. The database is **scheduled for launch shortly**, marking a significant step toward modernizing the Authority's internal operations and improving efficiency.

### Revenue Performance

PLTA's total revenue collection from **permits and inspections** in **2024 reached VT 59 million**, a significant increase from previous years. This improvement is attributed to:

- **Stronger enforcement mechanisms.**
- **Increased compliance among public transport operators.**
- **Improved permit and licensing processes.**

#### Office Space and Infrastructure

- The **main office in Port Vila** remains at the **Shefa Provincial Government Council compound**, providing workspace for **10 staff members** and a **conference facility**.
- The **vehicle impound area** can now accommodate over **25 vehicles**, allowing PLTA to effectively manage non-compliant vehicles.

#### Staffing and Capacity Building

PLTA currently operates with **10 staff members**, covering both **the main office in Port Vila and Permit Officers deployed across the provinces**. While this is an improvement from past years, the Authority continues to face **challenges in capacity and enforcement coverage** due to limited staffing.

#### Key Focus Areas for 2025

Looking ahead, PLTA aims to build on its successes by:

- **Launching and operationalizing the HRMIS database** to improve human resource management.
- **Enhancing transport enforcement and inspection operations** in collaboration with key stakeholders.
- **Consulting on amendments to the Public Land Transport Act** to strengthen regulatory frameworks.
- **Reviewing the Public Land Transport Tariff** to reflect current economic conditions.
- **Rolling out the updated transport database system** across all six provinces for improved monitoring and compliance tracking.
- **Strengthening revenue collection strategies** to sustain and improve service delivery.





## Conclusion

PLTA has made remarkable progress in enhancing transport enforcement, modernizing its internal systems, and strengthening revenue collection in 2024. The successful development of the HRMIS database, joint enforcement efforts, and record-high revenue collection highlight the Authority's commitment to improving transport governance and compliance across Vanuatu

## 17. REPORTS BY THE AUDITOR GENERAL

### Auditor General's Reports


- The Office of the Auditor General (OAG) conducts independent audits to review financial performance, risk management, and governance practices.

## 18. COMMENTS BY THE OMBUDSMAN

### Ombudsman's Oversight

- The Office of the Ombudsman investigates complaints and ensures the Ministry upholds ethical standards and good governance.

## 19. RIGHT TO INFORMATION

 **Right to Information Implementation** – Ensuring that all departments adhere to RTI Act obligations, making government data more accessible to the public.

## 20. DECISIONS OF COURTS

In 2024, the Ministry of Internal Affairs (MoIA) was involved in several legal matters, primarily labor-related disputes brought before the Trade Dispute Tribunal (TDT). These cases highlighted key issues such as employment terms, collective bargaining rights, and wage disputes.

The Tribunal facilitated resolution processes, including negotiations, conciliation, and formal hearings, to resolve these disputes fairly and in accordance with labor laws.



**The Trade Dispute Tribunal**

address

### Challenges in Legal Proceedings:

- Inadequate Facilities:** Limited hearing and conference rooms affected the efficiency of dispute resolution processes.
- Resource Constraints:** The increasing number of disputes strained available resources and administrative capacity.
- Legal Clarity:** Ambiguities in labor laws contributed to disputes, emphasizing the need for clearer regulations.



The Ministry remains committed to improving the dispute resolution framework and enhancing legal processes to ensure fair and timely outcomes

## 21. COMPLAINTS MECHANISMS

### Public Complaints Mechanism

- The Ministry has established complaint mechanisms across departments to allow citizens to report grievances related to services, governance, or misconduct.
- Awareness campaigns are planned for 2025 to strengthen public knowledge of complaints and redress mechanisms.

## 22. EQUITY

The Ministry of Internal Affairs remains committed to fairness, impartiality, and inclusivity across all its operations. Ensuring that equity, equality, access, and participation are embedded in policies and strategies continues to be a priority, fostering an environment where all employees can thrive and contribute meaningfully.

### **Inclusion**

The Ministry upholds a consultative and inclusive decision-making approach. In 2024, we reinforced our commitment to ensuring that all officers actively participate in discussions before key decisions are made. This participatory approach enhances workplace cohesion, allowing individuals to be treated with respect, have equitable access to opportunities and resources, and maximize their potential in contributing to the Ministry's success.

### **Accessibility**

The Ministry recognizes the importance of fostering a disability-inclusive workplace and acknowledges that physical accessibility such as wheelchair ramps and accessible restrooms is essential. It is also important to consider the needs and experiences of employees with disabilities when planning workplace infrastructure, and to proactively identify and address any accessibility barriers.

### **Participation**

With participation, an Executive Body was established at the corporate level, along with the appointment of Heads of Units within each department, providing avenues for all employees to be involved in management decisions on issues faced by the Ministry. This approach fosters greater ownership of work, enhances motivation, and ultimately leads to improved employee performance and increased productivity.



## 23. CAPITAL EXPENDITURE

Figure 14: Summary of MPM's Capital Expenditure by Items, 2024

Approved Capital Item(s)	Total Expenditures (VT)
Payment towards the Outstanding Vehicle G786	2,650,000
<b>Payment towards the Outstanding Vehicle G1505</b>	<b>900,000</b>
<b>Payment of Minister Back-up Vehicle</b>	<b>5,500,000</b>
<b>Tablets for voter registration</b>	<b>4,678,350</b>
<b>Replacement of Malampa Vehicle</b>	<b>3,700,000</b>
<b>Repair VPSC Office</b>	<b>438,080</b>
<b>Building Repairs &amp; Maintenance</b>	<b>1,846,551</b>
<b>Equipment Repairs &amp; Maintenance</b>	<b>1,909,179</b>
<b>House Repairs &amp; Maintenance</b>	<b>17,854</b>
<b>Ship Repairs &amp; Maintenance</b>	<b>582,100</b>
<b>Vehicle Repairs &amp; Maintenance</b>	<b>16,711,058</b>
<b>New Buildings</b>	<b>1,103,218</b>
<b>Building Renovations</b>	<b>3,395,790</b>
<b>Additional General Equipment</b>	<b>3,604,771</b>
<b>Computer Equipment</b>	<b>3,645,987</b>
<b>Heavy Equipment</b>	<b>34,696</b>
<b>Photocopiers</b>	<b>2,082,127</b>
<b>Replacement General Equipment</b>	<b>813,868</b>
<b>Specialized Equipment</b>	<b>390,985</b>
<b>Computer Software Purchases</b>	<b>41,121</b>
<b>Office Furniture</b>	<b>551,598</b>
<b>Additional Vehicles</b>	<b>2,994,045</b>
<b>Vehicles Replacements</b>	<b>2,956,524</b>
<b>First payment for Director Crim Vehicle</b>	<b>500,000</b>
<b>Payment of Cameras for CRIM Officers</b>	<b>938,686</b>
	<b>5,195,439</b>



<b>Payment of Border Vehicle-Immigration</b>	
<b>Repair works on Centre office- Immigration</b>	2,050,000
<b>1<sup>st</sup> 50% payment of Payment -Immigration</b>	1,102,190
<b>2<sup>nd</sup> 40% payment of payment-Immigration</b>	881,752
<b>Final payment of passport system- Immigration</b>	28,646,403
<b>Payment P. Port ENT. KIT for Embassies-Immigration</b>	10,924,147
<b>Complete payment of G1642-VEO</b>	1,400,000
<b>Payment of ID Equipment-VEO</b>	3,008,034
<b>A new VSAT/System for Southeast Tanna Area Council</b>	975,252
<b>2 new Solar Systems for East Santo and South/East Tanna Area Council</b>	1,044,366
<b>A boat for Makira/Mataso Area Council</b>	1,368,696
<b>2 Boat Engines for Yarsu Area Council and West Ambrym Area Council</b>	621,739
<b>DLA building partitioning</b>	450,500
<b>TOTAL (VT)</b>	<b>119,655,106</b>

## 24. FRAUD CONTROL

### Fraud Control Framework

- Strengthening internal controls to prevent misappropriation of funds.
- Ensuring strict procurement guidelines as per the Government Contracts and Tenders (Cap. 245) to eliminate financial misconduct.

## 25. CONTACT OFFICER

1. Director General, Mr Leith Veremaito
2. Executive Director, Mr Simone Tor Bebe



## 26. APPENDICES



### DEPARTMENT OF LOCAL AUTHORITIES (DLA)

program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
<b>DIRECTOR'S OFFICE</b>										
<b>Objective 2:</b> Improve service delivery through undertaking and implementing restructures	DLA Structure developed to improve service delivery and focus on strengthening of local authorities, regional planning and improved governance and finances.	<p><b>Documentation of:</b></p> <ul style="list-style-type: none"> <li>*New Organizational Structure</li> <li>*New Staff Job Descriptions developed for all positions</li> <li>*Revised Structure Narrative completed carrying justifications for the revised structure</li> </ul>	<ul style="list-style-type: none"> <li>*Revised Organizational Structure developed</li> <li>*Staff JDs developed</li> <li>*DLA Restructure Narrative completed and submitted.</li> <li>*Presentations conducted to DG MoIA, HRM MoIA and PSC.</li> </ul>	MICC	<ul style="list-style-type: none"> <li>The development of the DLA Structure, JD development of all job positions and the development of the DLA Restructure Document.</li> <li>DLA Restructure Document</li> </ul>	1	1	Submitted Completed 01/10/2		SOC 1.4 SOC 3.2 SOC 4.1 SOC 4.2 SOC 4.3 SOC 4.5 SOC 6.4 SOC 6.5





program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
					submitted to the Office of the DG MoIA for his endorsement and facilitation through CSU MoIA to the Public Service Commission (PSC).					ENV 3.1 ENV 3.3 ENV 4.1 ECO 1.2 ECO 2.3 ECO 2.6 ECO 2.7 ECO 3.6 ECO 4.2
<b>Objective 5:</b> Improving service delivery and organizational capacity through timely, planning, budgeting, reporting and the	Identification of Training Needs Important for improving staff capacity to support service delivery	OPSC Training Needs Assessment Form completed for DLA	Training Needs Assessment done via OPSC Forms and submitted to the HRM MoIA for compilation and submission to OPSC	MICC	Identification of Training Needs	1	1	Complete in March 2024		<b>SOC</b> <b>1.4</b> <b>SOC</b> <b>3.2</b> <b>SOC</b> <b>4.1</b> <b>SOC</b> <b>4.2</b> <b>SOC</b> <b>4.3</b>



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
administration of the department  Improve service delivery through undertaking and implementing restructures.										SOC 4.5 SOC 6.4 SOC 6.5 ENV 3.1 ENV 3.3 ENV 4.1 ECO 1.2 ECO 2.3 ECO 2.6 ECO 2.7 ECO 3.6 ECO 4.2
	Preparation of the 2025 DLA Budget based on the costing of Unit	2025 Budget Narrative completed, and presentation was made at the MBC	Development of the DLA 2025 Budget Narrative based on the resources needed	MICC	Input budget figures into the VBMS	1	1	Completed in May/June 2024		SOC 1.4 SOC 3.2



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
	activities and the allocated budget for DLA to support the implementation of its planned activities	through the Minister of MoIA	to implement the core activities earmarked under the decentralization program.							SOC 4.1 SOC 4.2 SOC 4.3 SOC 4.5 SOC 6.4 SOC 6.5 ENV 3.1 ENV 3.3 ENV 4.1 ECO 1.2 ECO 2.3 ECO 2.6 ECO 2.7 ECO 3.6 ECO 4.2



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
	Disciplinary Procedures enable an organization to ensure that its employees keep to the rules under the PSSRM. More importantly, they enable you, as an employer/Head of Department, to ensure that all breaches of the PSSRM are dealt with fairly and consistently.	Discipline is an ongoing aspect of the Department under the HR Role within the office of the Director/Deputy Director.	5 x DLA Staffs have been disciplined this year. To be more specific 1 staff was disciplined in Quarter 3 whilst the others were disciplined earlier.	MICC	Correspondence to address various stages of staff discipline: *Suspension Letters	10	5	*EDR covering 4 staffs have been completed and submitted to OPSC awaiting the Commission's decision.  *3 x Area Administrators suspended  *1 x Provincial Planner suspended  *1 x Provincial Accountant suspended  *PSC Decision on the outcomes of the Suspensions were still pending by the		SOC 1.4 SOC 3.2 SOC 4.1 SOC 4.2 SOC 4.3 SOC 4.5 SOC 6.4 SOC 6.5 ENV 3.1 ENV 3.3 ENV 4.1 ECO 1.2 ECO 2.3 ECO 2.6



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
								end of 2024 and hopefully will be decided on in 2025.  COMPLETED on the DLA Side		ECO 2.7 ECO 3.6 ECO 4.2
	The Annual Business Plan gives clear and strategic direction on Departmental work and linkages to the Ministry's Corporate Plan, Navara Strategy and the NSDP.	The Annual Business Plan 2025 scheduled for late 2024 (October)	* Discussion s is underway for 2025 activities  *October is the month allocated for a focused discussion and development of the Annual Business Plan (ADP)	MICC	Draft 2025 Annual Business Plan developed and submitted to MoIA CSU	1	1	COMPLETED		SOC 1.4 SOC 3.2 SOC 4.1 SOC 4.2 SOC 4.3 SOC 4.5 SOC 6.4 SOC 6.5 ENV 3.1 ENV 3.3 ENV 4.1





program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
										ECO 1.2 ECO 2.3 ECO 2.6 ECO 2.7 ECO 3.6 ECO 4.2
	Monitoring of work/activities undertaken by the Units within DLA	Completion and submission of Reports-Quarterly Reports (1-3), Half Year Report, Update Budget Narrative Report, Annual Report.	Reports submitted to the MoIA CSU on time.	MICC	*Quarter 1, *Quarter 2 and *Quarter 3 Reports *Half Year Report *Update Budget Narrative Report *Annual Report submitted to the CSU- M&E Unit and HRM Unit.	6	6	COMPLETED  Submission of: *Quarterly Reports (1-3) *Half Year Report 2024 *Budget Narrative Update Report *Annual Report		SOC 1.4 SOC 3.2 SOC 4.1 SOC 4.2 SOC 4.3 SOC 4.5 SOC 6.4 SOC 6.5



