



# MINISTRY OF INTERNAL AFFAIRS CORPORATE PLAN 2026 - 2030



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## Preface by the Minister



It is with great pleasure that I present the Ministry of Internal Affairs Corporate Plan 2026 to 2030 — a roadmap that places our people at the centre of everything we do, in line with the vision of national success rooted in unity and Melanesian values.

The National Sustainable Development Plan (NSDP), also known as the “People’s Plan,” remains central to our strategic direction. This Ministry of Internal Affairs Corporate Plan (2026-2030) is aligned with that vision, emphasizing accessibility, resilience, and anticipatory planning to empower the people of Vanuatu. The Ministry plays a vital role in delivering decentralized services across Vanuatu, particularly in the provinces, to enhance well-being, protect livelihoods, and ensure the safety of our nation. In prioritising national interest through strategic pragmatism, we have crafted a robust and adaptive Corporate Plan that strengthens our decentralised services, supports resilient communities, and ensures inclusivity across all provinces.

Our strategic direction emphasises accessibility, resilience, and anticipatory planning to safeguard livelihoods, promote well-being, and deliver services closer to the people. In doing so, we reaffirm our responsibility to provide visionary leadership across departments that are essential to the internal affairs of our nation.

This Corporate Plan for the Ministry of Internal Affairs outlines our vision, mission, values, and strategic objectives, with a continued focus on Decentralisation, for the period 2026 to 2030. It has been developed in line with the Public Service Act (1998) and the National Planning Framework, which provides guidelines for Government of Vanuatu Corporate Plans and Business Plans, ensuring integrated planning strategies with our sectoral delivery partners, all aligned to the National Sustainable Development Plan.

People are at the heart of this plan. The Ministry is committed to ensuring that our departments are staffed with highly qualified officers, and supported with ongoing capacity building, training, and resources. This investment will equip our team with the skills and capabilities necessary to achieve the targets set out in this Corporate Plan, and to effectively implement the key policy, legislation, and planning drivers that provide the vision for the Ministry, with the NSDP as the core.

This Corporate Plan represents more than an administrative document—it is a declaration of our collective will to serve the people of Vanuatu with purpose, unity, and vision.

Yours sincerely,

A handwritten signature in blue ink, appearing to read 'Andrew Solomon Napuat'.

Honourable Andrew Solomon Napuat  
Minister of Internal Affairs



## Introduction and Overview by the Director General



It is with a deep sense of purpose that I present the Ministry of Internal Affairs Corporate Plan 2026–2030 — a strategic document that reflects our unwavering commitment to prioritising the national interest, advancing decentralisation, and delivering services that put our people at the centre of everything we do.

As the entity that enables the social fabric of Vanuatu to function effectively, the Ministry of Internal Affairs coordinates essential services fostering unity, resilience, equity, and national security. These include providing guidance and support to local governance; overseeing urban development and planning; ensuring border security and travel facilitation; managing vital records and national identity; safeguarding electoral integrity; addressing labour relations and employment opportunities; regulating land transportation; maintaining law and order; and resolving workplace disputes. Through these services, the Ministry ensures internal stability, security, and the overall well-being and resilience of the nation.

Embracing the digital age, the Ministry of Internal Affairs is committed to leveraging the technological advancements of this decade to advance our outreach to the people of Vanuatu and provide faster, more efficient services. We will continue to digitize key services, streamline processes, and improve accessibility through online platforms and enhanced digital infrastructure. This digital transformation will not only improve service delivery but also enhance transparency and accountability across our operations.

This Corporate Plan outlines a clear organisational roadmap for the next five years. It is designed to be robust and adaptive, in recognition of the fast-changing environment in which we operate — from climate-related disasters and pandemics to shifting socio-economic conditions. Built on the foundations of unity and Melanesian values, this plan is more than a strategic framework; it is a reflection of who we are and what we stand for as public servants dedicated to national success.

The increasing frequency and severity of natural disasters present a significant challenge that could potentially hinder or slow the progress of achieving our key strategic objectives under this Corporate Plan. The Ministry of Internal Affairs is acutely aware of this threat and is determined to address these challenges by undertaking enhanced planning and supporting robust disaster response mechanisms. This includes strengthening community resilience, improving early warning systems, and ensuring that our services remain accessible and operational even in the most challenging of circumstances through our local governance structures.

Decentralisation remains the core strategic objective of the Government of Vanuatu, and the Ministry of Internal Affairs is at the forefront of delivering on this vision. We are committed to working collaboratively across sectors and with all thirteen Ministries of government to ensure ongoing development of the Decentralisation and Regional Planning Policy, which will provide a clearer strategic framework and legislative backing to strengthen sub-national governance and integrated regional development.

To achieve this, means recruiting and retaining skilled personnel, investing in targeted training, developing talent acquisition strategies, and providing competitive remuneration to attract high-performing professionals. We believe that quality service begins with quality people — it is their skills, commitment, and professionalism that determine the success of our Ministry.

Our path forward must be proactive and anticipatory. We must build resilience into our planning systems and adopt a Sector Strategy approach with our stakeholders to ensure we are prepared for emerging risks while remaining agile enough to seize new opportunities. This Corporate Plan serves as our compass on the NSDP journey — grounded in past experience but oriented toward future progress and impact." — navigating risks, identifying opportunities, and staying true to our vision: We put people at the centre of everything we do for our nation to succeed



Leith Veremaito  
Director General  
Ministry of Internal Affairs

## Vision, Mission, Values & Principles

### VISION

"We put people at the centre of everything we do for our nation to succeed."

### MISSION

"To deliver decentralized, high-quality public services to all citizens, strengthening local governance, security, and development, and fostering a deep sense of national spirit and unity across a prosperous Vanuatu."

### VALUES

Rule of Law, Trust, Integrity, Teamwork, Equity, Accountability, Cooperation, Transparency, Honesty, Communication, Respect, Service Excellence, Political Neutrality, Efficiency and Effectiveness, Innovation, Resilience, Cultural Sensitivity,

### PRINCIPLES

**People-Centered Approach:** The Ministry will prioritize the needs and well-being of the people of Vanuatu in all its policies, programs, and services.

**Ethical Conduct and Good Governance:** The Ministry will adhere to the highest standards of ethical conduct, transparency, and accountability in its operations, ensuring that all actions are governed by the rule of law.

**Collaboration and Partnership:** The Ministry will actively seek to collaborate with other government agencies, stakeholders, and communities to achieve its objectives, fostering teamwork, cooperation, and effective communication.

**Fairness:** The Ministry will ensure that its services are delivered in a fair and equitable manner.

**Efficiency and Effectiveness:** The Ministry will strive to optimize the use of resources and continuously improve its processes to achieve the best possible outcomes in a timely and cost-effective manner.

**Adaptability and Resilience:** The Ministry will build its capacity to adapt to changing circumstances, including natural disasters and crises, and ensure the continuity of essential services.

**Innovation and Progress:** The Ministry will embrace new ideas and technologies to enhance service delivery, improve its operations, and drive progress towards its goals.

**Cultural Respect:** The Ministry will acknowledge and respect the diverse cultural heritage of Vanuatu, ensuring that its services are delivered in a culturally sensitive manner.

**Impartiality:** The Ministry will remain neutral and objective in its service delivery.

**Reliability:** The Ministry will act in a manner that garners trust and confidence.

## Strategic Objectives

The Ministry of Internal Affairs has the following Strategic Objectives. These are implemented by each agency and department under the Ministry. The implementation details of each objective will be operationalised in the respective Business Plan over the lifetime of this Corporate Plan.

1. To strengthen MOIA's institutional capacity, accountability systems, and corporate governance.
2. Strengthen Sub-National Governments by delivering targeted policy advice, technical and planning support, and annual capacity building programs that improve governance performance and accelerate implementation of Decentralisation and development initiatives
3. To establish a comprehensive, coordinated, and rights-based framework for managing migration to enhance economic growth, social stability, national security and proactively protects all persons from trafficking and exploitation.
4. To enhance community safety and security by strengthening institutional frameworks and fostering collaborative partnerships aimed at addressing key challenges and promoting resilience.
5. Strengthen governance, integrity, and human resource management across the Vanuatu Police Force through transparent disciplinary oversight, timely administrative decision-making, and professional standards enforcement.
6. To achieve safe, resilient, and inclusive urban and peri-urban centres through modern, risk-informed development planning and effective decentralised service delivery.
7. To promote decent work and social justice for all workers in Vanuatu and abroad by upholding labour laws and ensuring compliance with international labour standards.
8. To strengthen and sustain an independent, impartial, efficient, and effective trade dispute settlement system
9. To establish a digitally inclusive, secure, and universal civil registration and identity system that provides legal identity for all citizens and supports effective governance and decentralised service delivery in Vanuatu.
10. To ensure credible, transparent, and inclusive elections at all levels for peace, stability, and good governance in Vanuatu.
11. To establish a robust, effective, and modern Land Transport Authority that ensures safe, reliable, and equitable public land transport services for all citizens across Vanuatu.

# NA AREA COUNCIL STRUCTURE



SUPSOFT  
Clean And Comfortable

NA AREA COUNCIL STRUCTURE

NA AREA COUNCIL

COUNCIL OF YOUTH

COUNCIL OF ELDER

COUNCIL OF ADULT

COUNCIL OF WOMEN

COUNCIL OF STUDENT

COUNCIL OF CHURCH

COMMUNITY ACTION JOINT

COMMUNITY ACTION INITIATIVE

COMMUNITY ACTION ENTERPRISE

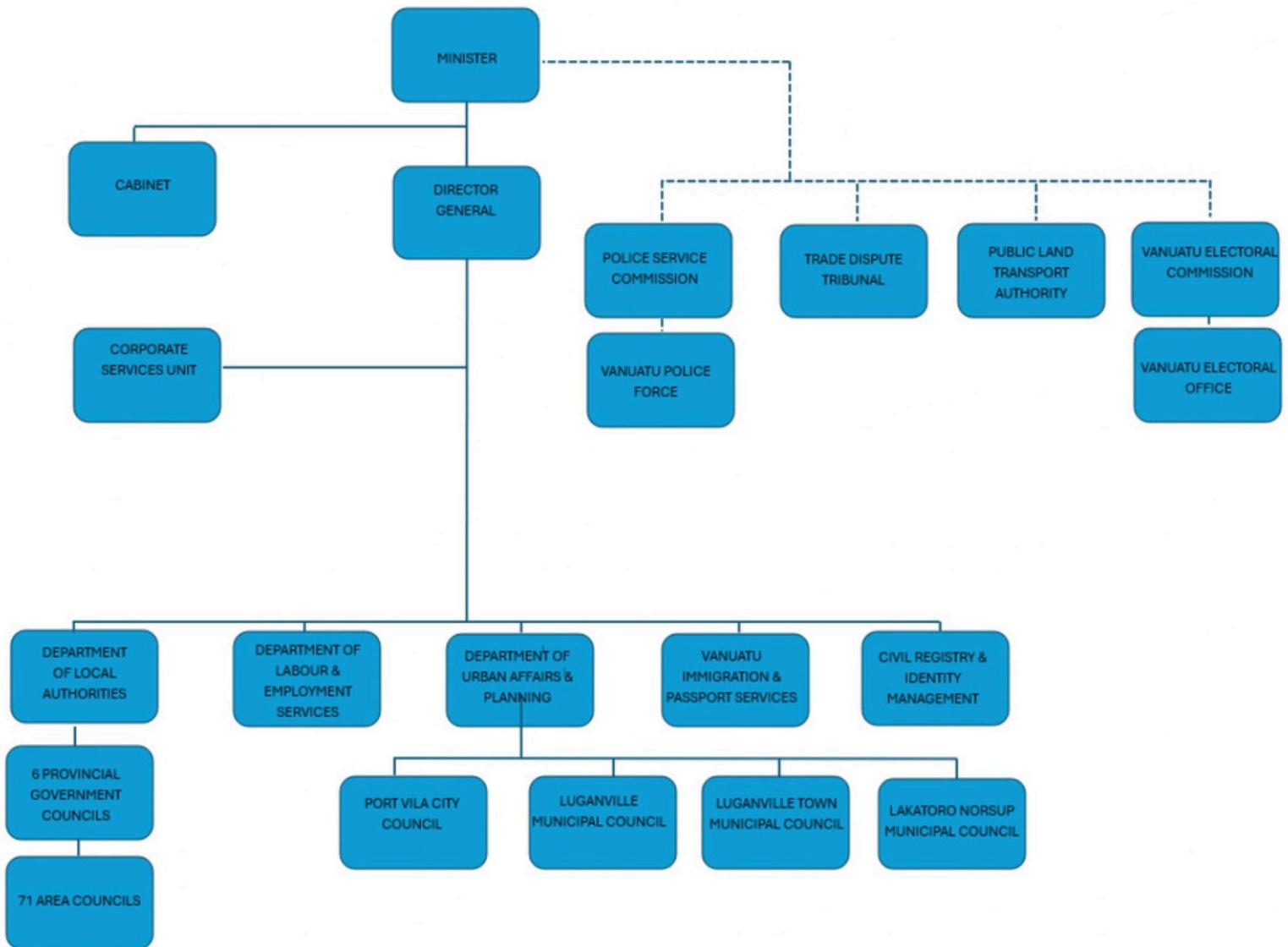
COMMUNITY ACTION INITIATIVE 2

COMMUNITY ACTION ENTERPRISE 2

COMMUNITY ACTION INITIATIVE 3

COMMUNITY ACTION ENTERPRISE 3

# Ministry of Internal Affairs Organizational Structure



## Functions of the Ministry

### Policy

As a mega ministry overseeing 9 departments/agencies, 4 municipalities, 6 provincial government councils and 71 Area Councils, the MOIA has a number of overarching policy priorities which are:

1. Decentralisation
2. Security
3. Regional Development
4. Urban Development
5. Employment and Worker Rights
6. National Identity
7. Representation

These priorities are captured in policy planning documents under the MOIA and strategic action plans to ensure that the ministry fulfills its objectives under the NSDP as the highest policy document of the Government.

### Legislation

The legislative framework guiding the operations and deliverables of the MOIA and its departments and agencies must always be robust and effective given the scope of public services that the MOIA delivers.

