



MINISTRY OF INTERNAL AFFAIRS



HALF YEAR REPORT 2025

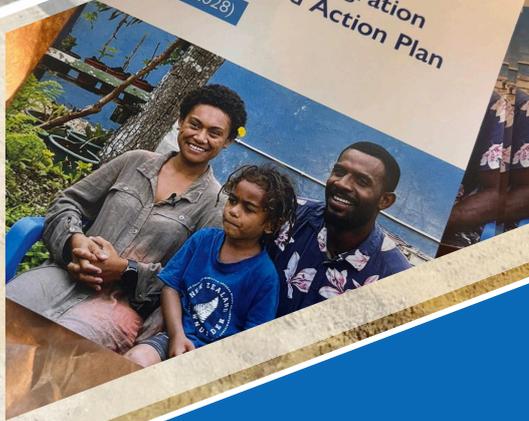




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Director general's statement



I am pleased to present the Ministry of Internal Affairs' Half-Year Report for 2025, highlighting our progress, achievements, and challenges during the first six months of the year.

I extend my heartfelt gratitude to our dedicated staff, security teams, and partners. Your unwavering commitment has been instrumental in maintaining peace, security, and efficient service delivery nationwide.

Key Achievements

Over the past six months, we have made significant strides in advancing our mission, guided by the principles of transparency, efficiency, and accountability. We have made significant progress in advancing developing for the people of Vanuatu, despite experiencing a year of challenge to our Capital City and the nation having to go through national general elections. We remain committed to our vision *"We put people at the center of everything we do for the nation to succeed"*. Our notable achievements include:

- South East Ambrym Area Council Building Opening: Enhanced access to governance and community services.
- Vanuatu Immigration Services Extension, Luganville: Expanded decentralized government services for passport printing to Northern Provinces and immigration services to cater for Government's commitment to Santo as Vanuatu's Economic Hub.
- Increased Donor Funding: Secured support for decentralization activities under the Ministry of Internal Affairs (MOIA).
- General Election and Provincial Elections: Conducted efficiently by the Vanuatu Electoral Office, strengthening democratic governance.
- Department of Local Authorities Support: Received 37 Starlink sets and 7 fiberglass boats to enhance climate resilience and connectivity for area councils through the Vanuatu Community-based Climate Resilience Project (VCCRP).
- Quad Bikes for Penama and Torba: Delivered 15 quad bikes to support rural area councils, improving mobility and service delivery.
- Demolition of old and damaged commercial structures in Port Vila CBD: Advanced urban development initiatives to modernize infrastructure and rebuilding of Port Vila.
- Port Vila Market House Reopening: Restored food sales post-November 2024 earthquake, boosting the local economy.
- National Housing and Urban Planning Policies: Developed policies to guide sustainable urban growth.
- National Building Code Revisions: Updated standards to ensure safer and modern infrastructure.
- RV5 Civil Registration System Launch: Improved accuracy and efficiency of citizen registration.
- Passport Enrolment System in Hong Kong: Enhanced consular services for citizens abroad.
- Citrix Installation on South Erromango: Expanded access to ID printing services.
- CRIM Outreach with HELPR1: Promoted National ID registrations and awareness.



- Scoping Assessment Report (UNCDF): Focused on modernizing Civil Registration and Identity Management (CRIM) systems with digital payment solutions to eliminate office queues.
- MOA with Ministry of Justice: Strengthened cooperation between CRIM and the Child Desk for improved service integration.
- Joint Registration Drive in Torba Province with Starlink enabled technology
- Increased National Security Personnel: Bolstered public safety through expanded personnel.
- Police Safety Teams Deployment: Enhanced community safety across regions.
- Operation Spotlight Vanuatu: Vanuatu Police Force initiative to curb youth delinquency in Port Vila.
- New Police Commissioner Appointment: Strengthened leadership in law enforcement.
- RVS Takuare Vessel Return: Restored operations after major repairs, supporting maritime security.
- Joint Operation of MOIA Agencies: Improved inter-agency collaboration for efficient service delivery.
- National Migration Policy Development: Initiated the first-ever policy to address migration challenges.
- National Employment Policy Finalization: Prepared for launch in late 2025 to enhance labour opportunities.
- Vanuatu National Labour Mobility Reintegration Strategy Launch: Supported returning workers' reintegration.
- Stronger Legislative Reviews: Ensured robust and updated legal frameworks for MOIA.
- Legislative Refresher Training: Conducted for MOIA agencies in collaboration with the Office of the Attorney General's Office.
- Port Vila City Council MOU with Correctional Service: Post-December 2024 disaster, inmates collaborated to clean and beautify green spaces.
- First National CSO Stakeholders Meeting (2025): Fostered collaboration between government and civil society organizations.
- Increased Media Coverage: MOIA agencies hosted radio shows to enhance public engagement.
- First Area Administrators Forum: Facilitated dialogue on administrative advancements.
- National Consultation on API and PNR: Launched for Vanuatu Immigration Services to improve passenger data systems.
- Project Management Training: Provided for area administrators to enhance local governance capabilities.
- Corporate Plan Review: Strengthened strategic planning within MOIA.
- Regional Meeting on Legal Identity (Bangkok, June 2025): Advanced discussions on identity management systems.
- Pacific Immigration Development Committee – Annual Meeting in Tonga.
- Advance negotiation in the finalization of the Nakamal Agreement
- Launching of the Climate Resilient Affordable PPP Housing Project.
- Launching of the new Havannah Marina Township – first ever marina township as a game changer to tourism and mini – towns in Vanuatu.
- Signing of the Amendment to NISCOL Concession Agreement between Government and NISCOL.
- Successful participation in the Public Service Day for SHEFA Province to coincide with provincial celebrations.
- Visitation to new Malampa Provincial Government location on Lamap, Malekula.
- Handover of traffic bikes and training to VPF officers by Chinese police officers



- Opening of the new Port Vila Cemetery along the Eratap road.

Challenges

Despite our progress, we face ongoing challenges, including a pressing need for additional infrastructure, personnel, and financial resources. Logistical and transportation issues have occasionally hindered service delivery in some areas. We were affected by the December 17th 2024 earthquake which caused stress in our operations including staff. We are actively addressing these obstacles and aim to implement effective solutions in the coming months as we aim to rebuild Port Vila CBD, the main revenue generating centre of Vanuatu.

Conclusion

Looking ahead, I am confident that our collective dedication and collaborative efforts will enable us to overcome challenges and build on the successes of the first half of 2025. The Ministry remains steadfast in its commitment to ensuring safe, secure, and well-served communities across the nation. We remain committed to our vision.

A handwritten signature in blue ink, appearing to read 'Leith Veremaito'.



Leith Veremaito

Director General

Ministry of Internal Affairs



Half year in numbers summary



1,236 births registered throughout the country



5 Employers issued with spot fines ranging from 100,000vt-150,000vt



152 Death registered throughout the country



1 Snap election & 1 Bye-election has been conducted by the Electoral office.



16 Buildings were demolished in Port Vila City after the earthquake



6 Building has been completed for Area Councils



1 Groundbreaking ceremony for the Marina Project Havannah



1 Area Administrator Forum has been held.



26,854 Passports Issued



1,764 Vehicle Permits & 1639 Drivers Permit issued.



6,235 PALM workers & 2667 RSE workers.



413 Oversea workers permit issued

Report Against Ministry Budget Narrative



"People Centred Service Delivery"



Cabinet & Corporate Service Unit

○ 2025



Narrative Summary: Cabinet Unit (MOIA) Q2 2025 Performance.

100% Completion (9 activities)

Efficient delivery across core advisory and administrative functions demonstrates strong output in Q2:

- All Cabinet Officers' contracts prepared and reviewed within timeframe (1.3)
- Ministerial domestic and international travel arranged on time (1.2)
- Weekly and monthly briefings with Minister coordinated, with 15 briefings delivered and action items circulated to relevant departments (1.4)
- Stakeholder meetings (6) held, including securing GfG decentralization funding support (1.4)
- 10 Ministerial budget/financial briefing notes produced and submitted (2.3)
- Induction programmes: new and existing Cabinet staff inducted (3.1)
- Five policy papers drafted and endorsed for COM consideration (4.1.3)
- Legal advice provided to the Minister on legislative matters (4.1.1)
- Implementation plans prepared for compliance mechanisms (5.1)

80%–99% Completion (2 activities)

Progress close to finalization with minor inputs outstanding:

- 19 of 20 DCO/COM papers drafted and submitted with COM outcomes (1.1) – 95%
- Stakeholder consultations and drafting of policy amendments progressing (4.1.2–4.1.5) – 90%

50%–79% Completion (6 activities)

Moderate progress achieved, though activities require sustained engagement for Q3 completion:

- Consultation coordination with stakeholders and agencies – 50%
- Quarterly financial reporting to Minister on expenditure and revenue generation – 50%.
- Liaison with Minister on financial matters – 50% (ongoing)
- Provincial PAs engaged to work with line agencies – 50%
- Draft National Employment Policy consultation – 50% (5.1.1–5.1.2)
- Monitoring of policy development across departments – 60%

30%–49% Completion (1 activity)

Activity underway but behind mid-year schedule:

- Executive Management meetings with departmental heads – only 3 of 12 held due to competing priorities; Minutes implementation at 25% (2.1)



Narrative Summary: CSU Q2 2025 Performance

🟢 - 100% Completion (10 activities)

These activities were successfully completed in Q2, reflecting efficient planning and execution:

- Drafting and approval of 5 DCO policy papers (Office of DG)
- 100% recruitment effort for Cabinet Officer contracts (Office of DG)
- MBC Submission completed on time (Admin Unit)
- 2 trainings approved by VIPAM (HR Unit)
- 1 disciplinary framework developed, 3 cases reviewed (HR Unit)
- Review of MOIA Corporate plan completed (M&E Unit)
- 1 draft and 1 final report in progress for MOIA Corporate plan (M&E Unit)
- 10 VIPAM training approvals facilitated (HR unit)
- 1 sector-specific policy initiative completed (Compliance Unit)

🟠 - 70% to 79% Completion (5 activities)

Activities nearly completed; minimal input required for closure:

- 7/10 staff on boarded and induction in progress (HR Unit) – 70%
- Media activities: Meetings attended (62%) and social media reach (80–85%)
- MoIA website regularly updated – 70%
- Recruitment processes underway – 70%
- DCO policy papers & briefings – 60%

🟡 - 50% to 69% Completion (11 activity)

Moderate progress made; ongoing efforts needed to meet targets:

- Performance appraisal implementation – 50%
- Training for Area Administrators and Penama officers – 50–67%

- Corporate Plan Draft completed; awaiting finalization – 40–50%
- MoIA Dashboard Development – 40%
- Municipal business plan reviews – 50%
- Legislative amendments tracking – 50%
- Provincial CSU establishment – 30%
- Legal advice provided to Minister and stakeholders – 60%
- Monitoring of legislative plan implementation – 60%
- Disciplinary case entitlements processed – 50%

🟡 - 30% to 49% Completion (6 activities)

Initial work done, but most targets remain:

- Minister travel coordination – 29%
- Radio program coordination – 30%
- Meeting documentation (Management) – 20%
- Induction training with VIPAM – 50%
- MOIA internal audit restructuring – 25%
- Network maintenance and user training support – 25%

🟡 - 10% to 29% Completion (17 activities)

Early implementation phase; majority of deliverables still pending:

- Quarterly financial reporting – 25%
- Assets registry update – 12.5%
- SOP development (Admin & Special Visa) – 12.5%
- Legislative policy support (Compliance Unit) – 20–25%
- Internal audit expansion – 25%
- Staff reward systems – 10%
- Network installation – 25%
- Performance feedback systems – 10%
- Project meeting coordination – 12.5%
- Asset procurement and registration (Finance Unit) – 12.5%
- Govt planning and reporting cycle compliance – 12.5%
- Business Plan alignment with budget – 12.5%
- Real-time dashboard rollout – 40%
- Annual Legislative Plan 2025 monitoring – 60%.



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 June 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 Papers	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	50%			
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 Members of Parliament in support of the mandated role of the Ministry.	Number of briefings with Minister	15	All decisions and outcomes from briefs are shared with relevant department head as action item.	100%			
	Number of meetings with stakeholders	6	Secured GfG Funding Agreement for Decentralization and Regional	100%			



			and Urban Planning.			
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	Extra activities imposed on MOIA and Agencies have hindered regularity of Executive Meetings and the Minutes for action items.	25%		
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	Quarterly reports are produced on time.	50%		
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 paper drafted	5		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 compliant mechanism	Implementation plans prepared	100%	National Employment Policy First Draft and Ensure all Agencies have SOPs for	50%		



			improved compliance by end of 2025.			
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 two Finance Network meetings conducted in Q1 & Q2	50%		
1.3 Attend DCO meetings with appropriate paperwork DCO Papers, draft Ministry Policy Papers and Briefing Notes as needed	Number of DCO meetings attended	20	19 COM papers developed and tabled in DCO meetings & only 1 Standard Operating Procedure (HR) developed.	95%		
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 Penama and Sanma Provinces	100%		
1.5 Provide support services (Admin/Security/Cleanliness of the Compound		100%	All listed actions have been achieved in Q1 and Q 2 and are in progress	100%		
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	5	DLA has completed its revised structure. Currently with HR Unit for review and for DG's signature	42%			
7.2 Coordinate recruitment within MOIA	Number	22	Recruitment Plan has Developed. The position currently advertised. CSU position filled	45%			
	Number	10	The position recruited in the first quarter 7 are undergo onboarding session	70%			
		2	There is an induction in collaboration with VIPAM in the first quarter	50%			
7.3 Coordinate SEO and employee performance management	7.3.1 Facilitate performance appraisal process for SEO and employees			50%			
	7.3.2 Ensure all department Pas submitted section A, B, C and their respective staffs			50%			
	7.3.3 Provide performance feedback to each Director. Coordinate recognition and reward systems to acknowledge exceptional performance			10%			
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 10 training approval to VIPAM	100%			



	Number	3	2 Training conducted- Sanma & Penama	67%			
7.5 Liaise with Developer to Develop a HR Database	Number	1	Quotation provided by Developer and awaiting contract to sign	50%			
7.6 Coordinate Disciplinary process	Number Ministerial Disciplinary Framework	1	1 Ministerial disciplinary committee framework developed. 3 cases are already assessed by MDC committee	100%			
7.7 Coordinate of MOIA employees, salaries, allowances and severance pay	Percentage of processed entitlement	100%	Termination, resignation for the first quarter and second quarter are paid. There are four severances settled.	50%			
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%	PSC is currently working on it. Organigram and JDs Revised	30%			
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	100%	In progress	50%			
2.2 Development of real-time data and dashboard for monitoring purposes	Enhance monitoring ability and provide timely decision-making at highest level	70%	Training delivery with Directors completed and already reporting using this tool since the first quarter	40%			



			report, except that we still need to make some cleaning up before it is uploaded by DESSPAC onto the Dashboard.			
2.3 Provincial/Municipal Business plan training delivery	Quality Provincial reports	2	In progress, so far completed Sanma and Penama	33%		
	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			
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						



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



Regularly update the MOIA website	Percentage	70%	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	85	Publish the work of each MOIA agencies through signing of MOU to strengthen partnership with other government agencies	85%			
	# of shared post from other MOIA Agencies	160	Help to share information across national and provincial level to reach as much audience	80%			
ICT Help Desk							
Provide Desktop Support (ICT Help Desk) for MOIA users	Provides prompt and professional ICT support to MOIA users, ensuring efficient resolution of technical issues, system maintenance, and user account management	100%	<ul style="list-style-type: none"> •Achieved faster response and resolution times, with 90% user satisfaction. •Maintained 99% desktop service uptime, ensured timely issue escalation, and provided user training to improve ICT efficiency. 				