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
										ENV 3.1 ENV 3.3 ENV 4.1 ECO 1.2 ECO 2.3 ECO 2.6 ECO 2.7 ECO 3.6 ECO 4.2
	Regular visit to all Provinces to meet with Provincial Heads and staffs, to understand their current challenges and operations and	Reports developed to cover the Director's Visits. The challenge at hand is the transport and cash flow issues to allow for more visits.	Report on Director's Visit to Provinces	MICC	Report on each visit.	6	3 Only 3 Provinces visited so far (Sanma, Malampa & Tafea)	MOSTLY COMPLETED- Cashflow and flight issues caused the activity to scale down to only 3 visits.		SOC 1.4 SOC 3.2 SOC 4.1 SOC 4.2 SOC 4.3



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
	possibly attend some potential project launches in the Area Councils. These visits cover both provincial and area council visits.									SOC 4.5 SOC 6.4 SOC 6.5 ENV 3.1 ENV 3.3 ENV 4.1 ECO 1.2 ECO 2.3 ECO 2.6 ECO 2.7 ECO 3.6 ECO 4.2
	Re-establishment of Local Authorities	DLA to work with all 9 Local Authorities to sign the MoA to re-	*The 10 <sup>th</sup> LA Forum agreed for DLA to take lead in the re-	MICC	MoA signed between 9 Local Authorities	1	½ *LAAV Documents were	PARTIALLY COMPLETED		SOC 1.4 SOC 3.2



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
	Association of Vanuatu (LAAV)	establish LAAV and to support its role	<p>establishment of LAAV</p> <p>*LAAV Documents from the archive have been retrieved.</p> <p>*We will be fleshing out a timeline with program activities to support the re-establishment.</p>				<p>retrieved from the archive</p> <p>*Documents were disorganized</p> <p>*DLA Administration assisted to put all documents in chronological order</p> <p>*Will not proceed to having MoA's signed as a lot of work needs to be put into formally sorting out the whole institutional set up.</p>	Will move again into the 2025 Business Plan		<p>SOC 4.1</p> <p>SOC 4.2</p> <p>SOC 4.3</p> <p>SOC 4.5</p> <p>SOC 6.4</p> <p>SOC 6.5</p> <p>ENV 3.1</p> <p>ENV 3.3</p> <p>ENV 4.1</p> <p>ECO 1.2</p> <p>ECO 2.3</p> <p>ECO 2.6</p> <p>ECO 2.7</p> <p>ECO 3.6</p> <p>ECO 4.2</p>



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
<b>Objective 1:</b> Develop and support implementation of the relevant legislative frameworks, policies, and strategies in the area of decentralization .	A robust legal framework is developed to support the operations of our Provincial Councils and Department of Local Authorities	*Drafting instructions have been submitted to the Office of the Attorney General in regard to the amendments of the Decentralization Act (CAP 230).	*Amendments have been compiled *Drafting instructions have been developed. *DLA Team has met and discussed with the OAG Team	MICC	*Drafting instructions have been submitted to the Office of the Attorney General  *Feedback has been received on the prepared Bill.  *In late September, the Team from the OAG, came to DLA to discuss the new Regulation Order that overall guides the steps to amending legislations. *Team DLA used that Regulation to further solidify the work pertaining to the legislative amendment, so we have a COM Paper in place that has gotten approval for the amendment of	1	1	COMPLETED  Work on DLA's side is complete		SOC 1.4 SOC 3.2 SOC 4.1 SOC 4.2 SOC 4.3 SOC 4.5 SOC 6.4 SOC 6.5 ENV 3.1 ENV 3.3 ENV 4.1 ECO 1.2 ECO 2.3 ECO 2.6





program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
					the Decentralization Act.					ECO 2.7 ECO 3.6 ECO 4.2
<b>Objective 3:</b> Undertake capacity building & strengthening of human resources to improve service delivery, especially in the Provinces and Area Councils Develop and support implementation of the relevant legislative frameworks, policies, and strategies in the area of	A comprehensive induction helps new councillors to settle in, to understand their role and expectations, to forge strong relationships with the SG, Provincial Staffs and to build competence and confidence in serving their communities.	Training and Induction of New Councillor's	Report covering the Sanma Councillor's Induction has been submitted to the Office of the Director	MICC	Induction of New Councillors of the Sanma Provincial Government Council	1	1	COMPLETED		SOC 1.4 SOC 3.2 SOC 4.1 SOC 4.2 SOC 4.3 SOC 4.5 SOC 6.4 SOC 6.5 ENV 3.1 ENV 3.3 ENV 4.1



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
decentralization .										ECO 1.2 ECO 2.3 ECO 2.6 ECO 2.7 ECO 3.6 ECO 4.2
<b>Objective 5:</b> Improving service delivery and organizational capacity through timely, planning, budgeting, reporting and the administration of the department	Enable Provincial Investments as means to build the revenue base o the Councils.  A step up would be to use the current legal framework to improve revenue generation as per the	*Practical options clearly setting out the investment portfolio of each Provincial Councils  *Bylaws provide an avenue to enable new revenue initiatives.	*Revenue initiatives and possible investment options  *Minutes of the DLA HoU (Head of Units) along with recommendations .	MICC	Presentation of Updates to the Director's Office	1	6	COMPLETED  *The May HoU Meeting save the first presentation of the Revenue Initiatives by each Provincial Councils  *At the Budget Presentations in November 2024, all Provinces presented updates of the		SOC 1.4 SOC 3.2 SOC 4.1 SOC 4.2 SOC 4.3 SOC 4.5 SOC 6.4 SOC 6.5 ENV 3.1



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
	Decentralization Act (CAP 230)							Revenue Initiatives along with Area Council Revenue Initiatives.		ENV 3.3 ENV 4.1 ECO 1.2 ECO 2.3 ECO 2.6 ECO 2.7 ECO 3.6 ECO 4.2
	This grant will allow Rural Communities through Area Councils to undertake vital projects	Community and Area Council requests are supported through the discretionary grant facility coordinated through the Director's Office	Several community and Area Council Projects are implemented through the Grant Facility.	MICC	Grant Facility Reports are generated by the Finance and Planning Team	4	5	COMPLETED  Several community projects have been implemented through this Grant Facility. A final Area Council Report on the Projects implemented covering 2022		SOC 1.4 SOC 3.2 SOC 4.1 SOC 4.2 SOC 4.3 SOC 4.5 SOC 6.4



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
								to 2023 was developed in 2024.		SOC 6.5 ENV 3.1 ENV 3.3 ENV 4.1 ECO 1.2 ECO 2.3 ECO 2.6 ECO 2.7 ECO 3.6 ECO 4.2
	Enable investments and ensuring returns to the Local Authorities	Resolutions agreed at the LA Forum for DLA to continue to look for options to develop the Bukura Property as the revenue arm of the Local Authorities	There are several options that have been explored: *IFC/World Bank Housing Project *Proposal from VIPA *Proposal for Sub-division (proposed by SG	MICC	Options for Bukura Land by respective submissions	1	1	COMPLETED Nothing concrete has been chosen however options through different proposals have		SOC 1.4 SOC 3.2 SOC 4.1 SOC 4.2 SOC 4.3



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
			Penama-Moses Bani) *Dialogue happened with the Department of Agriculture and DLA but nothing has eventuated from this dialogue					been submitted.		SOC 4.5 SOC 6.4 SOC 6.5 ENV 3.1 ENV 3.3 ENV 4.1 ECO 1.2 ECO 2.3 ECO 2.6 ECO 2.7 ECO 3.6 ECO 4.2
	Supporting Revenue initiatives by way of by-in into existing	DLA is dedicated to support the growth of Local Authorities through	*Director DLA has written to the Ifira Stevedoring in regards to government	MICC	Update on the status of the agreement with the Ifira Stevedoring	1	½	<b>MOSTLY COMPLETED</b> *DLA has done its part to write		SOC 1.4 SOC 3.2





program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
	Corporate Entities,	connecting LAs to Corporate Entities to find avenues to support each other	shares to be divided to the Southern Local Authorities (Shefa PGC/PVCC/Tafea PGC & LTMC)		and Shefa PGC/Tafea PGC/PVCC/LTMC			to request Ifira Stevedoring to consider splitting its shares under the Government Share.  *Will continue the follow up again in 2025		SOC 4.1 SOC 4.2 SOC 4.3 SOC 4.5 SOC 6.4 SOC 6.5 ENV 3.1 ENV 3.3 ENV 4.1 ECO 1.2 ECO 2.3 ECO 2.6 ECO 2.7 ECO 3.6 ECO 4.2



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
Administration										
<b>Objective 5:</b> Improve service delivery and organizational capacity through timely planning, budget, reporting and the administration of the Department.	For DLA, provinces and Area Council to have records of the DLA events	Yearly Calendar 2024	Calendar printed and distributed to all provinces and Area Councils	MICC	All have records of DLA events	1	1	COMPLETED	RO 1.1.2	Soc 6.5
	Staff Leave Records updated	Facilitate staff leave records	installation of a Staff Leave Management System	MICC	Ongoing Proper record and management of staff leave	1	100%	<b>COMPLETED</b> *Updated on monthly basis	RO 1.1.2	Soc 6.5
	Appraisal submitted to the office of the Director	Facilitate staff's Appraisals	Ongoing and in accordance to timelines set out by PSC	MICC	Appraisals submitted to the office of the Director	Mid-year	100%	<b>COMPLETED</b> Section B submitted	RO 3.2.3	ECO 6.5
	Updated contacts	Update DLA, Area Council & Provincial Contacts	Ongoing update of all contacts	MICC	All contacts have been sent out	1	1	<b>COMPLETED</b>	RO 1.1.2	Soc 6.5
	Vehicle monitoring system installed	monitoring/tracking system setup on the Office Manager's PC Desktop	Geocal Fleet System installed on Office Manager's PC	MICC	Print Out Monthly Reports	1	12	<b>COMPLETED</b>	RO 1.1.2	Soc 6.5
	Record of vehicle runs and	Monitor vehicle booking and	Ongoing updates on vehicle running/cleaning	MICC	Vehicles are clean	1	1	<b>COMPLETED</b>	RO 1.1.2	Soc 6.5



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
	maintaining cleanness	vehicles are clean 3 times a week								
	Renovation's improvement	*Office Maintenance renovation.	Renovation is up to date	MICC	Report on Office Improvement	1	100%	COMPLETED	RO 1.1.2	Soc 6.5
		*Improvement of accessibility of people with Disability (wheelchair access)	*Disability Access is complete	MICC	Report on Walkway Completion	1	100%	COMPLETED	RO 1.1.2	Soc 6.5
	Installed Mini Water fountain	Beautification of front office	Mini Water Foundation and Beautification around it completed	MICC	Front office environment is beautified	1	100%	COMPLETED		Soc 6.5
Decentralization Unit										
<b>Objective 1:</b> Develop and support implementation of the relevant legislative frameworks, policies and strategies in the	Advance the Decentralization objectives	Decentralization Working Committee (DWC) meetings conducted Quarterly	1 meeting already conducted in the first quarter of this year	MICC	Meeting Agenda and Minutes	4	2	MOSTLY COMPLETED *First Meeting conducted in April.	RO 1.2 & 2.2	SOC 6.4



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
area of Decentralization								*2 <sup>nd</sup> meeting to held in October 2024.		
	To promote long-term capacity building and institutional knowledge as well as building a pool of skills trainers will help to sustain training even as elected official cycle in and out of office For different Provinces.	Training of trainers for elected official is conducted	Cost of the training has been costed pending the availability of the Trainer	MICC	Workshop Report	1	0	<b>NOT COMPLETED</b> Cost received for Training however no funds available for this activity	RO 1.2 & 2.2	SOC 6.4
	Gaps within the Decentralization Act is identified and amended	Drafting instructions submitted to OAG	Drafting instructions with COM decision submitted to OAG	MICC	Copy of Drafting instruction	1	1	<b>COMPLETED</b> *Awaits draft bills and ensure to work closely with AOG to ensure it is listed in the 2025 Ordinary Sitting of Parliament	RO 1.2 & 2.2	SOC 6.4



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
	Effective collaboration with major stakeholders (PSC, DSPAC & Finance) to identify an effective subnational structure for effective and efficient service delivery and implement DWC meeting Resolutions	Meetings and consultation conducted	Meetings conducted and consultation completed in Tafea and Penama Province and currently conducting consultation with Line Ministries	MICC	Meeting Minutes and Consultation Reports	2	100%	Provincial Consultations completed and 13 Ministries consultation completed	RO 1.2 & 2.2	SOC 6.4
	Provincial Regulations and Frameworks are updated for effective operation s of the councils	Provincial Regulations and standing orders are reviewed and updated	Starting the Activity this year with 5 Provinces – Standing order draft completed,	MICC	*Provincial Standing Orders is in Draft  *Provincial Staff Regulation is in Draft	2	100%	<b>COMPLETED</b> *Provincial Standing Order is complete and is in draft similarly with the Provincial Staff Regulation  *Awaiting consultation in 2025	RO 1.2 & 2.2	SOC 6.4





program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
	To ensure rules and guidelines are in place for the community in terms of Land use and Zoning, Business license, Citizens and public welfare and also provide the revenue for the provincial council	Provincial By-Laws have been drafted submitted for gazette	Working with Provinces to identify by- laws	MICC	Copies of by- laws submitted to OAG for Review and Gazette	4	2	<b>MOSTLY COMPLETED</b>  *Work with Sanma and Tafea and already submitted to SLO for review. *Completed the review of By-laws of Penama and Torba PGC and submitted them back to the respective provinces for their final considerations before reverting back to DLA for facilitation to the OAG for gazettal.	RO 1.2 & 2.2	SOC 6.4
	To track and monitor the progress of by-laws for	The excel to track and monitor the Provincial by-law	Excel develop and currently used by the	MICC	Copy of the Excel	1	1	<b>COMPLETED</b>	RO 1.2 & 2.2	SOC 6.4