The following are legislation that exist under the MOIA:

1. Police Act (CAP 105)
2. Police Powers No. 37 of 2017
3. Firearms Act (CAP 198)
4. Firearms and Ammunition Special Purchase Act No. 5 of 2002
5. Gambling (Prohibition) Act (CAP 10)
6. Decentralisation Act (CAP 230)
7. Local Produce Cess Act (CAP 207)
8. Physical Planning Act (CAP193)
9. Electoral Act No. 16 of 2023
10. Political Parties Registration Act No. 15 of 2023
11. Referendum Act (CVAP 297)
12. Marriage Act (CAP 61)
13. Civil Registration and Identity Management Act No. 28 of 2021
14. Vanuatu National Identity Act
15. Immigration Act (CAP 66)
16. Passports Act No. 20 of 2009
17. State Flag and Armorial Bearings Act (CAP 107)
18. Explosives Act (CAP 6)
19. Liquor Licensing Act (CAP 52)
20. Public Order Act CAP 84)
21. Foreshore Act (CAP 90)
22. Physical Planning Act (CAP 193)
23. Building Act No. 36 of 2013
24. Seasonal Employment Act (No 23/2007)
25. Trade Dispute Act (CAP 162)
26. Trade Unions Act (CAP 161)
27. Work Permit Act (CAP 187)
28. Minimum Wages Act (CAP 182)
29. Health and Safety at Work Act (CAP 195)
30. Employment Act (Cap 106)
31. Municipalities Act (CAP 126)

## Services to the Public

### **Department of Local Authorities**

The Department of Local Authority (DLA) is responsible for the overall oversight, coordination, and support of local governance structures across Vanuatu. A core function is to supervise the affairs and administrative operations of the six Provincial Government Councils through the respective Secretary Generals of each province. The DLA also holds the mandate for overseeing the work and administrative activities of the Area Administrators within the 71 Area Councils throughout the country. The Department's national policy focus under the National Sustainable Development Plan (NSDP) is primarily centered under the Society Pillar 2: Inclusive and Resilient Communities. The DLA contributes directly to strengthening local governance, ensuring service delivery, and empowering communities through the Decentralisation framework. The DLA's key mandate is derived from the implementation and administration of the Decentralisation Act. The Department also holds responsibilities related to the administration of certain aspects of the Local Produce Cess Act, particularly as it relates to local revenue generation for Provincial Government Councils. The main policy direction for the DLA is guided by the forthcoming Decentralisation Policy or Framework, which is currently being developed and finalized. The Department's central office is located in Port Vila. The DLA works directly with the administrative structures of the six Provincial Government Councils (Shefa, Tafea, Malampa, Sanma, Torba, and Penama) and provides oversight to the administrative network of the 71 Area Councils distributed across all provinces.

### **Vanuatu Immigration and Passport Services**

The Vanuatu Immigration and Passport Services (VIPS) is the government's principal agency for controlling and regulating the movement of persons to, from, and within the country. Its core functions are to manage Border Control and Security at all international ports of entry and exit, manage passport services, including the issuance of secure and internationally compliant travel documents to Vanuatu citizens, process Visas and Permits for non-citizens wishing to visit, work, study, live, or invest in Vanuatu (e.g., Tourist Visas, Residency Permits, Investor Visas, etc.), to ensure compliance with immigration laws, including tracking over-stayers and reporting illegal immigration activities. The Department's vision is to be the leading agency to control and regulate the movement of persons to, from, and within the country, contributing to national security and development by 2030. The VIPS's focus under the National Sustainable Development Plan (NSDP) aligns strongly with the Environment and Security Pillar 5: Safety, Security, and Rule of Law. Their work in border security and managing the movement of people is critical to national stability. The key legislative documents that guide the VIPS are the Immigration Act, which governs the entry, residence, and departure of non-citizens, including the granting of visas and permits and the Passport Act (and related regulations), which governs the issue, renewal, and management of Vanuatu passports. The Department's central headquarters is located in Port Vila, Efate (Shefa Province). To provide decentralized and accessible services for citizens, the VIPS maintains provincial presence for passport and immigration services in Sanma Province (Luganville, Santo), Malampa Province (Lakatoro, Malekula), Tafea Province (Isangel, Tanna), Penama Province (Saratamata, East Ambae). Vanuatu High Commissions and Consular offices overseas also assist in facilitating the department's services for citizens residing abroad and for intended visitors.

### **Vanuatu Police Force**

The Vanuatu Police Force (VPF) is Vanuatu's primary agency responsible for internal security, law enforcement, and border protection. The core functions of the Force, as mandated by law, include the preservation of Peace and the maintenance of order, the protection of life and property for all residents and visitors in Vanuatu, ensuring enforcement of all laws, prevention and detection of offences and the production of offenders before the courts, managing border control and maritime policing, alongside its statutory partners. A key strategic pillar is Community Policing, which involves building real partnerships with communities to prevent crime and promote local safety through the use of Community Safety Teams or CSTs. The VPF's mission is to "protect and defend our people, property and borders by the detection and prevention of crime through law enforcement in partnership with our national and international communities." Its focus under the National Sustainable Development Plan (NSDP) — Vanuatu 2030: The People's Plan is centered on the Environment and Security Pillar 5: Safety, Security, and Rule of Law. The VPF's work is vital to achieving national stability and strengthening the rule of law. The key legislative document that establishes and guides the functions of the VPF is the Police Act, [CAP 105], the Penal Code [CAP 135] and the Road Traffic Control Act. Furthermore, its operations are guided by the National Security Strategy of Vanuatu. The VPF has its headquarters in Port Vila, Efate, and operates through a network of Police Stations and Posts across all six provinces of Vanuatu. Its organizational structure includes specialized units such as the Mobile

Force, Police Maritime Wing, and various Criminal Investigation Departments (CID), ensuring a presence that covers land, sea, and community levels throughout the archipelago.

### **Department of Urban Affairs and Planning**

The Department of Urban Affairs and Planning (DUAP) is responsible for the sustainable management, planning, and development of Vanuatu's proclaimed urban areas (Port Vila, Luganville) and their peri-urban areas. Its core functions include developing and enforcing spatial plans to guide urban growth, land use, infrastructure placement, and density controls. They also manage and assess applications for development permits (building permits and subdivisions) to ensure compliance with planning schemes and regulations. They are responsible for the oversight of municipal councils and relevant agencies on issues such as urban infrastructure, public space management, and improving the resilience of urban settlements. The management of all foreshore development sits under the DUAP. DUAP's mission is to ensure safe, resilient, competitive, and sustainable human settlements in Vanuatu. Its national policy focus under the National Sustainable Development Plan (NSDP) is strongly aligned with two pillars, the Economy Pillar 4 by facilitating efficient development and investment through clear planning regulations and by ensuring resilient infrastructure and planned settlements that mitigate environmental risks (e.g., cyclones, sea-level rise). The key legislative documents that empower and guide the Department's work are the Physical Planning Act, the Foreshore Development Act, the Building Act and the Municipalities Act. The key policy documents under the DUAP include the National Housing Policy and the Urban Planning Framework. The Department's central headquarters is located in Port Vila, Efate, where it manages the planning schemes for the capital and the surrounding Shefa Province urban area. The department primarily focuses on the officially proclaimed urban and peri-urban areas of Port Vila and Luganville, but its policy work can influence development across the country.

### **Department of Labour and Employment Services**

The Department of Labour and Employment Services is responsible for employment relations and worker rights for all employees throughout Vanuatu. Another core function of the department is to manage and implement the labour mobility programs of the Government of Vanuatu with its key partners in the region and potentially globally. The Department's national policy focus under the NSDP is centered under the Economic Pillar 4, *Create jobs and Business Opportunities*.

The department is responsible for the implementation of the National Labour Mobility Policy and the National Employment Policy. The key legislative documents that guide this implementation include the Seasonal Employment Act (No 23/2007), Trade Dispute Act (CAP 161), Work Permit Act (CAP 187), Minimum Wages Act (CAP 182), Employment Act (Cap 106) and the Health and Safety at Work Act (CAP 195).

Number of establishments: The department's central location is in Port Vila with provincial presence in Sanma, Malampa and Tafea Province. Country Liaison Officers who support the labour mobility scheme of the RSE and PALM are located in both Australia and New Zealand. As the program expands into other provinces and countries globally, this role and its locations will inevitably expand over the next 5 years and further.

### **Trade Disputes Tribunal**

The Trade Dispute Tribunal (TDT) is a quasi-judicial body established to adjudicate and make awards on trade disputes between employers and employees, or between workers themselves, that arise from employment relations. Its core function is to offer an alternative and faster mechanism for resolving industrial and employment grievances than the higher courts. The TDT is designed to be accessible, as lawyers are generally not permitted to represent parties, and the rules of evidence applicable in civil or criminal proceedings do not apply, simplifying the process. The TDT is not a first-instance port of call; disputes must be referred to it through an official channel. The Commissioner of Labour (COL) refers a trade dispute that he or she cannot resolve through conciliation/mediation within a stipulated time (e.g., 7 days). As an agency under the Ministry of Internal Affairs, the TDT's work aligns primarily with the Society Pillar 2: Inclusive and Resilient Communities and the Environment and Security Pillar 5: Safety, Security, and Rule of Law of the National Sustainable Development Plan (NSDP). The TDT is established and guided by the Trade Disputes Act. The Trade Dispute Tribunal has its main office located within the premises of the Ministry of Internal Affairs in Port Vila. While its physical presence is centralized, its jurisdiction extends to hear and determine trade disputes arising from any employment relationship across all provinces of Vanuatu.

### **Civil Registry and Identity Management**

The Department of Civil Registry and Identity Management (CRIM) is the official source for all national identity documents and records in Vanuatu. It is mandated to register and maintain accurate, up-to-date records of all vital events in the country. The core functions include compulsory and universal registration of births, marriages, deaths, and adoptions, establishing and maintaining the Central Register (including civil registers and the Population Register) and issuing the National Identity Card (National ID) to all citizens and persons ordinarily resident in Vanuatu and providing accurate data to government agencies (like the Vanuatu Electoral Office) to support the establishment and maintenance of the Voter Register, and to assist in national planning and the provision of services, including disaster relief. CRIM is committed to achieving Sustainable Development Goal (SDG) 16, Target 16.9: "By 2030, provide legal identity for all, including birth registration." The Department's national focus under the National Sustainable Development Plan (NSDP) is centered on Society Pillar 2: Inclusive and Resilient Communities and Environment and Security Pillar 5: Safety, Security, and Rule of Law. CRIM is responsible for the implementation of the following legislations, the Civil Registry and Identity Management Act, the Marriage Act and the Vanuatu National Identity Act. It's policy directions come from the Civil Registry and Vital Statistics Policy. The Department's Head Office is located in Port Vila. To achieve universal coverage and decentralized service delivery, CRIM maintains a network of Provincial Registration Offices across all six provinces, with sub-registration offices extending to the sub-district level.

### **Vanuatu Electoral Commission and Office**

The electoral management body in Vanuatu is composed of two separate but inter-related institutions: the Electoral Commission (EC), the policymaking and oversight body, and the Vanuatu Electoral Office (VEO), its executive and operational arm. The Electoral Commission (EC) is the highest electoral authority, established by Chapter 4 of the Constitution. It is responsible for policy, oversight, and regulation. The Vanuatu Electoral Office (VEO) is the operational secretariat headed by the Principal Electoral Officer (PEO). It is responsible for the actual conduct and administration of elections. The EC/VEO's work is crucial for maintaining democratic governance and institutional strength. Its focus under the National Sustainable Development Plan (NSDP) — Vanuatu 2030: The People's Plan is centered on the Environment and Security Pillar 5: Safety, Security, and Rule of Law. The electoral process is guided by a strong legal framework including the Constitution of the Republic of Vanuatu, Electoral Act, the Political Parties Registration Act and the Referendum Act. The Vanuatu Electoral Office (VEO) is headquartered in Port Vila. While the VEO has its permanent central office, it operates an extensive temporary network to deliver elections across the archipelago.

### **Public Land Transport Authority**

The Public Land Transport Authority (PLTA) is the principal regulatory body established to manage, regulate, and control all aspects of public land transportation services across Vanuatu. The PLTA's mission is to provide an efficient, safe, and cost-effective public transport system that supports economic growth and social inclusion. Its focus under the National Sustainable Development Plan (NSDP) — Vanuatu 2030: The People's Plan aligns primarily with Economy Pillar 4 and Society Pillar 2. The PLTA's regulatory authority and functions are established and guided by the Public Land Transport Act (PLTA Act). Their operations are also guided by the Road Traffic Act to enforce the rules of the road and vehicle standards prescribed under this Act, particularly for public transport vehicles. The Public Land Transport Authority has its Head Office located in Port Vila, Efate, where it manages the licensing and regulation for the capital and Shefa Province. To effectively manage the nationwide transport network, the PLTA maintains a sub-office or liaison point in Luganville, Santo, to administer and oversee public transport services in Sanma Province and provide necessary oversight to the northern islands. The PLTA's regulations apply to all public service vehicles operating across the entire country, regardless of provincial jurisdiction.

## Services to Other Agencies

This section outlines the Ministry of Internal Affairs' (MOIA) essential partnerships and service delivery mechanisms, reorganized to demonstrate direct alignment with the seven priority policy focus areas of the Corporate Plan. These collaborations with government entities, the private sector, and civil society are critical to achieving MOIA's mandate and supporting national development outcomes.

### 1. Decentralisation

MOIA is the central pillar for the administration and effective delivery of government services outside of the capital. Our partnerships ensure that local authorities are empowered, resources are managed efficiently, and all citizens have equitable access to public services.

<b>MOIA's Role</b>	<b>Key Stakeholders</b>
<b>Strengthening the administrative and financial capability of Local Authorities (Municipalities/Provincial Government Councils).</b>	Local Authorities (Municipalities/Provincial Government Councils), Ministry of Infrastructure and Public Utilities, Ministry of Lands, Ministry of Finance & Economic Management.
<b>Collaborating on infrastructure, land use, and service mapping to ensure decentralized investment reaches priority areas.</b>	Ministry of Infrastructure and Public Utilities, Communities, Minister of Lands and Natural Resources, Custom Landowners, Health, Education.
<b>Facilitating dialogue between formal governance structures and local communities, including Churches and CSOs, to ensure local voices inform policy and planning.</b>	Communities, Churches and CSOs/NGOs.

### 2. Security

MOIA plays a direct role in maintaining national security through border control, immigration management, disaster response coordination, and intelligence sharing to safeguard the financial integrity of the nation.

<b>MOIA's Role</b>	<b>Key Stakeholders</b>
<b>Ensuring MOIA's security functions (Immigration, Police) are aligned with the highest national security priorities.</b>	Prime Minister's Office (PMO), Ministry of Foreign Affairs.
<b>Partnering to provide timely and organized response, particularly in remote areas under the jurisdiction of local authorities.</b>	Ministry of Climate Change (NDMO), Ministry of Infrastructure and Public Utilities, Local Authorities (Municipalities/Provincial Government Councils).
<b>Working with judicial and financial bodies to enforce immigration laws, prosecute breaches, and ensure compliance with international security protocols.</b>	Financial Intelligence Unit (FIU), Citizenship Agents.
<b>Streamlining processes for secure movement of people while facilitating trade and tourism.</b>	Ministry of Trade and Commerce, Vanuatu Tourism Office, Inbound and Outbound Travelers.

### 3. Regional Development

We support balanced national growth by channelling resources, facilitating investment, and building capacity in the provinces, fostering economic opportunities that stem the migration to urban centers.

