

MINISTRY OF INTERNAL AFFAIRS



2025

QUARTER THREE (3) REPORT

[July - September]



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DIRECTOR GENERAL STATEMENT



I am pleased to present the Quarter 3 Report for 2025, which reflects the dedication and hard work of our staff and stakeholders in advancing the Ministry's priorities and programs. Despite the challenges faced, the Ministry has remained committed to achieving its objectives and ensuring effective service delivery to our communities.

Key achievements in Quarter 3 include:

- The re-opening of the Market House, together with the official launching of the Port Vila CBD Concept Plan.
- MOIA awarded 3rd best performing Ministry in 2024; Recognition of six (6) MOIA officers with Presidential Awards and three (3) officers with Best Performing Awards; Awarded the 1st price for best booth and parade during the Public Service Day on Tanna.
- The opening of the Tonga Area Council.
- Handover of vehicles, quadbike, traffic bike, boats and other equipment to the Tafea Police.
- Installation and Handover of National ID Card Printer Machine to the South East Tanna Area Council.
- Opening of three (3) Community Centres on Central Tanna
- Official launch of the Vanuatu Police Force "Peoples Plan 2025–2027."
- Successful consultations outcome on the proposal for Lakatoro-Norsup Municipality
- Installation and launch of the enrolment machine in Hong Kong and placement of VIS office in Hong Kong
- Official opening of the Extension Office of immigration in Santo
- 2 By-Election and Provincial Election
- Complete Validation workshop on Marriage Act
- 48 Community Safety Team graduates in Central Tanna
- Official Handing over of Vehicle resource to Tafea Police
- First ever Reintegration Day 2025

I wish to acknowledge and commend the contributions and leadership of the MOIA Executives, our staff, partners, and stakeholders for their continued support and cooperation. As we move into the final quarter of the year, I encourage all teams to remain focused and committed to achieving our business plan targets and the revenue collection targets projected to be collected.



Leith Veremaito
Director General
Ministry of Internal Affairs



"People Centred Service Delivery"



Cabinet & Corporate Service Unit

○ 2025



Cabinet & Corporate Service Unit | Ministry of Internal Affairs

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 30 Sept. 2025 (VT)
Office of the Director General							
Objective 1: To manage Cabinet services, providing coordination of all departments and statutory portfolios under the Ministry.							
1.1. Advice on matters related to the Ministry functions and Com deliberations provided to Political Advisors and the Cabinet support staff of the Ministry (DCO/COM Papers).	Number of COM	20	To date, MOIA has successfully tabled 19 DCO/COM Papers which have COM Decision outcomes for implementation.	95%			
	Number of Department per PA	2	Currently	100%			
1.2. Prompt preparation and review of cabinet officers' contract with communication through SLO, seeking legal advice on OSA issues as necessary	Number of Ministerial travel arrangement successfully coordinated	100%	All travel arrangements have been done on time	100%			
1.3. Coordinate Minister's Domestic and International Travel	Percentage of Cabinet Officers' contracts reviewed and prepared within required timeframe	100%	All contracts prepared on time.	100%			
1.4. Develop initiatives to strengthen and uphold the Minister and associated	Number of briefings with Minister	15	All decisions and outcomes from briefs are shared with relevant	100%			



Members of Parliament in support of the mandated role of the Ministry.	Number of meetings with stakeholders	6	department head as action item.				
			Secured GfG Funding Agreement for Decentralization and Regional and Urban Planning.	100%			
Objective 2: To provide support for the effective administration, budget expenditure support of Cabinet and the Minister's office;							
2.1. Regular Management meetings with Heads of Department with Actions Arising for implementation	Number of executive meeting minutes produced	12	4 meeting conducted.	33%			
2.2. Operations of the Cabinet are run efficiently within the limited budget maintained in collaboration with the Director Generals Office.	Number of financial quarterly reports produced	4	3 Quarterly reports are produced on time.	75%			
2.3. Advise Minister with any financial matters and budget submission	Copy of briefing notes to the Minister	10		100%			
Objective 3: To progress the implementation of Government policy directives and alignment of the departments activities with the NSDP							
3.1. Development of policy directions and propose implementation measures	Number of Department policy papers, drafted, discussed, and approved for DCO consideration to strengthen management and financial issues	10		100%			



Objective 4: Contribute to legislation, policy, planning & reporting frameworks so that Internal Affairs of the state are handled in a professional, consultative manner by all parties;					
4.1. Expedite amendments of regulations & legislations and policies required for the effective operations of the Ministry's Departments & Units	Number of Policy papers drafted	5	National Employment Policy First Draft and Ensure all Agencies have SOPs for improved compliance by end of 2025	100%	
Objective 5: To establish & expedite complaint mechanism in which citizens, visitors and investors' concerns are addressed;					
5.1. Liaise department directors to establish/strengthen complaint mechanism	Implementation plans prepared	100%	Complaint mechanism online	100%	
Total				25,000,000	7,414,284
Administration and Support Unit					
Objective 1. To provide leadership direction, administration, coordination and support services across all portfolios of the Ministry, including coordination in responding to natural disaster					
1.1 Regular staff and monthly meetings	Number of Meeting minutes	12	Regular staff meetings are now being conducted every Monday with Heads of Units and staff	100%	
1.2 HR Network and Finance Network implementation of leadership directives, administration, coordination and support services	Number of Meeting minutes	4	Two HR and three Finance Network meetings conducted in Q1, Q2 & Q3	100%	
1.3 Attend DCO meetings with appropriate paperwork DCO Papers, draft Ministry Policy Papers and Briefing Notes as	Number of DCO meetings attended	20	20 COM papers developed and tabled in DCO meetings	100%	



needed									
1.4 Provide support to provinces on planning, budgeting reporting, recruitment processes, policies, and legislation	Number of trainings conducted	2	HR Unit and M&E Unit conducted trainings in Panama and Sanma Provinces	100%					
1.5 Provide support services (Admin/Security/Cleanliness of the Compound	Ensure effective administration, security and maintenance of compound	100%	All listed actions have been achieved in Q1 and Q 2 and are in progress	75%					
Total					3,000,000	217,375	2,782,625		
Human Resource Management Unit									
Objective 8: Undertake human resources management for the Ministry to progress restructure to ensure staffing, and capacity building for effective and professional service delivery in central and decentralized provincial locations.									
7.1 Coordinate and provide support to the Department structure under MOIA	Number of draft structures.	5	DLA structure- drafted Final consultation with PSC- PSC & DLA work on the amendments VIS- Draft still in consultation with Heads of Unit CSU- Draft still in consultation with HoU	50%					



7-2 Coordinate recruitment within MOIA	Number of recruitments	22	Total vacant budgeted positions (2025): 46 Progress so far: <ul style="list-style-type: none"> • 21 positions filled (permanent, contract, temporary, interns) • 8 positions at final stage (awaiting PSC consideration) • 8 positions at first stage (awaiting DoFT approval). 	95%		
		10	Completed	100%		
7-3 Coordinate SEO and employee performance management	Number of trainings	2	There is an induction in collaboration with VIPAM in the first quarter Second Induction conduct of new staff for CRIM on 15th September 2025.	100%		
	Number of PA's submitted	14	Work objectives and midyear reviewed completed.	50%		
	Number of appraisals submitted		Section A and B for permanent officers submitted	50%		
	Number of awardees	8	<ul style="list-style-type: none"> - 1 shefa - 3 tafea - 1 Penama 	75%		



7-4 Coordinate training and development for staff within MOIA	Percentage of target	50%	Conduct for Area Administrators and Sanma Provincial second officers	50%			
	Number	10	We facilitate 15 training approval to VIPAM	100%			
	Number	3	2 Training conducted- Sanma, Penama and Torba on Performance Management Systems and Chapter 4 of the PSSRM	70%			
7-5 Liaise with Developer to Develop a HR Database	Development of Database	1	Quotation provided by Developer. RFQ developed and submit to developer signed Contract to be signed by DG	60%			
7-6 Coordinate Disciplinary process	Number Ministerial Disciplinary Framework	1	1 Ministerial disciplinary committee framework developed.	100%			
7-7 Coordinate of MOIA employees, salaries, allowances and severance pay	Percentage of processed entitlement	100% of severance processed	Termination, resignation for the first quarter and second quarter are paid. There are four severances settled.	70%			
Objective 9: To progress the implementation of government policy directives and alignment of the department activities with NSD							
8.1 Establishment of provincial Corporate Services Unit (CSU) and elevation of SG and provincial-based Managers	Provincial CSUs established	100% in 3 provinces	Activity on hold depended on legislative processes.	50%			
Total					3,700,000	269,634	3,430,366



Monitoring & Evaluation Unit						
Objective 2. To provide M&E reports as per GOV planning and reporting cycle to promote accountability, transparency and compliance.						
2.1 Timely planning, implementation and reporting of as per government cycle	Percentage of compliance to government cycle	5	In progress, MOIA Q1, Q2 and 2025 Business plan submitted in line with the Government cycle.	80%		
2.2 Development of real-time data and dashboard for monitoring purposes	Enhance monitoring ability and provide timely decision-making at highest level	1	Training delivery with Directors completed and already reporting using this tool since Q1 & Half year report, except we still need to make some cleaning up along the way before it is uploaded.	60%		
2.3 Provincial/Municipal Business plan training delivery	Quality Provincial reports	100%	So far, trainings were conducted in Penama, Sanma, and Malampa. Tafea and Torba are planned for completion before year-end.	70%		
	Quality Municipal reports	2 Municipal	So far completed Luganville and Port Vila partly	50%		
2.4 Review of Business Plan for all MoIA agencies	Quality reports	6 agencies	Yet to commence	0		
2.5 Review of MoIA Corporate Plan	Update MoIA Corporate Plan 2026 - 2030	3 trainings/review	Completed	100%		
		1 Draft report	The responsibility has been shifted to EO	40%		
		1 Final report	In progress	40%		
Media Section						



Prepare monthly press release and conference	# of media press release	4	Provide clarification on the issue of Diplomatic passports	60%		
	# of press conference	1	Strengthening bilateral agreements with international partners			
Attend workshops, meetings, conference to gather information for PR preparation	# of meetings attended	50	Collect accurate information use in PR which leads to no misinformation	62%		
Coordinate and prepare radio programs – 30 Min	# of aired 30 Min Radio program	6	A draft communication strategy has been developed waiting for review	30%		
Radio program & 1hr Talkback Show	#of aired 1hr Talkback show	3		25%		



Regularly update the MOIA website	Percentage	80%	Keep both internal and external audiences update through website newsletter	70%		
Utilize social media to publish work of MOIA making information accessible working with RTI Units	# of social media post – MOIA FB page # of shared post from other MOIA Agencies	75 99	Publish the work of each MOIA agencies through signing of MOU to strengthen partnership with other government agencies Help to share information across national and provincial level to reach as much audience	85% 80%		
ICT Help Desk						
Provide End point Assessments on Sanma Province, agencies and Area Council	Provides prompt and professional ICT support to Sanma province, MOIA agencies and Area Council	100%	<ul style="list-style-type: none"> Help provide support to MOIA staffs (AA, Province). Install and Configure New End Points. 	80%	0	0



<p>Network Installation & Maintenance</p>	<p>Ensure reliable and secure network connectivity, Install Stand Alone Server. Develop a plan to separate immigration, CRIM and VEO network.</p>	<p>25</p>	<ul style="list-style-type: none"> Installed and maintained network infrastructure across multiple areas (Provinces & Area Council) Support with configuration on End-Point 	<p>15</p>
<p>Assist to Develop & Maintain Ministry and Agencies' Intranet and Internet Websites</p>	<p>Percentage of providing user support</p>	<p>100%</p>	<ul style="list-style-type: none"> Assist in developing and maintaining ministry and agency websites/database by designing, updating content, ensuring security, optimizing performance & managing servers. 	<p>50%</p>
<p>Provide Training support to Users.</p>	<p>Providing timely support and targeted training to Sanma province staff and AA</p>	<p>12</p>	<ul style="list-style-type: none"> Delivered training (AA/province) sessions and provided updated user guides for key systems & provide access to specific system. 	<p>83%</p>



Assist with ICT Set Up for Meetings	To ensure smooth and effective operation of ICT tools and equipment during meetings, conferences, and official events.	12	<ul style="list-style-type: none"> Ensured 100% on-time setup of ICT equipment before scheduled meetings. 	50%	4,500,000	381,519	4,118,481
Finance unit							
Assets register up to date & compliance with PFEM & GCT Acts.	Updated Assets registry	1	MOIA Asset Database developed and access were given to all MOIA Finance Officers	100%	1,500,000	1,380,000	120,000
Submission of 2026 MOIA budgets into VBMS	MOIA 2026 budget were loaded into VBMS	9	Completed	100%	0	0	0
Provide financial reports with underspends, overspends. Expenditure and revenue analysis.	Enhancing financial management in the respective agencies.	4	Adequate financial reports were provided to the various agencies. Usually provided during the Executive meeting	75%	0	0	0
Approved annual Business plan with budget estimates.	Budget alignment with the plannings component.	1	Year 2025 Business plan were developed.	100%			
Provide advise and assist MOIA Finance officers with their finances.	Ensuring financial issues and directives were rectified.	9	Copy of advises	66%			
Total					2,800,000	476,402	2,323,598
Internal Audit Unit							