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
	different Provinces as well as the information regarding the Provincial By-laws are organized	has been developed	Decentralization Unit							
	The Elected handbook is of relevance and Practicality	Workshop conducted to identify content of the Elected Handbook	Workshop conducted	MICC	Meeting Minute and Report produced	1	1	<b>COMPLETED</b>	RO 1.2 & 2.2	SOC 6.4
	The Elected official Handbook will serve as an important resource to support good governance, ethical conduct, and effective representation of the Sub-national Elected Officials	Elected official Handbook is drafted	Draft Handbook is complete	MICC	Copy of the Hand Book	1	1	<b>COMPLETED</b> *Still in Draft *Will be re-assessed again in 2025		SOC 6.4
	Better Coordination of	Schedules and Conduct meetings	An ongoing Activity	MICC	Copies of MOU/MOA	1	0	An ongoing Activity		SOC 6.4



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
	Programs and Services, Accessing Resources and Expertise as well as sharing Best Practices and innovation	with Partners and Agencies						*Dialogue with NBV for potential MoA in 2025		
	To identify Best Practices and Evaluating Existing Capacity on Service Delivery Models that will be effective and efficient	Conduct scoping and research visits to improve service delivery models	Scoping done at the Area Council Level	MICC	Report	2	2	Completed to Provinces – Reports to be yet submitted		SOC 6.4
	The department will be more effectively inform, serve and engage with the public as well as improve internal operations by the	Work with OGCI O to develop the Department website	*Work in Progress – Currently filling in the Template provided by the OGCI O *Submit website documents to OGCI O at the end of this September 2024.	MICC	Copy of the Template	100	100%	<b>COMPLETED</b> *DLA Website established and online		SOC 6.4



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
	establishment of the website									
Regional and Development Planning Unit										
<b>Objective 5:</b> Improve service delivery and organizational capacity through timely planning, budget, reporting and the administration of the Department.	Provinces and Area Councils have access to grants or Funding opportunities to help support their initiatives.	Donor Directory	Completed	MICC	Compiled Donor Forms/ Guidelines	1	1	<b>COMPLETED</b>  *Completed and sent to Provincial Councils and Area Councils		SOC 6.4
	Increased working collaboration to improve service delivery that will enhance stakeholders' satisfaction	Signed MoUs or MoAs	2 MoUs	MICC	Signed MoUs	3	2	<b>MOSTLY COMPLETED</b>  *MoU with VBoS & Welchman Keen (Economic Micro Hub)		SOC 6.4
	Effective resource management and well managed administrative boundaries to ensure	Gazetted Map of all Area Councils	All verifications completed	MICC	Copy of final Maps	1	100%	<b>COMPLETED</b>  *Verification completed *Gazettal process started		SOC 6.4



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
	improvement in service delivery									
	Improved accessibility to Community Profiling data which will enhance comprehensive decision making to address the Community Needs	*Community profiling data *Summary of Submission to KOBO	All Area Councils gone through KOBO training	MICC	Community profiling analysis report	1	95%	<b>MOSTLY COMPLETED</b> All AAs underwent training and data submission and data cleaning in progress		SOC 6.4
	Increased accessibility and efficiency of public service	Equip a fully-fledged one stop shop Area Council	Opening of Southeast Tanna Area Council & Opening of Tasmalun Mini Hospital (Piloted Model of the Service/Economic Hub)	MICC	Report of fully fledged/ equipped AC building	1	100%	<b>COMPLETED</b> *Southeast Tanna AC established as a fully-fledged one stop shop		SOC 6.4
	Fair Idea of the 8 Approved proposed new town/and or Regional Hub site's	Profiles of 8 Areas as Potential New Towns/And or Regional Hubs in place	Collating data and information from available sources to be integrated into the Profiles	MICC	Profiles in place	8	100%	<b>COMPLETED</b> *List and mapping out of Regional Hubs around Vanuatu		SOC 6.4





program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
	population, land use and ownership, transport routes, economic activity, natural and harvested resources , physical barriers to growth, climate and geological risks, Infrastructures, utilities, services, etc to ensure proper planning into the future.									
Finance Unit										
<b>Objective 5:</b> Improve service delivery and organizational capacity through timely planning, budget, reporting and	Submission of Audit reports to the Office of the Director	Audit Reports produced	<ul style="list-style-type: none"><li>3 Area Council Reports and 1 Provincial Internal Surprise Audit Report</li></ul>	MICC	*Conducting of surprise audits at the Area Council level  *Surprise Internal Audit Reports produced and submitted	30	6	<b>PARTIALLY COMPLETED</b>  *There were several issues that lead to the Audits not being carried out fully:		SOC 6.5



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSDP
the administration of the Department.			(Torba) submitted to the Principal Finance Officer (PFO) 3 Area Council Surprise Audit Report conducted as part of the Provincial Surprise Audit carried out in July 2024					*Staff shortage since the beginning of the year.  *Staff assigned to serve in another province  *Flight issues  *The recent Finance & PSC Circular giving sanctions on cashflow and travels.		
	2023 Audited LA Financial Statements are completed	2023 LA Financial Statements sent to the Office of the Auditor General	*2023 LA Financial Statements submitted to the Office of the Auditor General  *The Auditors audited the 2023 LA Financial Statements	MICC	Assist the Accountants on the drafting responses of the Financial Statements for their respective Provincial Councils	6	6	<b>COMPLETED</b>  *This is an annual and ongoing process -The Auditing has commenced *Feedback to the respective Provincial		SOC 6.5



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
			<p>*The Auditors requested information through Management Letters for respective Councils</p> <p>*DLA Finance team supported the accountants by drafting responses to the queries raised by the Auditors</p>					<p>Councils has been done</p> <p>*LA's with the help of the DLA Finance Team is providing response to the Auditors</p> <p>*The Audit work will be completed hopefully in Quarter 4.</p>		
	Capacity building is important to develop and strengthen skills and abilities of staffs. This, in turn, helps the team achieve their objective s, manage challenges in the workplace,	Provide report of refresher training on the Smart stream	<p>Trainings are delivered annually as refresher courses to help improve the standard and delivery of services provided by the finance sections of the Provincial Councils</p>	MICC	Provide Refresher training to the Provincial Accountants on Smart stream	1	1	<b>COMPLETED</b>		SOC 6.5



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
	establish good governance, and contribute to organizational growth more effectively.									
	A register of assets is a crucial tool for any organization. It helps with asset management, financial Reporting, Maintenance scheduling for the institutions (Area Councils/ Provincial Councils)	Asset registry listings for the Provinces and Area Councils are updated	Asset Registry listing has been conducted for 3 Area Councils	MICC	Inventory stock take of Assets purchased in the Area Councils and the Provinces	71	3	<b>NOT COMPLETED</b> *Staff shortage and other administrative and logistical circumstances has greatly affected this activity		SOC 6.5
	An internal Pool of Funds earmarked to support LA investments	Expenditure reports of the Provincial Investments (LA Contributions)	Reports will be generated through the Smart Stream covering the LA contributions	MICC	Contributions to LTMC via the Smart stream	1	1	<b>MOSTLY COMPLETED</b> *DLA Finance Unit is working closely		SOC 6.5



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
								with Provincial Councils *Funding is set aside for contribution to the receiving LA-Lenakel Town Municipal Council		
	Preparation of the 2025 DLA, Provincial and Area Council Budget based on the costing of Unit activities and the allocated budget for DLA, Provincial and Area Councils to support the implementation of its planned activities in the following year.	The Provinces, Area Councils and Department 2024 budget is entered into VBMS	The 2025 DLA, Provincial and Area Council Budget Narrative is entered into the VBMS	MIC C	Assist the Accountants with their respective Provincial and Area Council VBMS entries	6	6	<b>COMPLETED</b>		SOC 6.5
	Effective office budget management involves setting	Better financial management of	An ongoing aspect to an effective and	MICC	*Processing the payments for Bills, overdue bills,	1	1	<b>ONGOING</b>		SOC 6.5



program	Outcome Indicator	Output or service target	Performance to date	Activity	Performance indicator	Target	Performance to date	Comment	Link to NRS	Link to NSD P
	clear goals, regularly reviewing and updating budgets, prioritizing spending, implementing cost controls, and analyzing expenses .	Dept Bills, workplans etc	efficient institution. This mostly covers the operational and logistical costs associated to the work of DLA		workplans, etc for the Department. *Monthly update on Units cost centers fund availability  *Improve Scanning System of LPOs					
	The Financial Regulation provides a framework for managing The council's financial affairs	Establish LA Financial Regulation	This is an activity that has not commenced	MICC	Drafting of the Financial Regulation and send it to the Councils for approval during May sitting	1	0	<b>Not completed</b> This activity will be moved for implementation in 2025 and extended to cover other financial frameworks.		SOC 6.5





## DEPARTMENT OF URBAN AFFAIRS AND PLANNING

Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
Corporate Service Unit													
	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,	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	2	1.1.1 Legislative review CAP 90 (New amendments)	X	X	X	X	Director, SFEO		Completed draft amendment.	SOC 6.4, SOC 6.5	
				1.1.2 Consultation with stakeholders	X	X	X			Need to consult with Compliance Manager, CSU and OAG			
				1.1.3 Facilitate drafting instructions, facilitate submissions of legislation (CAP.90) to OAG and draft of COM Paper			X			Possibility of delay from OAG			



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
MIAB	audit and reporting.	and foreshore areas.		1.1.4 Legislative COM Paper for CAP. 126	X	X					COM Paper endorsed by COM		
				1.1.5 Review and facilitate submission of legislation (Amendment) to the Office of Attorney General			X				Drafting almost completed		
		1.2 Support the municipalities in their annual audits including develop strategies to address weaknesses identified.	1	1.2.1 Facilitate Municipality audit submission to the National Audit Office (NAO)	X	X			SFPO		LMC Clerk and accountant been summoned by PAC		
				1.2.2 Facilitate review of Drafts Audits	X	X					LTM submit direct to Barret and partners and (PVCC) LMC to auditor General.		



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS											
700	Department	Department of Urban Affairs and Planning											
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Operational Report Q1/2/3/4-2024		Linkages to NSDP	
				1.2.3 Facilitate payment of audit to auditors	X	X							
			1	1.2.4 Prepare audit Plan to Office of the Director	X	X							
				1.2.5 Raise LPOs for logistics payment	X	X						Ongoing	
				1.2.6 Conduct surprise audit	X	X						Need to conduct surprise Audit on second quarter.	
				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	1.3.1 Seniors and Managers to prepare and provide monthly, quarterly and six- monthly report to the office of the director	X	X	X		X		Director, AO, SFPO	This is an ongoing activity done by senior officers



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	Linkages to NSDP
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks	Linkages to NSDP	
				1.3.2 Submission of reports to Senior Executives and office of the Director General	X	X	X	X			Ongoing		
				1.3.3 Conduct review meeting for Business Plan 2024		X	X				Issue with urban council, delayed report submission		
				1.3.4 Develop draft Business Plan for 2025		X	X				Draft Completed		
				1.3.5 Develop Budget 2025		X					Completed		
				1.3.6 Enter budget 2025 to VBMS		X					Completed		
				1.3.7 Attend DCO and MBC meetings for budget discussions			X				Completed		
				1.3.8 Assist office of the Director General, linkage with EA and SA							Local TA (Margaret M) assist DUAP in linking the		



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
				on budget 2024 appropriations				X			objectives with the outcomes EA provide assistance with 2025 Budget submission		
				1.3.9 Finalization of 2025 Business Plan				X			Completed 2025 Business Plan		
		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, Deputy Town Clerk, Senior Town Clerk, LMC	X	X					Induction completed		
				1.4.2 Conduct training on GIP proposal	X				SFPO		Completed training on NPPs and GIP proposal by Local TA (Margaret M) and Tas from GPVURP		







Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS											Linkages to NSDP		
700	Department	Department of Urban Affairs and Planning											Operational Report Q1/2/3/4-2024	Comment & Risks	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe					
		Report x 1 supported by ICT based verifiable data		1.6.2 Preparation and submission of report to the office of the Director		X		X				Completed half yearly report			
				1.6.3 Submission to the office of the DG		X		X							
		2.1 Develop new partnership arrangements including investment & donor projects to support the growth and manage issues in the urban areas and foreshore	3	2.1.1 Provide technical assistance to development Project partners/stakeholders and Municipalities	X	X	X	X	Director, PUPO, SFO,			On-going		SOC 6.4	



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS													Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning													Operational Report Q1/2/3/4-2024	Linkages to NSDP
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks	Linkages to NSDP				
		development														
MIAB	2. To enable partnerships for urban centers development (provincial, municipal & mini township);	2.2 Support Municipalities in decentralization to enable services to be better delivered and managed at the ward level	12	2.2.1 Provide timely reminder to Town Clerks for submission of monthly reports	X	X	X	X	Director AO,		Reminders to all Municipal Town Clerks and Accountant to submit first and second quarter reports  Reports sometimes delay due to change in leadership	SOC 6.4				
MIAB	3. Institutional Strengthening	3.1 Undertaking restructuring of the department		3.1.1 Review of structure			X	X	Director AO, SFO,		Restructure in progress	ENV 2.2				
				3.1.2 Review of job description's				X			Completed review of Town Clerk's JDs					
				3.1.3 Seeking approval from PSC			X	X			JD's been sign off by Director, DUAP					



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										
700	Department	Department of Urban Affairs and Planning										
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks	Linkages to NSDP
				3.1.4 Advertisement of positions			X	X			Completed advertisement of Director	
MIAB	4. Provide interactive ICT based systems for improved administration;	4.1 Use ICT systems to integrate administration on and planning data in “real time” / Provide guaranteed and cost-effective options to improve office workflow	1	4.1.1 Integrate current e-filing system	X	X	X	X	Director, AO		This is an ongoing activity done by the office of the Admin Officer	
				4.1.2 DUAP e-planning tool/system					Director		TA recruited Geoserver create by team OGCIODUAP e-planning in progress	SOC 6.1, SCO 6.4
				4.1.3 Update and maintain DUAP website	X	X	X	X	SFDO, SGISO	Ongoing		
				4.1.4 Foreshore unit database	X	X	X	X	Director, SFPO, AO	TA recruited Geoserver create by team OGCIODUAP e-planning in progress		