<b>MOIA's Role</b>	<b>Key Stakeholders</b>
<b>Working with key ministries and local authorities to identify and promote viable economic projects outside the urban centers.</b>	Ministry of Finance & Economic Management, Ministry of Trade & Commerce, Investors, VCCI, Local Authorities (Municipalities/Provincial Government Councils).
<b>Assisting line agencies in implementing programs that drive economic activity in rural areas (e.g., farming, tourism, and resource management).</b>	Ministry of Agriculture, Livestock, Forestry, Fisheries & Biosecurity, Custom landowners.

<b>Coordinating with local authorities and utility providers to extend basic services to developing regional hubs.</b>	Ministry of Infrastructure and Public Utilities, Telecommunication.
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#### 4. Urban Development

MOIA is responsible for effective urban management, sanitation, licensing, and planning in municipal areas, collaborating with various agencies to ensure sustainable, livable, and well-managed towns.

<b>MOIA's Role</b>	<b>Key Stakeholders</b>
<b>Providing technical, legal, and financial support to Municipalities for effective urban planning, infrastructure development, and service delivery (waste management, markets).</b>	Ministry of Lands, Ministry of Infrastructure and Public Utilities, Local Authorities (Municipalities/Provincial Government Councils).
<b>Coordinating with sectoral ministries to deliver essential services within urban areas efficiently.</b>	Ministry of Health, Ministry of Education, Educational Institutions.
<b>Regulating local businesses, licensing, and enforcing municipal ordinances in collaboration with the private sector.</b>	VCCI, Investors, Commercial Banks.

#### 5. Employment and Worker Rights

A core function of MOIA is to manage the labour mobility scheme and ensure the protection of all workers, both locally and abroad, driving national benefits from remittances and upskilling.

<b>MOIA's Role</b>	<b>Key Stakeholders</b>
<b>Overseeing and auditing recruitment practices, ensuring compliance and the integrity of the scheme.</b>	Labour Approved Agents and Approved Employers.
<b>Partnering with worker representative bodies to uphold labour laws, resolve disputes, and promote fair working conditions.</b>	Unions, Justice Sector.
<b>Collaborating on strategies to maximize the flow and productive investment of worker remittances.</b>	Reserve Bank, Commercial Banks, Ministry of Finance & Economic Management.
<b>Coordinating with educational bodies to align domestic vocational training with the demands of international labour markets.</b>	VCCI, Educational Institutions, Ministry of Youth & Sport.

#### 6. National Identity

MOIA is the custodian of national identity, responsible for administering citizenship, civil registration, and ensuring the accurate collection and use of demographic data for national planning.

<b>MOIA's Role</b>	<b>Key Stakeholders</b>
<b>Providing accurate, timely demographic and identity data for policy formulation and decision-making across government.</b>	Vanuatu Bureau of Statistics Office, Prime Minister's Office (PMO), Ministry of Finance & Economic Management.
<b>Working with agents and legal bodies to manage the citizenship by investment program while maintaining the integrity and value of national identity.</b>	Citizenship Commission, Citizenship Agents.

#### 7. Representation

MOIA's services ensure that governance structures, from the central government down to the local level, are reflective of the population, democratically robust, and accountable to the people.

<b>MOIA's Role</b>	<b>Key Stakeholders</b>
<b>Providing administrative support and liaison for political processes and legislative requirements.</b>	Political Parties.
<b>To ensure credible elections at national, provincial and municipal levels for the peace and good governance of Vanuatu</b>	Electoral Commission, Political Parties, Communities.

### Strategic Development Partners, International Agencies & NGOs

MOIA's ability to execute its wide-ranging mandate is significantly enhanced by technical assistance, funding, and capacity building provided by our international partners. These relationships are managed to ensure alignment with all seven policy focus areas.

Current international engagements ensure alignment with all seven policy focus areas, as demonstrated below:

Focus Area	Partner Focus Example
Decentralisation/Regional Dev.	Support for local governance structures and infrastructure projects in provinces (e.g., DFAT, MFAT, JICA, UNCDF).
Security/Disaster	Technical assistance in border management, climate change adaptation, and rapid disaster response (e.g., NDMO/UNOCHA, IOM, Red Cross).
Employment/Worker Rights	Expertise on ethical labour practices, migration governance, and skills matching (e.g., ILO, IOM, MFAT, DFAT).
Social Sector	Programs supporting health, education, youth, and gender equality integrated into community-level structures (e.g., WHO, UNICEF, UN Women, CARE, World Vision).

**Key Partners:** Department of Foreign Affairs & Trade (Australia); Ministry of Foreign Affairs & Trade (NZ); Peoples Republic of China; Japan; European Union; France; UNDP, UNICEF, FAO, IFAD, ILO, IOM, UNCDF, UNCTAD, UN Environment, UNESCO, UNFPA, UN Women, WFP, WHO, International Red Cross; UNESCAP; ITU; UNOSAT, UNEP; UNIDOC; WMO; CARE, Live & Learn, Oxfam, World Vision; Australian Volunteers Program, Peace Corps; Volunteers International (NZ); JICA; VANGO.

MOIA is committed to proactively cultivating and formalizing new strategic partnerships. This expansion will target emerging development partners, specialist international NGOs, and private sector bodies whose expertise can directly enhance MOIA's capacity in areas such as digital transformation, climate change resilience, and labour market innovation.



PORT VILA CITY COUNCIL  
2022

THE FORESHORE ACT

## Environmental Scan (SWOT Analysis-May 2025)

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>● <b>Governance and Structure:</b> The Ministry has established governance structures that facilitate decentralization and public participation through Area Councils. It also has clear legal mandates for its agencies, such as the Civil Registry and Identity Management (CRIM) and Vanuatu Immigration and Passport Services (VIPS). The Electoral Office's efforts have resulted in a stronger Voter Roll and 95% ID card registration.</li> <li>● <b>Institutional Capacity:</b> The Ministry benefits from strong institutional knowledge and experience in local governance and civil registration. Its workforce is experienced and committed, with strong executive-level leadership in some departments.</li> <li>● <b>Resources and Collaboration:</b> The Ministry has implemented key systems like the Border and Passport System (MIDAS) and has strong partnerships with other agencies, law enforcement, communities, and donor partners. It also has a stable government and multi-layer, geo-spatial mapping capabilities.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Policy and Framework Gaps:</b> The Ministry can enhance its operational effectiveness by modernizing its policy frameworks and improving strategic alignment. This will ensure all efforts are coordinated and that urban council business plans are fully aligned with the Ministry's corporate plan, creating a unified vision and measurable goals.</li> <li>● <b>Capacity and Resource Constraints:</b> Focusing on targeted recruitment to address shortages in technical expertise and enhancing staff capacity through training, the Ministry can reduce its reliance on external support. Additionally, exploring sustainable funding models will decrease dependency on donor funding and provide greater financial stability.</li> <li>● <b>Structural and Procedural Issues:</b> To improve efficiency and collaboration, the Ministry can reorganize its structure and streamline its procedures. This involves clarifying roles and responsibilities, establishing clear communication channels, and developing a standardized reporting framework will enhance accountability and ensure that progress from all departments and agencies is easily tracked and reported.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>● <b>Policy and Legislative Development:</b> There is an opportunity to develop and update key policy frameworks, such as the Decentralization and Regional Planning Policy. The Ministry can also formulate a National Urban Planning Framework and update legal frameworks for better interoperability and data security.</li> <li>● <b>Technological Advancement:</b> The Ministry can leverage the digital transformation to modernize service delivery and improve efficiency. This includes implementing digital systems for cabinet management and records.</li> <li>● <b>External Collaboration and Support:</b> There is strong and growing engagement with stakeholders and donor partners, providing opportunities for support in public sector strengthening. The Ministry can also expand access to underserved populations and build new partnerships.</li> </ul>	<ul style="list-style-type: none"> <li>● <b>Resource and Capacity Challenges:</b> The Ministry faces budget constraints, shifting national priorities, and a dependence on external funding. Staff turnover and the resulting loss of institutional knowledge also pose a significant threat.</li> <li>● <b>Political and Governance Risks:</b> The Ministry is susceptible to political influences, frequent changes in political leadership, and policy direction changes, which can cause instability.</li> <li>● <b>Environmental and Security Risks:</b> The increasing frequency and severity of natural disasters and climate risks pose a significant challenge. Other threats include cybersecurity vulnerabilities, fraudulent activities, identity fraud, and land ownership conflicts.</li> </ul>

## Strategic Direction

### Corporate Plan Matrix 2025-2030

#### Corporate Services Unit

NSDP Policy Objective	SOC 6
NSDP Target	SOC 6.4
Ministry Policy	Decentralisation Policy, National Security Strategy, National Employment Policy, National Migration Policy, National Urban Planning Framework, National Housing Policy, Civil Registry and Vital Statistics Policy.
Strategic Objective	To strengthen MOIA's institutional capacity, accountability systems, and corporate governance.
Strategies	<ol style="list-style-type: none"> <li>1. Strengthen corporate governance, compliance, and identify and develop policy frameworks.</li> <li>2. Strengthen financial and asset management procedures to promote transparency and accountability.</li> <li>3. Digitize and streamline workflows to enhance service delivery across agencies for accountability and transparency.</li> <li>4. Strengthen the coordination of the monitoring, evaluation and reporting mechanisms across the Ministry and capacity in project planning, management and implementation.</li> <li>5. Protect and promote good corporate governance in MOIA through audit best practices.</li> </ol>
Program	Corporate Services Unit
Outcomes	<ol style="list-style-type: none"> <li>1. MOIA achieves 100% compliance with government policies, legislation by 2030.</li> <li>2. All procurement and human resource processes are digitized, transparent by 2029.</li> <li>3. Improved workforce satisfaction and productivity through professional development and welfare programs by 2027.</li> <li>4. An effective integrated coordination and reporting system by 2027 and functional and strengthened project management system established by 2026.</li> <li>5. A strong and independent functional Internal Audit Unit by 2027.</li> </ol>

Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
Institutionalize a Ministry-wide compliance reporting mechanism that will support the review of corporate policies, SOPs, and compliance	An established MOIA Compliance Framework	CSU – Compliance & Policy Section	2026–2028	Risk: Delays in compliance framework endorsement and lack of staff capacity. Mitigation: Early engagement with departments and policies, other government agencies, and legal office (; capacity-building on policy formulation and compliance monitoring.

frameworks to align with national standards and legislation.				
Strengthen budget planning and monitoring system; introduce digital tools for procurement and expenditure tracking.	95% of financial transactions digitized and transparent by 2029.	CSU – Finance Management Section	2026–2029	Risk: Weak ICT capacity and low staff adaptation. Mitigation: Training and technical assistance; phased rollout with pilot testing in 2026.
Develop and deploy an integrated MOIA e-Administration System (records, HR, procurement, and reporting).	Fully operational digital system by 2028.	CSU – ICT, HR, Finance	2026–2028	Risk: ICT infrastructure failure or cyber risk. Mitigation: Develop ICT Policy, data backup system, and cybersecurity protocols (ISO 27001).
Upgrade ICT infrastructure in provincial and central offices.	100% MOIA offices digitally connected by 2029.	CSU – ICT (M&E) Section	2026–2029	Risk: Funding or connectivity limitations. Mitigation: Collaborate with DCDT and partners (e.g., Starlink pilot in rural MOIA stations – Area Councils).
Develop and implement MOIA Workforce Plan. Conduct annual staff training and professional development programs.	HRD Plan implemented; 90% staff trained annually.	CSU – HR Section	2026–2030	Risk: Limited training funds or staff release constraints. Mitigation: Integrate HRD in MOIA annual budget; coordinate training schedule with agency Heads.
Institutionalize a corporate & ministry performance monitoring framework aligned with MOIA Corporate Plan.	Quarterly performance reports produced and submitted to DG, DSPPAC and PSC.	CSU – M&E and Compliance Sections	2026–2030	Risk: Data gaps and delayed reporting. Mitigation: Introduce real-time dashboard and training on M&E reporting.
Develop and institutionalize the MOIA Project Management Framework (PMF) aligned with national investment and budget guidelines.	MOIA Project Management Framework approved and implemented by 2027.	CSU – Project Management Unit (PMU), DG's Office, Departmental Heads	2026–2027	Risk: Delay in framework endorsement and inconsistent project reporting. Mitigation: Align PMF with MFEM, PSC, and COM guidelines; conduct capacity-building workshops for all divisions.
Establish a centralized Project Management Unit (PMU) separate from CSU and reports to DG's Office; to oversee all Ministry-funded and donor-funded projects.	Fully functional PMU established by 2028, managing all major projects.	CSU – PMU, DG's Office, Line agencies	2026–2028	Risk: Lack of coordination and role duplication. Mitigation: Define clear mandates for PMU; introduce structure, project reporting templates and schedule joint monitoring visits.

<p>Formulate a comprehensive, integrated suite of policies that explicitly define the Risk Management Framework (RMF), including risk appetite, identification, assessment, and mitigation methodologies.</p>	<p>An effective Risk Management Framework, fraud management and control processes are formulated and embedded in policies and program implementations</p>	<p>CSU – Internal Audit Unit</p>	<p>2026-2029</p>	<p>Risk: Part 15 of PFEM regulation may not be effectively implemented Mitigation: External reviewer to assess the frameworks + implementations.</p>
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# **VARSU AREA COUNCIL**

**VISION STATEMENT - Have faith in God and promote custom values to uphold Respect, also promote Varsu Language and plans fulfil.**



**MOTTO - Progress and prosperity through struggling .**



Department of Local Authorities

NSDP Policy Objective	SOC 6
NSDP Target	SOC 6.5.1 SOC 6.5.2
Ministry Policy	
Strategic Objective	Strengthen Sub-National Governments by delivering targeted policy advice, technical and planning support, and annual capacity building programs that improve governance performance and accelerate implementation of Decentralisation and development initiatives
Strategies	<ol style="list-style-type: none"> <li>1. Amend the Decentralisation Act, CAP 230, to change the composition of the Provincial Councils</li> <li>2. Realign Area Council Boundaries to Parliamentary Constituencies.</li> <li>3. Strengthen the Capacity and Governance Systems of DLA and Local Authorities.</li> <li>4. Secure land for Area Council.</li> <li>5. Coordination of community developments</li> <li>6. Initiate the creation of Regional Service Hubs.</li> <li>7. Development of Area Council headquarters.</li> </ol>
Program	<b>Department of Local Authorities</b>
Outcomes	<ol style="list-style-type: none"> <li>1. Overall cost reduction of the government and simplified representation</li> <li>2. A simplified and more efficient local representation system with lower administrative costs.</li> <li>3. Stronger, more effective and accountable institution both DLA and Local Authorities.</li> <li>4. Area Councils have secured, registered land for future development.</li> <li>5. Improving community livelihoods</li> <li>6. Better coordination and improved access to government services.</li> <li>7. Established government institution at the community level.</li> </ol>