<p>Network Installation & Maintenance</p>	<p>Ensure reliable and secure network connectivity by installing and maintaining network infrastructure</p>	<p>25</p>	<ul style="list-style-type: none"> • Installed and maintained network infrastructure across multiple areas (Provinces & Area Council) • Maintained 99% network uptime, improved response and resolution times, upgraded infrastructure, conducted regular maintenance, ensured accurate documentation, and enhanced network security. • Upgraded network hardware and optimized configurations to enhance performance and reliability. • Strengthened network security through proactive monitoring and timely implementation of security measures, reducing vulnerabilities and risks. 				
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<p>Support Department and Agencies with ICT Equipment Orders</p>	<p>To ensure timely, cost-effective, and needs-based procurement and distribution of ICT equipment to all departments and agencies under MOIA.</p>	<p>90%</p>	<ul style="list-style-type: none"> • Processed all valid equipment requests on time with 90% delivery completed within agreed timelines. • Achieved 98% accuracy in delivered items and ensured full compliance with procurement regulations. • Enhanced operational efficiency through effective ICT sourcing and coordination. 				
<p>User Support and Training</p>	<p>To enhance user productivity and ICT efficiency by providing timely support and targeted training to all MOIA staff.</p>	<p>10</p>	<ul style="list-style-type: none"> • Responded to 90% of user support requests on time, with over 85% user satisfaction. • Delivered regular training (AA) sessions and provided updated user guides for key systems. 				
<p>Assist with ICT Set Up for Meetings</p>	<p>To ensure smooth and effective operation of ICT tools and equipment during meetings, conferences, and official events.</p>	<p>6</p>	<ul style="list-style-type: none"> • Ensured 100% on-time setup of ICT equipment before scheduled meetings. • Maintained 90%+ user satisfaction with technical support provided for meetings. 				



Finance unit							
Assets register up to date & compliance with PFEM & GCT Acts.	Updated Assets registry	1	Guidelines were developed and asset base were about to be procured				
Submission of 2026 MOIA budgets into VBMS	MOIA 2026 budget were loaded into VBMS	9	VBMS reports were produced				
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.				
Approved annual Business plan with budget estimates.	Budget alignment with the plannings component.	1	Year 2025 Business plan were developed.				
Provide advise and assist MOIA Finance officers with their finances.	Ensuring financial issues and directives were rectified.	9	Copy of advises				
Internal Audit Unit							
Submit internal audit reports	Number of audit / engagement reports	6	6 Engagements conducted by IAU - Tafea province and 4 Area Councils: Spot Check Report issued on 7 th March 2025 - LTMC: Spot check Report issued on 13 th March 2025 - Shefa province and 8 Area Councils: Spot Check Fieldwork conducted. Report issued on 15 th May 2025	100%	VT 4,112,570	VT 2,160,590 73% of allocated funds	VT 1,951,980



			<ul style="list-style-type: none"> - Penama Province, Sanma Province, Luganville Municipal spot check fieldwork conducted. Report is yet to be issued. <p><u>1 investigation conducted</u></p> <ul style="list-style-type: none"> - Investigation carried out into the allegation raised against SG Shefa province. Report issued on 15th June 2025. <p><u>1 engagement conducted by third party</u></p> <ul style="list-style-type: none"> - UNDP Spot Check into VEEP: Report issued on 20th January 2025 				
Establish an internal audit committee	Number of committees established	1	TOR developed	50%	VT 15,000	Nil	VT 15,000
	Number of committee members	3	Awaiting MFEM to grant approval for use of MFEM RAC.				
Coordinate risk and audit committee meetings	Number of committee meeting	4	Not yet started: Subject to committee establishment		VT 126,000	Nil	VT 126,000
Restructure and expand audit unit	Number of new/ revised approved JDs	3	3 x JDs drafted and submitted to HR unit Assistant Internal Audit Officer employment contract approved by PSC to begin on 1st September 2025.	100%	Nil	Nil	Nil



Increase unit budget	Percentage of increase	25%	2025 budget reprioritization increases unit funding element to VT 4.6 million. Significant increase in 2026 budget to VT 12,921,432.	100%	Nil	Nil	Nil
Establish an effective and secure audit management system.	Number of software	1	MOU drafted. Signing of MOU before Mid July 2025. Due date extended to December after consultation with VNAO.	25%	VT 400,000	Nil	VT 400,000
Total					4,00,000	NIL	4,00,000
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	While support to departments with drafting instructions is ongoing, advice can only be sought from the Office of the Attorney General. No involvement in disciplinary committees to date except the Ministerial Disciplinary Committee. This was held once.	25%			
4.2 Draft and review policy papers	Number of policy papers produced	20 policy papers	Policy papers only by departments at this point.	20%			
4.3 Review the MOIA Corporate Plan	Number of reviews completed	1		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		100%			
4.6 Review Ministry's Legislation	Number of legislative reviews undertaken	4					
4.7 Draft legal advice for Minister and key stakeholders	Number of legal advisories provided	5		60%			
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%		60%			
4.10 Develop new legislation and review outdated and important regulations and orders	Number of legislative and regulatory reviews completed	TBC		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%		30%			
	Number of NGO database	1		0			
	Number of expatriates per NGO	5		100%			
	Number of local counterparts per NGO	5		0			
	Number of induction meetings minutes	2		0			
	Number of meeting minutes	2		0			
5.2 Register NGOs and update the NGO database	Percentage of NGOs registered	100% of NGOs		50%			
5.3 Conduct NGO meetings & consultations	Number of meetings held	3 meetings		100%			



		ting					
5.4 Coordinate visa support screening committee	Number of screenings for development support visa	4		100%			
	Number of screenings for religious worker vis	4		100%			
5.5 NGO Act	Letter to VFSC from DG	2		0			
	Number of awareness conducted			100%			
	Number of inspections conducted	2		100%			
	Number of trainings conducted	1		0			
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	Data base created with few new projects to added. The data base is continuously updated	1%			
	No delays in project implementation	100%	Most of the major projects are progressing well while others have some critical issues to be dealt with (see project list for updates	50%			
	Number of meetings attended/organized	12	I have attended meetings with ADB project team and UNDP project team and other stake holders such as Vanuatu Police, Labour team and others	10%			
	Number of project proposals developed and submitted to donor/sector stakeholders	1	Not develop one as yet	0			



10.2 Visit project site	Number of project sites visited	3	Visited 3 projects sites including Korman, Fresh wota and Seaside	3%			
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	None, however working with various project team to compile one	0			
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				
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



Narrative Summary: DLA Q2 2025 Performance

100% Completion (6 activities)

These activities were fully completed in Q2, indicating efficient planning and timely implementation:

- DLA Head of Units (HoU) meeting conducted and resolutions distributed
- VT 6 million paid by provincial governments to Port Vila City Council.
- Legislative gap identification for Decentralization Act and Produce CESS Act finalized and submitted to OAG.
- Donor Directory compiled and shared with provinces and area councils.
- DLA Website updated with Q1 content for transparency and accessibility.
- Area Council Project Implementation Report prepared by the Development Planning Unit.

70% to 99% Completion (2 activities)

These activities are near completion and require limited follow-up for closure:

- New Departmental Structure developed and under final consultation with MOIA HRM – 70%
- Outdoor Calendar Holder installed at DLA office – 80% completed and pending final display setup.

50% to 69% Completion (3 activities)

Moderate progress achieved; these activities are halfway through and need sustained effort:

- Legislative review progress on CAP 230 & CAP 207 – 50%.
- History Wall of DLA: Research and design completed; contractor engagement ongoing – 50%.
- Regional Hub Checklist Template developed and in use – 50%.

30% to 49% Completion (1 activity)

Activity in early-to-mid stages:

- Disaster SOP Development: DLA coordinating with NDMO for SOP finalization – 30%.

10% to 29% Completion (22 activities)

Activities have been initiated but remain in early implementation stages.

Examples:

- Rural Development Grant Facility Implementation – 25%
- Re-establishment of LAAV – 25%
- Investment Paper for Bukura Land – 25%
- Training Needs Assessment (TNA) – 25%
- Staff Awards and Recognition Program – 25%
- Office Beautification (fountain and greenhouse) – 25%
- Monitoring Area Council by-laws and submissions – 25%
- Community Profiling Digitization – 25%
- Regional Hub Declaration Coordination – 25%
- Audit reports, stakeholder engagements, asset registry



update, filing system scanning, internal spot checks, and other administrative tasks – 25%

● **Below 10% Completion (1 activity)**

Very early stage with minimal progress so far:

- Induction Program Report for Councillors: Planned for after council formation – 10%

● **Ongoing Activities (50%)**

These activities are structured to run continuously through the year and are marked at 50% for Q2:

Office of the Director

- Grant Facility Management – Ongoing grant allocation and processing.
- LAAV Development – Constitution reviewed; groundwork continues.
- Bukura Land Paper – Stakeholder review in progress.
- Director's Visits – Several provinces already visited; more planned.
- Staff Rewards Program – One award issued per province; Q2 events planned.
- Stakeholder Partnerships – Continued formalization and engagement.
- Community Development Concepts – Research and design ongoing.

Administration Unit

- Asset Registry and Stocktake – Regular data entry and reconciliation.
- Staff Leave and Appraisal Records – Q2 appraisals submitted; leave monitored.
- Office Maintenance and Beautification – Regular activities ongoing.
- Filing System & Document Scanning – Routine scanning in progress.
- Protocol Driving Training – Awaiting coordination with MFA.
- Suggestion Box & Contact Details Updates – Operational and circulated.

Finance Unit

- Payments Processing: Bills, POs, NPPs processed regularly.
- Internal Audits: One spot check done; others planned in future quarters.

Decentralization Unit

- Committee (DWC) Engagements – On hold pending direction but part of strategic goals.
- By-law Compilation & Submission – Gazettal process ongoing with OAG.
- Website Content Management – Updated quarterly for transparency.

Development Planning Unit

- Community Profiling Digitization – Sectoral inputs under review.
- Regional Hub Framework – Consultation with DUAP and stakeholders underway.
- Procurement Records for Area Councils – Maintained and updated quarterly.



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 June. 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	70%		Vt 300,000	
Two Community Development Concepts developed	Research and develop TWO Community Development Concepts for Area Councils	2	Research underway	60%		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 MoIA HRM	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	This activity will be carried out in August after the Council formation of the 4 Provinces	Not Yet		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	30%		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	30%		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	50%		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	50%		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	LEL Handbook completed and distributed to all staff to comment before the TOT	50%		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	40%		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	Logistical arrangements ongoing	20%		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	While investment plan is underway,	0.3%		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	50%		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			0.20%		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	50%		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 a contractor	5%		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	50%		
Record of vehicle servicing, Cleanliness and maintenance of	Schedule and perform regular vehicle servicing and ensure routine cleaning and	1	Ongoing	50%		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	50%		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	0.5%		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	100%		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	90%		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	100%		



with staff and stakeholders on time						
Establish a Suggestion Box	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	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	85%		
Area Profiles developed	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	30%		
Submission of a report on the completion and outcomes of the office management and filing training for AAs in Sanma and Malampa.	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.	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	Plan and organize Agricultural Home Gardening Training along as part with a Team Building Exercise.	1	To be completed in August	2%		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	50%		
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	50%		
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	4	No DWC meeting conducted this quarter due to unclear direction on sub-national structure	20%		Vt 300,000
	Implement the DWC Resolutions	4		30%		Vt 1,000,000
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	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	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	100%		Vt 20,000	
COM Decision	Draft COM paper for the Produce CESS Act (CAP 207) and Decentralization Act (CAP 230)	2		50%		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	Provincial By-laws submitted for gazettal: <ul style="list-style-type: none"> • Tafea: 2 by-laws • Sanma: 2 by-laws • Torba: 9 by-laws 	50%		0	
Copies of draft by-laws	Assist provinces in developing and facilitating the creation of their by-laws.	TBC	Provincial by-laws submitted for OAG review: <ul style="list-style-type: none"> • Shefa: 9 by-laws • Torba 13 by-laws 	70%		0	
Copy of Decentralization Policy Paper	Develop Decentralization Report	1	Consultation ongoing within the provinces	40%		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%		50%		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	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	70%		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	30%		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	
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 through the new app	Revise the Community Profiling questions and template and digitize data collection using a new app developed in collaboration with VCAP2 and Gov4Res.	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 Digitization should look like.	60%		Vt 300,000	



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	40%		Vt 1,000,000	
Provincial Plans for Penama and Torba developed and endorsed by the respective Provincial Councils	Assist in developing the Provincial Plans for Penama 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	40%		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	40%		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	30%		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	50%		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)	30%		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 towards the LAs	Facilitate the payments on behalf of the LA's contributions	1	All Provincial councils have contributed 1 million to Port Vila City Council.	100%			