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										
700	Department	Department of Urban Affairs and Planning										
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks	Linkages to NSDP
											Development of DUAP e-planning in progress	
MIAB	5. To provide a strong efficient and effective Department administration, restructures, human resource capacity and management, business planning, reporting and monitoring and evaluation.	5.1 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	5.1.1 Prepare and submit financial Visa(s) to MFEM for recruitment	X				SFPO, AO		Completed financial Visa(s) Senior Finance and Procurement Officer, Director and Town Clerk, LMC A/PFDO completed	SOC 6.4
				5.1.2 Assist HRM MOIA to obtain approval for advertisement to PSC	X						Completed submission of direct appointment of Foreshore Development Officer	



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	Linkages to NSDP
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks	Linkages to NSDP	
				5.1.3 Advertisement of position / Begin recruitment process and selections	X	X					Director and Town Clerk, LMC appointed by PSC		
				5.1.4 Conduct inductions	X	X				Completed induction			
				5.1.5 Prepare and submit Salary authorization form to MFEM	X	X				Completed submission of Salary authorization form for Director and Senior Finance & Procurement Officer			
				5.1.6 Procure Office equipment for new staffs	X	X				Completed			



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
				5.1.7 Procure replacement of office equipment for staffs	X	X	X	X			Completed purchase new laptops for new staffs		
		5.2 Vehicles Maintenance	4	5.2.1 Regular servicing of office vehicles, road worthiness	X	X	X	X	Driver/Message, SFPO, AO		Completed full vehicle services for G62 after National Referendum		
				5.2.2 Assist with administration and finance	X	X	X	X	Driver/Message, SFPO, AO		On going Continuous assistance with administration and finance unit		
		5.3 Provide Detail Plan	1	5.3.1 Office landscaping and MOIA beautification		X	X	X			50% of design completed – Independence landscaping, car		SOC 6.4





Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
									SEPO, SFDO, AO, SUPO, UPO		parking park, beautification Project under GPVURP		
		5.4 Prepare NPP	1	5.4.1 Expansion of office				X	Director, PUPO, SHSO		50% design completed – expansion of DUAP & CSU, MOIA office under GPVURP		SOC 6.4
<b>Municipalities</b>													
MIBC	6. To improve administration and financial management of the municipalities	6.1 Support effective and efficient operations, financial management and administration of	12	6.1.1 Provide reminder to All Municipalities for submission of reports	X	X	X	X			Sent reminders to all municipalities Town Clerks and Administrators to submit first and second quarter reports		



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP		
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024		Linkages to NSDP
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks	Linkages to NSDP		
		municipal councils		6.1.2 Review of monthly, quarterly, annual Municipality reports		X		X	Driver, SFPO, AO		Completed review of quarter 1 & 2 reports	SOC 6.4, SOC 6.5		
								X			Report sometimes delays due to change in leadership			
				6.1.3 Provide feedback to Municipality on reports		X		X						
				6.1.4 Review financial regulation and staff regulation	X	X	X	X			Hon. Minister (Acting) signed the PVCC @Municipal Council (Financial Instructions) (Amendment) Order No. of 2024			



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS											Linkages to NSDP
700	Department	Department of Urban Affairs and Planning											Operational Report Q1/2/3/4-2024
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
				6.1.5 LMC and LTMC to develop financial regulation and procedures	X	X	X	X			Document still in draft		
			1	6.2.1 Provide technical advice to councils on revenue improvement plan initiatives		X			Director, SFPO,				
				6.2.2 Provide technical advice and support to LTMC on revenue initiatives and beautification plan	X	X			SFPO, UPO		DUAP purchase Solar Street lights for LTMC		
MIBC	7. Support social and economic development of the municipalities are well	7.1 Oversee implementation of urban planning for all urban development	5	7.1.1 Provide technical assistance on Municipality projects	X	X	X	X	Director, PUPO, SFEO, UPO		Completed proposed boundary map for PVCC expansion, risk hazard maps around the	SOC 6.5, SOC 6.6, SOC 4, EC 2.3	



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
	coordinated, properly planned										proposed areas for flooding and tsunami and subdivision map to locate subdivision boundary and lease title number		
											Solar streetlight, dust bin and pill board are part of beautification - LTMC		
		7.2 Seek additional funding to support Municipalities projects		7.2.1 Preparation and submission of GIPs to DSSPAC	X	X	X	X	Director, PUPO, SFEO, UPO		Completed two NPPs, however was removed by Finance Manager on VBMIS		



M04	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
MIBC	8. Review and create new by-laws in the municipalities to achieve better outcomes for the urban taxpayers and public	8.1 Promote and support investments at the municipalities to enable improvement to services and businesses	3	8.1.1 Review and facilitate submission of Municipalities By-laws to AOG	X	X	X	X	Director, PUPO		LTMCI By-laws submitted to OAG	SOC 6.4, EC 1.2	
MIBC	9. Create a recovery plan for municipalities in the event of a disaster	9.1 Submit a National Early Recovery Action Plan to Recovery Operations (ROC)	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		Possible delay of National Early Recovery Action Plan from urban council's	SOC 6.4, SOC 6.5, SOC 6.6 ENV 3.3	
Urban Planning Unit (UPU)													
MIBA	10. To develop all urban planning policies, urban strategies and urban designs	10. 1 Regulate new planning policies, regulations and planning	3	10.1.1 Develop COM Paper for Urban Planning Policy 10.1.2 Develop Planning Guidelines	X	X	X	X	PUPO, SUPO, SHSO, UPO, SHSO		COM paper completed and endorsed by COM		
					X	X	X	X			Finalization of TOR for TA		



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
		standards to improve planning practices within the Declared Physical Planning Areas (PPA)									supported by ADB for the Urban Development Policy Framework Ms. Collen Mary Gollach and Mr. Brian Philip been recruited by ADB		
					X	X			PUPO, SUPO, UPO, SHSO		Established zoning working team for Sola PPA		
						X					Completed travelling logistics for Luganville and Rovo Bay		
						X					Completed wider consultation at Lonnoc		
				10.1.3 Create Working group with stakeholders and Line agencies									
				10.1.4 Procurement of travelling logistics									
				10.1.5 Consultation with Stakeholder and Wider group									





MINISTRY OF INTERNAL AFFAIRS												
Mo4	Ministry	Department of Urban Affairs and Planning										Linkages to NSDP
700	Department											Operational Report Q1/2/3/4-2024
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks	
				10.1.6 Recruitment of TA	X	X					Mr. Derek Brien been recruited as GFG TA for both DUAP & DLA, to develop Urban Planning & Housing Policies Framework TA recruited for National Housing Policy	
				10.1.1.7 Drafting of planning policy paper by TA		X	X	X			Completed COM paper, await clearance from DG	
				10.1.8 Conduct consultation with Stakeholders and Wider Community				X			Comprehensive consultation in Epi Housing Policy	



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
		10.2 Disseminate quality and quantity information on new Planning Policies through workshops, meetings and social media.	4	10.2.1 Conduct awareness on media outlets and social media platforms			X	X			Completed draft leaflet/pamphlets		
				10.2.2 Support 7 urban projects	X	X	X	X			On-going projects Project attend: 1. ECARE (expanding conservation Area Reach & Effectiveness) - attended workshop - steering committee member - launching		



MINISTRY OF INTERNAL AFFAIRS													
Mo4	Ministry	Department of Urban Affairs and Planning										Linkages to NSDP	
700	Department											Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
											2. UPU Team Meeting in LTMC regarding beautification & Revenue initiative  3. Greater Port Vila Urban Resilience Project  (GPVURP) – Project Implementation Assistance Consultants (PIAC) training – range of topics		



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
											such as: Examining Urban Trends, Review of RUDSAP Multi-hazard Risk Mapping, Asset Management Strategy, Gender issues relating to GPUVRP activities.  4. PVUGMP - Independence Park Beautification Project – Implementation of Independence of Independence Park Car Park) - Replacement of		



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
											old Vanuatu flags on solar poles with new flags  5. Pacific Urban Resilience Measuring Index (PURMI) - Update data and metrics where applicable  6. Purchase Solar lights and poles for LTMC  7. Luganville Urban Water and Sanitation Project		



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS											
700	Department	Department of Urban Affairs and Planning											
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks	Linkages to NSDP	
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 modernize the legislative framework to support urban planning	3	11.1.1 Inform council on current legislative amendments	X	X			Director, SUPO, UPO, SFDO		Completed successful induction for LMC councilors and staffs	SOC 6.5, ECO 3.6	
MIBA	12. To develop legislative & policy frameworks for housing	12. 1. Disseminate quality and quantity information on new Planning	3	12.1.1 Develop framework for Housing Policy		X	X		PUPU, SHSO		COM Decision No. 187: Establishing A National Housing Policy. Dated 10th May 2024 -		





Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
	developments and informal settlements	Policies through workshops, meetings and social media.									Recruitment of Housing Policy TA, Mark Vaughn - Development of Supply and Demand thru the Housing Value Chain Analysis conducted by HFHA (1st draft to be submitted 1st week of July) - Review and update of National Building Code.		
				12.1.2 Conduct consultation upon request of Local Authorities		X	X				Finalization of TOR of NBC Team of consultants.	SOC 6.4, ENV 3.1	



MINISTRY OF INTERNAL AFFAIRS															
Mo4	Ministry	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024			Linkages to NSDP
700	Department	Department of Urban Affairs and Planning													
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks				
											Recruitment of Team Leader SOC 6.4, ENV 3.1. Advertisement of other Team members underway				
MIBA	13. To promote security and safety of Ni-Vanuatu especially for those migrating from rural areas into urban areas	13. 1. Establish new Physical Planning Areas and extend existing declared Physical Planning Areas	2	13.1.1 Facilitate intention of declaration any PPA to AOG	X	X	X	X	Director, PUPO		OAG gazette Notice of Intention to declare Tongoa-Shephard Islands Physical Planning Area and North/Northwest of Efate Physical Planning Area located within SHEFA Provincial Government Council	SOC 4, ECO 2.3, ECO 3.6			



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
				13.1.2 Facilitate final declaration of PA to SLO for gazetetal	X	X	X	X			Request official gazette for final declaration		
				13.1.3 Establish SMART City	X	X			Director, PUPO, Urban Planning Unit	Connect with Tourism Concept Plan for Havanna Harbour/ Mariner mini town & Naouneban Marina’s			
				13.1.4 Recruitment of interns to assist with the Projects					Director, PUPO	Completed recruitment of two (2) interns			
				13.2. Assist with development of new Zoning and Development control plan for	1	13.2.1 Finalize zoning and development control plan documents for Sola and Rovo Bay	X	X			PUPO. SUPO, UPO, SGISO		TA recruited by GFG
												Completed Sola Zoning and	



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
		Declared Physical Planning Area									Development Control Plan.  TPGC council endorsement  Awaiting Lease application to be endorsed by LMPC  Completed draft Zoning for Rovo Bay (drafting of the documents and 1st consultation with MIPU and SPGC and DOL [for subdivision] in progress)		



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
				13.2.2 Develop draft zoning and development control plan for Saratamata			X		UPO, SGISO				
		13.3 Assist DLA to identify potential economic and service hubs	3	13.3.1 Support RDPU Unit staff and provincial planners to develop regional growth framework plans to identify potential economic and service hubs		X			Director, Urban Planning Unit		COM Paper endorsed by COM		
				13.3.2 Scoping and observations of three (3) proposed hubs		X	X		Director, Urban Planning Unit		Completed draft Concept Plans for Nebraintata & Naouneban		



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
	14. Enhance staff capacity, 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.	14. 1. Contract qualified and experienced consultants and new staff to perform the technical roles required by the department	1	14.1.1 Prepare TA contract			X		PUPO, Director, SFPO		Completed GPVRP Planning and Project Management Support		
				14.1.2 Contract TA			X		Director		Consultant (Mr. Derek Brien) was hired to assist DUAP and DLA Completed PURMI Local Project Coordinated contract Contract Mr. Thierry Contract Mr. Brian Phillips		





Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										
700	Department	Department of Urban Affairs and Planning										
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Operational Report Q1/2/3/4-2024		Linkages to NSDP
											Status / Timeframe	SOC 6.4, SOC 6.1, ECO 3.6
											Contract Mr. Mandes Tangaras	
				14. 1.3 TA to support strategies for urban and peri-urban settlements				X			Housing Policy COM Paper endorsed by COM	
				14.1.4 Seek assistance from VIPAM and project donors for training and workshops.	X	X	X				1. Training by the Donor Partner – World Bank (Lonoc Trip) (Greater Port Vila Urban Resilience Workshop)	



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Operational Report Q1/2/3/4-2024			Linkages to NSDP
700	Department	Department of Urban Affairs and Planning										Status / Timeframe	Comment & Risks		
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC						
													2. International Finance Corporation & Affordable Housing Institute Stakeholder Workshop Meeting		
		14. 2. Build the capacity of planners through training to perform the required planning roles and responsibilities as expected from the Department.	2	14.2.1 Attend trainings and workshops provided by VIPAM and other relevant organizations	X	X	X						1. Attend training in China -Seminar on Marine Spatial Planning and Blue Economic Development for Vanuatu 2. Attended Subregional Pacific Women Leaders		



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
											Programmed in Suva, Fiji 3. Attend the Conference forum for land sector under Vanuatu Affordable & Resilience Settlement Project (VARS) in Washing, DC 5. Attended Regional Capacity- Building Workshop on Delivering Climate Change Solutions for Pacific Island Countries		



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Operational Report Q1/2/3/4-2024			Linkages to NSDP
700	Department	Department of Urban Affairs and Planning										Status / Timeframe	Comment & Risks		
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC						
													6. Attended Pacific Regional Disaster and Emergency Managers Meeting in Fiji		
MIBA	15. Provide technical and GIS support to Urban Planning and Foreshore Units.	15.1. Support Urban planning activities and projects through data collection / analysis and map production		15.1.1 Develop e-planning tool/system	X	X	X	X	Director, SGISO				TA recruited Geoserver create by team OGCI0 Development of DUAP e-planning in progress		SOC 6 ECO 2 ENV 4.1
				15.1.2 Produce maps to support urban planning unit activities	X	X	X	X	SGISO				Maps produced (risk/hazard, cadastral, boundary, zoning, etc.)- Ongoing activity		