Key Activities	Output or Service Targets	Responsibility within Ministry & Stakeholder Agencies	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
<ul style="list-style-type: none"> <li>• Legislative and Boundary Reform</li> </ul>	<ul style="list-style-type: none"> <li>• Consult on Provincial Council composition and amend Cap 230 to produce a revised Decentralisation Act.</li> <li>• Develop criteria for, conduct a national boundary review of, and formally finalize updated Area Council boundaries, including proposed amendments to the Decentralisation Act.</li> </ul>	DLA, Electoral Commission, CSU, OAG	2026-2028	<p><i>Risk Assessment:</i> Political Will</p> <p><i>Mitigation Measure:</i> Early Stakeholder consultation &amp; participation</p>

<ul style="list-style-type: none"> <li>Institutional Capacity and Staffing</li> </ul>	<ul style="list-style-type: none"> <li>Complete an institutional capacity assessment of DLA, Provinces, and Area Councils.</li> <li>Develop and roll out a Capacity-Building Plan (training, manuals, governance tools) for DLA, Provincial, and Area Council staff.</li> <li>Introduce annual performance audits for all Provinces and Area Councils.</li> <li>Review and update key governance policies and SOPs (e.g., financial procedures, HR, planning guidelines, data dashboards).</li> <li>Apply for NPP for the Approved Structure and recruit Provincial CSU/DLA staff.</li> <li>Finalize the Area Councils Staffing Structure and complete recruitment.</li> </ul>	DLA, DUAP, CSU, and PSC.	2026-2030	<p>Risk: Staff Structure is delayed in PSC process or does not receive approval.</p> <p>Mitigation: Contract roles in implementation phase.</p>
<ul style="list-style-type: none"> <li>Secure Land for Area Council</li> </ul>	<ul style="list-style-type: none"> <li>Develop a Land Acquisition and Registration Plan and secure agreements with landowners.</li> </ul>	<ul style="list-style-type: none"> <li>DLA, Department of Lands, ACs,</li> </ul>	2026-2030	<p>Risk: Availability of funds and customary land disputes.</p> <p>Mitigation: Budgetary provision for compensation and proactive engagement with the MOLNR and CLMO respectively.</p>
<ul style="list-style-type: none"> <li>Coordination of community developments</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate updates of community Profiles (every 2 years) and develop a community profiling Dashboard.</li> <li>Facilitate the Review of all Area Council Development Plans (ACDP).</li> <li>Develop a Monitoring &amp; Evaluation (M&amp;E) Framework for ACDP &amp; Community Development Projects.</li> <li>Undertake community consultations and develop concept notes and mapping for 4 sites per year.</li> </ul>	<ul style="list-style-type: none"> <li>DLA, Gov4Res, VCAP, Provinces, DSPPAC, CSU (M&amp;E)</li> </ul>	2026-2030	<p>Risk of Delays in Funding and Financial Processes.</p> <p>Mitigation: Thorough planning and budgeting and focused responsibilities to respective units.</p>
<ul style="list-style-type: none"> <li>Infrastructure and Operations</li> </ul>	<ul style="list-style-type: none"> <li>Facilitate the construction and full resourcing of operational Area Council Headquarters buildings.</li> </ul>	DLA PSC CSU MFEM	2026-2030	<p><i>Risk Assessment:</i> Delayed funding</p> <p><i>Mitigation Measures:</i> Budgetary provisions.</p>



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VANUATU IMMIGRATION &  
PASSPORT SERVICES

REPUBLIC OF VANUATU  
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REPUBLIC OF VANUATU  
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RÉPUBLIQUE DE VANUATU

## Vanuatu Immigration Services

NSDP Policy Objective	SOC 5, SOC 6, ECO 1 & ECO 3
NSDP Target	N/A
Ministry Policy	Vanuatu National Migration Policy, National Action Plan to Combat Trafficking in Persons, Vanuatu Integrated Border Management Strategy
Strategic Objective	To establish a comprehensive, coordinated, and rights-based framework for managing migration to enhance economic growth, social stability, national security and proactively protects all persons from trafficking and exploitation.
Strategies	<ol style="list-style-type: none"> <li>1. Strengthen Border Management and National Security-API/PNR</li> <li>2. Decentralize ALL VIS services to all provinces of Vanuatu</li> <li>3. Protect &amp; upgrade the integrity of passport and travel documentation</li> <li>4. Ensure the sustainability of the investment migration programs (visa policy), to attract more investors and create more employment opportunities for Ni-Vans</li> <li>5. Improve cross border and Internal Migration data collection &amp; protection – integration – inter-operability of systems across MOIA and partner agencies</li> </ol>
Program	Vanuatu Immigration and Passport Services
Outcomes	<ol style="list-style-type: none"> <li>1. Reduce unauthorized entries of people by air and sea by 95% in 2030 using biometric system and trained officers at declared ports of entries.</li> <li>2. Midas and Passport system at every province by 2030.</li> <li>3. Enhance border security and streamlined travel by 95% in 2030 through integrated management tools and information-sharing systems (API/PNR).</li> <li>4. Enhance the current system that have already been implemented to collect and protect internal migration data of 70% of the domestic airports and wharfs.</li> <li>5. Immigration Act reviewed to cater to National migration policy objectives by end of 2026</li> </ol>

Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
Strengthen Border Management and National Security	Implement an Integrated Border Management (IBM) system across key agencies (Immigration, Customs, Police) to	VIS, Customs, Biosecurity, Police, DCDT, CAAV, Ministry of Foreign Affairs	2026-2027	<b>Risk:</b> Major security threat penetration due to siloed information systems.

	enhance security, streamline legitimate travel, and improve inter-agency detection of illicit activities through API/PNR systems.	and External Trades, Australian High Commission (ABF), IOM		<b>Mitigation:</b> Establish mandatory quarterly IBM simulation exercises involving all relevant agencies; invest in a secure, common data-sharing platform.
Amend Immigration Act	Review of Immigration Act to cater for the systems that have already been implemented within the Department, integrated between different departments within Ministry, integrated within different stakeholders within the government and the objectives of the National Migration policy.	VIS, MOIA, OAG office	2026	<b>Risk:</b> Delayed in receiving feedbacks from consulting agencies  <b>Mitigation:</b> Fast track consulting with partner agencies to receive feedbacks within the time frame allocated.
Decentralize all VIS services to all provinces of Vanuatu and consulate office abroad	<ul style="list-style-type: none"> <li>Establish MIDAS system at all declared port of entries.</li> <li>Complete all passport enrolment stations on Provincial Headquarters</li> <li>identify possible sites within Area Council to establish passport enrolment stations</li> <li>Continue with the establishment of passport enrolment system among approved consulate office overseas</li> </ul>	VIS, VPF, Department of Local Authority, Customs, Biosecurity, Ministry of Foreign Affairs and External Trade and DCDT	2026-2030	<b>Risk:</b> Power supply- since we are working with systems, continuous power cut will create deficiencies and impact the systems especially for rural areas.  <b>Mitigation:</b> Negotiate with NGO's and international bodies in assistance for full solar power system or backup generators for backup power supply
Improve cross border and Internal Migration data collection & protection – integration – inter-operability of systems across MOIA and partner agencies	<ul style="list-style-type: none"> <li>Review legislation to support the Inter-operability of systems between, Dept. Labour, VFIPA, CRIM and VPF.</li> <li>Efficient data collection of movement of people from island to island via MIDAS system.</li> </ul>	VIS, CAAV, Department of Labour, VIPA, CRIM, VPF, DCDT and IOM	2026-2030	<b>Risk:</b> Complex execution of border system for the domestic movements, as it will comprise of an effective collaboration of all stakeholders. <b>Mitigation:</b> Create a steering committee to provide direction and oversight.

<p>Support 80% of climate-displaced persons with legal relocation, housing and jobs under a national framework by 2030</p>	<p>Operationalize the National Referral Mechanism (NRM) to identify and assist victims. Strengthen VPF/OPP capacity for TIP prosecution. Implement targeted public awareness campaigns (Prevention).</p>	<p>VIS, NDMO, NGO's, Malvatumauri councils of Chiefs, VPF, Ministry of Justice &amp; community services, Department of Labour</p>	<p>2026-2027</p>	<p><b>Risk:</b> Lack of secure shelter and specialized social workers for victim support.  <b>Mitigation:</b> Partner with CSOs/NGOs to establish and financially support a secure shelter for VOTs. Utilize the Child Protection Referral Pathway (CPRP) for child victims and ensure funding for specialized psychosocial support.</p>
<p>Protect &amp; upgrade the integrity of passport and travel documentation</p>	<p>Minister to appoint Passport committee to develop efficient security features for passport and other travel documents</p>	<p>VIS, Cultural Centre, Malvatumauri council of chiefs, State law, MALFFB</p>	<p>2026-2030</p>	<p><b>RISK:</b> Need to be a close door committee established for the privacy of security features and the better storage facilities for the Travel documents   <b>Mitigation:</b> Partner up with independent bodies in establishing the committee and provide pathways into upgrading the travel documents.</p>



Vanuatu Police Force

NSDP Policy Objective	SOC 4, SOC 5
NSDP Target	SOC 4 SOC 5
Ministry Policy	Security
Strategic Objective	To enhance community safety and security by strengthening institutional frameworks and fostering collaborative partnerships aimed at addressing key challenges and promoting resilience.
Strategies	<ol style="list-style-type: none"> <li>1. To implement and maintain a robust system that guarantees the safety and security of our community, through proactive measures, effective monitoring, and rapid response strategies.</li> <li>2. To strengthen the effectiveness and trustworthiness of our institutions, ensuring that they function with transparency, accountability, and efficiency.</li> <li>3. To develop and sustain strong, mutually beneficial relationships with key stakeholders and potential partners, fostering collaborative efforts for long-term success.</li> <li>4. To strengthen border and maritime security operations through enhanced surveillance, inter-agency cooperation, and capacity building, ensuring full EEZ coverage and improved response to maritime threats.</li> <li>5. To strengthen the operational readiness, discipline, and disaster response capacity of the Force to effectively respond to external threats, national emergencies, community support, regional and international deployment</li> </ol> <ol style="list-style-type: none"> <li>1. Implement Community Policing program to include special constable/CST establishment in 72 area councils</li> </ol>
Program	Internal Security & Law Enforcement
Outcomes	<ol style="list-style-type: none"> <li>1 By proactively implementing 85% security measures such as surveillance systems, community policing, and regular risk assessments, the community experiences a decrease in crime rates and a sense of personal safety.</li> <li>2 Transparency, accountability, and efficiency lead to greater public confidence in institutions, which encourages compliance and support</li> <li>3 Strong relationships with stakeholders encourage collaboration, bringing diverse expertise, perspectives, and resources together to tackle complex challenges.</li> <li>4 Enhanced operational readiness, discipline, and disaster response capacity of the Force, enabling effective response to external threats, national emergencies, community needs, and regional or international deployments.</li> </ol>

	<p>5 50% coverage of EEZ surveillance missions, 25% increase in coastal policing to reduced illegal fishing, trafficking, and transnational offending. Build community trust and resilience through national readiness to respond to emergencies, border protection, and regional and international deployment</p> <p>6 Enhanced community safety and trust through the establishment of Special Constable/Community Safety Team units in all 72 area councils.</p>
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<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment and Mitigation Measures</b>
Promoting community involvement in policing and implementing strategies to prevent crime	90% of police posts engage in quarterly community awareness; CSTs in 90% of communities throughout Vanuatu; 15% reduction in petty crime rates.	VPF	2026-2029	Risk: Over-reliance on trust may neglect resources and training.  Mitigation: Implement a balanced performance framework that mandates simultaneous investment in operational capacity (training, equipment) and community engagement
Implementing robust oversight and supportive mechanisms	100% of public complaints processed within 30 days; 75% annual public satisfaction rate with oversight mechanism transparency.	VPF	2026-2029	Risk: Public perception of oversight as insufficient or biased erodes trust.  Mitigation: Establish an independent, multi-stakeholder panel for reviews and publish annual accountability reports detailing complaint outcomes and remedial actions.
Foster strong relationships with stakeholders to encourage collaboration, leveraging diverse expertise, perspectives, and	Formalized Memorandums of Understanding (MoUs) with 4 key external partners signed by 2027; 2 innovative, jointly-developed solutions implemented.	VPF	2026-2029	Risk: Conflicting goals or expectations among diverse stakeholders.  Mitigation: Develop clear, shared Terms of Reference (ToR) at the outset of collaboration

resources to address complex challenges.				
Enhance maritime security through joint surveillance with Vanuatu Fisheries, strengthened coastal policing by the Port Vila Marine Unit, and improved border cooperation with Customs and Immigration under the “All Eyes on Shores” initiative.	-100% coverage of EEZ surveillance missions, 25% increase in coastal policing.  Reduced illegal fishing, trafficking, and offending	VPF	2026-2029	Risk: Limited resources, coordination gaps, and data limitations challenge effective delivery.  Mitigation: Formalize joint resource-sharing agreements, conduct quarterly inter-agency communication drills, and invest in enhanced, shared intelligence systems.
Strengthen VMF’s operational readiness, discipline, and disaster response capacity to effectively address external threats, national emergencies, and community needs, enhancing national preparedness, border protection, and active participation in regional and UN peacekeeping missions.	Achieve a fully trained, equipped, and deployable VMF capable of responding to national emergencies within 48 hours; sustain participation in regional missions.	VPF	2026-2029	Risk: Limited manpower/logistics, inadequate training, and weak inter-agency coordination (NDMO).  Mitigation: Secure guaranteed budget support for readiness operations; regular joint exercises with NDMO and provincial authorities; establish clear rapid deployment protocols.