Submit internal audit reports	Number of audit / engagement reports	6	<p>7 Engagements conducted by IAU</p> <ul style="list-style-type: none"> - Tafea province and 4 Area Councils: Spot Check Report issued on 7th March 2025 - LTM: Spot check Report issued on 13th March 2025 - Shefa province and 8 Area Councils: Spot Check Fieldwork conducted. Report issued on 15th May 2025 - Penama Province Spot Check report issued on 14th July 2025 - LMC Spot Check report issued on 8th September 2025 - Sanma & Malampa Province, report is yet to be issued. <p>investigation conducted 5 x Investigations</p> <p>1 engagement conducted</p>	100%	VT 4,112,570	VT 2,160,590 73% of allocated funds	VT 1,951,980
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Compliance Unit

Objective 6: Provide M & E reports to DG on legislation drafting & approvals, policy & planning implementation;

4-1 Coordinate department legislative, Regulation orders & amendment for DG upon request by departments according to needs analysis	Number of legislations, policy reports produced.	8	11 Legislative Documents 38% Above target	100%		
4-2 Assist in drafting and review policy papers	Number of policy papers produced	20 policy papers	17 policy papers produced	85%		
4-3 Review the MOIA Corporate Plan	Number of reviews completed	1	In progress	100%		
4-4 Review the MOIA Strategy	Number of strategy reviews conducted	1		0		
4-5 Development of new policy initiatives per sector or as demanded	Percentage sector-specific policy initiatives developed	10	Completed	100%		
4-6 Review Ministry's Legislation	Number of legislative reviews undertaken	4		0		
4-7 Draft legal advice for Minister and key stakeholders	Number of legal advisories provided	5	Achieved above target with 10 Requests for Advice sought with responses.	100%		
4-8 Develop Annual Legislative Plan for 2026	Number of legislative plans developed	1				
4-9 Monitor and implement Annual Legislative Plan for 2025	Implementation progress	100%	Completed	100%		
4-10 Develop new legislation and review outdated and important regulations and orders	Number of legislative and regulatory reviews completed	2		60%		



Objective 7. Undertake NGO coordination for consultative partnerships and initiatives in civil society;

5.1 Meetings with stakeholders to track progress of VANGO initiatives to progress NGO related policy	Percentage of NGO registration	100%	Dependent on number of NGOs that come forward to be registered given the duality of registration functions with primary registration being done at VFSC.	100%	
	Number of NGO database	1	This is a work in progress given the duality in the role of registering NGOs which sits primarily with the VFSC.	0	
	Number of expatriates per NGO	5		100%	
	Number of local counterparts per NGO	5		0	
	Number of induction meetings minutes	2		0	
5.2 Register NGOs and update the NGO database	Number of meeting minutes	2		0	
	Percentage of NGOs registered	100%	100% of NGOs	100%	
5.3 Conduct NGO meetings & consultations	Number of meetings held	3	meeting	100%	
	Number of screenings for development support visa	4		100%	
5.4 Coordinate visa support screening committee	Number of screenings for religious worker visa	4		100%	
	Letter to VFSC from DG	2		0	
5.5 NGO Act	Number of awareness conducted			100%	



	Number of inspections conducted	2			100%			
	Number of trainings conducted	4			0			
	Total					5,000,000	301,184	4,698,816
Project Management Unit								
Objective 10: To ensure effective harmonization, planning, design, resourcing, implementation, monitoring, reporting, auditing for MOIA projects.								
10.1 Develop, manage, and coordinate projects under MOIA	Database created	1			1			
	Effective project implementation	100%			60%			
	Number of meetings attended/organized	12			83%			
	Number of project proposals developed and submitted to donor/sector stakeholders	1			1			
	Number of project sites visited	6			66%			
10.2 Visit project site								



10.3 Organize capacity building for Project officers and finance officers	Number of trainings organized	2	None	0		
10.4 Produce Reports	Number of Reports produced	4	Produced One Project report	25%		
10.5 Monitor project activities						
10.6 Establishment of Project Management Unit	Draft concept notes for MOIA project management Unit	1	currently working on a draft. Will share with the HR team for their inputs	0		
Other Activities						
Joint Operation	Joint Operation by key agencies for compliance led by the Vanuatu Police Force.	1	Spot checks and compliance on firearms, work permits, visas, armorial bearings, health and safety conditions and expired goods.	100%		



'Better local governance leads to stronger, more accountable communities'



Department of Local Authorities - DLA

○ 2025



ACTIVITY MICC: Administration and Operation of the Department | Department of Local Authorities

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 30 Sept 2025 (VT)
Office Of the Director							
OBJECTIVE 1: Develop and support implementation of the relevant legislative frameworks, policies, and strategies in Decentralization							
The legislative reviews of [CAP 230] and [CAP 207] are completed and submitted to the OAG	Review and amend Decentralization Act [CAP 230] and Produce Cess Act [CAP 207]	3	Gaps identified for both Acts and drafting instructions for Decentralization Act with feedback to OAG queries and comments submitted to OAG. Produce CESS Act under consultation	80%		Vt 300,000	
Two Community Development Concepts developed	Research and develop TWO Community Development Concepts for Area Councils	2	Research underway	70%		0	
OBJECTIVE 2: Improve service delivery through undertaking and implementing restructures							
New Departmental Structure approved by OPSC	Develop and submit the new Departmental Structure for approval by the Office of the Public Service Commission (OPSC).	1	Structure Submitted to OPSC for Review	80%		Vt 100,000	
OBJECTIVE 3: Undertake capacity building & strengthening of human resource to improve service delivery, especially in the provinces and Area Councils							
Report of the outcome of the Induction	Organize and conduct the induction program for Provincial Councilors in Penama Province, Malampa Province, Shefa Province,	4	Induction for Councilors for the Shefa PGC done. Tafea and Penama Councilors to be done in November	30%		Vt 6,000,000	



	Tafea Province and Torba Province.					
OBJECTIVE 4: Support Disaster Planning and Response						
SOP developed, approved, and distributed to all staff	Develop a Standard Operating Procedure (SOP) for staff operations during disasters, ensuring clear guidelines and efficient response	1	Currently under development	40%	Vt 200,000	
Provincial SOP developed, approved, and distributed to all staff	Support Provinces to develop their Standard Operating Procedures (SOP) for Provincial Staff operations during disasters, ensuring clear guidelines and efficient response	1	Currently liaising with NDMO for the development of the SOP	40%	Vt 200,000	
OBJECTIVE 5: Improve service delivery and organizational capacity through timely planning, budget, reporting and administration of the Department						
Minutes of the meeting documented, and action items developed	Organize and conduct a meeting with the Heads of Units (HOU) to discuss key issues, progress, and ways forward.	1	Done	100%	Vt 1,500,000	
Report of percentage of savings successfully allocated and utilized to implement the grant facility.	Allocate and use savings to establish and implement the Rural Development Grant Facility	1	Ongoing	80%	Vt 5,675,000	
Progress update report presented to Councils	Complete the groundwork for the re-establishment of the Local Authorities Association of Vanuatu (LAAV)	1	Negotiation with Province and stakeholders underway	60%	Vt 1,000,000	



Report on Training of Trainers (TOT) on Local Elected Leaders Training	Training of Trainers Trained to run LEL Training to Elected Officials	1	Inhouse Training of staff done and First training of the LEL was held with Shefa Councilors	70%	Vt 2,500,000
Staff training needs, identified, and a training plan developed to address skill gaps	Identify training needs for staff to enhance skills and improve performance across the department	1	Training needs identified	50%	Vt 2,000,000
Resolutions from the LA Forum documented, with action plans for implementation.	Organize the Local Authorities Forum to facilitate discussions, share knowledge, and address key issues within local governance.	1	This Activity has been cancelled due to financial pressure of the Tafea PGC (Host) and other external factors.	0%	Vt 2,700,000
Investment options paper for Bukura Land developed and submitted for review and approval	Engage an investment expert to develop a comprehensive investment paper for Bukura.	1	Should be completed before end of this year	5%	Vt 900,000
Report of each Visit	Directors Visit to the Provinces/Area Councils	3	Visited Malampa, Sanma and Tafea	80%	Vt 2,000,000
Implement Staff Awards and Rewards Programs	Employee of the Month Awards/Quarterly Office Events	12	Awarded One Area Administrator per Province - awards to be received during the OPSC Day	70%	Vt 1,000,000
OBJECTIVE 5: Improve service delivery and organizational capacity through timely planning, budget, reporting and administration of the Department					
Establish History Wall of DLA	Build a History Wall covering the history of the department administering local governments	1	Design completed to be carried out in the next quarter	40%	Vt 500,000
Stakeholder Engagement	Memorandum of Agreements/LoA's/Meetings			0.2%	Vt 200,000



formalized with partners to support DLA Activities		with partners to support DLA initiatives				
ADMINISTRATION						
OBJECTIVE 5: Improve service delivery and organizational capacity through timely planning, budget, reporting and administration of the Department						
Report of updated DLA Asset Registry	Consistent and timely completion of the DLA Assets purchasing form	1	Ongoing data collection and data entry to be completed by the end of this year	50%	Vt 100,000	
	Conduct stock-take of existing DLA assets to ensure accuracy and update records.	1	Ongoing	70%	Vt 50,000	
Completion of New DLA Farea and Kitchen	Plan and coordinate the following steps for the project: * obtain building design and collect quotations: *Acquire permit from PVCC: * Submit a detailed report to the director and Deputy Directors Office: *Commencement of building of the new kitchen & Farea.	1	Materials procured awaiting contractor	25%	Vt 6,000,000	
Logbook with records of trips with properly filled-out driver logs, including start/end times, mileage, fuel use, and incidents.	Driver to manually record trip details, including start and end times, mileage, fuel usage, and any incidents, for each trip.	1	Ongoing	50%	Vt 10,000	
GPS record of the vehicle run to confirm the logbook entries.	Monthly Reports generated to compile monthly records of the Vehicle Runs.	12	Ongoing	60%		
Record of vehicle servicing, Cleanliness and maintenance of	Schedule and perform regular vehicle servicing and ensure routine cleaning and	1	Ongoing	60%	Vt 150,000	



vehicle is consistent	maintenance.						
Report of Completion of office maintenance, renovations, and improvements within the planned timeframe and budget	Plan and oversee office maintenance, renovations, and improvements, ensuring timely completion.	1	Ongoing			Vt 6,000,000	
Regular maintenance of the water fountain and greenhouse, contributing to ongoing beautification with new flowers.	Regularly maintain the water fountain and plant new flowers in the greenhouse as part of ongoing upkeep	1	Ongoing			Vt 500,000	
DLA Yearly Calendar is completed and shared on time to all DLA staff, with all key dates and events included.	Develop and maintain the DLA Yearly Calendar to outline all public holidays, important events, meetings, and other activities.	1	Completed and distributed to all DLA staff including Provincial staff and Aas			Vt 300,000	
Successful establishment of the DLA outdoor calendar holder, with timely updates and accurate display of upcoming or important events	Facilitate the establishment of DLA outdoor calendar holder to display and update information on upcoming or important events	1	Almost complete for display to public			Vt 500,000	
Contact details for Provincial, Area Council, and DLA are updated and shared	Update and share updated contact details of Provincial, Area Council & DLA with all DLA staff and stakeholders.	1	Completed and distributed to any interested stakeholder				



with staff and stakeholders on time									
Establish a Suggestion Box	1	Install a Suggestion Box in the Reception Area	1	To be completed soon	80%		Vt 250,000		
Provincial Profiles updated and accurate information about the ACs is provided to interested personnel	1	Work with the Planning Unit to update the Provincial Profiles and ensure accurate information about the Area Councils (ACs) is available to interested personnel	1	Contact details for 85% of staff updated, remaining to be verified	90%				
Area Profiles developed	71	Work with Planning Unit to develop Area Council Profiles	71	Work in progress to gather information of all 71 Acs and will be uploaded to Website	40%				
Submission of a report on the completion and outcomes of the office management and filing training for AAs in Sanma and Malampa.	2	Organize and conduct office management, customer care and Office Filing Training sessions for AAs in Sanma and Malampa.	2	Completed the training for Sanma	50%		Vt 600,000		
Completion of driver's training and receipt of the Protocol Driving Certificate.	1	Arrange the driver's training with the Foreign Affairs Protocol officer and obtain the Protocol Driving Certificate.	1	Awaiting foreign Affairs confirmation	10%		Vt 15,000		
Training attendance records, feedback forms, and photos or documentation of the Agricultural Home Gardening Training and Team Building	1	Plan and organize Agricultural Home Gardening Training along as part with a Team Building Exercise.	1	To be completed in August	100%		Vt 50,000		