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS											Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning											Operational Report Q1/2/3/4-2024	Linkages to NSDP
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks	Linkages to NSDP		
											2nd Quarter Mapping activities -Naouneban Proposed Marinas -Nepreninteta Mini Tourism			
				15.1.3 Prepare maps for expansion of Port Vila and Luganville	X	X	X		SGISO, FDO		Completed proposed expansion of Port Vila and Luganville			
				15.1.4 Confirm boundary map of Luganville wards with Electoral Office							Completed verification of Luganville Municipal Council (LMC) ward boundaries			
		15.2. Updated maps of 71 Area Councils in place	1	15.2.1 Training and familiarization on how		X	X		SGISO, FDO		Training is postponed to 3rd Quarter – August	ENV 3 ECO 2		



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Operational Report Q1/2/3/4-2024			Linkages to NSDP
700	Department	Department of Urban Affairs and Planning										Status / Timeframe	Comment & Risks		
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC						
				to use GIS mapping tools											2024
				15.2.2 Travel to Sanma and Torba with Statistics team to verify the AC boundaries		X									Completed verification of Tanna Area Council boundary using GPS to locate the starting and ending point of the boundary, identify village location in the boundaries and consult with the Area Administrator
				15.2.3 Finalization of maps											Maps yet to finalized





Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS											Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning											Operational Report Q1/2/3/4-2024	Linkages to NSDP
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks	Linkages to NSDP		
											GIS software was used to digitize the AC boundary, contours and topography which indicates elevations and ridges, also confirming with villages that are located in each area council boundary			
Foreshore Development Unit (FDU)														
MIBB	16. To administer and enforce the Foreshore Development Act by developing new guidelines,	16. 1. Undertake regular review of the current foreshore legislation and identify areas to improve the implementation of	1	16.1 Review Foreshore Development Act (CAP. 90)	X	X	X		PFO, SFEO, SFO, FDO		Completed draft COM Paper for the amendment of the Foreshore Development Act 90 (FDA)			



MINISTRY OF INTERNAL AFFAIRS													
Mo4	Ministry	Department of Urban Affairs and Planning											
700	Department	Operational Report Q1/2/3/4-2024											
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks	Linkages to NSDP	
		the Act in order to achieve better Foreshore Development outcomes.									and submitted to Compliance Manager, CSU, MOAI for review Completed drafting instruction for FDA amendments and submitted to Compliance Manager, CSU, MOAI for review		
											Completed review of categories of fees of the Foreshore Development		



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS											Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning											Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks			
				Manager, CSU, MOIA							Act and submitted to the office of the DG and Hon. Ministers for endorsement			
					X	X					Draft MOU between DUAP and DOL			
					16.1.3 Develop MOU with relevant stakeholders	X					Office of the DG, Hon. Minister, Compliance Manager, CSU, DLA been consulted on the said foreshore regulation			
				16.1.4 Conduct consultation on foreshore regulations, guidelines and SOP		X								



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Operational Report Q1/2/3/4-2024		Linkages to NSDP
700	Department	Department of Urban Affairs and Planning										Status / Timeframe	Comment & Risks	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC					
				16.1.5 Submission of draft regulations and guidelines to Minister and OAG			X	X					Letter of Instruction was signed by the hon. minister to the office of the AOG together with amended categories of fees in order to prepare regulation order	
				16.1.6 Organize workshop with planners, Foreshore Act and application process			X	X					Many activities had already been carryout however looking forward to be included in National Urban Forum which was	



Mo4 700	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	
	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
											cancel this year 2024 but moved to next year 2025		
MIBB	17. To review and make improvements and inform stakeholders on existing legislative framework;	17. 1. Increase the quantity of information disseminated on Foreshore legislation, penalties and fees through media platforms to enable public to be better informed of	4	17.1.1 Improve awareness on foreshore requirements through social media platforms	X	X	X	X	SFEO, FDO		Foreshore Comic book, film and SMS blast message completed  Completed first payment	SOC 6.4	



MINISTRY OF INTERNAL AFFAIRS														
Mo4	Ministry	Department of Urban Affairs and Planning												
700	Department	Operational Report Q1/2/3/4-2024												
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks	Linkages to NSDP		
		requirements for foreshore developments		17.1.2 Create and update foreshore unit Facebook page	X	X	X	X	FDO		Foreshore Unit Facebook page has been created with regular updates on all foreshore related matters in Vanuatu			
MIBB	18. To provide secretariat support to the Foreshore Advisory Committee	18. 1. Undertake joint site inspection with other stakeholders to enforce Foreshore legislation	6	18.1.1 Organize Foreshore Advisory Committee meetings	X	X	X	X	SFEO, SFDO, FDO		Third FAC held in 1st October 2024	SOC 6.1		
				18.1.2 Conduct joint site	X	X	X	X			Created Foreshore unit location mapping template to			



MINISTRY OF INTERNAL AFFAIRS														
Mo4	Ministry	Department of Urban Affairs and Planning												
700	Department	Operational Report Q1/2/3/4-2024												
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks	Linkages to NSDP		
				inspections with relevant departments							identify location of foreshore developments (Legal & illegal) around Vanuatu			
MIBB	19. To recruit new Foreshore Development Officers to strengthen enforcement, revenue collection and the capacity of the Foreshore Development Unit	19. 1. Update and apply ICT based record keeping practice for foreshore development applications	1	19.1.1 develop foreshore database	X	X	X	X	SEFP, FDO		Liaise with OGCIO and local consultants			
		19.2 Training for Foreshore Development Officers to strengthen enforcement and capacity building	1	19.2.1 Attend trainings and workshops provided by VIPAM and other relevant organizations.	X	X	X	X	SFEO, SFDO FDO		1. Attend Greater Port Vila Urban and Resilience Project Training (GPVURP) at Lonnoc, East Santo run by ADB & DUAP			





Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
											Attend Luganville Municipal Council Induction training (LMC) for new elected councilors at Santo on 05th/02/2024		
											3.Attend PARTneR- 2 Pacific Risk Tool for Resilience Project-Phase 2		
											4.Area Administrator		



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
											Induction Training at Shefa Provincial Government main Office, Port Vila on 22nd/02/2024		
											Conduct Foreshore Awareness at almost all 5. Provincial Council sittings		
											6. Conduct awareness at Port Vila at seafront from 11th June 2024		



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
											7. Conduct replanting of trees with other government stakeholders and Erakor Community Youths during World Environment Day and Port Vila Day 2024 at Port Vila Greening Master Plan Project (PVUGMPP)		



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
		19.3 Purchase drones and drone license for foreshore unit to access inaccessible foreshore sites	1								8.Attend DSPPAC Training at Melanesian Hotel on 12th June 2024		
											19.3.1 Procure and purchase a drone for the Foreshore Unit to use during site inspections		
					X	X				SFDO, FDO	Proposed NPP been removed by Team CSU		



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS													Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning													Operational Report Q1/2/3/4-2024	Linkages to NSDP
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks	Linkages to NSDP				
MIBB	20. To improve the collection of revenue through foreshore development.	20. 1. Improve monitoring & enforcement through Spot Fines of Foreshore Development on Efate, Sanma and other approved islands	2	20.1.1 Develop Foreshore M&E Framework	X	X				SFEO	Foreshore development unit has been conducting regular site inspections since January 18th, 2024, in Santo/Aore.	ECO 1.2				
											Monitoring of foreshore developments around Port Vila					
				20.1.2 Prepare report for illegal foreshore developments	X	X	X	X		SFEO, SFDO, FDO	Completed reports for site inspections and illegitimate foreshore					



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Operational Report Q1/2/3/4-2024		Linkages to NSDP
700	Department	Department of Urban Affairs and Planning										Status / Timeframe	Comment & Risks	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC					
													developments:	
				20.1.3 Issue penalty notices and legal proceedings	X	X	X	X					Penalty notice and stop work notices issued to illegal developer  Collaborations with the National Security Council regarding Dry Dock issue at EX BP wharf.  Instruction was sent to Commissioner of Police and VPF to carry out	



Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Operational Report Q1/2/3/4-2024		Linkages to NSDP
700	Department	Department of Urban Affairs and Planning										Status / Timeframe	Comment & Risks	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC					
												the investigation leading onto Prosecution.		
		20.2 Purchase a boat for Foreshore Unit	1	20.2.1 Consult with Maritime Police for an officer to assist with site inspections and use of vessel	X	X			SFEO, FDPO			One Police Officer been hired with FDU enforcement		
			1	20.2.2 Procure and collect quotations for a boat	X				SFEO, FDPO			Quotations collected and submitted to Finance Unit		
			1	21.2.3 Assist Finance to facilitate		X	X		SFEO, FDPO			Awaiting procurement process by Finance		





Mo4	Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP	
700	Department	Department of Urban Affairs and Planning										Operational Report Q1/2/3/4-2024	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks		
				payments for hiring or purchasing of boats							Unit		



## DEPARTMENT OF LABOUR AND EMPLOYMENT

Activities	Performance Indicators	Actions	Achievements/ what's been discussed, outcome and impact	Challenges	Way Forward
Ensure equity/fairness in the domestic & international employment markets—	Domestic & international employment markets contribute in increasing revenue (Work Permit Tax, Licences fees, spot fines) and remittances (Labour Mobility Programs)	Keep Records of Migrant workers and Domestic workers including work permit holders in Reports	<p>1) Work permit issued from January to September 2024:</p> <p>a. Exemption: 319 WP.</p> <p>b. Temporary: 148 WP.</p> <p>c. One year WP: 943 WP</p> <p>d. Total issuance: 1410 WP</p>	<p>1) Budget Constraint for compliance &amp; Inspection.</p> <p>2) Lack of inspection equipment's &amp; Facility.</p> <p>3) Loopholes on the Labour (Work) Permit Act in terms of Compliance &amp; Enforcement.</p>	<p>1) Maintain the effectiveness of the e-visa application portal &amp; management system.</p> <p>2) Need to increase the number of Labour Inspectors to</p>



Activities	Performance Indicators	Actions	Achievements/ what's been discussed, outcome and impact	Challenges	Way Forward
	& workers well-being/welfare.		<p>All <i>hardcopies of work permit applications</i> were registered manually to our standard excel spreadsheet.</p> <p>2) Online Visa (e-visa) issued from September 2024 to November 2024:</p> <p>a. Employment VISA: 256 applications.</p> <p>b. Short Term Employment VISA: 41 applications.</p> <p>c. Religious Worker Visa: 72 applications.</p> <p>d. Total e-visa application received: 369</p>	<p>4) Lack of human resources (Inspector) to properly monitor the provision of training plan on a regular basis.</p> <p>5) Spot fines of late submission have been exempted to support business premises during this critical status of the country.</p> <p>6) The Revenue targets remain unchanged while the work permit fees have been reduced from 350 000VUV to 200 000VUV. This affects our annual revenue collection.</p> <p>7) Joint Operation with line agencies is being put on hold until</p>	<p>enforce compliance check on work permit on a regular basis.</p> <p>3) Need to increase budget for joint operation and inspections throughout Vanuatu.</p> <p>4) Needs to review &amp; amend the Labour work permit Act [CAP 187].</p> <p>5) Strengthen collaboration with line agencies by</p>



Activities	Performance Indicators	Actions	Achievements/ what's been discussed, outcome and impact	Challenges	Way Forward
			<p>All e-visa applications were registered in the e-visa management portal system.</p> <p>(Work Permit application fee and Tax were properly registered from January to September 2024)</p> <p>According to our records, we have managed to collect <b>181 250 000VUV</b> from January to September. But the payments of e-visa fees from September to December 2024 were not processed to our Cost-Centre, which considerable affect our 2024 revenue target.</p>	<p>further notice due to limited budget.</p>	<p>ways of signing MOU.</p> <p>6) Revenue target must be reviewed and updated in connection with the reduction of work permit fees.</p>



Activities	Performance Indicators	Actions	Achievements/ what's been discussed, outcome and impact	Challenges	Way Forward
		Promote entrepreneurship platform for reintegration through partnership with other line agencies (MALF and MTT) and relevant stakeholders	Finalization of a National Reintegration strategy. Validation workshop to happened Next month.  Senior reintegration Staff and others attended a training Course on Youth Entrepreneurship in China. This training has supported to expand partnership along the departments to have better support on returning workers  Partnerships with V-Lab (Yumi Growem Vanuatu) providing coaching and mentoring to retuning workers to strengthen		



Activities	Performance Indicators	Actions	Achievements/ what's been discussed, outcome and impact	Challenges	Way Forward
			<p>their business Ideas. 3 successful cohort</p> <p>Labour reintegration conducted during PDB's.</p> <p>Mobility Briefings</p> <p>Reintegration pilot project called Worker Ready, Investment Ready ( WRIR) and PHRIA in partnership with VCCI, DARD</p>		
				Long-term expectations for participants include the opportunity to travel.	PHRIA component of the training space and will be included in PDB



Activities	Performance Indicators	Actions	Achievements/ what's been discussed, outcome and impact	Challenges	Way Forward
					as part of worker preparation
		Address Migrant workers welfare through active dialogue with Team Leaders, Relationship Mangers, Country Liaison Officers and Approved Employers	<p>Incorporating virtual information delivery from CLO's during the PDB sessions providing reassurance to workers that worker welfare is available for workers in the destinations.</p> <p>The proactive approach implemented by the CLOs in both Australia and New Zealand involved initiating monthly visits to farms and AE to support workers in addressing welfare concerns.</p>		





Activities	Performance Indicators	Actions	Achievements/ what's been discussed, outcome and impact	Challenges	Way Forward
			Active Social Media Comms by all Vanuatu CLO's and ESU for the purpose of worker education and awareness example, PALM Scheme Notis Board, RSE Notis Board, Facebook Live, YouTube Save se		
	Increase the number of both skilled and unskilled Ni-Vanuatu workers in existing	Meetings x 4 held & Minute with Actions Arising tracked & distributed for participating donor partners and agents	Structure territory plan specialising in certain regions of Australia for better understanding of worker matters and welfare in that region.		