### Vanuatu Police Service Commission

NSDP Policy Outcome	SOC 5 & SOC 6
NSDP Target	SOC 5.3, SOC 6.4
Ministry Policy	National Security Policy
Strategic Objective	Strengthen governance, integrity, and human resource management across the Vanuatu Police Force through transparent disciplinary oversight, timely administrative decision-making, and professional standards enforcement.
Strategies	<p>1. Build a professional, well-managed police workforce through effective human resource practices, timely administrative decision-making, and strict adherence to professional standards across all units and ranks.</p> <p>2. Enhance transparent and accountable governance within the Vanuatu Police Force by enforcing ethical conduct, improving oversight mechanisms, and ensuring disciplinary processes are fair, timely, and consistent.</p>
Program	Vanuatu Police Service Commission
Outcomes	<p>1.1 Ensuring only competent and qualified officers are deployed to frontline policing.</p> <p>1.2 Supporting the development of a well-trained, motivated police workforce.</p> <p>1.3 Enforcing disciplinary actions that remove or correct behaviours that threaten public safety.</p> <p>1.4 Enhancing public trust through transparency and accountability.</p> <p>2.1 Ensuring fair, consistent and timely disciplinary processes.</p> <p>2.2 Promoting merit-based recruitment, promotion and appointments.</p> <p>2.3 Strengthening governance and integrity systems within the police service.</p> <p>2.4 Holding officers to professional, ethical and constitutional standards.</p>

Key Activities	Output of Service Target	Responsibility within Ministry & Stakeholder Agencies	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
Appointments & Promotions Reform	100% of senior appointments processed via transparent merit-based panels; reduce average processing time to ≤ 60 days.	VPSC Chair & Secretariat (lead); MoIA HR Directorate (support); VPF Commissioner (nomination). Vanuatu Police Force (VPF);	2026 – 2030	<p><b>Risks:</b> Political interference; weak panel capacity; unclear job descriptions.</p> <p><b>Mitigations:</b> Legally binding SOPs; published criteria; independent observers; training for panel members.</p>

Disciplinary & Appeals Case Management	Reduce disciplinary case backlog by 50% by 2028 and 80% by 2030; resolve 95% of new cases within 120 days.	VPSC Discipline Sub-Committee (lead); VPSC Secretariat legal officer; MoIA Legal Unit. VPF Internal Affairs/Professional Standards; Office of the Director of Public Prosecutions (as needed); NAO (oversight); unions / staff associations targets & publish outcomes.	2026 – 2030	<b>Risks:</b> Confidentiality/legal challenges; capacity of hearing panels; procedural appeals. <b>Mitigations:</b> Clear procedural rules; legal counsel assigned to Commission; digital case management; training for panel chairs; mediation options for minor cases.
Publish Annual Reports	Publish Annual Commission Report within 6 months of FY end (by 30 June).	VPSC Secretariat (compilation & publication); MoIA Planning & Reporting Unit (quality assurance). MoIA Minister / Permanent Secretary; Parliamentary oversight committee; civil society; media.	2027 – 2030	<b>Risks:</b> Delayed data from VPF / units; low report quality. <b>Mitigations:</b> Standard reporting templates; fixed reporting calendar; integrate with MoIA corporate reporting; assign a reporting officer.
Policy & Legislative Review	Complete gap analysis by 2026 Q4; draft amendments and submit to Cabinet by 2028 Q2; enact revised Regulations by 2029.	MoIA Legal Unit & VPSC (co-lead); Parliamentary Drafting Office (for legislation).	2026 – 2030	<b>Risks:</b> Legislative delays; political pushback; insufficient consultation. <b>Mitigations:</b> Early stakeholder engagement plan; dedicated legal drafting resources; Ministerial sponsorship; use of interim procedural regulations if legislation delayed.
Build Commission capacity — training for Commissioners, secretariat & panel chairs.	Target: All Commissioners & Secretariat staff complete induction & governance training by end 2026; annual CPD — min 2 training days per person per year; measure competency improvement.	VPSC Chair (training plan lead); MoIA HR/Capacity Building Unit; donor partners for technical assistance. Training providers (local/international); PSC; AUS/NZ donor programmes; universities.	2026 – 2030	<b>Risks:</b> Limited budget; loss of trained staff. <b>Mitigations:</b> Ring-fenced training budget in MoIA; blended (online + in-person) training; knowledge transfer protocols; training-of-trainers.

Digital Case Management System	Implement a secure VPSC Case Management System by 2027 Q4; ensure 100% of new case records are digital.	MoIA ICT Unit (lead tech); VPSC Secretariat (user-owner); MoIA Planning & Finance (procurement & budget). VPF IT; National Data Office; PSC; NAO; donors/technical partners.	2026 – 2028	<p><b>Risks:</b> Procurement delays; data security and privacy risks; low IT skills.</p> <p><b>Mitigations:</b> Use phased implementation; minimum viable product (MVP) approach; apply national data protection standards; training and vendor SLA; backup/DR plan.</p>
Provincial Outreach & Engagement	Establish VPSC provincial liaison mechanism in at least 6 provinces by 2028.	VPSC Secretariat (policy lead); MoIA Decentralisation Unit; Provincial Offices. Provincial Governments; Area Councils; VPF provincial commands; civil society & women's groups.	2026 – 2030	<p><b>Risks:</b> Logistical costs; poor local uptake; duplication with other bodies.</p> <p><b>Mitigations:</b> Leverage existing MoIA provincial structures; cost-sharing with provinces; clear terms of reference; community awareness campaigns.</p>



*Department of Urban Affairs and Planning*

NSDP Policy Objective	SOC 6 ENV 2 ENV 4
NSDP Target	SOC 6.5, SOC 6.6, ENV 2.2, EN 4.1 EN 4.5
Ministry Policy	National Housing Policy
Strategic Objective	To achieve safe, resilient, and inclusive urban and peri-urban centres through modern, risk-informed development planning and effective decentralised service delivery.
Strategies	<ol style="list-style-type: none"> <li>1. Strengthen Urban Policies &amp; Legislations.</li> <li>2. Strengthen Risk-Informed Urban Planning &amp; Data Management System by 2030</li> <li>3. Improve Service Delivery in Urban Centers.</li> <li>4. Address Urban Growth &amp; Housing Issues.</li> <li>5. Strengthen monitoring and enforcement of coastal developments</li> </ol>
Program	Department of Urban Affairs and Planning (DUAP)
Outcomes	<ol style="list-style-type: none"> <li>1. By 2030, at least 70% of urban planning and development is guided by an updated and legally enforceable planning framework.</li> <li>2. By 2030 70% of urban areas have access to risk informed planning data and tools integrated into local decision making</li> <li>3. By 2030, 70% of municipalities and provincial councils demonstrate improved capacity in urban service delivery and infrastructure management.</li> <li>4. By 2030, a 70% advancement in the proactive and structured management of urban growth including the housing sector.</li> <li>5. By 2030, 65% of foreshore and coastal developments are subject to regular monitoring and compliance enforcement.</li> </ol>

<b>Key Activities</b>	<b>Output or Service Target</b>	<b>Responsibility within Ministry &amp; Stakeholder Agencies</b>	<b>Time Frame for Delivery</b>	<b>Delivery Risk Assessment (DRA) and Mitigation Measures (MM)</b>

Policy & Legal Framework	Develop the National Urban Planning Policy (NUPP). Review and amend current legislations and regulations, including CAP 90, CAP 126, CAP 193, and the National Building Act. Implement new and revised urban policies, legislations, and regulations.	DUAP, OAG	2026-2029	Risk: Lack of a continuously updated Annual Legislative Plan slows policy implementation. Mitigation: Implement a Policy Inventory system for coordination and continuous tracking of policy and legal updates.
Urban Development & Data	Strengthen institutional capacity to provide technical support to local authorities for effective risk-informed planning (e.g., Zoning and Development Control Plans (ZDCP) in declared PPAs). Develop and update a Data Management System to increase the efficiency and reliability of data collection and management across urban centres. Expand 2 existing urban centres and establish 5 new urban centres to promote sustainable and liveable urban environments. Roll out the National Housing Policy's Implementation Plan.	DUAP, DLA Development Partners	2026-2030	Risk: Data Inaccuracy or Incompleteness (e.g., outdated GIS data) leads to incorrect decision-making.  Mitigation: Improve the data management system by securing dedicated funding for technology and personnel to ensure regular data collection and updates.
Compliance Enforcement &	Enforce compliance for non-conforming developments (target: 90%). Train officers on enforcement and conduct annual inspections of foreshore developments (target: 65% inspected annually).	DUAP, CSU, PSC	2026-2030	Risk: Ineffective enforcement due to insufficient legal power or lack of trained personnel.  Mitigation: Secure necessary legal instruments for DUAP/CSU and conduct annual mandatory training cycles for enforcement officers.



*Department of Labour and Employment Services*

NSDP Policy Objective	SOC 4, ECO 4
NSDP Target	SOC 4.1, ECO4.5, ECO 4.6
Ministry Policy	National Labour Mobility Policy, National Employment Policy
Strategic Objective	To promote decent work and social justice for all workers in Vanuatu and abroad by upholding labour laws and ensuring compliance with international labour standards.
Strategies	<ol style="list-style-type: none"> <li>1. Strengthen Labour Law Compliance, Enforcement, and Policy Framework by reviewing, updating, and enacting 100% of existing laws, promoting Decent Work and tripartism, reviewing the minimum wage, and strengthening the control of migrant workers.</li> <li>2. Enhance Fair Employment Opportunities and Labour Dispute Resolution by improving the service delivery framework with a strengthened dispute/conciliation mechanism, increasing access for job seekers in the domestic labour market, and facilitating the establishment of the Apprenticeship Committee.</li> <li>3. Improve Occupational Health &amp; Safety (OHS) and Inter-Agency Collaboration by increasing the protection of workers through national OHS standards, and improving Vanuatu's compliance to ILO reporting obligations to ensure overall adherence to worker's rights.</li> </ol>
Program	Department of Labour and Employment Services.
Outcomes	<ol style="list-style-type: none"> <li>1. 100% of existing labour laws and relevant international conventions are reviewed, updated, and enacted. The minimum wage is reviewed within the next five years. 50% of migrant workers have been controlled. 80% of government, private sector, and workers understand the concepts of Decent Work and Tripartism.</li> <li>2. Reduction in the average time taken to resolve labour disputes by 25%. Increase in the percentage of registered job seekers placed in stable employment by 15%. The Apprenticeship Committee has been established.</li> <li>3. A measurable decrease in the number of reported workplace injuries and fatalities by 30% within two years. Improved Vanuatu's compliance to ILO reporting obligations, ensuring overall adherence to worker's rights.</li> </ol>

Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
Strengthen Labour Law Compliance, Enforcement, and Policy Framework	<p>100% enforcement of domestic labour laws, ILO Standards, and Company Employment Safety Codes. 100% of new labour and employment policies developed and aligned with national standards and the NSDP.</p> <p>Minimum wage is reviewed.</p> <p>First Occupational Health &amp; Safety (OHS) and one Sectoral Wages Policy developed.</p>	<p>Domestic / Provincial staff, DLA, TLAC, SLO, ILO, VFIPA, Immigration, Police, FIU, VBoS, VNPF, VCCI, VMSA, Trade Unions.</p>	<p><b>2026-2030</b></p>	<p>Risk: Laws may become obsolete, employer resistance, political interference, or lengthy legislative processes.</p> <p>Mitigation: Increase staff recruitment and capacity, strengthen laws to reduce political interference, and strengthen legislative processes with stakeholders.</p>
Enhance Fair Employment Opportunities and Labour Dispute Resolution	<p>Reduction in average time to resolve labour disputes by 25% with an online case tracking system deployed.</p> <p>80% of registered job seekers access employment opportunities.</p> <p>Apprenticeship Committee established. 50% of migrant</p>	<p>Domestic staff, ESU, Provincial Offices, Local Employers, The private sector, Trade Unions, Non-Trade employees.</p>	<p><b>2026-2030</b></p>	<p>Risk: Resistance to adopting new digital processes, limited employer participation, non-compliance with labour standards, or the Apprenticeship Committee not being legally established.</p> <p>Mitigation: Mandatory training for staff and stakeholders on new digital systems, employer engagement, monitoring/enforcement, and completing legal arrangements for the Apprenticeship Committee.</p>

	workers have been controlled.			
Improve Occupational Health & Safety (OHS) and Inter-Agency Collaboration	<p>Minimum of 750 targeted, high-risk OHS inspections completed over the 5-year plan, with 100% of compliance orders recorded as closed within 90 days.</p> <p>Measurable decrease in workplace injuries/fatalities by 30%. At least 3 MOUs established with key stakeholders.</p> <p>Data reporting mechanism established with the Vanuatu Bureau of Statistics (VBoS).</p>	Domestic staff, DLA, VBoS.	<b>2026-2030</b>	<p>Risk: Insufficient staffing and resource capacity for inspections; non-existence of a data reporting/shared mechanism with VBoS.</p> <p>Mitigation: Train and certify additional Labour Inspectors, secure dedicated budget for OHS enforcement, and strengthen partnership with VBoS.</p>
Strengthen Labour Mobility and Employment Policy & Compliance	100% of labour mobility policies reviewed and updated by 2028. 90% of reported worker welfare cases resolved within 7 working days.	ESU Policy, Welfare & Domestic Labour Teams; Recruiting Agents; Provincial Offices; PSC; ILO; Office of	<b>2026-2030</b>	<p>Risk: Delays in legislative approval, inadequate staff capacity, or limited employer participation in the domestic market.</p> <p>Mitigation: Early and regular stakeholder engagement, staff training, clear SOPs, and active employer engagement/enforcement.</p>

	<p>80% of registered job seekers access employment opportunities annually.</p> <p>At least 80% of stakeholders report awareness of policies.</p>	<p>the Attorney General; Local Employers.</p>		
Optimize Worker Pathway and Reintegration	<p>95% of registered workers complete Pre-Departure Briefing (PDB) before deployment.</p> <p>At least 80% of workers complete skills training. 3 new training partnerships established by 2028.</p> <p>80% of returning workers report successful reintegration.</p>	<p>ESU Mobilisation, Training, and Reintegration Teams; APTC, VIT, Vanuatu Skills Partnership; Agents; Community Leaders; NGOs; IOM.</p>	<p><b>2026-2030</b></p>	<p>Risk: Low worker participation, logistical challenges, or limited community acceptance/support for returnees.</p> <p>Mitigation: Decentralised PDBs, formal partnership agreements, and continuous community engagement to support reintegration outcomes.</p>
Enhance Corporate Capacity and Evidence-Based Management	<p>100% of ESU staff participate in at least 2 professional development sessions per year.</p> <p>100% of ESU programs supported with MERL (Monitoring, Evaluation, Research &amp; Learning) evidence.</p>	<p>ESU Leadership, MERL, Communications Teams; All ESU Staff; Research Partners (ADB, ANU, IOM, WB); Media Partners.</p>	<p><b>2026-2030</b></p>	<p>Risk: Staff turnover, poor data quality, or low media/stakeholder coverage.</p> <p>Mitigation: Succession planning, mandatory staff training, use of standardised tools, regular data validation, and proactive, inclusive media engagement.</p>

	Quarterly team reflection sessions held. At least 12 public awareness campaigns per year.			
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## Trade Disputes Tribunal

NSDP Policy Objective	Society Pillar, Goal 5, Policy Objective 5.1, & Economic 4, Polciy Objective 4.5, 4.6
NSDP Target	<ol style="list-style-type: none"> <li>1. SOC 5.5.1- -by 2030, the Tribunal should have its own law, &amp; an expansion of Office to Santo, &amp; recruitment of other Adjudicators</li> <li>2. ECO 4, 4.5, 4.6- by 2030, the Tribunal conducted awareness to all provinces, and more than 10 cases are registered from other provinces (Malampa, TAFEA, TORBA, PENAMA)</li> </ol>
Ministry Policy	N/A
Strategic Objective	To strengthen and sustain an independent, impartial, efficient, and effective trade dispute settlement system
Strategies	<ol style="list-style-type: none"> <li>1. A tribunal that delivers a timely, fair, and impartial resolutions to employment-related disputes, ensuring consistent adherence to principles of justice and industrial harmony.</li> <li>2. Higher Engagement and Utilization of Services of the tribunal by aggrieved parties (employer and employee)</li> <li>3. Establishing a standalone law to recognize the Tribunal as an independent legal entity will cement its authority and autonomy, guarantee long-term sustainability and reinforce its role as a cornerstone of labor justice.</li> </ol>
Program	Trade Dispute Tribunal
Outcome	<ol style="list-style-type: none"> <li>1. All cases referred to the Tribunal are processed and resolved within the legally mandated timeframe, ensuring fairness and maintaining industrial peace.</li> <li>2. Greater awareness and use of the Tribunal's services by workers and employers, supported by transparent procedures and impartial adjudication.</li> <li>3. A dedicated law is enacted to formally establish the Tribunal as an independent legal entity, reinforcing its autonomy and long-term sustainability.</li> <li>4. The Tribunal operates from a dedicated, properly resourced office space that supports its independence, enhances service delivery, and provides a professional environment for hearings and administration.</li> <li>5. The Tribunal is staffed with competent and adequately trained personnel, including adjudicator</li> </ol>