Copies of LPOs (expenditure summary report) committed towards the workplans, assets, bills etc.	Process payments for bills, workplans, NPPs, assets, etc.	1	No monthly expenditure summary reports were produced. However, quarterly reports were prepared instead.	50%		Vt 2,200,000	
Financial report of Area Council's budget	Prepare the annual financial report detailing the use of Area Council budgets.	1	LPO reports of financial spending for each AC available	0.4%			
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	Warrant updates are extracted from Smart stream at the end of each month and distributed to Unit Heads via email.	50%			
Records of scanned copies	Scan LPOs and source documents for record-keeping and easy retrieval	300	LPOs are scanned every time a payment is made	50%		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	Training Done for Area Administrators for Torba and Sanma	67%		Vt 2,500,000	
Audit Activities							
Reports of Internal audits conducted.	Conduct surprise internal audits in the Provinces & Area Councils	30	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	13%		Vt 2,000,000	
Copy of system manual developed. NB. Compliance/Financial Audit	Develop a System Manual for Compliance/Financial Audit	2		0%			
Copies of management letters issued to the CA	Assist the Accountants to draft responses and implement the	6	All provincial financial statements have been sent to the Office of the	60%			



<p>firms & NAO</p>	<p>measures recommended by the CA firms & NAO</p>		<p>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.</p>			
<p>Lists of discrepancies addressed</p>	<p>Liaise with the MOIA internal Auditor and MFEM to improve DLA Finances</p>	1	<p>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.</p>	50%		
<p>Budget Activities</p>						
<p>VBMS reports of 2026 budget.</p>	<p>Input of 2026 recurrent estimates, budget narratives, supplementary budget and NPPs into VBMS.</p>	77	<p>The input of VBMS has been completed for operations and payroll under Chapter Head 240, covering the following activities: MICC, MICE, MICG, MICH, and MICI. Additionally, a New Policy Proposal (NPP) for building infrastructure was submitted, along with the resubmission of the institutional strengthening NPP</p>	100%		
<p>Copies of LA's budget sign-off by the MOIA Minister</p>	<p>Facilitate LAs 2026 budget presentations before Minister's endorsement</p>	6		0%	Vt 1,500,000	
<p>Project Activities</p>						
<p>Copies of PO (Purchase Orders) committed towards these Projects.</p>	<p>Facilitate the procurement processes of these projects where necessary</p>	3		50%		
<p>Project Financial Report presented to the Director/DG MoIA</p>	<p>Compile Project Financial Report and submit to the Director DLA and DG MoIA</p>	4		50%		



"Planning today for better tomorrow"



Department of Urban Affairs and Planning - DUAP

—○ 2025



Narrative Summary: DUAP Q2 2025 Performance

● 100% Completion (23 activities)

These activities were successfully implemented and reflect strong delivery capacity in Q2:

- Legislative review of CAP.90, drafting instructions submitted, and stakeholder consultations conducted.
- COM Paper for CAP.126 endorsed and drafting instructions submitted.
- Audit payment to AJC completed.
- 2025 Budget Narrative and 2026 VBMS submission finalized.
- MBC/DCO minutes shared with DG Office.
- Staff increments approved and disbursed.
- Councilor inductions (PVCC) and Town Clerk inductions completed.
- 21 GIPs endorsed by NRC and DESSPAC.
- Financial VISA draft and office induction completed.
- National Housing Policy endorsed by NHPAWG.
- TA recruitment and contracts finalized.
- Urban Planning Policy submitted and COM paper endorsed.
- Mapping templates and site inspection maps operational.
- Drone purchased for inaccessible sites.
- Assessment report for housing post-earthquake completed.
- Foreshore Development Act (FDA) review and regulation finalization done.

● 70% to 99% Completion (12 activities)

These activities are near completion:

- Drafting instructions for CAP.90 and CAP.126 – 80–90%
- Internal audit reports and municipal spot checks – 70%
- National Housing Unit structure development – 80%
- Draft Planning Guidelines and stakeholder engagement – 80%
- Foreshore awareness consultation, TA procurement, RUDSAP mapping – 80%
- Legal proceedings initiated for foreshore violations – 70%
- Concept plan for mini-townships – 50–80%.

● 50% to 69% Completion (32 + activities)

These activities show moderate progress and are on track:

- Business Plan review and budget development for 2026 – 50%
- Training on GIP, planning systems, and e-tools – 50%
- Urban Planning consultations and data collection – 50–60%
- PVCC CBD Master Plan and Traffic Management Plan – 60%
- Municipal reporting support and reminders – 50%
- Foreshore SOP reviews, social media awareness, and inspection reports – 50%
- Urban Planning Act consultations and public workshops – 50–60%
- Internal office equipment and salary authorizations – 50%
- Vehicle maintenance and asset registry – 50%

● 30% to 49% Completion (7 activities)



Still in early stages, but progress is evident:

- Foreshore training and workshop delivery in Sanma – 30%
- Staff capacity training request submitted – 25%
- Revenue recovery and beautification plan – 30–50%
- DUAP Q1 report and village registration – 40–50%
- VNPF collaboration for land relocation – 40%
- Early Recovery Plan for PVCC – 25%
- Ministerial consent template and digital surveying training – 0%
- ICT-based database development for foreshore – 0%
- Drone license training and boat procurement – 0%
- Formal consultations with Maritime Police – 0%

● 10% to 29% Completion (9 activities)

Minimal advancement in Q2:

- Urban legislative induction and training – 20%
- Foreshore awareness campaigns and M&E system – 10%
- Capacity-building for planners – 25%
- Foreshore officer training, meetings, surveys – 30%
- Urban Policy Forum coordination – 0%

● 0% Completion \ Not Started (12 + activities)

Activities with no reported progress:

- Draft Municipal Audit by Municipal Councils – 0%
- Financial regulation reviews for LMC and LTMC – 0%
- Urban Forum and concept development for economic hubs – 0%
- MOU with partners for foreshore development – 0%



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 30 June 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 and submit to Manager compliance and Policy CSU on March 2025	80%			



	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 Manager compliance and Policy at CSU on March 2025	90%			
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	No yet started	0%			
	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	50%			
	Submit Audit reports	1	In progress	50%			
	Internal report	1	1) Spot check done on Lenakel Town Clerk on the 10th to 22nd of	70%			



			March 2025 (2) sport check done on LMC on June 2025 (3) Internal Report provided			
1.3 Develop and support business plan, quarterly, six-monthly and annual reports	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 in progress.	50%		
	Prepare and submit reports to Senior Executive and Office of the Director	1	(1) Completed 1st Quarter Report for 2025 (2) Quarter 2 Report in progress	50%		
	Completed review meeting for Business plan 2025	1	In progress - review of 2025 Business Plan	50%		
	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 office of DG	1	Attend DCO on behalf of DG	50%		
	Develop 2026 Budget in consultation with	1	Completed 2026 Budget submission	100%		



	EA and SA						
	Develop 2026 Business Plan	1	In progress	50%			
	Staff received Increments	1	Increase in Renumeration determination	100%			
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.	Completed Town Clerk LMC induction	2	Completed PVCC Councilor's inductions	100%			
	Completed Training on GIP proposal	2	21 GIPs endorsed by NRC and DESSPAC	50%			
	Completed PVCC Councilor's inductions	2	In progress	50%			
1.5 Effective operation and management of DUAP Office reported in Quarterly report (Q1, Q3)	Completed quarterly reports	2	Completed 1st quarter report	40%			
1.6 Produce DUAP half yearly report x1 supported by ICT based verifiable data	Completed quarterly reports	100%	Completed 1st quarter report	40%			
	Completed village registration	100%	In progress	80%			
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	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	50%	Vt 24,288,000	Vt 11,663,776	



issues in the urban areas and foreshore development							
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	50%			
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	50%			
Objective 4. Provide interactive ICT based systems for improved administration							
4.1 Use ICT systems to integrate administration and planning data in "real time" / provide guaranteed and cost-effective options to improve office work flow.	Develop e-filing system	4	In progress	50%	Vt 24,288,000	Vt 11,663,776	
	Launching of e-Planning Tool	4	In progress	50%			
	DUAP website maintain	4	In progress	50%			
	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.							
5.1 Ensure office is operational with restructure and skilled officers to improve service delivery, Department's budget and expenditure is effectively managed to ensure all planned activities are undertaken	Submit Financial VISA to MFEM	5	Draft Financial VISA completed	100%	Vt 24,288,000	Vt 11,663,776	
	Submitted Financial VISA to MFEM		Draft Financial VISA completed	50%			
	Recruitment of vacant positions		In progress	50%			
	Completed induction for office recruitment		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	50%			
5.2 Vehicle Maintenance	Completed regular servicing of office vehicles, road worthiness	4	In progress	50%			
	Completed DUAP assets registry		In progress	50%			
5.3 Provide Detail Plan	Submitted design to DG's office	1	(1) MOIA New Office Designed submitted to DG's office (2) Independence Park draft design in progress	50%			
	Facilitate completion New	1	In progress	80%			



5.4 Prepare NPP	Design of MOIA Office Space						
	LPO committed for department new uniform		In progress	50%			
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	60%			
	Demolition monthly progress reports		In progress	50%			
6.2 Identifying and securing state-owned land in collaboration with VNPF to strategically relocate government offices, improving accessibility and operational Efficiency.	VNPF Respond on funding options		Awaiting VNBF Board decision - In progress	40%			
	Meeting Minutes with VNPF		DUAP/MOIA have presented land options to VNPF GM & Team	100%			
Municipalities							
Objective 6. To improve administration and financial management of the municipalities							
	Reminders sent to all municipalities		Reminders sent, 1 quarterly report received	50%			



6.1 Support effective and efficient operations, financial management and administration of municipal councils	for timely report submission	12				
	Quarterly, monthly and annual reports submit		1st Quarter Report submitted	40%		
	Submitted feedback to Municipal councils		Financial Report (LTMC 1st quarter report) completed but PVCC and LMC	40%		
	Completed review for financial and staff regulation		Not yet started	0%		
	Completed financial regulation and procedures for LMC and LTMC		Not yet started	0%		
6.2 Provide high quality financial management control, reporting, and budget development for the municipal councils	Completed improvement for revenue initiatives	1	Not yet started	0%		
	Revenue Initiative Plan & Beautification Plan		In progress	50%		
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	70%		
7.2 Seek additional funding to support Municipality projects	GIP Submission to DSPPAC	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	3	In progress	25%			
	Recovery Stage Plane		Completed	100%			
Urban Planning Unit							
Objective 10. Strengthen the Planning legislative framework including its legislations, Regulations, bylaws, and guidelines							
10.1 Develop new planning policies, regulations and planning standards to improve planning practices within the Declared Physical Planning Areas (PPA).	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 to the Director General Office, MOIA		Drafting of Planning Guidelines in progress	50%			
	Established working group		Established working group	80%			
	Procurement of travelling logistics in progress		Procurement of travelling logistics in progress	80%			



Completed stakeholders with stakeholders and wider group	Consultation in progress	80%		
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	50%		
Sumit RUDSAP map for Greate Port Vila	In progress	50%		
Completed data collection	In progress	50%		
Complete the draft PVCC CBD Master Plan incorporating PVGMP implementation	Completed the draft PVCC CBD Concept Plan incorporating PVGMP	60%		
Completed Traffic Management Plan (including new roads and bridges)	Completed the draft PVCC CBD Concept Plan incorporating PVGMP	60%		
Complete the draft PVCC CBD Master Plan for greater	In progress	60%		



	Port Vila						
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	60%			
	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, MPGC & 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	3	<ul style="list-style-type: none"> Discussion Papers presented to NHPAWG and endorsed. Stakeholder Workshop on 26th & 27th June. Stakeholder Feedback of NHP V1 and Implementation Plan from 1st August. NHPAWG review of NHP V2 from 15th 	80%	Vt 50,000	Vt 33,700,000	



	review by the end of April 2025 (extended to end of August, 2025)		August. • Final draft due on 22nd August 2025				
	Number of Consultations		In progress	20%			
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), Mini Towns and SMART City	Develop Notice of Intention to declare a PPA	2	Official gazettal of Notice of Intention by OAG	100%	Vt 33,700,000	Vt 10,140,693	
	Develop and finalize the Rovo Bay and Sola Zoning and Development Control Plan in collaboration with local authorities. Submit the completed plan for approval by August 2025.		Rovo Bay and Sola Zoning and Development Plan officially gazette by OAG	100%			



	Develop Concept Plan for Naoneban and Havanah		<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 	50%			
	Declaration of Lakatoro/Norsup Min-Township		In progress	50%			
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	30%			
16.3 Assist DLA to identify potential economic and service hubs	Identify propose sites/hubs	3	Identification of sites to be finalize by DLA	90%			
	conduct feasibility study on propose sites	3	In progress				
	Develop Concept Plans for propose hubs	3	In Progress	0%			
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	Contract Finalized	1	Completed	100%			
	TA recruited		Completed	100%			



consultants and new staff to perform the technical roles required by the Department	Registered Formal Request for Training		In progress	25%			
17.2 Build the capacity of planners through training to perform the required planning roles and responsibilities as expected from the department.	Certificate of Attendance	2	In progress	68%			
	Conduct National Urban Forum		In progress with the Urban Policy Framework				
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	4	In progress	50%	Vt 33,700,000	Vt 10,140,693	
	Maps produce		Up to date	60%			
	Purchasing of Items (Office Equipment's)		Server have been Purchase	40%			
Foreshore Unit							
Objective 19. To administer and enforce the foreshore development act by developing new guidelines							
19.1 Undertake regular review of the current foreshore legislation and identify areas to improve the implementation of the Act in order to achieve better Foreshore Development	Complete Review of Foreshore Development Act	1	COM Paper passed and drafting instructions submitted	100%	Vt 14,123,561	Vt 3,812,880	
	1 meeting conducted with DSSPAC Sector Analyst for SOP finalization and review		SOP finalized and in use with FDU	50%			



outcomes.	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	60%			
	Sanma province workshops completed		workshop on the Foreshore Development Act (FDA) application process and enforcement was successfully conducted in Sanma Province. Following its completion, several other provinces have formally requested that the Foreshore Development Unit (FDU) deliver similar workshops in their respective regions to build capacity and ensure consistent understanding and enforcement of the Act. (in progress)	30%			
	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							
20.1 Increase Foreshore quantity awareness on Foreshore legislation,	At least 2 awareness campaigns per	4	No awareness campaigns have been made so far however, most activities carried out by the FDU	10%	Vt 14,123,561	Vt 3,812,880	



Application Process, penalties and fees through, trainings, workshops and media platforms to enable public to be better informed of requirements for foreshore developments	quarter		has been posted on our Facebook page and website regularly (in progress)			
	At least 2 informative posts per month on FDU FB page		SFEO has been regularly posting FDU activities carried out on Facebook page (up to date)	50%		
Objective 21 To provide secretariat support to the Foreshore Advisory Committee						
21.1 Undertake joint site inspection with other stakeholders to enforce Foreshore legislation	6 meetings conducted annually	6	3 meetings conducted (up to date)	50%	Vt 14,123,561	Vt 3,812,880
	2 joint site inspections conducted each quarter	4	Up to date	50%		
	14-day standard notice developed and operationalized		Up to date	70%		
	Produce template for mapping and maps to be produced for every site inspection		Acting SFEO has developed standard mapping template & produces maps for every site inspection (up to date)	100%		
21.2 Ministerial consent	One standardized Ministerial Consent template developed and	1	we have not yet developed a standard Ministerial consent however we are now issuing ministerial consents in a blue	0%		



	endorsed by the Director		paper				
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	Up to date	50%			
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	Up to date	30%			
	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	Not yet started	0%			
	Officers to	1	Not yet started	0%			



	participate in and complete training for licenses						
	1 drone to be purchased	1	Up to date	100%			
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	Up to date	80%			
	Initiate legal proceedings for 2 offenders	2	In progress offenders have been notified and police complaint submitted to VPF (in progress)	70%			
	Conduct formal consultations with Maritime Police	1	Not yet started	0%			



"Promoting Fair, Just & Legal Employment"



Department of Labour and Employment Services - DOL

○ 2025



Narrative Summary: DoL Q2 2025 Performance

● 100% Completion (2 activities)

These activities were fully delivered in Q2, reflecting high efficiency and completion of targets:

- Referral of 10 unresolved employment disputes to the Employment Tribunal.
- IRD System maintained and fully operational to meet labour market demands.