Exercise								
Scanned document files and a log or index showing the proper filing order (chronological or as specified).	Scan and organize documents, filing them in chronological order or any other specified order as required	1	Ongoing		60%			
Excel file containing the compiled list of submitted appraisals for each quarter, with accurate and up-to-date entries.	Compile an Excel list of submitted appraisals for each quarter, ensuring all details are accurately recorded	1	Quarter 1 and quarter 2 appraisals completed and submitted to MoIA HRM		80%			
Set up of an Information Hub for Customer Information	Establish and install information hub for public information	1	Completed		100%		Vt 200,000	
DECENTRALIZATION UNIT								
OBJECTIVE 1: Develop and support implementation of the relevant legislative frameworks, policies, and strategies in Decentralization								
DWC Meeting minutes and Meeting Resolutions	Facilitate DWC meetings to advanced agreed decentralization objectives Implement the DWC Resolutions	4	No DWC meeting conducted this quarter due to unclear direction on sub-national structure		20%		Vt 300,000	
Best Governance and Service delivery model developed	Organize collective travel for staff to learn from other countries through visits, workshops, and exchanges. This is to help develop a proposed model to support service delivery	2	This activity has been removed from the Business Plan following the orders made by the Prime Minister to cease all overseas travel		30%		Vt 1,000,000	
					0		Vt 3,000,000	



Drafting instructions document submitted to the Office of the Attorney General	Conduct in-house workshop to identify gaps in the Produce Cess Act (CAP 207) and Decentralization Act (CAP 230) and propose required amendments.	1	100%	Gaps identified for both Acts and drafting instructions for Decentralization Act with feedback to OAG queries and comments submitted to OAG.	Vt 20,000
COM Decision	Draft COM paper for the Produce CESS Act (CAP 207) and Decentralization Act (CAP 230)	2	50%	Produce CESS Act under consultation	0
A report listing the by-laws from each province	Collaborate with provinces to identify and document the by-laws of each province and developing a Bylaw Database	1	80%	Provincial By-laws submitted for gazettal: <ul style="list-style-type: none"> Tafea: 2 by-laws Sanma: 2 by-laws Torba: 9 by-laws 	0
Copies of draft by-laws	Assist provinces in developing and facilitating the creation of their by-laws.	TBC	90%	Provincial by-laws submitted for OAG review: <ul style="list-style-type: none"> Shefa: 9 by-laws Torba 13 by-laws 	0
Copy of Decentralization Policy Paper	Develop Decentralization Report	1	50%	Consultation ongoing within the provinces	Vt 1,000,000
OBJECTIVE 5: Improve service delivery and organizational capacity through timely planning, budget, reporting and administration of the Department					
The Department's website is regularly updated with accurate content	Manage and update the Department's website, ensuring content is current and accessible	100%	60%		0
Feedback of the consultation documented	Conduct consultations with Provincial staff on the draft Staff regulations & Standing Order and Area Council Listing in the provinces	6	80%	Area Council Members: Shefa, Tafea and Sanma Area Council members have been submitted for Gazettal. The staff regulation has been drafted and submitted to SG for Provincial feedback and is currently being finalized	Vt 2,000,000



Reports generated from the audit and way forwards developed.	Conduct performance audits of staff in the provinces to evaluate and improve efficiency and effectiveness	3	Ongoing collaborative visits to the Acs and Provinces by the Director and different Unit staff of the Department	50%	Vt 1,000,000
New Project Proposal (NPP) developed and submitted for additional funding, with approval or feedback received	Develop a New Project Proposal (NPP) to request additional funding for new Department's initiatives.	1	NPP for Malampa Provincial Head Quarter building according to the Plan of relocating the Provincial HQ to Lamap	100%	
REGIONAL DEVELOPMENT PLANNING UNIT					
OBJECTIVE 3: Undertake capacity building & strengthening of human resource to improve service delivery, especially in the provinces and Area Councils					
Training attendance records, completed evaluation forms, and updated Area Council Plans reflecting the training outcomes	Project Proposal training for the Planners and Area Administrators	1	2 Project proposal trainings conducted to planners and Area Administrators. One was facilitated by the University of the South Pacific, and the other was facilitated by the Department of Climate Change	100%	Vt 3,000,000
OBJECTIVE 5: Improve service delivery and organizational capacity through timely planning, budget, reporting and administration of the Department					
Updated Donor Directory and confirmation of distribution to Provinces and Area Councils	Meet with in-country donor partners to gather updated funding information, research online funding agencies, and update and share the Donor Directory with all Provinces and Area Councils	1	Forms compiled and submitted to Provinces and Area Councils	100%	0
Completion of revised Community Profiling template and successful digitization of data collection	Revise the Community Profiling questions and template and digitize data collection using a new app developed in collaboration	80%	Begin the collation of key sectoral inputs to be inserted into the Community Profiling template and discussions with Gov4Res and VCAP 2 on how the	70%	Vt 300,000



through the new app	with VCAP2 and Gov4Res.		Digitization should look like.		
Copies of reviewed and updated Provincial and Area Council Business Plans	Review and update Provincial and Area Council Business Plans mid-year to track progress and make necessary adjustments	77	Not all Area Councils and Provincial Council plans were required to be reviewed	60%	Vt 1,000,000
Provincial Plans for Panama and Torba developed and endorsed by the respective Provincial Councils	Assist in developing the Provincial Plans for Panama and Torba, ensuring alignment with National Sustainable Development Plan (NSDP) and Area Council priorities	2	Penama Provincial Plan completed and ready for endorsement during the upcoming PPGC sitting in July	70%	0
Number of project proposals successfully submitted and approved for funding by the end of 2025	Develop and submit project proposals to obtain funding for targeted community initiatives	6	Ongoing depending on the projects requested by the Acs	50%	0
Area Council land boundaries surveyed and documented	Work with the Survey team and Provincial Planners to survey Area Council land boundaries	6	Started with negotiating with the South Santo 2 and West Ambrym land owners	40%	Vt 2,000,000
Resolutions from the Area Administrators Forum documented, and action plans developed for implementation	Organize the Area Administrators Forum to facilitate discussion, training, and collaboration and come up with resolutions among Area Council administrator	1	Completed	100%	Vt 4,000,000
Report of all projects implemented at the Area Councils	Participate in the procurement processes of the Area Council projects	90%	ongoing	80%	0
REGIONALISATION					



OBJECTIVE 1: Develop and support implementation of the relevant legislative frameworks, policies, and strategies in Decentralization						
Regionalization Policy developed and in place by the end of Q1	Support the development of the Regionalization and Regional Planning Framework	1	Ongoing consultation and meetings with GFG consultant on how the policy will look like	0.3		
OBJECTIVE 3: Undertake capacity building & strengthening of human resource to improve service delivery, especially in the provinces and Area Councils						
Report of the training outcome and strategic directions moving forward	Capacity building for the DLA Planning team and Provincial Planners on Regionalization to ensure they are better prepared to plan and support regional development	1	On field training will be conducted during the collection of data on the specific proposed hub sites	0.1	Vt 1,000,000	
Steps for declaring a Regional Hub developed, documented, and approved for implementation	Develop a step-by-step process for declaring a Regional Hub, including criteria, procedures, and approval requirements.	1	Should be completed in July awaiting wider consultation between DLA, DUAP and Consultants	50%	0	
Percentage of proposed hub sites with completed data collection and mapping	Data collection and Mapping of the Proposed Hub Sites in preparation to the development of Regional Growth Plans	6	Data collection template developed and first data collection and mapping will be carried out in the 3 Area Councils of Tanna (South Tanna, South East Tanna and Central Tanna) by the end of this month (July)	60%	Vt 1,000,000	
Checklist template created and used to track the status of proposed Regional Hub sites.	Create and use a checklist template to track the status of proposed Regional Hub sites.	1		100%	0	
FINANCE UNIT						
OBJECTIVE 5: Improve service delivery and organizational capacity through timely planning, budget, reporting and administration of the Department						
Copies of LPOs	Facilitate the payments on	1	All Provincial councils have	100%		



towards the LAs	behalf of the LA's contributions	contributed 1 million to Port Vila City Council.			
Copies of LPOs (expenditure summary report) committed towards the workplans, assets, bills etc.	Process payments for bills, workplans, NPPs, assets, etc.	1	50%	No monthly expenditure summary reports were produced. However, quarterly reports were prepared instead.	Vt 2,200,000
Financial report of Area Council's budget	Prepare the annual financial report detailing the use of Area Council budgets.	1	50%	LPO reports of financial spending for each AC available	
Extracted live smart stream data / report on warrant balances.	Provide monthly updates on warrant balances for the cost centers to Director and all Heads of Sections.	12	60%	Warrant updates are extracted from Smart stream at the end of each month and distributed to Unit Heads via email.	
Records of scanned copies	Scan LPOs and source documents for record-keeping and easy retrieval	300	55%	LPOs are scanned every time a payment is made	Vt 2,500,000
Trainings/Capacity Building Activities					
Attendance records, feedback forms, and a summary report of the training	Organize and deliver training on Procurement, Audit Management, Asset Management, and Filing.	3	67%	Training Done for Area Administrators for Torba and Sanma	Vt 2,500,000
Audit Activities					
Reports of Internal audits conducted.	Conduct surprise internal audits in the Provinces & Area Councils	30	60%	Spot Check done for: Tafea PGC, West Tanna AC, SW Tanna AC, North Tanna AC, Central Tanna AC, Shefa PGC, Pango AC, Ifira AC, Mele AC, Tanvasoko AC, Erakor AC, Eratap AC, East Efate AC, North Efate AC	Vt 2,000,000



Copy of system manual developed. NB. Compliance/Financial Audit	Develop a System Manual for Compliance/Financial Audit	2	Smart stream manual and Xero are currently on draft 1 and pending.	20%		
Copies of management letters issued to the CA firms & NAO	Assist the Accountants to draft responses and implement the measures recommended by the CA firms & NAO	6	All provincial financial statements have been sent to the Office of the Auditor General. A reminder has also been issued to all Provincial Accountants to maintain communication with their respective external auditors, respond to the management letters, and comply with the recommendations provided.	60%		
Lists of discrepancies addressed	Liaise with the MOIA internal Auditor and MFEM to improve DLA Finances	1	Collaboration is ongoing with the Ministry of Internal Affairs (MOIA) internal audit team to carry out spot checks across the provinces and selected Area Councils.	60%		
Budget Activities						
VBMS reports of 2026 budget.	Input of 2026 recurrent estimates, budget narratives, supplementary budget and NPPs into VBMS.	77	The input of VBMS has been completed for operations and payroll under Chapter Head 240, covering the following activities: MICC, MICF, MICG, MICH, and MICI. Additionally, a New Policy Proposal (NPP) for building infrastructure was submitted, along with the resubmission of the institutional strengthening NPP	100%		



Copies of LA's budget sign-off by the MOIA Minister	Facilitate LAs 2026 budget presentations before Minister's endorsement	6	0	Vt 1,500,000	
Project Activities					
Copies of PO (Purchase Orders) committed towards these Projects.	Facilitate the procurement processes of these projects where necessary	3	50%		
Project Financial Report presented to the Director/DG MoIA	Compile Project Financial Report and submit to the Director DLA and DG MoIA	4	50%		



"Planning today for better tomorrow"



Department of Urban Affairs and Planning - DUAP

—○ 2025



ACTIVITY MIHA (700): Department of Urban Affairs & Planning | Ministry of Internal Affairs

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at Sept 2025 (VT)
Corporate Service & Administration Unit							
Objective 1. To provide technical advice and assistance to the Ministry of Internal Affairs and the three (3) municipalities in development planning, financial operations and management, procurement, audit and reporting;							
1.1 Develop new planning and Foreshore policies, legislations, Regulations and Planning guidelines. Including amendments on the current legislations.	Completed legislative review of CAP.90	2	Completed legislative review of CAP.90	100%	Vt 24,288,000	Vt 11,663,776	
	Organize consultation with stakeholders	2	Stakeholders consulted	100%			
	Submit drafting instructions for legislative changes of the Foreshore Development Act (CAP.90) to the Office of the Attorney General (OAG) for review	2	Drafting instruction Completed for CAP.90 drafted submitted to OAG.	100%			



	by the end of July 2025								
	Develop COM Paper for CAP.126	2	COM Paper endorsed by COM			100%			
	Submit drafting instructions for legislative changes of the Municipalities Act (CAP. 126) to the Office of the Attorney General (OAG) for review by the end of July 2025	2	Drafting instruction for CAP 126 drafted and submit to OAG			100%			
1.2 Support the municipalities in their annual audits including develop strategies to address weakness identified	Completed submission	1	Submitted to Audi Office. Await Audit firm to respond			60%			
	Municipal Councils to submit the draft	1	Submissions went directly to the audit firm appointed for audit for each municipal council			100%			
	Submitted payments to auditor firm (AJC)	1	Payment submitted to AJC			100%			
	Submit audit Plan to the office of Director	1	In progress			50%			
	LPOs committed for logistics payment	1	In progress			70%			
	Submit Audit reports	1	PVCC is yet to be conducted			70%			