Key Activities	Outputs of Services & Targets	Responsibilities within Ministry & Agencies Position	Time frame for Delivery	Delivery Risk Assessment & Mitigation Measures
Strengthen Institutional and Legal Foundations	Dedicated legal framework (Bill) to establish TDT as a separate	Adjudicator, Registrar, Ministry of Internal Affairs, Department	2026–2030	Risk: Delays in legislative approval and budget

	<p>legal entity is gazetted and effective by 2027.</p> <p>The Tribunal has proper office infrastructure, including a Santo office, by 2027.</p> <p>Organisational structure is reviewed and staff recruited on merit by 2026-2030.</p>	of Labour, CSU, Judicial Service Commission		<p>constraints. Limited pool of qualified staff.</p> <p>Mitigation: Early stakeholder engagement and legal support, prioritizing essential infrastructure, offering competitive packages, and change management strategies.</p>
Public Awareness and Outreach Optimize Dispute Resolution and Case Management	A functional database system for case management is developed or adopted and operating by 2028. 100% of Trade Dispute cases are settled within the legal time frames by 2030.	Adjudicator, & the Registrar	2026–2028	<p>Risk: Inconsistent application of procedures.</p> <p>Mitigation: Regular training, review of processes, and regular meetings to ensure procedural consistency.</p>
Enhance Public Confidence and Outreach	Annual awareness campaigns conducted (including radio shows and provincial outreach across key high-target areas) (2025-2030). 100% of decisions are published online by 2030.	Adjudicator & the Registrar	2026-2030	<p>Risk: Low public engagement<sup>19</sup>.</p> <p>Mitigation: Use diverse media channels and community networks to broaden reach<sup>20</sup>.</p>



### Civil Registry and Identity Management

NSDP Policy Objective	SOC 4, SOC 6
NSDP Target	N/A
Ministry Policy	National Civil Registration and Vital Statistics (CRVS) Policy 2017–2030
Strategic Objective	To establish a digitally inclusive, secure, and universal civil registration and identity system that provides legal identity for all citizens and supports effective governance and decentralised service delivery in Vanuatu.
Strategies	<ol style="list-style-type: none"> <li>1. Achieved Universal Civil Registration Coverage by 2030.</li> <li>2. Strengthened and Secure National Identity System.</li> <li>3. Drive Digital Transformation of CRIM Services.</li> <li>4. Enhanced Institutional Capacity, Infrastructure, and Decentralized Service Delivery.</li> <li>5. Improve Data Integration and Use for Governance.</li> </ol>
	Civil Registry and Identity Management
Outcomes	<ol style="list-style-type: none"> <li>1. Achieve 95% coverage of all births, marriages, and deaths recorded annually by 2030.</li> <li>2. 95% of the eligible population (aged 5 and above) is issued with a secure National ID by 2030.</li> <li>3. 95% of all core CRIM services are fully accessible and completed via digital channels by 2029.</li> <li>4. 95% of all 71 Area Councils are fully equipped and offering comprehensive, decentralized CRIM service delivery by 2030.</li> <li>5. The National Population Register (NPR) is fully operational as the central population data hub by 2030.</li> </ol>

Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
Achieved Universal Civil Registration Coverage by 2030	<p>90 - 95% birth registration coverage nationwide by 2030.</p> <p>90%+ death registration coverage (including timely reporting within 30 days).</p>	CRIM / VEO / DLA / CSU	80% coverage by 2027, 95% coverage by 2030.	<p>Risk:</p> <ol style="list-style-type: none"> <li>1. Low community awareness and cultural barriers leading to under-registration of births and deaths.</li> <li>2. Geographical challenges and limited access to remote islands and rural communities.</li> </ol>

	<p>Functional Civil Registration Points in all 71 Area Councils.</p> <p>Annual national awareness campaigns on civil registration rights and processes.</p> <p>Monthly mobile registration missions deployed to remote and underserved communities.</p>			<ol style="list-style-type: none"> <li>3. Insufficient staffing and logistical capacity for outreach missions.</li> <li>4. Delays from health facilities and Area Councils in reporting vital events.</li> <li>5. Disasters interrupting registration services (cyclones, volcanoes, earthquakes, and infrastructure damage).</li> </ol> <p>Mitigation:</p> <ol style="list-style-type: none"> <li>1. Conduct regular nationwide awareness campaigns through radio, church networks, and community leaders.</li> <li>2. Deploy mobile registration teams with scheduled missions to outer islands.</li> <li>3. Strengthen Area Councils with equipment, training, and SOPs.</li> <li>4. Implement real-time notifications from health facilities for births and deaths.</li> <li>5. Develop and implement a CRIM emergency and continuity plan for post-disaster operations.</li> </ol> <p>Formalize a low-cost, simplified process for delayed registration with community leader verification, as outreach via Area Councils is key.</p>
<p>Strengthened National Identity System</p>	<p>95% of eligible citizens enrolled in the National ID system by 2030.</p> <p>Fully upgraded biometric ID platform with liveness detection, secure authentication, and audit trails.</p> <p>New National ID cards issued or replaced within 5 working days of application.</p>	<p>CRIM / CSU/ SLO</p>	<p>70% coverage by 2027, 95%+ by 2030</p>	<p>Risk:</p> <ol style="list-style-type: none"> <li>1. Identity fraud, duplicate identities, and weak verification practices.</li> <li>2. Cybersecurity threats (hacking, data breaches, unauthorized access).</li> <li>3. Outdated technology platforms that cannot support biometrics and modern security.</li> <li>4. Legislative gaps allowing loopholes in ID issuance and citizenship-based identity registration.</li> <li>5. Inconsistent data quality due to manual processes or legacy datasets.</li> </ol>

	<p>Mandatory ID verification integrated across priority agencies (Health, Education, Police, Immigration, Electoral, VNPF).</p> <p>Data protection and security compliance rate at 100%, including annual system security audits.</p>			<p>Mitigation:</p> <ol style="list-style-type: none"> <li>1. Introduce biometric enrollment, deduplication, and strong verification protocols.</li> <li>2. Implement modern cybersecurity safeguards, regular penetration testing, and access-control audits.</li> <li>3. Upgrade the NID system to a secure, scalable digital ID platform.</li> <li>4. Review and amend the CRIM Act and NID legislation to tighten identity issuance controls.</li> <li>5. Conduct data cleaning, migration, and standardization exercises.</li> <li>6. Enforce penalties for fraudulent applications under the relevant legislation.</li> </ol>
<p>Drive Digital Transformation of CRIM Services</p>	<p>All Core CRIM services digitized (birth, death, marriage, ID, certificates, verifications).</p> <p>95% of registration applications submitted online by 2030.</p> <p>Electronic certificates issued nationwide, with QR code and verification portal.</p> <p>CRIM database uptime at 99% with automated backups and disaster recovery in place.</p> <p>Integrated interoperability platform operational, linking CRIM with key government systems (Health, Statistics,</p>	<p>CRIM / DCDT</p>	<p>95% services digitized by 2029.</p>	<p>Risk:</p> <ol style="list-style-type: none"> <li>1. System downtime affecting access to registration and ID services.</li> <li>2. Limited ICT capacity among staff at central and provincial levels.</li> <li>3. Resistance to change from staff and stakeholders accustomed to manual processes.</li> <li>4. Interoperability challenges between CRIM and partner systems.</li> <li>5. Insufficient funding for ICT upgrades and maintenance.</li> </ol> <p>Mitigation:</p> <ol style="list-style-type: none"> <li>1. Maintain a 99% system uptime through redundancy, backups, and disaster recovery infrastructure.</li> <li>2. Train staff through ongoing ICT and digital literacy programmes.</li> </ol>

	Electoral, Immigration, Education, and VNPF).			<ol style="list-style-type: none"> <li>3. Implement a change management plan with clear communication and coaching.</li> <li>4. Use international interoperability standards (API, HL7, ISO 27001) for system integration.</li> <li>5. Secure sustainable ICT funding, including government allocation and donor partnerships.</li> </ol>
Enhanced Institutional Capacity, Infrastructure, and Decentralized Service Delivery	<p><b>Infrastructure &amp; Facilities</b></p> <p>Construction and commissioning of a new CRIM Head Office with a secure data centre, modern service counters, training rooms, archives storage, and national ID production facility by <b>2028–2030</b>.</p>	CRIM / DLA	50% of Area Councils covered by 2027, 95%+ by 2030.	<p>Risk:</p> <ol style="list-style-type: none"> <li>1. Delays in funding, procurement, and construction of the new CRIM Head Office.</li> <li>2. Limited staffing and skills gaps at provincial and Area Council levels.</li> <li>3. Poor connectivity or unstable power supply affecting service delivery.</li> <li>4. Inconsistent application of SOPs across provinces.</li> <li>5. High turnover of trained staff leading to service gaps.</li> <li>6. Area Administrators (AAs) prioritize community development over vital events registration, leading to poor coverage and data quality.</li> </ol> <p>Mitigation:</p> <ol style="list-style-type: none"> <li>1. Develop a project management and procurement schedule for the Head Office; engage partners early.</li> <li>2. Implement a structured capacity-building programme for all provincial and local officers.</li> <li>3. Work with OGCIO and Telecom providers to ensure backup connectivity (VSAT/mobile) and power solutions (solar/UPS).</li> <li>4. Conduct regular supervision, compliance audits, and refresher training on SOPs.</li> <li>5. Introduce incentives, recognition programs, and career development pathways to retain trained officers.</li> </ol>

<p>Improve Data Integration and Use for Governance</p>	<p>Real-time birth and death data shared with the Ministry of Health.</p> <p>Vital statistics reports are produced quarterly and annually for national planning.</p> <p>Disaster-related mortality reporting operational, supporting Sendai Framework Indicator A-2.</p> <p>Population statistics generated using CRIM data at national, provincial, and Area Council levels.</p> <p>Data-sharing agreements signed with all priority agencies (Health, Education, Electoral Office, Police, VNSO, Immigration).</p>	<p>CRIM / VBOS / DCDT/ VNPF/ MOH / MOE</p>	<p>2030</p>	<p>Risk:</p> <ol style="list-style-type: none"> <li>1. Weak data-sharing agreements causing delays in inter-agency coordination.</li> <li>2. Inconsistent or incomplete vital data from CRIM or partner agencies.</li> <li>3. Technical incompatibility between databases (CRVS, Health, Education, VNSO, Electoral).</li> <li>4. Misuse or unauthorized access to shared data.</li> <li>5. Low analytic capacity to produce timely population statistics.</li> </ol> <p>Mitigation:</p> <ol style="list-style-type: none"> <li>1. Establish a technical Interoperability Working Group to standardize and secure data exchange protocols (API Gateway).</li> <li>2. Establish formal data-sharing MOUs with Health, Education, VNSO, Electoral Office, Immigration, VNPF, and Police.</li> <li>3. Implement data quality assessment (DQA) protocols for CRVS event reporting.</li> <li>4. Adopt standardized national data architecture and interoperability guidelines.</li> <li>5. Develop and enforce information security protocols and data-use policies.</li> <li>6. Train CRIM and partner agencies in data analysis, vital statistics production, and disaster-related mortality reporting.</li> </ol>



RECYCLING  
STATION

VANGOV

C. SOLKAVE POLLING  
STATION

VANGOV

VANGOV

VANGOV

B. WALAHA  
POLLING STATION

VE00214

Vanuatu Electoral Commission

NSDP Policy Objective	SOC 1, SOC 4, SOC 6, ECON 1, ECON 3
NSDP Target	SOC 6.3
Ministry Policy	Electoral Governance and Democratic Processes
Strategic Objective	To ensure credible, transparent, and inclusive elections at all levels for peace, stability, and good governance in Vanuatu.
Strategies	<ol style="list-style-type: none"> <li>1. Conduct all elections specified by the Constitution and relevant legislation.</li> <li>2. Lead development and implementation of electoral legislation and policies, including voter registration processes.</li> <li>3. Oversee registration and regulation of political parties.</li> <li>4. Provide electoral dispute resolution mechanisms.</li> <li>5. Promote public awareness, civic education, and inclusive participation.</li> <li>6. Strengthen organizational capacity, decentralize electoral services, and ensure effective resource management.</li> </ol>
Program	Electoral Governance and Electoral Support Services
Outcomes	<ul style="list-style-type: none"> <li>• Credible, free, fair, and transparent elections at national, provincial, and municipal levels.</li> <li>• Inclusive participation of women, youth, persons with disabilities, and marginalized groups.</li> <li>• Well-resourced, operational, and independent Electoral Commission and Electoral Office.</li> </ul>

Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
Review, draft, and implement voter registration strategies	Up-to-date, verified voter register	Chairman, PEO, DPEO; Manager (Elections); CRIM, VBS	2026-2030	Staff capacity and resources to maintain data integrity; mitigate with regular training and resource allocation

Conduct elections in accordance with the approved electoral cycle	Successful conduct of national, provincial, municipal, and by-elections	Chairman, PEO; Parliament; Financial & Logistics units	2026-2030	Secure budget and logistics; mitigate with early planning and contingency arrangements
Develop legislative framework for electoral system reform	Updated electoral laws and regulations	Chairman, PEO; Electoral Legislation Working Group; OAG	2026-2030	Legislative delays; mitigate through continuous stakeholder engagement and legal review processes
Review and update electoral policies	Active, relevant policies aligned with reforms	Chairman, PEO; Policy Units	2026-2030	Policy stagnation; mitigate with regular review forums and stakeholder consultation
Progress voter registration utilizing Civil Registry data	Verified, comprehensive voter database	Chairman, PEO, DPEO; CRIM; VBS	2026-2030	Data discrepancies; mitigate with cross-sector data sharing and validation procedures
Oversee registration and regulation of political parties	Registered and compliant political parties	Chairman, PEO; SO (Political Parties); OAG	2026-2030	Resistance from parties; mitigate with stakeholder engagement and awareness campaigns
Maintain political party database	Up-to-date, accessible political party registry	Chairman, PEO; SO (Political Parties); IT & Compliance Officers	2026-2030	Data security risks; mitigate with secure ICT systems and regular audits
Electoral dispute resolution	Timely resolved electoral disputes	Chairman, Commissioners, PEO	2026-2030	Judicial delays; mitigate with clear procedures and timely reporting
Dispute reporting	Transparent communication of disputes	Chairman, Commissioners, PEO	2026-2030	Public perception risks; mitigate with proactive communication strategies
Stakeholder consultation and outreach	Increased civic awareness and participation	Chairman, PEO, DPEO; Outreach	2026-2030	Low engagement; mitigate with targeted programs and inclusive outreach