● 80% - 99% Completion (5 activities)

Significant progress achieved, with final outputs in sight:

- 6 liaison meetings conducted with Australia & NZ on Labour Mobility – 80%
- Labour Mobility administrative fee consultation – 70%
- National Employment Policy (NEP) validated – 80%
- Employment Vanuatu Database soft launched – 75%
- DOL virtual machine (VM) storage upgraded – 80%

● 60%–79% Completion (10 activities)

Progress is steady across critical areas, with most deliverables underway:

- Work permit & fees processing, including spot fines – 70%
- Skilled/unskilled worker facilitation and IRD registration – 75%

- Employment law amendments (4 Acts reviewed) – 60%
- Support to National Labour Mobility Policy reform – 60%
- Awareness activities for labour welfare and rights (domestic & abroad) – 60–70%
- Localization policy discussions & job matching – 60%
- Website upgrade under DCDT – 60%
- Labour law review (5 laws) – 62%

● 40% - 59% Completion (6 activities)

Foundational work done; additional efforts needed to finalize outputs:

- Communications with Country Liaison Officers (CLOs) – 50%
- Unemployment database supported – 75%
- Employment Vanuatu portal design within IRD – 50%
- Quarterly reporting and PSC recruitment coordination – 40–50%
- Asset/infrastructure tracking – 40%
- Planning and reporting compliance with GoV cycle – 40%

● 20% - 39% Completion (10 + activities)

Early stages of progress; key challenges likely tied to resource or structural delays:

- Tripartite Labour Council meetings and coordination – 2–6%
- ILO convention reporting (ratified/unratified) – 5–20%
- PSC structure reform follow-up – 12–30%
- Staff induction and capacity-building efforts – 20–30%



- Staff performance planning and appraisal – 20%
- ICT compliance & equipment functionality – 50%
- Trafficking in Persons (TIP) case support – 50%
- Training partnerships and national workforce development – 50–60%

● **10% - 19% Completion (4 activities)**

Minimal action; mainly conceptual or discussion-stage outputs:

- NEP sub-policy development – pending NEP finalization.
- Inspection and OHS policy consultations – 1%
- DOL data strategy database development – 3%
- DOL MBC submission planning and budgeting (unit level) – 20%

● **Below 10% / Not started (5+ Activities)**

No tangible outputs reported to date:

- Tripartite standing orders/manual – 0%
- Practical tests for counterpart roles – 0%
- Enforcement and reporting guidelines on ILO compliance (construction) – 0%
- Improvement/prohibition notices from site inspections – 0%
- Consolidated coordination of apprenticeships, internships, and cadetships – *Minimal progress or early discussions only.*



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 June 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 permitholders 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	70%	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 donor partners and agents and employers to increase numbers of both skilled and unskilled Ni-Vanuatu workers in existing and new Labour Mobility. 1.2.2 Registration through In-country Recruitment Database (IRD) System 1.2.3. Skilled Trainings conducted by Developing partners (NZ and Australia) and other stakeholders (ILO, IOM, APTC, World Vision)</p>	<p>2</p>		<p>75%</p>			
	<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>80%</p>			
	<p>1.2.5. Consultation with Australia and New Zealand on charging</p>			<p>70%</p>			



	administration fees on each and every individual participating in Labour Mobility programs						
Objective 2. Promote the standards required by law for decent work and strengthen compliance with all Vanuatu's Labour laws							
2.1 Compliance with all Vanuatu's Labour laws, improves workers conditions and settlement of employment disputes	2.1.1 Develop 1 Employment standards under Labour Domestic and International (Labour Mobility Programs) Laws.	3				Vt 784,595	
	2.1.2. Promote settlement of registered disputes and report outcomes reflect in quarterly, midyear & annually report x 30	30	15 per Mid-year, 15 half ends of year	70%			
	1.2.3. Unsolved registered employment disputes case files transfer to Employment Tribunal for settlement x 5.	10	submitted to Tribunal	100%			
	2.1.4. Undertake 40 Workplace inspections and provide reports accordingly.	40		20%		Vt 1,076, 844	
	2.1.5 Conduct 10 Awareness on Employment rights and	40	In person, By email, By telephone	20%			



	obligations to general public including employers and employees under Domestic Labour Laws						
	2.1.3. Sport fine employers' non-compliance to Labour Laws	2 Vt	MIL collected first half of 2025 in joint operation inspection and WP screening	1 MIL Vt			
	2.1.4 Address loopholes and penalties in the legislations by way of amendments after consultation with the tripartite body.	4	Employment Act, Trade Disputes OHS Act, Labour Work Permit Act Trade Union Act	75%			
2.2. Support implementation of revised National Labour Mobility Policy	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	1	Comprehensive Legislative drafting provided to State Law Office for SLO to draft new bill to be Temporary Labour Migration Act.	60%	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 and other stakeholders to increase the number	3.1.1. Held Meetings, Write Minutes and Maintain an Annual Report providing details of progress & issues x 6	10	Ongoing meetings with working groups	6%	Vt 784, 595		



of self-employed Ni-Vanuatu to become entrepreneurs;	3.1.2. Follow up on agreed activities ensure it is implemented and reports outcomes		Ongoing working relationship with Tripartite partners	1%		
	3.1.3. Consultation with TLAC and stakeholders on Labour matters to promote entrepreneurship and Apprenticeship.		Apprenticeship Policy Paper - Approved by COM, Awaiting SLO for Official Gazette - Committee	1%		
3.2 Strengthen the Tripartite Labour Council	3.2. 1 Conduct 4 Tripartite Labour Advisory Council (TLAC) meetings to address Employment matters	6	March & May	2%		
	3.2.2. Develop a standing order/Manual/guideline for the tripartite		No work done yet.			
	3.2.3. Follow up & ensure approved decisions are executed and reported x 5			1%		
Objective 4: Enforce compliance for employment standards according to ILO Conventions and Vanuatu labour laws.						
4.1 Undertake inspections for compliance to ILO Conventions; and Labour laws	4.1.1 Regular Workplace inspections undertaken & reported x 40		We conduct 218 inspections	100%	Vt 1,076, 844	
	4.1.2. Construction workplace inspections undertaken & reported x 10		We did 7 constructions work place inspections, all are hardware.	100%		



	4.1.3. Issue Improvement & prohibition notice construction employment work site & report x 3	7	We serve 31 improvement notices.	100%		
	4.1.4. Follow up on grievances rise & identify during inspection ensure employers implement grievance identify x 10		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%		
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	8	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.	60%	Vt 1, 021, 899	
	5.1.2. Conduct Awareness on workers' rights and obligations during Predeparture Briefing for Labour Mobility Programs in Australia and New Zealand		Ongoing through PDB with additional support through engagement of CLOs in PDB. Awareness for workers in preparation stages through Family -i-Redi and Wok-i-Redi.	70%		
	5.1.3. Maintain Constant communications with		Ongoing communications with CLOs through ESU Welfare	50%		



	country Liason Officers in Australia and New Zealand to have updates on the progress of welfare issues and fair working conditions for Migrant workers.		Compliance Mechanism with additional support from DEWR & MBIE.				
5.2 Implement and promote localization policy	5.2.1 Localization policy drafted, consulted, approved & implemented	9	In discussions internally.	60%	Vt 784,595		
	5.2.2. Effectively implement Counterpart Training plan. To do so, bind work permit holder and the local counterpart in a contract Agreement.		Ongoing Training plan provided. Ongoing written Contract 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.		Local counterpart test not yet but receive confirmation that local counterpart is capable on some businesses not all.				
5.3 Establish unemployment data base and link it 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	1	Redevelopment of Employment Vanuatu Data Base & Soft launching done.	75%	Vt 1,021, 899		



5.4 Establish a pool for skilled workers	5.4.2. Maintain IRD system up and running	2	Ongoing changes in the IRD layout to meet current labour market demand	100%			
	5.4.3. Envisage a portal for Employment Vanuatu within IRD system		Discussions in progress	50%			
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	62%	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.	80%	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	1%			
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.	50%			
	5.7.2. Increase skilled work force in domestic Labour Market		Job matching ongoing through previous Job matching process	60%			



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 approved revised structure.		Few 2019 positions been recruited, revised structure yet to approve by PSC before recruitment of PLF funded positions made	12%			
	6.2.3. Conduct induction with new staff		Unit Managers conduct inductions with newly staff	30%			



	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		members, assist in developing of work plan and performance assessment by Senior Officers			
	6.2.4. Upgrade staff capacity building through partnership with developing partners and relevant stakeholders		Officers nominated to attend overseas and in-country meetings and workshop organized partners relations to work	20%		
6.4. Developing, monitoring and appraising of staff performance	6.4.1. Work planning develops, monitored Implementation and assessment of performance targeted outcomes – Midyear & end of year	17	Officers assist in planned activities monitor implementation of planned activities through weekly & monthly feedback	20%		
6.5 Prepare plans and reports on time as per GoV Reporting Cycle	6.4.2 Preparation and submission of reports on quarterly, mid yearly and Annually basis.	18	Managers prepare monthly reports submit in compile quarterly report	40%		
	6.5.2. Recruitment of new staff members and placement in the approved structure		Internship recruitment request PSC approve direct appointment	20%		



	6.3.3. Planning and reporting 100% on time as per GoV Reporting calendar cycle		Report compiles according to template provided M&E submit to M&E Manager	30%			
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	most machine comply with Department of Communication and Digital Transformation DCDT	50%	Vt 1,076, 844		
	Upgrade DOL website		DCDT manage	60%			
	Increase the DOL VM storage		DOL VM	80%			
Improve the ICT strategy within the DOL	Create a proper Database for work permit unit	20	Need addition funding for contract professional data developer	3%			
	Identify a software for all the DOL data collection			60%			
Other Activities							
Deal Trafficking in Persons case and assist victims of Human Trafficking		2		50%	Vt 1,076, 844		
ILO reporting of ratified Conventions		2		20%			
ILO reporting of unratified Conventions		2		5%			
Assist the Compliance unit of the OPSC in Conducting preliminary assessment and investigation for disciplinary matters		2		50%			



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 June. 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	6 cases referred and 2 decisions made.	60%			
1.2 Number of orders issued	Notice and Order issued	10		60%			
1.3 Number of claims etc filed	Party file teir claim, defense, response and statement	10	2 cases in Q2 are yet to submit	40%			
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 August.	66%			
1.7 Number of Legislation develop	Developing a new legislation on the trade dispute tribunal	1	Conducting Research	40%			
1.8 Number of staff appointments	Recruitment of officers	2	Complete.	100%			



"Your Vote, Your Voice"



Vanuatu Electoral Officer - VEO

o 2025



Narrative Summary: VEC Q2 2025 Performance

● - 100% Completion (10 activities)

These activities were fully completed, reflecting strong operational execution despite the burden of a Snap election:

- NPP for Commission Meeting costs – completed but not yet submitted.
- Feasibility Study for Closed Constituencies – completed.
- EC Restructure completed and NPP submitted.
- Provincial Elections & By-Elections – fully conducted, with procurement and training executed.
- Snap Election – successfully conducted.
- Logistics budget for 2026 elections – submitted to COM.
- VEO Office operational costs – submitted.
- VEO Budget NPP submission – developed.
- Review of proposed amendments for Political Party Registration – deregistration of 7 parties completed.

● - 70% to 99% Completion (4 activities)

Near-complete milestones with minor actions pending:

- Liaison meetings with Australia & NZ on Labour Mobility (EC) – 80%.
- Implementation of legislative reform on EC independence and mandate – 70%.
- Sector stakeholder engagement meetings (Awareness & Legal Reform) – 75%.

- NEP finalization workshop completed (Electoral legal reform) – 80%.

● 50% - 69% Completion (4 activities)

Sustained efforts with progress already over halfway:

- Work on new legislation (Single Harmonized Electoral Act, Party Registration Act) – 50%.
- Awareness campaigns, video production, materials printing – 50%.
- Implementation of improvements in electoral legal framework – 35%.
- National Labour Mobility Policy integration – 60%.

● 30% - 49% Completion (6 activities)

Solid foundation laid, but completion expected in Q2/Q3:

- Geo-Spatial Electoral Map update – 40%.
- PMR (Performance Appraisals) – 40%.
- VEO GoV Planning & Reporting compliance – 50%.
- Civic education material discussions with MoE – in progress.
- Communications Strategy implementation – 50%.
- Training plan for VEO staff – delayed due to Snap election.

● 10%- 29% Completion (2 activities)

Progress is slow, likely due to resource reallocation during Q1:

- ICT equipment procurement – 20%.
- Appraisal implementation – 40%.