1.3 Develop and support business plan, quarterly, six- monthly and annual reports	Internal report	1	1) Spot check done on Lenakel Town Clerk on the 10th to 22nd of March 2025 (2) sport check done on LMC on June 2025 (3) Internal Report provided to the Director's Office	70%		
	Prepare and submit monthly, quarterly and six- monthly report to the office of the director	1	(1) Completed 1st Quarter Report for 2025 (2) Quarter 2 Report completed (3) 3rd Quarter Report for 2025 in progress	80%		
	Prepare and submit reports to Senior Executive and Office of the Director	1	(1) Completed 1st Quarter Report for 2025 (2) Completed 1st Quarter Report for 2025 (3) Quarter 3 Report in progress	80%		
	Completed review meeting for Business plan 2025	1	In progress - review of 2025 Business Plan	80%		
	Completed develop draft Business Plan for 2026	1	In progress	50%		
	Completed Budget Narrative for	1	Budget narrative submitted	100%		
	Submitted 2026 budget to VBMS	1	Completed 2026 Budget submission	100%		
	Minutes of DCO and MBC meetings share with the	1	Attend DCO on behalf of DG	80%		



office of DG	1	1	1	2	2	2	2	2	2	100%	100%	50%	100%	100%	80%	50%	80%	80%	80%
Develop 2026 Budget in consultation with EA and SA	Completed 2026 Budget submission	In progress	Increase in Remuneration determination	Completed induction for LMC Town Clerk	21 GIPs endorsed by NRC and DESSPAC	In progress	(1) Completed 1st Quarter Report for 2025 (2) Quarter 2 Report completed (3) 3rd Quarter Report for 2025 in progress	(1) Completed 1st Quarter Report for 2025 (2) Quarter 2 Report completed (3) 3rd Quarter Report for 2025 in progress	In progress	100%	100%	50%	100%	100%	80%	50%	80%	80%	80%
Develop 2026 Business Plan																			
Staff received Increments																			
Completed Town Clerk LMC induction																			
Completed Training on GIP proposal																			
Completed PVCC Councilor's inductions																			
Completed quarterly reports																			
Completed quarterly reports																			
Completed village registration																			
1.4 Recruit, train, and coordinate training and equip personnel in the Department and the three (3) Municipalities in order to enable improvement in service delivery in municipalities.																			
1.5 Effective operation and management of DUAP Office reported in Quarterly report (Q1, Q3)																			
1.6 Produce DUAP half yearly report x1 supported by ICT based verifiable data																			
Objective 2. To enable partnerships for urban centers development (provincial, municipal & mini township)																			



2.1 Develop new partnership arrangements including investment & donor projects to support the growth and manage issues in the urban areas and foreshore development	Produce monthly project reports and submit audit reports for GPVURP compliance.	3	Submission of monthly project reports and audit report for GPVURP compliance in progress	80%	Vt 24,288,000	Vt 11,663,776
2.2 Support Municipalities in decentralization to enable services to be better delivered and managed at the ward level	Reminders to Town Clerks for submission of monthly reports	12	In progress	80%		
Objective 3. Institutional strengthening						
3.1 Undertaking restructuring of the department	Develop DUAP structure		Completed draft proposed structure	80%	Vt 24,288,000	Vt 11,663,776
	All DUAP JD's been transfer to new format.		Completed, signed and Submit of HRU, CSU	80%		
	PSC grand approval		Commence communication with PSC staff	20%		
	Recruitment of vacant positions		Completed Financial VISA. Recommend for direct appointment	80%		
Objective 4. Provide interactive ICT based systems for improved administration						
4.1 Use ICT systems to integrate administration and planning data in "real	Develop e-filling system	4	In progress	60%	Vt 24,288,000	Vt 11,663,776
	Launching of DUAP e-Planning	4	In progress	80%		



time" / provide guaranteed and cost-effective options to improve office work flow.	Tool							
	DUAP website maintain	4	In progress	80%				
5.1 Ensure office is operational with restructure and skilled officers to improve service delivery, Department's budget and expenditure is effectively managed ensure all planned activities are undertaken	Develop Foreshore Unit database	4	In progress	50%				
	Objective 5. To provide a strong efficient and effective Department administration, restructures, human resource capacity and management, business planning, reporting and monitoring and evaluation.							
5.2 Vehicle	Submit Financial VISA to MFEM		Financial VISA completed	100%	Vt 24,288,000	Vt	11,663,776	
	Submitted Financial VISA to MFEM		Submitted Financial VISA to MFEM	100%				
	Recruitment of vacant positions		Recommend for direct appointment / Completed financial VISA	90%				
	Completed induction for office recruitment	5	Completed	100%				
	Submit salary authorization form to MFEM		In progress	50%				
	Completed staff's office equipment's		In progress	50%				
	Completed procure replacement of office equipment's		In progress	80%				
	Completed regular servicing of office vehicles, road worthiness	4	G62 had his regular servicing recently in august 2025	80%				



Maintenance	Completed DUAP assets registry		In progress	70%		
5-3 Provide Detail Plan	Submitted design to DG's office	1	(1) MOIA New Office Design submitted to DG's office (2) Independence Park draft design in progress	50%		
5-4 Prepare NPP	Facilitate completion of MOIA Office Space	1	Design completed	100%		
	LPO committed for department new uniform		In progress (with United Apparel, Fiji)	60%		
Objective 6. To enhance public safety, optimize government office locations, and ensure continuity of essential services.						
6.1 Create safer urban spaces, eliminate hazardous structures, and boost community morale by fostering a secure environment	Assessment Report		Assessment report completed	100%	Vt 33,700,000	Vt 10,140,693
	Demolition Plan		completed	100%		
	Council endorsement on Contractors and Demolition applications		In progress (Hire Certified contractors)	90%		
	Demolition monthly progress reports		In progress	90%		
6.2 Identifying and securing state-owned land in collaboration with VNPF to strategically relocate government offices, improving accessibility	VNPF Respond on funding options		Awaiting VNBF Board decision - In progress	50%		
	Meeting Minutes with VNPF		DUAP/MOIA have presented land options to VNPF GM & Team	100%		



and operational Efficiency.						
Municipalities						
Objective 6. To improve administration and financial management of the municipalities						
6.1 Support effective and efficient operations, financial management and administration of municipal councils	Reminders sent to all municipalities for timely report submission	Quarterly, monthly and annual reports submit	Submitted feedback to Municipal councils	12	Reminders sent, 1 quarterly report received. Quarter 2 report not yet received from the municipalities.	50%
	Completed review for financial and staff regulation	Completed financial regulation and procedures for LMC and LTMC	Completed improvement for revenue initiatives	1	1st and 2nd Quarter Report submitted. Financial Report (LTMC 1st quarter report) completed but PVCC and LMC Official gazettal of Financial Regulation Not yet started	40%
6.2 Provide high quality financial management control, reporting, and budget development for the municipal councils	Revenue Initiative Plan & Beautification Plan				In progress	50%
					Not yet started	0%
Objective 7. Support social and economic development of municipalities are well coordinated and properly planned						



7.1 Oversee implementation of urban planning for all urban development	Provide Advise & Seconded officers to the Councils	5	Urban Planning Office been seconded to PVCC	100%		
7.2 Seek additional funding to support Municipality projects	GIP Submission to DSPAC	1	21 GIPs endorsed by NRC and DESSPAC	100%		
Objective 8. Review and create new by-laws in the Municipalities to achieve better outcomes for the urban tax payers and public						
8.1 Promote and support investments at the Municipalities to enable improvement services and businesses	Submission of By-Laws to OAG	3	Submit the By-Laws of urban councils to Compliance Manager, CSU for review by the end of June 2025	70%		
Objective 9. Support PVCC to develop a recovery plan - in the event of a disaster						
9.1 Ensuring that PVCC develop an Early Disaster recovery Action Plan and submit a copy to DUAP	Early Recovery Action Plan		In progress	80%		
	Recovery Stage Plane	3	Completed	100%		
Urban Planning Unit						
Objective 10. Strengthen the Planning legislative framework including its legislations, Regulations, by laws, and guidelines						
10.1 Develop new planning policies, regulations and planning standards to improve planning practices within the Declared Physical	Submit Draft Urban Planning Policy to the Director General Office, MOIA	3	COM Paper endorsed by the Hon. Minister of MOIA	100%	Vt 33,700,000	Vt 10,140, 693
	Submit Draft Planning Guidelines Policy		Drafting of Planning Guidelines in progress	60%		



Planning Areas (PPA).	to the Director General Office, MOIA					
	Established working group	Established working group	80%			
	Procurement of travelling logistics in progress	Procurement of travelling logistics completed (Luganville)	100%			
	Completed stakeholders with stakeholders and wider group	Wider Consultation completed	100%			
	TA recruited	TA recruited	100%			
	Submit Draft Urban Planning Policy to the Director General Office, MOIA	COM Paper endorsed by the Hon. Minister of MOIA	100%			
	Submit stakeholders' consultation report	In progress	80%			
	Sumit RUDSAP map for Greate Port Vila	In progress	80%			
	Completed data collection	In progress	60%			
	Complete the draft PVCC CBD Master Plan incorporating PVGMP	Completed the PVCC CBD Concept Plan incorporating PVGMP	100%			



	implementation					
	Completed Traffic Management Plan (including new roads and bridges)		Completed the draft PVCC CBD Concept Plan incorporating PVGMP	70%		
	Complete the draft PVCC CBD Master Plan for greater Port Vila		In progress	70%		
10.2 Conduct Public consultation on new Planning Policies, planning legislations, regulation and planning guidelines through workshops, meetings and social media.	Completed awareness through workshops, meetings and social media platforms	4	In progress	70%		
	Completed awareness through workshops, meetings and social media platforms		In progress	60%		
Objective 11. To direct the effective implementation of these policies in all urban centers throughout Vanuatu						
11.1 Implement current legislation and undertake reviews to modernize the legislative framework to support urban planning	Induction report for new elected councilors to SPGC, SPGC, MPGCC & PPGC	3	In progress	20%		



Objective 12. To develop legislative and policy frameworks for housing developments and informal settlements					
12.1 Disseminate information on new Planning Policies through workshops, meetings and social media	submit Draft National Housing Policy to the National Housing Policy Advisory Working Group (NHPAWG) for review by the end of April 2025 (extended to end of August, 2025)	3	National Housing Policy ready for launch	100%	Vt 50,000 Vt 33,700,000
	Number of Consultations		Completed number of consultations	100%	
Objective 13. To provide response and recovery assistance for housing sector in the Efate Earthquake					
13.1 Build back better and safer houses	Assessment Report		Completed	100%	Vt 50,000 Vt 33,700,000
Objective 14. Capacity Building – Safe housing Governance					
14.1 Creation of Housing Unit within DUAP to Implement the National Housing Policy	Submit proposed structure to PSC	3	Draft completed	80%	Vt 33,700,000 Vt 10,140,693
	Submit the proposed paper to NRC and DESSPAC for endorsement	1	NRC and DESSPAC endorsed the NRC and GIP paper	100%	
	Submit the proposed paper to NRC and DESSPAC for endorsement	1	NRC paper endorsed by NRC. GIP endorsed by DESSPAC	100%	



	Submit the proposed paper to NRC and DESSPAC for endorsement	1	NRC paper endorsed by NRC. GIP endorsed by DESSPAC	100%		
	Submit the proposed paper to NRC and DESSPAC for endorsement	1	NRC paper endorsed by NRC. GIP endorsed by DESSPAC	100%		
Objective 15. Improve housing quality						
	Submit the proposed paper to NRC and DESSPAC for endorsement	5	NRC paper endorsed by NRC. GIP endorsed by DESSPAC	100%	Vt 33,700,000	Vt 10,140,693
	Submit the proposed paper to NRC and DESSPAC for endorsement	3	NRC paper endorsed by NRC. GIP endorsed by DESSPAC	100%		
	Submit the proposed paper to NRC and DESSPAC for endorsement	1	NRC paper endorsed by NRC. GIP endorsed by DESSPAC	100%		
	Submit the proposed paper to NRC and DESSPAC for endorsement	1	NRC paper endorsed by NRC. GIP endorsed by DESSPAC	100%		
Objective 16. To promote security and safety of Ni-Vanuatu especially for those migrating from rural areas into urban areas						
16.1	Establish new Physical Planning Areas (PPA), extend existing declared Physical Planning Areas (PPA),	2	Develop Notice of Intention to declare a PPA Develop and finalize the Rovo	100%	Vt 33,700,000	Vt 10,140,693
			Official gazettal of Notice of Intention by OAG			
			Rovo Bay and Sola Zoning and Development Plan officially gazette by OAG			