Activities	Performance Indicators	Actions	Achievements/ what's been discussed, outcome and impact	Challenges	Way Forward
	and new Labour Mobility Programmes	and employers to increase numbers of both skilled and unskilled Ni-Vanuatu workers in existing and new Labour Mobility			
		Registration through In-country Recruitment Database (IRD) System	Compulsory use of the IRD by all recruiting agents and ESU.  Weekly Ongoing support and coaching for all users from IRD development team in Australia	Agents are still recruiting outside of the IRD	On going compliance and monitor for all agents, Mid-year compliance review of their IRD usage.
		Skilled Trainings conducted by Developing partners (NZ and Australia) and other stakeholders (ILO, IOM, APTC, World Vision)	LSU has developed a Labour Mobility Ecosystem, having strong programs that support workers and their families through skills training:		



Activities	Performance Indicators	Actions	Achievements/ what's been discussed, outcome and impact	Challenges	Way Forward
			<ul style="list-style-type: none"> <li>• Work Ready Trainings partnership with APTC</li> <li>• Famli I Redi Training with WV &amp; IOM</li> <li>• PHRIA with VCCI</li> <li>• Yumi Growem Vanuatu with V-Lab, DFAT , MFAT</li> <li>• Famli-I Kam Bak-IOM</li> <li>• Superannuation Kiosk</li> </ul>		
	Conduct 6 Liaison meetings with Australia and New Zealand on Labour mobility programs and capture this in the quarterly and annual report	The Monthly Labour Mobility Working Group Meeting (LMWGM), chaired by LSU and with the Secretariat role undertaken by IOM, convenes regularly with all Labour Mobility			Current review on the TOR by the secretariat on the stakeholder membership



Activities	Performance Indicators	Actions	Achievements/ what's been discussed, outcome and impact	Challenges	Way Forward
			stakeholders, including DFAT and MFAT, to discuss matters of mutual interest on LM program updates and exchange information.		
Promote the standards required by law for decent work and strengthen compliance with all Vanuatu's labour laws	Compliance with all Vanuatu's labour laws and improves workers conditions	Develop 1 Employment standards under Labour Domestic and International (Labour Mobility Programs) Laws.	<p>Launching of the Vanuatu National Labour Mobility Policy &amp; Action Plan 2024-2027</p> <p>Review of the Seasonal Employment Act underway</p> <p>Validation workshop of the Reintegration Strategy</p>		
		Undertake 30 Workplace inspections	40	Shortage of Staff	Increase staffing.



Activities	Performance Indicators	Actions	Achievements/ what's been discussed, outcome and impact	Challenges	Way Forward
		and provide reports accordingly.	Joint inspection (Work Permit Unit; Industrial Relation Unit; Compliance Unit and Occupational Health and Safety (OHS) Unit) has been conducted on a weekly basis from January to November 2024).	Limited financial resources & unavailability of fund when needed.	Needs to sign MOU with other line agencies such as FIU, VQA, Fisheries department, Customs, Office of Maritime Regulator and VNPF.
			30+ weekly inspection per year.	Additional officers required for frequent inspections	
		Conduct 10 Awareness on Employment rights and obligations to public including employers and employees under Domestic Labour Laws.	40 awareness done with inspections	Shortage of Staff	Increase staffing.
			Advise on Labour (work) permit act and e-visa application are disseminated to all	Loopholes on Labour (work) permit act [CAP 187] – amendment of legislation provides	Increase funds for media awareness
					Strengthen and improve awareness on any accessible media platforms.



Activities	Performance Indicators	Actions	Achievements/ what's been discussed, outcome and impact	Challenges	Way Forward
			business premises through: 1) E-visa brochure x 1. 2) Directives x 2. 3) Awareness on weekly basis through inspection. 4) Email. 5) Phone call. 6) On the spot (Front desk).	provisions cover loopholes	
		Address loopholes and penalties in the legislations by way of amendments after consultation with the tripartite body.	Consultation done for new changes for domestic laws for new spot fines	Technical delay of appointment of TLAC members because of National Referendum and other commitments.	To be done in early 2025  TLAC had first meeting on 5 December 2024
	Support development & implementation of	Provide assistance to TA in terms of sharing of information to enable	The review of the National Labour Mobility Policy has been completed and		



Activities	Performance Indicators	Actions	Achievements/ what's been discussed, outcome and impact	Challenges	Way Forward
	the National Labour Mobility Policy Framework	him/her carried out functions per TOR in the exercise of the Review of National Labour Mobility Policy Framework	launching of the Labour Mobility policy made in October 2024		
Promote and maintain good working relationship between Tripartite Labour partners - unions, employers and government	Strengthen collaboration with VCCI, Youth challenge and other stakeholders to increase the number of self-employed Ni-Vanuatu to become entrepreneurs;	Held Meetings, Write Minutes and Maintain an Annual Report providing details of progress & issues.	good working relationship between Tripartite Labour partners - unions, employers and government are ongoing	Union not enough dialogue with employers.	Union needs to understand employers' position and more dialogue with employers.
		Consultation with TLAC and stakeholders on Labour matters to promote entrepreneurship and Apprenticeship.			
		Conduct 4 Tripartite Labour Advisory Council (TLAC) meetings to address Employment matters.	TLAC first meeting on 5 <sup>th</sup> /12/2024	Submission of nominations and Appointment of new members by SLO	Term of members provide in the ACT for 5 years





Activities	Performance Indicators	Actions	Achievements/ what's been discussed, outcome and impact	Challenges	Way Forward
		Develop a standing order/Manual/guideline for the tripartite.	Discussion on the table for the Role of TLAC.	No clear	Provision in the ACT to strengthening TLAC and implement of its decision
Enforce compliance for employment standards according to ILO Conventions	Undertake inspections for compliance to ILO Conventions;	Workplace inspections undertaken & reported x 30	40 inspections conducted		
Advocate for workers' rights and welfare in international and domestic markets	Undertake awareness programs and public consultation to advocate for workers' rights and welfare in international and domestic markets	Awareness Meetings held & Minutes, with Annual Report providing details of progress & issues	Advocacy done through inspections and on a daily basis /weekly at the office and by email and telephone	Many employees not understand laws	Employees need to visit labor office more.  Awareness to be done more in 2025.
		Conduct Awareness on workers' rights and obligations during Predeparture Briefing for Labour Mobility Programs in Australia and New Zealand.	Conducted Awareness in domestic market  Incorporating virtual information delivery from CLO's during the PDB sessions providing	Lack funding & staff shortage	Need more funding & staff.



Activities	Performance Indicators	Actions	Achievements/ what's been discussed, outcome and impact	Challenges	Way Forward
			<p>reassurance to workers that worker welfare is available for workers in the destinations.</p> <p>Community Awareness on workers welfare and rights participating in the Labour Mobility Schemes in partnership with IOM, NZ &amp; Aust</p>		
		<p>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.</p>	<p>2X per weekly catch up meeting with CLO's on worker welfare updates and ongoing comms with CLO's.</p> <p>Monthly report received from all CLO's on activities undertaken.</p>		



Activities	Performance Indicators	Actions	Achievements/ what's been discussed, outcome and impact	Challenges	Way Forward
	Implement and promote localisation policy	Localisation policy drafted, approved & implemented	National Employment policy will address localization policy.	Important people did not attend the workshop.	Need the understanding and support of all Directors/ Director Generals.
		Effectively implement Counterpart Training plan. To do so, bind work permit holder and the local counterpart in a Contract Agreement.	National Employment policy is in progress. Third workshop in October 2024.	Some employers not monitoring training of local counterpart.  Some contracts are Too simple.	Employers must comply to labor Work Permit Act.
			Training plan and Identification of local counterpart is properly provided but except for technical positions.	1) Lack of compliance checks on training plan.  Lack of resources (Inspection equipment's	Need to review the Section 10 of the Labour Work Permit Act -Training of Local Counterpart. Add conditions and



Activities	Performance Indicators	Actions	Achievements/ what's been discussed, outcome and impact	Challenges	Way Forward
				& Need more Labour Inspectors to properly monitor the progress of the training plan.	penalty notice for non-compliance of the Training plan.
		Undertake a practical Test to local counterpart to verify whether he/she is competent.	Apprenticeship program	Difficult to implement because Apprentice program is still not being implemented	Committee need to be set up quickly
			In progress	Lack of human resources in the work permit unit.	Implementation plan is done for enforcement.
	Establish unemployment data base and link it to training institutions;	Provide financial support to the current unemployment Data Base to ensure it is up to date and accessible to training institutions	In July this year, we received positive feedback from a donor (IMO) expressing interest in funding the Employment Portal, with a focus on supporting returning seasonal workers seeking domestic employment opportunities. From	We cannot provide the Data information on Skills Gap to Training Institutions once we have the Employment Portal is active and in function.	By February 2025, the Employment Portal is expected to be operational.  Future plans include expanding it into a comprehensive



Activities	Performance Indicators	Actions	Achievements/ what's been discussed, outcome and impact	Challenges	Way Forward
			August to September, we sought quotations from local website developers, and the website development process is scheduled to take place between November 2024 and February 2025.		Labour Market Information Database.
	Establish a pool for skilled workers	Maintain IRD System up and running.	System administrator contracted to maintain system up and running	IRD host in Australia. Any issues contact the administrator in Australia.	IRD system host in Port Vila – Department of Labour have quick access to data
		Envisage a portal for Employment Vanuatu within IRD System.	Potential in the future, once the Online Portal is well developed and functioning.	This activity cannot be undertaken after the Employment Portal becomes operational.	Once the Employment Portal is operational. In the future it can be link with IRD System
	Support the review of labour laws	Undertake Review of labour laws.	Discussion and proposal of legislation amendment held between managers and officers	They is no leadership role fast track the papers to Attorney General Office	



Activities	Performance Indicators	Actions	Achievements/ what's been discussed, outcome and impact	Challenges	Way Forward
	Create new labour policies	Finalization of NEP	To be finalized in 2025	No funds for awareness/consultation	Need more fundings and staff recruitment.
		Develop labour sub policies out of NEP.			
	Bring all labour related functions under the Department of Labour including internship, cadetships and apprenticeship schemes	Establish Partnership with training institutions to address skills gap and address the Business house's needs.	Established with MoET/TVET and training institutions already and in the last skills development conference	Skill Gaps need to be addressed effectively/ efficiently	More collaboration with stakeholder partners.
			Strong partnership with training institutions with Programs to carry out in sept-Nov-Dec NHRDP Skills development campaign.	This activity was not carried out due to PSC circular on Ceasing work Travel.	Next Year 2025 to continue with the Programs for NHRDP skills development campaign.
		Increase skilled work force in domestic labour market.	Apprenticeship needs to be established to accommodate this factor.	Skill Gaps need to be addressed effectively/ efficiently	More collaboration with stakeholder partners.
			Continuous Job Matching throughout the Year.	When contacting Job seekers for employment	Apprenticeship Committee members have been already



Activities	Performance Indicators	Actions	Achievements/ what's been discussed, outcome and impact	Challenges	Way Forward
			Employer request from ESU-Candidates for their National Vacancies.  ESU staffs- do the Job matching: Sending Worker Profile (skills& experience) to the employers for their advertise positions.	opportunities, phone numbers not working  Employers do not give feedback if they hire the successfully the Candidate or not.  Employers prefer workers who have experience. A lot of registered Job seekers do not have work experience.	With appointed. approval from COM.  Manager Legal and Compliance have provided the TOR and Instruments sent to State Law. Follow up in January 2025.
		MBC Submission x 2 with costed Supplementary and NPPs	Submission of budget made with reasonable operational budget allocation to each Unit for 2025 fiscal year	Provincial office access funding in a lengthy process since funding delegation centralize in Port Vila.	Decentralize funding authorization to Manager – Labour Market North
		Recruitment of new staff members and placement in the approved structure	Five (5) new officers recruited, and two (2) current officers promoted to Senior and next position	Interest applicants not meet the criteria whereby position have to readvertise.	Human resources Manager identify potential candidate request PSC appoint an Intern





Activities	Performance Indicators	Actions	Achievements/ what's been discussed, outcome and impact	Challenges	Way Forward
			to Senior Officer management position		
		Conduct induction with new staff members to assist them in their integration through the familiarization of departmental work ethics.	Managers of its Unit work through on what services the Unit is to provide and the overall functions and responsibility of the Department	Insufficient office space to conduct induction properly for week.	
		Upgrade staff capacity building through partnership with developing partners and relevant stakeholders.			
	Prepare plans and reports on time as per GoV Reporting Cycle	Preparation and Submission of Reports on quarterly, mid yearly and Annually basis.	Reports submitted but submission late according to timeframe communicated by Manager	Senior Officers fail to ensure officers submit each report on time for compile report submit to Manager for Unit compilation.	Conduct workshop with Senior Officers and Managers on the important of report and provide information according



Activities	Performance Indicators	Actions	Achievements/ what’s been discussed, outcome and impact	Challenges	Way Forward
					to the reporting template
		Submission of financial reports to Managers on monthly basis.			
		Planning and reporting 100% on time as per GoV Reporting calendar cycle			



Electoral Commission & Vanuatu Electoral Office

MINISTRY	MOIA	MINISTRY OF INTERNAL AFFAIRS										
Department	VEO	VANUATU ELECTORAL OFFICE										
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status	Comments	Linkage s to NSDP
Objective 1: 1. Conduct efficient & credible elections through improved election procedures												
MIEB	1. EFFICIENT ELECTIONS	1.1 Develop measures to pilot Out of Country& Out of Constituency Voting procedures		1.1.1 Develop clear guidelines for use of technology for Out of Country & Out of Constituency voting	X	X			PEO (VEO)	Q1	Used in Referendum for 5,000 voters	
				1.1.2 Conduct pilots		X				Q2	Undertook the process	
		1.2 To supervise and coordinate Provincial, & By-Elections elections		1.2.1 Deliver Provincial Council Election in Sanma (Feb 2024)	X				Chair EC;	Q2	Sanma & Malekula completed on time	



by consolidating operational planning within the VEO administration, including procurement and logistics, to deliver efficient, equitable, inclusive and timely elections;	2	1.2.2 Prepare Procurement for elections	X					PEO (VEO)	On-going – as needed	Completed for Sanma Provincial Election & Ambrym and Malekula by Elections	SOC 6.3
			X					PEO (VEO)	Q4	Completed in 2022 but updated as needed	
		1.2.3 Prepare an illustrated Logistics & Inventory SOP for maintenance, packing, dispatch security & reconciliation (draft Q1, test Q2)	X					PEO (VEO)	Q2	This policy is not needed as this is an operational matter Refer below 1.3.3	SOC 6.3: SOC 5.1
		1.3.1 Develop Policy on criteria for splitting of mega stations	na	na	na	na	na	PEO (VEO) Deputy PEO	On-going	Done	
1.3 Improve number of polling stations to enable inclusive, equitable access by splitting “mega stations” and new polling stations established;	At least 2	1.3.2 Allocate voters by ID number	X	X							