● **Below 20% Completion / Rescheduled (6 activities)**

Postponed or minimal progress due to Snap/provincial elections:

- SOP and Manual development – rescheduled to Q4.
- Candidate eligibility and citizenship law review – rescheduled to Q3–Q4.
- Digital archiving – planned for Q4.
- ICT/database staff training – rescheduled.
- Decentralized service delivery (staff position) – position re-advertised.
- Training for election observers (NGOs, CSOs) – rescheduled to Q4.

50% Completion Cluster (key Activities in Progress)

Multiple core activities progressed to halfway mark, many of them continues:

- EC Commission meetings (10/20 held) – 50%.
- Electoral stakeholder consultations – 50%.
- Dispute resolution documentation – 50%.
- Polling station development (4 new, 3 relocated) – 50%.
- Electronic Electoral Management System – 50%.
- National Voter Register integration with CRIM – 50%.
- Awareness campaign tools (website, videos, printing) – 50%.



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 June. 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	50%		Vt 36,000	
	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%			
Submitted							
Objective 2. To lead development of legislative framework for electoral system							
2. Policy development & implementation	2.1 Policy development &	X4	Meetings held	50%		Vt 20,000	



	implementation with regular EC Commission meetings						
	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	50%			
	2.3 Implement Legislative Road Map	1	Legislative Road Map on track however slight delays due to PGC elections	50%			
	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	70%			
	2.5 Review new legislation (Single Harmonized Electoral Act & Political Party Registration Act)	2	Review completed. Legislative Plan submitted.	50%		Vt 152,000	
	2.6 Develop Standard Operating Procedures and Manuals	1	Planned for Q4				



	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				
			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	Deregistration of 7 political parties	50%			
			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	3.1 Electoral disputes reviewed, documented and reported	1	Records of disputes kept to populate annual report	50%			
Objective 4: To undertake consultation for reform and delivery of an efficient, reliable, equitable & inclusive electoral system for Vanuatu							
4. Consultation& Awareness	4.1 Awareness meetings held on electoral issues& reforms reported in Annual Report	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 June. 2025 (VT)
Vanuatu Electoral Office							
Objective 1: 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 15,364,400	Vt 68,000,000	Vt 58,065,158
	1.2 To supervise and coordinate Provincial, Municipal, & By-Elections by consolidating operational planning within the VEO administration, including procurement and logistics, to deliver	4	Elections conducted	100%			
			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	50%			
			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	40%			
			In progress				
	1.5 Develop electronic electoral management system	1	In progress	50%			
In progress							
Conduct pilots In Q4							
Objective 2. Maintain an efficient national voter register based on the National ID Number							
1. VOTER REGISTER	2.1 Voter Register with ID cards for eligible voters 18 years and over by updating and	1	Ongoing	50%			
			Ongoing				
			Ongoing				



	validating the Voter Register using National ID Card and CRIM data		Completed			
			First set of polling stations gazette			
			Completed			
			Ongoing			
	2.2 Increase numbers of eligible voters with National ID with registration on Integrated Data Base	1	Ongoing	50%		
			Ongoing			
			Ongoing			
	2.3 Continued work in the EC, VEO digital archiving process	1	Due in Q4			
	2.4 Increasing ICT capacity and database development and maintenance skills within the office	4	Rescheduled to Q4 due to ongoing development of new data base software			
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	50%		



	3..2 Support the implementation of improvements in legal framework	2	Ongoing	35%			
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	50%			
	4.2 Web Site	1	Ongoing	50%			
	4.3 Meetings held with Sector Stakeholders	4	3 Meetings held	75%			
	4.4 Printing of awareness materials	5	Election awareness materials printed	50%			
	4.5 Civic Education materials	TBC	Liaising with Ministry of Education to identify more schools				Vt 73,000



	4.6 Production of awareness videos	1	3 Videos produced	50%			
	4.7 Implement Communications Strategy for VEO	1	Ongoing	50%		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				
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 service delivery, especially in the provinces	1	Position re-advertised				
	5.2 Improved permanent staff levels	2	3 positions advertised for recruiting	50%			
			Completed and submitted	100%			



5. INSTUTUTIONAL FRAMEWORK	5.3 Implementation Plans developed for VEO	1	In progress			
	5.4 Improve revenue	5%	Ongoing			
	5.5 GoV Planning & Reporting Cycle compliance	100%	Ongoing	50%		Vt 328,000
	5.6 PMR (appraisals) undertaken on time	3	Ongoing	40%		
	5.7 Training Plan developed & undertaken to improve VEO staff skills	1	Delayed due to workload for elections in Q1 and Q3			
	5.8 ICT equipment for professional delivery	1	In progress	20%		
	5.9 Logistics budget for 2026 elections prepared as basis for COM request/s	1	Completed	100%		
	5.10 VEO Office costs	1	Completed and submitted	100%		Vt 5,176,738
	5.11 VEO Budget Submission developed	1	NPP developed and submitted			



Other Activities							
6. Other Elections	6.1 Snap Election	1	Elections conducted	100%	Vt	Vt	
			Election procurement complete		250,000,000	226,600,000	
			Trainings conducted				
	6.2 By-elections	1	Elections conducted	100%	Vt	Vt	
			Election procurement complete		23,400,000	1,745,621	
			Trainings conducted				



"Every Life Events Matters"



*Department of Civil Registry and Identity
Management - CRIM*

○ 2025



Narrative Summary: CRIM Q2 2025 Performance.

100% Completion (6 activities)

These activities were fully delivered in Q2, demonstrating strong operational performance:

- Over-the-counter Civil Registration services maintained across all six provinces and Head Office (1.1.1)
- Timely submission of donor and stakeholder reports for national and international events (5.6.1)
- Financial Visa confirmed to support CRIM functions (5.9.1)
- Provision of National ID printing accessories to provincial offices (3.6.1)
- Quarterly support for Provincial Elections (Voter Register scrutiny) completed (6.1.2)
- All cabinet-approved reports and submissions delivered as per reporting cycle (5.3)

80%–99% Completion (4 activities)

Significant progress made; completion anticipated early Q3:

- Field-work Civil Registration outreach (Helper-1) completed in four provinces – pending Shefa and Sanma (1.1.2 – 67%)
- National ID field-work issuance and training delivered in four provinces (3.1.2 & 3.2.1 – 67%)
- National ID awareness through TAC and outreach platforms (3.5.1 – 67%)

- New Cabinet posts advertised under restructure implementation plan (5.9.2 – 75%)

50%–79% Completion (22+ activities)

Core activities progressing steadily, with mid-term targets achieved:

- Quarterly Civil Registration coverage reports delivered on time (1.1.3 – 50%)
- ICT upgrade and staff training on Central Registry (2.1.1–2.1.2 – 50%)
- Annual report data for ID coverage prepared (3.3.1 – 50%)
- One International CR Access Point (NZ) in establishment (2.2.1 – 50%)
- Integration of Central Registry with MOJCS, VNPF & Education data systems (2.2.4 – 50%)
- Remote Central Registry access being rolled out to provincial Area Councils (2.2.2 – 83%)
- SOP Manuals for Civil Registration and Identity Management drafted (5.1.1–5.1.2 – 25%)
- Marriage Bill under consultation (5.2.1 – 70%)
- Annual Business Plan and Quarterly Reports underway (5.3, 5.5 – 50%)
- Revenue paper for new CRIM fees in draft form (5.7.1 – 50%)
- Department asset register & budget reports being established (5.8.1–5.8.2 – 50%)
- Orientation and probation programmes for staff ongoing (5.9.3–5.9.4 – 50–90%)



- OPSC-aligned staff training plan and performance appraisals in progress (5.10 – 50%)
- Provincial stakeholder meetings and peer-to-peer trainings delivered (5.11–5.12 – 50%)
- Community awareness and outreach campaigns delivered nationally through Helper-1 and public events (5.13 – 83%)
- Quarterly voter registers updates to VEO (6.1.1 – 50%)

30%–49% Completion (4 activities)

Work initiated but requires acceleration to meet annual commitments:

- Area Council access & training on Central Registry (1.5 – 33%)
- CRIM Policy and National ID policy revision on inclusion (4.3 – 40%)

- New SOP Manuals drafting (5.1 – 25%)
- Business Continuity Plan update for natural hazards and DRR (5.4.1 – 10%)

10%–29% Completion (1 activity)

Activity remains at preparatory stage:

- CRIM Working Group convening pending CRIM Task Force leadership availability (4.2 – 20%)



ACTIVITY MIED: Civil Registry & Identity Management | Ministry of Internal Affairs – Quarterly Report for Qtr2, 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 June. 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 reports.	50%			
	Provide Central Registry access to Area Councils.	6		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 registry	1	System back end built. Frint end built. Testing and Improvement Phase in progress.	50%			



	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	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.	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 counter in Provinces	6	On going activity with boost during public annual events-Digital Week, Economic Symposium, PS Day, Provincial Days.	100%			
	Issuance of National ID Card	6	Shefa and Sanma provinces in Q3 and Q4	67%			



	through field work in Provinces.						
	Staff training held in each province on National ID Card.	6	On hands training during Field Work on Helper 1.	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	Awareness undertaken during Helper 1 outreach, Radio Awareness and National Annual Events	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. Mobile machine procured. Pending West Ambrym to be procured.	67%			
	CRIM Committee and Working Groups convene to progress policy and legislation.	4	Pending National CRIM Task force meeting pending availability of Chair.	20%			



	Policy development for Inclusion in Civil Registration processes.	2	New Forms developed for Marriage and Death. SoP to be updated in Q3 and 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	Pending SHEFA Consultation & Validation workshop	70%			
	All reports and MBC submissions on time as per GOV Reporting Cycle	100%	Pending Q3 and Q4	50%			
	Annual Business Plan developed and submitted as per GOV planning cycle		Pending Q3 and Q4	50%			
	Business Continuity Plan updated as needed to meet new disasters with emergency responses	1	Will update in Q4 to reflect Earthquake hazards	10%			



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.	50%			
Develop a new revenue initiative policy paper.	1	New fees will be included in Review of Marriage Act once passed and gazette.	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.	90%			
Training Plan developed and implemented	1	Induction for new officers in Q3	50%			
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 reports.	2	Provincial registrars' active attendance	50%			
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	Elections completed.	100%			



"Your Passport is the Key to the World"



Department of Vanuatu Immigration and Passport Services - VIS

—○ 2025



Narrative Summary: VIS Q2 2025 Performance

● - 100% Completion (3 activity)

These activities were fully completed, indicating effective planning and implementation:

- Regulatory changes for business visa entry (30-day free visa on arrival) – Completed.
- Amendment to remove Trade Commissioner entitlement to diplomatic passports – Completed.
- Delegation of passport application collection to Area Administrators – Completed.

● - 80% to 99% Completion (2 activities)

Substantial progress made; these activities are near completion:

- Decentralization of Passport and Travel Document Services (setup in provinces and 1 Area Council) – 80%.
- Migration Policy final draft – 85% complete, pending DG and Ministerial signature and final design.

● 60% - 79% Completion (6 activities)

These activities are progressing steadily but need further coordination or finalization:

- Immigration Act Review – 60% (consultations completed; COM paper under preparation).
- Installation for overseas passport issuance – 60% (awaiting ICT

completion and officer appointment).

- Passport revenue collection (Main HQ and provinces) – 60%.
- Advisory coordination on passport & citizenship issues – 70%.
- PENAMA Immigration building construction – 65%.
- Passport application digitization (online system development) – in progress.

● 50% - 59% Completion (8 activities)

Significant progress, but additional steps are needed:

- Organizational structure review and HR workplan preparation – 50%.
- MIDAS enhancement (airport to Interpol connection) – 50%.
- Sharing of MIDAS reports and stakeholder consultation – 50%.
- Revenue collection monitoring and updates – 50%.
- Immigration HQ earthquake recovery (maintenance) – 50%.
- MIDAS system refresher training for border officers – completed but classified as ongoing.
- Issuance of e-passports process overseas – 60%.
- Engagement with Ministry of Foreign Affairs for e-passport delegation – underway.

● 20% - 49% Completion (2 activities)

Some progress recorded, but these areas require intensified work in Q2:

- Development of online passport application platform – In progress.
- HQ relocation and full operational recovery post-earthquake – Awaiting move-in.



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 31 Dec. 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.							



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.	3.1.1 Technical legislation review committee is appointed.	1	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.	60%		Allocated budget spending is well within the budget provision.	
	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.						
3.2 Incentive business investor	3.2.1 Draft regulatory changes for business visa entry	1	Completed	100%			
	3.2.2 Create a 30-day business free visa entry automatically issued on arrival						
4. Review of the Organizational Structure							
4.1 Organizational Structure is approved by PSC	4.1.1 Submission to PSC for Approval of the organizational Structure	1	VIS has appointed a working Committee to assist the HR unit to complete the JDs in according to the new GRT format	50%			
	4.1.2 Prepare Budget for the new approved structure						
	4.1.3 2025 budget preparation for the NPP						



	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				
6.1 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	65%			
	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 60% of the installation completed but awaiting the other 40% to get our ICT team to complete the installation and the appointment of the officer.	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 of passport throughout Vanuatu	8.1.1 Ongoing yearly revenue collection (collection from Main HQ with Provincial office)	1	In Progress	60%			
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	In progress	70%			
	9.1.2 All passport application forms and required documents must be provided before passport application is process						
	9.1.3 Civil Registry to issue all Original Birth Certificate						
	9.1.4 Issuance of passport for all applicant applying through the Labour scheme						
	9.1.5 Liaise with heads of Vanuatu missions abroad						
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	In progress	80%			
	10.1.2 Delegate functions to area Administrator to collect passports applications and do the		Completed				



	processing					
	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	In progress as per the directions of the recovery committee	50%		
	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					



POLICY DEVELOPMENT, PORTFOLIO LEGISLATIVE FRAMEWORK, CONVENTIONS, AND COM DECISIONS.

CORPORATE SERVICE UNIT		
Initiative	Activity	Comment
Policy Development	<ul style="list-style-type: none"> Establishment of a Project Management Unit under the Corporate Service Unit to support and align project support and funding to agencies under the MOIA. 	<ul style="list-style-type: none"> COM Decision No.
Portfolio Legislative Framework	<ul style="list-style-type: none"> Annual Legislative Plan Amendment to the Public Holidays Act 	<ul style="list-style-type: none"> Submitted the MOIA Annual Legislative Plan for 2025. The Annual Legislative outlines the legislation and subsidiary legislation that will be amended in the year 2025. Any legislation not included in this plan cannot be considered by the Office of the Attorney General. Completed the Amendments, Drafting Instructions for the Public Holidays Act: Public holidays which fall on Sundays are not rolled over to Mondays.
Conventions	N/A	N/A
COM Decisions	<ul style="list-style-type: none"> Support for COM Paper submissions. COM Decision No. 19 of 2025, Approval of the MOIA Annual Legislative Plan for 2025. 	<ul style="list-style-type: none"> Ongoing effort which will be reflected per department/agency.