Mini Towns and SMART City	Bay and Sola Zoning and Development Control Plan in collaboration with local authorities. Submit the completed plan for approval by August 2025.	Develop Concept Plan for Naoneban and Havannah	<ul style="list-style-type: none"> Letter signed by the Hon, Minister, MOIA to the hon. minister, MOLRN to acquire the said land • Verbal Discussion with the Planners in regards to review of the Zoning and Development Control Plan for Luganville and also the Sanma PPA. Completed Concept Plan for Naoneban and Havana 	70%		
	Declaration of Lakatoro/Norsup Min-Township					
16.2 Assist with development of new Zoning and Development Control Plan for Declared Physical Planning Areas (PPA)	Complete the Zoning and Development Control Plan for Saratamata. Submit the final draft for approval by October 2025.	3	Completed feasibility study and report for Saratamata PPA	50%		
16.3 Assist DLA to identify potential	Identify propose sites/hubs	3	Identification of sites to be finalize by DLA	90%		



economic and service hubs	conduct feasibility study on propose sites	3	In progress	90%		
	Develop Concept Plans for propose hubs	3	In Progress	90%		
Objective 17. Enhance staff capacity, improved coordination of declared Physical Planning Areas in collaboration with the Decentralization policy and strengthen the implementation of planning practices to achieve prosperous urban centers throughout Vanuatu.						
17.1. Contract qualified and experienced consultants and new staff to perform the technical roles required by the Department	Contract Finalized TA recruited Registered Formal Request for Training	1	Completed	100%		
	Certificate of Attendance		Completed	100%		
	Conduct National Urban Forum		In progress	70%		
17.2 Build the capacity of planners through training to perform the required planning roles and responsibilities as expected from the department.		2	In progress	68%		
			In progress with the Urban Policy Framework	0%		
Objective 18. Provide technical and GIS support to Urban Planning and Foreshore units.						
18.1 Support Urban Planning activities and projects through data collection/ analysis and map production	E- planning tool establish and operational Maps produce Purchasing of Items (Office Equipment's)	4	In progress	80%	Vt 33,700,000	Vt 10,140,693
			Up to date	60%		
			Server have been Purchase	40%		
Foreshore Unit						



Objective 19. To administer and enforce the foreshore development act by developing new guidelines

	1		100%	Vt 14,123,561	Vt 3,812,880
19.1 Undertake regular review of the current foreshore legislation and identify areas to improve the implementation of the Act in order to achieve better Foreshore Development outcomes.	Complete Review of Foreshore Development Act	COM Paper approved; drafting instructions submitted for endorsement in November sitting	100%		
	1 meeting conducted with DSSPAC Sector Analyst for SOP finalization and review	SOP finalized and ready for launch in Q4	100%		
	MOU signed and operationalized to support collaborative activities	Not yet started	0%		
	Consultations done with FAC members & DSSPAC Sector Analyst & MOIA Compliance Manager	SOP finalized and amendment of FDA has been done with MOIA Compliance Manager and drafting instructions have been submitted to OAG	85%		
	Sanma province workshops completed	FDA application and enforcement workshop conducted in Sanma; other provinces have requested similar FDU workshops, with travel plans in progress (in progress)	40%		
	Regulations finalized and submitted	SOP had been finalized and Drafting instructions for FDA amendments has been submitted to OAG (up to date)	100%		

Objective 20. To review and make improvements and inform stakeholders on existing legislative framework



<p>20.1 Increase Foreshore quantity awareness on Foreshore legislation, Application Process, penalties and fees through, trainings, workshops and media platforms to enable public to be better informed of requirements for foreshore developments</p>	<p>At least 2 awareness campaigns per quarter At least 2 informative posts per month on FDU FB page</p>	<p>4</p>	<p>FDU officer in South Pentecost with DLA Team for regional planning; conducting awareness on FDU Act and guidelines (in progress) SFDO updating DUAP page with FDU, urban planning and department updates (up to date)</p>	<p>40%</p>	<p>Vt 14,123,561</p>	<p>Vt 3,812,880</p>	
<p>Objective 21 To provide secretariat support to the Foreshore Advisory Committee</p>							
<p>21.1 Undertake joint site inspection with other stakeholders to enforce Foreshore legislation</p>	<p>6 meetings conducted annually 2 joint site inspections conducted each quarter 14-day standard notice developed and operationalized Produce template for mapping and maps to be produced for every site inspection</p>	<p>6 4</p>	<p>Five (5) meetings held this year; additional urgent meetings convened to address foreshore issues (up to date) FDU has conducted over two site inspections per quarter since early this year due to numerous foreshore development issues (up to date) Finalized awaiting official endorsement before use (Up to date) Acting SFEO has developed standard mapping template & produces maps for every site inspection (up to date)</p>	<p>90%</p>	<p>Vt 14,123,561</p>	<p>Vt 3,812,880</p>	



21.2 Ministerial consent	One standardized Ministerial Consent template developed and endorsed by the Director	1	Blue paper used for issuing ministerial consents; standardized consent draft under development (in progress)	60%		
Objective 22. To recruit new foreshore development officers to strengthen enforcement, revenue collection and the capacity of the Foreshore Development Unit						
22.1 Update and apply ICT based record keeping practices for foreshore development applications	1 database to be developed	1	Not yet started	0%	Vt 14,123,561	Vt 3,812,880
	site inspection form to be developed and operationalized	1	Site inspection template developed and under trial for department-wide use; foreshore enforcement officers appointed (up to date)	60%		
22.2 Training for Foreshore Development officers to strengthen enforcement and capacity building	Participate in and complete trainings provided	1	Up to date	30%		
	Organized and hold 1 meeting	1	In progress	40%		
	participate in and complete training for digital surveying system	1	Not yet started	0%		
	Conduct at least 3 in-house training sessions annually covering foreshore processes, digital surveying, and legislations.	1	Not yet started	0%		



22.3 Purchase drones and drone license for foreshore unit to access inaccessible foreshore sites	1 boat to be purchased by DUAP for FDU site inspections	1	Quotations collected for new drone and to fix damaged drone in possession (In progress)	60%		
	Officers to participate in and complete training for licenses	1	Not yet started	0%		
	1 drone to be purchased	1	Up to Date	60%		
Objective 23. To improve the collection of revenue through foreshore development						
23. To improve the collection of revenue through foreshore development	Development of a comprehensive Monitoring and Evaluation (M&E) framework	1	Up to date	10%	Vt 14,123,561	Vt 3,812,880
	Submit reports for all site inspections	2	All illegal activity reports prepared and submitted with files to VPF (up to date)	90%		
	Initiate legal proceedings for 2 offenders	2	Offenders notified of fines; VPF police reports submitted to Prosecutor's Office (up to date)	80%		
	Conduct formal consultations with Maritime Police	1	Not yet started	0%		



"Promoting Fair, Just & Legal Employment"



Department of Labour and Employment Services - DOL

○ 2025



Department of Labour | Ministry of Internal Affairs

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 30 Sept 2025 (VT)
Objective 1. Ensure equity/fairness in the domestic & International employment markets.							
1.1 Domestic & international employment markets contribute in increasing revenue (work permit Tax, Licenses fees, sport fines) and remittances (Labour Mobility Programs) & workers well-being/welfare.	Keep records of Migrant workers & domestic workers including work permit holders in report (monthly quarterly, half year, annual report. Promote entrepreneurship platform for reintegration through partnership with other line agencies (MALF & MTT) and relevant stakeholders. Address Migrant workers welfare through active dialogue with Team leaders, Relationship Managers, Country Liaison Officers and Approved Employers	1	Work Permit, Spot fines, Agents Licensing fees. Work Permit- A Total of 248 work permits issued from 01st July to 25th September 2025 - 25 issuances of religious worker visa. - 41 issuances of short-term employment visa - 182 issuances of employment visa - July revenue collection is: 1 030 000VUV. - August revenue collection is: 8 116 400VUV. - September revenue collection is: 17 670 000VUV. - Total revenue collection from July to September 2025 is: 26 816 400 VUV. On Going active use of IRD	70% above target	1,806,494		



<p>1.2 Facilitated and increase the number of both skilled and unskilled Ni-Vanuatu workers in existing and new Labour mobility programs.</p>	<p>Meetings x 4 held & Minute with Actions Arising tracked & distributed for participating partners and agents and employers to increase numbers of both skilled and unskilled Ni-Vanuatu workers in existing and new Labour Mobility.</p> <p>1.2.2 Registration through In-country Recruitment Database (IRD) System</p> <p>1.2.3. Skilled Trainings conducted by Developing partners (NZ and Australia) and other stakeholders (ILO, IOM, APTC, World Vision)</p>	<p>2</p>	<p>for registration and mobilization in country Visitation of 1 RTO from Australia Qualify and NOA from New Zealand for skills training for workers With VLAB working with cohort 4 of their Yumi Grown</p> <p>2x Labour Mobility Working group meeting (Meetings minute) 2x Reintegration Working meeting 1 Welfare Working Group meeting 3 Partnership Meeting with IOM, WW</p>	<p>70%</p>		
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	<p>1.2.4 Conduct 6 Liaison meetings with Australia & NZ on Labour mobility programs and capture this in the Quarterly and Annual reports.</p> <p>1.2.5. Consultation with Australia and New Zealand on charging administration fees on each and every individual participating in Labour Mobility programs</p>	<p>3 Meeting with TA's from PLMSP on support incentives from DFAT Ongoing Meetings with MFAT for support in the Supporting Pacific Laboue Mobility (SPLM) Phase 2 to support RSE team.</p> <p>Still in discussion.</p>	<p>60%</p> <p>40%</p>		
<p>Objective 2. Promote the standards required by law for decent work and strengthen compliance with all Vanuatu's Labour laws</p>					
<p>2.1 Compliance with all Vanuatu's Labour laws, improves workers conditions and settlement of employment disputes</p>	<p>2.1.1 Develop 1 Employment standards under Labour Domestic and International (Labour Mobility Programs) Laws.</p> <p>2.1.2. Promote settlement of registered disputes and report outcomes reflect in quarterly, midyear & annually report x 30</p>	<p>3</p> <p>1 Employment Relations Manual for Dispute Conciliation Resolution. For ESU Development of SOP's for different teams with in the ESU Support from partners in the development of Recruitment Monitoring and Compliance Framework and Procedures</p> <p>30</p>	<p>33%</p> <p>23% above Target</p>	<p>Vt 784,595</p>	
<p>PORT VILA details: Disputes: 64 Males: 37; Females: 19 Collective: 3; Individual: 34 Settled: 37; Unsettled: 24 SANTO details: Disputes: 57 Males: 40; Females: 15 Collective: 2; Individual: 55</p>					



			Settled: 33; Unsettled: 24			
1.2.3. Unsolved registered employment disputes case files transfer to Employment Tribunal for settlement x 5.	10	Labour Market South (Port Vila & Tanna): 6 submitted to Tribunal; Labour Market North (Sanma & Malampa): 1 submitted to the tribunal	70%			
2.1.4. Undertake 40 Workplace inspections and provide reports accordingly.	40	ER did 14 + joint operations & inspection in Santo. July alone, Compliance did 8 major inspections in Port Vila. So, ER: 14/40 = 35%. Sanma & Malampa: 23 inspections	35%	Vt 1,076, 844		
2.1.5 Conduct 10 Awareness on Employment rights and obligations to general public including employers and employees under Domestic Labour Laws	40	In person, By email, By telephone. In person 326, By email daily, By telephone daily & ongoing during inspections, 3 VBTC Media Awareness and 14 joint operations/inspections. Plus, the Compliance inspections data: 8 in July. SANTO: In person 340, By email daily, by telephone daily & ongoing during inspections, 100 plus workers attend Awareness and 23 joint operations/inspections.	100%			
2.1.3. Sport fine employers' non-compliance to Labour Laws	2 MIL Vt	MIL collected in 3rd Quarter in joint operation inspection and WVP screening. July Spot fine: 400 000VUV -August Spot fine: 300 000VUV	82.5%			



			<p>-September Spot fine: 950 000VUV</p> <p>-Total number of Spot fine issued from July to September: 17 Spot Fine issued from July -September: 1, 650, 000VUV.</p> <p>The sport fine is being paid for the late submission of renewal work permit and breach of visa condition.</p>			
	2.1.4 Address loopholes and penalties in the legislations by way of amendments after consultation with the tripartite body.	4	<p>Employment Act, Trade Disputes OHS Act, Labour Work Permit Act Trade Union Act</p>	75%		
2.2. Support implementation of revised National Labour Mobility Policy	<p>2.2.1. Provide assistance to working group or TA in terms of sharing of information to enable & complete review of the Seasonal Employment Act to align with provisions of the revised National Labour Mobility Policy</p>	1	<p>Comprehensive Legislative drafting provided to State Law Office for SLO to draft new bill to be Temporary Labour Migration Act.</p>	32%	Vt 1,021, 899	
Objective 3. Promote and maintain good working relationship between Tripartite Labour partners - unions, employers and Government.						
3.1 Strengthen collaboration with VCCI, Youth challenge	3.1.1. Held Meetings, Write Minutes and Maintain an Annual	10	Ongoing meetings with working groups	60%		