		Teams; Stakeholders		
Develop and deliver awareness programs	Public awareness campaigns on electoral processes	PEO, Outreach Officers, Media Teams	Annually	Misinformation or low turnout; mitigate with strategic communication and community engagement
Organizational capacity strengthening	Fully staffed, trained, and equipped Electoral Commission and Electoral Office	HR, Capacity Building Units; Restructuring Implementation Teams	2026-2030	Staffing shortages; mitigate with strategic recruitment and training programs
Resource mobilization and budget planning	Adequate funding for electoral activities	Finance Officers; Stakeholder Coordination Units	Annually	Funding gaps; mitigate with early budget planning and donor engagement
ICT systems installation and maintenance	Operational e-voting, voter registration, and data sharing systems	ICT Units; Vendors; DCDD	2026-2030	Technical failure or cyber-security threats; mitigate with robust security protocols and backup systems
Provincial electoral offices establishment	Fully operational provincial offices	DPEO; Provincial Stakeholders	2026-2030	Infrastructure challenges; mitigate with early planning and resource allocation



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2025



Public Land Transport Authority

NSDP Policy Objective	SOC 1, SOC 4, ECON 1, ECON 3
NSDP Target	SOC 6.3
Ministry Policy	N/A
Strategic Objective	To establish a robust, effective, and modern Land Transport Authority that ensures safe, reliable, and equitable public land transport services for all citizens across Vanuatu.
Strategies	<ol style="list-style-type: none"> <li>1 Legal and Institutional Establishment.</li> <li>2 Modernization and Digital Transformation.</li> <li>3 Regulatory, Safety, and Service Standards.</li> </ol>
Program	Electoral Governance and Electoral Support Services
Outcomes	<ul style="list-style-type: none"> <li>• Full statutory body status is achieved with a clear, enforceable legal framework.</li> <li>• Improve efficiency and enforcement through the implementation of ICT systems and databases.</li> <li>• Public land transport services meet safety, quality, and service standards nationwide.</li> </ul>

Key Activities	Output or Service Target	Responsibility within Ministry & Stakeholder Agencies	Time Frame for Delivery	Delivery Risk Assessment and Mitigation Measures
<p>Undertake review of legislation to ensure LTA obtains its full statutory body status</p> <p>Amend Road Traffic Control Act and Public Land Transport Act.</p>	<p>Draft Policy and undertake consultation on establishment of Land Transport Authority</p> <p>Draft Policy paper to ensure LTA obtains its full statutory status and manage its finance as a grant body</p> <p>Amend Public Land Transport Act and Road Traffic Control Act</p>	CEO, Board, AOG, MIPU, Department of Customs, OAG, VPF	2025 - 2027	<p>Consultation with stakeholders on going</p> <p>Consultation with Board Members and Department of Finance</p> <p>Consultation with Board, Department of Customs, MIPU and VPF to transfer functions</p>
Establish Database	<p>Data Base is developed, trialled &amp; implemented</p> <p>Establish QR Codes on permits</p>	CEO, IT Officer, Board, VPF, PLTA Board, Admin Manager	2023 - 2028	<p>Budget forecast in Business Plan with NPP developed</p> <p>Decentralize access to other provinces</p>

	Develop Human Resource Management Information System (HRMIS)			Maximize use of ICT to improve enforcement Ensure management of staff work attendance in other provinces
Workshops with sector stakeholders in provinces	Workshop/s Outcomes Report x 6 sector stakeholders understand amendments Workshops/outcome report for area councils Recruit enforcement officers for Port Vila followed by Luganville	CEO, Admin Manager, Provincial LTA's, VPF, Permit Officers, Are Administrators, Board	2026 - 2030	Ensure budget for provincial workshops is allocated Ensure sufficient budget is allocated and activity is reflected in the annual business plan
Review fee and levy framework for public transport	Fee levy & structure for use of meter system enacted into Regs Introduce Taxi Meters Review SOP for enforcement with VPF for standard enforcement procedures.	CEO, Admin Manager, Board, VPF	2025 - 2028	Consultation & "buy in" from stakeholders supports meter system Consultation on specification of taxi meter Consult with relevant stakeholders and organize trainings/workshops
	Training Workshops on legislation, fees & standards in provinces Conduct awareness in Area Councils in x 6 provinces	CEO, Admin Manager, Permit Officers	2026 - 2030	Ensure budget for provincial workshops is allocated within Business Plan Ensure sufficient budget is allocated for each province
Standards Paper drafted for SLO Work with Department of Energy/Ministry of Climate Change on Fuel and Vehicle standards	Develop a Paper for State Law Office on Land Transport Standards Develop a Paper for State Law Office on Land Transport Standards and vehicle standards Liaise with accredited Defensive Driver's Training trainers	CEO, Board, OAG, Ministry of Climate Change, Admin Manager, VQA	2022 - 2030	Adequate consultation with stakeholders & SLO Complete Order to be gazetted and improve vehicle standards Ensure trainers are VQA Accredited and sufficient budget is allocated
Review and implement restructure of Organization Structure	Review and implement restructure of Organization Structure for LTA and recruit officers	CEO, Admin Manager, Board, Finance Officer, MOIA, Department of Lands	2022 - 2030	Secure supported from Board Need Support from MOIA for budget allocation via NPP

	Revenue reported in Annual Report Introduce new accounting software and organize proper training Secure land for office and holding yard			Ensure regular revenue data is tracked & recorded Ensure Finance Officers are well trained Secure support from Board, MOIA and liaise with Department of Lands
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# Human Resource Plan

## 1. Human Resources Overview

The Ministry of Internal Affairs (MOIA) plays a central role in governance, public administration, decentralization, and national security. It oversees key Agencies, including Civil Department of Civil Registry and Identity Management, Department of Immigration and Passport Services, Departments of Labour and Employment Services, Department of Urban Affairs and Planning, and Department of Local Authorities, Vanuatu Electoral Commission, Vanuatu Police Service Commission, Public Land Transport and Trade Dispute Tribunal. The Ministry's HR strategy focuses on building a capable, values-driven, and accountable public service.

As of 2025, the Ministry employs 1368 public servants across (Include number of staff for cabinet, VEC, VPF, PLTA, TDT) its central office, provincial and area councils and also provide oversight to the commissions and statutory. The workforce diverse covering policy and planning, administrative, technical, and enforcement roles.

## 2. Analysis of Current Organizational Structure

The MOIA operates under a functional structure, where each Agencies manages its own core mandate while reporting to the Director General. While this ensures clear lines of responsibility, coordination across departments for cross-cutting themes such as decentralization, National Security, National Identify, Regional and Urban Development, Representation, and employment services can be strengthened.

## 3. Approved Staffing Structures

The Ministry's staffing is based on the approved establishment posts recorded in the HRMIS. The following tables provide an overview of staffing levels, filled positions, and vacancies across the Ministry's Cabinet, Departments, Commissions, and Statutory Bodies.

Category	Unit / Department	Approved Positions	Filled	Vacant
<b>Cabinet</b>	Ministry Cabinet	21	21	0
<b>Departments</b>	Corporate Services Unit (CSU)	29	24	5
	Department of Local Authorities (DLA)	116	104	12
	Department of Civil Registry & Identity Management (CRIM)	25	19	6
	Department of Labour & Employment Services (DoLES)	46	37	9
	Department of Immigration & Passport Services (VIS)	67	51	17
	Department of Urban Affairs & Planning	22	19	3
<b>Commissions</b>	Vanuatu Electoral Commission & VEO	27	19	8
	Vanuatu Police Commission (VPC)	4	4	0
	VPF	1800	1057	–
<b>Statutory Bodies</b>	Public Land Transport Authority (PLTA)	26	10	16
	Trade Dispute Tribunal (TDT)	4	3	1

	<b>Total</b>	<b>2,187</b>	<b>1,368</b>	<b>77</b>
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#### 4. Restructure Rationale (2025–2030)

The Ministry of Internal Affairs (MOIA) operates through a wide range of institutions, including Cabinet, Departments, Commissions, and Statutory Bodies. While several agencies maintain stable staffing levels, others face critical workforce gaps, outdated job descriptions, and structural limitations that hinder effective service delivery.

The strategic direction for 2026–2030—focused on decentralization, national security, digital transformation, employment, urban development, and good governance—necessitates a targeted restructuring of workforce composition, functional mandates, and service delivery models.

This restructuring will involve:

- Recruiting for critical vacancies;
- Establishing new units to address emerging priorities;
- Strengthening policy, compliance, and governance functions; and
- Optimizing staff deployment across all agencies.
- Updating job descriptions to reflect modern operational requirements

The table below outlines the HR restructure rationale for each agency, based on current needs and future

<b>Agency</b>	<b>Strategic Priority</b>	<b>HR Actions (2026–2030)</b>
Corporate Services Unit (CSU)	Strengthen corporate governance, compliance, and project management	Align structure with the Corporate Plan. Addition positions in the Project Management Unit (PMU), Audit Unit, M & E Unit and compliance and Policy Unit in the CSU structure
Department of Local Authorities (DLA)	Advance decentralization and strengthen regional governance	Restructure to reduce Area Administrators in provinces. Increase Head Office policy and planning staff. Add Area Council Services Manager and Finance/Admin Officer positions to support finance and administration at area council level.
Civil Registry & Identity Management (CRIM)	Modernize national identity systems through digital transformation	Establish a dedicated ICT Unit for systems development. Update JDs for ICT and secure data handling. Deploy staff efficiently between central and provincial offices. Build digital capabilities and interoperability with Immigration services.
Labour & Employment Services (DoLES)	Promote employment, protect workers' rights, and expand labour mobility	Establish Health & Safety, Industrial Relations, and Compliance Units. Update JDs and offer competitive salary packages to attract qualified graduates. Add positions to support labour mobility initiatives.
Immigration & Passport Services (VIS)	Enhance national security and migration management	Strengthen border management, passport, visa, and ICT functions. Add positions to support operational and digital transformation priorities.
Urban Affairs & Planning (DUAP)	Develop resilient urban centres and strengthen housing systems	Add positions to support departmental expansion. Strengthen zoning and housing policy capacity. Expand staffing for five new urban centres. Build risk-informed data management capacity.
Electoral Commission (VEO)	Safeguard electoral integrity and strengthen representation	Fill key vacancies with additional positions. Strengthen the compliance and policy unit. Build ICT capacity for voter registration and election monitoring.

Police Service Commission (PSC)	Ensure oversight, accountability, and ethical governance in police services	Strengthen oversight in recruitment and discipline. Establish a Compliance Unit. Build ethics and HR monitoring capacity. Integrate HRMIS for police staffing management. Add positions as needed to support these functions.
Vanuatu Police Force (VPF)	Improve community safety, strengthen security, and build operational readiness	Add officers for Community Safety Teams (CST) in 72 Area Councils. Expand coastal policing and EEZ surveillance. Strengthen disaster response in collaboration with VMF. Introduce independent complaints review. Build ICT and intelligence capabilities.
Public Land Transport Authority (PLTA)	Regulate transport services and improve service delivery	Fill critical vacancies through additional positions. Strengthen regulatory and compliance functions. Build ICT capacity for licensing and monitoring.
Trade Dispute Tribunal (TDT)	Resolve labour disputes effectively and strengthen compliance mechanisms	Expand structure with three adjudicators and three clerks. Strengthen CSU administrative support. Build dispute resolution capacity through additional positions.

## 5. Retirement Plan (2025–2030)

The Ministry of Internal Affairs (MOIA) faces a significant workforce sustainability challenge due to an aging staff profile. By 2030, approximately 27 employees are projected to retire. These retirements are concentrated in senior management, technical leadership, and frontline operational roles, which are critical to the Ministry's ability to deliver on its mandate.

The scale and distribution of retirements across the five-year period highlight the need for proactive planning to mitigate institutional knowledge loss, preserve leadership continuity, and avoid service disruptions.

### *Retirement Forecast Summary:*

Year	No. of Projected Staff Exits	Key Roles Affected
2026	17	Area Administrator, VPF officers
2027	31	Director-General, Town clerk, Registrar-birth and adoption Deputy town clerk, Accountant Tafea, VPF Officers
2028	15	Admin officer-North, Area administrator-South Tanna VPF officers
2029	26	Director-CRIM, Area administrators Office cleaner, Accountant-Torba, VPF officers
2030	23	Deputy commission of labour, Manager Labour-South, Provincial immigration-South, Area administrator-South Erro, Accountant-Malampa, Accountant Shefa, SG-Penama, VPF officers

Successive retirements between 2026 and 2030 will erode leadership, provincial governance, financial accountability, and policing capacity. Without proactive succession planning, MOIA's ability to sustain its strategic priorities will be severely undermined.

## 6. Succession Plan

To address the risks posed by upcoming retirements, MOIA has developed a Succession Plan that integrates workforce sustainability into the corporate strategy. The plan ensures that critical functions remain operational, leadership continuity is preserved, and institutional knowledge is transferred effectively.

### a) Senior Leadership Roles (SEO positions)

The positions such as

- Director General (DG)
- Directors of Departments
- Registrar General (CRIM)
- Town Clerks (DUAP)

These roles are formally advertised and filled through the PSC recruitment process. However, MOIA will identify and prepare internal successors where possible to ensure continuity.

### b) Mid-Level Leadership Roles

The position such as

- Deputy Town Clerk (DUAP)
- Deputy Commissioner of Labour (DoLES)
- Manager Labour (South)
- Area Administrators

Successors will be developed internally through mentoring, coaching, and targeted training.

### c) Technical and Support Roles

The positions such as Accountants and Administrative Officers, MOIA will liaise with PSC to recruit interns and establish training pathways, building a pipeline of qualified candidates to sustain financial and administrative functions.

By combining succession planning for **SEO positions** with internal development for mid-level roles and internship pathways for technical staff, MOIA will safeguard essential functions, strengthen institutional resilience, and align workforce planning with long-term national priorities. This proactive approach will mitigate the impact of retirements, preserve institutional knowledge, and ensure smooth transitions across all levels of the Ministry.