DOLES		
Initiative	Activity	Comment
Policy Development	<ul style="list-style-type: none"> National Employment Policy Vanuatu Labour Mobility Reintegration Strategy and Action Plan 	<ul style="list-style-type: none"> First ever National Employment Policy has been drafted and passed through a Validation Workshop. Document is pending finalization and launch. DoLES launched the Vanuatu Labour Mobility Reintegration Strategy and Action Plan as key



		activity under the National Labour Mobility Policy and Action Plan.
Portfolio Legislative Framework	<ul style="list-style-type: none"> Review and amendments of the following legislation: <ul style="list-style-type: none"> Trade Disputes Act Employment Act Labour (Work) Permits Act Repeal of Seasonal Employment Act and submission of Drafting Instructions for Labour Migration Act. Establishment of Apprenticeship Committee under the Employment Act. 	<ul style="list-style-type: none"> Drafting instructions have been submitted for the legislation aimed at the Second Ordinary Session of Parliament in 2025. Drafting instructions have been submitted, aimed for the Second Ordinary Session of Parliament in 2025. The COM Decision No. 227 of 2024 is being finalized by way of Ministerial Order in 2025 to see the establishment and appointment of the members of the Apprenticeship Committee under the Employment Act.
Conventions	<ul style="list-style-type: none"> Work has commenced for Vanuatu to sign and ratify Convention No. 190, <i>Violence and Harrasment Convention, 2019.</i> 	<ul style="list-style-type: none"> This activity is jointly done with the MOFAICET Team and is ongoing until finalization aimed for end of 2025.
COM Decisions	<ul style="list-style-type: none"> COM Decision No. 035 of 2025, COM decision to Repeal the Seasonal Employment Act. COM Decision No.163, Amendment of the Trade Disputes Act. 	

VIS		
Initiative	Activity	Comment
Policy Development	<ul style="list-style-type: none"> National Migration Policy 	<ul style="list-style-type: none"> First ever National Migration Policy has been drafted and passed through a Validation Workshop. Document is pending finalization and launch.
Portfolio Legislative Framework	<ul style="list-style-type: none"> Amendment to the Passport Act (Passed in First Ordinary Session of Parliament, 2025) 	<ul style="list-style-type: none"> Drafting instructions are being worked on for the Second



	<ul style="list-style-type: none"> Drafting Instructions for the Immigration Act and second amendments to the Passport Act in progress. 	Ordinary Session of 2025.
Conventions	N/A	N/A
COM Decisions	<ul style="list-style-type: none"> COM Decision No. 17 of 2025, Amendments to the Passport Act. COM Decision No. 150 of 2025, Approval for Vanuatu Consulates to charge service fees for passport processing. 	

DUAP		
Initiative	Activity	Comment
Policy Development	<ul style="list-style-type: none"> National Housing Policy. National Urban Planning Policy. 	<ul style="list-style-type: none"> Both Policy documents are in progress for 2025.
Portfolio Legislative Framework	<ul style="list-style-type: none"> Foreshore Development Act amendment. Building Act amendment. Municipalities Act [CAP 126] amendments 	<ul style="list-style-type: none"> Drafting instructions for these legislations have been submitted for review. Amendments are aimed for Second Ordinary Session of the Parliament, 2025.
Conventions	N/A	N/A
COM Decisions	<ul style="list-style-type: none"> COM Decision No. 068 of 2025, Amendment of the Foreshore Development Act. 	

DLA		
Initiative	Activity	Comment
Policy Development	<ul style="list-style-type: none"> Decentralization Policy 	<ul style="list-style-type: none"> Work in progress
Portfolio Legislative Framework	<ul style="list-style-type: none"> Decentralization Act minor amendments passed by Parliament in First Ordinary Session 	
Conventions	N/A	N/A
COM Decisions		

CRIM		
Initiative	Activity	Comment
Policy Development	N/A	N/A
Portfolio Legislative Framework	<ul style="list-style-type: none"> Marriage Act consultations are under review. 	



	<ul style="list-style-type: none"> Control of Marriage Act will be reviewed concurrently with the Marriage Act. 	
Conventions	N/A	N/A
COM Decisions	N/A	N/A

VEO		
Initiative	Activity	Comment
Policy Development	<ul style="list-style-type: none"> Vanuatu Electoral Commission is recognized as an independent commission with the policy guidance of the MOIA. 	
Portfolio Legislative Framework	N/A	N/A
Conventions	N/A	N/A
COM Decisions		

PLTA		
Initiative	Activity	Comment
Policy Development	N/A	N/A
Portfolio Legislative Framework	<ul style="list-style-type: none"> Public Land Transport Act has minor amendments submitted for Second Ordinary Session of Parliament for 2025. 	
Conventions	N/A	N/A
COM Decisions	N/A	N/A

VPF		
Initiative	Activity	Comment
Policy Development		
Portfolio Legislative Framework	Police Act [CAP 105] submitted for amendments aimed at Second Ordinary Session of Parliament for 2025.	
Conventions	N/A	N/A
COM Decisions		

TDT		
Initiative	Activity	Comment
Policy Development		
Portfolio Legislative Framework	Trade Disputes Act submitted under DOL has provisions relating to the better service delivery of TDT.	
Conventions	N/A	N/A
COM Decisions		



HUMAN RESOURCES MANAGEMENT UNIT

Reporting Period: 1 January – 30 June 2025

1. Introduction

This report presents a comprehensive overview of the Ministry of Internal Affairs' human resources situation for the first half of 2025. It provides a clear picture of staff establishment, recruitment progress, leave management, training initiatives, staff turnover, and disciplinary matters. The insights shared here are vital for decision-makers, managers, and stakeholders committed to strengthening the Ministry's workforce capacity and ensuring efficient service delivery to the people of Vanuatu.

The Ministry recognizes that an effective, skilled, and motivated workforce is fundamental to fulfilling its mandate. This report aims to highlight both achievements and challenges encountered, offering a foundation for strategic actions that will improve workforce management, promote gender equity, support staff wellbeing, and reinforce professional accountability.

2. Workforce and Recruitment

As of 30 June 2025, the Ministry employs 338 staff members against 400 authorized positions, leaving 62 vacancies. These vacancies are unevenly distributed, with the Department of Labour, Vanuatu Electoral Office, and Vanuatu Immigration Services experiencing the highest gaps. These staffing shortfalls may affect the quality and timeliness of services in these critical areas.

The Ministry's workforce is largely permanent, accounting for 77% of total staff, which provides operational stability. Temporary and contract staff represent 23%, offering the necessary flexibility for specific projects and short-term needs. However, female staff comprise only 38% of the workforce, revealing a gender imbalance, particularly in technical and operational roles. This underlines the importance of intensified efforts to promote gender inclusiveness.

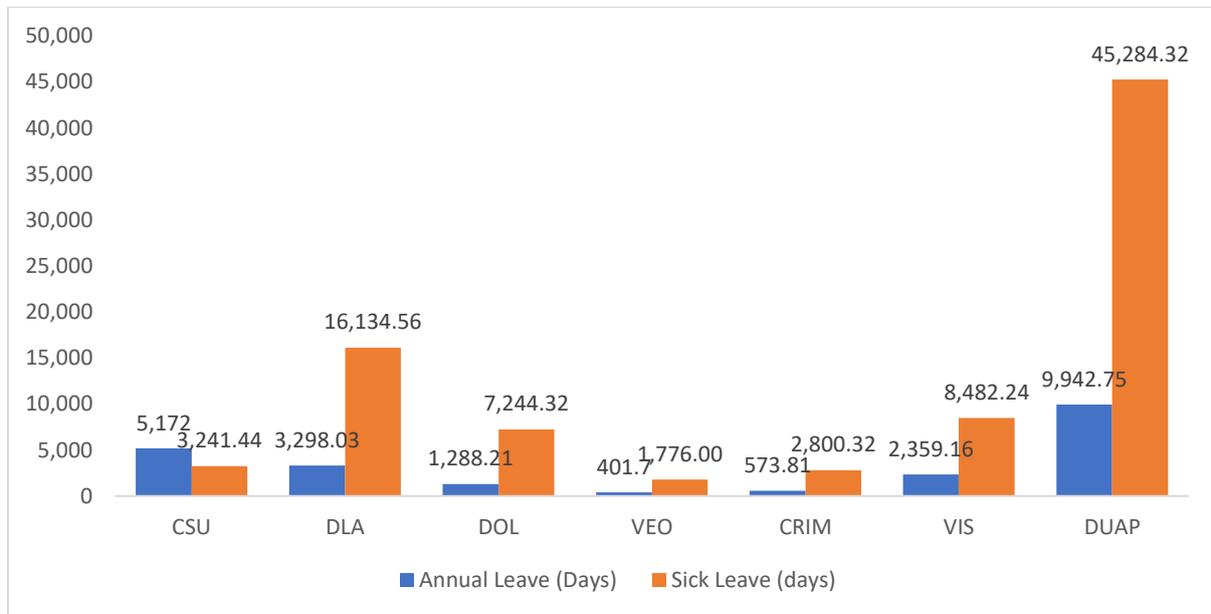
Department	Established Posts	Vacancy	Total Staff 2025	Permanent	Temporary	Contract	Intern/Cadet	Male	Female
Cabinet	21	0	21	21	0	21	0	11	10
CSU	29	5	24	20	1	3	0	14	10
DLA	142	9	133	103	2	6	0	90	43
DOL	57	19	38	33	0	4	1	19	19
CRIM	29	3	26	22	0	0	1	14	12
VIS	74	13	61	51	0	0	2	29	32
VEO	24	11	13	11	0	1	0	8	5
DUAP	24	2	22	18	0	2	1	12	10
TOTAL	400	62	308	258	3	58	5	197	111

In this period, the Ministry focused on strengthening its workforce through targeted recruitment. Ten new permanent staff were competitively hired to fill key positions. Additionally, three interns recruited in 2024 were confirmed to permanent appointments, reflecting the Ministry's commitment to developing internal talent. The Ministry also added two temporary staff members to meet specialized short-term needs, and recruited four interns to foster future workforce development.



3. Leave Accrual/Leave management

The leave data below reflects the total accumulated annual leave and sick leave across departments as of June 2025, measured in days. Annual leave represents the number of leave days staff have accrued but not yet taken, while sick leave indicates the total days of absence due to illness.



The data reveals a significant accumulation of both annual and unused sick leave across departments. High annual leave balances suggest that many employees have not taken their entitled time off, which may be due to heavy workloads, staffing shortages, or inadequate leave planning. Particularly, the Department of Urban Affairs and Planning (DUAP) shows exceptionally high leave accruals, indicating operational pressure and possible challenges in arranging leave coverage.

The substantial unused sick leave entitlements, especially in DUAP and the Department of Local Authorities (DLA), indicate that many staff members have not utilized their full sick leave allowance. This could reflect good employee health or, conversely, underreporting of sick leave, which requires further monitoring.

Unmanaged leave accrual can pose financial liabilities for the Ministry, disrupt service delivery, and impact employee productivity and morale. It is therefore crucial to promote effective leave planning, encourage regular leave-taking, and implement wellness programs to support staff health.



4. Training and Development.

Name of Training	Officers Participated	Institution/Training Provider	Date
Analyzing Pacific Security	Minnie Bani & Alline Wate	Australia National University	Feb – March
Competency Based Training	MOIA Managers	PSC – ODU Unit	-
Customer Service & Carpentry	Shem Simon, Grealyn Daniel, Angela Naio, Marie Sam Namak	APTC	-
Project Management Training	DLA Officers, CSU Officers, DUAP Officers	USP – Pacific TAFE	04/09/2025
AA Refresher Training	Area Administrators	HRM Unit	-
ADB Training	Trisha Kalotiti	ADB	-
Project Management Training	Area Administrators – Penama & Torba	-	-
Strategy Workshop	MOIA Executives	-	-

The Ministry's training programs address a wide range of skills, from leadership to technical competencies. Participation is inclusive of multiple levels, and ongoing initiatives demonstrate commitment to continual staff development. Expanding training access and instituting follow-up evaluations will further strengthen workforce capacity aligned with strategic priorities.

5. Cessation of Employment

The Ministry recorded a total of nine cessations during the first half of 2025, primarily through resignations (seven cases) and two terminations. The resignations are notably concentrated in the Department of Local Authorities (DLA), which accounts for three resignations and two terminations, indicating particular retention challenges in decentralized and regional positions.

Resignations across departments such as Vanuatu Immigration Services (VIS), Department of Labour (DOL), and the Corporate Services Unit (CSU) suggest possible issues related to job satisfaction, working conditions, or career development opportunities. The terminations in DLA point to potential performance management issues or non-compliance with organizational standards.

Department	Position	Reason
VIS	Finance and Budgeting Officer	Resigned
VIS	Border Control – Penama	Resigned
DOL	Labour Officer – Work Permit	Resigned
DLA	Area Administrator – Erromango	Resigned
DLA	Area Administrator – South Santo	Resigned



DLA	Area Administrator – West Vanualava	Terminated
DLA	Area Administrator – South East Santo	Terminated
CRIM	Assistant Registrar – Torba	Provincial Resigned
CSU	Edwin Frank	Resigned

The financial and operational costs associated with turnover are significant. These include expenses related to recruiting and training new employees, operational disruptions from vacant positions, and the loss of institutional knowledge. High turnover also impacts staff morale and productivity, risking further losses. Addressing these challenges through targeted retention and performance management strategies is essential to reduce costs, maintain workforce stability, and ensure effective service delivery across the Ministry.

6. Disciplinary Actions

In February 2025, the Ministry of Internal Affairs established the Ministerial Disciplinary Committee (MDC) to strengthen compliance with the Public Service Commission disciplinary framework and ensure that all misconduct cases are handled in a fair, transparent, and timely manner. Since its inception, the MDC has reviewed and assessed three significant cases involving the Secretary General of Sanma Province, the Area Administrator of North Tanna, and the Area Administrator of South Maewo. Each case was thoroughly investigated, with recommendations provided to senior management for appropriate action.