<p>and other stakeholders to increase the number of self-employed Ni-Vanuatu to become entrepreneurs;</p>	<p>Report providing details of progress & issues x 6</p> <p>3.1.2. Follow up on agreed activities ensure it is implemented and reports outcomes</p> <p>3.1.3. Consultation with TLAC and stakeholders on Labour matters to promote entrepreneurship and Apprenticeship.</p>	<p>Ongoing working relationship with Tripartite partners</p>	<p>100%</p>	<p>Vt 784, 595</p>	
<p>3.2 Strengthen the Tripartite Labour Council</p>	<p>3.2.1 Conduct 4 Tripartite Labour Advisory Council (TLAC) meetings to address Employment matters</p> <p>3.2.2. Develop a standing order/Manual/guideline for the tripartite</p> <p>3.2.3. Follow up & ensure approved decisions are executed and reported x 5</p>	<p>1st meeting: 27 March 2025 2nd TLAC meeting: 30 May 2025 3rd TLAC meeting: 16 July 2025 4th TLAC meeting: 16 September 2025</p> <p>In progress</p>	<p>100%</p> <p>80%</p> <p>80%</p>		
<p>Objective 4: Enforce compliance for employment standards according to ILO Conventions and Vanuatu labour laws.</p>					
<p>4.1 Undertake inspections for compliance to ILO</p>	<p>4.1.1 Regular Workplace inspections undertaken & reported x 40</p>	<p>14 plus Joint Operation in Santo & Malekula in August and ongoing.</p>	<p>100%</p>		



Conventions; and Labour laws	4.1.2. Construction workplace inspections undertaken & reported x 10 4.1.3. Issue Improvement & prohibition notice construction employment work site & report x 3 4.1.4. Follow up on grievances rise & identify during inspection ensure employers implement grievance identify x 10	7	We did 7 constructions work place inspections, all are hardware. We serve 31 improvement notices. Follow up is done by both Labour market south Unit and Compliance team. We did follow up on grievances each time we did inspections.	100% 100% 100%	Vt 1,076, 844		
5. Advocate for workers' rights and welfare in international and domestic markets							
5.1 Undertake awareness programs and public consultation to advocate for workers' rights and welfare in international and domestic markets	5.1.1 Awareness Meetings held & Minutes, with Annual Report providing details of progress & issues	100%	Labour Mobility Working Group meeting per month. GEDSI awareness campaigns to communities with Welfare Stakeholders. Through social media platforms (Facebook Live, Tokbak Show, Animation through VBTC, Monthly Agents meeting. Ongoing Awareness programs during inspections and three (3) VBTC Awareness presentation. Awareness in FB page Vanuatu Domestic Division. Work Permit information awareness: -Estimate	100%	Vt 1, 021, 899		



5.2 Implement and promote localization policy	5.1.2. Conduct Awareness on workers' rights and obligations during Predeparture Briefing for Labour Mobility Programs in Australia and New Zealand	number of clients received in July: 120 clients Estimate number of clients received in August is: 100 clients. Estimate number of clients received in September is: 70: clients.	100%		
	5.1.3. Maintain Constant communications with country Liasson Officers in Australia and New Zealand to have updates on the progress of welfare issues and fair working conditions for Migrant workers.		90%		
5.2 Implement and promote localization policy	5.2.1 Localization policy drafted, consulted, approved & implemented	In discussions internally.	60%	Vt 784,595	
	5.2.2. Effectively implement Counterpart		100%		



5-3 Establish unemployment data base and link it to training institutions;	Training plan. To do so, bind work permit holder and the local counterpart in a contract Agreement.	between employer & foreign worker provided. Provision of local counterpart in a contract Agreement not yet in the contract but it is in the training plan signed by both parties.			
5-2.3. Undertake a practical Test to local counterpart to verify whether he/she is competent.	5.2.3. Undertake a practical Test to local counterpart to verify whether he/she is competent.	150 citizen workers have been identified as a local counterpart of work permit of an employment visa (1 year contract). 150 training plans have been provided.	60%		
5-3.1 Provide financial support to the current unemployment Data Base to ensure it is up to date and accessible to training institutions	5-3.1 Provide financial support to the current unemployment Data Base to ensure it is up to date and accessible to training institutions	Redevelopment of Employment Vanuatu Data Base & Soft launching done.	80%	Vt 1,021, 899	
5-4 Establish a pool for skilled workers	5-4.2. Maintain IRD 2 system up and running	Ongoing changes in the IRD layout to meet current labour market demand. Data cleaning on the IRD to ensure that the data reflects the current number of registered workers. Changes in the IRD dash boards to better support users, support from IRD 1-1 Coaching and weekly visits to agents for support Database is hosted in Vanuatu -OGCIO.	100%		
5-4.3. Envisage a portal for Employment Vanuatu within IRD	5-4.3. Envisage a portal for Employment Vanuatu within IRD	Discussions in progress	50%		



	system								
5-5 Support the review of Labour laws	5-5.1 Undertake Review of Labour laws	5		Review conducted Employment Act, Trade Disputes, OHS Act, Labour Work Permit Act, Trade Union Act, Seasonal Employment Act	75%	Vt 1,076, 844			
5-6 create new Labour policies and manual	5.6.1. Finalization of NEP	1		Validation workshop conducted in May. Final outcome of NEP by COM.	90%	Vt 784,595			
	5.6. 2. Develop Labour sub policies out of NEP.	13		Depend on final outcome of NEP by COM.					
	5.6.3. Consultation on development of inspection policy	1		In discussion internally.					
	5.6.4. Consultation on development of OHS policy	1		In discussion with ILO	25%				
5-7 Bring all Labour related functions under the Department of Labour including internship, cadetships and apprenticeships schemes.	5.7.1. Establish Partnership with training institutions to address skills gap and address the Business house needs.	13		In person by email by telephone VQA, MoET, TVET, IOM, ILO, Youth & Sports, Youth Challenge, VCCI, VIT, VIPAM, Haos Blong Wok, Vanuatu Agency Graduate. A working group has been established among VSP, MOET (Tertiary & TVET), APTS VIT, VQA, VCCI & DOL. 2X meeting conducted	60%				
	5.7.2. Increase skilled work force in domestic Labour Market			Job matching ongoing through previous Job matching process through the use of Leba Konekt	60%				



			218 2 awareness session carried out Santo & Tanna Job seekers and Employers currently using the data base.				
6.Improve service delivery framework and organizational compliance through inclusive policies, legislations, planning, reporting, budget, Assets Management, ICT systems, restructures, decentralization of services, infrastructure, capacity building, awareness, disputes & conciliation mechanisms, revenue generation.							
6.1 MBC Submission with costed supplementary budget and NPPs on time	6.1.1. Planning and budgeting by each section	14	Managers participate and contribute to Department planning document and Unit activity planning and costing of the activity	20%	Vt 3,037, 948		
	6.1.2.MBC Submission x 2 with costed Supplementary and NPPs		2 NPP submission for 2026 additional budget	60%			
6.2. Keep records of infrastructure & Assets	Register purchases assets placement to officers and notification of transfer to other location	15	Purchases office equipment's and furniture registered with an officer since it can easy be move. Conduct regular inventory ensure same location	40%			
6.3 Undertake & implement restructures to address capacity for decentralized service delivery.	6.2.1 Follow up with PSC revised organizational structure submission for approval to PSC	16		50%			
	6.2.2. Recruitment of new staff members and placement to Vacant positions of 2019 approved structure and first phase of PLF funding positions to		Few 2019 positions been recruited, revised structure yet to approve by PSC before recruitment of PLF funded positions made	12%			



<p>approved revised structure.</p> <p>6.2.3. Conduct induction with new staff members to assist them in their integration through the familiarization of departmental work ethics. Develop work plan for probationary period assessment confirmation of permanent appointment</p> <p>6.2.4. Upgrade staff capacity building through partnership with developing partners and relevant stakeholders</p> <p>6.4. Developing, monitoring and appraising of staff performance</p> <p>6.5 Prepare plans and reports on time as per GoV Reporting Cycle</p>	<p>6.2.3. Conduct induction with new staff members to assist them in their integration through the familiarization of departmental work ethics. Develop work plan for probationary period assessment confirmation of permanent appointment</p> <p>6.2.4. Upgrade staff capacity building through partnership with developing partners and relevant stakeholders</p> <p>6.4.1. Work planning develops, monitored Implementation and assessment of performance targeted outcomes – Midyear & end of year</p> <p>6.4.2 Preparation and submission of reports on quarterly, mid yearly</p>	<p>17</p> <p>18</p>	<p>Unit Managers conduct inductions with newly staff members, assist in developing of work plan and performance assessment by Senior Officers</p> <p>Officers nominated to attend overseas and in-country meetings and workshop organized partners relations to work. Officers attended workshops organized by stakeholder partners.</p> <p>Officers assist in planned activities monitor implementation of planned activities through weekly & monthly feedback</p> <p>Managers prepare monthly reports submit in compile quarterly report</p>	<p>30%</p> <p>75%</p> <p>20%</p> <p>50%</p>		
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	and Annually basis.								
	6.5.2. Recruitment of new staff members and placement in the approved structure			12%	Internship recruitment request PSC approve direct appointment. 2 ladies in Internship recruitment in the ER Unit currently. 1 Intern in Compliance Unit currently. 1 Intern in Compliance unit left last month				
	6.3.3. Planning and reporting 100% on time as per GoV Reporting calendar cycle			75%	Report compiles according to template provided M&E submit to M&E Manager				
Ensure ICT system and equipment are up to date and function within the DOL	Usage of ICT system and equipment must comply with the OGCIO policies	19		50%	most machine comply with Department of Communication and Digital Transformation DCDDT				
	Upgrade DOL website			60%	DCDDT manage				
Improve the ICT strategy within the DOL	Increase the DOL VM storage			80%	DOL VM				
	Create a proper Database for work permit unit	20		100%	Need addition funding for contract professional data developer				
	Identify a software for all the DOL data collection			60%					
Other Activities									
Deal Trafficking in Persons case and assist victims of Human		2		70%	We are actually working in partnership with IOM to assist foreign employees who are				



Trafficking			victims of labour exploitation.		Vt 1,076, 844		
ILO reporting of ratified Conventions	2		Vanuatu has ratified 9 ILO Conventions. 8 Fundamentals Convention and 1 technical Convention (C185). Among these 9 ratified Conventions we manage to report at least 2 ILO ratified Conventions. That is C87 and C98. Congratulatory message was done by Geneva for the effort made by Republic of Vanuatu in doing such submission under ILO Constitution. Vanuatu has taken note of the previous comments of the Committee of Experts on the Application of Conventions and Recommendations (CEACR) for Vanuatu under Convention No. 98 as well as the observations made by the Vanuatu Trade Union Combine.	80%			
ILO reporting of unratified Conventions	2		This year was a milestone for Vanuatu for its unwavering commitment in addressing ILO recommendations. Article 19 of the ILO Constitution which is applicable to ILO member states including Vanuatu provides for the member states reporting	80%			



		<p>obligations in respect of conventions and recommendations. The TLAC has already recommend ratification of ILO Convention C190 to do with Violence and harassment at work place and C191 with respect to OHS. There is a Joint COM paper already signed by both Minister of Internal affairs and Foreign Affairs Minister. Bill for the ratification should be ready anytime quarter 4 of this year, the latest early next year 2026</p>			
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"Every Life Events Matters"



Department of Civil Registry and Identity Management - CRIM

○ 2025



ACTIVITY MIED: Civil Registry & Identity Management | Ministry of Internal Affairs – Quarterly Report for Qtr3, 2025

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 30 Sept 2025 (VT)
OBJECTIVE 1: TO IMPROVE COVERAGE FOR REGISTRATION OF VITAL EVENTS SUCH AS BIRTHS, MARRIAGES, AND DEATHS							
Registration of vital events.	Over the counter registration across the 6 provinces including Head office.	6	Ongoing activity in Head and Provincial office.	100%	0	0	0
	Field work registration across 6 provinces	6	Field Work with Helper 1 covered all provinces except Shefa & Sanma	67%			
	Civil Registration coverage data in Quarterly Reports x 3 and Annual Report	100%	All reports up to date. Pending Q3 & Q4 report.	50%			
	Provide Central Registry access to Area Councils.	6	Coverage for Malampa Province is 55% complete.	33%			
	Area Administrators training on Central Registry	6	Completed for SHEFA & PENAMA for AA and teachers.	33%			
OBJECTIVE 2: ESTABLISH AND MAINTAIN THE CENTRAL REGISTRY INTEGRATED DATA BASE AND POPULATION REGISTRY							
Establish and Maintain Central Registry and population Registry	ICT infrastructure enhancement. Upgrade of central	1	System back end built. Print end built. Testing and Improvement Phase in	50%			



registry				progress. Provincial Registrars sensitized on RV5 system complete.			
Staff training on Central Registry	1			Head off staff trained basic functions. Provincial staff to be trained in September.	50%		
One International access point	1			New Zealand earmarked. Remote access to be granted in Q3. Fiji Consul office schedule for October.	50%		
Remote access to 6 area councils is provided	6			Pending access-6 in Penama, 5 in Malampa, 9 in Sanma, 6 in Torba and 17 in Shefa. Tafea Completed	83%		
Provide numbers in the Annual Report to meet Appropriations Act targets	1			All reports up to date. Pending Q3 & Q4 reports.	50%		
Establish and maintain data Integration with Health, Education, VNPF, MOJCS, PWD, Labour Dept and VIS and church institutions	4			Access granted to MOJCS, VNPF, Education. Pending re-installation to VIS, Church and Labor Dept, Criminal Record office (VPF)	50%		
OBJECTIVE 3: TO ENLARGE COVERAGE FOR THE ISSUANCE OF NATIONAL IDENTITY CARDS							
Issuance of National ID Cards							
Issuance of National ID Card through over the	6			On going activity with boost during public annual events- Digital Week, Economic	100%		



	counter in Provinces		Symposium, PS Day, Provincial Days.			
	Issuance of National ID Card through field work in Provinces.	6	Installation of ID Printers in Malampa. 55% Coverage.	67%		
	Staff training held in each province on National ID Card.	6	Staff Trained on Citrix Installation complete.	67%		
	Provide disaggregated data on ID Card coverage in the Quarterly report	4	All report up to date. Pending Q3 and Q4	50%		
	Provide NID awareness for Area Councils and TACs	6	Mass awareness in Tafea PSC Day, 3 Radio Programs and 1 Radio Talk back show completed.	67%		
	Provision of National ID Card printing accessories to Provincial Office.	6	Ongoing activity coordinated by Head office and outsourced to supplier.	100%		
OBJECTIVE 4: TO DEVELOP AND IMPLEMENT EFFICIENT AND INCLUSIVE POLICIES RELATED TO REGISTRATION OF VITAL EVENTS AND ID CARDS:						
Policies, strategies, and legislative framework	Implement relevant policies about registration of vital events and national ID issuance with Implementation Plans	3	South East Tanna AC procured and installed. ID Printer Installed for North and West Ambrym, South East Ambrym and Paama.	100%		