## 7. Training Plan

MOIA will implement a Training & Development Plan aligned with the National HRD Plan and PSC competency framework. Training will focus on leadership, governance, technical capacity, financial management, HR development, monitoring and evaluation, administration, and personal growth

Theme	Sectors	Learning Outcomes	Target Participants	Delivery Mechanisms	Timeline (2025–2030)	Expected Outcomes / KPIs
Strategy	Leadership	Build strategic leadership, governance, and decision-making capacity	Senior Officers, Directors, Police Commanders, Managers	VIPAM-certified leadership programs, Mentorship, Coaching	2026–2030	Succession-ready leaders, improved governance
	Communications	Strengthen communication, negotiation, and stakeholder engagement	Area Administrators, Police PR Units, HR Officers	Workshops, Simulation exercises, Peer mentoring	2026–2028	Improved public trust, effective community engagement
	Change Management	Build resilience and adaptability to reforms, decentralization, and digital transformation	Managers, Supervisors, Police Corporate Services	Change management workshops, Coaching, Online learning	2027–2029	Smooth reform implementation, improved adaptability
	Policy & Legislative Strategy	Build capacity in policy formulation, legislative drafting, and compliance	Policy Officers, Legal Advisors, Senior Managers	VIPAM-certified policy courses, Legislative drafting workshops	2026–2030	Build capacity in policy formulation, legislative drafting, and compliance
	National Security & Resilience	Strengthen strategic planning for immigration, border control, disaster resilience, and cyber security	Immigration Officers, Police Maritime, VMF	Security workshops, Simulation exercises, international training	2026–2030	National Security & Resilience
	Representation & Governance	Build skills in inter-ministerial coordination, public accountability, and representation	Senior Officers, Provincial Leaders, Electoral Officers	Governance workshops, Attachments, Mentorship	2026–2030	Representation & Governance
Project Management	Strategic Partnerships & Donor Engagement	Enhance capacity to manage donor-funded projects and international partnerships	CSU staff, Project Managers, Finance Officers	Project management workshops, Donor compliance training	2027–2030	Strategic Partnerships & Donor Engagement

	Innovation & Digital Transformation	Build strategic capacity in ICT, e-services, and digital governance	IT Officers, CRIM staff, Immigration staff	ICT workshops, Online learning, Certification programs	2026–2030	Innovation & Digital Transformation
	Ethics & Integrity in Strategy	Embed ethical leadership, transparency, and accountability in strategic planning	All Senior Leaders, HR Managers	Ethics workshops, Integrity training, Peer mentoring	2026–203	Ethics & Integrity in Strategy
<b>Technical</b>	Urban/Physical Planning	Enhance urban governance, foreshore management, housing policy, and settlement planning	DUAP staff, Area Administrators, Urban Planners	Study tours, Workshops, On-the-job attachments	2026–2030	Sustainable urban growth, improved zoning
	Regional Development	Strengthen decentralized governance, regional planning, and service delivery	Provincial staff, Area Administrators, DLA staff	Regional workshops, Study tours, Community engagement training	2026–2030	Stronger provincial governance, integrated regional planning
	GIS & Mapping	Build capacity in spatial data, mapping, and land-use planning	Urban Planners, Provincial Staff, Police GIS Units	GIS software training, Workshops, Online learning	2027–2030	Accurate mapping, improved planning decisions
	Data Analysis (Provincial)	Strengthen workforce, labour market, and crime statistics analysis	DoLES staff, Police Analysts, Immigration Officers	Advanced Excel, Statistical training, Online courses	2026–2030	Accurate labour & crime data, informed policy
	Project Proposals & Risk Management	Build project planning, proposal writing, and risk management capacity	CSU staff, Police Corporate Services, Department Managers	Project management workshops, Proposal writing training	2027–2030	Effective project delivery, reduced risks
	Trade Dispute/Tribunal	Strengthen adjudication, mediation, and tribunal procedures	TDT staff, Labour Officers	Tribunal workshops, Mediation training, Peer learning	2026–2029	Faster dispute resolution, improved labour relations
	Judiciary (Short-term)	Build judicial knowledge for tribunal and administrative officers	TDT staff, Police Legal Units	Short-term judicial training, Attachments	2026–2028	Improved tribunal efficiency, legal compliance

ILO/IOM Training	Enhance inspection, IR, police development, work permit, and trafficking response	Labour Inspectors, Immigration Officers, Police	International workshops, ILO/IOM programs	2026–2030	Stronger compliance, reduced trafficking risks
Mediation & Conciliation	Build conflict resolution and negotiation skills	Labour Officers, Tribunal Clerks, Police	Mediation workshops, Simulation exercises	2026–2029	Reduced disputes, improved workplace harmony
Counselling	Strengthen staff support, trauma management, and community counselling	HR Officers, Police Welfare Units	Counselling workshops, Peer mentoring	2027–2030	Improved staff wellbeing, better community support
Secretariat	Build skills in protocol, documentation, and official event management	Secretariat staff, Admin Officers	Workshops, Mentoring, Simulation exercises	2026–2030	Professional event management, improved protocol
Trafficking in Persons & Harms	Build investigative and victim support capacity	Immigration Officers, Police Maritime, Labour Inspectors	Specialized workshops, international partnerships	2026–2030	Reduced trafficking cases, improved victim support
Investigation, Fraud & Forensics	Strengthen investigative, fraud detection, and forensic capacity	Police Investigators, Immigration Enforcement	Forensic training, Simulation exercises, Attachments	2027–2030	Improved investigations, reduced fraud
Engineering	Build technical capacity in infrastructure maintenance, equipment servicing, and operational engineering	Police Engineering Units, Corporate Services staff, Transport Authority staff	Technical workshops, Attachments with regional engineering units, On-the-job training	2026–2030	Improved infrastructure reliability, reduced downtime, enhanced operational efficiency
Mechanics	Strengthen mechanical skills for vehicle, maritime, and equipment maintenance	Police Mobile Force, Maritime Units, Transport Authority mechanics	Hands-on workshops, Apprenticeships, Regional exchange programs	2026–2030	Well-maintained fleet, reduced mechanical failures, improved response capacity
Firearms & Armoury Management	Build safe handling, maintenance, and accountability in firearms use	Police Force (VPF), Mobile Units, Armoury Officers	Certified firearms training, Simulation exercises, international policing workshops	2026–2030	Enhanced operational safety, compliance with firearms regulations, reduced misuse risk

<b>Financial Management</b>	Finance & Budgeting	Improve planning, budgeting, and transparent reporting	Accountants, Finance Officers, Police Corporate Services	Workshops, Online training, Peer coaching	2026–2030	Accurate budgets, compliance with PFEM Act
	Risk-Based Auditing	Strengthen compliance, transparency, and accountability	Internal Audit Units, Finance Managers	Audit workshops, Risk management training	2027–2030	Improved compliance, reduced financial risks
	Procurement & Asset Management	Build skills in procurement processes, asset tracking, and value-for-money principles	Procurement Officers, CSU staff	Procurement workshops, Case studies, Peer mentoring	2026–2029	Procurement & Asset Management
	Donor & Project Finance	Strengthen donor compliance, project budgeting, and reporting	Project Managers, Finance Officers	Donor compliance workshops, Attachments, Online learning	2027–2030	Donor & Project Finance
	Fraud Detection & Financial Forensics	Build capacity to detect irregularities and financial fraud	Internal Audit Units, Police Corporate Services	Forensic accounting workshops, Simulation exercises	2028–2030	Reduced fraud cases, stronger financial integrity
<b>Human Resource Management</b>	People Management & Development	Build HR capacity in staff development, career pathways, and retention	HR Officers, Supervisors, Police HR Units	HRMIS training, Coaching, Mentorship	2026–2030	Motivated workforce, reduced turnover
	Recruitment & Capability Development	Enhance recruitment standards, career pathways, and retention strategies	HR Officers, Supervisors, Police HR Units	HRMIS training, Recruitment workshops, Mentoring	2025–2030	Improved recruit quality, reduced turnover
	Performance Management & Accountability	Strengthen integrity, merit-based promotions, and accountability frameworks	Supervisors, Senior Officers, Police Unit Commanders	Performance management workshops, HRMIS training	2026–2029	Consistent appraisals, merit-based promotions
	Succession Planning	Prepare successors for critical leadership roles	Senior Officers, Managers	Leadership fast-tracks programs, Mentorship	2026–2030	Succession Planning
	Employee Wellbeing & Counselling	Build HR capacity in staff support, trauma and management, and counselling	HR Officers, Police Welfare Units	Counselling workshops, Peer mentoring	2027–2030	Employee Wellbeing & Counselling

<b>Monitoring &amp; Evaluation</b>	Strategic Planning & M&E	Build capacity in program implementation, monitoring, and evaluation	Senior Officers, Regional Planners, Program Managers	Workshops, Mentorship, Online learning, Study tours	2026–2030	Data-driven decisions, improved departmental planning
	Performance Monitoring	Strengthen HR systems for tracking staff development and performance	HR Officers, Supervisors	HRMIS training, Peer mentoring	2026–2030	Transparent performance reporting, improved accountability
	Evaluation & Reporting	Build skills in evaluation frameworks, reporting, and donor compliance	CSU staff, Project Managers, Police Corporate Services	Evaluation workshops, Coaching, Online learning	2027–2030	Effective reporting, improved donor confidence
<b>Administration &amp; Service Delivery</b>	Protocol Management	Develop skills in protocol, diplomatic events, official ceremonies, and formal engagement	Protocol Officers, Senior Admin Staff, Area Administrators	Workshops, Mentoring, On-the-job attachments, Simulation exercises	2026–2030	Protocol Management
	Customer Service Excellence	Strengthen service delivery, compliance, and stakeholder satisfaction	Customer Service Staff, Inspectors, Compliance Officers, Admin Staff	Workshops, Field attachments, Peer mentoring, Simulation exercises, Coaching	2026–2030	Customer Service Excellence
	Secretariat & Administrative Support	Build skills in documentation, meeting management, and official correspondence	Secretariat staff, Admin Officers	Workshops, Coaching, Peer mentoring	2026–2029	Secretariat & Administrative Support
	Public Engagement & Representation	Strengthen community engagement, stakeholder communication, and representation	Provincial staff, Area Administrators, Electoral Officers	Community workshops, Simulation exercises, Mentorship	2026–2030	Public Engagement & Representation
	Service Ethics & Professional Conduct	Embed ethical behavior, integrity, and professionalism in service delivery	All frontline staff	Ethics workshops, Peer mentoring, Recognition programs	2026–2030	Service Ethics & Professional Conduct
	Reporting (Annual, Quarterly, Monthly, Financial, HR)	Build capacity in preparing accurate, timely, and transparent reports for governance, finance, and HR	CSU staff, Department Managers, HR Officers, Finance Officers, Police Corporate Services	Reporting workshops, HRMIS training, financial reporting courses, Donor compliance training, Online learning	2026–2030	Clear, consistent reporting across MOIA; improved accountability; stronger donor and stakeholder confidence
	Management	Strengthen managerial skills in planning, supervision, and decision-making	Supervisors, Managers, Police Unit Commanders	Management workshops, Coaching, Mentorship	2026–2030	Competent managers, improved organizational performance

	Organization	Build organizational skills in structuring work, prioritizing tasks, and coordinating teams	Admin staff, Supervisors, HR Officers	Workshops, Simulation exercises, Peer mentoring	2026–2029	Efficient workflows, reduced duplication, improved coordination
	Time Management	Enhance productivity through effective scheduling, prioritization, and workload management	All staff	Time management workshops, Online learning, Coaching	2026–2030	Improved efficiency, reduced delays, stronger service delivery
<b>Personal Development</b>	Soft Skills & Resilience	Enhance communication, teamwork, time management, and adaptability	All staff	Workshops, Coaching, Peer learning, Online learning	2026–2030	Soft Skills & Resilience
	Professional Growth	Build confidence, career planning, and personal leadership	Junior & Mid-level staff	Mentorship, Coaching, Online courses	2026–2030	Professional Growth
	Gender Equality & Social Inclusion	Promote inclusivity in policies, programs, and services	HR Staff, Policy Officers, Provincial Staff	Workshops, NGO partnerships, Online courses	2026–2030	Gender Equality & Social Inclusion
	Stress & Conflict Management	Build resilience in handling workplace stress and conflict	All staff, Police Units	Simulation exercises, Counselling workshops	2027–2030	Reduced workplace conflict, improved morale
<b>Microsoft Office Tools</b>	MS Word & PowerPoint	Strengthen documentation, reporting, and presentation skills	Admin staff, HR staff, Managers	Workshops, Online tutorials, Peer mentoring	2026–2028	Professional reports, effective presentations
	MS Excel (Basic-Advanced)	Build capacity in data entry, analysis, and reporting	HR staff, Finance staff, Police Analysts	Excel workshops, Statistical training, Online learning	2026–2030	Accurate data analysis, improved decision-making
	MS Outlook & Teams	Improve communication, scheduling, and collaboration	All staff	Online training, Simulation exercises	2026–2027	Efficient communication, improved collaboration
	MS Access & Databases	Build skills in managing HRMIS and operational databases	HR staff, CRIM staff, Immigration staff	Database workshops, ICT training	2027–2030	Improved records management, secure data handling

#### Additional Training Strategies

- **Workplace Attachments:** Exchange programs with relevant departments in other Pacific countries and international institutions to strengthen technical expertise and cross-cultural learning.
- **Scholarships & Postgraduate Development:** Support for Master's and other advanced qualifications through programs such as NZAID, Australian Aid, Vanuatu Government Scholarship, JICA etc.
- **Online & Distance Learning:** Utilize e-learning platforms to provide flexible, accessible training across provinces.

- **Regional & International Workshops/Conferences:** Participation in specialized events to build capacity in governance, security, and innovation.
- **Partnerships:** Collaborate with tertiary institutions, NGOs, and private sector experts to deliver targeted programs in innovation, technology, and entrepreneurship.

### **Annual Training Budget:**

An annual training budget will be allocated in alignment with the Medium-Term Expenditure Framework (MTEF) to ensure consistent and sustainable investment in capacity development. This budget will support the implementation of the training plan, including certification programs, workshops, and international partnerships.

## Budget Forecast

The Budget Forecast below outlines the budget resource during the lifetime of the MOIA Corporate Plan with a five-year medium-term expenditure forecast from 2026-2030.

Program Code	Program Name	Dept	Year 2026	Year 2027	Year 2028	Year 2029	Year 2030
MIA	Cabinet & CSU Support	Cabinet & CSU	418,689,735	427,063,529.70	435,604,800.29	444,316,896.30	453,203,234.23
MIB	Urban Planning & Development Services	Urban Affairs & Planning	195,759,367	199,674,554.34	203,668,045.43	207,741,406.34	211,896,234.46
MIC	Decentralization Services	Provincial Affairs	1,125,053,704	1,147,554,778.08	1,170,505,873.64	1,193,915,991.11	1,217,794,310.94
MID	Internal Security & Border Control	Police	2,535,701,250	2,586,415,275.00	2,638,143,580.50	2,690,906,452.11	2,744,724,581.15
		Immigration					
MIE	National Services	Labor	466,947,912	476,286,870.24	485,812,607.64	495,528,859.80	505,439,436.99
		Electoral					
		PLTA					
		CRIM					