In addition to these cases, the Ministry addressed an incident within the Department of Urban Affairs and Planning (DUAP), where the Deputy Clerk of Port Vila was suspended due to absenteeism. This decisive action underscores the Ministry's commitment to maintaining discipline, accountability, and high standards of performance across all levels of the workforce. Through the MDC's oversight, the Ministry is fostering a professional, ethical, and responsible public service culture, ensuring that staff conduct aligns with the values and expectations of the Government of Vanuatu.

Department	Position	Type of Offence	Disciplinary Action Taken
DUAP	Deputy Clerk – Port Vila	Absenteeism from work	Suspension

7. Achievements and challenges

Achievements:



- Establishment of the Ministerial Disciplinary Committee (MDC)
- Formalization of disciplinary processes and accountability measures
- Successful recruitment to fill critical vacancies
- Improved workforce data collection and reporting
- Implementation of staff training and capacity-building programs

Challenges:

- Persistent vacancy rates in key technical positions
- Delays in recruitment and disciplinary case processing
- Underutilization of sick leave entitlements
- Limited workplace wellness monitoring
- Need for strengthened health reporting systems

8. Conclusion and Recommendations:

The Ministry of Internal Affairs has made notable progress in workforce management during the first half of 2025, including strengthening recruitment efforts, formalizing disciplinary processes, and enhancing staff development initiatives. However, persistent challenges such as vacancies in critical roles, retention issues, and underutilized leave entitlements require targeted attention. To sustain effective service delivery and build a resilient workforce, it is recommended that the Ministry prioritize filling vacant positions, especially in technical departments; implement comprehensive retention strategies; improve leave management and employee wellness programs; expand training opportunities with regular evaluations; and maintain rigorous disciplinary oversight to uphold accountability and professionalism across all levels. These actions will ensure the Ministry continues to deliver quality services and meets its strategic workforce objectives.



FINANCE UNIT

MINISTRY OF INTERNAL AFFAIRS (MOIA) MID-YEAR FINANCIAL SUMMARY REPORT Reporting Period: January – June 2025

Introduction

The Ministry of Internal Affairs (MOIA) Finance Division presents this Mid-Year Financial Report covering the period from January to June 2025. This report outlines key financial activities undertaken, progress achieved in financial management, and initiatives supporting efficient budget execution and accountability across the Ministry and its affiliated agencies.

1. Continuous Financial Reporting

Throughout the first half of the year, the Finance Division ensured the consistent delivery of financial reports to the Heads of Agencies under MOIA and the Office of the Director General. These reports have played a critical role in enabling timely decision-making, enhancing fiscal transparency, and promoting accountability across all departments.

2. Improved Management of MOIA Warrant Releases and Support to Agencies

Significant progress was made in the management of MOIA's warrant releases. The Finance Division implemented a streamlined process that improved the timeliness and accuracy of warrant allocations. Furthermore, strategic financial support and advisory services were regularly provided to agencies under MOIA, enhancing their ability to effectively manage their respective budgets.

3. Revenue and Expenditure Control Updates

To strengthen financial oversight, the Division produced regular revenue and expenditure control updates. These updates were shared with the Heads of Agencies to ensure close monitoring of spending patterns and adherence to approved budgets. This initiative has contributed to improved expenditure discipline and minimized the risk of overspending.

4. 2026 Budget Preparation and Submission

The Finance Division successfully completed the preparation and submission of the 2026 Recurrent Budgets, including detailed budget narratives and New Policy Proposals (NPPs). These were accurately and timely loaded into the Vanuatu Budget Management System (VBMS), ensuring full compliance with national budgetary timelines and procedures.

5. Establishment of the MOIA Asset Database

A key milestone achieved this period was the development and deployment of a centralized MOIA Asset Database. The system is now fully operational and accessible by all MOIA Finance Officers. This database enhances asset tracking, management, and reporting, and represents a major step toward improved accountability and transparency in asset management.

Conclusion



The first half of 2025 has seen significant achievements in strengthening financial governance within MOIA. The Finance Division remains committed to further improving budget management, supporting agency compliance, and ensuring the efficient use of public resources. These efforts collectively contribute to the Ministry's broader objective of promoting transparency, accountability, and service delivery across all agencies.

2025 Revenue	Budget	Actual	Over/Under	Percentages
Mo4 - Ministry of Internal Affairs	1,500,000,000	1,250,807,822	249,192,178	83%
Internal Affairs Cabinet	50,000,000	46,980,344	3,019,656	
23 7LCV Miscellaneous Charges				
23 7NDE Equipment Disposals				
23 7NDF Furniture & Fittings Disposal		85,750		
23 7NDT Other Asset Disposals	50,000			
23 7NFV Land Transport Permit Fees	49,750,000	42,872,225		
23 7NFZ National Symbols	200,000	3,977,369		
23 7NOG Registration Charge Recoveries		45,000		
Department of Provincial Affairs	650,000	255,000		
24 7NDF Furniture & Fittings Disposal	-	5,000		
24 7NFF Honorary Citizenship Program Fees	-			
24 7NFO Other Fees	50,000			
24 7NIO Other Fines	-			
24 7NOA Application Charges Recoveries	100,000	250,000		
24 7NOP Permits Recoveries	500,000			
24 7QMS Miscellaneous Contributions				
Vanuatu Police Force	203,310,000	240,401,206	>37,091,206	118%
26 7NFC Capital Investment Immigration Plan Fees	29,500,000	86,609,653		
26 7NFF Honorary Citizenship Program Fees	60,000,000	68,467,840		
26 7NFK Police Clearance	60,000,000	36,299,935		
26 7NFO Other Fees	560,000	218,828		
26 7NFP Passport Fees				
26 7NFR Repairs Fees				
26 7NIO Other Fines	700,000	501,048		
26 7NIT Traffic Fines	30,000,000	30,370,207		
26 7NLD Driving Licenses	18,278,000	14,097,011		



26 7NLF Firearms Licenses	4,030,000	3,686,964		
26 7NOA Application Charges Recoveries	42,000	100,720		
26 7NOT Testing Charges Recoveries	200,000	49,000		
26 7TOA Interactive Gaming Taxes				
26 7TVA Value Added Tax				
Department of Labour	244,590,000	28,350,212	216,239,788	12%
27 7LCV Miscellaneous Charges			-	
27 7NDF Furniture & Fittings Disposal	10,000			
27 7NDT Other Asset Disposals	10,000			
27 7NFO Other Fees	20,000			
27 7NIO Other Fines	2,000,000	2,120,000		
27 7NIS Spot Fine				
27 7NLO Other Licenses	8,050,000	4,776,045		
27 7NOA Application Charges Recoveries	75,000,000	2,180,000		
27 7NOI Inspections Recoveries		50,000		
27 7TLB Business Licenses & Registration	500,000			
27 7TLP Prospector Licenses & Registration				
27 7TLQ Temporary Permit	9,000,000	200,000		
27 7TLR Residency Permits				
27 7TLW Work Permits	150,000,000	19,024,167		
Electoral Office	5,000,000			
28 7NDE Equipment Disposals				
28 7NDF Furniture & Fittings Disposal				
28 7NFE Election Fees	5,000,000			
Civil Registry Office	81,250,000	95,243,400	>13,993,400	117%
29 7NDF Furniture & Fittings Disposal			-	
29 7NFF Honorary Citizenship Program Fees	70,000,000	93,900,000		
290 7NDE Equipment Disposals		2,000		
29 7NOG Registration Charge Recoveries	11,250,000	7,560,720		
290 7NFO Other Fees				
Department of Immigration	900,000,000	832,313,993	67,686,007	92%



45 7LCV Miscellaneous Charges	15,000,000			
45 7NDF Furniture & Fittings Disposal				
45 7NFB Certificate Fees				
45 7NFC Capital Investment Immigration Plan Fees	45,000,000	89,734,386		
45 7NFD Honorary Citizenship Program Fees (VERP)				
45 7NFF Honorary Citizenship Program Fees	70,000,000	108,140,908		
45 7NFP Passport Fees	260,000,000	116,847,236		
45 7NIO Other Fines	10,000,000	9,280,000		
45 7NOA Application Charges Recoveries				
45 7TLF Fishing Licenses & Registration				
45 7TLL Liquor Licenses & Registration				
45 7TLP Prospector Licenses & Registration				
45 7TLR Residency Permits	500,000,000	508,311,463		
45 7TLW Work Permits				
700 - Department of Urban Affairs and Planning	15,200,000	1,044,347	14,155,653	7%
700 7NIO Other Fines	5,000,000			
700 7NOA Application Charges Recoveries	5,200,000	853,695		
700 7NOP Permits Recoveries	5,000,000	190,652		

Department	Annual Expenditure Ceiling	Actuals	Remaining balance
Cabinet	234,215,307	155,482,012	78,733,295
PLTA	35,540,000	15,974,643	19,565,357
CRIM	92,307,492	52,378,988	39,928,504
VIS	165,134,895	110,679,069	54,455,826
DoL	181,852,767	89,540,903	92,311,864
DLA	890,361,704	588,135,144	302,226,560
DUAP	195,759,367	139,155,393	56,603,974
VPF	1,271,094,143	784,410,547	486,683,596
VMF	478,693,912	309,854,794	168,839,118
Police Commission	14,948,301	8,085,292	6,863,009
VEO	62,459,127	30,551,635	31,907,492
TOTAL	3,622,367,015	2,284,248,420	1,338,118,595



8CES	Security Services	608,980	703,000	1,311,980
8CET	Other Fees	4,123,624	235,672	4,359,296
8CFO	Freight Fuel	-	-	-
8CFS	Ship and Boat Fuel	594,721	531,696	1,126,417
8CFV	Vehicles Fuel	11,931,523	3,742,068	15,673,591
8CGM	Mail Carriage Freight	1,219,078	1,060,591	2,279,669
8CGO	Other Charges - Freight	4,446,092	303,208	4,749,300
8CGR	Transport - Freight	3,476,976	1,771,924	5,248,900
8CGS	Storage - Freight	2,094,990	26,522	2,121,512
8CHL	Local Medical Treatment	441,500	-	441,500
8CHT	Other Medical Treatment	118,672	-	118,672
8CIB	Boat Hire	10,000	-	10,000
8CIE	Equipment Hire	915,414	54,000	969,414
8CIF	Facilities Hire	11,094,843	137,500	11,232,343
8CIV	Vehicles Hire	1,228,363	565,012	1,793,375
8CJO	Office Cleaning	1,370,222	813,277	2,183,499
8CKD	Advertising Communications	- 371,844	2,129,358	2,501,202
8CKI	Internet and Satellite Communications	1,477,170	1,082,160	2,559,330
8CKM	Advertising and Marketing	99,000	56,900	155,900
8CKP	Postage - Communications	-	-	-
8CKR	Printing - Communications	8,486,081	13,365,786	21,851,867
8CKS	Stationery Communications	- 5,612,762	5,074,696	10,687,458
8CKT	Telephone / Fax Communications	- 5,418,240	756,663	6,174,903
8CLC	Compensation Land	-	-	-
8CLL	Leases - Land	-	-	-
8CLS	Survey Cost - Land	-	-	-
8CMC	Curriculum - Materials	-	-	-
8CMG	General - Materials	32,952,479	21,781,650	54,734,129
8CMO	Office - Materials	668,898	3,414,992	4,083,890
8CMR	Road Material	-	-	-
8CNO	Office Rental	1,763,747	7,888,542	9,652,289
8CNT	Other Rental	132,453	277,653	410,106
8COA	Audit Fees	-	-	-
8COC	Court Costs	110,000	-	110,000
8COD	Research & Development	-	-	-
8COF	Refunds	51,095	321,572	372,667
8COI	Incidentals	16,689,793	3,550,858	20,240,651
8COM	Medals	-	-	-
8COO	International Organisation Fees	623,824	-	623,824
8COP	Official Entertainment	8,356,191	2,793,225	11,149,416
8COS	Insurance	550,000	-	550,000
8COT	Termination Payment	6,398,006	3,520,850	9,918,856
8COU	Uniforms	2,028,546	2,388,793	4,417,339
8CRB	Buildings Repairs &	3,607,002	2,756,461	6,363,463



	Maintenance			
8CRE	Equipment Repairs & Maintenance	1,392,612	463,511	1,856,123
8CRH	Houses Repairs & Maintenance	-	10,567	10,567
8CRM	Maintenance Contrac	628,178	2,498,500	3,126,678
8CRR	Roads Repairs & Maintenance	-	683,479	683,479
8CRS	Ship Repair & Maintenance	110,500	287,066	397,566
8CRV	Vehicles Repairs & Maintenance	7,760,030	3,153,839	10,913,869
8CRW	Vehicle Servicing	535,566	25,971	561,537
8CSD	Distribution Supplies	-	-	-
8CSF	Food - Suppliers	111,014	34,783	145,797
8CSM	Medicines Suppliers	60,870	-	60,870
8CSO	Other Suppliers	258,603	43,646	302,249
8CSR	Rations Suppliers	4,830,991	2,643,068	7,474,059
8CTI	International Travel	2,976,597	3,145,825	6,122,422
8CTL	Local Travel	16,069,835	8,156,350	24,226,185
8CUC	Gas - Cooking Utilities	175,244	-	175,244
8CUE	Electricity Utilities	16,826,660	12,783,529	29,610,189
8CUL	Lighting Utilities	6,800	1,408,117	1,414,917
8CUW	Water Utilities	3,074,378	1,204,580	4,278,958
8CVA	Latrines / Toilet Facilities	203,478	-	203,478
8CVB	Food Rations/Relief Supplies	212,500	-	212,500
8CVC	Sea Logistical Costs	-	-	-
8CVF	Shelter/Temporary Housing	-	-	-
8CVG	Volunteers Expenses	-	460,000	460,000
8CVS	Stationery Supplies	912,204	209,698	1,121,902
8CWL	Local Workshops	-	-	-
8CXO	Other	27,339	-	27,339
8CZV	Value Added Tax	32,040,616	16,299,011	48,339,627
8DAD	Donations Abroad	-	200,000	200,000
8DAI	International Organisations	-	378,345	378,345
8DGM	Municipalities Grant	12,445,000	-	12,445,000
8DGO	Operating Grant	500,000	-	500,000
8DGP	Provinces Grant	70,663,354	31,083,922	101,747,276
8DGS	Stationery Grant	-	-	-
8DNO	Other Non Profit Institution	(3,099,000)	7,900,000	4,801,000
8EBN	Buildings - New	3,801,717	1,246,719	5,048,436
8EBR	Buildings - Renovation	3,787,611	1,623,262	5,410,873
8EEA	Equipment - Aditional General	23,345,041	9,830,081	33,175,122
8EEC	Equipment - Computer	4,972,768	2,038,218	7,010,986
8EEH	Equipment - Heavy Equipment	-	-	-
8EEP	Equipment - Photocopiers	52,170	3,701,740	3,753,910



8EER	Equipment - Replacement General	1,226,691	123,410	1,350,101
8EES	Equipment - Specialised	6,083	-	6,083
8EET	Equipment - Computer Software Purchases	196,735	-	196,735
8EFH	Furniture - Housing Furniture	-	86,350	86,350
8EFO	Furniture - Office Furniture	1,099,549	1,643,004	2,742,553
8EHN	Houses - New Houses	-	-	-
8EHR	Houses - Renovation	-	1,011,323	1,011,323
8EIE	Infrastructure - Electricity	-	109,513	109,513
8EIR	Infrastructure - Roads & Bridges	-	104,260	104,260
8EIW	Infrastructure - Water Supply	551,847	-	551,847
8EVA	Vehicle - Additional Vehicle	1,735,700	-	1,735,700
8EVR	Vehicle - Replacement	4,469,394	2,412,052	6,881,446
OVER	Overhead expenses	-	-	-
	Operating Expenses	409,666,856	209,899,731	619,566,587
	Total Expenditure	1,703,793,331	222,312,436	1,926,105,767

Financial Analysis Report

Period Under Review: January to June 2025

Annual Budget and Expenditure Performance (Presumed Fiscal Year)

1. Overall Budget Performance Summary

Category	Amount (in local currency)
Total Annual Budget	3,622,367,015
Total Actual Expenditure	2,284,248,420
Total Remaining Balance	1,338,118,595
Overall Utilization (%)	63.05%

✓ The government/organization has spent approximately 63% of its total approved annual budget.