	CRIM Committee and Working Groups convene to progress policy and legislation.	4	Meeting scheduled for Qt4	20%		
	Policy development for Inclusion in Civil Registration processes.	2	Training on new forms completed. SOP update scheduled for Q4	40%		
Objective 5: to improve service delivery and organizational compliance through a framework of inclusive policy, legislative, planning, reporting, budget, revenue generation, administration, and human resources						
Service delivery, planning, reporting, and organizational compliance	New Procedures Manual for Civil Registration.	2	Pending Q3 and Q4	25%		
	New Procedures Manual for Identity Management	2	Pending Q3 and Q4	25%		
	Consult and draft the Marriage Bill for submission to the November Parliament	1	SHEFA Consultation & Validation workshop complete	70%		
	All reports and MBC submissions on time as per GOV Reporting Cycle		Pending Q3 and Q4	50%		
	Annual Business Plan developed and submitted as per GOV planning cycle	100%	Provincial registrars budget submissions completed.	70%		
	Business Continuity Plan updated as	1	Will update in Q4 to reflect Earthquake hazards	10%		



	needed to meet new disasters with emergency responses								
	Quarterly Report	2	Pending Q3 and Q4				50%		
	Annual Report	1	To be submitted in Q4				50%		
	Contributions to ADR if needed	1					25%		
	Jan/Feb; July and Dec AWP's & PMR's		Pending Q3 and Q4						
	Attend donor/stakeholder meetings and provide reports as needed	100%	Active participation in all National, Regional and International events. DRG to attend Leadership training in October and Snr Rg ID to attend capacity building in Fiji.					50%	
	Develop a new revenue initiative policy paper.	1	New fees will be included in Review of Marriage Act once passed and gazette.					50%	
	Up -date and make accessible Department Assets Register	1	Provincial registrars to submit assets list in Q4					50%	
	Reports to Director tracking budget usage against Monthly Warrants and Business Plan	4	Pending Q3 and Q4					50%	



Financial Visa confirmed	2	Confirmed & completed	100%		
New posts advertised as per approved Implementation Plan	2	Pending PSC	75%		
Orientation Program	1	implementation in Q3	50%		
Probation Reports completed	2	Pending Malampa. PSC still processing Redundancy of outgoing staff.	90%		
Training Plan developed and implemented	1	Induction for new Officers completed and Training Needs Assessments completed.	70%		
Recruitment of new Data Analyst, ICT Officer according to Restructure Implementation Plan	2	Pending PSC approval for advertisement	50%		
PMR Reports completed for all staff on time	3	Pending Q3 and Q4			
Provincial Technical Advisory Community Meetings and other Stakeholder meetings (Half Yearly and Annual	2	Provincial registrars' active attendance	50%		



	reports.						
	Peer to peer training for stakeholders delivered	4	Training implemented at Provincial level with PTAC	50%			
	Session held in each province annually and reported with inclusive data disaggregated	6	Outreach via Helper 1, Annual Public Events, PSC Day and Provincial Days.	83%			
Objective 6: to provide the electoral authorities with timely and accurate information for the establishment and maintenance of an efficient and credible voter register							
Voter Register	Quarterly data updates provided to VEO with updated current voter data for election logistics	4	Pending Q3 and Q4	50%			
	Provide data & scrutiny for the 2025 Provincial Elections by July 2025	1	Planning for Mass registration in November for TORBA Elections.	100%			



"Your Passport is the Key to the World"



Department of Vanuatu Immigration and Passport Services - VIS

—○ 2025



ACTIVITY MIDG: Vanuatu Immigration & Passport Services | Ministry of Internal Affairs

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 30 Sept 2025 (VT)
1. Develop the Migration Policy							
1.1 Migration policy has been launch and shared to stakeholders as a working document	1.1.1 Appointment of a Technical working committed to support the consultant for the migration policy and Organize consultation meeting	1	This Activity is about to be completed. Final draft has been completed awaiting DG and Minister signature before we get the graphic designer to complete the graphic design to be ready for printing and launch.	85%		Total cost of the policy development is around 5 million vatu.	
	1.1.2 Consultation meeting outcomes collected.						
	1.1.3 first draft of the migration policy develops						
	1.1.4 Validation of the first x Immigration Before SOC draft of the Migration policy						
	1.1.5 Final draft of the migration policy develop and the policy is launch.						
3. Review of the Immigration Act No.17 of 2010.							



<p>3.1 Legislative review committee provide a report to the state law office on relevant sections of the immigration act that needs to be reviewed.</p>	<p>3-1.1 Technical legislation review committee is appointed. 3-1.2 Review committee conduct consultation with other stakeholders. 3-1.3. COM paper to be develop on the proposed sections of the legislation to be review. 3-1.4 COM paper approved and submission is made to OAG on the recommended review of the immigration act.</p>	<p>1</p>	<p>Passport Act legislation has been passed by the Parliament in the May sitting of 2025 we are completing the consultation stage of the Immigration Act to be submitted to COM for decision before we provide drafting instruction. We are anticipating November sitting to submit the review of the legislation.</p>	<p>70%</p>	<p>Allocated budget spending is well within the budget provision.</p>	
<p>3.2 Incentive business investor</p>	<p>3-2.1 Draft regulatory changes for business visa entry 3-2.2 Create a 30-day business free visa entry automatically issued on arrival</p>	<p>1</p>	<p>Completed</p>	<p>100%</p>		
<p>4. Review of the Organizational Structure</p>						
<p>4.1 Organizational Structure is approved by PSC</p>	<p>4-1.1 Submission to PSC for Approval of the organizational Structure 4-1.2 Prepare Budget for the new approved structure 4-1.3 2025 budget preparation for the NPP</p>	<p>1</p>	<p>VIS has appointed a working Committee to assist the HR unit to complete the JDs in according to the new GRT format</p>	<p>50%</p>		



	for the new structure.							
5. Continues improvement of the Services delivery through, rapid response capacity, ICT, infrastructure and training and revenue collection								
5.1 MIDAS Enhancement	5.1.1 MIDAS system at the airport to Connect to Interpol.	12	Completed	50%				
	5.1.2 MIDAS Mobile KIT data to be synchronize to the main data base.							
	5.1.3 e VISA upgrade.							
5.2 Share MIDAS report to the stakeholders	5.2.1 Extract report from the MIDAS and share with Stakeholders	1	Work InProgress	50%				
	5.2.2. Consult stakeholders on Migration to identify what types of reports they need from the MIDAS migration report		Work InProgress					
	5.2.3 refresher Training for our Border control officers on MIDAS.		Completed but work in progress					
6. Monitor Revenue collection								
6.1 Monitor Revenue collection	6.1.1. Revenue collection is monitored to ensure to meet the revenue target	1	Revenue collection is on target for the year 2025 and new revenue collection initiatives is currently in progress.	50%				
	6.1.2 Advice Finance department on the revenue collection							



	update								
	6.1.3. Advice on revenue collection initiatives when required								
6.3 decentralization of Immigration Services to the provinces, Building of Immigration building for PENAMA Province	6.3.1 Complete PENAMA building	1	In progress for completion	80%					
	6.3.2 Resource the PENAMA building with furniture and office equipment								
	6.3.3. PENAMA office in Operation								
7. Protect & upgrade the integrity of Passport and Travelling Documents									
7.1 Issuance of E-passport	7.1.1 Asses and develop a credible process of passport delivery to citizens abroad	1	Work in progress we had 90% of the installation completed but awaiting the other 10% to get our ICT team to complete the installation for Dubai. We have two officers to station at HK consulate and New Caledonia.	60%					
	7.1.2 Consultation with the Ministry of Foreign Affairs on an arrangement of the delegation of powers								
	7.1.3 Improve certificate of identity document to adhere to ICAO Standard								
7.2 Diplomatic passport amendments	Remove entitlement of Trade Commissioners to Diplomatic passports	1	Completed	100%					
8. Improve Passport Revenue Collection									
8.1 Collection of passports to demand	8.1.1 Ongoing yearly revenue collection	1	In Progress	80%					



of passport throughout Vanuatu	(collection from Main HQ with Provincial office)					
9. Advise Stakeholders on issues relating to passport and travelling documentation						
9.1 Consult with SG Citizenship, Civil Registry, Electoral and Labour	9.1.1 Citizenship Process to be complete before passport is issued	1	80% and should be completed by the end of fourth Quarter	70%		
	9.1.2 All passport application forms and required documents must be provided before passport application is process		Completed			
	9.1.3 Civil Registry to issue all Original Birth Certificate		completed			
	9.1.4 Issuance of passport for all applicant applying through the Labour scheme		completed			
	9.1.5 Liaise with heads of Vanuatu missions abroad		In progress			
10. Decentralisation Passport and Travelling Document Services						
10.1 Citizens can access passport issuance services in all provinces and 1 area council	10.1.1 establishing of VIS officers in each province and municipality	1	90% completed	80%		
	10.1.2 Delegate functions to area Administrator to collect passports applications and do the processing		completed			



	10.1.3 develop an online passport application		in progress		
11. Recovery of Immigration full operations after the earthquake					
11.1 Liaise with the National Recovery Committee on the process update on timeframe to Accesses the CBD.	11.1.1 Engage a contractor to commence maintenance of the HQ for the damages cause by the Earthquake	1	Completed	100%	
	11.1.2 Organize officer to move to the HQ at the CBD				
	11.1.3 Operations at the HQ is back to normal operations				



"Your Vote, Your Voice"



Vanuatu Electoral Officer - VEO

— o 2025



ACTIVITY MIEC: Vanuatu Electoral Commission | Ministry of Internal Affairs

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 30 Sept. 2025 (VT)
Vanuatu Electoral Commission							
Objective 1. EC to drive policy development & implementation of registration of eligible electors and conduct of all elections specified by the Constitution of Vanuatu and by the Act of Parliament Cap 146							
1. Policy development & implementation	1.1 Policy development & implementation with regular EC Commission meetings	X 20	10 EC meetings held in Q1 and Q2	75%	Vt 22546260	Vt 36,000	Vt 9,717,910
	1.2 Recurrent NPP for Commission meeting costs & allowances	X 1	Completed but not submitted	100%			
	1.3 Conduct Feasibility Study for Closed Constituencies	1	Completed	100%			
Objective 2. To lead development of legislative framework for electoral system							
			Submitted				



2. Policy development & implementation	2.1 Policy development & implementation with regular EC Commission meetings	X4	Meetings held	75%	Vt 20,000	
	2.2 Oversee meetings with electoral sector stakeholders to review and revise legislation & Regs.	1 per Quarter	Meetings held with political parties and candidates and other stakeholders	75%	Vt 402,610	
	2.3 Implement Legislative Road Map	1	Legislative Road Map on track however slight delays due to PGC elections	75%		
	2.4 Implement legislative reform regarding independent functions, budget and mandate of EC	1	Implementation Plan implemented but disrupted with the conduct of Snap election and provincial elections	75%		
	2.5 Review new legislation (Single Harmonized Electoral Act & Political Party Registration Act)	2	Review completed. Legislative Plan submitted.	75%	Vt 152,000	
	2.6 Develop Standard	1	Planned for Q4			



Operating Procedures and Manuals							
2.7 Explore current electoral laws regarding candidate eligibility in regard to citizenship	1		Reschedule to Q3 and Q4 due to Snap election and PGC elections in Q1 and Q2				
2.8 Draft proposed amendments to Regulations regarding Political Party registration	1		Reschedule to Q3 and Q4 due to Snap election and PGC elections in Q1 and Q2				
			Deregistration of 7 political parties			75%	
			Completed. Threshold of 1,000 voters maintained				
			Awareness developed and conducted.				
Objective 3: To provide electoral dispute resolution through Election Disputes & court appearances							
3. Electoral Dispute Resolution							
	1		Records of disputes kept to populate annual report			75%	
Objective 4: To undertake consultation for reform and delivery of an efficient, reliable, equitable & inclusive electoral system for Vanuatu							
4. Consultation & Awareness							
	1						
Objective 5: EC Restructure presented & implemented							