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																	SOC 6.3:
																	SOC 6.3:
Objective 3. Legislative reform of the Electoral Legal Framework																	
MIEB	3. LEGISLATION & POLICY FRAMEWORK	3.1	Support for improving the legal framework of elections	2	3.1.1	Electoral Reform Working Group (ERWG) continue to provide technical support	na	na				Chair ERWG OAG	On-going	Electoral Act and Political Party Reg Act			SOC 6.3:
		3.2	Support the implementation of improvements in legal framework	Same as 3.1	3.2.1	Electoral Reform Working Group (ERWG) continue to provide technical support	na	na				Chair ERWG OAG	Q2	New legislations enacted by Parliament			SOC 6.3:
Objective 4. Increase Civil Engagement through public voter information and awareness																	
MIEB	4. PUBLIC	4.1	Awareness campaigns for electoral framework, voter	1	4.1.1	Awareness campaigns for voter engagement reported in Annual Report	X					PEO, VEO;	On-going	Intensive programs nationally			SOC 5.1:



<b>AWARENESS &amp; OUTREACH</b>	engagement (Media, Facebook, Posters, Civic Education in schools) reflected in VEO contribution to MoIA Annual Report (x1)		detailing # of awareness campaigns & types of publicity undertaken			X		Outreach Officer VEO; Web Site Officer VEO	ahead of Referendum	SOC 6.3 SOC 6.5
	4.2 Web Site	1	4.2.1 Web Site up-to-date	X	X	X		Web Site Officer VEO	Being up-dated regularly	SOC 6.3:
	4.3 Meetings held with Sector Stakeholders	4	4.3.1 Meetings reported in Quarterly Reports & Annual Report	X	X	X		PEO, VEO; Outreach Officer VEO;	Intensive program ahead of Referendum with a National Program for Yes and No campaign	SOC 6.1 SOC 6.4
	4.4 Training Plan for Web Site utilisation	1	4.4.1 Training Plan Report					Outreach Officer VEO;	Training undertaken to utilize website	SOC 6.1



4.5 Access to Information Assessment	4.5.1 Access to Information Assessment to guide future awareness campaigns	1		X	X				Outreach Officer VEO;	On-going	Web provides up-to-date information	SOC 4.5 SOC 6.3
	4.6 Printing of awareness materials	500		X					Outreach Officer VEO;	On-going	With VEO & VEEP budgets, an on-going activity	SOC 6.3
	4.7 Civic Education materials	26 sets		X					Outreach Officer VEO;	On-going	Completed in February '24 to 29 schools	SOC 6.5
	4.8 Production of awareness videos	1		X					Outreach Officer VEO;	On-going	Awareness Video x 2: Voter Registration Inclusion and Accessibility	SOC 5.1
	4.9 Develop Communications Strategy for VEO	1		X					Outreach Officer VEO;	Q1	Communication Strategy drafted and completed in Q3	SOC 6.5



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MIEC: ELECTORAL COMMISSION												
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	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				EC Chair; PEO as Secretariat	On-going	5 held in Q1 8 in Q2	SOC 6.3
		1.2 Recurrent NPP for Commission meeting costs & allowances	X 1	1.1.1.1 NPP submitted					EC Chair; PEO; FM, CSU	Q2	Not done awaiting Establishment Submissions	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			EC Chair; PEO as Secretariat	On-going	5 in Q1 8 in Q2	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	EC Chair; PEO	On-going	National Program ahead of Referendum	SOC 6.3
		2.3 Implement 2024 Legislative Road Map	2	2.3 Legislative Road Map delivered			EC Chair, PEO, Deputy PEO, OAG	Ongoing	2 workshops held with stakeholders	SOC 6.3
		2.4 Implement legislative reform regarding independent functions, budget and mandate of EC	1	2.4.1 Implementation Plan			EC Chair, PEO, OAG, LRC	Q1	Ongoing	SOC 6.3
		Objective 3: To provide electoral dispute resolution through Election Disputes & court appearances								
MIEC	3. Electoral Dispute Resolution	3.1 Electoral disputes reviewed and documented	1	3.1.1 Record of Electoral Disputes made in EC Minutes and reported in Annual Report x 1	X	X	EC Chair; PEO; EC Members	On-going as needed	Recommendation on members of the dispute committee made and awaiting official appointment.	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			EC Chair; PEO	On-going	National Programs ahead of Referendum	SOC 6.3:
5.1 EC Restructure presented & implemented												
MIEC	5. Restructure	5.1 Restructure approved	X 1	5.1.1 Restructure submitted to Minister for endorsement/relevant authorities	X				EC Chair; PEO; HRM CSU & OAG	Q1	A new Submission drafted but awaiting Gazettal of Bills	Soc 6.1 & 6.4
				5.1.2 Develop NPP for EC Restructure with additional staffing costs	X				EC Chair; PEO; FM CSU & OAG	Q1	NPP ready but awaiting Bills Gazettal	Soc 6.1 & 6.4



Department of Civil Registry and Identity Management

Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP
MIA											
Department	VANUATU CIVIL REGISTRATION & IDENTITY MANAGEMENT										
CRIM											
Program	Activity	Performance Indicator	Target	Actions	Q 1	Q 2	Q 3	Q 4	OIC	Status/Time Frame	Comments
Objective 1: To improve coverage for registration of vital events such as births, marriages, and deaths											



Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP
MIA											
Department	VANUATU CIVIL REGISTRATION & IDENTITY MANAGEMENT										Operational report
CRIM											
Program	Activity	Performance Indicator	Target	Actions	Q 1	Q 2	Q 3	Q 4	OIC	Status/Time Frame	Comments
				1.1.1: New Posts Registrar Deaths, National ID, Data, Analysis, Assistant			x			Q3	On going from Q2 to Q3. Death Registrar is in place while others are still in process –  Following advice from PSC to put on hold all recruitments in mid-2024, the remaining vacancies are still pending
											SOC 6.5 SOC 6.9



Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP
MIA											
Department	VANUATU CIVIL REGISTRATION & IDENTITY MANAGEMENT										Operational report
CRIM											
Program	Activity	Performance Indicator	Target	Actions	Q 1	Q 2	Q 3	Q 4	OIC	Status/Time Frame	Comments
MIED	Registration of vital events	1.1 Free, continuous and universal civil registration	100 %	ICT Officer, per the approved restructure							



Ministry	MINISTRY OF INTERNAL AFFAIRS										Linkages to NSDP
MIA											
Department	VANUATU CIVIL REGISTRATION & IDENTITY MANAGEMENT										Operational report
CRIM											
Program	Activity	Performance Indicator	Target	Actions	Q 1	Q 2	Q 3	Q 4	OIC	Status/Time Frame	Comments
				1.1.2: Continued integration of Data Base in Health, Education, and church facilities	x	x	x	x		Every Qtr.	ON- GOIN G
				1.1.3: Civil Registration coverage data in Quarterly Reports	x	x	x	x		Every Qtr.	ON- GOIN G







1.3	Integrated database installed in the Health and Education facilities	6	1.3.1 One per province					x		Registrar General	Q3	NOT IN Q2	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, DO/COM Papers, and Briefing Papers to DG and Minister as needed				x	x	x	Registrar General	Every y Quarter	ON- GOING	SOC 6.9



	1.5 Area Councils provided with access	15	1.5.1: Provide Area Councils with live access to the Central Database which will improve data collection				x	Registrar General	Q4	Begin with 2 AC in Tafea Province in Q3	
Objective 2: Establish and maintain the Central Registry Integrated Data Base and Population Registry											

	2.1 Access to Central Register through approved designated points both nationally and internationally through an increase in the number of		2.1.1: 6 new access points				x		Q3	NOT IN Q3 – pending RV5	
			2.1.2: One International access point					x	Q4	2 Access points : NZ & Australia in Q3	



MIED	Registration Points	6								General			(NZ access has been established, while Non-Disclosure Agreement has been signed with Vanuatu Consulate in Australia – pending training in 2025)	SOC 6.5 SOC 6.9
													Ongoing from Q3 to Q4	
											Q4		ON- GOING	
Central Registry	2.2 Central Register interoperability and sharing to disseminate vital statistical information to address data gaps	4			2.1.3: Provide numbers in the Annual Report to meet Appropriation's Act targets					Registrar General	Q2 and Q4	x		SOC 6:
					2.2.1: Reports provided on increase in stakeholder usage (Half Yearly and Annual)									



MIED	and Population Registry	2.3 Meetings of stakeholders and partner networking relationship in delivering services	4	2.3.1: Provincial Technical Advisory Community Meetings and other Stakeholder meetings (Half Yearly and Annual Reports)	x		x	Registrar General	Q2 and Q4	ONGOING meeting recently held in Santo on November 2024) (such as SOC 6:	



2.4 Peer-to-peer training sessions in use for stakeholder agencies (1 i.e. VEO, VNSO, NDMO, TACs)	4 (1 per quarter)	2.4.1 Training Plan delivered and reported in the Annual Report	x	Registrar General	Q4	NOT IN 2024	SOC 6
2.5 Improve community awareness and outreach approaches with mass campaigns on the importance of registration in	6	2.5.1: 1 session held in each province annually and reported with inclusive data disaggregated	x	Registrar General and Provincial Registrars	Every Qtr.	ON- GOING (Session held on Tanna [Tafea] in Qtr3 and Santo [Sanma] in Qtr4)	SOC 6.5



2.6 Design and redevelopment of the new Central Registry with Technical Working Group	4	2.6.1 Development of Central Registry Progress Reported in Quarterly Reports	x					Registrar General	On-going	PARTIALLY COMPLETED	SOC 6.5
		2.6.2 Technical Task Force Progress Reported in Annual Reports					x		Q4	PARTIALLY COMPLETED for RV5	
		2.7.1: Development of Population Registry Progress Reported in					x		Every Quarter	PARTIALLY COMPLETED (Currently on testing and pre-pilot Testing phase)	SOC 6.5
2.7 Develop Population Registry with Technical Working Group	4							Registrar General			

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MIED	Issuance of National ID Cards	3.2 Implementation of the National ID Card Policy and Act	3.2.1: Implementation Plan for E-ID	3.2.2: Review National ID Card Policy, Act, and Regulations	3.2.3 Review Bio-metric, National ID Card, E-ID SOP	x	x	Registrar General, DRG And Provincial Registrars	Q1	Q3	Q3	Partially (only National ID)	NOT IN Q3 (Not in 2024)	NOT COMPLETED – currently on conceptual phase	SOC 6.3	



PARTIAL	ALLY	COMP
LETED	-biometric ID capturing happening at all Provincial Locations- Pending	SOC 6.5
	(This is being deferred following delay of RV5)	

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**Objective 4: To develop and implement efficient and inclusive policies related to registration of vital events and ID Cards:**

4.1 Implement relevant policies pertaining to registration of vital events and national ID issuance with Implementation Plans;	1	4.1.1: Prepare Marriage Act drafting instruction (Target November Parliament Sitting)	x	Registrar General	Q4	Consult with SLO in Q3 (Not in 2024)	SOC 6.3
4.2 Track compliance to COM Decisions related to CRIM:	2	4.2.1: Prepare COM Compliance Reports for inclusion in Half Yearly and Annual Reports	x	Registrar General	Q2 and Q4	There was no COM decision during this time	SOC 6



MIED	Policies, strategies, and legislative framework	4.3 Utilize the CRIM Committee and Working Groups to progress policy and legislation; 4	4.2.2: National Working Group and other Meetings and other Stakeholder meetings reported in the Quarterly Reports	x	x	x	Registrar General	Every Quarter	ON- GOING	SOC 6:
		4.4 Develop and implement policies for inclusion in CR processes regardless of age, gender, disability geography language, or religion; 2	4.4.1: CRIM Policy and National ID policies reviewed re-inclusion	x			Registrar General	Q4	NOT IN Q3	SOC 6:



		4.5 Develop Procedures	2	4.5.1: Review CRIM SOPs or Procedures					Senior Registrar (CR)	Q1	PARTIALLY	SOC 6:
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		Manuals Standard Operating Procedures for Civil Registry and Identity Management	or	Manuals developed for the Civil Registry- refer 5.1 (I)							COMPLETED	
				4.5.2 Review CRIM SOPs or Procedures							COMPLETED (SOPS)	
				Manuals developed for Identity Management- refer 5.1 (ii)						Senior Registrar (IM)	Q1	
Objective 5: To improve service delivery and organizational compliance through a framework of inclusive policy, legislative, planning, reporting, budget, revenue generation, administration, and Human Resources												



MIED	Service delivery, planning, reporting, and organizational compliance	5.1: Develop and implement policy with Procedures Manuals or SOPs (refer 4.4)	2	5.1.1.1 New Procedures Manual for Civil Registration-refer 4.5.1				x	Senior Registrar (CR) Q4		NOT IN Q2	SOC 6
				5.1.1.2: New Procedures Manual for Identity Management – refer to 4.5.2				x	Senior Registrar (IM) Q4		NOT IN Q2	
				5.2.1: Consult and draft the Marriage Bill for submission to the November Parliament				x	Registrar General Q4		NOT IN Q2	
				5.2.2 Consult and draft Biometric Policy for submission to November				x	Registrar General Q4		NOT IN 2024 (Pending completion of 2025)	