2. Departmental Performance Breakdown

▲ **Top 3 Highest Spending Departments (Actuals):**



Department Actual Expenditure

VPF	784,410,547
DLA	588,135,144
VMF	309,854,794

▼ Top 3 Lowest Spending Departments (Actuals):

Department	Actual Expenditure
Police Commission	8,085,292
PLTA	15,974,643
CRIM	52,378,988

Departments with Highest Utilization Rates:

Department Utilization Rate

DUAP	71.05%
VIS	67.00%
Cabinet	66.37%

Departments with Lowest Utilization Rates:

Department Utilization Rate

PLTA	44.94%
DoL	49.23%
VEO	48.91%

3. Efficiency & Financial Management Insights

✓ Positive Observations:

- **No department has exceeded** its expenditure ceiling—demonstrating basic budgetary compliance.
- High-utilization departments (like DUAP and VIS) suggest good financial planning and execution.
- The **overall unspent balance** of 1.34 billion can be strategically reviewed for reallocation or future projects.

⚠ Areas of Concern:

- **Under-utilization:** PLTA and VEO have spent **less than 50%** of their allocated funds, possibly indicating:
 - Implementation delays



- Overestimation of budget needs
- Capacity or procurement issues
- Departments such as the **Police Commission** and **CRIM** may need support in improving spending efficiency or project execution.

4. Recommendations

Reallocation Opportunities:

- **Reassess budget allocations** for under-utilizing departments (e.g., PLTA, VEO, DoL). Surplus could be redirected to high-performing areas or urgent needs.

Capacity Building:

- Departments with consistently low utilization may require **training in budget management, planning, or project execution**.

Mid-Year Budget Reviews:

- Implement quarterly or mid-year reviews to identify low-performance early and reallocate accordingly.

Performance-Based Budgeting:

- Tie future allocations to historical utilization and departmental performance to promote efficiency.

5. Conclusion

The financial data indicates generally **sound budgetary control** with **no overspending**, and moderate-to-high utilization across most departments. However, a significant portion of the budget remains unspent (37%), which highlights opportunities for improving efficiency and resource deployment in low-utilization departments.

Effective follow-up on project execution and stronger monitoring mechanisms will help ensure more balanced and strategic use of public funds.



DEVELOPMENT PROJECTS

MOIA Projects Updates 2025						
Project Code	Project Title	Project Description	Total Budget	Source of Funding	Status Update	Challenges
Vanuatu Police Force						
19A920	Vanuatu Policing Programmed (VPP)	Strengthen Vanuatu Police Force (VPF) so that regional security is maintained, to support government systems, and make sure that population remains safe. This project focuses on Port-Vila, Santo and Torba province. It aims to: (1) strengthen the performance and professionalism of VPF, (2) increased community access to justice; (3) Increased skills, knowledge and experience within the VPF; (4) improved VPF service delivery to communities; (5) improved collaboration between VPF and the traditional justice system.	VUV509,525,100	MFAT	Ongoing	
12F226	Australian Defense Cooperation Program - Updated	Provide Vanuatu with a credible maritime surveillance capability, enabling them to more effectively monitor the maritime resources in their Exclusive Economic Zones.	VUV1,183,332,091	DFAT	Ongoing	
14B326	Australian Defence Cooperation Program.	Provide the Police Maritime Wing with equipment to maintain RVS Takware and Mala Base.	VUV292,446,886	DFAT	Ongoing	
23A326	Expand Policing, Security, and Law Enforcement Services		VUV338,000,000	DFAT	Ongoing	
23A126	Strengthening the Capacity of the Vanuatu	- Renovation of Ambae Police Post include installation of Solar energy	VUV25,124,128	DFAT	Installation of Solar Systems	CTB delays in



	Police Force	<p>provisions.</p> <ul style="list-style-type: none"> - Rapid deployment kits to; Fresh Water Post (Port Vila, Efate); Tongoa Police Post (Tongoa Island); Saratamata Ambae; Graig Cove Police Post (Ambrym); Isangel Tanna (Tanna Island); Lakatoro Police Station (Malekula Island); Gaua Police Post (Gaua Island) - Funding for Forensic Capability Training 			<p>for Graigcove Police Post, Tongoa Police Post, Freshwota Police Post, Vansec House and Police College not yet done due to delays in completing CTB process and gaining CTB approval. VPF are now preparing second RFT submission to CTB.</p>	<p>responding to VPF request regarding first RFT submission for project. Project was planned for completion in 2024.</p>
24A326	Construction of Vanuatu Police Central Station	Construction of Vanuatu Police Central Station in Port Vila	VUV2,297,600,000	DFAT	<p>Outsourcing RFT regionally - coordinated by Pallidium group. Tender end date 30 June 2025</p>	<p>Less communication between VPF project section and VAPJP team</p>
24A181	Santo Fire Station Upgrade	To cover repair works of the Santo Luganville Fire Station	VUV17,981,930	Japan	<p>Approved - RFT being prepared for submission to CTB</p>	<p>CTB process not adhered to in initial agreement of</p>



						funding and project contractor
21A130 (VAPJP Project Code)	Construction of Malapoa Police Post	Redevelopment of existing structure within Malapoa College into a Police Post		DFAT	Approved - RFT officially launched on 8 July 2025 and will close on 30 July 2025	
21A130 (VAPJP Project Code)	Construction of Eretap Police Post	Construction of Eretap Police Post		DFAT	Approved - Application for Negotiators Certificate approved by LMPC on July 2024. CLMO process to determine landowner ongoing. Contract has been awarded to contractor by VAPJP - waiting to commence construction on site.	Delays in CLMO and LMPC process has delayed project construction to commence. Project planned to commence on July 2025 now moved to September 2025.
	Construction of Williams Bay Police Post	Construction of Williams Bay Police Post at Erromango		DFAT	Approved - Resubmission of RFT to CTB on May 2025	CTB approved RFT on July 2024. July RFT Advertised and September Tender



						<p>Evaluation carried out and Technical Assessment Report submitted to Finance Dept for Input on October 2024, however delays in providing a input caused validity period to lapse. Earthquake disaster caused further delays. RFT required to be resubmitted.</p>
	Construction of Wusi Police Post	Construction of Wusi Police Post at West Coast Santo	1	DFAT	Approved - Application for Negotiators Certificate approved by LMPC on July 2024. CLMO process to	Delays in CLMO and LMPC process to determine landowner.



					determine landowner ongoing	
21A130 (VAPJP Project Code)	Construction of Nakere Police Post	Construction of Nakere Police Post at South Santo		DFAT	Approved - Application for Negotiators Certificate approved by LMPC on July 2024. CLMO process to determine landowner ongoing	Delays in CLMO and LMPC process to determine landowner.
21A130 (VAPJP Project Code)	Construction of Malo Police Post	Construction of Malo Police Post at Tanmial, Malo.		DFAT	Approved - Application for Negotiators Certificate approved by LMPC on July 2024. CLMO process to determine landowner ongoing	Delays in CLMO and LMPC process to determine landowner.
	Construction of Center of Excellence	Construction of Center of Excellence at Port Vila		DFAT	Project in initiation phase with scoping of potential site, designing Center of Excellence and determination of land at White Gate as proposed site	
21A13	Vanuatu Australia	The project is to support the people of Vanuatu,		DFAT	Agreement signed by	



	Policing and Justice Program Phase 2	especially the most vulnerable to have access to equitable and quality policing and Justice to support a safe and just society			Australia's High Commissioner to Vanuatu, DG MOIA and DG MOJ on 25 June 2025. this project will be until 2028	
Department of Urban Affairs and Planning (DUAP)						
21G924	Greater Port Vila Urban resilient Project	To Construct Multipurpose Emergency Centers in Central Ward, Fresh wotta Ward and Tasikiri Ward within the greater Port Vila Area	VUV1,300,000,000	ADB	Project progressing well	
21G924	Additional Financing Greater Port Vila Resilience Project	Additional financing to identify new locations for Standard Multi-purpose Gender Responsive Emergency Shelters (MGRES) in Port Vila as a extension of the Greater Port Vila Urban Resilience Project (GPVURP).	No confirm amount as yet	ADB	New Shelters – to be finalized between DUAP, PIAC and DSC upon Thierry Martinet's return.	Will happen, some land issues at Nambatari to sort out and then surveys.
25F224	Housing Emergency and Recovery Response to the 17 December 2024 Earth Quake in Vanuatu	The purpose of this project is to support the households that are affected by the 17 December Earth Quake in 2024 their normal conditions of living and promote safe building condition	no funding allocation			
Department of Local Authorities (DLA)						
	Government For Resilience Project (GOV4res)	Tongoariki Water Project, Epau Direct Gravity Water Supply System, Provincial Profiling		UNDP	Ongoing	
	VCAP 1				Completed	
	VCAP 2	Adaptation to Climate change in the Coastal Zone of Vanuatu	VUV24,986,320	GCF/UNDP	On going	



	VCCRP	Vanuatu Community base resilience Projects	VUV3,14,000,000	GCF	On going	
Department of Labour and Employment Services (DOLES)						
19A827	Hiring of staff in employment services unit (ESU), department of labour. Staff title: Labour Mobility Officer - PLS.	Budget support to pay for the Labour Mobility Officer for a period of 12 months before government finances the position after the first 12 months.	VUV40,000,000	MFAT	Ongoing	
20A327	Ambae Recovery Seasonal Worker Program Pilot	The department of Labour (DoL) will facilitate and establish connections between Australian employers/farmers and Ambaens for work opportunities through the Seasonal Workers Program (SWP).	VUV19,572,312	DFAT	Approved	
20B627	Pacific Labour Facility, Vanuatu	The Pacific Labour Facility is designed to support labour mobility of workers for Pacific Island Countries and Timor-Leste to Australia (collectively "Pacific countries") through administering the Pacific Labour Scheme (PLS) and providing targeted support the Seasonal Workers Program (SWP). It is a core element of the boarder 'step up' in Australia's engagement with the pacific and was announced by the Prime Minister at the Pacific Islands Forum Leaders Meeting in September 2017.	VUV40,000,000	DFAT	Ongoing	
24A827	Pacific Climate Change Migration and Human Security Programmed (PCCMHS) Phase 2	Management, implementation, development and engagement of climate mobility.	VUV40,000,000	DFAT	Approved	



Department of Civil Registry and Identity Management. (CRIM)						
19A729	Strengthening the civil registration and vital statistics (CRVS) system in Vanuatu.	Strengthen civil registration and vital statistics (CRVS) system and services in Vanuatu. Includes improvements to the database system (Civil Registration and Vital Statistics); establishment of provincial CRVS offices; outreach campaigns; quad bikes for Tafea and Malampa, two boats for Penama and Torba and 2 vehicles for the National Sanma Offices				completed
23A529	Vanuatu Geo-data Village/Place Location Registry	Objective is to establish a geo-data location registry. The development of a listing with definitions/categorization, official names with one agreed-upon spelling for each place, one set of GPS coordinates and a unique Identifier Number - would benefit all Government and Non-Government development initiatives in the future (it will merge all pre-existing listings to create one official list of location names).				Completed
23B529	Civil Registration and Identity Management Data Center	This project aims to provide post-disaster needs support with a sustainable long-term establishment of core elements required to establish Vanuatu's e-governance, while producing multi-layered maps to aid recovery, long-term sustainable villages and other infrastructure plans.				Completed
22A129	Civil Registration and Health Systems and Data	Civil Registration and Health Systems and Data Interoperability in Vanuatu				Completed



	Interoperability in Vanuatu					
23C629	Civil Registration and Identity Management Data Center	To provide post-disaster needs support with a sustainable long-term establishment of core elements required to establish Vanuatu's e-governance. While producing Multi-layered maps to assist recovery, long-term sustainable villages and other infrastructure plans			Completed	
Vanuatu Electoral Office (VEO)						
18A928	Voter Registration & national ID card.	To conduct a nation-wide voter registration (in the 6 provinces) using the Vanuatu Voter Registration System & issuing of National ID card to every eligible voter.			Complete	
Department of Immigration and Passport Services (VIS)						
	VIS and CIR Post Pam Recovery.	To build capacity which allows for flexibility in the context of limited staffing resources in VIS and that allows IOM to draw on different expertise from within their organization, partners and within Vanuatu.			Ongoing	
20A645	TC Harold-Immigration border security infrastructure enhancement project.	Building new Immigration facility.			Approved	



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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