5. Restructure	5.1 Restructure approved	X1	Completed. New structure and cost	100%		
		1	NPP developed and submitted	100%		



ACTIVITY MIEB: Vanuatu Electoral Office | Ministry of Internal Affairs

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 30 Sept. 2025 (VT)					
Vanuatu Electoral Office												
Objective 1: Conduct efficient & credible elections through improved election procedures												
1.1 Develop measures to pilot Out of Country & Out of Constituency Voting procedures			Activity rescheduled to Q3 and Q4 due to Snap election and PGC elections				Vt 58,065,158					
							1.2 To supervise and coordinate Provincial, Municipal, & By-Elections	4	Elections conducted	100%	Vt 66,356,392	Vt 1,643,608
											Election procurement complete	
			Trainings conducted									



1. EFFICIENT ELECTIONS	efficient, equitable, inclusive and timely								
	1.3 Improve number of polling stations to enable inclusive, equitable access	At least 2	Criteria developed	75%					
			Completed						
			4 new polling stations created and 3 polling stations relocated	100%					
	1.4 Maintain Geo Spatial Electoral Maps for efficient elections, registration & electoral management	1	In progress	50%					
1.5 Develop electronic electoral management system	1	In progress	75%						
		In progress							
		Conduct pilots In Q4							
Objective 2. Maintain an efficient national voter register based on the National ID Number									
2.1 Voter Register with ID cards for eligible voters 18 years and over by updating and validating the Voter Register using National ID Card and CRIM data	2.1.1 Utilize electronic central civil register to extract Voter Lists	1	Ongoing	75%				80631	
	2.1.2 Validate Voter List to		Ongoing						



2.2 Increase numbers of eligible voters with National ID with	verify correct Polling Station allocation					
	2.1.3 Develop mobile service for voter verification based on ID#	Ongoing				
	2.1.4 Develop the criteria for allocation of polling stations	Completed				
	2.1.5 Review, update and gazette Polling Station names	First set of polling stations gazette				
	2.1.6 Inspection of Voter List in cooperation with Area Administrator	Completed				
	2.1.7 Work with Area Administrators & SCs to identify new Polling Stations	Ongoing				
	2.2.1 Establish & maintain a credible, accurate	Ongoing				
					75%	



registration on Integrated Data Base	Voter Register with ID cards for eligible voters 18 years and over	Ongoing			
	2.2.2 Develop Procedures & Manual to correlate to RV5	Ongoing			
	2.2.3 Provide report on eligible voters in Quarterly Reports & Annual Report disaggregated by location, gender & age	Ongoing			
2.3 Continued work in the EC, VEO digital archiving process	2.3.1 Digital archiving undertaken, scanning & archiving to build historical archive	Due in Q4	50%		
	2.4.1 Training sessions undertaken to improve ICT Skills on data base usage	Rescheduled to Q4 due to ongoing development of new data base software	50%	Vt 80,631	
2.4 Increasing ICT capacity and database development and maintenance skills within the office					
					1



		4					
Objective 3. Legislative reform of the electoral legal framework							
3. LEGISLATION& POLICY FRAMEWORK	3.1 Support for improving the legal framework of elections	2	Ongoing	75%			
	3..2 Support the implementation of improvements in legal framework	2	Ongoing	75%			
Objective 4. Increase Civil Engagement through public voter information and awareness							
4. PUBLIC AWARENESS& OUTREACH	4.1 Awareness campaigns for electoral framework, voter engagement (Media, Facebook, Posters, Civic Education in schools) reflected in VEO contribution to MoIA Annual Report (x1)	1	Ongoing	75%			
	4.2 Web Site	1	Ongoing	75%			
	4.3 Meetings held with Sector	4	3 Meetings held	75%			



Stakeholders								
4.4 Printing of awareness materials	5	Election awareness materials printed	75%					
4.5 Civic Education materials	TBC	Liaising with Ministry of Education to identify more schools	75%			Vt 339,360		
4.6 Production of awareness videos	1	3 Videos produced	75%					
4.7 Implement Communications Strategy for VEO	1	Ongoing	100%			Vt 288,350		
		1 Workshop conducted						
		In progress						
4.8 Deliver training for key stakeholders for observation as needed i.e. for Domestic Observers & NGOs	1	Due in Q4	75%					
Objective 5. Improve service delivery and organizational compliance through an inclusive policy, legislative, planning, reporting, budget, SOPs/Procedures Manuals, restructure implementation, decentralization, ICT & revenue generation								
5.1 Implementation of VEO restructure to improve decentralized	1	Position re-advertised	100%			Vt 45,000		



5. INSTITUTIONAL FRAMEWORK	service delivery, especially in the provinces								
	5.2 Improved permanent staff levels	2	3 positions advertised for recruiting Completed and submitted	100%	Vt 208,305				
	5.3 Implementation Plans developed for VEO	1	In progress	75%					
	5.4 Improve revenue	5	Ongoing	75%					
	5.5 GoV Planning & Reporting Cycle compliance	100%	Ongoing	75%	Vt 328,000				
	5.6 PMR (appraisals) undertaken on time	3	Ongoing	75%					
	5.7 Training Plan developed & undertaken to improve VEO staff skills	1	Delayed due to workload for elections in Q1 and Q3	50%					
	5.8 ICT equipment for professional delivery	1	In progress	20%					
	5.9 Logistics budget for 2026 elections	1	Completed	100%					



prepared as basis for COM request/s								
5.10 VEO Office costs	1	Completed and submitted	100%			Vt 11,080,094		
5.11 VEO Budget Submission developed	1	NPP developed and submitted	100%					
Other Activities								
6. Other Elections	6.1 Snap Election	1	Elections conducted	100%		Vt 250,000,000		
			Election procurement complete					
			Trainings conducted					
	6.2 By-elections	1	Elections conducted	100%		Vt 23,400,000	Vt 1,745,621	
			Election procurement complete				Vt 21,654,379	
			Trainings conducted					



Public Land Transport Authority | Ministry of Internal Affairs

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 30 Sep. 2025 (VT)
Objective 1. Harmonize the legislative and policy framework and systems of the Land Transport Authority of land transport to establish ICT based operations & management of land transport in Vanuatu;							
Complete the human resource management information system rollout of online payment system for transport fare with Vodafone and Digicel and assist NGEF with the introduction of EV for taxi services.	Complete PLTA HRMIS.	1	HRMIS developed and undergoing test.	90%			
	Integrate Staff attendance with HRMIS	1	Undergoing testing with Provincial Staff (Tanna & Malekula) having access	70%		Vt 600,000	
	Set up PLTA network for Port Vila Office	1	Network accessed by 4 staff will require funding for additional access of 6 other staff	90%		Vt 350,000	
	Continue rollout online payment system for Bus fare with Vodafone & Digicel.	1	Complete internal consultation and approved by BOARD for further consultation and trial with Network providers.	10%		Vt 250,000	



Integrate Permit Officer's Activity Page on PLTA ASP.NET website	1	Completed	100%		
Data Base Training for Permit officers & conduct awareness to transport operators	1	Completed Malekula, Tanna and Santo by Oct 2025	30%	Vt 300,000	
Conduct awareness for online bus fare for transport operators, drivers and general public	1	This activity links with 1.1.4 and should be implemented by early 2026	10%		
Work with NGEF to roll out the EV for Taxi services (promoting the use of EV to reduce ozone pollution).	1	NPP funding not approved for 2025.	0%		
Objective 2. Establish an integrated ICT based licensing system (vehicle permits & Drivers' Permits);					



Develop QR code system for Permit Cards and link Data Card Machine to PLTA Database.	Develop QR code system for permit cards (drivers & vehicle permits)	2	Pending approval of Payment of Data Printer	10%		
	Link PLTA Database system with Data Carding machine to generate QR Code		Pending Supplier's (Stanley Imports) approval to link Database to Data Printer and payment of scan machine	5%	Vt 100,000	
Objective 3. Enforce compliance to act and Ministerial orders, contributing to safety of land transport and revenue generation.						
Liaise with VPF and stakeholders to conduct regular inspections, input Smart stream.	Liaise with PWD to conduct Road Worthy Inspections on time within provinces	3	Ongoing Road Inspections from Jan to Dec	100%		
	Liaise with VPF & Stakeholders to conduct Road Inspections in every Provinces		Provincial PLTA in Tanna, Shefa, Malampa and Sanma conduct joint inspection - ongoing	80%		
	Quarterly Smart stream revenue report input into PLTA Database.		Pending timely input of entry by Permit officers on a daily basis. Currently updated by Shefa, Malampa and Sanma	30%		
Objective 4. Review and introduce a fee framework for metered transport operations;						
Conducting awareness and rollout of Taxi meters with Taxi operators in Port Vila	Awareness on the use of Taxi meters to Transport		Pending implementation of Procurement of Taxi meter installation.	0%		



and procure standard Taxi signs.	operators, drivers & public	4	Pending approval of Tarriff	0%			
	Procurement of Taxi meter installation		Pending Taxi sign design sample to be submitted for approval by Board	0%			
	Procurement of Standard Taxi Signs						
Objective 5. Undertake coordinated training & awareness programs to improve understanding and compliance to the Act and Ministerial Orders;							
Conduct Public Land Transport Act awareness and online transport fare payment to stakeholders, transport operators and public.	Work with Permit Officers and Provincial LTA to conduct awareness on PLT Act & Orders	5	Still to conduct awareness in Shefa, Sanma and Penama	30%		Vt 900,000	
	Liaise with DOT & CCI to conduct trainings for transport drivers – Tourism drivers permit		Pending access of Fund to conduct refresher training	0%			
	Continue with Online Payment for Bus fare awareness on Efate		Not implemented pending approval by Board	0%			
	Public awareness of the transport fare structure		Structure fares order pending approval by Minister	90%		Vt 250,000	
	Undertake Consultations for		Pending approval of COM Paper	90%		Vt 150,000	



amendment of PLT Act with RTC Act							
Objective 6. Develop and enforce standards to be met by vehicle owners, operators and drivers							
Document standards to be met by drivers and vehicle owners	Compile transport standards		Revised standards order to be submitted to OAG by early Oct	60%			
	Organize awareness - Shefa province	6	Pending 6.6.1	0%		Vt 500,000	
	Include other standards such as registration # on side or inside vehicle, drivers ID visible to passengers and other to be included in Amendment		Pending amendment of Standard orders	0%			
Objective 7. improve service delivery and organizational compliance through an inclusive policy, legislative, planning, budget, reporting framework, restructure and revenue generation.							
Support PLTA and Provincial Associations by improving Service Delivery to Transport operators in all the six provinces and conduct virtual training,	Visit Provincial Associations to strengthen decentralization services.		Funds requested for this activity through NPP 2025 not approved	0%		Vt 150,000	
	Review Organizational Structure based on new status as Land transport		Pending revised version of as approved by Board in July 2025	50%			



authority					
Permit Officers (6) to visit all islands within respective Provinces to issue Permits (revenue)			0%	Vt 75,000	
CEO to visit all provincial offices/ Staff Welfare/ appraisal.			0%	Vt 350,000	
Conduct virtual staff training on report writing, business planning, fortnightly staff meeting.			60%		
Recruit Enforcement officers			0%	Vt 500,000	
Organize quarterly Board meetings			5%		



Trade Dispute Tribunal | Ministry of Internal Affairs

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 30 Sept. 2025 (VT)
Objective 1. A quasi-judicial body with responsibility for work place justice, and a forum for deciding disputes between workers and employers							
1.1 Number of cases referred to the Tribunal	Cases referred to the tribunal	10	2 decisions made, 2 settle by consent, 2 pending decisions, 1 referred to JSC, 2 for trial, 3 for conference	70%			
1.2 Number of orders issued	Notice and Order issued	10		70%			
1.3 Number of claims etc. filed	Party file their claim, defense, response and statement	10	2 cases in Q2 are yet to submit	50%			
1.4 Number of amendments	Amendment of the regulation of the tribunal	1	Need further consultations with stakeholders.	0			
1.5 Number of awareness conducted	Conducting awareness at the workplace	10	We deliver pumblets to several employers and still waiting for their confirmation.				
1.6 Number of talkbacks shows conducted	Presenting at talkback shows and publication on Facebook	3	still to present on talkback show on September not August	66%			
1.7 Number of Legislation develop	Developing a new legislation	1	Was passed by TLAC. A Draft Bill with its policy issues is completed	50%			



	on the trade dispute tribunal		and need further consultation.			
1.8 Number of staff appointments	Recruitment of officers	2	Need to developed a Staff Regulation	100%		



GLOSARRY

Glossary of Terms used in the Business Plan

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



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

METHODOLOGY

Methodology Justification

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

TRACKING INDICATORS

Performance will be measured using the following tracking indicators on a quarterly and annual basis:

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



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