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2024 ANNUAL REPORT

MINISTRY OF INTERNAL AFFAIRS

5.4 Planning for Business Continuity that takes account Disaster Risk Reduction measures, for implementation of CRVS activities	1	5.4.1: Business Continuity Plan updated annually as needed to meet new disasters with emergency responses	x	Registrar General	Q4	NOT IN Q2	ENV 3.1
5.5 GOV reporting cycle2 delivered on time and in compliance with approved templates for Quarterly	1	5.5.1: Quarterly Report	x	Registrar General	Every Qtr.	ON- GOIN G	SOC 6: SOC 6.9
		5.5.2: Annual Report	x		Q4	NOT IN Q2	
		5.5.3: Contributions to ADR if needed	x		Q4	NOT IN Q2	

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## 2024 ANNUAL REPORT

## MINISTRY OF INTERNAL AFFAIRS

5.7 Initiate new revenue initiatives and reporting to support government service delivery;	5.7.1 Provide Quarterly Reports x 2, Half Yearly to DG for OPSC, tracking revenue generation	x	x	x	Registrar General	Every Quarter	ON- GOING	ECO 1.2:
						Q4	NOT IN Q2	
	5.7.2: Annual Report to DG for OPSC tracks revenue generation	1						
	5.8 Compliance with CTB1 Act PFEM Act and PSC Act for efficient, effective Department operations and Assets Management	4	5.8.1 Update and make accessible the Department Assets Register	x	Registrar General and AFO	Q2 and Q4	MOSTLY COMPLETED	
	5.8.2 Reports to Director tracking budget usage against Monthly			x	AFO	Every Qtr.	ON- GOING	SOC 6.6

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		staged implementation of the Department restructure	5.9.2 New posts advertised as per approved Implementation Plan						Q2	COMPLETED	
		/s for improved service delivery outcomes	5.9.3 Orientation Program				x		Q4	COMPLETED For the Newly Appointed Staff	
			5.9.4 Probation Reports completed				x		Q4	Partially as some probation lapse in 2025	



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	x						Q1	N/A	SOC 6.5
	2	5.10.2: Registrar National ID, Registrar Marriage, and Registrar Data Analysis, and Assistants ICT Officer appointed as per Restructure Implementation Plan					x	Registrar General, OPSC, HRO (CSU)	Q4	NOT IN Q3 (Appointment currently put on hold by OPSC)	
	3	5.10.3 PMS Reports completed for all staff on time	x	x			x		Q1, Q2, and Q4	ON- GOING Not in Q3	



5.11	Implement management tools for performance, risk, change, and cost management in the CRIM Department	5.11.1 Management Tool development for performance, risk, change, and Cost Management	x					Registrar General,	Q1	N/A	SOC 6.5
5.12	Meet changing service	5.12.1 Development of a "CRIM Department Public					x	Registrar General,	Q4	NOT IN Q2	SOC 6.5



		needs from citizens and other institutions as society and technologies change through the CRIM Department's development of a "Public Service Improvement Policy"		Service Improvement Policy" focusing on a. simplification of services b. improving access to services c. research feasibility of new services & d. pilot acceptance by citizens of envisioned new services.							
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**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	6.1: Necessary information for establishing an accurate and efficient Voter Register delivered to the VEO.	2	6.1.1 Monthly data updates provided to VEO with updated current voter data for election logistics	x	x	x	x	x	Senior Registrar (CR)	Every Qtr.	ON-GOING	SOC 6:
			6.1.2: Monthly data updates provided to VEO with updated voter data for the election logistics on new, relocated & deceased voters	x	x	x	x	x	Senior Registrar	Every Qtr.	ON-GOING	
	6.2: Timely delivery of information	3	6.2.1: Provide information as	x	x	x	x	x	Registrar General	Every	ON-GOING	SOC 6.3



		In necessary to update the Voter Register according to the electoral calendar		requested by EC/VEO						Qtr.			
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## DEPARTMENT OF IMMIGRATION AND PASSPORT SERVICES

Ministry	MIA	MINISTRY OF INTERNAL AFFAIRS										
Department	VIS	VANUATU IMMIGRATION AND PASSPORT SERVICES										
Program	Activity	Performance	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status time frame	Comments	Linkage to NSDP
MIDG	1. Protect the nation's borders by controlling the movement of person entering and exiting the country.	1.1 Completion and launching of the new Border Management System (MIDAS)	1	1.1 .1 Installation of the MIDAS system & configuration					Director VIS	Jan to Dec 2024	Completed	SOC 6.3:
				1.1.2 Training of Immigration Officers on the use of the system					-all Immigrati on officers	Jan to Dec 2024	Training commencing this week	SOC 6.3:
				1.1.3 Training of ICT Officers in charge of maintenance of the system					from HQ and Provinces Border Manager and Director	Jan to Dec 2024	Completed	SOC 6.3:



											1.1.4 Prepare policy paper for Immigration's Primary Line	Admin and Border Manager Director	Before end of 3 <sup>rd</sup> Quarter	Ongoing	SOC 6.3:
											1.1.5 Review MOA/MOU with Customs Border for the handling of Primary Line Immigration Functions				
											1.1.6 Recruitment of new border control officers				
											1.1.7 Use of system by Immigration Officers (Border, Visa and Compliance) for Processing, Data Entry and/or Data Collection				
											1.2 To control, monitor and protect the ports of entry and	Border officers, Visa officers, data officers, regulatory unit officers	Jan to Dec 2024	Training commencing from the 13 to 17 <sup>th</sup> May	SOC 6.3:
											1.2.1. Ensure every person entering and departing Vanuatu through appointed ports				
												Border Manager	January to December 2024	Immigration officers attending to all border control	SOC 6.3:



2. Control, administer and review the issuance of visas.	departure from illegal migrants.		1.2.2 To supervise customs Officers executing Immigration front line to perform to the require standard.						<b>Border manager and border officers</b>	<b>January to December 2024</b>	Completed	<b>SOC 6.3:</b>
	2.1 Use of MIDAS system for visa processing	1	2.1.1 Training of Visa & Compliance Officers on the use of system						<b>Consultant including all immigration Officers</b>	<b>July 2023</b>	Training happening this week	<b>SOC 6.3:</b>
			2.1.2 Use of system for issuance of visas	x	x	x			<b>IT and Visa officers</b>	<b>2<sup>nd</sup> Quarter to end of last quarter when the Midas is operational</b>	Ongoing	<b>SOC 6.3:</b>
			2.1.3 Upload existing data into the MIDAS system		x	x	x		<b>Visa officers</b>	<b>2<sup>nd</sup> Quarter to end of last quarter when the Midas is operational</b>	Ongoing	<b>SOC 6.3:</b>
			2.1.4 Review visa policies	x					<b>Director, Visa</b>	<b>Before end of 2<sup>st</sup> Quarter</b>	Ongoing	<b>SOC 6.3:</b>



3. Improve compliance to legislative mandate and Regs	3.1 Human Trafficking Policy	1	2.1.5 Review of internal processes between visa unit and compliance unit	x						Manager, Compliance officer		
			3.1.1 Work with IOM, VPF to develop Human trafficking policy	x						Director	Before end of 2 <sup>st</sup> Quarter	Ongoing
			3.1.2 Human trafficking policy developed	x						Director, IOM, Police	Before end of 1 <sup>st</sup> Quarter	Ongoing
			3.1.3. Recruitment of Human Trafficking officer							IOM		Ongoing
			3.1.4 New computer and desk equipment for the new Trafficking officers.						X	Admin Office, Director, CSU, Regulator	Before end of July 2024	Ongoing
			3.2.1To work with state law office for the preparation of the new regulation orders.	x						IT Officer	Before end of July 2024	Ongoing
	3.2 Review of Immigration Act, Visa Regulation and Passport Act	1		x	x	x	x			Director and Regulation Officer	January to December 2024	Ongoing









			3.5.3 Interpol checks are provided for person of interest and for visa and passport applications	x	x	x	x	x	Compliance officer	January to December 2024	Ongoing	SOC 6.3:
	3.6 Removal of those who breaches Immigration Act No 17 of 2010	4	3.6.1. Compliance officers to prepare the list for foreigners who are to be removed from Vanuatu to the Minister for Consideration.	x	x	x	x	x	Minister, Director, Regulator and Compliance officers	January to December 2024	Completed	SOC 6.3:
			3.6.2 Drafting order is prepared and provide to state law	x	x	x	x	x	Compliance officers	January to December 2024	Ongoing	SOC 6.3:
			3.6.3 Removal order is prepared and signed by the Minister	x	x	x	x	x	Director and Minister	January to December	Ongoing	SOC 6.3:
			3.6.4 Removal of non-citizens is executed by Compliance officers with the assistance from Police.	x	x	x	x	x	Director, Regulator	January to December 2024	Ongoing	SOC 6.3:
	3.7 Conduct weekly spot checks	1	3.7.1 The Compliance officers to prepare weekly plans for spot checks for foreign Nationals residing in Vanuatu to make sure they are in compliance to their Visa conditions	x	x	x	x	x	Compliance officers	January to December 2024	Ongoing	SOC 6.3:





5. Collect government revenues through immigration revenue initiatives	5.1 Produced monthly Revenue report.	1	2	5.1.1 Advice clients on new revenue initiatives.	x	x	x	x	x	Director, Compliance officers and Finance officers, Visa officers, Passport officers	Ongoing	SOC 6.3:
4.1.3 Consultation plan developed.	4.1.4 Migration Strategy is Developed								x	Director	Ongoing	SOC 6.3:
5.1.2 Liaise with Revenue section, Ministry of Finance to develop new revenue code.	5.1.3 Training to Cashier and immigration officers on the implementation of the new revenue initiatives.									Finance Officers	Ongoing	SOC 6.3:



6.Improve service delivery and organizational capacity, through policy, legislation, planning, reporting, budgeting, restructuring, rapid response	5.2 Regulation for new orders for new revenue initiatives sign by Minister.	1	5.2.1 Develop COM paper for the new government revenue initiatives.	x	x				Director	January to December 2024	Ongoing	SOC 6.3:
			5.2.2 Advice state law to develop regulation order.	x	x	x			Director and regulation officer	January to December 2024	Ongoing	SOC 6.3:
			5.2.3 Regulation order sign and gazette and training conducted to officers.	x	x	x			Minister and Director	January to December 2024	Ongoing	SOC 6.3:
	6.1 Organizational Structure change and approved by PSC	1	6.1.1. Organizational structure is amended and approved by Director	x					CSU, Director, Admin	Before end of 1 <sup>st</sup> Quarter	Ongoing	SOC 6.3:
			6.1.2 Organization structure is submitted to PSC for approval						CSU and Director	Before end of second quarter	On hold by PSC	SOC 6.3:
			6.1.3. Implementation of the new approved organizational structure						CSU, Director	Before end of 4 <sup>rd</sup> quarter	On hold by PSC	SOC 6.3:
			6.2.1 Training plan is established to reflect the training needs for officers and carry out in each quarter	x	x	x	x		Director and Managers for all sections	January to December 2024	Ongoing	SOC 6.3:
	6.2 Training plan	1										



capacity, ICT, Infrastructure and training	6.3 decentralization of Immigration Services to the provinces, Building of Immigration building for TORBA and PENAMA Province	1	6.3.1 Notice of Tender to provide to the daily post through the media	x					Finance officer and Director	Before end of March 2024	Torba .except Penama	SOC 6.3:
			6.3.2 A Panel is select by the Director to go through all the applicant	x					Director	January to December 2024	Penama Building committee to be establish	SOC 6.3:
			6.3.3. Selection is complete and the records are provided to Director General	x					Director and Finance officer	January to December 2024	Penama Committee to be establish	SOC 6.3:
			6.3.4. Contractor and the Government signed contract		X				Director, admin and finance officer	Before end of 2 <sup>nd</sup> quatre	Ongoing	SOC 6.3:
			6.3.4 Building of TORBA And PENAMA Immigration Building and supervise by the Director to adhere to the contract		x	x			Director and ICT officer	January to December 2024	Ongoing	SOC 6.3:



	6.4 Department ICT policy Develop.	1	6.4.1 Appointment of Consultation Team Within the department.				x		Director and ICT Officer	January to December 2024	Ongoing	SOC 6.3:
			6.4.2 Terms of Reference for the Consultation developed.		x				ICT Officer	January to December 2024	Ongoing	SOC 6.3:
			6.4.3 Consultation plan developed.				x		ICT Officer	January to December 2024	Ongoing	SOC 6.3:
			6.4.4 ICT policy is developed					x	ICT officer	January to December 2024	Ongoing	
		1	6.5.1 IT officers to get quote for new computers to replace Computers which are not working						ICT Officer	January to December 2024	Ongoing	SOC 6.3:
	6.6 Upgrade and update Immigration Website	1	6.6.1 ICT officer and unit managers to update Immigration website						ICT OFFICER and all VIS unit managers	January to December 2024	Completed	SOC 6.3:
		1	7.1.1 Assess and develop a credible process of passport delivery to citizens abroad.	x	x	x	x	x	Director, Passport Manager, Senior	January to December 2024	Completed	SOC 6.3:
	7. Protect & upgrade the integrity of		7.1 Issuance of E-passport									





9. Advise Stakeholders on issues relating to passport and travelling documentation	1	9.1 Consult with SG Citizenship, Civil Registry, Electoral and Labour	9.1.1 Citizenship Process to be complete before passport is issued					Passport Manager and senior passport manager	January to December 2024	Ongoing	SOC 6.3:
								Passport manager, senior passport officer and passport processing officers	January to December 2024	Ongoing	SOC 6.3:
			9.1.2 All passport application forms and required documents must be provided before passport application is process.					Passport and senior officer and Civil Registry officer	January to December 2024	Ongoing	SOC 6.3:
			9.1.3 Civil Registry to issue all Original Birth Certificate					Passport officers	January to December 2024	Ongoing	SOC 6.3:
			9.1.4 Issuance of passport for all applicant applying through the labour scheme								





10. Decentralisation of Passport and Travelling Document Services	10.1 Citizens can access passport issuance services in all provinces and 1 area council	1	9.1.5 Liaise with heads of Vanuatu missions abroad					Passport Manager and Senior passport officer	January To December 2024	Ongoing	SOC 6.3:
			10.1.1 establishing of VIS officers in each province and municipality					Director, admin officer and CSU	January to December 2024	Ongoing	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	Ongoing	SOC 6.3:
			10.1.3 develop an online passport application		x	x		Passport manager and ICT officer	Before end of 4 quarter	Ongoing	SOC 6.3:

