



MINISTRY OF INTERNAL AFFAIRS BUSINESS PLAN



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DIRECTOR GENERAL'S INTRODUCTION



I am pleased to present the 2026 Business Plan for the Ministry of Internal Affairs in accordance with the Public Service Act and the Government's planning and performance requirements. This 2026 Business Plan is a strategic roadmap that underscores our collective commitment to delivering effective, responsive, and inclusive services for the people of Vanuatu. The Plan also sets the platform for implementation of the Ministry of Internal Affairs' Corporate Plan 2026-2030 which sets our vision to place people at the centre of everything we do.

This Business Plan is the result of strong collaboration across all agencies within the Ministry, including Local Authorities, Urban Affairs and Planning, Vanuatu Electoral Services, Civil Registry and Identity Management, Immigration and Passport Services, Labour, Public Land Transport Authority, Vanuatu Police Force, Trade Dispute Tribunal and the Corporate Services Unit. It builds on the progress achieved over the past years, despite significant operational and national challenges.

Key achievements—such as the decentralization of National ID card, passport enrolment, police clearances and rural post services, the successful conduct of provincial elections, and advancements in community profiling and community safety initiatives—demonstrate the resilience, dedication, and unwavering commitment of our teams across the country to ensure that our services reach the people in need throughout our communities.

In 2026, the Ministry will focus on the following strategic priorities:

- Strengthening service delivery to enhance accessibility and efficiency across all islands of Vanuatu through innovative approaches including use of technology.
- Promoting sustainable development through inclusive policies and programmes, including the review of legislative frameworks to strengthen the delivery of key policy objectives and address upcoming areas of importance for Vanuatu.
- Delivering targeted activities that support Vanuatu's recovery efforts in both urban and rural s, ensuring communities rebuild stronger and more resilient than before; and
- Enhancing monitoring and evaluation systems to ensure transparency, accountability, and measurable impact.

The priorities outlined by each agency reflect a shared and unified vision—one centered on empowering communities, strengthening governance, and driving equitable development across all provinces to achieve our vision of placing people at the centre of everything we do.

Delivery of the 2026 Business Plan will be supported through effective leadership, sound governance arrangements and continued investments in capability and performance of staff across the Ministry and in the provinces.



I am satisfied that this Business Plan provides a realistic and accountable framework for achieving the Ministry's mandated functions in 2026 and for contributing to the Government's broader development objectives.

I extend my sincere appreciation in advance to all staff, stakeholders, and development partners who will contribute to the implementation of this 2026 Business Plan. Your dedication ensures that the Ministry of Internal Affairs continues to make a meaningful and lasting impact on the lives of Ni-Vanuatu.

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

A handwritten signature in blue ink on the left, and a circular official seal on the right. The seal contains the text: "REPUBLIC OF VANUATU", "DIRECTOR GENERAL OF INTERNAL AFFAIRS", and "DIRECTEUR GÉNÉRAL DES AFFAIRES INTÉRIEURES".

Leith Veremaito
Director General
Ministry of Internal Affairs



VISION, MISSION & CORE VALUES

Our Vision

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

Our Mission

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

Strategic Objective

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

Our Core Values

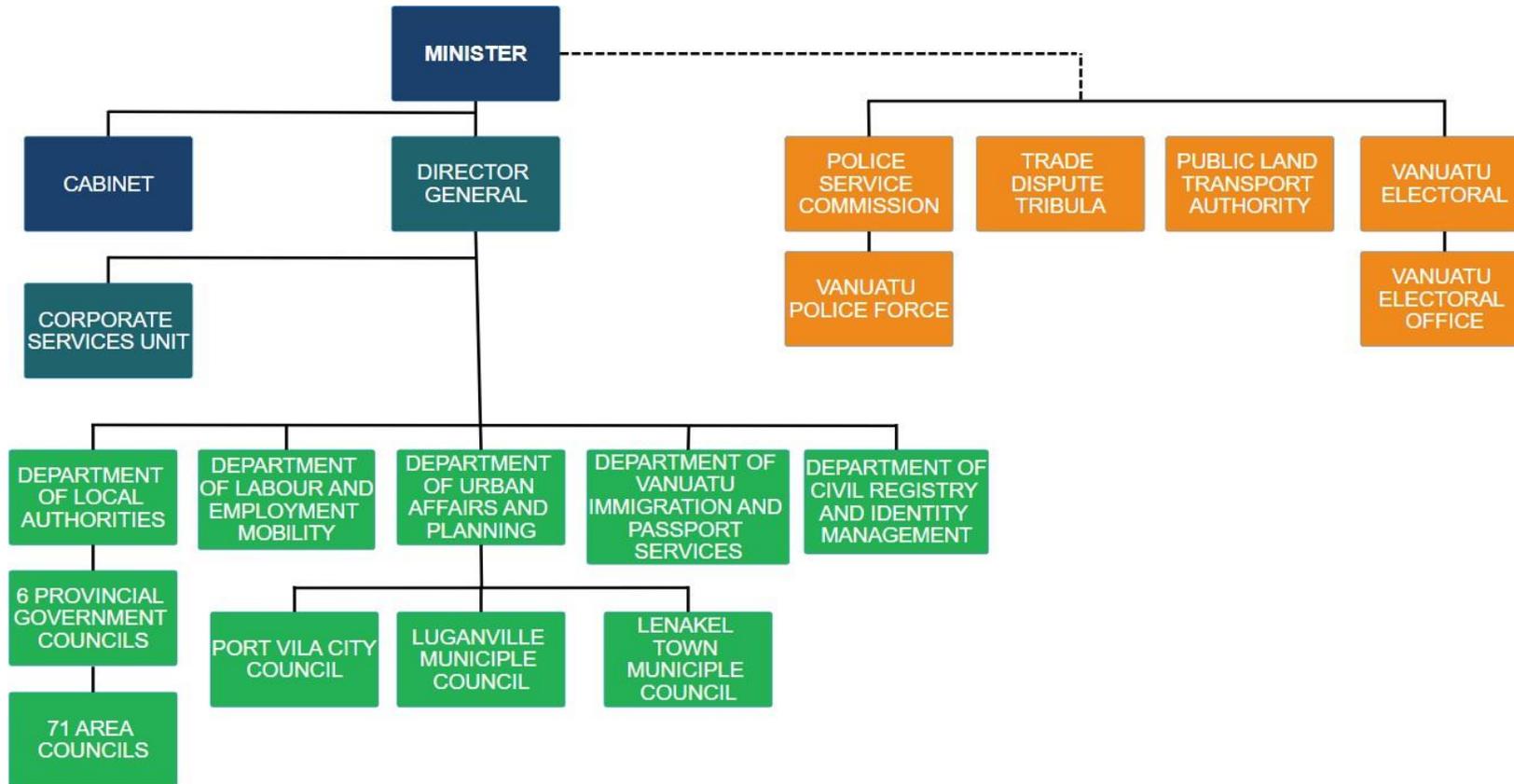
The Ministry is committed to upholding the following core values in all its operations:

FOUNDATION	GOVERNANCE & ETHICS	PEOPLE –CENTRED VALUES	SERVICE DELIVERY & PERFORMANCE
Rule of Law	Integrity	Teamwork	Service Excellence
Political Neutrality	Honesty	Cooperation	Efficiency & Effectiveness
	Accountability	Communication	Equity
	Transparency	Respect	Innovation
	Trust	Cultural Sensitivity	Resilience



OVERALL MINISTRY OF INTERNAL AFFAIRS ORGANIZATIONAL STRUCTURE

Organizational structure





Governance – Ministry of Internal Affairs Agencies

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



FUNCTIONS OF THE MINISTRY OF INTERNAL AFFAIRS

Governance and legislative Framework

Building on the progress of 2025, the Ministry of Internal Affairs, led by **Hon. Andrew Solomon NAPUAT** remains committed to strengthening governance, decentralization, and resilience across Vanuatu. In 2026, the Ministry’s focus expands from recovery to **long-term sustainability and inclusive development**, ensuring that all citizens—including those in remote and rural areas—benefit from improved service delivery and robust governance systems.

Key priorities for 2026 include:

- **Deepening Decentralization:** Advancing the transfer of resources, authority, and services to provincial and area councils, ensuring equitable access and empowering local governance structures.
- **Sustainable Recovery & Resilience:** Moving beyond post-earthquake rehabilitation to implement **disaster risk reduction strategies**, climate adaptation measures, and resilient infrastructure development.



- **Digital Transformation in Governance:** Introducing e-governance tools to streamline service delivery, improve transparency, and reduce administrative costs.
- **Community Engagement & Social Cohesion:** Strengthening partnerships with civil society and traditional leadership to promote inclusive decision-making and cultural integrity.

To achieve these objectives, the Ministry will reinforce its governance and service delivery framework through a comprehensive legislative and policy structure, ensuring financial responsibility and alignment with national priorities. This framework includes:

- **Legislation** – Updating and enacting laws that support decentralization, disaster resilience, digital governance, and community empowerment.
- **Regulations** – Modernizing regulatory mechanisms to enhance efficiency, accountability, and accessibility of services.
- **Policies** – Integrating sustainability, climate resilience, and digital innovation into national development and service delivery strategies.
- **International Conventions** – Upholding commitments to global standards on governance, disaster management, and sustainable development.

Policy Driver

The Ministry's functions are guided by:

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

Legislation

Acts in Force under the Ministry's Mandate:

Functional Area	Responsible Agency	Key Legislation
Law Enforcement & Public Safety	Vanuatu Police Force	• Police Act (CAP 105) • Police Powers Act No. 37 of 2017 • Public Order Act (CAP 84) • State Flag and Armorial Bearings Act (CAP 107)
Firearms & Explosives Control	Vanuatu Police Force	• Firearms Act (CAP 198) • Firearms & Ammunition (Special Purchase) Act No. 5 of 2002 • Explosives Act (CAP 6)
Liquor & Gambling Regulation	Vanuatu Police Force	• Liquor Licensing Act (CAP 52) • Gambling (Prohibition) Act (CAP 10)
Decentralization & Local Governance	Department of Local Authorities	• Decentralization Act (CAP 230) • Local Produce Cess Act (CAP 207)
Urban Planning, Land Use & Buildings	Department of Urban Affairs & Planning	• Physical Planning Act (CAP 193) • Building Act No. 36 of 2013 • Foreshore Act (CAP 90)
Elections & Political Governance	Vanuatu Electoral Office	• Electoral Act No. 16 of 2023 • Political Parties Registration Act No. 15 of 2023 • Referendum Act (CAP 297)



Civil Status & National Identity	Civil Registration & ID Management	• Marriage Act (CAP 61) • Civil Registration and Identity Management Act No. 28 of 2021 • Vanuatu National Identity Act
Immigration & Travel Documents	Immigration Services	• Immigration Act (CAP 66) • Passports Act No. 20 of 2009
Labour & Employment Regulation	Department of Labour	• Seasonal Employment Act No. 23 of 2007 • Trade Dispute Act (CAP 162)

International Conventions & Agreements

In 2026, the Ministry will strengthen national compliance, implementation, and reporting obligations under key international labour and human rights conventions.

Convention Area	Key Conventions	2026 Focus	Expected Outcome
Forced Labour	C029, C105	Compliance enforcement	Reduced forced labour risks
Freedom of Association	C087, C098	Policy & inspection support	Improved labour relations
Equality & Non-Discrimination	C100, C111	Employer compliance	Fair workplace practices
Child Labour	C138, C182	Awareness & monitoring	Protection of minors
Seafarers	C185	Identity & verification systems	Secure maritime employment

Service to the Public

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

Service Area	Key Responsibilities
National Security & Border Control	Immigration control, passport issuance, tracking and administration of Special Category Exemption Visas, border security, maritime policing, law enforcement support.
Labor & Employment Services	Workplace health & safety, employment services, labour mobility programs (Seasonal Workers Program, Pacific Labour Scheme), dispute resolution, enforcement of labour laws.
Governance	Electoral roll validation, election administration, oversight of Provincial Government Councils, support for Area Councils, decentralized governance, NGO engagement.
Urban & Local Development	Support for municipalities and urban authorities, urban planning, spatial planning, development permits, foreshore management, local revenue collection.
Land Transport	Regulation of public land transport, licensing and compliance enforcement, road safety standards, oversight of public transport operators.



Disaster & Emergency Response	Support for disaster preparedness, emergency response coordination, provision of vital data for planning and relief.
Civil Registry & Identity Management	Registration of births, deaths, marriages, and adoptions, issuance of National ID cards, maintenance of central population register, support for Voter Register.
Police & Law Enforcement	Internal security, crime prevention and detection, protection of life and property, community policing, enforcement of laws, border and maritime policing.
Electoral Services	Election management, policy and oversight of electoral process, conduct of national and local elections, referendum administration.

Service to Other Agencies

Government Ministry Partners

The Ministry collaborates with key government agencies:

Focus Area	MOIA's Role	Key Stakeholders
Decentralization	Strengthen admin & financial capacity of local authorities; collaborate on infrastructure & land use; facilitate dialogue between communities and local governance.	Local Authorities (Municipalities/Provincial Councils), Ministry of Infrastructure & Public Utilities, Ministry of Lands, Ministry of Finance, Communities, Churches, CSOs/NGOs
Security	Align security functions with national priorities; support disaster response; enforce immigration laws; streamline cross-border movement.	PMO, Ministry of Foreign Affairs, NDMO, Local Authorities, FIU, Citizenship Agents, Ministry of Trade & Commerce, Vanuatu Tourism Office
Regional Development	Promote viable economic projects in rural areas; assist agencies in implementing local programs (farming, tourism, resource management); coordinate service delivery to regional hubs.	Ministry of Finance & Economic Management, Ministry of Trade & Commerce, Investors, VCCI, Local Authorities, Ministry of Agriculture, Custom Landowners, Ministry of Infrastructure & Public Utilities, Telecommunication
Urban Development	Provide technical, legal, and financial support to municipalities; coordinate sectoral services; regulate businesses and enforce municipal ordinances.	Ministry of Lands, Ministry of Infrastructure & Public Utilities, Local Authorities, Ministry of Health, Ministry of Education, Educational Institutions, VCCI, Investors, Commercial Banks
Employment & Worker Rights	Oversee labour mobility scheme; audit recruitment practices; collaborate with unions on worker protection; align vocational training with international labour market	Labour Approved Agents, Approved Employers, Unions, Justice Sector, Reserve Bank, Commercial Banks, Ministry of Finance, VCCI, Educational Institutions, Ministry of Youth & Sport



	demands; maximize remittance flow.	
National Identity	Provide accurate demographic and identity data for policy-making; manage citizenship programs while maintaining national identity integrity.	Vanuatu Bureau of Statistics, PMO, Ministry of Finance & Economic Management, Citizenship Commission, Citizenship Agents
Representation	Provide administrative support for political processes; ensure credible elections at national, provincial, and municipal levels.	Electoral Commission, Political Parties, Communities

Emergency & Disaster Support

Ministry plays a crucial role in disaster response and emergency management:

Emergency & Disaster Support – Results Framework (2026)

Service Objective:

To ensure coordinated, secure, and uninterrupted government services during disasters and national emergencies.

Level	2026 Focus
Outputs	Coordinated disaster response operations, deployed security & logistics support
Outcomes	Faster emergency response and reduced disruption to government services
Impact	Improved national resilience and disaster preparedness

Key Interventions:

- Inter-agency coordination mechanisms
- Emergency security and logistics deployment
- Continuity planning for essential services



STRATEGIC PRIORITIES for 2026

Department	Strategic Priority	Expected Outcome
Corporate Service Unit (CSU)	Strengthen agency and budget structure linkages to program activities	Improved coordination and alignment between budget and program delivery
	Implement COM decisions and policies	Effective execution of government policies across MOIA
	Develop MOIA HRD Plan and digitize HR database	Improved human resource management and staff development
	Review Job Descriptions	Clear roles and performance accountability
	Strengthen compliance and legislative review (including NGO policy)	Updated and compliant regulatory framework
	Strengthen budget preparation, procurement and asset management	Improved financial governance and accountability
	Develop M&E database and ICT literacy	Reliable performance monitoring and digital capacity
	Strengthen project formulation and M&E	Effective project implementation
	Conduct compliance, financial and performance audits	Reduced risk and strengthened internal controls
	Department of Local Authorities (DLA)	Amend Decentralization Act and related legislation
Clarify roles of Provincial and Area Councils		Improved governance and service delivery
Gazette Provincial By-laws		Harmonized local regulations
Implement revised organizational structure and recruit staff		Strengthened institutional capacity
Strengthen Area Council infrastructure and land acquisition		Functional Area Council offices nationwide
Realign Area Council boundaries using GIS		Fair and consistent boundary alignment
Develop provincial and regional development plans		Coordinated regional development
Strengthen financial governance and audit compliance		Improved accountability at local level
Implement M&E and performance reporting systems		Evidence-based decision making
Department of Urban Affairs & Planning (DUAP)		Strengthen municipal administration and management
	Improve municipal financial management	Stronger financial accountability
	Implement effective filing and ICT systems	Efficient information access and record keeping
	Declare new Physical Planning Areas and mini townships	Planned and controlled urban growth



	Develop zoning and development plans (Saratamata)	Sustainable urban development
	Develop new urban planning policies	Updated policy framework
	Strengthen donor partnerships and project management	Effective project delivery
	Enforce Foreshore Development Act	Protected coastal and foreshore areas
	Improve public awareness on foreshore management	Increased compliance and community participation
Department of Labour & Employment Services (DOLES)	Strengthen decentralized labour services	Improved access to labour services nationwide
	Promote decent work and OHS compliance	Safer and fairer workplaces
	Strengthen Labour Mobility Programs	Improved worker welfare and skills transfer
	Strengthen Work Permit compliance	Effective localization policy implementation
	Operationalize Tripartite Labour Advisory Council (TLAC)	Strong labour governance and consultation
	Improve Employment Vanuatu platform	Increased employment opportunities
	Strengthen dispute resolution services	Reduced labour conflicts
	Strengthen ILO cooperation and reporting	Compliance with international labour standards
Civil Registry & Identity Management (CRIM)	Expand mobile and decentralized registration services	Increased registration coverage
	Scale up National ID issuance and security	Secure and reliable national identity system
	Modernize CRIM systems and online services	Digital civil registration services
	Strengthen provincial and Area Council capacity	Improved frontline service delivery
	Enhance data integration and quality	Credible voter registers and planning data
Immigration & Passport Services	Align migration laws with Migration Policy	Harmonized legal and policy framework
	Promote economic and investment migration	Increased investment and job creation
	Strengthen border and visa control systems	Improved border security
	Improve migration data and research	Evidence-based migration management
	Strengthen Maritime Border Unit systems	Efficient maritime clearance
	Implement API & PNR with IOM	Enhanced passenger screening
	Review organizational structure	Structure aligned with new mandates
Vanuatu Electoral Office (VEO)	Strengthen operational planning and procedures	Efficient election management



	Improve staffing and organizational structure	Adequate human resource capacity
	Digital archiving and database strengthening	Secure electoral data
	Integrate National ID for polling	Accurate voter identification
	Strengthen voter awareness and partnerships	Increased civic participation
	Improve access for persons with disabilities	Inclusive electoral processes
Public Land Transport Authority (PLTA)	Amend Public Land Transport Act and policies	Strengthened transport regulation
	Review organizational structure	Improved operational capacity
	Establish transport routes and fare structure	Efficient and fair transport system
	Introduce e-Transport system and taxi meters	Modernized public transport services
	Develop national driver and vehicle database with QR codes	Centralized transport data
	Implement HRMIS	Improved staff management
	Secure land for office and holding yard	Improved enforcement and operations
	Strengthen Luganville office	Decentralized transport services



ENVIRONMENTAL SCAN (SWOT)

STRENGTHS	OPPORTUNITIES
<p>Strong Governance & Mandates</p> <ul style="list-style-type: none"> • Established decentralized governance through Area Councils • Clear legal mandates for CRIM, VIPS, and Electoral Office • 95% national ID registration and strengthened Voter Roll <p>Institutional Experience</p> <ul style="list-style-type: none"> • Strong institutional memory in local governance and civil registration • Experienced and committed workforce • Executive-level leadership strength in key departments <p>Systems & Partnerships</p> <ul style="list-style-type: none"> • MIDAS Border & Passport System in place • Strong collaboration with law enforcement, communities, and donors • Geo-spatial mapping and stable government systems 	<p>Policy & Legislative Reform</p> <ul style="list-style-type: none"> • Update Decentralization & Regional Planning Policy • Develop National Urban Planning Framework • Strengthen legal frameworks for data sharing and security <p>Digital Transformation</p> <ul style="list-style-type: none"> • Digitized service delivery • Cabinet, records, and registry management systems <p>Partnership Growth</p> <ul style="list-style-type: none"> • Increased donor and stakeholder engagement • Expanded services to underserved communities
WEAKNESSES	THREATS
<p>Policy & Alignment Gaps</p> <ul style="list-style-type: none"> • Outdated policy frameworks • Limited alignment between urban councils and Ministry Corporate Plan <p>Capacity & Resource Constraints</p> <ul style="list-style-type: none"> • Shortage of specialized technical skills • Dependence on donor funding • Limited sustainable financing models <p>Structural & Process Inefficiencies</p> <ul style="list-style-type: none"> • Overlapping roles and unclear responsibilities • Weak coordination and communication • Absence of standardized reporting framework 	<p>Financial & Human Resource Risks</p> <ul style="list-style-type: none"> • Budget limitations and shifting national priorities • Staff turnover and loss of institutional knowledge <p>Political & Governance Instability</p> <ul style="list-style-type: none"> • Frequent leadership changes • Policy uncertainty and political influence <p>Environmental & Security Risks</p> <ul style="list-style-type: none"> • Natural disasters and climate impacts • Cybersecurity threats and identity fraud • Land disputes and fraudulent registrations



NATIONAL SUSTAINABLE DEVELOPMENT PLAN, SDGs and ADR

SOCIETY PILLAR – STRATEGIC FRAMEWORK

POLICY OBJECTIVES & SMART INDICATORS

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



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

ENVIRONMENTAL PILLAR – STRATEGIC FRAMEWORK

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



ECONOMIC PILLAR – STRATEGIC FRAMEWORK

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



*"People Centred Service
Delivery"*

Cabinet & Corporate Service Unit



○ 2026



STRATEGIC FRAMEWORK

Vision

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

Mission

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

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

Core Values

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



Objectives

The Corporate Services Unit aims to achieve the following objectives:

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

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

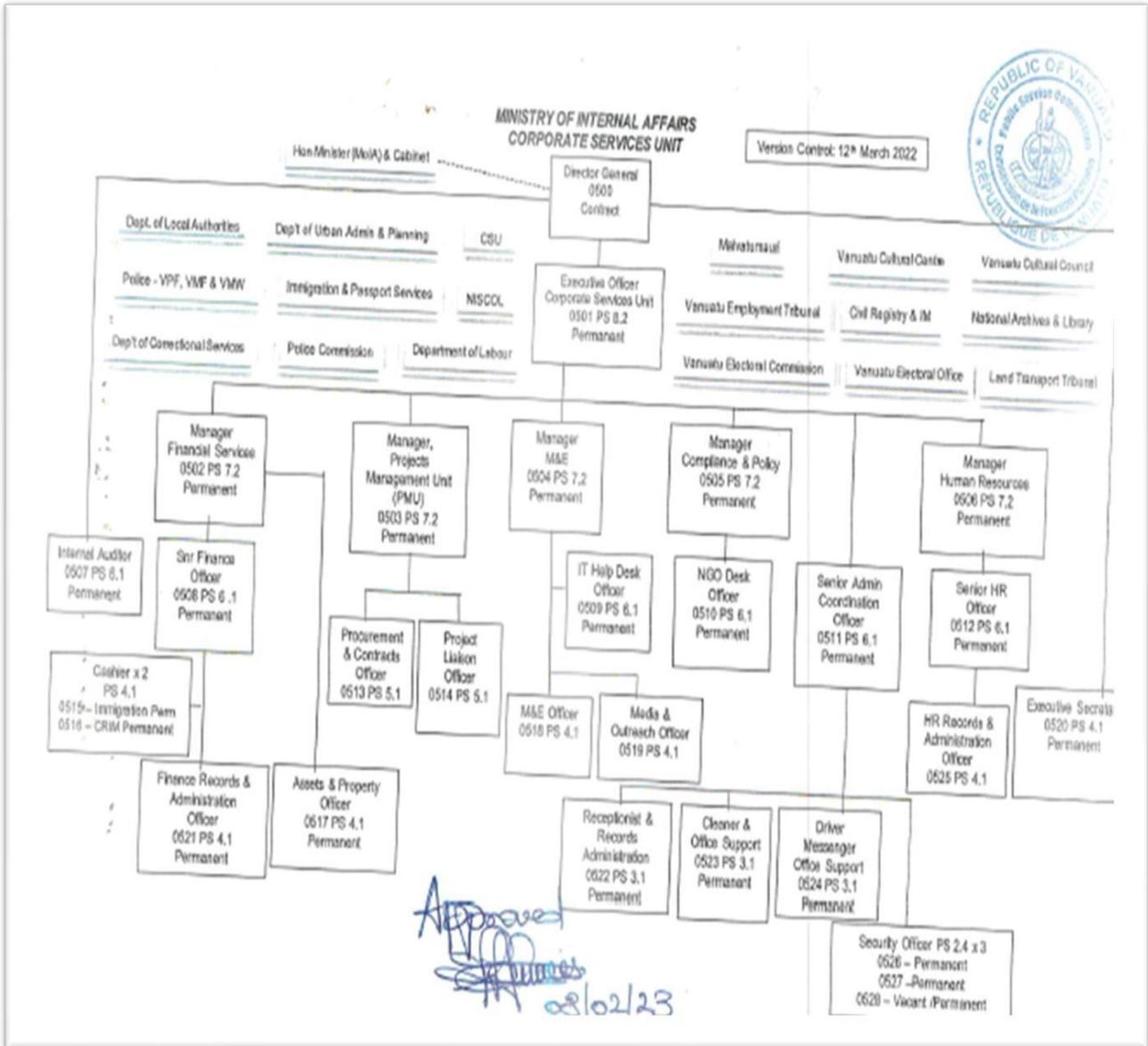


STRUCTURE OF THE CORPORATE SERVICE UNIT

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

APPROVED CORPORATE SERVICE UNIT STRUCTURE

OPSC Approved 08/02/2023





1. FOREWORD

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

ADMINISTRATION AND SUPPORT UNIT

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

FINANCE UNIT

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

HUMAN RESOURCE MANAGEMENT UNIT

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

COMPLIANCE UNIT

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

MONITORING AND EVALUATION (M&E) UNIT

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

PROJECT MANAGEMENT UNIT

- Oversees and coordinates projects within the Ministry.



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

INTERNAL AUDIT UNIT

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

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

Cabinet Services and Coordination

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

Activities:

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

Performance Measures:

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

Corporate Services

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

Activities:

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

Performance Measures:

- Submit 20 DCO papers and Ministry Policy Briefing Notes.
- Update and maintain an Asset Register.



- Conduct 20 executive meetings with Department Heads.
- Ensure 100% compliance with GoV planning & reporting cycles.

Independence Celebration

Objective: Coordinate and support the annual Independence Anniversary celebrations.

Activities:

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

Performance Measures:

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

Cabinet Services & Coordination

Activity MIAA: PORTFOLIO MANAGEMENT

Activity cost; 77,491,089

Objectives;

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

The objective of the Cabinet Portfolio Management is:

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

Means of Service Delivery

1. Provide political advisors and the support staff of the Ministry with advice on matters related to the Ministry functions and COM deliberations;
2. Develop initiatives to strengthen and uphold the Minister and associated Members of Parliament in support of the mandated role of the Ministry;
3. Operations of the Cabinet run efficiently within its budget and budget is maintained within the allocated budget in collaboration with the Director



General's office:

4. Provide effective and efficient support & operational services to the Minister's office;
5. Ensure cabinet support staff provide efficient and effective services to all departments, statutory bodies and public.
6. Act as a focal point office in managing complaints submitted to the office of the Minister.
7. Develop policy directions and propose implementation measures to strengthen management and financial issues regarding municipalities and provincial government.

Performance Measurement (Service Targets)

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

Corporate Service Unit

Activity MIAB: CORPORATE SERVICES

Activity Cost 1124, 224, 218

Objectives

The Corporate Service Unit is established to:

1. Provide leadership direction, administration, coordination, and support services across all portfolios of the Ministry,
2. Provide support services in planning and reporting as per GOV planning and



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

Means of Service Delivery

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



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

Performance Measurement (Service Targets)

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



Independence Celebration

Activity MIAD: INDEPENDENCE CELEBRATION

Activity Cost 20,000,000

Objectives

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

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

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

Means of Service Delivery

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

Performance Measurement (Service Targets)

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



Ministry	MIAA	MINISTRY OF INTERNAL AFFAIRS										
Department	CABINET	OFFICE OF THE DIRECTOR GENERAL								Operational Report	Linkage to NSDP	
										Q1/2/3/4 -2026		
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Timeframe		
Office of the Director General												
MIAB	Objective 1: Provide strategic leadership and management to all agencies under the MOIA											
	1.1 Coordinate the effective management and ensure that stability and good governance are maintained within the Ministry of Internal Affairs.	1.1.1 Coordinate development of GIPs	5	Clarify scope and review mandate/policy documents.	x	x	x	x	DG, EO and all CSU Managers	January – December 2026	SOC 6.4	
				Identify stakeholders, Internal & External.	x	x	x	x				
				Set timeline and develop implementation schedule.	x	x	x	x				
				Drafts GIP, review & approve.	x	x	x	x				
				Publish, communicate and monitor for updates.	x	x	x	x				
		1.1.2 Coordinate New Policy Proposals (NPPs) submitted for MBC	3	Collect NPPs and review for completeness.	x	x	x	x				
				Consolidate, prioritised and identify key stakeholders for consultations.	x	x	x	x				
				Prepare summary for MBC and submit for decision.	x	x	x	x				
		1.1.3 Conduct MOIA	10	Ensure meetings schedule involve every	x	x	x	x				



		Executive meetings		department head and DG.							
		1.1.4 Coordinate Fiscal Management of MOIA	4	Monitor budget and track expenditure.	x	x	x	x			
				Ensure compliance & prepare financial reports.	x	x	x	x			
				Liase with finance team, identify under or over spending areas and analyse variances and trends.	x	x	x	x			
		1.1.5 Administrative Operations	100%	Manage schedules, handle correspondence and maintain records.	x	x	x	x			
				Coordinate meetings	x	x	x	x			
				Oversee office logistics	x	x	x	x			
				Ensure compliance with procedures.	x	x	x	x			
	1.2 Ensure that official government policy decisions of the Ministry of Internal Affairs cabinet are conveyed to the responsible Heads of Department.	1.2.1 Participate in DCO meetings	20	Actively participate in scheduled meetings, review agenda beforehand, contributing relevant updates and insights, and documenting key decisions and action points.	x	x	x	x	Director General, EO, Directors/ Heads of Agencies	January – December 2026	
		1.2.2 Legislative documents and policy papers submitted to the DCO and COM	10	Prepare and submit complete, accurate, and compliant documents to the DCO and COM, ensuring proper formatting and timely follow-up on their status.	x	x	x	x			



	1.3 Support other strategic initiatives and investments.	1.3.1 Decentralization initiatives developed among MOIA agencies to strengthen local authorities	3	Engage MOIA Agencies and identify local authority needs.	x	x	x	x	DG, EO, Directors/ Heads of Agencies and CSU Managers	January - December 2026	SOC 6.4
				Draft decentralization strategy based on needs assessment and align with national policy.	x	x	x	x			
				Implement initiative, monitor and report progress.	x	x	x	x			
		1.3.2 Provide Business plan for the Ministry	1	Develop and finalize the business plan by gathering strategic objectives, analyzing resources and budget, defining goals and KPIs, drafting the plan, and reviewing it with stakeholders before submission.	x	x	x	x			
		1.3.3 Provide a Ministry Annual Report	1	Evaluate organizational performance by reviewing financials, assessing impact, ensuring compliance, planning for the next year, and communicating results to stakeholders.	x	x	x	x			
1.3.4 Produce a Ministry's Quarterly & Half Year Reports	4	Monitor and review progress by analyzing financials, identifying gaps, ensuring compliance, updating plans, and	x	x	x	x					



				communicating findings to stakeholders.							
Objective 2: Ensure effective coordination, guidance and assistance in achieving the Ministry’s overarching goals											
2.1 Coordinate and support necessary MOIA legislative reviews.	2.1.1 Coordinate development of the MOIA Legislative Plan.	1	Develop and implement the plan by gathering inputs, reviewing existing laws, setting objectives, drafting the plan, consulting stakeholders, obtaining approval, and monitoring its implementation.	x	x	x	x	DG, MOIA Compliance and Policy/OAG/CSU	Q1-Q3 – 2026	SOC 6.4	
2.2 Strengthen policy development and implementation to improve regulatory frameworks & Coordination	2.2.1 Decentralization policy developed	1	Clarify roles and conduct training needs assessments (Capacity Building)	x	x	x	x	DG, Compliance and Policy & DLA	January – December 2026		
			Resource allocation and review existing policies and legislations.	x	x	x	x				
			Monitoring & Evaluation and community engagement.	x	x	x	x				
2.3 Lead the strategic implementation of Decentralization, Security, Regional Development, Urban Planning Development, Employment and Worker Rights,	2.3.1 Concept notes for townships, expansion of urban boundaries and regional hubs	1	Site identified and review existing land use plans and zoning regulations.	x	x	x	x	DG, DUAP, DLA & the CSU team with relevant stakeholders		SOC 6.4	
			Infrastructure assessment and identify relevant stakeholders.	x	x	x	x				
			Environmental and social impact review.	x	x	x	x				
			Funding strategy and implementation road map.	x	x	x	x				



	National Identity and Representation across Vanuatu, ensuring the equitable distribution of resources, decision-making authority and services to regional and local levels in alignment with national development goals	2.3.2 International travels for meeting with key ministry stakeholders	5	Plan, organize, and report on meetings while ensuring objectives, approvals, logistics, and compliance are met.	x	x	x	x			
		2.3.3 Provincial and Area Council visits	7	Organize and implement field visits with clear objectives, community engagement, logistics management, and post-visit reporting.	x	x	x	x			
Objective 3: Provide effective implementation and operational support to all departments and agencies under the MOIA											
	3.1 Oversee the strategic alignment and optimization of the Ministry's organizational structures to enhance operational efficiency and ensure clear governance frameworks and support the achievement of national	3.1.1 Lead the review and approval of revised organizational structures for MOIA agencies	4	review the proposed changes to organizational structures for MOIA agencies, ensure they align with strategic goals and legal requirements, and formally approve the revised structures for implementation.	x	x	x	x	DG/All Agencies/C SU	January – December 2026	SOC 6.4



	development priorities.										
	3.2 Support key infrastructure development across the MOIA	3.2.1 Office buildings built & renovated	3	Construct new office buildings and carry out renovations on existing ones to ensure they meet functional, safety, and operational standards.	x	x	x	x	DG/All Agencies/C SU	January – December 2026	SOC 6.4
		3.2.2 New infrastructure facilities identified and design	3	Identify locations for new infrastructure facilities and develop their preliminary designs to meet functional and operational requirements.	x	x	x	x			
Administration and Support Unit											
MIAB	Objective 4. To provide efficient administrative support services that ensure smooth operations within the Ministry, including reception, records management, office support, and security, under the supervision of the Senior Administration Coordination Officer.										
	4.1 Coordinate of Administrative functions.	4.1.1 Quarterly reports	4	4.1.1.1 Review admin process, compile reports	x	x	x	x	Senior admin coordination officer	January - Dec 2026	SOC 6.4
	4.2 Create SOP for correspondence handling (Incoming and Outgoing mail)	4.2.1 Documented, reviewed, and approved within the set timeframe.	4	4.2.1.1 Improve: <ul style="list-style-type: none"> • Mail handling systems, • Manage front desk, • Monitor Compliance 	X				Admin	Q1 - 2026	SOC 6.4



	4.3 SOP maintain reception and records management	4.3.1 Documented, reviewed, and approved within the set timeframe	50	4.3.1.1 Welcoming visitors – greeting guests, clients, and staff in a professional manner.	X	X			Admin	Q1 - 2026	SOC 6.4
				4.3.1.2 Managing communication – answering calls, emails, and inquiries promptly.	X	X					
				4.3.1.3 Mail handling – receiving, logging, and distributing letters or packages.	X	X					
				4.3.1.4 Scheduling – coordinating appointments, meetings, and visitor access. Front desk organization – keeping reception areas tidy, presentable, and functional.							
	4.4 Security services	4.4.1 Monthly security reports	12	4.4.1.1 Monitor premises, ensure security coverage, report incidents	X	X	X	X	Security team	January-December 2026	
Monitoring & Evaluation Unit											
MIAB	Objective 5: To implement and enhance M&E systems in the MoIA.										
		5.1.1 Percentage of		5.1.1.1 Inform and conduct awareness on	x	x	x	x	Director General,		SOC 6.4



	5.1 Timely planning, implementation and reporting of as per government cycle	compliance to government cycle	100%	Reporting timeline to all Departments.					Directors, Agency Heads, EO, M&E Manager (CSU)	Jan to Dec 2026	
				5.1.1.2 Ensure quarterly, half yearly and annual report are submitted and received by the corporate services unit on time.							
				5.1.1.3 Review agencies reports and Business plan, and compile.							
				5.1.1.4 Facilitate reports for validation and printing purposes.							
				5.1.1.5 Dissemination to Parliament, OPSC and our stakeholders							
				5.1.1.6 Conduct Refresher training on Reporting guidelines							
5.2 Development of M&E Database for real-time data and dashboard for monitoring purposes.	5.2.1 Enhance monitoring ability and provide timely decision making at highest level	100%	5.2.1.1 Work in collaboration with database developer to build system.	x	x	x	x	CSU, M&E, ITS and line agencies	Jan – Dec 2026	SOC 6.4	
			5.2.1.2 Pilot testing and collect feedback on usability and performance	x	x	x	x	CSU, M&E and ITS	Jan – Dec 2026		
			5.2.1.3 Capacity building for users on dashboard navigation and report generation.	x	x	x	x	CSU, M&E, ITS and all heads of agencies	Jan – Dec 2026		



				5.2.1.4 Roll out and deploy the system across all MOIA agencies and user manual for help desk support.	x	x	x	x	CSU, M&E, ITS and all heads of agencies	Jan – Dec 2026	
				5.2.1.5 Continuous review dashboard performance and update features	x	x	x	x	All Directors, CSU, M&E and ITS	Jan – Dec 2026	
5.3 Quarterly provincial visits	5.3.1 Provincial visit reports submitted	6 visits	5.3.1.1 Plan visits, verify data, validate implementation, compile reports.	x	x	x	x	M&E Unit	Jan–Dec 2026	SOC 6.4	
	5.3.2 Evaluation of key projects.	10	Conduct assessments of selected key projects and produce report with findings and recommendations.	x	x	x	x	M&E unit	Jan – Dec 2026	SOC 6.4	
5.4 Evaluation of key programs	5.4.1 Evaluation reports submitted	2 evaluations report	<ol style="list-style-type: none"> 1. Financial Management and Compliance program 2. Human Resource Development and Capacity Building Program 		x		x	M&E Unit	June & Dec 2026	SOC 6.4	
Media Section											
Objective 6: To enhance transparency and public awareness by utilizing national media platforms											



MINISTRY OF INTERNAL AFFAIRS

BUSINESS PLAN 2026

	6.1 Regularly update the MOIA website (%)	6.1.1 Update MOIA website in (%)	100%	6.1.1.1 Maintain regular updates on the MOIA website by reviewing content, uploading new information, and ensuring accuracy	x	x	x	x	Media Officer	Jan – Dec 2026	SOC 6.4
	6.2 Utilize social media to publish work of MOIA making information accessible working with RTI Units	6.2.1 Number of Social media post – MOIA FB page	200 Post	6.2.1.1 Create accessible content to inform the audience of the works of MOIA	x	x	x	x	Media Officer	Jan – Dec 2026	SOC 6.4
	6.3 Coordinate and prepare radio programs – 30 Min Radio program & 1hr Talkback Show	6.3.1 # of radio program	16	6.3.1.1 Liaise with focal points officers in each MOIA agencies	x	x	x	x			
		6.3.2 # of talkback show	6	6.3.2.1 Prepare talking points, Coordinate with VBTC team	x	x	x	x			
	6.4 Prepare monthly press release /Conference	6.4.1 Number of PR release	16	6.4.1.1 Collection information’s across MOIA agencies	x	x	x	x	Media Officer	Jan – Dec 2026	SOC 6.4
				6.4.1.2 Prepare the PR							
		6.4.2 Number of Press Conference	2	6.4.2.1 Coordinate with media team for PC	x	x	x	x			



MINISTRY OF INTERNAL AFFAIRS

BUSINESS PLAN 2026

	6.5 Attend official events, workshops, meetings to gather information for media publication	6.5.1 Number of events attended	12	6.5.1.1 Liaise with MOIA agencies to attend any upcoming official events or workshops	x	x	x	x	Media Officer	Jan – Dec 2026	SOC 6.4
	6.6 Create educational Video	6.6.1 Number of Video Produced	4	6.6.1.1 Prepare the outline and questions for the video	x	x	x	x	Media Officer	Jan – Dec 2026	
6.6.1.2 Liaise with specific guest speakers from each MOIA agency.											
6.6.1.3 Prepare the video											
	6.7 School Awareness on the works of MOIA	6.7.1 Number of Schools for Educational Awareness	3	6.7.1.1 Prepare Awareness Material	x	x	x	x	Media Officer	Jan – Dec 2026	
6.7.1.2 Liaise with Schools in Port Vila											
6.7.2 Number of Schools for Career Awareness		3	6.7.1.3 Coordinate with MOIA agencies to rollout the Awareness program								
	6.8 Develop a Communication Plan	6.8.1 Number of Communication plan	1	6.8.1.1 Conduct a structured planning process to draft the communication plan.				x	Media Officer	Oct – Dec 2026	



ICT section											
Objective 7: To improve digital competency in MOIA.											
	7.1 Network Maintenances/Extension	7.1.1 Ensure reliable and secure network	100%	7.1.1.1 Monitoring, patching, and backing up the existing infrastructure while	x	x	x	x	ICT Officer	January – December 2026	SOC 6.4
		connectivity by installing and maintaining network infrastructure		carefully planning, installing, configuring, and testing any new physical or logical additions.							
	7.2 Network Security/Installation of Firewall	7.2.1 Strengthened network security through proactive monitoring.	2	7.2.1.1 Implementing a new firewall, installing and connecting the device, configuring interfaces and restrictive security policies.	x	x			ICT officer	Q1, Q2	SOC 6.4
	7.3 Cloud Computing	7.3.1 Provide a database for MoIA	1	7.3.1.1 Executing the migration of data and applications and optimizing resources and costs through continuous monitoring and automation.					IT Officer /HR/Audit/Project unit	January – December 2026	SOC 6.4
	7.4 Admin System Development (Digitalized)	7.4.1 # of system to host in MoIA	100%	7.4.1.1 Planning and gathering requirements, designing, coding, testing, deploying. Provide ongoing maintenance	x	x	x	x	IT Officer /HR/Admin/Project unit	January – December 2026	SOC 6.4



MINISTRY OF INTERNAL AFFAIRS

BUSINESS PLAN 2026

	7.5 Training support/ Provide Desktop Support/Websites	7.5.1 # training for new system/MS365/ Manage & monitoring agencies websites	100%	7.5.1.1 Providing desktop support, offering training support, maintain and managing websites	x	x	x	x	IT officer	Jan – Dec 2026	SOC 6.4
Finance Unit											
MIAB	Objective 8: To undertake prudent financial, infrastructure and assets management of the Ministry’s resources with 100% compliance to the PFEM & CTB Acts.										
	8.1 Provide Financial assistance to the department heads on the budget management and cost management.	8.1.1 Financial report on budget management.	4	8.1.1.1 Provide financial update on executive meetings	x	x	x	x	Director General, Directors, Agency	Quarterly	SOC 6.4
8.1.1.2 Prepare and share current budget updates for both project-based and recurrent appropriations for all agencies under MOIA.				x				Heads, EO, FM (CSU) Senior Finance Off		Quarterly	SOC 6.4
8.1.1.3 Prepare the 2025 annual financial statement for the MOIA				x	x	x	x		March 2026	SOC 6.4	
8.1.1.4 Offer guidance or assistance on financial issues to MOIA agencies				x	x	x	x		Quarterly	SOC 6.4	
8.1.1.5 Establish a process to identify fraudulent activities				x					Quarter 1	SOC 6.4	
8.1.1.6 Assist and advise all MOIA agencies in planning and executing revenue-related initiatives.				x	x	x	x	Quarterly	SOC.6.4		



	8.2 Timely financial reporting with variance analysis, expenditure control reviews, revenue updates, and budget advisory support.	8.2.1 Financial reports produced	4	8.2.1.1 Prepare and deliver monthly and quarterly reports on revenue, forecasts, analyses, and expenditure management to the Director General and relevant Directors	x	x	x	x	Finance Manager	Quarterly	SOC 6.4
	8.3 Coordinates the submissions of the MOIA 2027 Budget and NPPs into the VBMS	8.3.1 VBMS report produced	9	8.3.1.1 Convene with Department Heads, Finance Officers, and the Expenditure Analyst to prepare the MOIA 2027 budget and NPPs			x		Finance manager	July 2026	SOC 6.4
				8.3.1.2 Compile the 2027 MOIA budget (revenue and expenditure) and prepare a briefing for the MOIA Executive and the hon. minister			x				
	8.4 Asset Management	8.4.1 Asset reports	9	8.4.1.1 Liaise with Directors, SGs, Town Clerks, Finance Officers and Accountants on asset related activities	x	x	x	x	FM & Asset officer	Quarterly	SOC 6.4
				8.4.1.2 Collaborate with the IAU to ensure that checks and controls are properly compliant.	x	x	x	x		Quarterly	SOC 6.4



	8.5 Infrastructure oversight aimed at refurbishing, reconstructing, and improving physical structures within the Ministry's compound	8.5.1 Procurement reports	3	8.5.1.1 Initiate and organize all procurement tasks needed for the storage facility, extra office space, and associated infrastructure			x		FM, Procurement team & EO	July 2026	SOC 6.4
	8.6 Provide Capacity building on related financial components	8.6.1 Training reports	3	8.6.1.1 Provide refresher training for MOIA Finance Officers on procurement processes, asset management, and applicable financial legislation	x	x	x		FM & SFPOs	Qtr. 1 – 3 2026	
	8.7 Enhance financial operations by digitizing them with Smart Stream solutions	8.7.1 Progress report	2	8.7.1.1 Maintain communication with the MFEM to track advancements in the development of the updated Smart Stream version	x		x		FM	Qtr. 1 & 3 2026	SOC 6.4
Internal Audit Unit											
MIAB	Objective 9: Promote good Governance through strengthening Internal Audit, RAC, and relationship with external audit.										
	9.1 Resourcing, restructuring and Capacity	9.1.1 Recruitment of staff	1	9.1.1.1 Provide assistance to HR unit on the recruitment of unit staffs	x	x			Internal Audit	Apr-26	SOC 6.4



	development of RAC and IA	9.1.2 Complete Utilization of financial resource	100%	9.1.2.1 Complete implementation of workplan	x	x	x	x	Internal Audit	Dec-26	SOC 6.4
		9.1.3 Improved staff capacity	1	9.1.3.1 Undertake formal training with Internal Audit Institute	x	x			Internal Audit	Jan to July 2026	SOC 6.4
	9.2 Improve coverage, frequency and quality of verifications, audits, investigations, consultations and advisory services	9.2.1 Number of the approved audit plan	1	9.2.1.1 Development of annual audit plan for endorsement	x				Internal Audit	Feb-26	
		9.2.2 Complete execution of the Annual audit plan	90% completion of audit plan	9.2.2.1 Complete planned internal audit engagements as per the approved workplan				x	Internal Audit	Dec-26	



		9.2.3 Coordinate with Pacific TA on technical support to provinces and Municipalities finance team	Approval granted & Implementation plan approved	9.2.3.1 Coordinate assessment between Pacific TA to LAs and engage in meetings on the implementation plan	x	x	x	x	Internal Audit	April to Dec - 26	SOC 6.4
		9.2.4 Number of a comprehensive Internal Audit Framework developed	1	9.2.4.1 Develop and finalize a detailed framework to guide Auditors & conduct training on this guide	x	x	x		Internal Audit	Sep -26	SOC 6.4
		9.2.5 Number of Risk and Audit Committee meetings	4	9.2.5.1 Provide secretariat and support to RAC meetings	x	x	x	x	Internal Audit	Feb to Nov 2026	SOC 6.4
		9.2.6 Number of quarterly reports produced	4	9.2.6.1 Provide quarterly report to MOIA executives & DG	x	x	x	x	Internal Audit	Jan to Dec 2026	SOC 6.4
Objective 10: Enhance the performance of audit functions in MOIA agencies											



	10.1 Ensuring an effective Risk Management framework, fraud management and control processes are formulated and embedded in program implementations.	10.1.1 Formulation of the risk management policy and fraud control processes	2	10.1.1.1 Consultation meetings undertaken.	x	x	x	x	Internal Audit	SOC 6.4
		10.1.2 Number of education program as part of Advisory to agencies	5	10.1.2.1 Initiate Educational videos and documents finalised and issued to agencies	x	x	x	x	Internal Audit	
	10.2 Conduct internal Audit engagements in MOIA Agencies and projects.	10.2.1 Number of Engagement report	5	10.2.1.1 Produce complete audit reports		x	x	x	Internal Audit	
			2	10.2.1.2 Engagement Specialist report			x	x	Internal Audit	
			5	10.2.1.3 Investigation reports		x	x	x	Internal Audit	
	Compliance Unit									
MIAB	Objective 11: Coordinate Inter-Agency Legislative Review and awareness									



	11.1 Lead and facilitate reviews of legislation across departments and agencies under the Ministry to ensure laws remain relevant, enforceable, and aligned with national and international standards	11.1.1 Number of workshops conducted	4	11.1.1.1 -Organize meetings with MOIA agencies on consultations or reviews that are necessary for their legislative reviews. -Develop SOPs from existing legislation to improve implementation.	x				MOIA Compliance and Policy /OAG – PCU and SGU/CSU	Q1- 2026	SOC 6.4
	11.2 Convene bi-annual inter-agency review workshops to harmonize and streamline legislative mandates across departments.	11.2.1 Number of awareness report	4	11.2.1.1 -Organize 4 consultations with DLA and Provincial Government Councils of Sanma, Tafea, Malampa and Penama. 11.2.1.2 -Coordinate with key agencies (DLES, VIS, DUAP, DLA, CRIM etc.)	x		x		MOIA Compliance and Policy/DLA /Provincial Government Councils	Q1 & Q3 2026	SOC 6.4
Objective 12: Coordinate Provincial and Inter-Agency Compliance Checks											



	<p>12.1 Implement structured compliance monitoring at both the provincial and agency levels, including the enforcement of regulations such as the State Flag and Armorial Bearings Act and other statutory requirements</p>	<p>12.1.1 Number of provincial and agency compliance checks</p>	<p>6</p>	<p>12.1.1.1 -Develop a compliance report template.</p> <p>12.1.1.2 -Resubmit drafts for OAG – PCU review and gazettal.</p>	<p>x</p>	<p>x</p>			<p>MOIA Compliance and Policy/OAG/CSU</p>	<p>Q1-Q3 – 2026</p>	<p>SOC 6.4</p>
	<p>12.2 Implement quarterly provincial compliance inspections targeting key areas of concern (e.g., enforcement of national symbols regulations, permits).</p>	<p>12.2.1 Number of monitoring reports</p>	<p>12</p>	<p>12.2.1.1 -Develop a compliance checklist and reporting template for inter-agency use during inspections.</p> <p>12.2.1.2 -Roll out a compliance awareness and training program for provincial officers and community stakeholders on statutory requirements.</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>x</p>	<p>MOIA Compliance and Policy/Provincial Government Councils/Enforcement Officers</p>	<p>Q1- Q3 2026</p>	<p>SOC 6.4</p>

Objective 13: Coordinate and Support Policy Reviews Across Agencies



MIAB	13.1 Provide technical assistance and coordination support for reviewing and drafting policies, including submissions to the Council of Ministers, ensuring consistent policy standards across MOIA.	13.1.1 Number of COM policy submission support.	5	13.1.1.1 -Provide technical assistance and coordination support for reviewing and drafting policies, including submissions to the Council of Ministers, ensuring consistent policy standards across MOIA -Provide technical drafting assistance and support for submission of policies to the Council of Ministers.	x	x	x	x	MOIA Compliance and Policy/All Agencies/C SU	Q1, Q2, Q3, Q4 2026	SOC 6.4
	13.2 Policy review support (inter-agency and internal)	13.2.1 Number of policies reviewed	8	13.2.1.1 -Facilitate inter-agency policy consultation missions in three provinces to support review and feedback processes. 13.2.1.2 -Support policy coordination efforts within MOIA to ensure consistency and tracking of policy development timelines.	x	x	x	x	MOIA Compliance and Policy/All Agencies/C SU	Q1, Q2, Q3 2026	SOC 6.4
	Objective 14: Improve Capacity and resourcing										
	14.1 Enhance the operational capacity of the	14.1.1 Number of Staff recruited	1	14.1.1.1 -Submit Compliance Officer JD to MOIA HR.	x	x	x	x	MOIA Compliance	Q1, 2026	SOC 6.4



	Unit by advocating for additional staffing, providing targeted training, and strengthening internal systems for more effective service delivery			14.1.1.2 -Support MOIA Structure for resubmission					e and Policy/HR		
Objective 15: Strengthen NGO Policy Implementation and Coordination											
	15.1 Oversee and guide the implementation of the National NGO Policy and promote compliance	15.1.1 Number of support visas	4	15.1.1.1 -Track number of development support visas and religious support visas	x	x			NGO Desk Officer/M OIA Compliance and Policy/VAN GO	Q1-Q2 2026	SOC 6.4
	15.2 Conduct annual provincial NGO roundtables to improve coordination and awareness of the National NGO Policy	15.2.1 Number of workshops	3	15.2.1.1 -Develop consultation plans for 3 provincial awareness. 15.2.1.2 -Consolidate feedbacks into 3 workshop reports.	x	x	x		NGO Desk Officer/M OIA Compliance and Policy/VAN GO	Q1-Q3 2026	SOC 6.4
Human Resource Unit											
MIAB	Objective 16: Coordinate and oversee Human Resource Management functions in three key areas: HR planning and recruitment, staff performance, development, and welfare, and compliance, records, and retirement management, ensuring alignment with HR policies and the Public Service Staff Rules Manual (PSSRM).										



	16.1Draft MOIA Workforce Plan	16.1.1Workforce Plan developed	1	16.1.1.1 Revise current workforce data, Identify workforce gaps, Draft Workforce plan, Present to Executives	x	x	x	x	MOIA HR / Workforce Planning Committee	January -30 June 2026	SOC 6.4
	16.2Conduct staff training and workshops	16.2.1Training reports submitted	3	16.2.1.1 Identify training needs based on the TNA, schedule workshops, conduct training, and prepare reports	X	X	X	X	MOIA HR	January -December 2026	SOC 6.4
	16.3Recruitment of 3 CSU positions	16.3.1Appointment letters issued	3	16.3.1.1 Advertise vacancies, shortlist candidates, conduct interviews, select candidates, issue appointment letters	X	X			HR Unit/FU/E O/DG	30 June 2026	SOC 6.4
	16.4Facilitate Staff appraisals with rewards	16.4.1Work objective, Mid-year Review and End of year Review submitted; Staff rewards approved	2	16.4.1.1 Facilitate workshop/training on the PMS to staffs & SOE.	x	x	x	x	HR Unit/HoA/S taffs	January-December 2026	SOC 6.4
17 +273			16.4.1.2 Facilitate Submission of SOE & staff performance appraisals,	x	x	x	x				
			16.4.1.3 Provide Performance feedback to Departments	x	x	x	x				
			16.4.1.4 Facilitate reward awards during PS days and MOIA end of year function.	x	x	x	x				



	16.5 Facilitate Agencies restructuring	16.5.1 Restructure documents submitted	5	16.5.1.1 Conduct Structural audit for each Department (CSU, VIS, DUAP, DLA, DoEL)		x			HR/Audit Unit	April-30 June 2026	SOC 6.4
				16.5.1.2 Submission of Restructure to PSC							
				16.5.1.3 Develop a MOIA internal Restructure guideline.							
				16.5.1.4 Present recommendation to Directors							
	16.6 Staff entitlements processed	16.6.1 Entitlement documents submitted	20	16.6.1.1 Calculate entitlements, verify records, process payments, Provide quarterly reports on staff entitlements processed	X	X	X	X	HR Unit/Finance Unit/EO/DG	January-December 2026	SOC 6.4
	16.7 Establish staff welfare and recognition program	16.7.1 Staff satisfaction index improved by 15%	1	16.7.1 Establish Welfare Committee, conduct staff surveys Draft welfare initiatives		X	X		CSU-HR Unit & DG's Office	June – September 2026	SOC 6.4
	16.8 Upgrade filing and record management	16.8.1 Updated filing operational	1	16.8.1.1 Secure space for archive facilities Facilitate with FU for procurement process Opening of New Archive Facility.			X		HR Unit	30 October 2026	SOC 6.4
	16.9 Disciplinary cases resolved	16.9.1 Number of cases resolved	2	16.9.1.1 Facilitate two training on Disciplinary processes	X	X	X	X	HR Unit	Jan-December 2026	SOC 6.4



				Receive and assess complaints, Prepare case files, refer cases in consultation with DG's office to the Ministerial Disciplinary Committee (MDC)							
	16.10 Upgrade HR Office	16.10.1 HR office upgrade	1	16.10.1.1 Liaise with FU for procurement process	X	X	X	X	HR/ Finance	Jan-Dec 2025	
	16.11 Conduct careers day Awareness program during PS Day.	16.11.1 Careers Day event held	1	16.11.1.1 Prepare brochures provide awareness to students and publics during PS Day.		x	x		HR/Financ e/PS	June-September 2025	SOC 6.4

Project Management Unit

Objective 17: To Coordinate and manage sectoral project activity by liaising with sector stakeholder and donor funded projects with clear delivery linkages to Government strategic priorities and MOIA Corporate Plan

MIAB	17.1 Develop, manage, and coordinate projects under MOIA including all recovery projects	17.1.1 Database created	1	17.1.1 Develop a guide to provide guidance for developer	x	x			Project Manager	June 2026	SOC 6.5
		17.1.2 No delays in project implementation	100%	17.1.2.1 Liaise with project stakeholders on project implementations	x	x	x	x	Project Manager	Jan to Dec 2026	SOC 6.4
		17.1.3 Number of meetings attended/organized	15	17.1.3.1 Attend/organised project meetings with donor & stakeholders							



		17.1.4 Number of project proposals developed and submitted to donor/sector stakeholders	7	17.1.4.1 Develop project proposals that meet MOIA priorities and stakeholder requirements							
	17.2 Visit project site	17.2.1 Number of project sites visited	20	17.2.1.1 Physically on-site to assess project progress against project progress reports from contract managers	x	x	x	x	Project Manager	Jan to Dec 2026	SOC 6.4
	17.3 Produce Reports	17.3.1 Number of Reports produced	5	17.3.1.1 Produce quarterly report on project progress and a Major report and the end of fiscal year	x	x	x	x	Project Manager	Jan to Dec 2026	SOC 6.4
	17.4 Establishment of Project Management Unit	17.4.1 Complete the draft PMU charter	1	17.4.1.1 Liaise with HR and other CSU managers ensuring the structure and the Costings is feasible for establishment	x	x	x	x	Project Manager	Jan to Dec 2026	SOC 6.4
	17.5 Close completed Projects	17.5.1 Number of Closed projects	6	17.5.1.1 Collaborate with DSSPAC and finance department to formally close all completed projects.					Project Manager	Jan to Dec 2026	
Ministry	MIA	MINISTRY OF INTERNAL AFFAIRS									



Department	Independence Celebration	INDEPENDENCE CELEBRATION								Operational Report		
										Q1/2/3/4 -2026		
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Timeframe		
MIAD	Objective 1. To provide support through the Independence Committee to commemorate the Independence Anniversary on 30th July annually											
	1.1Coordination of Independence Day celebration across the country and to overseas missions and institutions	1.1.1Number of meetings minutes	10	1.1.1.1 Formation of Independence Celebration committee in Quarter 1 2024	x	x				Independence Committee & CSU Staffs (Finance section)	Jan to Dec 2026	SOC. 3.6 & SOC 6.5
				1.1.1.2 Schedule meetings and discuss Independence agenda & plans					Jan to Dec 2026			
				1.1.1.3 Submit budget plan & agenda for approval.					Jan to Dec 2026			
				1.1.1.4 Dissemination of funds to Municipalities, Provinces an overseas institution					June to July 2026			
				1.1.1.5 Program preparation & organisation of celebrations					Jul-24			
	1.2Coordination of formal Independence celebration functions	1.2.1Percentage of activity against target/budget	100%	Release funding to Presidential cocktail	x	x	x	x	Corporate service unit staff (Finance Section) & Independence Committee	Jan to Dec 2026	SOC. 3.6 & SOC 6.5	
			100%	Printing and distribution of Independence booklet to VIPs	x	x	x			Jan – August 2026		
			100%	Events delivered, reported, and acquitted on time and within budget -Presidential cocktail party after flag							Jul-24	SOC. 3.6 & SOC 6.5



				rising and Prime Minister's Independent ball in the evening							
	1.3 Proper reporting of independence fund	1.3.1 Number of independence report	1	Prepare and submit independence report to the Minister			x		EO, Finance Manager & Independence Committee	Aug-24	
MIAD	Objective 2. To deliver the planned activities within the allocated budget ceiling										
	2.1 Coordinating and payment of other logistical support for official flag rising	2.1.1 Number of planned activities	6	2.1.1.1 Ensure all activities planned carried out accordingly	x	x	x	x	Independence Committee	Jan to Dec 2026	
		2.1.2 Percentage of funds disbursed	100%	2.1.1.2 Coordination and payment of other logistical support for official flag rising	x	x	x	x		Jan to Dec 2026	SOC. 3.6 & SOC 6.5
MIAD	Objective 3. To acquit GoV funds within one month of completed activities										
	3.1 Funds utilisation	3.1.1 Government Appointed Independence Committee Expenditure Acquittal Report X 1 on budgeted expenditure to MFEM within 1 month	1	3.1.1.1 Prepare an acquittal report of total expenditure and submit to MFEM	x	x	x	x	Finance section CSU	Jan to Dec 2026	SOC. 3.6 & SOC 6.5



3. HUMAN RESOURCE OPERATIONAL PLAN

This section provides a summary of the key human resource management actions to be implemented during the year. All indicators outlined below are aligned with, and supported by, detailed data contained in the Ministry’s overall Human Resource Development Plan.

Staffing	Total
Total staff in PSC approved structure	29
Permanent Staffs	20
Staff on Probation	
Temporary Staff	1
Contract Staffs	4
Cadet	3
Vacant	7
Total staff in Acting Positions	

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

Priority Vacant Posts in OPSC Approved Structure to be advertised	Position #	Scale	Salary	VNPF & Allowances
Procurement and Contract officer	23000513	PSS 4.3	1,531,000	499,860
Project Liaison officer	23000514	PSS 4.3	1,513,000	499,860
Senior Admin coordination officer	23000511	PSS 5.1	1,989,000	527,340
Finance and Records and administration	23000521	PsS 3.1	1,209,000	480,540
Cleaner and office support	23000523	PsS 3.1	1,209,000	480,540
Driver/Messenger office support	23000524	PsS 3.1	1,209,000	480,540
Security officer	23000527	PsS 2.1	1,015,000	468,900

Key training to be delivered	Cost	Duration	Comment
Monitoring & Evaluation	200,000	One month	
Financial Reporting’s	260,0000	Two weeks	
Project Management	200,000	Two weeks	
Procurement management	200,000	Two weeks	
Driving course (X5)	80,000	Two weeks	
Data Analysis and reporting	260,000	One month	



4. PROCUREMENT PLAN

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

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

Mini stry		MOIA – Ministry of Internal Affairs - Procurement 2026																		
Planning										Preparation						Execu tion				
Fund	Dept	Program	Activity	Cost Centre	Description of Purchase	Contract Type	Procurement Type	Procurement Value	Cash Flow Endorsed By DG	Specifications Approved By	Tender Documents	Draft Contract Approved By	Advertise Opening	Advertise Closing	Proposals Evaluation	Recommendation to DG	DG Approval	Notification of Award / Signing of Contract	End Date of Contract	
2	230	CSU Supports	MIA A	2301	Implementation of Replacement Plan for Official Vehicle G1060	1	R F Q	4.8 million vatu					May	Jun	July	July	July	July	July	Aug
2	230	CSU Support	MIA A	2301	Minister's 2026 Travel Plan: Domestic and International Visits	1	R F Q	10 million Vatu					May	Jun	July	July	July	July	July	Aug



2	230	CSU Supports	MIA A	2301	Upcoming Community Petitions: Ministerial Visit. Formal requests received from communities during the Honorable Minister's tour in 2026.	1	R F Q	4 million vatu										May	June	July	July	July	July	August
2	230	CSU Supports	MIA B	2315	Expansion of CSU Office	1	R F Q	5 million vatu										May	June	July	July	July	July	August
2	230	CSU Supports	MIA B	2315	Joint Operation	1	R F Q	3 million vatu										May	June	July	July	July	July	August
2	230	CSU Supports	MIA B	2302	Computer & Equipment Generals for CSU Staff	1	R F Q	1 million Vatu										Feb	Feb	Mar	Mar	Mar	Mar	Apr
2	230	CSU Supports	MIA A	2301	Computer for Cabinet Staff	1	R F Q	1 million Vatu										Feb	Feb	Mar	Mar	Mar	Mar	Apr
2	230	CSU Supports	MIA B	2315	Stationaries for the CSU &	1	R F Q	1 million vatu										Feb	Feb	Mar	Mar	Mar	Mar	Apr
2	230	CSU Supports	MIA B	2315	Storage facility for MOIA	1	R F Q	2.7 million vatu										July	Aug	Aug	Sept	Sept	Sept	Oct
2	230	CSU Supports	MIA B	2309	Database for HR NGO PROJECT	1	R F Q	1 million vatu										Feb						
2	230	CSU Supports	MIA B	2304	Independence Ablution	1	R F Q	2.5 million Vatu										May						



5. CASH FLOW FORECAST

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

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

Agency	Activity Code	Cost Center / Payroll	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL BUDGET	
CS U	MIAA	2301	6,324,300	4,216,182	4,216,182	4,216,182	4,216,182	4,216,182	6,324,300	4,216,182	4,216,182	4,216,182	4,216,182	4,216,179	54,810,417	
	MIAB	2309	919,766	613,175	613,175	613,175	613,175	613,175	919,766	613,175	613,175	613,175	613,175	613,175	613,173	7,971,280
		2310	1,510,003	1,006,664	1,006,664	1,006,664	1,006,664	1,006,664	1,510,003	1,006,664	1,006,664	1,006,664	1,006,664	1,006,664	1,006,658	13,086,640
		2311	1,093,988	729,323	729,323	729,323	729,323	729,323	1,093,988	729,323	729,323	729,323	729,323	729,323	729,317	9,481,200
		2312	914,014	609,341	609,341	609,341	609,341	609,341	914,014	609,341	609,341	609,341	609,341	609,341	609,335	7,921,432
		2313	1,740,394	1,160,258	1,160,258	1,160,258	1,160,258	1,160,258	1,740,394	1,160,258	1,160,258	1,160,258	1,160,258	1,160,258	1,160,250	15,083,360
		2314	692,613	461,742	461,742	461,742	461,742	461,742	692,613	461,742	461,742	461,742	461,742	461,742	461,736	6,002,640
		2315	2,951,031	1,967,346	1,967,346	1,967,346	1,967,346	1,967,346	2,951,031	1,967,346	1,967,346	1,967,346	1,967,346	1,967,346	78,967,336	102,575,512
			16,146,109	10,764,031	10,764,031	10,764,031	10,764,031	10,764,031	16,146,109	10,764,031	10,764,031	10,764,031	10,764,031	87,763,984	216,932,481	

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

Agency	Activity Code	Cost Center / Operation	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL BUDGET	
CS U	MIAA	2301	1,833,323	1,833,323	1,833,323	1,833,323	1,833,323	1,833,323	1,833,323	1,833,323	1,833,323	1,833,323	1,833,323	8,670,311	28,836,864	
	MIAB	2309	666,664	666,664	666,664	666,664	666,664	666,664	666,664	666,664	666,664	666,664	666,664	666,664	666,696	8,000,000
		2310	416,666	416,666	416,666	416,666	416,666	416,666	416,666	416,666	416,666	416,666	416,666	416,666	416,674	5,000,000
		2311	749,997	749,997	749,997	749,997	749,997	749,997	749,997	749,997	749,997	749,997	749,997	749,997	750,033	9,000,000
		2312	416,665	416,665	416,665	416,665	416,665	416,665	416,665	416,665	416,665	416,665	416,665	416,665	416,685	5,000,000
		2313	583,329	583,329	583,329	583,329	583,329	583,329	583,329	583,329	583,329	583,329	583,329	583,329	583,381	7,000,000
		2314	541,662	541,662	541,662	541,662	541,662	541,662	541,662	541,662	541,662	541,662	541,662	541,662	541,718	6,500,000
		2315	9,368,328	9,368,328	9,368,328	9,368,328	9,368,328	9,368,328	9,368,328	9,368,328	9,368,328	9,368,328	9,368,328	9,368,328	9,368,782	112,420,390
			14,576,634	14,576,634	14,576,634	14,576,634	14,576,634	14,576,634	14,576,634	14,576,634	14,576,634	14,576,634	14,576,634	21,414,280	181,757,254	



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

Department of Local Authorities -DLA



○ 2026



1. FOREWORD



It is an honor to lead the Department of Local Authorities (DLA) in advancing our vision for stronger, more resilient, and self-sustaining Local Authorities across Vanuatu. Reflecting on our progress, we take pride in key achievements while identifying targeted areas for improvement, approaching 2026 with clear purpose and optimism.

DLA's core priorities for 2026 remain to be decentralization, Area Council strengthening, and regional planning. We will partner with Provincial Councils, Area Councils, and stakeholders to deliver specific 2026 Business Plan outcomes in these areas, including enhanced capacity building programs, institutional building, increased funding support, and mobilized resources for the above priority initiatives.

Challenges ahead are anticipated, yet our commitment stays firm: by December 2026, we aim to achieve 95% of the Business Plan's deliverables through diligent execution of training, secure funding for operational gaps and institutional building, and foster self-reliance in Local Authorities.

May the Almighty grant us wisdom and guidance as we implement this 2026 Business Plan with resolve and unity.

Sincerely,

Ian Abbil
Director





2. INTRODUCTION

The 2026 Business Plan provides a comprehensive roadmap for the effective delivery of decentralized governance and local service delivery across Vanuatu. Guided by the National Sustainable Development Plan (NSDP) 2016–2030, the Ministry of Internal Affairs Corporate Plan, and the legislative framework governing local authorities, this Business Plan articulates the Department’s priorities, planned activities, resource requirements, and implementation strategies for the 2026 financial year.

At the core of this Business Plan is the objective of “Bringing Government Closer to the People.” This vision reflects in the Department commitment to ensuring that essential public services, decision-making processes, and development initiatives are accessible, inclusive, and responsive to the needs of communities. Through strengthened Provincial Governments and empowered Area Councils, the Department seeks to enhance local governance, improve service delivery, and promote participatory development that is grounded in community priorities.

The Business Plan consolidates all planned programs and activities for 2026, covering decentralization services, regional development planning, Area Council strengthening, provincial administration, finance, and institutional governance. Each activity is aligned with national policy objectives and designed to strengthen legislative frameworks, improve planning and reporting systems, support capacity building, and enhance coordination between national, provincial, and Area Council levels. Robust monitoring and evaluation mechanisms are embedded to ensure accountability, performance tracking, and continuous improvement.

Human resources remain a critical enabler of the Department’s mandate. The 2026 Business Plan outlines the Human Resource Operational Plan, which addresses staffing levels, recruitment priorities, training needs, and capacity development initiatives. With staff deployed across Head Office, Provincial Government Councils, and Area Councils, the Department aims to build a competent, professional, and motivated workforce capable of delivering quality services and supporting decentralized governance effectively.

The Plan is supported by a clear cash flow forecast and procurement plan to ensure prudent financial management and timely implementation of activities. These financial instruments provide transparency in resource allocation, promote value for money, and ensure that funds are available to support operational requirements, capacity building, infrastructure development, and service delivery at the sub-national level. Where necessary, procurement processes will be reviewed and updated during the year to respond to emerging priorities.

Overall, the 2026 Business Plan represents the Department of Local Authorities’ commitment to strong sub-national governance, efficient use of public resources, and improved outcomes for communities throughout Vanuatu. By aligning strategic objectives, human and financial resources, and operational activities, the Department will continue to advance its mission of



strengthening local authorities and delivering government services closer to the people they serve.

Vision

‘ ‘ The Department envisions a vibrant and resilient local authorities’ systems and structures in enabling effective and efficient service delivery and development to improve the livelihoods of communities across Vanuatu.

Mission

‘ ‘ The Department of Local Authorities is committed to supporting, coordinating, and monitoring local authorities by providing technical assistance, legal guidance, and resources for financial management, regional development, planning, and daily operations through an effective decentralized system, procedures, and practices to enable efficient service delivery by the Local Authorities.

Core Values

⚡ *Department of Local Authorities operates under the following guiding principles:*

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

⚡ *Key values that drive DLA’s service delivery:*

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

Strategic Objectives

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



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

Objective	Description
Policy and Legislative Reform	Amend the Decentralization Act, CAP 230, to change the composition of Provincial Councils and realign Area Council boundaries to Parliamentary Constituencies.
Capacity Building & Governance	Strengthen the capacity and governance systems of the Department of Local Authorities (DLA) and local authorities through training and institutional support.
Land & Infrastructure Development	Secure land for Area Councils and develop Area Council headquarters to enhance service delivery.
Regional Service Integration	Initiate the creation of Regional Service Hubs to improve coordination and accessibility of government services.
Community Development Coordination	Enhance coordination of community development initiatives to ensure alignment with national and provincial priorities.

Program MIC: Decentralization Services

Program cost: 1,125,053,704

Objectives:

The Department of Local Authorities (DLA) is aiming to significantly enhance decentralization in Vanuatu, with a core mission to **‘Bringing Government closer to its People’**. Guided by Vanuatu’s National Sustainable Development Plan 2015 -2030 (NSDP) and the Ministry of Internal Affairs Corporate Plan, the DLA’s 2026 Business Plan focuses on strengthening provincial and Area Council governance and service delivery.

The key strategic focus for DLA in 2026 puts emphasis on decentralization, regional planning and strengthening of Area Councils.

With the increased emphasis on decentralization, particularly the delivery of government services directly to citizens at their doorsteps, it is essential that our budget structure evolves accordingly. This new structure should enable clearer and more transparent reporting on funds spent at the Area Council level, ensuring accountability and efficient resource management.

Furthermore, as the workload intensifies and the Department shifts its focus towards priority areas, we will be able to progress much of our deliverables due to the increase in staffing numbers in the new year enabling a more effective delivery of services aligned to our strategic focus.



The increase in resources—whether financial, physical, or in-kind—will significantly enhance and strengthen the decentralization narrative. These additional resources will empower local governments and service delivery points, enabling more effective implementation of decentralized initiatives. As a result, the overall impact and success of decentralization efforts will be more visible and measurable, reinforcing the commitment to bringing services closer to the people.

Activity MICC: Administration and Operation of the Department

Activity Cost; 98,802,449

Office of The Director

Objectives;

1. Develop and support implementation of the relevant legislative frameworks, policies, and strategies in Decentralization
2. Improve service delivery through undertaking and implementing restructure.
3. Undertake capacity building & strengthening of human resource to improve service delivery, especially in the provinces and Area Councils
4. Support Disaster Planning and Response
5. Improve service delivery and organizational capacity through timely planning, budget, reporting and administration of the Department

Means of Service Delivery

1. Review and develop a new Act (Decentralization)
2. Facilitate advertisement of key positions under the new DLA structure
3. Organize and conduct the induction program for provincial Councillors in Torba PGC
4. DLA staffs undergo short – and long-term training.
5. Develop discussion paper on disaster management functions in the sub – national Governments.
6. Organize and conduct a meeting with the Heads of Units (HOU) to discuss key issues, progress, and ways forward.
7. Allocate and use savings to establish and implement the Rural Development Grant Facility
8. Establish LAAV office
9. Coordinate implementation of the LA Forum Resolutions
10. Directors Visit to the Provinces/Area Councils
11. Implement Staff Awards and Rewards Programs
12. Memorandum of Agreements/LoAs/Meetings with partners to support DLA initiatives
13. Submission of all Reporting Requirements
14. Submission of Staff Performance Appraisals.

Performance Measurements (Service Targets)

Description	Quantity	Unit of Measure
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Review and develop a new Act (Decentralization)	1	Development of the New Act completed and submitted to the Office of the Attorney General (OAG)
Facilitate advertisement of key positions under the New DLA structure	8	Report on number of staffs recruited
Organize and conduct the induction program for Provincial Councillors in Torba PGC	1	Report of the outcome of the Induction of the Councillors of Torba PGC
DLA staffs undergo Short- and Long-Term Training	1	Report on DLA Staff Trainings
Develop a Discussion Paper on Disaster Management Functions in the Sub-National Governments	1	Discussion Paper developed for Sub-National Governments on Disaster Management Functions
Organize and conduct a meeting with the Heads of Units (HoU) to discuss key issues, progress, and ways forward.	4	<ul style="list-style-type: none"> Minutes of the meeting documented, and action items developed 3 x Progress Reports produced Quarterly giving the status update of the Implementation of the 2026 DLA Head of Units (HoU) Resolutions.
Allocate and use savings to establish and implement the Rural Development Grant Facility	1	Report of percentage of savings successfully allocated and utilized to implement the grant facility.
Establish LAAV office	1	Report on the opening of LAAV Office
Coordinate implementation of the LA Forum Resolutions	4	Number of Progress Reports Quarterly providing update status on the LA Forum Resolutions
Directors Visit to the Provinces/Area Councils	3	Report of each Visit
Implement Staff Awards and Rewards Programs	12	Report on Staff Award Programs
Memorandum of Agreements/LoAs/Meetings with partners to support DLA initiatives	2	Number of Stakeholder Engagement formalized with partners to support DLA Activities
Submission of all Reporting Requirements	6	Number of Quarterly Reports, Annual Report & Half Yearly Report
Submission of Staff Performance Appraisals	345	Number of Staff Performance Appraisals submitted (Section A, B and C)

Administration

Objective;

1. Improve service delivery and organizational capacity through timely planning, budget, reporting and administration of the Department.

Means of Service Delivery

- 1.1 Conduct stock-take of existing DLA assets to ensure accuracy and update records.
- 1.2 GPS record of the vehicle runs



- 1.3 Schedule and perform regular vehicle servicing and ensure routine cleaning and maintenance.
- 1.4 Obtain a new full set of office uniforms
- 1.5 Facilitate Departmental activities for PSC DAY
- 1.6 Branding of Office Merchandise
- 1.7 Plan and oversee office maintenance, renovations, beautification and improvements, ensuring timely completion.
- 1.8 DLA Yearly Calendar is completed and shared on time to all DLA staff, with all key dates and events included.
- 1.9 Listing of updated DLA & Provincial Council Profiles
- 1.10 Work with Planning Unit to develop Area Council Profiles
- 1.11 Organize an Office Administration Training for Provincial Front Office Staffs.

Performance Measurements (Service Targets)

Description	Quantity	Unit of Measure
Conduct stock-take of existing DLA assets to ensure accuracy and update records.	1	Report of updated DLA Asset Registry
GPS record of the vehicle runs	12	Monthly Reports generated to compile monthly records of the Vehicle Runs.
Schedule and perform regular vehicle servicing and ensure routine cleaning and maintenance.	1	Record of vehicle servicing
Obtain a new full set of office uniform	120	Report on the number of office uniforms purchased and distributed
Facilitate Departmental activities for PSC DAY	1	Report on activities carried out during PSC Day
Branding of Office Merchandise	6	Number of Office Merchandise
Plan and oversee office maintenance, renovations, beautification and improvements, ensuring timely completion.	1	Report of Completion of office maintenance, renovations, and improvements within the planned timeframe and budget
Develop and maintain the DLA Yearly Calendar to outline all public holidays, important events, meetings, and other activities.	1	DLA Yearly Calendar is completed and shared on time to all DLA staff, with all key dates and events included.
Update DLA, Provincial Council Profiles	7	Listing of updated DLA, Provincial & Area Council Profiles
Work with Planning Unit to develop Area Council Profiles	36	Area Council Profiles developed
Organize an Office Administration Training for Provincial Front Office Staffs.	1	Submission of a report on the completion and outcomes of the office management training



Decentralization

Objective;

1. Develop and support implementation of the relevant legislative frameworks, policies, and strategies in Decentralization
2. Improve service delivery and organizational capacity through timely planning, budget, reporting and administration of the Department

Means of Service Delivery

- 1.1 Convene and Implement the DWC Resolutions.
- 1.2 Facilitate the full review of the Decentralization Act (CAP 230)
- 1.3 Assist provinces in developing and facilitating the creation of their By-Laws.
- 2.1 Manage and update the Department's Website, ensuring content is current and accessible
- 2.2 Develop a Decentralization Research Agenda (2025 – 2028) based on NSDP and MoIA Priorities & LA Forum and the AA Forum
- 2.3 Develop a Paper on the Provincial and Area Council Governance systems
- 2.4 Develop a New Project Proposal (NPP) to request additional funding for new Department’s initiatives.

Performance Measurements (Service Targets)

Description	Quantity	Unit of Measure
Convene and Implement the DWC Resolutions)	4	DWC Meeting minutes and Meeting Resolutions
Facilitate the full review of the Decentralization Act (CAP 230)	1	<ul style="list-style-type: none"> • List of Identified Gaps within the Act • Draft Council Paper Draft the Drafting Instructions
Assist provinces in developing and facilitating the creation of new By-Laws.	1	Copies of Draft By-Laws
Manage and update the Department's website, ensuring content is current and accessible	100%	The Department's Website is regularly updated with accurate content
Develop a Decentralization Research Agenda (2025 – 2028) based on NSDP and MoIA Priorities & LA Forum and AA Forum	1	Finalized and Approved Research Agenda Document – Approved
Develop a Paper on Provincial and Area Council Governance Systems	6	The finalized and officially submitted paper detailing the Governance Systems of each Province and Area Councils.
Develop a New Project Proposal (NPP) to request additional funding for NEW Department’s initiatives.	1	New Project Proposal (NPP) developed and submitted for additional funding, with approval or feedback received.



Regional Development Planning

Objective;

1. Undertake capacity building & strengthening of human resource to improve service delivery, especially in the provinces and Area Councils.
2. Improve service delivery and organizational capacity through timely planning, budget, reporting and administration of the Department.

Means of Service Delivery

- 1.1 Project Proposal Submission by Planners and Area Administrators
- 1.2 Capacity building for the DLA Planning team and Provincial Planners on Regionalization to ensure they are better prepared to plan and support regional development
- 2.1 Update and share the Donor Directory with all Provinces and Area Councils
- 2.2 Revise the Community Profiling questions and template and digitize data collection
- 2.3 Visualization of the Community Profiling for a Provincial Council-Dashboard Report
- 2.4 Review and update Provincial and Area Council Business Plans mid-year to track progress and make necessary adjustments
- 2.5 Work with the Survey team and Provincial Planners to survey Area Council land boundaries
- 2.6 Coordinate the implementation of the AA Forum Resolutions
- 2.7 Participate in the procurement processes of the Area Council projects
- 2.8 Conduct Data Collection and Mapping of Proposed Regional Hub Sites

Performance Measurements (Service Targets)

Description	Quantity	Unit of Measure
1.1 Project Proposal Submission by Planners and Area Administrators	10	Reports of the training and copies of draft project proposals drafted during the training
1.2 Capacity Building of DLA Planning Team and Provincial Planners	1	Report in trainings undertaken
2.1 Update the Donor’s Directory	1	Updated Donor Directory and distribution to Provinces and Area Councils
2.2 Digitization of Community Profiling Data	80%	Digitization of Community Profiling Template and implementation and roll out of the Digitized Community Profiling
2.3 Visualization Community Profiling for a Provincial Council	1	Visualization Report on the Digitized Community Profiling- Dashboard for a Provincial Council
2.4 Review and update Provincial and Area Council Business Plans mid-year to track progress and make necessary adjustments	71	Copies of reviewed and updated Provincial and Area Council Business Plans



2.5 Work with the Survey Team and Provincial Planners to survey Area Council land boundaries	6	Area Council land boundaries surveyed and documented
2.6 Coordinate implementation of AA Forum Resolutions	4	4 x Progress Report on implementation of AA Forum Resolutions
2.7 Participate in the procurement processes of the Area Council projects	1	Report for all projects implemented at the Area Councils
2.8 Conduct Data Collection and Mapping of Proposed Regional Hub Sites	6	Report on Data Collection and Maps of proposed Regional Hubs

Finance

Objectives;

1. Develop and support implementation of the relevant legislative frameworks, policies, and strategies in Decentralization
2. Improve service delivery through undertaking and implementing restructure
3. Undertake capacity building & strengthening of human resource to improve service delivery, especially in the provinces and Area Councils
4. Improve service delivery and organizational capacity through timely planning, budget, reporting and administration of the Department.

Means of Service Delivery

- 1 Review Financial Regulation
- 2 Recruitment and Induction of Provincial Treasurers
- 3.1 Organize and deliver training on Business Plan Budgeting for Torba and Malampa PGC
- 3.2 Attend an Audit/Project Management Training organized by MOIA Internal Audit
- 3.3 Organize and facilitate procurement training for DLA Staff and Provincial Accountants
- 4.1 Facilitate the payments on behalf of the LA’s Contributions
- 4.2 Process payments for bills, workplans, NPPs, assets, etc.
- 4.3 Prepare the annual financial report detailing the use of Area Council budgets
- 4.4 Provide monthly updates on warrant balances for the cost centres to Director and all Heads of Sections.
- 4.5 Conduct Internal Audit Spot Check for 2 Area Council/Provincial Council
- 4.6 Assist the Accountants to draft responses and implement the measures recommended by the Chartered Accountant (CA) Firms & National Audit Office (NAO)
- 4.7 Liaise with the MOIA Internal Auditor and MFEM to improve DLA Finances



4.8 Input of 2026 recurrent estimates, budget narratives, supplementary budget and NPPs into VBMS.

4.9 Facilitate LAs 2026 budget presentations before Minister’s endorsement

4.10 Facilitate and report on the procurement processes of projects where necessary

4.11 Compile Project Financial Report and submit to the Director DLA and DG MoIA

4.12 Extracted live smart stream data / report on warrant balances to the Office of the Director

Performance Measurements (Service Targets)

Description	Quantity	Unit of Measure
Review Financial Regulation and finalize for submission to the Attorney General’s Office (OAG)	1	Financial Regulation Submitted for gazette
Recruitment and Induction of Provincial Treasurers	5	Report on Recruitment and Induction of Provincial Treasurers
Organize and deliver training on Business Plan Budgeting for Torba and Malampa PGC	2	Report on Business Plan Budget Training for Torba & Malampa PGC
Attend an Audit/Project Management Training organized by MOIA Internal Audit	1	Copies of Certificate of Attendance for Audit/Project Management Training
Organize and facilitate procurement training for DLA Staff and Provincial Accountants	1	Report on procurement training for DLA Staff and Provincial Accountants
Facilitate the payments of the LA’s Contributions	1	Copies of LPOs towards the recipient Local Authority
Process payments for bills, workplans, NPPs, assets, etc.	1	Copies of LPOs (expenditure summary report) committed towards the workplans, assets, bills etc
Prepare the annual financial report detailing the use of Area Council Budgets.	1	Financial Report of Area Council’s Budget
Provide Monthly Updates on warrant balances for the cost centres to Director and all Heads of Sections	12	Extracted live smart stream data / Report on warrant balances.
Conduct Internal Audit Spot Check for 2 Area Council/Provincial Council	18	Reports of Internal Audits conducted.
Assist the Accountants to draft responses and implement the measures recommended by the Chartered Accountant Firms & National Audit Office	6	Copies of Management Letters issued to the Chartered Accountant Firms & National Audit Office
Liaise with the MOIA Internal Auditor and MFEM to improve DLA Finances	1	Lists of Discrepancies Addressed
Input of 2026 recurrent estimates, budget narratives, supplementary budget and NPPs into VBMS.	77	VBMS reports of 2026 budget.



Facilitate LAs 2026 Budget Presentations before Minister’s endorsement	6	Copies of LA’s Budget signed off by the MOIA Minister
Facilitate and Report on the procurement processes of projects where necessary	1	Copies of LPO committed and receipts for Projects.
Compile Project Financial Report and submit to the Director DLA and DG MoIA	1	Project Financial Report presented to the Director/DG MoIA
Extracted live smart stream data / report on warrant balances.	120	<ul style="list-style-type: none"> • Reports presented to the Office of the Director • Records of scanned copies

3. PROGRAM & ACTIVITY (M&E) FRAMEWORK

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

- ◆ The Ministry of Internal Affairs’ **Corporate Plan 2026 - 2030**
- ◆ The Department’s **2026 Budget Narrative**

↳ Reporting Mechanisms:

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

↳ Key Outcome Areas:

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



Mo4 Ministry of Internal Affairs											
DLA DEPARTMENT OF LOCAL AUTHORITIES											
MIC Decentralization Services											
Activity	Performance Indicator	Target	Actions	Quarter				OIC	Operational Report Q1-Q4-2026 Timeframe	Ref to NSDP	Costs (VT)
				1	2	3	4				
OFFICE OF THE DIRECTOR											
Objective 1: Amend the Decentralization Act, CAP 230, to change the composition of the Provincial Councils.											
MICC	1.1 Policy paper submitted to DG's office	3	1.1.1 Policy paper on the amendment of CAP 230 and CAP 207 1.1.2 Develop a policy paper on a new Act that clearly outlines the functions of the Department	X	X			Director	1 st Week of April	SOC 6	TBC
Objective 3: Strengthen the Capacity and Governance Systems of DLA and local Authorities											
MICC	3.1 Implementation of the revised structure	6	3.1.1 Recruitment of 6 new positions budgeted for in the new structure	X				Deputy Director	4 th Week of June	SOC 6	TBC
MICC	3.2 20 staff attend trainings in 2025	2	3.2.1 Finalize training needs assessment and explore training providers to allow 20 staff to attend trainings					Director	Q1, Q2 & Q3	SOC 6	TBC
MICC	3.3 SOP developed, approved, and distributed to all staff	1	3.3.1 Ministerial approval and Implement the Standard Operating Procedures developed in 2025 during Disaster Operations	X				Deputy Director	4 th Week of Jan		
MICC	3.4 Provincial SOP developed, approved, and distributed to all staff	1	3.4.1 Implement the Standard Operating Procedures developed in 2025 during Disaster Operations at the provincial level		X			Deputy Director	4 th Week of Jan		
MICC GFG 2025 budget	3.5 Minutes of the meeting documented, and action items developed	1	3.5.1 Organize and conduct a meeting with the Heads of Units (HOU) to discuss key issues, progress, and ways forward.	X		X			Q1 & Q3		
MICC	3.6 Report of percentage of funds utilized to implement the funds provided to Area Councils each quarter	1	3.6.1 Allocate and use funds to allow for Area Council Development	X	X	X	X	Director	Ongoing	SOC 6	TBC



MINISTRY OF INTERNAL AFFAIRS

BUSINESS PLAN 2026

MICC	3.7 LAAV office is properly resourced and functioning	1	3.7.1 Complete the groundwork for the re-establishment of the Local Authorities Association of Vanuatu (LAAV)					Director	4 th Week of Feb	SOC 6	
MICC GFG 2026 budget	3.8 Resolutions from the Planning Forum documented, with action plans for implementation.	1	3.8.1 Review of JD's of: - Assistant SG - Provincial planner - Secretary General		X			Deputy Director	1 st Week of May	SOC 6	
MICC	3.9 Subdivision plans are created at Bukura for low-cost housing	1	3.9.1 Create rural residential leases at Bukura and enable subdivisions to commence.			X		Director	2 nd Week of July	SOC 6	
MICC	3.10 Report of each Visit	3	3.10.1 Visit to the Provinces	X	X	X	X	Director & Deputy Director	Ongoing	SOC 6	
	3.11 Report of Induction of Torba, Malampa and Shefa Councilors.	3	3.11.1 Induction of newly elected Councilors.		X				1 st Week of May		
ADMINISTRATION UNIT											
Objective 3: Strengthen the Capacity and Governance Systems of DLA and Local Authorities											
MICC	3.1 Report of updated DLA Asset Registry	1	3.1.1 Facilitate the development of DLA asset registration tool.	X				Office Assistant	4 th Week of March	SOC 6,5	50.000
MICC	3.2 Project Completion Report	1	3.2.1 Facilitate the construction of DLA Farea and kitchen.	X				Office Manager	4 th Week of August	SOC 6	3,000,000
MICC	3.3 Copy of 2026 DLA Calendar	1	3.3.1 Develop 1 DLA Yearly Calendar and share across six provinces	X				Office Assistant & planning Team	4 th Week of January	SOC 6	300.000
MICC	4.1 Reports of Office Maintenance and Beautification	1	4.1.1 DLA Office maintenance and beautification	X		X		Office Manager cleaner Driver	Ongoing	SOC 6	100.000
MICC	5.1 Branding of Office Stationery	1	5.1.1 Coordinate with suppliers for quotations of stationeries.	X				Office Manager	1 st Week of April	SOC 6	500.000



MICC	6.1 Reports for DLA activities done on PSC Day.	1	6.1.1 Facilitate participation for DLA during PSC Day in 2026		X			Office Manager	Q2	SOC 6	3,000.000
MICC	7.1 Training Reports	2	7.1.1 Customer Service and Filing Training		X			Office Manager, Assistant, Cleaner Drive	2 nd Week of April	SOC 6	800.000
MICC	8.1 Report on life skills training	1	8.1.1 Facilitate life skills training for DLA staffs	X				Office Manager	3 rd Week of August	SOC 6	150,000
MICC	9.1 Report on filing system.	1	9.1.1 Facilitate Cloud tool for DLA filing and archives storage	X	X			Office Manger	4 th of Week of June	SOC 6	100.000
MICC	10.1 Financial report of DLA uniform procurement	120	10.1.1 Facilitate procurement of DLA staff uniform.	X				Office Manager Office Cleaner	1 st Week of May	SOC 6	5,000.000
MICC GFG 2026 budget	10.2 Vehicle purchased to assist the work of planning and decentralization unit.	1	10.2.1 Purchase new vehicle assists the work of decentralization unit.						TBC	SOC 6	6,000,000
Total											14,660,000
DECENTRALIZATION UNIT											
Objective 1: Amend the Decentralization Act, CAP 230, to change the composition of the Provincial Councils.											
MICC	1.1 Copy of consultation Reports	1	1.1.1 Facilitate initial Consultation on the Proposed Composition changes of Provincial Council		X			SPPRO & ADM	4 th Week of March	SOC 6	400,000
	1.2 Policy Paper	1	1.2.1 Draft Policy paper on composition of councils		X			ADM & SPPRO	4 th Week of January	SOC 6	
	1.3 Consultation Reports	1	1.3.1 Facilitate consultations with key stakeholders on the approved composition of Provincial Councils				X	ADM & SPPRO	1 st Week of November	SOC 6	3,000,000
Objective 3: Strengthen the capacity and Governance systems of DLA and Local Authorities											



MINISTRY OF INTERNAL AFFAIRS

BUSINESS PLAN 2026

MICC	3.1 Report of meeting	1	3.1.1 Conduct in house meeting to identify Gaps within Decentralization Act	X				ADM & SPPRO	3 rd Week of March	SOC 6	50,000
	3.2 Report of meeting	1	3.2.1 Conduct in house meeting to identify Gaps within Decentralization Act		X			SPPRO	1 st Week of April		
MICC	3.3 Drafting Instruction for the Decentralization Act	1	3.3.1 Draft the Drafting Instruction for the amendment of Decentralization Act		X			ADM	4 th Week of April	SOC 6	0
			3.3.2 Conduct Produce CESS Act consultation		X			ADM	1 st Week of May	SOC 6	1,664,888
MICC	3.4 Drafting Instruction for the Produce Cess Act	1	3.4.1 Draft the Drafting Instruction for the amendment of the Produces Act		X			ADM	4 th Week of May	SOC 6	0
MICC	3.5 Consultation Report	1	3.5.1 Decentralization Policy Consultation	X				AMD & SPCDO & SPPRO	4 th Week of Feb	SOC 6	1,000,000
MICC	3.6 Regulation Oder for By-Law review committee	1	3.6.1 Established By- Law committee	X				ADM	1 st Week of Feb	SOC 6	0
MICC	3.7 Minutes of Meeting	2	3.7.1 Facilitate the review of By-laws	X				ADM & SPPRO	4 th Week of Feb	SOC 6	500,000
MICC	3.8 Copy of Letter to OAG and By-laws for Review and gazettal	7	3.8.1 Facilitate the review and gazettal of Provincial By-laws to OAG	X	X	X		ADM & SPPRO	Q1, Q2, Q3	SOC 6	0
MICC	3.9 Reports of each Updates	3	3.9.1 Regular update of Department Website	X	X	X	X	SPCDO	Ongoing	SOC 6	0
MICC	3.10 Reports and Documentary	3	3.10.1 Documentary of Area Councils Success Stories		X			SPCDO	4 th Week of June	SOC 6	1,000,000
MICC	3.11 Project site maps created	10	3.11.1Conduct GPS Coordinates of Area Council Project Sites		X	X		SPCDO	June to September	SOC 6	
MICC GFG 2025 Budget	3.12 At least 6 staff successfully complete PCDF capacity training in the Solomon Islands and produce report of the	1	3.12.1 Staff to attend capacity training in the Solomon Islands on the Provincial Capacity Development Fund (PCDF)						TBC		4,500,000



	training with recommendation.										
Objective 3: Strengthen the Capacity and Governance Systems of DLA and local Authorities.											
MICC	3.1 Updated elected Councilor’s handbook approved.		3.1.1 Review of the elected Councilors hand book.		X	X			1 st Week of March	SOC 6	0
MICC	3.2 Assessment Reports	3	3.2.1 Conduct Area Administrator’s Work assessment		X	X	AMD & SPCDO & SPPRO	June - September	SOC 6	1,500,000	
	3.3 Provincial standing order reviewed, approved by the office of the Director, contextualized by each province and endorsed by the provincial Councils.		3.3.1 Review provincial standing order			X		4 th week of September			
Total											7,700,000
REGIONAL DEVELOPMENT PLANNING UNIT											
Objective 2: Realign Area council Boundaries to Parliamentary Constituencies											
MICC	2.1 Criteria for new Area Council boundary alignment developed and approved.	1	2.1.1 Develop criteria for the proposed new Area Council Boundary alignment	X			SDPO North	4 th Week of January	SOC 6	-	
MICC	2.2 Boundary Mapping Report (GIS analysis showing current vs required boundary alignment)	1	2.2.1 Conduct a technical Boundary Assessment		X		PDPO	4 th Week of January	SOC 6	20,000	
MICC	2.3 Boundary re-alignment concept paper (rational, benefits & risk, effects on service delivery)	1	2.3.1 Draft a Concept paper on the new boundary alignment		X		PDPO	4 th Week of January	SOC 6	-	



MICC	2.4 Updated and revised GIS Maps of the proposed new Boundaries	1	2.4.1 Map out the new proposed Area Councils Boundary		X			PDPO	4 th Week of January	SOC 6	-
Objective 3: Strengthen the Capacity and Governance systems of DLA and Local Authorities											
MICC	3.1 Report of the training undertaken	1	3.1.1 Facilitate and deliver training to Provincial Planners on Project Proposal Writing, Sub-National Planning processes and Reporting guidelines		X			SDPO South	2 nd Week of April	SOC 6	
MICC	3.2 Standardized Planning and Reporting Templates reviewed, approved and used by Provinces and Area Councils	5	3.2.1 Review and develop the standardized Planning and Reporting Tools	X				SPM&EO	4 th Week of Feb	SOC 6	-
MICC	3.3 Standardized M&E templates, data collection templates and Monitoring Plan developed and approved for use	3	3.3.1 Review and develop data collection and M&E tools/templates	X	X			SPM&EO	4 th Week of June	SOC 6	-
MICC	3.4 Reports of data collected from all Provinces and Area Councils	1	3.4.1 Coordinate the collection of performance Data from all Area Councils		X	X		SPM&EO	4 th Week of June	SOC 6	500,000
MICC	3.5 An analysis report showing trends, gaps and recommendations produced and approved	5	3.5.1 Prepare quarterly and annual performance reports on Area Council achievements and challenges.	X	X	X	X	SPM&EO	Ongoing	SOC 6	-
MICC	3.6 Finalized Donor Directory	1	3.6.1 Update and share the Donor Directory with all Provinces and Area Councils	X				SDPO Central	2 nd Week of Feb	SOC 6	-
MICC	3.7 Copies of updated profiles and contacts and compilation of provincial Information.	77	3.7.1 Frequent update of Provincial and Area Council profiles and contacts and compilation of provincial Anthems, provincial and AC Logos plus meaning, provincial flags and other important information.	X		X		Office Assistant & Planning Team	3 rd Week of September	SOC 6	-



MICC GFG 2026 budget	3.8 Shefa 5-year development plan developed and approved		3.8.1 Support the development of Shefa 5-year Provincial Development plan					PDPO & SPDOs	TBC with Shefa PGC		-
GFG 2026 budget	3.9 Provincial Investment plans developed and approved by the office of the Director and endorsed by the Provincial councils.	5	3.9.1 Develop Provincial investment Plans					PDPO & SPDOs	4 th Week of June		-
GFG 2025 budget	3.10 A report and record of all equipment purchased and distributed to the Provincial Planning Units		3.10.1 Purchase DLA Planning Unit and Provincial Planning Unit's working equipment	X	X			PDPO & SPDOs	Ongoing		-
Objective 4: Secure Lands for Area Council											
MICC	4.1 List of Area Councils to be compulsory acquired	1	4.1.1 Identify and map out targeted Area Councils to be surveyed	X				PDPO & SPDOs	4 th Week of March	SOC 6	-
MICC GFG 2026 Budget	4.2 Survey reports produced and submitted to the Director	TBC	4.2.1 Work in collaboration with the Department of Lands and Survey to facilitate the survey of Area Council land boundaries that are ready for survey.		X			PDPO & SDPOs	4 th Week of October	SOC 6	5,000,000
	4.3 Report of the consultations with recommendations	TBC	4.3.1 Consultation with landowners and stakeholders on the processes of compulsory acquisition of AC land		X				4 th week of June to 1 st Week of July		4,079,000
Objective 5: Coordination of Community developments											
MICC	5.1 Copies of reviewed and updated Provincial and Area Council Business Plans	77	5.1.1 Review and update Provincial and Area Council Business Plans mid-year to track progress and make necessary adjustments					SDPOs & SPM&EO	2 nd Week of June	SOC 6	1,000,000
MICC	5.2 Finalized copies of the Provincial Development	2	5.2.1 Support the review and development of Provincial Corporate Plan (Penama & Shefa)					SDPOs	Q1 & Q2	SOC 6	300,000



	Plans approved and endorsed										
MICC	5.3 Report of the pilot testing containing analysis of the data collected and a test display on the dashboard	1	5.3.1 Coordinate pilot testing of the digital community profiling tool with selected Area Councils.		X			PDPO & SPCDO & SDPOs	4 th Week of April	SOC 6	500,000
MICC	5.4 Number of community profiles submitted by the Area Administrators	71	5.4.1 Roll-out of digital community profiling Nationwide.		X			PDPO & SPCDO & SDPOs	1 st Week of May	SOC 6	-
MICC	5.5 Community profiling data verified and validated, with analysis report produced and submitted	1	5.5.1 Verify and validate community profiling data and produce analysis report			X		SPCDO	4 th Week of August	SOC 6	-
Objective 6: Initiate the creation of Regional Service Hubs.											
MICC	6.1 Regional Planning Framework developed and validated	1	6.1.1 Facilitate the development of regional planning framework		X			PDPO	3 rd Week of September	SOC 6	100,000
MICC	6.2 Community consultation report	8	6.2.1 Conduct community consultation of proposed Regional Hub sites		X	X	X	SDPOs	Ongoing	SOC 6	2,000,000
MICC	6.3 Concept notes and mapping developed	8	6.3.1 Develop concept notes and mapping of Proposed Regional Hub Sites		X	X	X	SDPOs	Ongoing	SOC 6	-
Objective 7: Development of Area Council Headquarters											
MICC	7.1 Project reports	6	7.1.1 Facilitate the construction of new Area Council Office building		x	x		SDPOs	Ongoing	SOC 6	1,000,000
Total:											11,420,000
FINANCE UNIT											
Objective 3: Strengthen the Capacity and Governance Systems of DLA and Local Authorities.											
MICC	3.1 Financial Regulation Submitted for gazette	1	3.1.1 Review Financial Regulation and finalize for submission to the OAG					PFO	3 rd Week September	SOC6.5	100,000
	3.2 Report on Recruitment and Induction of Provincial Treasurers	2	3.2.1 Recruitment and Induction of Provincial Treasurers	X	X	X	X	PFO	4 th Week June	SOC6.5	1,259,000



MINISTRY OF INTERNAL AFFAIRS

BUSINESS PLAN 2026

3.3 Report on Business Plan budget training for Torba/Malampa	2	3.3.1 Deliver training on Business Plan Budgeting for Torba and Malampa PGC via ICT Platforms	X					SFO, PFO	4 th Week March	SOC6.5	1,363,000
3.4 Copies of Certificate of Attendance for Audit/Project Management Training	1	3.4.1 Attend an Audit/Project Management Training organized by MOIA Internal Audit			X			PFO	4 th Week November	SOC 6	650,000
3.5 Report on procurement training for DLA Staff and Provincial Accountants	1	3.5.1 Organize and facilitate procurement training for DLA Staff and Provincial Accountants via ICT platforms	X					SFO	4 th week March	SOC 6	40,000
3.6 Copies of LPOs towards the recipient Local Authority	1	3.6.1 Process payments on behalf of the LA's contributions	X					SFO	3 rd Week February	SOC6.5	0
3.7 Copies of LPOs (expenditure summary report) committed towards the workplans, assets, bills etc	1	3.7.1 Process payments for bills, workplans, NPPs, assets, etc				X		SFO	Ongoing	SOC 6	0
3.8 Financial report of Area Council's budget		3.8.1 Prepare the annual financial report detailing the use of Area Council budgets.				X		SFO, PFO	31 st December	SOC 6	0
3.9 Extracted live smart stream data / report on warrant balances.	12	3.9.1 Provide monthly updates on warrant balances for the cost centres to Director and all Heads of Sections	X	X	X	X		SFO	Ongoing	SOC 6	0
3.10 Reports of Internal audits conducted	18	3.10.1 Conduct Internal Audit Spot Check 2 AC/Province	X	X	X			SFO, PFO	4 th week September	SOC 6	4,370,500
3.11 Copies of management letters issued to the Chartered Accountant Firms & National Audit Office.	6	3.11.1 Assist the Accountants to draft responses and implement the measures recommended by the CA firms & NAO				X		PFO	31 st December	SOC 6	50,000
3.12 Lists of discrepancies addressed	1	3.12.1 Liaise with the MOIA internal Auditor and MFEM to improve DLA Finances			X			PFO	3 rd Week September	SOC 6	0
3.13 VBMS reports of 2026 budget.	77	3.13.1 Input of 2027 recurrent estimates, budget narratives, supplementary budget and NPPs into VBMS.		X				SFO, PFO	2 nd Week June	SOC 6	50,000



3.14 Copies of LA's budget sign-off by the MOIA Minister	6	3.14.1 Facilitate LAs 2027 budget presentations before Minister's endorsement				X	PFO	July 31 st	SOC 6	1,100,000
3.15 Copies of LPO committed and receipts for Projects.	1	3.15.1 Facilitate and report on the procurement processes of projects where necessary				X	SFO	December 31 st	SOC 6	0
3.16 Project Financial Report presented to the Director/DG MoIA	1	3.16.1 Compile Project Financial Report and submit to the Director DLA and DG MoIA				X	PFO	December 31 st	SOC 6	0



4. HUMAN RESOURCE OPERATION PLAN

The Department of Local Authorities (DLA) has an approved establishment of 117 positions across its structure. The DLA Head Office in Port Vila currently has a small core team, while the majority of approved positions are deployed on secondment to Provincial Government Councils and Area Councils. This year, three additional officers have been recruited under the Gov4Res Project and attached to the DLA Head Office, increasing the number of staff at the headquarters and increasing the numbers to 120. These three project-funded positions are planned to be fully mainstreamed into the DLA’s approved structure upon completion of the Gov4Res Project.

The table below showcases the staffing within the Department of Local Authorities (DLA).

Staffing	Total
Total staff in PSC approved structure	117
Permanent	98
Probation	2
Contract	3
Daily Rated	-
Vacant	17
Temporary Appointment	2
Total staff in Acting Positions	3

Considering the staff statistics in the above table and with the list of officers that have resigned, terminated, transferred and those that are currently under discipline, we are forecasting to have few staffs also retired from service in 2026 therefore we have to prepare for their severances. This year 2025, the Department settled nine (9) severances for its retired/terminated staffs.

Retirement	Total
Severance to be paid during the year 2026	4
Accrued leave estimate for retiring staff	0

These vacant positions will all be filled out probably in January 2026 as the majority of the submissions have been made by the respective panels to the PSC for their consideration. We are hopeful that in January of Quarter 1, 2026, the remaining staffs will be appointed.

The process of recruiting the Area Administrators was completed in 2025 along with Planner Penama. DLA budgeted for all six (6) Treasurers in 2026.

Priority Vacant Posts in OPSC Approved Structure to be advertised	Position #	Scale	Salary	Allowances
Provincial Treasurer (X2) Malampa & Penama PGC	550 & 561	PS 4.1	1,603,320	360,000



Principal Finance Officer	524	PSS 5.5	2,785,280	442,000
Manager Decentralization	506	PSL 4.1	3,443,600	432,000

Key training to be delivered	Cost (VT)	Duration	Qty
Training on Business Plan Budgeting for Torba and Malampa PGC	1,363,000	1 week in each province	2
Induction of Provincial Treasurers	1,259,000	1 week in Santo	1
procurement training for DLA Staff and Provincial Accountants via ICT platforms	40,000	1 day	1
Training of Area Administrators on the new digital data collection tool and reporting requirements	1,000,000	1 week	
Customer Service and Filing Training	800,000	1 week in Port Vila	1
Conduct Training on Data Collection Dashboard	0 Inhouse Training	3 days	1
Protocol training to be undertaken by the DLA Driver.	150,000	1 week	1

Officers on scholarship	Name	Salary	Allowances	Area of scholarship
NIL				



5. CASH FLOW FORECAST

The cash flow forecast for the Department in 2026 is detailed in this section of the Business Plan. This forecast specifically pertains to the DLA budget under management in Port Vila, as other funds allocated for Provinces and Area Councils have been transferred to the oversight of the respective SGs and Accountants in those provinces. The Vatu amounts listed below should represent total payroll by activity, meaning there's no need to enumerate individual COA.

PAYROLL

Agency	Activity Code	Cost Center / Payroll	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL BUDGET
DLA	MICC	2403	2,138,362	1,425,575	1,425,575	1,425,575	1,425,575	1,425,575	2,138,362	1,425,575	1,425,575	1,425,575	1,425,575	1,425,575	18,532,470
		2404	1,428,212	952,142	952,142	952,142	952,142	952,142	1,428,212	952,142	952,142	952,142	952,142	952,142	12,377,840
		2405	1,102,394	734,929	734,929	734,929	734,929	734,929	1,102,394	734,929	734,929	734,929	734,929	734,929	9,554,080
		2407	689,317	459,545	459,545	459,545	459,545	459,545	689,317	459,545	459,545	459,545	459,545	459,545	5,974,080
	MICF	2413	2,141,400	1,427,600	1,427,600	1,427,600	1,427,600	1,427,600	2,141,400	1,427,600	1,427,600	1,427,600	1,427,600	1,427,600	18,558,800
		2423	4,926,600	3,284,400	3,284,400	3,284,400	3,284,400	3,284,400	4,926,600	3,284,400	3,284,400	3,284,400	3,284,400	3,284,400	42,697,200
		2435	4,420,200	2,946,800	2,946,800	2,946,800	2,946,800	2,946,800	4,420,200	2,946,800	2,946,800	2,946,800	2,946,800	2,946,800	38,308,400
		2446	5,686,200	3,790,800	3,790,800	3,790,800	3,790,800	3,790,800	5,686,200	3,790,800	3,790,800	3,790,800	3,790,800	3,790,800	49,280,400
		2457	4,673,400	3,115,600	3,115,600	3,115,600	3,115,600	3,115,600	4,673,400	3,115,600	3,115,600	3,115,600	3,115,600	3,115,600	40,502,800
		2477	5,179,800	3,453,200	3,453,200	3,453,200	3,453,200	3,453,200	5,179,800	3,453,200	3,453,200	3,453,200	3,453,200	3,453,200	44,891,600
	MICH	2413	1,475,095	983,397	983,397	983,397	983,397	983,397	1,475,095	983,397	983,397	983,397	983,397	983,397	12,784,160
		2423	1,466,455	977,637	977,637	977,637	977,637	977,637	1,466,455	977,637	977,637	977,637	977,637	977,637	12,709,280
		2435	1,640,054	1,093,369	1,093,369	1,093,369	1,093,369	1,093,369	1,640,054	1,093,369	1,093,369	1,093,369	1,093,369	1,093,369	14,213,800
		2446	1,652,174	1,101,449	1,101,449	1,101,449	1,101,449	1,101,449	1,652,174	1,101,449	1,101,449	1,101,449	1,101,449	1,101,449	14,318,840
		2457	1,466,455	977,637	977,637	977,637	977,637	977,637	1,466,455	977,637	977,637	977,637	977,637	977,637	12,709,280
		2477	1,462,855	975,237	975,237	975,237	975,237	975,237	1,462,855	975,237	975,237	975,237	975,237	975,237	12,678,080
	MICI	2413	299,538	199,692	199,692	199,692	199,692	199,692	299,538	199,692	199,692	199,692	199,692	199,692	2,596,000
		2423	303,858	202,572	202,572	202,572	202,572	202,572	303,858	202,572	202,572	202,572	202,572	202,572	2,633,440
		2435	299,538	199,692	199,692	199,692	199,692	199,692	299,538	199,692	199,692	199,692	199,692	199,692	2,596,000
		2446	303,858	202,572	202,572	202,572	202,572	202,572	303,858	202,572	202,572	202,572	202,572	202,572	2,633,440
		2457	303,858	202,572	202,572	202,572	202,572	202,572	303,858	202,572	202,572	202,572	202,572	202,572	2,633,440
		2477	303,858	202,572	202,572	202,572	202,572	202,572	303,858	202,572	202,572	202,572	202,572	202,572	2,633,440
	MICG	2414-2489	15,490,671	10,327,114	10,327,114	10,327,114	10,327,114	10,327,114	15,490,671	10,327,114	10,327,114	10,327,114	10,327,114	10,327,114	134,252,480
		Total		58,854,156	39,236,104	39,236,104	39,236,104	39,236,104	39,335,950	58,754,310	39,236,104	39,236,104	39,236,104	39,236,104	510,069,350

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



OPERATIONS

Agency	Activity Code	Cost. Center / O peration	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL BUDGET	
DLA	MICC	2403	2,143,094	2,143,094	2,143,094	2,143,094	2,143,094	2,143,094	2,143,094	2,143,094	2,143,094	2,143,094	2,143,094	2,143,094	25,717,126	
		2404	824,933	824,933	824,933	824,933	824,933	824,933	824,933	824,933	824,933	824,933	824,933	824,933	9,899,195	
		2405	3,294,458	452,030	377,066	377,066	982,584	377,066	487,263	754,133	1,126,701	377,066	377,066	647,074	8,982,500	
		2407	647,074	647,074	647,074	647,074	647,074	647,074	647,074	647,074	647,074	647,074	647,074	647,074	647,074	7,764,888
	MICF	2413	6,000,000	-	-	-	-	-	-	-	-	-	-	-	-	6,000,000
		2423	800,000	-	-	-	-	800,000	-	-	-	-	-	-	-	1,600,000
		2435	16,000,000	-	-	-	-	-	-	-	-	-	-	-	-	16,000,000
		2446	14,178,719	-	-	-	-	-	-	-	-	-	-	-	-	14,178,719
		2457	16,368,084	-	-	-	-	-	-	-	-	-	-	-	-	16,368,084
		2477	12,000,000	-	-	-	-	-	-	-	-	-	-	-	-	12,000,000
	MICH	2413	1,670,874	-	-	1,670,874	-	-	1,670,874	-	-	-	1,670,874	-	-	6,683,497
		2423	2,848,957	-	-	-	-	2,848,957	-	-	-	-	-	-	-	5,697,914
		2435	1,715,359	-	-	-	-	1,715,359	-	-	-	-	-	-	-	3,430,717
		2446	3,740,000	-	-	-	-	3,740,000	-	-	-	-	-	-	-	7,480,000
		2457	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		2477	987,075	-	-	-	-	987,075	-	-	-	-	-	-	-	1,974,149
	MICI	2413	750,000	-	-	750,000	-	-	750,000	-	-	-	750,000	-	-	3,000,000
		2423	480,381	-	-	-	-	480,381	-	-	-	-	-	-	-	960,762
		2435	2,840,083	-	-	-	-	2,840,083	-	-	-	-	-	-	-	5,680,165
		2446	1,440,000	-	-	-	-	1,440,000	-	-	-	-	-	-	-	2,880,000
		2457	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		2477	250,000	-	-	-	-	-	250,000	-	-	-	-	-	-	500,000
	MICG	2414-2415- 2416-2417 - 2418-2419- 2421-2422- 2426-2427- 2428-2429- 2430-2432- 2433-2434- 2436- 2437- 2439-2441- 2442-2444-2445-2447 - 2448-2449-2450 2452- 2454 2455-2456 2458- 2459 2460-2461 2462- 2463 2464-2465 2466- 2468 2470-2471 2472- 2473 2474-2475 2476- 2479 2481-2482 2483- 2484 2485-2486 2487- 2489	179,425,056	-	-	-	-	-	-	-	-	-	-	-	-	179,425,056
		2417-2420-2425-2431- 2438-2440-2443-2451- 2453-2467-2469-2478 2480-2488	86,069,312	-	-	-	-	-	-	-	-	-	-	-	-	86,069,312
	Total			354,473,457	4,067,131	3,992,167	6,413,041	4,597,685	19,094,021	6,523,238	4,369,233	4,741,802	6,413,041	3,992,167	3,615,101	422,292,084



6. PROCUREMENT PLAN

Mini stry		Simple Procurement 2026																	
Planning										Preparation							Execution		
Fund	De pt.	Prog	Acti vity	Cost Centre	Description of Purchase	Contract Type	Procurement Type	Procurement Value	Cash Flow Endorsed By DG	Specifications	Tender Documents	Draft Contract	Advertise Opening	Advertise Closing	Proposals Evaluation	Recommendation to DG	DG Approval	Notification of Award / Signing of	End Date of Contract
2	240		MIC C	2403	1. New Farea Building- 8EBN		Low Val-CAT A	1. 4,000,000	Director		R FQ	D G	May	June	June	Jul	July	August	September
					2. New Provincial Vehicle- 8EVA			2. 6,000,000											
					3. Traveling's- 8CTL			3. 5,000,000											
					4. Building repair & Maintenance- 8CRB			4. 6,000,000											
					5. Incidentals- 8COI			5. 4,000,000											
2	240		MIC C	2404	1. Traveling's – 8CTL		Low Val-CAT A	1. 3,000,000	Director		R FQ	D G	May	June	June	July	July	August	September
					2. Equipment- 8EEA			2. 2,000,000											
					3. Consultant Fee- 8CEC			3. 2,000,000											
					4. Incidentals- 8COI			4. 2,000,000											
2	240		MIC C	2405	1. Traveling's- 8CTL		Low Val-CAT A	1. 3,000,000	Director		RF Q	D G	June	July	June	July	July	July	September
					2. Equipment- 8EEA			2. 2,500,000											
					3. Incidentals- 8COI			3. 3,500,000											



2	240		MIC C	2407	1. Traveling's- 8CTL	Low Val-CAT A	1. 3,000,000	Director	RFQ	DG	MAY	June	June	Jul	July	Jul	Aug
					2. Equipment- 8EEA		2. 2,000,000										
					3. Consultant Fee- 8CEC		3. 1,000,000										
					4. Incidentals- 8COI		4.1,000,000										
2	240		MIC F	2413;2423;2435;2446;2457;2477	1. Councilor's Constituency Allowance-8CAC	Low Val-CAT A	1.64,968,084	Director	RFQ	DG							
2	240		MIC G	2413-2489	1. Project Materials - 8CMG	Low Val-CAT A	1. 71,000,000	Director	RFQ	DG	May	June	June	Jul	July	Jul	Aug
					2. New Building - 8EBN		2. 28,000,000										
					3. Incidentals - 8COI		3. 14,000,000										
4	240	24A3 24A	MIC C	2407	1. Project Materials-8CMG	Low Val-CAT A	1.4,850,836	Director	RFQ	DG	FEBRUARY	MARCH	MARCH	MARCH	MARCH	MARCH	APRIL
					2. New Building - 8EBN		2.9,218,000										
4	240	25R5 24	MIC C	2407	1. Consultant fee-8CEC	Low Val-CAT A	1.3,000,000	Director	RFQ	DG	MAY	June	July	July	Jul	Jul	Sept
					2. Accommodation-8CBL		2.2,500,000										
					3. Facility Hire - 8CIF		3.2,600,000										
					4. New Vehicle - 8EVA		4.6,000,000										
					5. Survey - 8CLS		5.4,000,000										



"Planning today for better tomorrow"

Department of Urban Affairs and Planning - DUAP



○ 2026



1. EXECUTIVE SUMMARY

Since the Department's establishment in 2021, the Department of Urban Affairs and Planning (DUAP) has undertaken continuous efforts to refine its policies and strengthen the effective management of its existing resources. This year 2026, the department anticipates furthering the enforcement of relevant Acts and regulations under its mandate. The Municipalities Act CAP 126 on the other hand entrusts DUAP with the oversight of Municipal management and administration. Additionally, the department is required to provide advisory services to municipalities and other local authorities regarding adherence to the Physical Planning Act (CAP193) and the Foreshore Development Act (CAP90).

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

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

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

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

Moreover, this year 2026 the Department's main focus is on improving revenue incentives, promote ICT initiatives and development of conducive policies, guidelines, frameworks and legislative amendments to elevate urban planning and management controls. This aims to create a smart overarching urban planning strategy that will be a road map to guide development and support the growth of the municipalities and declared Physical Planning Areas (PPA) around Vanuatu.



Vision & Mission

≡ Vision

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

≡ Mission

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

Department Objectives

(R) The Department aims to:

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

2. SUMMARY OF 2026 ACTIONS TO DELIVER BUSINESS PLAN

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

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



reports, assist Lenakel Town Municipal Council by providing technical advice on revenue initiatives and beautification plan and also assess staff appraisals (DUAP staff seconded to the Municipalities).

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

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

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

Similarly, ensure to undertake the restructure of the Department by review the department structure, review the job descriptions, obtain approval from PSC, Advertisement of the positions, prepare interviews, conduct inductions and prepare salary authorizations form to the Finance Department. While at the same time, the department filing system will also be accessible to the Department of Local Authorities and the Corporate Service Unit under the Ministry of Internal Affairs in 2026 using an external file server that connects every staff to have easy access when retrieving files.

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

The Urban Planning Unit (UPU) main focus this year 2026 is to effectively implement the Physical Planning Act CAP193 new amendment of 2021 and develop new urban planning policies that will improve controlling and management of urban planning and urban matters. The unit will organize consultations for declaring new Physical Planning Areas (PPA) and creation of new mini townships, targeting at least 2 new PPAs and establish SMART City. As part of improving decentralization services within the urban centers, the unit will develop Zoning and Development control plans for Saratamata Physical Planning Area and finalize for Lakatoro/Norsup Zoning and Development Control Plans Document. Further to that, new policies will be formulated that includes; urban planning guidelines and also commence with discussions on a new urban planning policy road map. In relation to the development of the new policies, there will be consultation and formation of some steering committee which the Department will certainly work in partnership with some



government departments, other stakeholders, Municipalities, communities, office of Attorney General, donor partners and other relevant organization.

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

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

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

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

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

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

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



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



Date: 8th December, 2025

Mr Jeffery KAITIP

Director, DUAP



3. 2026 PROGRAM BUDGET NARRATIVES (BUDGET BOOK 3)

PROGRAM MIA: URBAN AND MUNICIPALITIES SERVICES

Program Costs 195,759,367

Mandate Statement

The Department of Urban Affairs and Planning (DUAP) is working continuously to develop its policies to strengthen and ensure proper management of its current resources. This year, the Department anticipated further progress on the enforcement of the relevant Acts and regulations managed under the responsibility of the Department. The Department is mandated under the Municipalities Act CAP.126 to oversee the management and the administration of the Municipalities. It is also required to provide advice to the Municipalities and other Local Authorities to adhere to the Physical Planning Act (CAP.193) and the Foreshore Development Act (CAP90).

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

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

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

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

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



The Department anticipated to work with this vision and mission until 2026. The Department's mission will target the current four (4) declared Municipalities of Port Vila, Luganville, Lenakel and new urban centers once declared in the future. As previously mentioned, the Department will administer the Foreshore Development Act (CAP.90). It will also provide oversight on the enforcement of the Municipalities Act (CAP.126) to all Municipalities, the Physical Planning Act (CAP.193) and new planning legislations planned to be developed.

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

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

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

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

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

Activity MIBA: Urban Planning and Development

Activity Cost **14,194,440**

Administration & Corporate Services Unit



This unit provides technical advice and assistance to the Ministry of Internal Affairs and the three (3) municipalities in development planning, financial operations and management, procurement, audit and reporting in order to ensure that the NSDP aspirations are achieved in the urban areas.

Objectives

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

Means of Service Delivery

- 1.1 Support the municipalities in their annual audits including develop strategies to address weaknesses identified;
- 1.2 Coordinate development of Standard Operating Procedures and Business Continuity Plan;
- 1.3 Support Municipalities in decentralization to enable services to be better delivered and managed at the ward level.
- 2.1 Coordinate research and development of policies, strategies, legislation or amendments to legislation under the mandate of the department to support enhance the functions of Municipalities, development in urban areas, declared physical planning areas and foreshore areas;
- 3.1 Develop new partnership arrangements including investment & donor projects to support the growth and manage issues in the urban areas and foreshore development;
- 4.1 Use ICT systems to integrate administration, planning and foreshore data in “real time;”
- 5.1 Recruit, train and coordinate training and equip personnel in the Department and the three (3) Municipalities using ICT based strategies and data bases in order to enable improvement in service delivery in municipalities;
- 5.2 Develop and support business plan, quarterly, six-monthly and annual reports annually;
- 5.3 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;



Performance Measurement (Service Targets)

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

Activity MIBA: Urban Planning and Development

Activity Cost **14,879,488**

Urban Planning Unit

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

The staff of the Unit will undergo intensive training support to enable the capacities to be built within the Department in order to drive future urban policies and directions. The capacity building will be complimented by the current urban development projects, especially the Greater Port Vila Urban Resilient Project and Luganville Water and Sanitation Project.



Objectives

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

Means of Service Delivery

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

Performance Measurement (Service Targets)

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

Activity MIBB: Foreshore Development

Activity Cost 11,235,280

Foreshore Development Unit

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

Objectives

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



Means of service delivery

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

Performance Measurement (Service Targets)

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



5.1.1	Collect 50% of foreshore revenue target	50%	Revenue target met
5.1.2	Seek additional funding to support foreshore projects	1	Number of NPPs and GIPs submitted

Activity MIBC: Grants to Municipalities

Activity Cost 155,449,159

Grants to Municipalities

Grants provided to Luganville Municipal Council and Lenakel Town Municipal Council in 2025 are to subsidize operations and administration of the two municipalities in order to deliver services to tax payers and public. Funds under this activity are inclusive of Councilor’s salaries and Constituency Allowances, and Town Clerks, Deputy Town Clerks, Accountants, Planners and interns seconded to all three municipalities. Usually, Port Vila City Council does not receive any operational grant except government funds for councilors’ salaries and constituency allowances. However, the Department will continue to provide assistance to all three Municipalities this year. The DUAP is planning on seeking extra funding through NPPs to seek additional funding from donor partners for their development projects to assist all three municipalities with their development priorities.

Objectives

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

Means of Service Delivery

- 1.1 Support effective and efficient operations, financial management and administration of municipal councils;
- 1.2 Provide high quality financial management control, reporting, and budget development for the municipal councils;
- 2.1 Provide support for Municipal Council sittings as stipulated in the Municipalities Act with Minutes and Resolutions/Actions Arising;
- 2.2 Oversee implementation of urban planning for all urban development;
- 3.1 Develop urban policies to sustain their operation and lifespan;
- 3.2 Collect fees and taxes as per legislation & Regulations;
- 4.1 Promote and support investments at the municipalities to enable improvement to services and businesses;



- 5.1 Enhance the functions of the Municipalities detailed in CAP 126;
5.2 Promote staff and councilors capacity building.

Performance Measurement (Service Targets)

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



4. PROGRAM / ACTIVITY M&E FRAMEWORK

MO4	Ministry	Ministry of Internal Affairs										
700	Department	Department of Urban Affairs and Planning								Operational Report: Q1-Q4, 2026		Linkages to NSDP
Program	Activity	Performance Indicator	Target	Action(s)	Q1	Q2	Q3	Q4	OIC	Status / Timeframe	Comment & Risks	
Corporate Service & Administration Unit												
MIAB	1. To provide technical advice and assistance to the Ministry of Internal Affairs and the three (3) municipalities in development planning, financial operations and management, procurement, audit and reporting;	1.1 Research and develop policies, strategies, legislation or amendments to legislations under the mandate of the department to support development in urban areas, declared physical planning areas and foreshore areas.	2	1.1.1. Draft Bill submits to Parliament by OAG for endorsement (Amendment of CAP 126 & CAP 90)	X				Director		Possibility of delay from OAG for gazettal	SOC 6.4 SOC 6.5
				1.1.2. Follow up with OAG to ensure official gazette (CAP126 & CAP 90)	X							
		1.2 Support the municipalities in their annual audits including develop strategies to address weakness identified	1	1.2.1 Facilitate municipality audit submission to the National Audit Office (NAO)	X	X			SFPO			
				1.2.2 Facilitate review of draft audits	X	X						
				1.2.3 Facilitate payment of audit to auditors	X	X	X	X				



			1	1.2.4 Prepare audit Plan to office of Director	X	X						
			1	1.2.5 Raise LPOs for logistics payment	X	X						
			1	1.2.6 Conduct spot checks	X	X						
			1	1.2.7 Provide report and feedback to the office of the Director and Municipality	X	X						
		1.3 Develop and support business plan, quarterly, six-monthly and annual reports	1	1.3.1 Seniors and Managers to prepare and submit monthly, quarterly and six-monthly report to the office of the director	X	X	X	X			Director, AO, SFPO	
			1	1.3.2 Submission of reports to Senior Executives and office of the Director General	X	X	X	X				
			1	1.3.3 Conduct review meeting for Business Plan 2026		X	X					
			1	1.3.4 Develop draft Business Plan for 2027		X	X					
			1	1.3.5 Develop budget 2027		X						
			1	1.3.6 Enter budget 2027 to VBMS		X						
			1	1.3.7 Attend DCO and MBC meetings for budget discussions				X				
			1	1.3.8 Assist office of the Director General, linkage with EA and SA on budget 2027 appropriations					X			
			1	1.3.9 Finalisation of 2027 Business Plan					X			
			1	1.3.10 Submission for staff increments	X	X						



		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.	2	1.4.1 Conduct inductions for Town Clerk PVCC,	X	X			Director, SFPO, AO				
				1.4.2 Conduct training on GIP proposal	X								
				1.4.3 Conduct PVCC Councillor’s inductions	X	X							
		1.5 Effective operation and management of DUAP Office reported in Quarterly Report (Q1, Q3)	2	1.5.1 Oversee the day-to-day operations for all units	X	X	X	X	Director, AO				
		1.6 Produce DUAP half yearly report x1 supported by ICT based verifiable data	100%	1.6.1 Preparation and submission of report to the office of the Director		X		X					
				1.6.2 Submission to the office of the DG		X		X					
MIAB	2. To enable partnerships for urban centers development (provincial, municipal & mini township)	2.1 Develop new partnership arrangements including investment & donor projects to support the growth and manage issues in the urban areas and foreshore development	3	2.1.1 Provide technical assistance to development Project partners/stakeholders and Municipalities	X	X	X	X	Director, AO, PUPO, PFDO				SOC 6.4



		2.2 Support Municipalities in decentralization to enable services to be better delivered and managed at the ward level	12	2.1.2 Provide timely reminder to Town Clerks for submission of monthly reports	X	X	X	X	Director, AO		Municipalities are required to submit monthly reports to the office of the Director	
MIAB	3. Institutional strengthening	3.1 Undertaking restructuring of the department		3.1 Review of the Department's structure			X	X	Director, AO, SFPO		Advertisement will only happen after activities 3.1 to 3.3 is complete	ENV 2.2
				3.2 Review of job descriptions			X	X				
				3.3 Seek approval from PSC			X	X				
				3.4 Advertise positions								
				3.5. Finalise Contract Positions for Lakatoro-Norsup Municipality (Administrator, Accountant and Planner)	X							
MIAB	4. Provide interactive ICT based systems for improved administration	4.1 Use ICT systems to integrate administration and planning data in "real time" / Provide guaranteed and cost-effective options to improve office work flow	4	4..1.1 Integrate current e-filing system	X	X	X	X	Director, AO		Liaise with OGCIO	SOC 6.4, ECO 2.9
				4.1.2 e-Planning Tool – Data Collection	X	X	X	X	Director, SGISO			
				4.1.3 Update and maintain DUAP website	X	X	X	X	SFDO, SGISO			
				4.1.4 Foreshore unit database	X	X	X	X	Director, SFEO			
MIAB	5. To provide a strong efficient and effective	5.1 Ensure office is operational with restructure and	5	5.1.1 Prepare and submit financial visa(s) to MFEM for recruitment	X				Director, SFPO, AO			SOC 6.6



	Department administration, restructures, human resource capacity and management, business planning, reporting and monitoring and evaluation.	skilled officers to improve service delivery, Department's budget and expenditure is effectively managed to ensure all planned activities are undertaken		5.1.2 Assist HRM MOIA to obtain approval for advertisement to PSC	X							
				5.1.3 Advertisement of position and begin recruitment process/ selections	X	X						
				5.1.4 Conduct inductions	X	X						
				5.1.5 Prepare and submit salary authorization form to MFEM	X	X						
				5.1.6 Procure office equipment for new staff	X	X						
				5.1.7 Procure replacement of office equipment for staff	X	X	X	X				
	5.2 Vehicle Maintenance	4	5.2.1 Regular servicing of office vehicle, road worthiness	X	X	X	X	Driver/ Messenger, SFPO				
			5.2.2 Assist with administration and finance units	X	X	X	X	Driver/ Messenger, SFPO, AO				
	5.3 Provide Detail Plan	1	5,3.1 Office landscaping and MOIA beautification		X	X	X	SFPO, SFDO, AO, SUPO, UPO		Linked to PVUGMP Implementation	SOC 6.4	
	5.4 Prepare NPP	1	5.4.1 Expansion of office space	X	X	X	X	Director, PUPO, SHSO		Expansion of building behind project office	SOC 6.4	
Municipalities												
MIBC	6. To improve administration and financial management of the municipalities	6.1 Support effective and efficient operations, financial management and administration of municipal councils	12	6.1.1 Review financial regulation and staff regulation	X	X	X	X	Director, SFPO, AO			
				6.1.2 LMC and LTMC to develop financial regulation and procedures	X	X	X	X				



		6.2 Provide high quality financial management control, reporting, and budget development for the municipal councils	1	6.2.1 Provide technical advice to councils on revenue improvement plan and initiatives		X			Director, SFPO			
				6.2.2 Provide technical advice and support to LTMC on revenue initiatives and beautification plan	X	X			SFPO, Urban Planning Unit			SOC 6.4
MIBC	7. Support social and economic development of municipalities are well coordinated and properly planned	7.1 Oversee implementation of urban planning for all urban development	5	7.1.1 Provide technical assistance to Municipality projects	X	X	X	X	Director, SFPO, Urban Planning Unit, Foreshore Unit			SOC 6.1
		7.2 Seek additional funding to support Municipality projects	1	7.2.1 Preparation and submission of GIP to DSSPAC	X	X	X	X				
MIBC	8. Review and create new by-laws in the Municipalities to achieve better outcomes for the urban tax payers and public	8.1 Promote and support investments at the Municipalities to enable improvement services and businesses	3	8.1.1 Review and facilitate submission of Municipalities by-laws to OAG	X	X	X	X	Director, PUPO			SOC 6.4, ECO 1.2
MIBC	9. Create a recovery plan for Municipalities in the event of a disaster	9.1 Submit a National Early Recovery Action Plan to Recovery Operations Centre (ROC)	3	9.1.1 Councils to provide National Early Recovery Action Plan to the Office of the Director	X	X	X	X	Director, PUPO, SHSO			SOC 6.4, SOC 6.5, SOC 6.6, ENV 3.3
Urban Planning Unit												
MIBA	10. To develop all urban planning	10.1 Regulate new planning policies,	3	10.1.1 Develop COM Paper for Urban Planning Policy	X	X	X					



	policies, urban strategies and urban designs	regulations and planning standards to improve planning practices within the Declared Physical Planning Areas (PPA).		10.1.2 Develop Planning Guidelines	X	X	X		PUPO, SUPO, UPO, SHSO			SOC 6.4, SOC 6.5, ECO 2.3
				10.1.3 Create working group with stakeholders and line agencies	X	X						
				10.1.4 Procurement of travelling logistics		X			PUPO, SUPO, UPO			
				10.1.5 Consultation with stakeholders and wider group		X	X					
				10.1.6 Recruitment of TA	X	X						
				10.1.7 Drafting of Urban Planning Policy paper by TA		X	X	X				
				10.1.8 Conduct consultation with stakeholders and wider community				X				
				4	10.2 Disseminate quality and quantity information on new Planning Policies through workshops, meetings and social media.	10.2.1 Conduct awareness on media outlets and social media platforms			X			
10.2.2 Support 4 urban projects	X	X	X			X						
MIBA	11. To direct the effective implementation of these policies in all urban centers throughout Vanuatu	11.1 Implement current legislation and undertake reviews to modernise the legislative framework to support urban planning	3	11.1.1 Inform councils on current legislative amendments (CAP 193)	X	X		Urban Planning Unit			SOC 6.5, ECO 3.6	



MIBA	12. To develop legislative and policy frameworks for housing developments and informal settlements	12.1 Disseminate information on new Planning Policies through workshops, meetings and social media	3	12.1.1 Develop framework for Housing Policy		X	X		PUPO, SHSO			SOC 6.4, ENV 3.1	
				12.1.2 Establish National Housing Committee									
				12.1.3 Conduct consultation upon request of local authorities		X	X						
				12.1.4. Support IFC Affordable Housing Project	X	X	X	X					
				12.1.5. Support informal settlement mapping and assessment	X	X	X	X					
MIBA	13. To promote security and safety of Ni-Vanuatu especially for those migrating from rural areas into urban areas	13.1 Establish new Physical Planning Areas (PPA) and extend existing declared Physical Planning Areas (PPA)	2	13.1.1 Facilitate intention of declaration of Sanleng PPA to OAG	X	X	X	X	Director, PUPO			SOC 4, ECO 2.3, ECO 3.6	
				13.1.2 Facilitate final declaration of PPA to OAG for gazettal									
		13.2 Assist with development of new Zoning and Development Control Plan for Declared Physical Planning Areas (PPA)	3	13.2.1 Finalize draft zoning and development control plan for Lakatoro				X	X	PUPO, SUPO, UPO, SGISO			
				13.2.2. Assist Penama Physical Planning Committee in finalising the ZDCP (Saratamata or Sanleng)	X	X			Urban Planning Unit		SOC 6.6,		



MIBA	14. Enhance staff capacity, improved coordination of declared Physical Planning Areas in collaboration with the Decentralization policy and strengthen the implementation of planning practices to achieve prosperous urban centers throughout Vanuatu.	14.1. Contract qualified and experienced consultants and new staff to perform the technical roles required by the Department	1	14.1.1 Seek assistance from VIPAM and donor partners for training opportunities and workshops			X		Director, AO			SOC 6.1, SOC 6.6,
		14.2 Build the capacity of planners through training to perform the required planning roles and responsibilities as expected from the Department.	2	14.2.1 Attend trainings and workshops provided by VIPAM and other relevant organizations	X	X	X	X				
MIBA	15. Provide technical and GIS support to Urban Planning and Foreshore units.	15.1 Support Urban Planning activities and projects through data collection/ analysis and map production	4	15.1.1 Populate e-planning tool with data	X	X	X	X	SGISO			
		15.1.2 Produce maps to support urban planning unit activities		X	X	X	X	SGISO				
Foreshore Unit												
MIBB	16. To administer and enforce the Foreshore Development Act by developing new guidelines	16.1 Undertake regular review of the current foreshore legislation and identify areas to improve the	1	16.1.1 Review Foreshore Development Act (CAP 90)	X	X	X		PFO, SFDO, SFE0			ENV 2.2, SOC 6
		16.1.2 Develop MOU with relevant stakeholders		X	X							
		16.1.3 Conduct consultation on foreshore regulations and guidelines			X			PFO, SFDO, SFE0				



		implementation of the Act in order to achieve better Foreshore Development outcomes.		16.1.4 Submission of draft regulations and guidelines to Minister and OAG			X		PFO, SFDO, SFEO			
MIBB	17. To review and make improvements and inform stakeholders on existing legislative framework	17.1 Increase the quantity of information disseminated on Foreshore legislation, penalties and fees through media platforms to enable public to be better informed of requirements for foreshore developments	3	17.1.1 Improve awareness on foreshore requirements through media outlets and social media platforms	X	X	X	X	SFEO, FDO		Media outlets include radio talk-back shows, VBTC advertisements, newspaper, comic books, films, sms, awareness with real estate companies.	SOC 6.4
				17.1.2 Continue to update foreshore unit Facebook page	X	X	X	X	FDO			
MIBB	18. To provide secretariat support to the Foreshore Advisory Committee	18.1 Undertake joint site inspection with other stakeholders to enforce Foreshore legislation	6	18.1.1 Organize Foreshore Advisory Committee meetings	X	X	X	X	SFEO, FDO			SOC 6.1
				18.1.2 Conduct joint site inspections with relevant departments	X	X	X	X				
			8	18.1.3 Produce maps to support foreshore unit activities	X	X	X	X	FDO			



MIBB	19. To recruit new foreshore development officers to strengthen enforcement, revenue collection and the capacity of the Foreshore Development Unit	19.2 Training for Foreshore Development officers to strengthen enforcement and capacity building	1	19.2.1 Attend trainings and workshops provided by VIPAM and other relevant organizations.	X	X	X	X	SFEO, SFDO, FDO			SOC 6.1, SOC 6.4, SOC 6.6, SOC 6.9, ECO 2.8, ECO 2.9
		19.3 Purchase drones and drone license for foreshore unit to access inaccessible foreshore sites	1	19.3.1 Procure and purchase a drone for the Foreshore Unit to use during site inspections	X	X			SFEO, FDO			
MIBB	20. To improve the collection of revenue through foreshore development	20.1 Improve monitoring & enforcement through spot fines of foreshore development on Efate, Sanma and other approved islands	1	20.1.1 Develop Foreshore M&E Framework	X	X			SFEO, SFDO, FDO			ECO 1.2
			2	20.1.2 Prepare report for illegal foreshore developments	X	X	X	X				
				20.1.3 Issue penalty notices and legal proceedings	X	X	X	X				
		20.2 Purchase a boat for Foreshore Unit	1	20.2.1 Consult with Maritime Police for an officer to assist with site inspections and use of vessel.	X	X			SFEO, FDO			
			1	20.2.2 Procure and collect quotations for a boat	X							
			1	20.2.3 Assist finance to facilitate payments for boat through NPP		X	X					



5. HUMAN RESOURCE OPERATIONAL PLAN

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

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

Staffing	Total
Total staff in PSC approved structure	23
Permanent	20
Probation	0
Contract	0
Daily Rated	3
Vacant	2
Total staff in Acting Positions	1

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

Priority Vacant Posts in OPSC Approved Structure to be advertised	Position #	Scale	Salary (VUV)	Allowances (VUV)
Town Clerk, PVCC	800	DIR 2.1	4,682,900	32,018
Senior Finance Officer	808	PS 6.1	1,906,500	12,557

Key training to be delivered	Cost	Duration
Staff inductions		
Project trainings		

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



6. CASH FLOW FORECAST

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

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

Activity	PAYR	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
MIHA	12,195,440	1,407,171	938,111	938,111	938,111	938,111	938,111	1,407,171	938,111	938,111	938,111	938,111	938,099
MIBA	13,743,152	1,585,754	1,057,164	1,057,164	1,057,164	1,057,164	1,057,164	1,585,754	1,057,164	1,057,164	1,057,164	1,057,164	1,057,168
MIBB	10,235,280	1,180,997	787,328	787,328	787,328	787,328	787,328	1,180,997	787,328	787,328	787,328	787,328	787,334
MIBC	109,449,159	11,443,498	7,622,298	7,622,298	7,622,298	7,622,298	7,622,298	11,443,498	7,622,298	7,622,298	7,622,298	7,622,298	17,981,481

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

Activity	OVER	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
MIHA	2,000,000	166,665	166,665	166,665	166,665	166,665	166,665	166,665	166,665	166,665	166,665	166,665	166,685
MIBA	1,136,336	94,695	94,695	94,695	94,695	94,695	94,695	94,695	94,695	94,695	94,695	94,695	94,691
MIBB	1,000,000	83,334	83,334	83,334	83,334	83,334	83,334	83,334	83,334	83,334	83,334	83,334	83,326
MIBC	46,000,000	11,500,000	0	0	11,500,000	0	0	11,500,000	0	0	11,500,000	0	0



7. PROCUREMENT PLAN

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

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

Ministry	MOIA – Ministry of Internal Affairs - Procurement 2026																			
Planning									Preparation							Execution				
Fund	Dept	Progr	Activity	Cost Centre	Description of Purchase	Contract Type	Procurement Type	Procurement Value	Cash Flow Endorsed By DG	Specifications Approved By CSU	Tender Documents Approved By CSU	Draft Contract Approved By CSU	Advertise Opening	Advertise Closing	Proposals Evaluation	Recommendation to DG	DG Approval	Notification of Award / Signing of Contract	End Date of Contract	
2	700	DUAP	MIBB	7003	Drone	1	RFQ	2 million vatu					May	Jun	July	July	July	July	July	Aug
2	700	DUAP	MIBB	7003	Foreshore TA (Database)	1	RFQ	3 million vatu					May	Jun	July	July	July	July	July	Aug



*"Promoting Fair, Just & Legal
Employment"*

Department of Labour and Employment Services - DOL



—○ 2026



1. EXECUTIVE SUMMARY

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

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

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

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

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

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

- Tripartite Labour Advisory Council
- Control of non-citizens' employment within our domestic market
- Employment Relations matters
- Terms & conditions of employment Contract/Agreement
- Occupational Health and Safety at the workplace
- Workers' compensation
- Compliance of Minimum wages by Business Houses
- The proper implementation of Labour Mobility Programs
- International Labour Organization



- The proper implementation of National Domestic Market through Employment Vanuatu

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

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

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

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

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


 Jones Ephraim
 Acting Commissioner of Labour

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VISION

“To deliver a standard class of employment services that is efficient and promote fair and decent work opportunities in Labour market domestically and internationally”.

MISSION

“To improve employees wellbeing and promote employment rights and duties for both employers and employees within the domestic labour market” AND

“TO facilitate the inclusive and fair participation of Ni-Vanuatu citizens in regional migrant labour mobility programs”.

OBJECTIVES

The Department of Labour & Employment Services aims to:

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

VALUES

The Department of Labour & Employment Services is committed to:

Achieving Business Plan Objectives – Ensuring that objectives outlined in the Business Plan are met within the allocated resources, including budget.

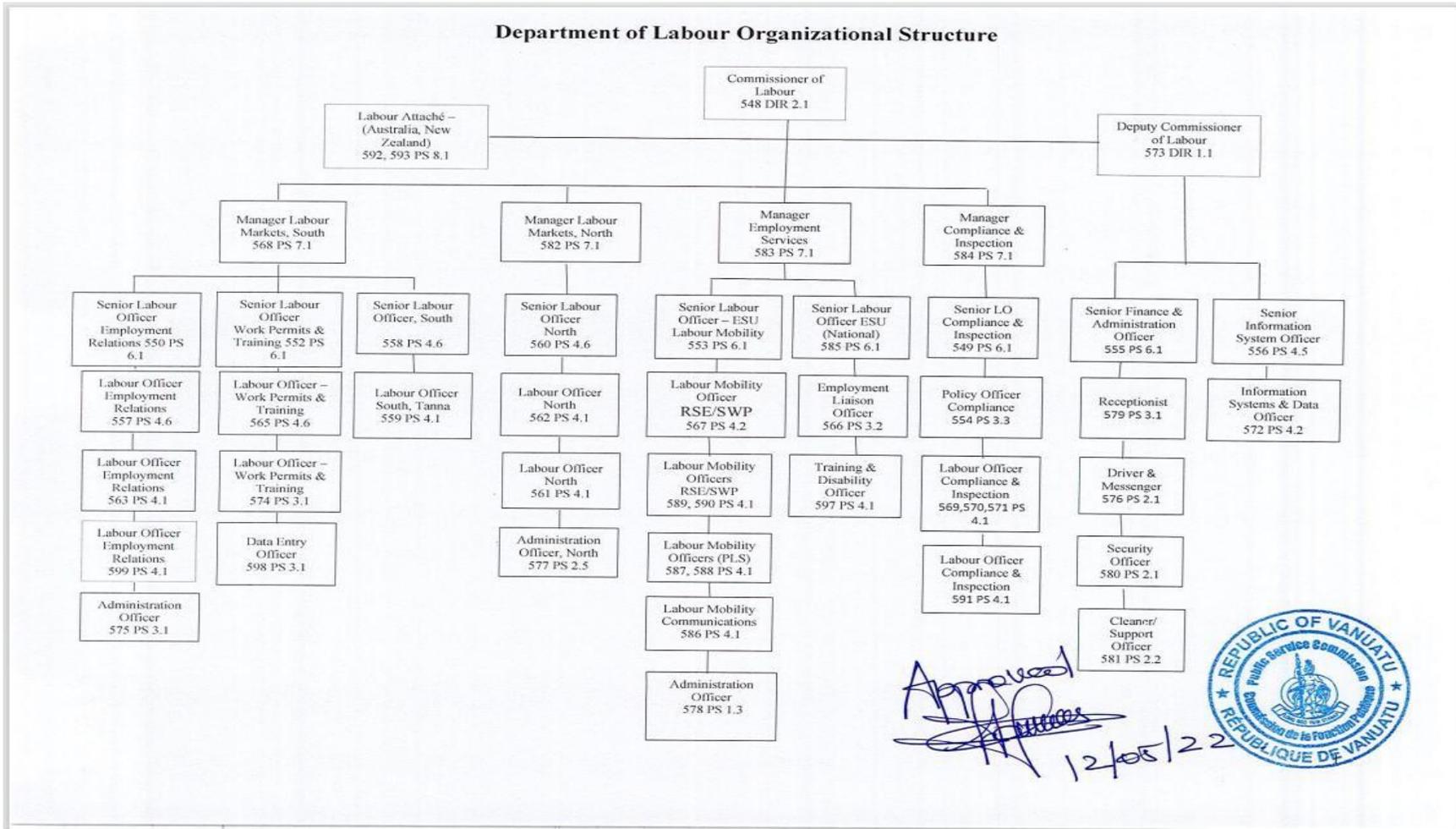
Effective Resource Management – Ensuring safe and practical use of departmental assets while maintaining them in excellent condition.



- **Professionalism & Accountability** – Upholding high ethical standards and accountability in all operations.
- **Implementation of Government Priorities** – Effectively carrying out government policy priorities.
- **Strengthening Partnerships** – Promoting collaboration with tripartite bodies, government stakeholders, development partners, and civil society.
- **Workplace Health & Safety** – Elevating and maintaining high health and safety standards in workplaces.



DEPARTMENT ORGANIGRAM Latest Approved Version with Stamp.





2. SUMMARY OF 2026 ACTIONS TO DELIVER BUSINESS PLAN

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

Decentralisation of services: The following key areas of activity will support the delivery of decentralisation.

Promote, Encourage, Improve Decent Work:

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

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

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

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

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

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

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

- 1- The Tripartite Labour Advisory Council (TLAC) functions according to the provisions of according to provisions of Employment Act is to promote, make recommendations and be consulted on all labour and employment matters.
- 2- The Employment Services Unit (ESU) ensures proper implementation of Labour Mobility Programs with developing partners and stakeholders.
- 3- The Control of employment of non-citizens is in compliance with Labour Work Permit Act [CAP 187] and Regulations.
- 4- The Employment Relations provides vibrant Alternative Disputes Resolutions through Conciliation pursuant to Trade Disputes Act provisions.



- 5- Business houses comply with the provisions of Occupational Health & Safety Act and Workers Compensation Act.
- 6- The Vanuatu strengthens continuous partnership with ILO to seek technical support on new employment laws, policy initiatives and fulfill its obligations on the ILO reporting on ratified and unratified conventions.

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

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



3. PROGRAM ACTIVITY M&E

ACTIVITY: MIEA: Department of Labour
 Budget allocation: 181,852,767 Vt.

MIEA	Ministry of Internal Affairs										
DOL	Department of Labour and Employment Services									Operational Report Q1/2/3/4 - 2026	Linkages To NSDP
Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status Time Frame		
OFFICE OF THE DEPUTY COMMISSIONER OF LABOUR											
Administration											
Objective 1: Effective administration: Manage the smooth operation and administration of services											
Manage the smooth operation and administration of services	Counter services effectively and efficiently perform	100% -Reduce complaints from public and within for poor customer services	Organize with HRM to identify training for Administration and support officers to attend training to enable them to improve their knowledge in providing excellent customer services.	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026		
		100% - improvement of incoming and outcome calls and directing of clients to officers	Supervisor to monitor and evaluate poor performance advice of improvement	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026		
	Office functions are correctly executed	100% improvement on Vehicle day-	Supervisor to assist Driver in developing day-to-day operation and running management plan	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026		



		to-day Runnings well-coordinated								
		100% improvement Officers well vest with performing responsibilities	Managers are to overseas the responsibilities of its Unit to ensure the Unit responsibilities are well performed accordingly as expected.	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026	
		Domestic and International Travelling logistics complete before actual travelling	Domestic and overseas mission applications approved by authorities before departure	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026	
	Effective and Efficient performing department	100% planned activities achieved by the end of the fiscal year	Managers closely work with Senior Officers to ensure planned activities are accomplished	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026	
	Staff meeting	12	Advice Commissioner of Labour to call monthly meetings on administration issues, Human Resources issues and policy matters	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026	
Objective 2: Human Resources Management										
Human Resources Management	Advertising and recruitment of vacant positions	100% Department of Finance approves financial applications	Senior Finance & Administration Officer prepare financial visa application	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026	



		100% of the Public Services secretary approve of the advertisement for the position.	Corporate Services Human Resources Officer write to PSC request approval of advertisement	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026	
		4 PSC endorses Direct appointment and recruitment panel recommendation	Appointment of recruitment panel and convening of panel meeting for assessment, conduction interviews and recommendation of candidate for the position. HRM made submission to PSC for deliberation and issuing of appointment letter	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026	
Management of Leave		50% leave balance according to PSC manual requirement	Managers ensure officers with excessive leave balance to reduce	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026	
Refresher training		PSC manual New staff performance appraisal Quarterly, midyear and annual report template	Organize with CSU Human Resource management and M&E Officers conduct refresher training	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026	
Officers' attendance to work formally		100% coordination of Installation of time machine for clock-in and clock-out	Meeting with Senior system and information Officer to install Clock-in and clock-out machine. To liaise with Computer World technician, assist in installation due to machine purchase from Computer World		x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026	



	Coordinate staff performance appraisal	Midyear and end of year performance appraisal submit to HRM on time	Ensure Unit Managers supervisor with Senior officers on performance appraisal of subordinate officer	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026	
	Supervisor the operations and responsibilities of Managers	4 meetings held with Managers	One on one meeting each month discusses areas of improvement and quarterly meeting to summarize common weak areas identified and improve areas of betterment.	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026	
	Revised organizational structure	100% completion of revised organizational structure submit to CSU Human resources management	Organize meeting with HRM to finalize draft organizational structure and salary gradings. Finalize Job Descriptions. Complete work submission submit to HRM to submit to PSS	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026	
Objective 3: Manage and control budget allocations, disbursement and submission to VBMS										
Manage and control budget allocations, disbursement and submission to VBMS	Budget allocation and cash plan by monthly release by Units Managers know budget allocation and approval of quotations	5 meetings with Managers	Unit Managers approve supplier quotations for goods and services before commitment of LPO in managing the allocated budget.	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026	
	Procurement of good & Services	100% - payment of goods & Services over 100 thousand vatu with 3 quotations	Finance officers discuss quotations with Deputy COL or Unit Manager on approved supplier before commitment of LPO.	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026	



		100% goods and Services over 1 to 5 million vatu purchases with RFQ	3 or 4 quotations approved by RFQ committee for best value for money for DG final approval of RFQ before commitment of LPO	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026	
	Expenditure and Revenue budget and implementation allocated budget	100% improvement Monthly & quarterly reports underspend or overspend situation	Draft report prepared by Senior Finance Officer circulate for comments before final report presented.	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026	
	Infrastructure development	10% renovation of current structure	Renovation of Vila, Tanna and Santo office according to the availability of fund	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026	
x				x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026		
	Funding for Unbudgeted activity project	60% of funding made available for project funding	Discuss with Department of Finance – Treasury Section amendment cost centers cash plan and transfer of payroll funds	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026	
	Preparation and submission of 2027 budget	3 meeting with Managers on preparation of Unit budget	Better understanding of planning and budgeting process and additional funding through NPP and supplementary application	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026	
		100% Allocation of budget to cost centers and ensure budget submission made	Ensure Senior Finance Officer complete budget submission according to plan	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026	



		according to planning									
		Prepare 2 New Policy Proposal (NPP)	Reconstruction and renovation of exciting building for Santo Labour Officer and implementation of revised organizational structure by phasing out approached	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026		
Objective 4: Planning and Report											
Planning and Report	Coordinate and compile report submitted to M&E Manager	Quarterly, midyear and annual report	Ensure Managers submit in the Unit report for compiling for submission	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026		
	Coordinate 2027 business plan write up	3 meetings with Managers of the 2027 business plan	Meeting with Managers discuss propose plan development of Business plan.	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026		
		Final development 2027	Organize meeting venue for all staff to participate in final drafting of the plan Business plan activities to be align from MOIA Corporate plan 2026 to 2030	x	x	x	x	Deputy Commissioner of Labour	Jan - Dec 2026		
Finance unit											
Provide assistance to each unit Managers on budget management	Report financial matter on budget management	4	Planning and budgeting by each Unit					Deputy Commissioner of Labour, Senior Finance and Administration Officer, & Managers	Jan - Dec 2026	SOC 6.4	
			Management of Project Funds (ILO - Human Trafficking Project)	x			Jan-Feb 2026				
			Provide advice on financial matters to unit Managers				Jan - Dec 2026				



			Assist with providing financial information to internal / external auditors						jan -Dec 2026	
			Provide annual financial expenditure reports	x	x	x	x		Jan - Dec 2026	
			Management of monthly warrant release						Jan - Dec 2026	
Assisting Finance Manager with Financial information for Financial Reporting purposes	Number of reports produced	4	Provide monthly and quaterly expenditure reports to Finance Manager, Head of Department and Unit Managers	x	x	x	x	Senior Finance & Administration Officer	Jan - July 2026	SOC 6.4
Timely Budget and NPP submission	Progress of budget development and submission	100%	Meet with CoL, DCoL, and unit Managers and Finance Manager to develop DOLES budget		x			Senior Finance officer, Finance Manager, Deputy Commissioner of Laour and Unit Managers	May-26	SOC 6.4
			2027 Budget and NPP submission		x			Senior Finance & Administration Officer	May-26	
Management of DoLES Assets	Registration of asset into MOIA Asset Management System	50%	Registration of asset into new MOIA asset Management System					Asset Manager & Senior Finance Adminstration Officer and Senior ICT Officer	Jan - Dec 2026	SOC 6.4
			Management of disposal of asste							
			Asset Register up to date							
Timely Payments of Invoices and DSA and Imprest	No outstanding invoices		All invoices are fully paid and cleared in SMART STREAM					SFAO	Jan - Dec 2026	SOC 6.4
	DSA and Impret are received by staff before Travelling date		All Imprest are retired after Travelling by staff							
Management of Infrastructure	Number of infrastructure Maintance	2	Modification on ILO office Building					Finanace Officer & Deputy Commissioner of Labour	Jan - Dec 2026	SOC 6.4



Assist Human Resource with Administrative roles for the Department of Labour	Management of Staff Leave Other HR matters	100%	Leave form are submitted weekly to HR unit and staff are informed on their leave balances					SFA & Adminis Secretary		
ICT										
Maintain, update and support ICT systems and Equipment's to ensure reliable and score operations within the Department of Labour & Employment Services (DoLES)	Ensure ICT system and equipment are up to date and function within the DoLES	85%	Usage of ICT system and equipment must comply with the OGCI0 policies	x	x	x	x	ICT officers & Senior Finance Officer	Jan to Dec 2026	
		1	Upgrade DOL website			x		ICT officers & Acting Commissioner	Jan to Dec 2026	
		1	Increase the DOL VM storage			x		ICT Officers	Jan to Dec 2026	
Provide operational support to the Department including involvement in a database development and activities that enhance the Department ICT Strategy	Employment relations database system fully developed, tested, and operational before the 31 December 2026	1	Create a proper Database for Domestic Division (Labour Markets South/North-Work Permit Unit/Employment Relations, Compliance & INSP Unit)	x	x	x		Senior Information System officer, Senior Work Permit Officer, Employment Relations Manager & Acting Commissioner	Jan to Dec 2026	
		1	Identify a software for all the DOL data collection and reporting		x	x	x	Senior IT officer & Senior Finance Officer	Jan to Dec 2026	
Tripartite Labour Advisory Council										
Objective 5: Promote strong collaboration and partnership with the Tripartite partners, Civil Society and Development partners										



Promote and maintain good working relationship between Tripartite Labour partners - unions, employers and government	Strengthen the Tripartite Labour Council	3	Conduct Tripartite Labour Advisory Council (TLAC) meetings to address all Employment related matters, legislative amendments, ILO Conventions, Reports, Proposals, Recommendations, Policy Measures, Decent Work Country Activities, Economic and Social Affairs, Tripartite consultations.	x	x	x	x	CoL, DCOL. Managers, Policy Officer	Jan - Dec 2026	ECO 4.6, ECO 4.9
		1	Complete Standing Order/Manual/Guideline for the tripartite.	x	x	x	x	CoL, DCOL. Managers, Policy Officer	Jan - Dec 2026	ECO 4.6, ECO 4.9
		4	Follow up & ensure approved decisions are executed and reported x 4	x	x	x	x	CoL, DCOL. Managers, Policy Officer	Jan - Dec 2026	ECO 4.6, ECO 4.9
Compliance & Inspections unit										
Promote the standards required by law (specific on Act) for decent work and strengthen compliance with all Vanuatu's labour laws.	Number of inspections in OHS, Industrial Relations, Work Permits and reports.	30	Undertake work site inspection in Occupational health and safety, Industrial relations, working permit and provide report accordingly 1. Develop inspection plan and categorize by sector or areas 2. Prepare inspection checklists aligned with OHS Act, Labour Act (IR), and Work Permit Act 3. Coordinate and conduct work place inspections 4. Identify breaches and collect supporting evidence (photos, statements, copies of documents) 5. Issue warning letters, improvement	x	x	x	x	Manager, Senior Officer, Policy Officer, Inspection Officers	Jan - Dec 2026	ECO 4.6, ECO 4.9



			notices, prohibition notices, or penalty notices where required							
	# of Improvement & prohibition notices issued	5	<p>Issue Improvement & prohibition notices to companies for non-compliance of occupational health and safety act</p> <ol style="list-style-type: none"> 1. Conduct workplace inspections to identify OHS violations, assess the level of risk (including imminent danger), document findings, and gather supporting evidence in accordance with the OHS Act. 2. Determine whether an Improvement Notice (for rectifiable breaches) or a Prohibition Notice (for serious or imminent risks) is warranted 3. Prepare the notice citing the relevant legal provisions, required corrective actions, and compliance timeframe; and formally serve it to the responsible party. 4. Conduct follow-up inspections to verify compliance within the specified timeframe 	x	x	x	x	Manager, Senior Officer, Policy Officer, Inspection Officers	Jan - Dec 2026	ECO 4.6, ECO 4.9
	# of spot fine notice issued	5	<p>Issue Penalty notice for noncompliance of work permit</p> <ol style="list-style-type: none"> 1. Prepare the penalty notice in accordance with the relevant legal provisions, clearly stating the nature 	x	x	x	x	Manager, Senior Officer, Policy Officer, Inspection Officers	Jan - Dec 2026	ECO 4.6, ECO 4.9



			of the offence 2. Track payment of the penalty within the prescribed period, follow up on outstanding fines, and initiate further enforcement action							
	# of awareness conducted + reports produced for awareness	12	Plan, deliver, and monitor structured labour law awareness programmes targeting employers and employees to promote compliance and understanding of employment standards	x	x	x	x	Manager, Senior Officer, Policy Officer, Inspection Officers	Jan - Dec 2026	ECO 4.6, ECO 4.9
Objective 6: Strengthen compliance of employment standard according to ILO conventions										
Enforce compliance for employment standards according to ILO Conventions and Vanuatu Labour Laws	# of guidelines produce for high-risk sector inspected	1	Develop standard inspection guidelines for high-risk sector inspected 1. Update guidelines based on emerging risks or legislative amendments 2. Implement sector-specific inspection guidelines for high-risk industries, aligned with national labour legislation and ILO Conventions.	x	x	x	x	Manager, Senior Officer, Policy Officer, Inspection Officers	Jan - Dec 2026	ECO 4.6, ECO 4.9
	# of inspection produce on ILO convention from January to December 2026	30	Undertake inspections for compliance to ILO Conventions: 1. Conduct workplace visits and interviews with employers and employees 2. Verify absence of child labour, forced labour, and discrimination 3. Issue compliance notices and notify lines agencies (e.g. IOM, ILO office)	x	x	x	x	Manager, Senior Officer, Policy Officer, Inspection Officers	Jan - Dec 2026	ECO 4.6, ECO 4.9
Objective 7: Coordination of labour laws amendments										



Coordinate legislative amendments	Number of Labour laws amendment proposals submitted within approved timelines; Work permit, Occupational Health and Safety (OHS) and National Policy	3	1. Internal consultation meetings with labour officers on propose legislation 2. Consultation of propose legislation amendment with Tripartite Labour advisory council 3. Draft legislation policy 4. DoL to liaise with office of the Attorney General 5. Finalize and submission of the draft amendment	x	x	x	x	Manager, Senior Officer, Policy Officer, Inspection Officers	Jan - Dec 2026	ECO 4.6, ECO 4.9
Labour Market South / North										
Work Permit										
Objective8: Promote decent and inclusive employment opportunities for all Citizens of Vanuatu in the domestic environment										
Ensure equity/fairness in the domestic employment markets	Number of Migrant workers contribute in revenue of work permit Tax in the domestic labour market.	50	Keep records of Migrant workers of work permit holders in reports (monthly quarterly, half year, annual report)	x	x	x	x	Manager, Senior Officer, ER Officers, Work Permit Officers, Provincial Officers	Jan - Dec 2026	ECO 4.6, ECO 4.9
	Number of Migrant workers welfare addressed	5	Address Migrant workers welfare through active dialogue with Employers.	x	x	x	x	Manager, Senior Officer, ER Officers, Work Permit Officers, Provincial Officers	Jan - Dec 2026	ECO 4.6, ECO 4.9
Employment Relations										
Objective9: Support Industrial Relations and Dispute Resolution										
Enforce compliance for employment dispute resolution according to Vanuatu's Labour Laws and ILO conventions	Number of complaints individual registered disputes	30	Promote settlement of registered Individual disputes and report outcomes reflect in quarterly, midyear & annually report x 30	x	x	x	x	Manager, Senior Officer, ER Officers, Work Permit Officers, Provincial Officers	Jan - Dec 2026	ECO 4.6, ECO 4.9
	Number of Union disputes	5	Promote settlement of registered Union disputes of individual complaints through conciliation and	x	x	x	x	Manager, Senior Officer, ER Officers, Work Permit Officers, Provincial Officers	Jan - Dec 2026	ECO 4.6,



			mediation in a timely manner and report outcomes reflect in quarterly, midyear & annually report x 5							ECO 4.9
	Number of Disputes referred to the Trade Disputes Tribunal.	10	Unsolved registered employment disputes case files transfer to Trade Disputes Tribunal for settlement x 10	x	x	x	x	Manager, Senior Officer, ER Officers, Work Permit Officers, Provincial Officers	Jan - Dec 2026	ECO 4.6, ECO 4.9
	Number of complaints to follow up on	30	Follow up on grievances raised during complaints to ensure employers and employees comply.	x	x	x	x	Manager, Senior Officer, ER Officers, Work Permit Officers, Provincial Officers	Jan - Dec 2026	ECO 4.6, ECO 4.9
	Number of times to follow up on disputes	35	Keep records of employee's complaints in the domestic environment in reports (monthly quarterly, half year, annual report)	x	x	x	x	Manager, Senior Officer, ER Officers, Work Permit Officers, Provincial Officers	Jan - Dec 2026	ECO 4.6, ECO 4.9
	Number of times to review the Employment Dispute Guideline	1	Review Employment Dispute Guideline under Labour Domestic	x	x	x	x	Manager, Senior Officer, ER Officers, Work Permit Officers, Provincial Officers	Jan - Dec 2026	ECO 4.6, ECO 4.9

Domestic Welfare

Objective 10 : Advocate for workers' rights and welfare in domestic markets.

Advocate for workers' rights and welfare in domestic markets.	Number of awareness meetings to be conducted and reported.	4	Awareness Meetings held & Minutes, with Annual Report providing details of progress & issues	x	x	x	x	Manager, Senior Officer, ER Officers, Work Permit Officers, Provincial Officers	Jan - Dec 2026	ECO 4.6, ECO 4.9
	Number of general awareness through media, social media platforms, panel discussions and through brochures.	3	Conduct awareness through media, social media platforms, panel discussions and through brochures	x	x	x	x	Manager, Senior Officer, ER Officers, Work Permit Officers, Provincial Officers	Jan - Dec 2026	ECO 4.6, ECO 4.9



	Number of consultation meetings to be conducted.	3	Conduct public consultation for worker's rights.	x	x	x	x	Manager, Senior Officer, ER Officers, Work Permit Officers, Provincial Officers	Jan - Dec 2026	ECO 4.6, ECO 4.9
Stakeholder Management										
Objective 11: Promote strong collaboration and partnership with the Tripartite partners, Civil Society and Development partners										
Promote and maintain good working relationship between Tripartite partners, Civil Society and Development partners	Number of Partnerships to be created and maintained with partners, civil society and development partners.	3	Engage with tripartite partners, civil society and development partners through information sharing, consultation meetings, workshops, training programs, MoUs and MOAs.	x	x	x	x	Manager, Senior Officer, ER Officers, Work Permit Officers, Provincial Officers	Jan - Dec 2026	ECO 4.9
EMPLOYMENT SERVICES UNIT										
Objective 12 : Manage Existing Labour Migration programs (ESU)										
Mobilization Team										
Implementation of Compliant & Recruitment Processes (LSU & Agents)	Number of workers mobilized for PALM & RSE	5000	1. Registration of workers 2. Proceed with recruitment processes (8 weeks) 3. Add workers to Pre-Departure Briefing (PDB) 4. Workers mobilized (travel overseas)	x	x	x	x	Senior Labor Mobility Officer, Manager ESU	Feb 2026 - Nov 2026	ECO 4.5 ECO 4.7
Facilitated and increase the number of both skilled and unskilled Ni-Vanuatu workers in existing and new labour mobility programmes	Number of workers registered in the IRD	500	1. Registration of workers	x	x	x	x	1. Senior Labour Mobility Officer 2. PALM Lead 3. RSE Lead	Feb 2026 - Nov 2026	
Worker Preparation (Skills & Training) Team										



Facilitate high-quality worker preparation both internally and in collaboration with other stakeholders	Number of workers/Families who attended pre-departure briefings before departure	2000	1. Coordinate attendance 2. Deliver training 3. Record attendance 4. Work with training partners 5. Monitor and update	X	X	X	X	Skills Development and Training officers	31st December 2026	ECO 4.6 SOC 2.4 ECO 1.9
Explore collaboration opportunities with skills institutions to enhance workers' sector-specific skills for both domestic and international employment.	Number of partnerships formed with skills institutions.	2	1. Identify potential skills institutions 2. Contact identified institutions to discuss possible collaboration areas. 3. Hold coordination meetings 4. Assess feasibility 5. Develop partnership agreements 6. Formalize partnerships	X	X	X	X	Senior Skills and Training officer	31st December 2026	
Support the decentralization of skills development and training services to provincial level	Number of Pre Departure Briefing and skills training in the provinces	8	Facilitate Pre Departure Briefing in the Northern Hub. Financial Literacy Training Support provincial staff in conducting trainings	X	X	X	X	Skills Development and Training officers	31st December 2026	
Reintegration Team										
Strengthen implementation of the Labour Mobility Reintegration Strategy through enhanced partnerships, effective program management, and improved M&E and reporting.	% of planned reintegration activities delivered according to the annual workplan by Q4 2026.	70%	Develop and agree on annual reintegration implementation plan. Coordinate delivery with IRD, LSU/ESU, provinces, and partners. Track progress monthly and update workplan.	x	x	x	x	Senior Reintegration Officer & Reintegration Officer	Feb 2026 - Nov 2026	ECO 4.7 ECO 4.5 ECO 1.9 ECO 4.2
	Number of returned workers receiving reintegration support services (e.g., financial literacy, business	150	Conduct reintegration awareness sessions. Deliver training (financial literacy, business readiness, counselling).	x	x	x	x	Senior Reintegration Officer & Reintegration Officer	Feb 2026 - Nov 2026	



	coaching, referrals) each quarter.								
	At least 4 new or renewed partnerships/MoUs established with local and/or international stakeholders by December 2026.	4	1. Identify local & international partners (MFEM, MALFB, VNPF, VCCI, NGOs, TVET providers, RSE/AEs). 2. Draft partnership agreements. 3. Host partnership signing events.		x	x		Senior Reintegration Officer & Reintegration Officer	Feb 2026 - Nov 2026
	Number of working group meetings held with reintegration partners.	5	Send invitations and agenda to all partners. Facilitate coordination meetings. Prepare and share minutes and action lists.		x	x	x	Senior Reintegration Officer & Reintegration Officer	Feb 2026 - Nov 2026
	Reintegration M&E tools updated and operational by Q2 2026.	100%	Update forms, survey templates, database, and reporting systems. Train officers in using updated tools. Test tools through a pilot rollout.	x	x	x	x	Senior Reintegration Officer & Reintegration Officer	Feb 2026 - Nov 2026
	Number of Reintegration Open Day conducted	1	Prepare reporting calendar. Compile data from IRD, LSU/ESU, provinces. Submit reports to management and PLMSP.	x	x	x	x	Senior Reintegration Officer & Reintegration Officer	Feb 2026 - Nov 2026
Deliver superannuation assistance services, including information sessions, form completion support.	Number of workers assisted and successful accessing their superannuation fund.	250	Superannuation kiosk conducted weekly	x	x	x	x	Senior Reintegration Officer & Reintegration Officer	Feb 2026 - Nov 2026
M&E, Communications & IRD Team									



Manage and maintain an effective IRD system that supports high-quality data, agent compliance, user support, system administration and reporting.	Number of priority data issues resolved monthly - Data quality conducted monthly (duplicates, invalid phone numbers, mobilization/return status errors).	12	<ul style="list-style-type: none"> - Duplicates - Mobilization In-Progress but Workers not Marked Mobilized <ul style="list-style-type: none"> • Go based on AEs – Create Spreadsheet and check with Agent of LSU Recruitment Contact - Mobilization Ended but Workers not Marked as Returned <ul style="list-style-type: none"> • Go based on AEs – Create Spreadsheet and check with Agent of LSU Recruitment Contact - Phone Numbers -invalid phone numbers - Review stats, under the status dashboard, run spot checks - Update and/or support team to act on correcting number - Support Agents with the data Clean up - Review Recruitments - Review Employer Pool - Review PDBs - Review Employer Profiles - Review Agent Profiles 	X	X	X	X	IRD Coordinators	Jan - Dec 2026	SOC 6.4 SOC 6.7 ECO 4.7
	Number of trainings/Refresher s provided on IRD Usage for both LSU + Agents	12	<ol style="list-style-type: none"> 1. Identify training participants 2. Confirm venue and catering 3. Conduct Training 4. Conduct Training Evaluation 5. Report on Training and evaluation with recommendations for improvements 	X	X	X	X	IRD Coordinators	Jan - Dec 2026	
	Number of agents visit conducted to support agents in requests on IRD	12	<ol style="list-style-type: none"> 1. Send out email to agents for availability within each week for agents visit 2. Agents confirm date and time for 	X	X	X	X	IRD Coordinators	Jan - Dec 2026	



			visits 3. Conduct visit 4. Report to Team Leader						
	IRD SOP reviewed and updated	1	1. Identify areas to improve on SOP 2. Improve the content 3. Finalize SOP 4. Print SOP/Diseminate to ESU, Agents and PLMSP		X			IRD Coordinators, M&E Coordinator, Manager ESU, Senior Mobilization Officer	Jan - Dec 2026
	Number of Compliance Review successfully supported	3	the IRD compliance Review will be held every Quarter Based on the Criteria the compliance Team will give. -Create Compliance Tracker - Extraion of Data on Compliance - Calculation of Compliance Score - Fanalized the Score - Presentation of Compliance Score - Update the Compliance rating	X	X	X		IRD Coordinators, M&E Coordinator, Manager ESU, Senior Mobilization Officer	Jan - Dec 2026
	Successful rollout of the worker training portal in the IRD - Scheduled for April 2026	12	1. support PLMSP IRD Team in the launching of the worker training portal		X			IRD Coordinators, M&E Coordinator, Manager ESU, Senior Mobilization Officer	Jan - Dec 2026
	Number of workers registered in the Worker Training Portal	500	1. Ensure that workers get registered in the portal 2. Workers accessing training modules provided			X	X	IRD Coordinators, M&E Coordinator, Manager ESU, Senior Mobilization Officer	Jan - Dec 2026
Disemination of LM information through print media, social media, Radio and TV	Number of LM information pieces produced (e.g., posters, flyers, social media posts, radio scripts)	50	Develop LM information packages: - recruitment process - worker rights & responsibilities - returnee support - employer expectations - “How to avoid scams & illegal agents”	X	X	X	X	Communications Officer and M&E Coordinator	Jan - Dec 2026



	Number of radio announcements broadcasted	12	Work with government radio (VBTC), FM stations, and national television for monthly awareness	X	X	X	X	Communications Officer and M&E Coordinator	Jan - Dec 2026
	Number of informative videos produced to share information to workers and general public on Labour Mobility	20	Develop short video clips for social media, including interviews with returnees	X	X	X	X	Communications Officer and M&E Coordinator	Jan - Dec 2026
	Number of Facebook Live sessions conducted on LM Information	12	1. Community awareness 2. Facebook Live 3. Sharing stories of change 4. Radio Shows 5. TV Program	X	X	X	X	Communications Officer and M&E Coordinator	Jan - Dec 2026
Develop & Document a Booklet of ESU Success Stories	Number of stories collected from ESU	10	Develop outline and design concept for the booklet Collect stories from provincial officers, IRD, LSU & ESU staff	X	X	X	X	Communications Officer and M&E Coordinator	Jan - Dec 2026
	% of ESU units represented (LSU, IRD, ESU, Comms)	70%	Verify details with participants and employers	X	X	X	X	Communications Officer and M&E Coordinator	Jan - Dec 2026
	Booklet produced and shared on success stories for ESU	1	Coordinate photos, worker quotes, and consent forms Draft, edit, layout, and design the booklet Publish digital and printed versions Launch booklet at an ESU/DFAT event or annual review	X	X	X	X	Communications Officer and M&E Coordinator	Jan - Dec 2026
Collect & Publish Success Stories/ stories of change (Tafea, Shefa, Penama) of participating in the	Number of success stories collected	50	Conduct field visits for first-hand interviews Maintain a monthly publication calendar	X	X	X	X	Communications Officer and M&E Coordinator	Jan - Dec 2026
	Number of stories published via social media	40	Review, edit and approve stories before release Upload stories to official website and	X	X	X	X	Communications Officer and M&E Coordinator	Jan - Dec 2026



Labour mobility program			social media and provide big story leads to PLMSP Comms for regional exposure						
Maintain quality information sharing within ESU, DG and Minister MoIA on labour mobility program implemented by ESU.	Number of monthly reports produced outlining updates from each team within ESU	12	1. Send out Email Notification of reporting timeline 2. Updates received from teams 3. Reports Compiled and submitted to Manager ESU for final inputs 4. Reports shared with ESU, DoLES and CSU MoIA	X	X	X	X	M&E Coordinator	Jan - Dec 2026
	Number of quarterly 1 page summary report submitted to DG and Minister on Labour Mobility	4	1. Summarize Monthly reports 2. Report Submitted to DG & Minister MoIA including Manager M&E	X	X	X	X	M&E Coordinator	Jan - Dec 2026
Implement the ESU MERL Plan, including routine data collection, monthly reporting, and evidence use	% of MERL Plan activities implemented on schedule	90%	Operationalize the MERL Plan with a simple implementation tracker	X	X	X	X	M&E Coordinator	Jan - Dec 2026
	% of routine data collection completed for the MERL Plan	90%	Lead routine data collection to populate the MERL Plan	X	X	X	X	M&E Coordinator	Jan - Dec 2026
	Number of evidence briefs or insights shared with leadership	6	Produce quarterly insight briefs on worker outcomes and emerging issues Present evidence summaries in leadership and ESU-wide meetings	X	X	X	X	M&E Coordinator & ESU Manager	Jan - Dec 2026
Improve Data Collection Through Pre-mobilization & Returnee Worker Surveys	Number of pre-mob surveys completed per month	150	1. Prepare QR Code and share with the Skills and training Team 2. Survey conducted daily during PDB (targeting at least 5 surveys per day)	X	X	X	X	M&E Coordinator & Skills and Training Team	Jan - Dec 2026
	Number of returnee surveys	150	1. Prepare QR Code and share with the Reintegration Team	X	X	X	X	M&E Coordinator & Reintegration Team	Jan - Dec 2026



	completed per month		2. Survey conducted daily during Superannuation Kiosk (targeting at least 5 surveys per day)							
Domestic Team										
Objective 13: Strengthen Employment Services by supporting initiatives that enhance employability and reduce unemployment.										
Strengthen collaboration with VCCI, Youth Challenge, Ministry of Education (TVET & Tertiary), private sector and other stakeholders to address skills gaps and labour market demand	Number of stakeholder meetings held to address skills gaps and labour market needs	3	1. Hold coordination meetings with stakeholders and record minutes. 2. Document skills gaps and labour market needs raised by partners. 3. Follow up on agreed actions and report progress.	x	x		x	Senior Labour officer	Jan - Dec 2026	ECO 4.5 ECO 4.6 SOC 2.4
	Number of joint actions implemented with partners	2				x	x		Jan - Dec 2026	
Support returning workers through employment pathways	Number of returnees registered and supported into employment pathways	5	1. Register returning workers and document their skills. 2. Provide job matching or referrals through LebaKonec and employer networks. 3. Follow up with returnees on employment outcomes.				x	Senior Labour officer	Jan - Dec 2026	
Advocate LebaKonec to employers and job seekers	% increase in awareness of LebaKonec	30%	1. Provide awareness through social media and outreach. 2. Promote LebaKonec in provincial offices and at community events.	x	x	x	x	Employment & Liaison officer	Jan - Dec 2026	
	Number of registered job seekers on LebaKonec	40	1. Assist job seekers to register on the portal. 2. Collect basic skills and qualification data for profiling.	x	x	x	x	Employment & Liaison officer	Jan - Dec 2026	
	Number of job seekers successfully	20	1. Match job seekers with employer needs.	x	x	x	x	Senior Labour officer & Employment liaison officer	Jan - Dec 2026	



	employed through LebaKonect		2. Share candidate profiles with employers and facilitate interviews.							
	Number of employers registered on LebaKonect	10	1. Conduct employer outreach and platform demonstrations. 2. Support employers to register and upload vacancies.	x	x	x	x	Employment & Liaison officer	Jan - Dec 2026	
Compliance, Welfare & GEDSI Team										
Objective 14 : Enforce compliance of Employment and Labour standards according to ILO conventions										
Strengthen Community of Care (CoC) initiatives and continue on awareness and trainings on Gender EDSI (GEDSI) and Gender Based Violence (GBV).	Number of Recruiters (LSU & Agents) are more aware of GEDSI and GBV factors in Labour Mobility	64	1. CoC meetings 2. GEDSI Meetings 3. GBV Trainings	x	x	x	x	GEDSI Officer, Senior Compliance Policy and Welfare and Worker Welfare Officer	Feb 2026 - Nov 2026	ECO 4.6 SOC 4.1 SOC 5.1
	Number of communities reached through CoC awareness	30	1. CoC meetings 2. GEDSI Meetings 3. GBV Trainings	x	x	x	x	GEDSI Officer, Senior Compliance Policy and Welfare and Worker Welfare Officer	Feb 2026 - Nov 2026	
	Number of CoC awareness conducted	30		x	x	x	x	GEDSI Officer, Senior Compliance Policy and Welfare and Worker Welfare Officer	Feb 2026 - Nov 2026	
	Number of Child Support Plan Form completed by workers and enforced by Vanuatu and Australia jurisdiction (Child Maintenance)	100	1. Fill up the form 2.	x	x	x	x	GEDSI Officer, Senior Compliance Policy and Welfare and Worker Welfare Officer	Feb 2026 - Nov 2026	



Compliance & Policy - strengthening governance and coordination within ESU (Legal & Regulatory Compliance)	Number of SOP's reviewed and endorsed	10	1. SOP reviewed	x	x	x	x	GEDSI Officer, Senior Compliance Policy and Welfare, Worker Welfare Officer and Manager ESU	Feb 2026 - Nov 2026
	Number of repealed legislations	1	1. Repeal of the <i>Seasonal Employment Act</i>	x	x	x	x	Manager ESU, Manager Compliance DoLES, Senior Compliance Policy and Welfare	Feb 2026 - Nov 2026
Compliance on mobilization (Recruitment & Selection Compliance)	% of workers recruited as per DEWR recruitment requirements and the mobilization SOP	100%	1. Refer to DEWR Deeds and Guidelines	x	x	x	x	Manager ESU, Senior Compliance Policy and Welfare	Feb 2026 - Nov 2026
Employment & Workplace Compliance	% of workers recruited as per DEWR process and procedure requirements	100%		x	x	x	x	Manager ESU, Senior Compliance Policy and Welfare	Feb 2026 - Nov 2026
Worker Welfare & Protection	% of workers recruited as per DEWR welfare deed & guidelines with respect to worker welfare issues and the worker welfare SOP	100%		x	x	x	x	Manager ESU, Senior Compliance Policy and Welfare	Feb 2026 - Nov 2026
Strengthen partnerships with external stakeholders within the labour mobility (Institutional Coordination)	# of meetings conducted with external stakeholders/Reciprocal Jurisdiction/Enforc	10		1. Meeting Conducted 2. Minutes shared	x	x	x	x	Manager ESU, Senior Compliance Policy and Welfare



	ement of Child Support Plan											
Objective 15: Advocate for the protection of workers' Rights and welfare in the domestic and international markets.												
Advocate for workers' welfare and rights in Labour Mobility programs.	Number of complaints received and recorded in the IRD	100	1. Fill up the complaint form and collect evidence to support their complaint 2. Call the other party to inform about the complaint raised against him/her. 3. Ten working days to resolve the issues and to do research with regards to the issue raised. 4. Call both parties for a round table discussion. 5. If unresolved, cases are referred to the appropriate agency	x	x	x	x	GEDSI Officer, Senior Compliance Policy and Welfare and Worker Welfare Officer	Feb 2026 - Nov 2026	ECO 4.6 SOC 4.1 SOC 5.1		
	Number of complains resolved	30		x	x	x	x				GEDSI Officer, Senior Compliance Policy and Welfare and Worker Welfare Officer	Feb 2026 - Nov 2026
	Number of complains referral + awareness on workers welfare issues	60		x	x	x	x				GEDSI Officer, Senior Compliance Policy and Welfare and Worker Welfare Officer	Feb 2026 - Nov 2026
Objective 16: Attend to complains and issues that Ni Van encountered while participating in Labour Mobility Program over seas												
Overseas/Country Liasson Officers (CLO) Team												
Provide coordinated welfare, crisis response, and case management support to PALM/RSE workers	Number of worker welfare cases reported	100	1. Conduct welfare follow-ups for any serious or complex incidents 2. Coordinate with Police, legal representatives, Consulate, employers and community networks 3. Provide ongoing welfare support, mediation and case documentation 4. Prepare and submit field trip reports detailing findings and actions 5. Keep case management updated in IRD	X	X	X	X	Employment Services Unit, Labour Attaché & Country Liaison Officers in Australia & New Zealand	Jan - Dec 2026	ECO 4.6 SOC 5.1 SOC 4.2		
	Number of follow-up visits conducted in response to incidents	15		X	X	X	X		Jan - Dec 2026			
	% of worker welfare cases resolved	80%		X	X	X	X		Jan - Dec 2026			



	Number of worker engagement visits conducted to provide awareness and early identification of welfare issues	15		X	X	X	X		Jan - Dec 2026
Support stakeholder coordination for welfare response and critical incident	Number of stakeholder coordination meetings conducted to support critical incident management	5	1. Coordinate with relevant labour mobility representatives in response to welfare incidents 2. Facilitate stakeholder meetings or consultations to support resolution of complex or serious cases 3. Engage in RSE/PALM stakeholder meetings to support coordinated welfare responses and worker protection measures	X	X	X	X	Employment Services Unit, Labour Attaché & Country Liaison Officers in Australia & New Zealand	Jan - Dec 2026
	Number of coordinated medical referrals between overseas service providers and Vanuatu Ministry of Health to support worker welfare and continuity of care	5	4. Maintain communication channels with key stakeholders to enable timely response to emerging issues 5. Coordinate communication between overseas medical providers, employers, and MoH to facilitate timely referral, documentation transfer, and continuity of care	X	X	X	X	Employment Services Unit, Labour Attaché & Country Liaison Officers in Australia & New Zealand	Jan - Dec 2026
Strengthen employer engagement and relationship management	Number of employer engagement meetings conducted to support worker welfare and labour mobility outcomes	30	1. Conduct regular engagement meetings with RSE/PALM employers to address operational and welfare issues 2. Provide updates on labour mobility policy and compliance expectation 3. Facilitate discussions on accommodation, pastoral care, and worker wellbeing standards	X	X	X	X	Employment Services Unit, Labour Attaché & Country Liaison Officers in Australia & New Zealand	Jan - Dec 2026



			4. Identify emerging risks and escalate issues where required							
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4. HUMAN RESOURCE OPERATIONAL PLAN

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

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

STAFF PROFILE

Status of Employment	Position	Number of staffing
	Commissioner of Labour	
	Deputy Commissioner of Labour	1
	Compliance and Inspection Officers	3
	Employment Relations Officers	5
	Work Permit Officer	2
	Employment Services	8
	Finance & Administration Officer	5
	Labour Officers North	4
	Provincial Officers (Tafea/Malampa)	1/1
Probation		
Temporary	Employment Relations (Provincial officers)	
	Employment Services Officers	
	Administration (Driver)	
Contract	Admin (Securities and Gardener)	2
	Employment Services – PLF funding	14
	Country Liaison Officer – PLF funding - AUS	1
	Country Liaison Officer – GOVT - AUST	2
	Country Liaison Officer – GOVT – NZ	1
Internship	Interns (Domestic)	3
	Apprenticeship	1
Acting positions	Acting Commissioner of Labour	1
	Senior Labour Officer – Employment Relations	1
	Labour Officer Work Permit & Training	1
Vacant		10
Volunteer		
TOTAL		67



Priority Vacant Posts in OPSC Approved Structure to be advertised	Position #	Scale	Salary	Allowances VNPF & Allowances
Commissioner of Labour	548	DIR2.1	5, 390,000	731,400
Senior Labour Officer – Employment Relations South	550	PSS 5.1	1,989,000	527,340
Labour Officer – Compliance & Inspections	569	PSS 4.1	1,400,000	492,000
Labour Officer – Compliance & Inspections	591	PSS 4.1	1,400,000	492,000
Labour Officer – Compliance & Inspection	570	PSS 4.1	1,400,000	492,000
Labour Officer – Compliance & Inspection	571	PSS 4.1	1,400,000	492,000
Labour officer – Work permit & Training	574	PSS 4.1	1,400,000	492,000
Labour officer – Work permit & Training	565	PSS 4.1	1,400,000	492,000
Senior Labour Employment Relation Officer - North	560	PSS 5.1	1,989,000	527,340
Labour Officer Employment Relation	563	PSS4.1	1,400,000	492,000
Labour Officer Employment Relation	599	PSS 4.1	1,400,000	492,000

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



5. CASH FLOW FORECAST

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

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

Agency	Activity Co	Cost Center / Payroll	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL BUDGET	
LABUUK	MIEA	2701	3,274,053	2,182,692	2,182,692	2,182,692	2,182,692	2,182,692	3,274,053	2,182,692	2,182,692	2,182,692	2,182,692	2,182,686	28,375,020	
		2702	1,444,176	962,781	962,781	962,781	962,781	962,781	1,444,176	962,781	962,781	962,781	962,781	962,781	962,779	12,516,160
		2705	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		2706	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		2707	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		2708	3,079,846	2,053,221	2,053,221	2,053,221	2,053,221	2,053,221	2,053,221	3,079,846	2,053,221	2,053,221	2,053,221	2,053,221	2,053,231	26,691,912
		2709	3,053,106	2,053,395	2,053,395	2,053,395	2,053,395	2,053,395	2,053,395	3,053,106	2,053,395	2,053,395	2,053,395	2,053,395	2,053,393	26,640,160
		2710	1,268,156	845,432	845,432	845,432	845,432	845,432	845,432	1,268,156	845,432	845,432	845,432	845,432	845,440	10,990,640
		2711	2,517,604	1,678,396	1,678,396	1,678,396	1,678,396	1,678,396	1,678,396	2,517,604	1,678,396	1,678,396	1,678,396	1,678,396	1,678,396	21,819,168
		2712	1,229,330	819,549	819,549	819,549	819,549	819,549	819,549	1,229,330	819,549	819,549	819,549	819,549	819,559	10,654,160
		2714	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		2716	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		2717	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Total			15,866,271	10,595,466	3,145,473	3,145,473	3,145,473	3,145,473	4,718,229	3,145,473	3,145,473	3,145,473	3,145,473	3,145,465	137,687,220	



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

Agency	Activity Co	Cost Center / Operation	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL BUDGET	
LABOUR	MIE A	2701	3,996,020	4,580,160	-	2,714,404	-	-	2,714,404	-	-	2,714,404	-	-	16,719,392	
		2702	230,570	230,570	230,570	230,570	230,570	230,570	230,570	230,570	230,570	230,570	230,570	230,578	2,766,848	
		2705	206,500	-	-	206,500	-	-	206,500	-	-	206,500	-	-	826,000	
		2706	1,000,000	-	-	-	1,000,000	-	-	-	-	-	-	-	2,000,000	
		2707	283,332	283,332	283,332	283,332	283,332	283,332	283,332	283,332	283,332	283,332	283,332	283,332	283,348	3,400,000
		2708	266,448	266,448	566,448	266,448	266,448	266,448	566,448	266,448	266,448	266,448	266,448	266,448	266,460	3,797,388
		2709	239,691	239,691	239,691	239,691	239,691	239,691	239,691	239,691	239,691	239,691	239,691	239,691	239,711	2,876,312
		2710	-	-	-	-	-	-	-	-	-	-	-	-	-	-
		2711	856,617	186,617	186,617	186,617	186,617	186,617	186,617	186,617	186,617	186,617	186,617	186,617	186,613	2,909,400
		2712	205,571	205,571	205,571	205,571	205,571	205,571	205,571	205,571	205,571	205,571	205,571	205,571	205,531	2,466,812
		2714	366,237	366,237	366,237	366,237	366,237	366,237	366,237	366,237	366,237	366,237	366,237	366,237	366,233	4,394,840
		2716	339,293	68,633	68,633	68,633	68,633	68,633	68,633	68,633	68,633	68,633	68,633	68,633	68,629	1,094,252
		2717	261,605	57,105	201,605	57,105	57,105	57,105	57,105	117,105	57,105	57,105	57,105	57,105	57,097	1,094,252
Total			8,251,884	5,094,062	513,902	3,434,806	1,513,902	513,902	4,001,254	780,350	513,902	3,434,806	513,902	513,926	44,345,496	



6. PROCUREMENT PLAN

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

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

Ministry	MoIA – Department of Labour - Simple Procurement 2026																		
Planning										Preparation							Execution		
Fund	Dept	Program	Activity	Cost Centre	Description of Purchase	Contract Type	Procurement Type	Procurement Value	Cash Flow Endorsed By DG	Specification	Tender Documents Approved By	Draft Contract	Advertise	Advertise	Proposals	Recommendation to DG	DG Approval	Notification of Award /	End Date of Contract
2	DO L		MIE A	2701	Double Cabin Hilux		LPO	6,000,000	Yes		RFQ								
2	DO L		MIE A	2701	Infrastructure construction & Renovation		LPO	1,824,784	Yes		RFQ								
2	DO L		MIE A	2701	Electrical rewiring ILO office building		LPO	1,000,000	Yes		RFQ								



*"Your Passport is the Key to
the World"*

Department of Vanuatu Immigration and Passport Services - VIS



○ 2026



1. FOREWORD

It is my privilege to present the 2026 Business Plan for the Vanuatu Immigration and Passport Services (VIS). This plan outlines our strategic direction for the year and reaffirms our commitment to delivering a secure, efficient, and modern immigration service for the people of Vanuatu.

Over recent years, VIS has implemented major reforms that have strengthened border management, improved service delivery, and expanded our presence across the provinces. The completion of the national Migration Policy in 2025 marks a significant milestone, providing a clear and forward-looking framework to guide the Department's priorities and legislative developments in the years ahead.

In 2026, VIS will focus on translating this policy into action. We will begin implementing key policy recommendations, address gaps within existing legislation, and prepare for the required amendments to support a modern, responsive, and accountable immigration system.

Human resource capacity remains a critical priority. With the organizational structure reviewed in 2025, our efforts in 2026 will focus on its full implementation, strengthening staffing capacity, and ensuring that VIS has the right skills, leadership, and workforce distribution to fulfil its mandate effectively.

The decentralization of immigration services continues to be a flagship initiative of the Ministry of Internal Affairs. In 2026, VIS will continue to consolidate its presence in all Provincial Headquarters as guided by the policy framework established in the Migration Policy.

The Department will also continue supporting national recovery efforts following the December 2024 earthquake. As we prepare for the resumption of operations at the Central Business District headquarters, VIS remains committed to ensuring operational continuity, staff safety, and resilient service delivery.

Finally, VIS will continue strengthening its digital systems, revenue management functions, and client-focused service delivery. These efforts are essential to ensuring that VIS remains a reliable contributor to national revenue, a strong protector of border integrity, and a trusted service provider for citizens, residents, and international visitors.

The 2026 Business Plan provides a clear and practical pathway for the Department as we continue to modernize, decentralize, and strengthen immigration services across Vanuatu. I look forward to working with our staff, partners, and stakeholders to achieve these priorities and to support the broader national development agenda.

Jeffrey Markson
Director VIS



VISION

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

OBJECTIVES

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

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

VALUES

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

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

2. SUMMARY OF 2026 ACTIONS TO DELIVER BUSINESS PLAN

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



Therefore, corresponding lines of action formulated to attain the activity priorities in 2026 are as follows:

1. Implementation of the Migration Policy Objective 1. The objective 1 of the Migration policy is to review and alignment of all migration related laws and procedures.
2. Implementation of the Migration Policy Objective 3. Promote Economic and Investment Migration- The action plan for 2026 to achieve objective 3 of the Migration Policy is to Introduce residency permits options linked to job creation, technology transfer and sustainable Development Goals.
3. Implementation of the Migration policy Objective 7. Strengthen Border management and Immigration Control. The action to be taken is to Develop Visa categories, entry controls and compliance procedures to manage cross-regional movement and economic activity linked to the new Luganville – Centred EEZ, in coordination with relevant maritime security and customs agency.
4. Implement the Migration objective 8 – Improve Migration Data, Monitoring and research. The key action point to achieve in 2026 for this objective is to establish a migration data working group to harmonise migration data collection, ensure interoperability and support reporting on SDG indicators.
5. Focus on the Maritime Border unit to ensure there is resources allocated to the unit and invest in an automated system for maritime vessel clearance.
6. Engagement with the IOM on the API and PNR Project.
7. Review the Organisational structure of the department to complement the migration policy and the Amended legislation.

3. PROGRAM BUDGET NARRATIVES

Vanuatu immigration and passport services

Mandate

The Vanuatu Immigration and Passport Services Department provides services to protect the nation of Vanuatu by controlling the movement of people at international points of entry through management of passport, Visa and travel identity documentation. Vanuatu Immigration and Passport services program activity MID is separated into two main budget code that is MIDG and MIDH. MIDG is the border control budget and MIDH is the issuance of Passport Budget. Total expenses of the MID program activity or the department of Immigration overall budget is VUV 165,134,895

Activity MIDG: Border Control

Activity Cost: 54,290,191.

Objectives

1. Implementation of Migration Policy objective 1,3,7 and 8
2. Improve Maritime Border control unit capacity through resource allocation.
4. Review of the Organizational Structure.
6. Continues improvement of the Services delivery through, rapid response capacity, ICT, infrastructure and training and revenue collection.



Means of Service Delivery

1. Conduct a legal review to ensure alignment of all migration-related laws and procedures with the Constitution of the Republic of Vanuatu, including provisions for legislative reform and inter-agency mandates.
2. Improve the capacity of the Maritime border control.
3. Develop visa categories, entry controls, and compliance procedures to manage cross-regional movement and economic activity linked to the new Luganville-centered EEZ, in coordination with relevant maritime, security, and customs agencies.
4. Establish a Migration Data Working Group to harmonize migration data collection, ensure interoperability, and support reporting on SDG indicators.
5. Define clear policy pathways for investor, business, and professional migrants, ensuring alignment with the Foreign Investment Act (2019)¹ and DSP and Capital Investment Immigration Program (CIIP) schemes.
6. Undertake restructure, resourcing of provincial offices to strengthen decentralized service delivery;

Performance Measurement (Service Targets)

#	Description	Quantity	Unit of Measure
	Establishment of Migration Data working Group	1	The working group is established
	Review of the Immigration act No.17 of 2010	1	Immigration Act review completed to be table in parliament.
	Restructure Approved by PSC	1	Approved structure by PSC
	Quarterly Reports on establishment, resourcing & staffing of Provincial Offices	4	Quarterly Reports to Managers
	Compliance Reports on visa breaches	4	Compliance Report

Activity MIDH: Issue of Passports

Activity Cost: 32,103,612



Objectives

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

Means of Service Delivery

1. Integration of the Passport and Civil Registry system.
2. Review; revise the Regs and procedures related to the cost of the services in relation to Passport and Travelling documentation to improve revenue generation.
3. Provide reports to the stakeholder agencies on the number of passports issued
4. Provincial Bureaus established to decentralize Passport and Travelling Document services
5. Integrated ICT based passport systems in use.

#	Description	Quantity	Unit of Measure
	Integration of the Passport and civil registry system	3	Installation competed and launch
	Track revenue generation in Quarterly Systems	4	Quarterly Revenue Analysis
	Issues Report on passport & Travelling Documents to sector stakeholders	5	Issues Report
	Provincial Bureaus with capacity to process Passport & Travel documents increased from 5-6	1	Penama province.

Activity MIDG: Immigration Corporate Services

Activity Cost: VUV 48,247,876

Objectives

1. Implementation of the Migration policy
2. Review of the Immigration Act No.17 of 2010
3. Implementation of the Passport Amendment act of 2025.
4. Review of the Organizational Structure
5. Continues Improvement of the services delivery through, rapid response capacity ICT, infrastructure and training and revenue collection.

Means of Service Delivery

1. Improve effective service delivery by restructuring and capacity building of the Visa Unit;



2. Undertake restructure, resourcing of provincial offices to strengthen decentralized service delivery;
3. Decentralize the immigration services to the provincial level;
4. Conduct regular operations to prosecute illegal immigrants or those who have breached visa conditions;
5. Organizational capacity improved through Border Enhancement infrastructure.

Performance Measurement (Service Targets)

#	Description	Quantity	Unit of Measure
	Administration support to the implementation of the Objective of the Migration policy	3	Implementation of the objective
	Restructure completed by PSC	1	Restructure submitted to PSC for Approval
	Support implementation Compliance activity	1	Report from Compliance
	Resource allocation to the Maritime Border Control Unit	1	Report on the resource allocation to maritime border control unit.



4. PROGRAM / ACTIVITY M&E (PLANNING MATRIX)

Ministry	MIA	MINISTRY OF INTERNAL AFFAIRS									
Department	VIS	VANUATU IMMIGRATION AND PASSPORT SERVICES								Operational Report 2026	
Program	Activity	Performance	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status time frame	Linkage to NSDP
MIDG	1.Implementation of the Migration Policy Objective 1. The objective 1 of the Migration policy is to review and alignment of all migration related laws and procedures.	1.1 Conduct a legal review to ensure alignment of all migration-related laws and procedures with the Constitution of the Republic of Vanuatu, including provisions for legislative reform and inter-agency mandates.	1	1.1.1 Organise consultation meeting					Director VIS -all Compliance and Regulatory Unit	Jan – Dec 2026	SOC 6.3:
				1.1.2 Consultation meeting outcomes collected.							SOC 6.3:
				1.1.3 COM paper for the review of the legislation is completed							SOC 6.3:
				1.1.4 Drafting Instruction for the prepare to state law for the review of the legislation.							SOC 6.3:
				1.1.5 Follow up with the Office of the Attorney General Office for the preparation of the review of the Immigration act bills to be passed by parliament.							SOC 6.3:
		1.2 Establish a unified National Migration Coordination Mechanism (NMCM), incorporating labour, immigration, climate, customs, civil registry, and		1.2.1. Consultation of the Establishment of the National Migration Coordination Mechanism is in place.					Director and Management team for VIS	Jan – Dec 2026	SOC 6.3:
	1.2.2 Develop COM paper for the Establishment of the NMCM.					SOC 6.3:					



		consular stakeholder									
	2. Implementation of the Migration Policy Objective 3. Promote Economic and Investment Migration.	2.1 • Define clear policy pathways for investor, business, and professional migrants, ensuring alignment with the Foreign Investment Act (2019) and DSP and Capital Investment Immigration Program (CIIP) schemes.	1	2.1.1 Consultation with the Foreign Investment office					Director, Visa and Compliance unit	Jan -Dec 2026	SOC 6.3:
				2.1.2 Consultation with the Citizenship office							SOC 6.3:
				2.1.3 Develop COM paper on the outcome for the consultation.							SOC 6.3:
				2.1.4 Review visa policies							SOC 6.3:
				2.1.5 Review of internal processes between visa unit and compliance unit							SOC 6.3:
	3. Implementation of the Migration policy Objective 7. Strengthen Border management and Immigration Control.	3.1 • Introduce rights-compliant procedures and alternatives to detention and for irregular migrants.	1	3.1.1 Appoint a working committee to develop procedures.	X				Director, IOM, Police	Jan – Dec 2026	SOC 6.3:
				3.1.2 Consultation on the procedures.	X				IOM		SOC 6.3:
				3.1.3. Implementation of the Procedures.			X		Admin Office, Director, CSU, Regulator IT Officer		SOC 6.3: SOC 6.3:
		3.2 • Develop visa categories, entry controls, and compliance procedures to manage cross-regional movement and	1	3.2.1 Consultation with relevant authorities on the EEZ proposal.	x	x	x	x	Director and Management of VIS		SOC 6.3:
				3.2.2 CoM paper for the EEZ visa requirements to support the Luganville Centre.	x	x	x	x			SOC 6.3:



		economic activity linked to the new Luganville-centred EEZ, in coordination with relevant maritime, security, and customs agencies.									
4. 4. Implement the Migration objective 8 – Improve Migration Data, Monitoring and research.	4.1 Establish a Migration Data Working Group to harmonise migration data collection, ensure interoperability, and support reporting on SDG indicators	1	4.1.1 Migration Data working Group is Appointed.					Director	Jan - Dec 2026	SOC 6.3:	
			4.1.2 Terms of Reference for the Working Group is developed.				Director	SOC 6.3:			
			4.1.3 Migration Data Working Group produce first report.				Director	SOC 6.3:			
5. Focus on the Maritime Border unit to ensure there is resources allocated to the unit and invest in an automated system for maritime vessel clearance.	5.1 reallocation of resources to the Maritime Border Control Unit.	12	5.1.1 Ensure office space for the maritime Border Control is secure.					Director and Admin team	Jan – Dec 2026	SOC 6.3:	
			5.1.2 Allocation of resources such as vehicle to the Maritime Border Control.							SOC 6.3:	
			5.1.3 Ensure office equipment and connection to the internet is connected.							SOC 6.3:	
	5.2 Digitization of the Maritime Border Control	1	5.2.1 Develop a Digitalised mechanism for the maritime border control clearance within the visa online system.							SOC 6.3:	



	clearance processes.			5.2.2 Maritime border control digitalised system is implemented and launch.					Director and regulation officer		SOC 6.3:
				5.2.3 Regulation order sign and gazette and training conducted to officers.					Minister and Director		SOC 6.3:
6. Engagement with the IOM on the API and PNR Project	6.1 Implementation of the API and PNR project.	1		6.1.1 Seek additional Funding through development partners.	x	x	x	x	Border Control Manager and Director	Jan – Dec 2026	SOC 6.3:
				6.1.2 Cooperation with IOM to implement part of the project with the approved funding.		x	x				SOC 6.3: SOC 6.3:
7. Review the Organisational structure of the department to complement the migration policy and the Amended legislation	7.1 Structure approved by PSC	1		7.1.1 Liaise with PSC for the approval of the structure.	x	x	x	x	Admin and Director	Jan – Dec 2026	SOC 6.3:
				7.1.2 Seek funding for the Implementation of the structure.							



5. HUMAN RESOURCE OPERATIONAL PLAN

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

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

Staffing	Total
Total staff in PSC approved structure	72
Permanent	52
Probation	9
Contract	1
Daily Rated	0
Vacant	7
Total staff in Acting Positions	3

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

Priority Vacant Posts in OPSC Approved Structure to be advertised	Position #	Scale	Salary	Allowances VNPF & Allowances
Human Trafficking & Smuggling Officer				
Manager Passport	706	Ps 6.1	1,906,500	496,092
Manager Airport / Maritime South	641	Ps 5.5	1,755,200	496,092
Senior Visa Officer	690	Ps 5.5	1,755,200	484,260

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

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



6. CASH FLOW FORECAST

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

Agency	Activity Co	Center / Payroll	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL BUDGET
VIS	MIDG	4501	5,484,408	3,656,256	3,656,256	3,656,256	3,656,256	3,656,256	5,484,408	3,656,256	3,656,256	3,656,256	3,656,256	3,656,256	47,531,376
		4502	4,201,057	2,800,693	2,800,693	2,800,693	2,800,693	2,800,693	4,201,057	2,800,693	2,800,693	2,800,693	2,800,693	2,800,693	36,409,044
		4504	2,441,869	1,627,906	1,627,906	1,627,906	1,627,906	1,627,906	2,441,869	1,627,906	1,627,906	1,627,906	1,627,906	1,627,906	21,162,800
	MIDH	4503	1,771,721	1,181,141	1,181,141	1,181,141	1,181,141	1,181,141	1,771,721	1,181,141	1,181,141	1,181,141	1,181,141	1,181,153	15,354,864
		Total		13,899,055	9,265,996	9,265,996	9,265,996	9,265,996	9,265,996	13,899,055	9,265,996	9,265,996	9,265,996	9,265,996	9,266,010

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

Agency	Activity Co	Center / Operation	January	February	March	April	May	June	July	August	September	October	November	December	TOTAL BUDGET
VIS	MIDG	4501	913,233	313,233	313,233	513,233	313,233	313,233	513,233	313,233	313,233	513,233	313,233	2,113,252	6,758,815
		4502	1,876,373	479,164	479,164	876,373	479,164	479,164	876,373	479,164	479,164	876,373	479,164	3,979,196	11,838,836
		4504	1,374,270	291,666	291,666	1,374,270	291,666	291,666	1,374,270	291,666	291,666	1,374,270	291,666	1,791,674	9,330,416
	MIDH	4503	15,145,727	145,727	145,727	145,727	145,727	145,727	145,727	145,727	145,727	145,727	145,727	215,145,751	231,748,748
		Total		19,309,603	1,229,790	1,229,790	2,909,603	1,229,790	1,229,790	2,909,603	1,229,790	1,229,790	2,909,603	1,229,790	223,029,873



7. PROCUREMENT PLAN

All of the data below should correspond to data submitted to MFEM as part of the annual Procurement Plan submission to the Central Tender Board and relate to the activity plan template shown above as part of the M&E framework. DSPPAC and MFEM have these tables on Microsoft XL format, which will make it easier to complete. The XL template also includes additional tracking sheets to allow Ministries to follow up on procurement should they wish.

Ministry		MOIA – Ministry of Internal Affairs - Procurement 2026																	
Planning									Preparation								Execution		
Fund	Dept	Progr	Activity	Cost Centre	Description of Purchase	Contract Type	Procurement Type	Procurement Value	Cash Flow Endorsed By DG	Specifications Approved By CSU	Tender Documents Approved By CSU	Draft Contract Approved By CSU	Advertise Opening	Advertise Closing	Proposals Evaluation	Recommendation to DG	DG Approval	Notification of Award / Signing of Contract	End Date of Contract
2	450	4501	MIDG	4501	Office Material – PENAMA Immigration Office	1	RFQ	4 mill vt					Jun	Jun	Jun	Jul	Jul	Aug	Aug
2	450	4501	MIDG	4501	ICT Team equipment	1	RFQ	2 mil vt					May	May	May	Jun	Jun	Jul	Jul
2	450	4501	MIDG	4501	Passport Security Premises	1	RFQ	3mil Vt					May	May	May	Jun	Jun	Jul	Jul
2	450	4501	MIDG	4501	Stationaries	1	RFQ	1.5 mil vt					May	May	May	Jun	Jun	Jul	Jul
2	450	4502	MIDC	4501	Passport booklets	1	RFQ	215 mil vt					Aug	Aug	Aug	Sep t	Sep t	Oct	Oct



"Every Life Events Matters"

Department of Civil Registry and Identity Management - CRIM



○ 2026



1. EXECUTIVE SUMMARY

BACKGROUND

The Department of Civil Registry and Identity Management (CRIM) 2026 Business Plan operationalizes the first year of implementation of the CRIM Corporate Plan 2026–2030, in alignment with the National Sustainable Development Plan (NSDP), particularly SOC 4 (Social Inclusion and Equity) and SOC 6 (Good Governance).

The overarching objective of the 2026 Business Plan is to strengthen civil registration and identity management systems to ensure universal legal identity, improved governance, and equitable access to services across Vanuatu. This Business Plan focuses on expanding registration coverage for vital events, accelerating issuance of National Identity Cards (NID), strengthening decentralized service delivery, advancing digital transformation, and improving the use of CRVS and identity data for governance and electoral integrity.

In 2026, CRIM will prioritize:

- Expanding decentralized and mobile registration services to increase birth, death, marriage, and adoption registration coverage;
- Scaling up National ID issuance while strengthening identity verification and data security;
- Modernizing CRIM systems and introducing online and digital service channels;
- Strengthening provincial and Area Council-level service delivery through capacity building and resourcing;
- Enhancing data integration, quality, and use to support evidence-based planning and the maintenance of a credible Voter Register.

The total budget allocation for CRIM in 2026 is **VT 99,307,492**, covering Head Office administration, provincial operations, ICT upgrades, training, outreach, and system maintenance. The implementation of this Business Plan will directly contribute to SDG 16.9, ensuring that Vanuatu remains on track to provide legal identity for all well before 2030.

Jeffrey Tila Langati Trief

Director CRIM



Vision

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

Mission

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

Values

' CRIM Department is guided by the following principles:

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

'Key values that drive CRIM Department services:

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



Objectives

The CRIM Department aligns its strategic objectives with the Ministry of internal Affairs Corporate plan 2026-2030:

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

NATIONAL SUSTAINABLE DEVELOPMENT PLAN

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

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

SOC 6.3: “Enact political reforms that promote stability, accountability, constituency

representation and civic engagement;”

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

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

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

ECO 1.2: “Improve GoV revenue streams;”

ENV 3.1: “Institutionalize Climate Change and Disaster Risk Governance.”



SUSTAINABLE DEVELOPMENT GOALS

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

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

2. ACTIVITY MIED: CIVIL REGISTRY BUDGET NARRATIVE

Objectives:

Objective 1: Improve registration coverage and completeness of vital events, including births, deaths, marriages, adoptions, and name changes, with a focus on underserved and hard-to-reach populations.

Objective 2: Establish, maintain, and strengthen a centralized Civil Register and National Population Register (NPR) as the authoritative source of population data.

Objective 3: Expand coverage and issuance of secure National Identity Cards (NID) to eligible citizens, supporting access to services and national identification.

Objective 4: Develop, review, and strengthen policies, legislation, and regulatory frameworks governing civil registration and national identity management.

Objective 5: Improve service delivery, institutional performance, and organizational compliance through strengthened planning, reporting, budgeting, restructuring, capacity building, ICT modernization, decentralization, public awareness, and revenue-generation initiatives.

Objective 6: Provide electoral authorities with timely, accurate, and reliable civil registration and identity data to support the establishment and maintenance of an efficient and credible Voter Register.

Means of Service Delivery

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

2.1 Strengthen Area Council capacity through the Second-Tier Registration Strategy to improve provincial and community-level registration of births, deaths, adoptions, marriages, and name changes.

1.2 Expand access points for civil registration by enabling controlled access to the Central Civil Register in health facilities, education institutions, and authorised community and faith-based registration centres.

1.3 Conduct targeted outreach and awareness programs to increase timely and complete registration, particularly for hard-to-reach and vulnerable populations.

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



2.1 Establish, maintain, and enhance an integrated Central Civil Register and National Population Register (RV5) to support decentralised registration and secure data management.

2.2 Expand and maintain secure system access for provincial offices and designated Area Councils to ensure real-time registration and data synchronisation.

2.3 Strengthen system interoperability with key government stakeholders to improve data sharing, verification, and governance outcomes.

Objective 3: Improve coverage for the issuance of National Identity Cards

3.1 Continue and scale up the issuance of National Identity Cards across all provinces through decentralised service delivery points.

3.2 Deploy additional biometric capture and card-printing resources at provincial and Area Council levels to improve accessibility and turnaround times.

3.3 Conduct public awareness and advocacy on National ID usage, including E-ID applications and service integration.

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

4.1 Review, draft, and submit policies, strategies, and legislative amendments related to civil registration, identity management, and National ID to the Minister for approval.

4.2 Develop, update, and implement Policy Manuals, Procedures Manuals, and Standard Operating Procedures (SOPs) to support consistent and compliant service delivery.

4.3 Support CRIM technical and inter-agency committees to guide policy implementation and regulatory oversight.

Objective 5: Improve service delivery and organisational compliance through an inclusive governance and management framework

5.1 Implement approved organisational restructures to strengthen decentralised service delivery and operational efficiency.

5.2 Strengthen institutional capacity through targeted human resource development, ICT upgrades, and performance management systems.

5.3 Introduce and implement new revenue-generation initiatives through policy and regulatory reforms to support service sustainability.

5.4 Prepare and submit all required reports, business plans, budget submissions, and performance documents in line with the Government of Vanuatu reporting cycle.

5.5 Strengthen records management, archiving, and asset management in compliance with the RTI Act and Records Management Act.



Objective 6: Provide electoral authorities with timely and accurate information to maintain a credible Voter Register

6.1 Provide the Vanuatu Electoral Office and Electoral Commission with timely, accurate, and verified civil and population data to support the establishment and maintenance of an efficient and credible Voter Register.

6.2 Support electoral update cycles through regular data sharing, reconciliation, and validation in accordance with the electoral calendar and legal requirements.

Performance Information (Service Targets)

Performance Indicator	Target	Unit of Measure
Area Councils supported through capacity-building programs to improve registration of vital events	1	Annual CRIM Report documenting training undertaken
ICT infrastructure upgraded and staff trained at Head Office	1	Functional ICT system with staff training completed
Registration centres with access to the Central Civil Register	26	Centres connected
Quarterly reporting on National ID Cards issued (sex- and age-disaggregated)	4	Quarterly Reports
Marriage legislation reviewed, drafted, and consulted	1	Draft Bill produced
Organizational restructure implemented with key vacant positions filled	1	Approved positions filled
New revenue initiatives introduced through policy and regulatory amendments	1	Regulations updated
Statutory reports and budget submissions delivered on time	100%	Compliance with the GoV reporting cycle
9. Reports provide data on an efficient and credible Voter Register.	3	Quarterly Reports

OPERATIONAL PRIORITIES FOR 2026

In 2026, CRIM will focus on the following operational priorities to support effective program delivery:

1. Standardizing internal processes and procedures across the Department to improve efficiency, consistency, and accountability.
2. Strengthening transparency of operations through improved planning,



reporting, monitoring, and performance measurement.

3. Enhancing staff involvement by clarifying roles, responsibilities, and performance expectations.
Improving coordination and service arrangements with external stakeholders, including users, suppliers, and partner agencies, to safeguard service quality.
4. Strengthening Area Council engagement and capacity through targeted training and expanded access to CRIM services and systems, supporting decentralized service delivery.

THE CRIM SYSTEM

The Civil Registration and Identity Management (CRIM) Department operates an integrated civil registration and population information system that serves as the authoritative source of legal identity data in Vanuatu.

Register VIZ4 (RV4) has historically housed civil registration data, including records of births, deaths, marriages, adoptions, and name changes for citizens and non-citizens who reside, work, or marry in Vanuatu. In response to population growth, increasing service demand, and the need for stronger interoperability and data integrity, CRIM is transitioning to a new central system known as **RegisterVIZ5 (RV5)**.

RV5 is a purpose-built, next-generation Central Civil Register and Population Registry developed to meet Vanuatu's specific operational, legal, and governance requirements. The system supports streamlined service delivery, improved data quality, enhanced historical record management, and expanded reporting and analytics capabilities. RV5 also strengthens interoperability with key government and authorized non-government systems, supporting identity verification, service eligibility, and national planning.

During 2026, CRIM will continue system migration, user training, and integration efforts to ensure that:

- Every person in Vanuatu can access their legal identity;
- Authorized public and private institutions can reliably verify identity using population registers; and
- Civil registration data effectively supports service delivery, electoral processes, statistics, and national development planning.



2026 CRIM ACTIVITY PRIORITIES

CRIM services in 2026 will be delivered through a multifaceted, concurrent, and continuous approach, aligned with the Vanuatu Government priorities, MFEM budgeting requirements, and PSC performance management frameworks.

Detailed performance indicators and actions are provided in the Business Plan and Planning Matrix.

Objective	2026 Activity Priorities
<p>Objective 1: Improve coverage for registration of vital events (births, deaths, marriages, adoptions, and name changes)</p>	<ol style="list-style-type: none"> 1. Strengthen frontline capacity through the appointment and deployment of key positions, including Registrar (Births/Adoptions) and ICT Officer. 2. Improve inclusive access to civil registration services, ensuring no exclusion based on age, gender, disability, language, religion, or geographic location. 3. Expand access to the Central Register through strategic integration with Health, Education, and faith-based institutions. 4. Improve production and reporting of accurate, timely, and disaggregated vital statistics to support planning and monitoring.
<p>Objective 2: Establish and maintain an integrated Central Civil Register and Population Registry</p>	<ol style="list-style-type: none"> 1. Increase the number of functional registration points: <ol style="list-style-type: none"> a) Nationally (provincial and area council levels) b) Internationally, where applicable. 2. Strengthen interoperability between the Central Register, National ID system, and partner institutions. 3. Deliver structured training for CRIM staff and key stakeholders on system use, data quality, and security. 4. Progress migration and stabilization of RV5 as the core national population registry.
<p>Objective 3: Expand coverage and utilization of National Identity Cards</p>	<ol style="list-style-type: none"> 1. Issue National ID Cards across all six provinces, with particular focus on underserved populations. 2. Conduct E-ID awareness, advocacy, and user education on card usage and digital services. 3. Review and update the National ID policy, Act, and Regulations to reflect operational realities and emerging needs. 4. Deploy additional biometric capture kits, printing resources, and trained personnel at the provincial level to support decentralized service delivery. 5. Produce and report sex-, age-, and province-disaggregated National ID coverage data.



	<ol style="list-style-type: none"> 6. Strengthen customer care and counter services through additional access points and improved service standards. 7. Continue CRIM awareness through Provincial TACs and community outreach.
<p>Objective 4: Develop and implement efficient and inclusive policies, legislation, and procedures</p>	<ol style="list-style-type: none"> 1. Implement approved CRIM legislation, policies, and regulations related to civil registration and identity management. 2. Develop, update, and operationalize Policy Manuals, Procedures, and Standard Operating Procedures (SOPs), with training delivered and applied. 3. Provide technical and secretariat support to the CRIM Technical Committee. 4. Implement communication and dissemination strategies for new policies and legislative reforms. 5. Develop and execute implementation plans for newly enacted legislation.
<p>Objective 5: Improve service delivery and organizational compliance through strengthened governance and management systems</p>	<ol style="list-style-type: none"> 1. Progress and implement organizational restructuring (Phase I and Phase II) to improve efficiency and decentralization. 2. Prepare and implement legislation and policies, including Marriage Act reforms and biometric-related policies. 3. Prepare policy papers, Council of Ministers (COM) submissions, briefing notes, and decision-support documents as required. 4. Ensure timely submission of all reports in line with the Government of Vanuatu reporting cycle, including: Annual Report (March), PMS reports (February, July, December), Quarterly, half-yearly, and monthly operational reports. 5. Prepare and submit all required plans on time, including Business Plan, Annual Individual Work Plans, and Training Plan. 6. Prepare budget submissions and costed New Policy Proposals (NPPs) for the MBC within required timelines. 7. Implement and monitor revenue generation initiatives and report on revenue streams. 8. Ensure compliant archiving and records management in line with the RTI Act and Records Management Act. 9. Maintain an up-to-date Assets Register.
<p>Objective 6: Support the establishment and maintenance of an</p>	<ol style="list-style-type: none"> 1. Provide accurate, verified civil registration and identity data to the Vanuatu Electoral Office (VEO).



efficient and credible Voter Register	<p>2. Ensure timely delivery of data required to update the Voter Register in accordance with the electoral calendar.</p> <p>3. Strengthen coordination mechanisms with electoral authorities to support electoral integrity and readiness.</p>
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STRENGTHENING OF AREA COUNCILS

The Civil Registration and Identity Management (CRIM) Department will continue the phased implementation of its Area Council Strengthening Initiative as a core decentralization and service delivery priority in 2026.

Vanuatu has **71 Area Councils** across all provinces, which play a critical frontline role in facilitating civil registration and identity management services, particularly in rural and remote communities. To improve registration coverage, data quality, and equitable access to legal identity, CRIM is implementing a **six-year rolling program** to progressively strengthen Area Council capacity nationwide.

Under this initiative, **12 Area Councils per year** (approximately **two per province annually**) will be equipped with essential infrastructure, ICT equipment, system access, and targeted training. The program focuses on enabling Area Councils to effectively support:

- Registration of vital events (births, deaths, marriages, adoptions, and name changes); and
- Issuance and facilitation of National Identity Cards.

In 2026, priority activities will include:

- Provision of basic ICT equipment and furniture to enable secure and functional registration workspaces;
- Controlled access to the Central Civil Register and National ID systems;
- Training of Area Administrators and designated officers on registration procedures, data quality, customer service, and system use;
- Establishment of dedicated registration points with secure storage, reliable power supply, and basic communications capability; and
- Community awareness and engagement activities to promote registration and National ID uptake.

This initiative directly supports CRIM's Second-Tier Registration Strategy, strengthens decentralised service delivery, and reduces barriers to access for vulnerable and geographically isolated populations.



Expected Outcomes

The Area Council Strengthening Initiative is expected to deliver the following outcomes:

- Increased coverage and timeliness of vital event registration at the community level;
- Improved accuracy, completeness, and reliability of civil registration and population data;
- Expanded access to National Identity Cards, particularly in rural and remote areas;
- Enhanced capacity and accountability of Area Councils in supporting national registration systems; and
- Improved service equity, contributing to inclusive development, electoral integrity, and effective national planning.

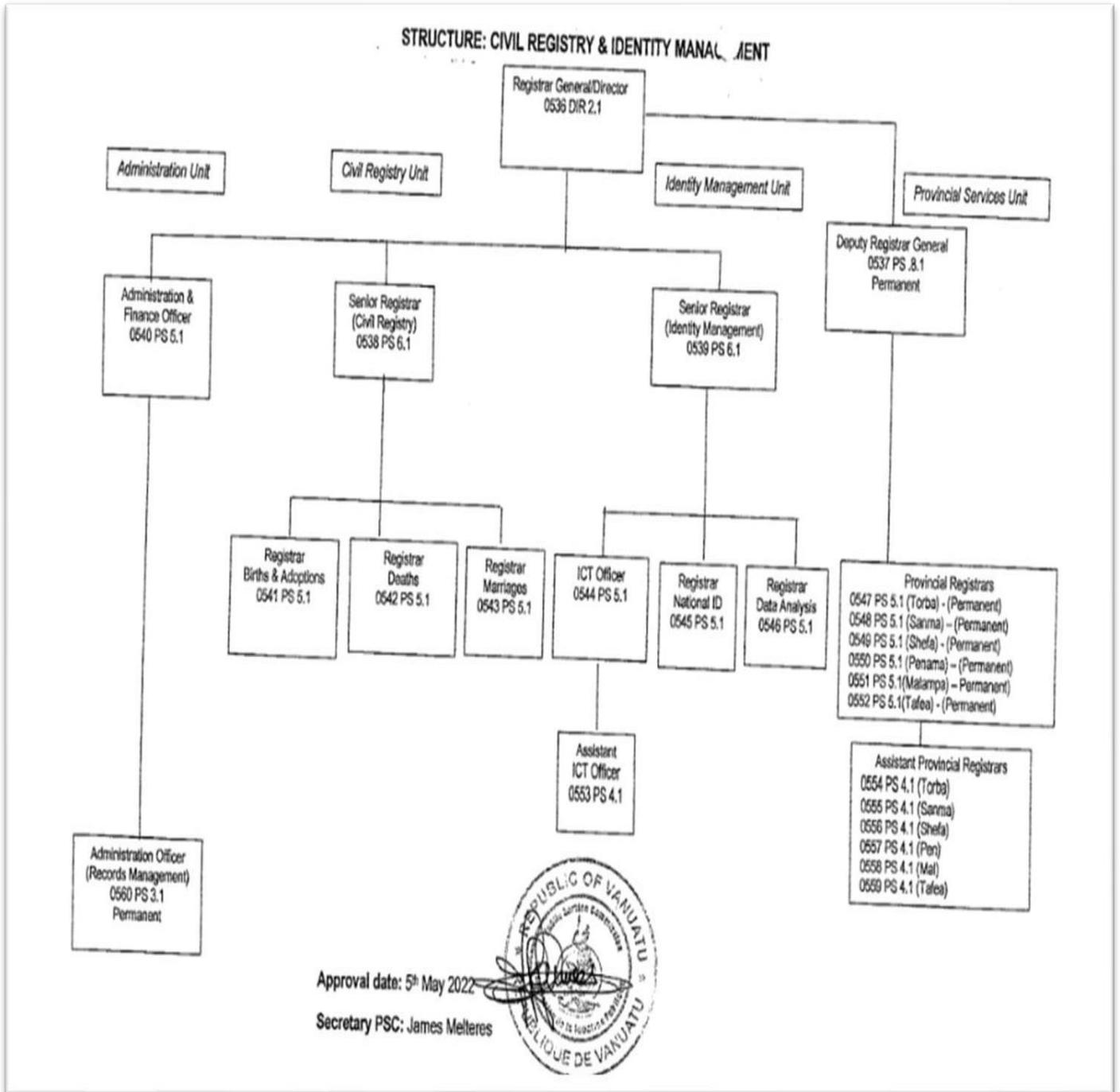
Funding Requirement – ICT and Equipment Support (2026)

To support the strengthening of **12 Area Councils in 2026**, CRIM seeks recurrent NPP funding for essential ICT equipment, office setup, and operational support, as outlined below:

Item #	Item Description	Quantity	Unit (VT)	Cost	Total Cost (VT)
1	Personal Computers	12	100,000		1,200,000
2	Desk and Chair Sets	12	70,000		840,000
3	National ID Card Printers	12	546,250		6,555,000
4	Printers (including paper and consumables)	12	150,000		1,800,000
5	Communications Support	12	50,000		600,000
6	Other Operational Allowances	12	60,000		720,000
Sub-Total / Total Recurrent NPP Request					11,715,000



RESTRUCTURE OF THE CRIM DEPARTMENT





PROVINCIAL CRIM OFFICES

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

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

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

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

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



3. PLANNING MATRIX

Ministry	MIAA	MINISTRY OF INTERNAL AFFAIRS									
Department	CRIM	VANUATU CIVIL REGISTRATION & IDENTITY MANAGEMENT.								Operational Report	Linkage to NSDP
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Timeframe	
Objective 1: To achieve Universal registration coverage by 2030											
MIED	1.1 Expand frontline registration capacity	1.1.1 Registration Completeness %	85%	1.1.1.1 Deploy Registration teams	x	x	x	x	Registrar General and Provincial Registrars	Q1 – Q4 2026	SOC 4
				1.1.1.2 Establish Registration Points	x	x	x	x			
				1.1.1.3 Provide resources to 5 Area Councils	x	x	x	x			
				1.1.1.4 Provide gender data in Quarterly and Annual Reports	x	x	x	x			
1.2 Increase completeness of vital events registration	1.2.1 Quarterly reports produced	4	1.2.1.1 Strengthen data flow; ensure disaggregated reporting	x	x	x	x	Senior Registrar – Civil Registration & VBOS	Q1 – Q4 2026	SOC 6	
1.3 Target hard-to-reach populations	1.3.1 Mobile missions conducted	6 missions	1.3.1.1 Mobile missions with Health & Education; community events		x		x	Provincial Registrars	Q2 & Q4 2026	SOC 6.4	
1.4 Behaviour change & awareness	1.4.1 Awareness sessions delivered	12 sessions	1.4.1.1 Radio messaging; IEC materials; community engagement	x	x	x	x	Senior Registrars (ID and Civil Registration)	Q – Q4 2026	SOC 6.4	
Objective 2: Strengthen and secure National ID system											



MIED	2.1 Complete rollout of National ID	2.1.1 % of the eligible population with IDs	80%	2.1.1.1 Increase printing;	x	x	x	x	Senior Registrar – National ID	Q1-Q4 2026	SOC 6
				2.1.1.2 Provincial rollout;	x	x	x	x			
				2.1.1.3 integrate NID with providers	x	x	x	x			
	2.2 Strengthen identity verification & security	2.2.1 Security incidents	Zero breaches	2.2.1.1 Introduce Multi-Factor Authentication (MFA), enforce secure profiles, and perform Audits.	x	x	x		CRIM ICT Unit / DCDT	Q1 - Q3 2026	SOC 6
	2.3 Legislative & policy strengthening	2.3.1 Bill/Regulation drafted	1	2.3.1.1 Draft amendments; Cabinet paper; consultations	x	x	x		Director CRIM & Policy & Legal Unit	Q1-Q3 2026	SOC 4
2.4 Integrate NID into service delivery	2.4.1 Agencies integrated	3	2.4.1.1 Implement APIs; coordinate with RBV/MFEM/Agriculture	x	x	x	x	Director CRIM & CRIM ICT Officer	Every Quarter	SOC 6	
2.5 Construct a new CRIM office	2.5.1 Progress reports	2	2.5.1.1 Coordinate with PWD & MoIA; update documentation		x		x	Director CRIM	Q2 & Q4	SOC 6	
Objective 3: Digital Transformation of CRIM services											
MIED	3.1 Modernize CRIM core systems	3.1.1 Modules upgraded	40%	3.1.1.1 Upgrade CR system; improve NID system; expand NPR	x	x	x	x	Director CRIM & ICT Officer	Every Quarter	SOC 6
	3.2 Introduce online/mobile platforms	3.2.1 Online services available	5	3.2.1.1 Birth extract online; NID status; online payments		x	x	x	CRIM ICT Officer 7 Senior Registrars (ID & Civil)	Q2-Q4 2026	SOC 6
	3.3 Strengthen ICT infrastructure (Mini-Starlink Kid)	3.3.1 Provincial offices connected	4	3.3.1.1 Connectivity installation; backup power	x	x	x		CRIM ICT Officer & DCDT	Q1 - Q3 2026	SOC 6



	3.4 Build digital skills	3.4.1 Training sessions delivered	2	3.4.1.1 RV5, Digital literacy; cybersecurity training	x	x	x	x	Senior Registrars / ICT Officer	Every Quarter	SOC 6
Objective 4: Stronger Decentralization & Local Service Delivery											
MIED	4.1 Establish CRIM presence in all provinces	4.1.1 Area Councils resourced	5 ACs	4.1.1.1 Provide equipment; train AAs	x	x	x	x	Provincial Registrars	Every Quarter	SOC 4
	4.2 Strengthen provincial registrar offices	4.2.1 Reporting coverage	90%	4.2.1.1 Quarterly monitoring; staff coaching	x	x	x	x	Provincial Registrars	Every Quarter	SOC 4
	4.3 Improve collaboration with the Provincial Government	4.3.1 MOUs signed	1 MOU	4.3.1.1 Formalize AA roles; introduce KPIs	x	x			Director CRIM/Director or DLA	Q1 - Q2 2026	SOC 4
	4.4 Community-level engagement	4.4.1 Engagement sessions	24 sessions	4.4.1.1 Visits to chiefs, churches, and schools	x	x	x	x	Provincial Registrars and Senior Registrars	Every Quarter	SOC 4
Objective 5: Data Integration & user for Governance											
MIED	5.1 Establish CRIM as the foundational data source	5.1.1 National Population Register (NPR) completeness	75%	5.1.1.1 Update NPR; clean records	x	x	x	x	Senior Registrars (National ID and Civil Registry)	Every Quarter	SOC 6
	5.2 Strengthen interoperability	5.2.1 Systems linked	3	5.2.1.1 API development; work with VEO / VBOS & MFEM		x	x	x	DCDT / ICT & NPR (Senior Registrars)	Q2 - Q4 2026	SOC 6
	5.3 Adopt a data-sharing policy	5.3.1 Policy drafted	1 draft policy	5.3.1.1 Develop governance framework; consultations		x	x		Director CRIM & MOIA Policy Unit	Q2 - Q3 2026	SOC 6



	5.4 Promote use of CRVS & ID data	5.4.1 Analytical reports	2 analytical reports	5.4.1.1 Produce demographic analysis with VBOS		x		x	CRIM Director / VBOS	Q2 & Q4 2026	SOC 6
	5.5 Build capacity for data analysis	5.5.1 Staff trained	10 staff	5.5.1.1 Training on Quality Control (QC), Reporting & Excel use			x		VBOS / CRIM	Q3 2026	SOC 6



4. HUMAN RESOURCE OPERATIONAL PLAN (2026)

The 2026 Human Resource Operational Plan supports the implementation of the **CRIM Corporate Plan 2026–2030**, with a focus on strengthening frontline service delivery, digital transformation, decentralization, and institutional compliance.

1. Staffing Profile (2026)

The Department's staffing structure reflects both approved establishment and transitional arrangements required to support reform and system modernization.

2. Staffing Summary

Staffing Category	Total
PSC-approved establishment	25
Permanent staff	18
Probationary staff	1
Contract staff	0
Daily-rated staff	0
Vacant positions	5
Positions advertised / to be recruited in 2026	5
Staff in acting positions	1

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

3. Recruitment and Establishment – 2026

3.1 New and Critical Positions

To support decentralized registration, system security, and digital service delivery, CRIM will progress the recruitment of 4 critical positions in 2026.



New Approved Positions (Full Establishment Cost)

Position #	Title	Scale	Salary (VT)	VNPF (VT)	Allowances (VT)	Total Cost (VT)
0541	Asst. Provincial Registrar – Torba	PSS 4.1	1,400,000	84,000	408,000	1,892,000
0544	ICT Officer	PSS 5.1	1,620,100	97,206	408,000	2,125,306
0546	Registrar (Data Analyst)	PSS 4.1	1,400,000	84,000	408,000	1,892,000
0553	Asst. ICT Officer	PSS 4.1	1,400,000	84,000	408,000	1,892,000
Total Establishment Cost (Annual)			5,820,100	349,206	1,632,000	7,801,306

4. Capacity Building and Training Plan – 2026

Capacity development in 2026 will focus on:

- RV5 Central Register operations;
- Biometric systems and National ID procedures;
- Data quality, privacy, and system security;
- Frontline service delivery and customer care.

Training Activity	Unit Cost (VT)	Quantity	Total Cost (VT)	Duration
Provincial training on RV5 Central Register	100,000	6 provinces	600,000	1 day
Provincial training and awareness on biometric systems and new procedures	100,000	6 provinces	600,000	1 day
Total Training Cost (2026)			1,200,000	

Training will target:

- Provincial Registrars and support staff;
- Area Administrators and designated registration officers;
- Relevant partner agencies, where applicable.



5. CASH FLOW FORECAST

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

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

Payroll

Dept	PAYR	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
CRIM													
MIED 2901	33,105,424	2,758,785	2,758,785	2,758,785	2,758,785	2,758,785	2,758,785	2,758,785	2,758,785	2,758,785	2,758,785	2,758,785	2,758,785
MIED 2903	3,850,464	320,872	320,872	320,872	320,872	320,872	320,872	320,872	320,872	320,872	320,872	320,872	320,872
MIED 2904	3,775,584	314,632	314,632	314,632	314,632	314,632	314,632	314,632	314,632	314,632	314,632	314,632	314,632
MIED 2905	3,775,584	314,632	314,632	314,632	314,632	314,632	314,632	314,632	314,632	314,632	314,632	314,632	314,632
MIED 2906	3,813,024	317,752	317,752	317,752	317,752	317,752	317,752	317,752	317,752	317,752	317,752	317,752	317,752
MIED 2907	3,850,464	320,872	320,872	320,872	320,872	320,872	320,872	320,872	320,872	320,872	320,872	320,872	320,872
MIED 2908	3,813,024	317,752	317,752	317,752	317,752	317,752	317,752	317,752	317,752	317,752	317,752	317,752	317,752



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

Operations

CRIM	OVER	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
MIED 2901	28,381,080	2,65,090	2,65,090	2,65,090	2,65,090	2,65,090	2,65,090	2,65,090	2,65,090	2,65,090	2,65,090	2,65,090	2,65,090
MIED 2903	1,286,384	107,199	107,199	107,199	107,199	107,199	107,199	107,199	107,199	107,199	107,199	107,199	107,199
MIED 2904	1,361,264	113,439	113,439	113,439	113,439	113,439	113,439	113,439	113,439	113,439	113,439	113,439	113,439
MIED 2905	1,361,264	113,439	113,439	113,439	113,439	113,439	113,439	113,439	113,439	113,439	113,439	113,439	113,439
MIED 2906	1,323,724	110,310	110,310	110,310	110,310	110,310	110,310	110,310	110,310	110,310	110,310	110,310	110,310
MIED 2907	1,286,384	107,199	107,199	107,199	107,199	107,199	107,199	107,199	107,199	107,199	107,199	107,199	107,199
MIED 2908	1,323,824	110,319	110,319	110,319	110,319	110,319	110,319	110,319	110,319	110,319	110,319	110,319	110,319



6. PROCUREMENT PLAN

Ministry	Internal Affairs/ Department of the Civil Registry and Identity Management_ Procurement Plan 2026																			
	Planning									Preparation							Execution			
	Fund	Dept	Program	Activity	Cost Centre	Description of Purchase	Contract Type	Procurement Type	Procurement Value	Cash Flow Endorsed By DG	Specifications Approved By CSU	Tender Documents Approved By CSU	Draft Contract Approved By CSU	Advertise Opening	Advertise Closing	Proposals Evaluation	Recommendation to DG	DG Approval	Notification of Award / Signing of Contract	End Date of Contract
2	290	2901	MIED	2901	Vehicle Trade-in (G1543)	1	RFQ	3.5 million vatu		Jan-Dec	Jan- Dec	Jan- Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan - Dec	Jan - Dec
2	290	2901	MIED	2901	Purchase of Conference Room Table and Chairs	1	RFQ	1 million vatu		Jan-Dec	Jan- Dec	Jan- Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan - Dec	Jan - Dec
2	290	2901	MIED	2901	Payment of Storage Facility rent	1	-	> 1 million vatu		Jan-Dec	Jan- Dec	Jan- Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan - Dec	Jan - Dec
2	290	2901	MIED	2901	Purchasing of ID Consumables	1	RFQ	8 million vatu		Jan-Dec	Jan- Dec	Jan- Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan - Dec	Jan - Dec
2	290	2901	MIED	2901	Purchasing of Stationeries	1	-	> 1 million vatu		Jan-Dec	Jan- Dec	Jan- Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan - Dec	Jan - Dec
2	290	2901	MIED	2901	Purchasing of new PC units for 3 newly recruited ICT/ ID Officers.	1	RFQ	> 1 million vatu		Jan-Dec	Jan- Dec	Jan- Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan-Dec	Jan - Dec	Jan - Dec



"Your Vote, Your Voice"

Vanuatu Electoral Office - VEO



o 2026



1. INTRODUCTION

Vanuatu's electoral environment over the past five years could best be described as "volatile." Snap Elections, a Referendum, By-Elections caused by resolution of electoral disputes and deaths of sitting members have meant that the implementation of a five-year Electoral Cycle was not possible as planned.

However, throughout this turmoil, well-organized compliant elections did take place on time and within budget. Innovations in electoral sector practices such as a stronger verifiable Voter Register built on National ID Cards saw gradually increasing voter turn-out to free, fair, inclusive elections. These outstanding outcomes were due not only to Vanuatu's respect for the rule of law but also to the dedication of the small team of Public Servants that make up the Electoral Commission (EC) and Vanuatu Electoral Office (VEO)

The year of 2026 promises to be exciting and challenging as the independent status of the EC/VEO is operationalized. The EC/VEOs status has been more clearly defined by Vanuatu's first Referendum (held 29th March 2024) and by the passage of two Acts presented to Parliament in November 2024 the Electoral Act No16 2023 and the Political Party Registration Act

Accordingly in 2026 the Electoral Commission must implement its first EC/VEO Corporate Plan (2026-2030) as an independent entity as affirmed by the Referendum and the two Acts. A restructure, commenced in 2025, will be further implemented to provide the EC and VEO with operational capacity to carry out its mandate of well-governed, transparent and credible elections.

New Budget Codes will facilitate direct funding flows and allow more effective budget reporting especially on decentralized activities and budget to Provincial Offices.

A full awareness program of the new legislation and policy framework under which elections are delivered and inside which the EC/VEO operates, needs to be progressed, especially as there will be another Provincial Election in Torba in January 2026 and Port Vila Municipal Elections.

A new 5-year electoral cycle 2026-2030 needs to be developed, approved, resourced and implemented.

In the midst of this electoral organization and innovation, it is still crucial that the day-to-day activities of the Electoral Commission and the Vanuatu Electoral Office as mandated in the 2026 Appropriations Act Budget Narratives and our 2026 Business Plan be carried out on time.

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



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

The breadth and scope of the following ambitious 2026 Business Plan, even with all of the operational unknowns, demonstrates the organizational capacity of the very small but dedicated team of the EC/VEO as well as the supporting framework of other agencies particularly the Civil Registration and Identity Management (CRIM) Department in close cooperation with the Department of Local Authorities (DLA), as well as the Department of Lands (DoL), the Vanuatu Bureau of Statistics (VBS) and the Office of the Government's Chief Information Officer (OGCIO) for ITC support.

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

Yours sincerely




The official seal of the Electoral Commission, Vanuatu, is circular with a blue border. The text inside the seal reads "REPUBLIQUE DE VANUATU" at the top, "ELECTORAL COMMISSION" in the center, "CONSEIL DES ELECTIONS" below that, and "REPUBLIC OF VANUATU" at the bottom. There are small stars on either side of the central text.

Edward Kaltamat
Chairman
Electoral Commission



2. ELECTORAL COMMISSION MANDATE STATEMENT

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

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

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

VISION

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

FUNCTIONS & RESPONSIBILITIES

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

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

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



- ◆ **Adopt regulations** that develop and interpret electoral laws.
- ◆ **Overrule decisions of the Principal Electoral Officer (PEO).**
- ◆ **Dismiss voter appeals** on registration issues.
- ◆ **Declare candidates endorsed for elections.**
- ◆ **Announce candidates elected unopposed.**
- ◆ **Invalidate results** at the official count when necessary.
- ◆ **Order recounts** in contested elections.
- ◆ **Declare candidates duly elected** as members of Parliament.
- ◆ **Issue directives** for voter registration and election procedures.

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

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

3. EC/VEO 2026 BUSINESS PLAN PRIORITISED ACTIVITIES

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

Implementation for New Legislation

Institutional Arrangements- Budget, Staffing, Reporting and Planning: With a new legislative framework, the budget and planning framework for the Electoral Commission and the Vanuatu Electoral Office need to be strengthened. *Advice has been sought from the Office of the Attorney General conforming the EC's independent status.*

EC/VEO Corporate Plan 2026 – 2030 As EC/VEO has moved out of the oversight of the Ministry of Internal Affairs, the EC/VEO has developed its own Corporate Plan (2026 – 2030) for the final Medium Term Expenditure Framework) MTEF) of the National Sustainable Development Plan (NSDP) 2016 – 2030.

Budget Issues – New Budget Codes/Program: With the passage of the legislation, the Electoral Commission is envisaged as an independent Constitutional Agency. Budget will now be allocated directly to the Electoral Commission and its operational arm the Vanuatu Electoral Office with a new Activity Code – CMC: Provincial Electoral Offices.

Accordingly, the 2026 Budget Narratives, the 2026 Business Plan and a redrafted 2026-2030 Corporate Plan more clearly reflect the new Codea and financial administration independence.



Strengthening of institutional capacities through EC/VEO Restructure: In an effort to provide increasingly efficient and sustainable services, the EC/VEO in 2025 has undertaken a restructure to address 2026 staffing needs created by the EC/VEO transition to a fully independent agency.

Establishment of VEO presence in all six provinces with Provincial Electoral Officers reporting to the VEO's Manager (Elections), will continue to play a critical role in strengthening the institutional capacity and delivery on time of compliant, transparent, accessible, inclusive and credible elections.

In addition, the restructure will support:

- An approved structure that is decentralized and has good working relationships with the national and local authorities;
- Political Party Registration processes;
- Compliance to EC/VEO legislative policy & operational framework
- Monitoring & Evaluation to provide data for evidence-based decision making & reporting;
- Stronger HR Finance and administration capacity within VEO devolved from MoIA's CSU;
- Stronger institutional capacity to clear meet the priorities of the final 5 years of the national level government plan (NSDP) that places emphasis on political reform, stability, accountability and civic engagement;
- Productive relationships with development partners;
- Stronger administration with on-time, compliant reporting of limited budgetary resources to considerably strengthen delivery of decentralized services and meeting targets, enforcement and compliance, proper coordination and monitoring mechanisms of activities making reporting timelier and more comprehensive;
- Stronger ownership of the election process by electoral officers (provincial level).

Conduct of efficient and credible elections. In January 2026, there will be a Provincial Election in Torba and in August 2026 Port Vila Municipal elections which will provide further opportunities to pilot or test new voter registration provisions and any other improvements in the EC/VEO legislative framework.

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



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

This initiative must remain a very high priority throughout 2026 with the continuing close cooperation of the CRIM Department as the foundational basis for elections. As part of this activity, the policy/process of assigning villages/communities with a unique identifier number must be undertaken in close cooperation with the Department of Local Authorities, Department of Lands and Vanuatu Bureau of Statistics.

The Voter Lists will be subjected to on-going validation and verification. The VEO is intent on continued formalization of its operations, updating procedures and manuals, the redesign and digitalization of data keeping modalities and improvement of its ICT capacities. This work, already in progress, needs to be continued and will be strengthened by new positions in the VEO structure – Senior Officer (ICT); Compliance Officer, and M&E Officer.

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

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

Increased Civil Engagement through public voter information and awareness. In 2026 the EC/VEO will continue its efforts to ensure voter information, including new website, Facebook page, targeted SMS messages, voter information booklets. The EC/VEO recognizes that a lot more is required, in particular in the islands that are difficult to access. VEO proposes to enhance its partnerships with other government agencies and civil society for a longer-term process of providing accurate and efficient information to all electoral stakeholders and the public at large.

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

Civic Education Materials: Further funding will be sought for printing of our Civic Education materials in English, French and Bislama sets to provide resource materials aimed at education good citizens who understand the responsibilities and rights of voting and living in a democracy.

Inclusion & Accessibility Issues



2026 will see an on-going focus by the EC/VEO on issues of inclusion & accessibility, not just for People with Disability but also for women, youths, the aged and those living in remote areas.

- Outreach and awareness materials designed by a Graphic Designer to provide inclusive images;
- Continued implementation of Civic Education through sharing of materials to Rural Training Centres and schools.
- Support Political Parties in adhering to the Political Parties Registration Act to have at least one woman on their executive committee and encouraging them to be more inclusive through Compliance and Regulations.
- Partner with implementing stakeholders to continue roll out of “Stand Up” candidate training programs;
- Explore innovative alternatives to ensure people with disabilities can access voting, partnering with organizations that serve people with disabilities to provide transportation to polling sites, and provide temporary ramps or tents at polling stations.
- Conduct socialization and awareness of Electoral Act and Political Parties Registration Act, ensuring the awareness activities are inclusive to all, especially women, youth and people with disabilities.

Conclusion:

Therefore, corresponding lines of action formulated to attain the activity priorities in 2026 are as follows:

- consolidating operational planning within the VEO administration, including procurement and logistics, through development and implementation of Procedures Manuals so as to ensure efficient and timely elections;
- political party registration compliance;
- improving permanent staff levels, including electoral provincial officers and redefining the Job Descriptions and the VEO structure through the ongoing implementation of the approved restructures;
- continued work in the VEO digital archiving process;
- increasing ICT capacity and database development and maintenance skills within the office;
- ensuring a smooth transfer to the use of the National ID card for polling purposes;
- closely collaborating with the CRIM Department in the cleaning and data validation of the registration database and the continued registration of voters;
- enhance partnerships with other government agencies and civil society to reinforce public voter information and awareness and increase civil engagement in the electoral process;
- strengthen understanding and engagement with electoral processes through public awareness campaigns, materials production and VEO’s Web Site;
- improving equitable and inclusive access for voters with a disability to electoral processes.



4. ELECTORAL COMMISSION & VANUATU ELECTORAL OFFICE 2026 PROGRAM BUDGET NARRATIVES.

ACTIVITY CMA: ELECTORAL COMMISSION CMAA – ELECTORAL COMMISSION

Activity Cost: 7,641,616

Cash Grant & Aid: to be confirmed

In Kind: na

Objectives

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

Objective 1: Conduct of all elections specified by the Constitution of Vanuatu and relevant Act/s and policies;

Objective 2: To lead development of legislative framework for electoral system and to drive policy development & implementation of registration of eligible electors for free fair inclusive and transparent elections;

Objective 3: Oversee registration and regulation of political parties;

Objective 4: To provide electoral dispute resolution through Election Disputes & court appearances

Objective 5: To undertake consultation for reform and delivery of an efficient, reliable, equitable, accessible & inclusive electoral system for Vanuatu;

Means of Service Delivery

1.1 Conduct all direct elections in Vanuatu and oversee indirect elections;

2.1 Conduct EC Commission meetings to implement a framework of policy and legislation for electoral reforms through engagement with Parliament, OAG, civil society and key stakeholders;

3.1 Liaise with political parties to implement registration and regulation of political parties;

4.1 Electoral disputes reviewed, resolved and reported;

5.1 Conduct meetings with Sector Stakeholders to improve electoral environment;

Performance Measurement (Service Targets)

#	Description	Quantity	Unit of Measure
1.1.1	Conduct elections	2	Election Reports for Torba Provincial election, Port Vila Municipality
2.1.1	Consultation meetings to review and strengthen legislative framework	1	Annual Report to track meetings
3.1.1	Establish & maintain a Political Party Database	1	Political Party Database up-to-date
4.1.1	Record of Electoral Disputes	1	Annual Report contribution tracks #s of Electoral Disputes & outcomes



5.1.1	Support public awareness & Sector Stakeholder consultations on electoral sector initiatives	4	Public awareness & consultations reported in Q1, Q2, Q3 and Annual Report
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ACTIVITY CMA: ELECTORAL COMMISSION

ACTIVITY CMAB: CORPORATE SERVICES

Activity Cost: 42,812,791
Cash Grant & Aid: to be confirmed
In Kind: na
Mandate Statement

Corporate service functions are provided to the Electoral Commission (EC), by Vanuatu Electoral Office (VEO). The VEO acts as operational arm of the Electoral Commission. This role of the Vanuatu Electoral Office is to prepare and conduct elections specified by the Constitution of Vanuatu and related Acts, to support for the registration of eligible electors, including establishing and maintaining an updated and accurate Voter Register. Operational support to the Commission variously includes Secretariat duties, planning and reporting, budget, restructure implementation, manuals, procedures and guidelines, equipment, capacity building, PMR, and revenue generation.

Objectives:

- Objective 1:** To provide Secretariat support to the Commission to perform its functions compliantly, effectively and efficiently;
- Objective 2:** To coordinate and deliver timely planning and reporting.
- Objective 3:** To secure annual budget allocations for staffing, equipment & operational needs;
- Objective 4:** To improve efficiency & effectiveness through the development of Guidelines, Manuals, Standard Operating Procedures and templates;
- Objective 5:** To build the capacity and operational effectiveness of the Commission through innovative use of digital technology, restructure, training, Performance Review & Appraisals
- Objective 6:** To decentralize electoral services by providing support for the appropriate resourcing and operations of the provincial electoral offices.

Means of Service Delivery

- 1.1 Provide operational support for Electoral Commission meetings
- 2.1 Ensure provision of reports and plans as per the GoV Reporting & Planning Cycle

#	Description	Quantity	Unit of Measure
1.1.1	Commission meetings held	20	Agendas and Minutes of meetings
2.1.1	EC/VEO reports and plans as per the GoV Reporting & Planning Cycle	100%	Full compliance with the GoV Reporting & Planning Cycle



3.1.1	Budget Submission prepared and submitted on time	1	Budget prepared and submitted on time
4.1.1	Manuals, Guidelines and SOPs prepared as needed	1	Office Operations Manual
5.1.1	EC/VEO Restructure with NPP for additional staffing for improved services & reporting	1	NPP to MBC for 2 priority positions for restructure – HR Officer and M&E Officer
6.1.1	Provincial Electoral Offices strengthened	1	Annual Report provides Provincial Office reports x 5

ACTIVITY CMB: CONDUCT OF ELECTIONS

Activity Cost: to be confirmed

Cash Grant & Aid to be confirmed

In Kind: N/A

Mandate

The Electoral Commission and its operational delivery agency the Vanuatu Electoral Office act as the implementing or operational agency supporting the registration of electors, and preparing and conducting elections. This role encompasses electoral administration and implementing activities required for the preparation and conduct of elections in the country, including on-going support for the maintenance of the Voter Register in close cooperation with the Civil Registry.

The Electoral Commission and its operational delivery agency the Vanuatu Electoral Office provide a framework of services to deliver effective, efficient, transparent cost-effective and well-governed elections for Parliament, provincial councils, municipal councils as well as support for Presidential Elections and for the election of the Chairman of the Malvatumauri.

ACTIVITY CMBA: NATIONAL ELECTIONS

Activity Cost: to be confirmed

Cash Grant & Aid to be confirmed

In Kind: N/A

The Electoral Commission and its operational delivery agency the Vanuatu Electoral Office provide a framework of services to deliver inclusive, effective, efficient, transparent cost-effective and well-governed National Elections.



Objectives

Objective 1: to conduct efficient National Elections with validated Voter Register and improved election procedures;

Objective 2: to establish efficient, and improved voter registration for National Elections utilizing Civil Registry data;

Objective 3: to liaise with the Parliament and OAG to support legislative reform for conduct of National Elections;

Objective 4: to increase Civil Engagement through public voter information and awareness on National Elections

Objective 5: to support political party registration processes and reforms for National Elections.

Means of Service Delivery:

1.1 Up-dated and validated Voter Register for efficient, credible National Elections by including procurement and logistics to deliver efficient, equitable, inclusive and timely elections;

2.1 Improved data for verifiable Electoral Rolls for National Elections;

3.1 Develop Implementation Plan for National Elections for delivery of electoral legislation, policy and procedures;

4.1 Improve inclusive civil engagement and civic education on National Elections for women, youths, people with disability, other government agencies and civil society for public voter information and awareness;

5.1. Maintain an up-to-date Political Party Registration data base of parties & candidates contesting National Elections;

Performance Measurement (Service Targets)

	Description	Quantity	Unit of Measure
1.1.1	Voter Register for National Elections updated continuously and validated	1	Voter Register up-dated (data reported in VEO Annual Report) for National Elections
2.1.1	ID Card awareness programs leading to National Elections	%	% of population holding validated ID Cards disaggregated by gender
3.1.1	Implementation Plan for roll-out of new legislation, policy, procedures & awareness for National Elections	1	Activities prior to National Elections reported in Annual Report
4.1.1	Provide awareness campaign for voter engagement in National Elections	2	Election Report for National Elections reflects awareness campaign & publicity undertaken
5.1.1	Political Party Register up-to-date for National Elections	1	Political Party Register up-to-date for National Elections



ACTIVITY CMBB: PROVINCIAL ELECTIONS

Activity Cost: to be confirmed
Cash Grant & Aid to be confirmed
In Kind: N/A

The Electoral Commission and its operational delivery agency the Vanuatu Electoral Office provide a framework of services to deliver inclusive, effective, efficient, transparent cost-effective and well-governed Provincial Elections

Objectives

Objective 1: to conduct efficient Provincial Elections with validated Voter Register and improved election procedures;

Objective 2: to establish efficient, and improved voter registration for Provincial Elections utilizing Civil Registry data;

Objective 3: to liaise with the Parliament and OAG to support legislative reform for conduct of Provincial Elections;

Objective 4: to increase Civil Engagement through public voter information and awareness on Provincial Elections

Objective 5: to support political party registration processes and reforms for Provincial Elections.

Means of Service Delivery:

1.1 Up-dated and validated Voter Register for efficient, credible Provincial Elections by including procurement and logistics to deliver efficient, equitable, inclusive and timely elections;

2.1 Improved data for verifiable Electoral Rolls for Provincial Elections;

3.1 Develop Implementation Plan for Provincial Elections for delivery of electoral legislation, policy and procedures;

4.1 Improve inclusive civil engagement and civic education on Provincial Elections for women, youths, people with disability, other government agencies and civil society for public voter information and awareness;

5.1. Maintain an up-to-date Political Party Registration data base of parties & candidates contesting Provincial Elections;

Performance Measurement (Service Targets)

	Description	Quantity	Unit of Measure
1.1.1	Voter Register for Provincial Elections updated continuously and validated	1	Voter Register up-dated (data reported in VEO Annual Report) for Provincial Elections
2.1.1	ID Card awareness programs leading to Provincial Elections	%	% of population holding validated ID Cards disaggregated by gender



3.1.1	Implementation Plan for roll-out of new legislation, policy, procedures & awareness for Provincial Elections	1	Activities prior to Provincial Elections reported in Annual Report
4.1.1	Provide awareness campaign for voter engagement in Torba Elections	1	Election Report reflects awareness campaign & publicity undertaken
5.1.1	Political Party Register up-to-date for Provincial Elections	1	Political Party Register up-to-date for Provincial Elections

ACTIVITY CMBC: MUNICIPAL ELECTIONS

Activity Cost: to be confirmed

Cash Grant & Aid to be confirmed

In Kind: N/A

The Electoral Commission and its operational delivery agency the Vanuatu Electoral Office provide a framework of services to deliver inclusive, effective, efficient, transparent cost-effective and well-governed Municipal Elections

Objectives

Objective 1: to conduct efficient Municipal Elections with validated Voter Register and improved election procedures;

Objective 2: to establish efficient, and improved voter registration for Municipal Elections utilizing Civil Registry data;

Objective 3: to liaise with the Parliament and OAG to support legislative reform for conduct of Municipal Elections;

Objective 4: to increase Civil Engagement through public voter information and awareness on Municipal Elections

Objective 5: to support political party registration processes and reforms Municipal Elections.

Means of Service Delivery:

1.1 Up-dated and validated Voter Register for efficient, credible Municipal Elections by including procurement and logistics to deliver efficient, equitable, inclusive and timely elections;

2.1 Improved data for verifiable Electoral Rolls for Municipal Elections;

3.1 Develop Implementation Plan for Municipal Elections for delivery of electoral legislation, policy and procedures;

4.1 Improve inclusive civil engagement and civic education on Municipal Elections for women, youths, people with disability, other government agencies and civil society for public voter information and awareness;

5.1. Maintain an up-to-date Political Party Registration data base of parties & candidates contesting Municipal Elections;



Performance Measurement (Service Targets)

	Description	Quantity	Unit of Measure
1.1.1	Voter Register for Municipal Elections updated continuously and validated	1	Voter Register up-dated (data reported in VEO Annual Report) for Municipal Elections
2.1.1	ID Card awareness program to Municipal Elections	%	% of population holding validated ID Cards
3.1.1	Implementation Plan for roll-out of new legislation, policy, procedures & awareness for Municipal Elections	1	Activities prior to Municipal Elections reported in Annual Report
4.1.1	Provide awareness campaign for voter engagement in Port Vila	1	Election Report for Port Vila reflects awareness campaign & publicity undertaken
5.1.1	Political Party Register up-to-date for Municipal Elections	1	Political Party Register up-to-date date for Municipal Elections

ACTIVITY CMBD: PRESIDENTIAL ELECTIONS

Activity Cost: to be confirmed

Cash Grant & Aid to be confirmed

In Kind: N/A

The Electoral Commission and its operational delivery agency the Vanuatu Electoral Office provide a framework of services to deliver inclusive, effective, efficient, transparent cost-effective and well-governed Presidential

Objectives

Objective 1: to support the conduct of compliant Presidential Election with a review of processes and information for electoral sector stakeholders

Objective 2: to liaise with the Parliament, OAG, Ombudsman and electoral sector partners as stipulated in the Constitution to support the conduct of a compliant Presidential Election process

Objective 3: to act as an observer for the process of a Presidential Election

Objective 4: to prepare an Observer Report for the Presidential Election

Means of Service Delivery:

1.1 I Information materials prepared on Presidential Election process as stipulated in legislation for use by sector stakeholders and media

2.1 Liaise with the Parliament, OAG, Ombudsman and electoral sector partners to provide awareness training on Constitutional requirements for a Presidential Election

3.1 Develop Briefing Paper on Constitutional requirements for a Presidential Election

4.1 Undertake Observer duties for Presidential Election;

5.1. Provide an Observer's Report on the Presidential Election.



Performance Measurement (Service Targets)

	Description	Quantity	Unit of Measure
1.1.1	Information materials package on Presidential Election process	1	Presidential Election Information materials package
2.1.1	Meet Electoral Sector Stakeholders to support Presidential Election logistics	1	Record of meetings held
3.1.1	Briefing Paper on Constitutional requirements for a Presidential Election	1	Briefing Paper
4.1.1	Observers Duty at Presidential Election	1	Attendance by EC/VEO representative is minute
5.1.1	Observer's Report on the Presidential Election	1	Observer's Report on Presidential Election

ACTIVITY CMCA: PROVINCIAL ELECTORAL SERVICES

Activity Cost: 12,004,720
Cash Grant & Aid To be Confirmed
In Kind: N/A

Mandate

Through Provincial Electoral Offices, the Electoral Commission (EC) and the Vanuatu Electoral Office, works with provincial organizations to strengthen the enabling framework for the delivery of compliant, effective, inclusive and transparent elections in the provinces.

Essential to successful Provincial Elections is liaison with stakeholder partners such as Provincial Government, Chiefs, Area Councils, Churches, schools, CSOs/NGOs and political parties active in each Province.

Well-resourced Provincial Electoral Offices are critical to operationalize the Government of Vanuatu's strategic focus of decentralizing functions from central, core agencies such as the Electoral Commission and the Vanuatu Electoral Office to the provinces where 78% of Ni-Vanuatu reside.

The Provincial Electoral Offices act as the implementing agency by supporting the registration of electors, undertaking awareness and capacity building and the conduct of elections.

Objectives:

The Provincial Electoral Offices have the following objectives:

- Objective 1:** To support delivery of efficient, effective elections in the provinces;
- Objective 2:** To assist with review of provincial Civil Registry data to enhance & validate Voter Register;



Objective 3: To undertake inclusive awareness and outreach training for provincial stakeholders such as Provincial Government, Chiefs, Area Councils, Churches, schools, CSOs/NGOs and political parties active in each Province to build capacity and understanding of electoral matters;

Objective 4: To establish and resource each Provincial Electoral Office to compliantly deliver provincial electoral services.

Means of Service Delivery:

- 1.1 Develop annual schedule of elections to be held as per Electoral Cycle
- 2.1 Continual up-date and verification process undertaken with Civil Registry to validate Voter Register
- 3.1 Build understanding of electoral matters through liaison and awareness programs with Provincial Government, Chiefs, Area Councils, Churches, schools, CSOs/NGOs and political parties active in each Province
- 4.1 Develop recurrent budget for provincial Electoral Office/s operations

Performance Measurement (Service Targets)

	Description	Quantity	Unit of Measure
1.1.1	Annual Schedule of elections as per Election Cycle	1	Annual Schedule of elections
2.1.1	ID Card provincial awareness programs	%	% of population holding validated ID Cards disaggregated by province
3.1.1	Provincial Outreach & Awareness Program	1	Report on Provincial Outreach & Awareness activities in Annual Report
4.1.1	Secure funding for provincial Electoral Office operations	1	NPP for operational budget for Provincial Offices



Ministry	MIAA	MINISTRY OF INTERNAL AFFAIRS									
Department	VEO	Vanuatu Electoral Office								Operational Report	Linkage to NSDP
										Q1/2/3/4 -2026	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Timeframe	
Electoral Commission											
CMAA	Objective 1: Conduct of all elections specified by the Constitution of Vanuatu and relevant Act/s and policies										
1.1 Conduct all direct elections in Vanuatu and oversee indirect elections	1.1.1 To supervise and coordinate Provincial, Municipal, & By-Elections elections by consolidating operational planning within the VEO administration, including procurement and logistics, to deliver efficient, equitable, inclusive and timely elections;	X 2 Port Vila & Torba	1.1.1.1 Deliver Torba Provincial & Port Vila Municipal Elections	x		x			Chair EC; PEO (VEO)	Q 1 & Q2	SOC 6.1 SOC 6.3; ECO 3.6
			1.1.1.2 Prepare Procurement for elections	x	x	x	x	PEO (VEO)	Ongoing	SOC 6.4	
			1.1.1.3 Prepare training for voter rolls, ID validation, awareness	x	x	x	x	PEO (VEO)	On – going	SOC 6.1	
	1.1.2 Oversee development of measures to pilot Out of Country & Out of Constituency	2	1.1.2.1 Progress development of clear guidelines (SOP) for use of technology for Out of Country & Out of Constituency voting		x			PEO(VEO)	Q2 2026	SOC 6.2	



		Voting procedures	1	1.1.2.2 Conduct pilots		x			PEO(VEO)	Q2 2026	SOC 6.9
		1.3.1 Improve number of polling stations to enable inclusive, equitable access	At least 2	1.3.1.1 Develop criteria for new polling station establishment	x	x	x	x	PEO (VEO) Deputy PEO	Q2 2026	SOC 6.3; SOC 5.1
				1.3.1.2 Allocate voters by ID number	x	x	x	x		Ongoing	
				1.3.1.3 Create new Polling Stations	x	x	x	x			
		1.4.1 Support accuracy of Geo Spatial Electoral Maps for efficient elections, registration & electoral management	2	1.4.1.1 Maintain accuracy of maps	x	x	x	x	PEO (VEO) DPEO & TA GIS Working Group, UNITAS, MoE MoH	Ongoing	SOC 6.3
				1.4.1.2 Link Village Geospatial registration with Polling station data	x	x	x	x			SOC 6.3
				1.4.1.3 Develop software for electronic electoral management system	x	x	x	x			SOC 6.9
				1.4.1.4 Conduct pilots	x	x	x	x			SOC 6.9
Objective 2: To lead development of legislative framework for electoral system and to drive policy development & implementation of registration of eligible electors for free, fair, inclusive and transparent elections											
	2.1 Conduct EC Commission meetings to implement a framework of policy and legislation for electoral reforms through engagement with Parliament, OAG, civil society and key stakeholders;	2.1.1 Policy development & implementation with regular EC Commission meetings	x4	2.1.1.1 Hold Commission meetings x 4 with Minutes	x	x	x	x	EC Chair; PEO as Secretariat	On-going	SOC 6.3
		2.1.2 Oversee meetings with electoral sector stakeholders to review and revise legislation & Regs.	1 per quarter	2.1.2.1 Meetings with sector stakeholders held to progress issues with Minutes or Meeting Outcome reports	x	x	x	x	EC Chair; PEO	On-going	SOC 6.3



		2.1.3 Oversee implementation of Legislative Road Map	1	2.1.3.1 Legislative Road Map delivered	x	x	x	x	EC Chair, PEO, Deputy PEO, OAG	On-going	SOC 6.3
		2.1.4 Oversee implementation legislative reform regarding independent functions, budget and mandate of EC	1	2.1.4.1 Implementation Plan	x				EC Chair, PEO, OAG, LRC	Q1 2026	SOC 6.3
		2.1.5 Oversee implementation new legislation (Electoral Act & Political Party Registration Act)	2	2.1.5.1 Review new legislation for additional amendments & regulations based on Lessons Learned from Snap Election	x	x	x	x	EC Chair, PEO, OAG, LRC	On-going	SOC 6.3
		2.1.6 Oversee development of Standard Operating Procedures and Manuals	1	2.1.6.1 Develop an Operations Manual (financial administration, budget, HR, planning & reporting) for EC administration				x	EC Chair, PEO, DPEO	Q4 2026	SOC 6.1 SOC 6.4
		2.1.7 Recurrent NPP for 2027 for Commission meeting costs & allowances	X 1	2.1.7.1 NPP submitted	x				EC Chair, PEO, DPEO	Q1 2026	SOC 6.3
Objective 3: Oversee registration and regulation of political parties.											
	3.1 Liaise with political parties to implement registration and	3.1.1 Oversee establishment & maintenance of a Political Party Database	1	3.1.1.1 Oversee establishment & maintenance of an up-to-date Political Party Data Base	X	X	X	X	PEO: DPEO; SO, Political Party Registration ;	On-going	SOC 6.3 SOC 6.4



	regulation of political parties		tbc	3.1.1.2 Support VEO to develop SOPs and templates for political party registration	X	X	X	X	Chair	On-going	
		3.1.2 Oversee an annual liaison & awareness program for political parties	1	3.1.2.1 Annual liaison & awareness program for political parties developed implemented & reported	X	X	X	X	PEO: DPEO; SO, Political Party Registration ;	Ongoing	SOC 6.4
		3.1.3 Provide reports on registration matters	1	3.1.3.1 Include report on political party registration in Annual Report	x					Q1 2026	SOC 6.9
Objective 4: To provide electoral dispute resolution through Election disputes & court appearances											
	4.1 Electoral disputes reviewed, resolved and reported	4.1.1 Electoral disputes reviewed, documented and reported	1	4.1.1.1 Record of Electoral Disputes made in EC Minutes and reported in Annual Report x 1	x	x	x	x	EC Chair; PEO; EC Members	Ongoing	SOC 6.3
		4.1.2 Awareness meetings held on electoral issues & reforms reported in Annual Report	1	4.1.2.1 Annual Report contribution provides details of meetings held, location, topic and recommendations arising	x	x	x	x	EC Chair; PEO	Ongoing	
Objective 5: To undertake consultation for reform and delivery of an efficient, reliable, equitable, accessible & inclusive electoral system for Vanuatu;											
	5.1 Chair meetings of Sector Stakeholders to improve electoral environment	5.1.1 Support public awareness & consultations on electoral sector initiatives	4	5.1.1.1 Develop Awareness Program annually for electoral & political party awareness	x	x	x	x	Chair; PEO; DPEO; SO Political Party Registration	On-going	SOC 6.4
			4	5.1.1.2 Public awareness & consultations reported in Q1, Q2, Q3 and Annual Report	x	x	x	x		On-going	SOC 4 SOC 4.5



		5.1.2 Work with marginalised stakeholders to improve inclusivity of electoral processes	1	5.1.2.1 Annual Report provides detail on meetings with DoWA, VSPD, VNYA	x	x	x	x	Chair; PEO; Awareness Officer	On-going	SOC 4 SOC 4.5
CORPORATE SERVICES											
CMAB	Objective 1: To provide Secretariat support to the Commission to perform its functions compliantly, effectively and efficiently										
	1.1 Meetings well-organised	1.1.1 Commission meetings organised as needed with venue agenda and Minutes	20	1.1.1.1 Organize on time professional Commission meetings as needed with venue agenda and Minutes	x	x	x	x	Chairman, PEO	On-going	SOC6.1 SOC 6.4
	1.2 Matters related to electoral sector are dealt with promptly & compliantly	1.2.1 Secretariat takes minutes of deliberations and decisions of Commission meetings	100%	1.2.1.1 Minutes reflect compliance & timely decision making	x	x	x	x			
Objective 2: To coordinate and deliver timely planning and reporting.											
	2.1 Undertake Planning on time as per GoV Planning Cycle	2.1.1 Plans prepared on time as per GoV planning cycle i.e. Business Plan; MBC Submission, AWP	As per Gov cycle	2.1.1.1 Planning undertaken collaboratively with the team	x	x	x	x	Chairman, PEO, DPEO Managers x 2, Finance & Accts Officer	On-going	SOC6.1 SOC 6.4
				2.1.1.2 Annual EC VEO Retreat undertakes planning				x			
	2.2 Undertake Reporting on	2.2.1 Reports on time as per GoV Reporting Cycle	As per	2.2.1.1 Reports meet 100% GoV Reporting cycle	X	X	X	X	Chairman, PEO, x 2, Finance &	On-going	SOC6.1 SOC 6.4



	time as per GoV Reporting Cycle	i.e. Election Reports, Annual Report to Parliament, Quarterly Reports, Monthly Reports to Supervisors	Gov Cycle						Accts Officer, All EC and VEO staff		SOC 6.9		
	2.3 Prepare operations Plan for national, provincial & Municipal Elections	2.3.1 Develop Operational Plan for Referendum	1	2..3.1.1 Plan developed and up-dated					Chairman, PEO, DPEO, Finance & Accts Officer, All EC and VEO staff	tbc			
		2.3.2 Develop Operational Plan for Port Vila Municipal Election	1	2..3.1.2 Plan developed and up-dated	x	x				Q1 - Q2 2026			
		2.3.3 Develop Operational Plan for Torba PGC Election	1	2..3.1.3 Plan developed and up-dated	x					Q1 2026			
Objective 3: To secure annual budget allocations for staffing, equipment & operational needs;													
	3.1 Prepare the annual budget on time as per GoV Budget Cycle	3.1.1 Budget to resource EC/VEO planned activities on time	1	3.1.1.1 Budget Narratives up-dated annually	x				Chair; PEO; DPEO; Finance & Accounting Officer	Q1 2026	SOC 6.1 SOC 6.4 SOC 6.9		
			1	3.1.1.2 Business Plan costed to deliver Budget Narratives	x						Chair, PEO; DPEO; Finance & Accounting Officer	Q1 2026	SOC 6.1 SOC 6.4 SOC 6.9
			As needed	3.1.1.3 NPPs & GIPs developed	x								Chair, PEO; DPEO; Finance & Accounting Officer



									EA & SA		
				3.1.1.4 MBC Submission prepared & entered on VBMS on time		X			Chair, PEO; DPEO; Finance & Accounting Officer	Q2 2026	SOC 6.1 SOC 6.4
		3.1.2 VEO Office costs	1	3.1.2.1 Annual Budget forecast for operational costs (telecoms, utilities, photocopier expenses, fuel, vehicle maintenance, air con maintenance, plumbing) from recurrent NPP		X			Chair, PEO; DPEO; Finance & Accounting Officer	Q2 2026	SOC 6.1 SOC 6.4
		3.1.3 Logistics budget for 2026 elections prepared as basis for COM request/s for elections funding	1	3.1.3.1 Charter for air transport for transport of Electoral materials Torba Provincial election	X				PEO DDPEO; SO (ITC) Finance & Accounting Officer	Q1 2026	SOC 6.1
			1	3.1.3.2 Charter for land transport of Electoral materials for Torba Provincial election & Port Vila	X	X			Voter Awareness Officer	Q1 - Q2 2026	SOC 6.4
			1	3.1.3.3 Charter for sea transport of Electoral materials for Torba Provincial election	X					Q1 2026	SOC 6.4
			1	3.1.3.4 Electoral Materials procurement for Torba Provincial election & Port Vila	X	X				Q1 - Q2 2026	SOC 6.4



			1	3.1.3.5 DSA Budget for VEO staff and electoral officers for Torba Provincial election & Port Vila	X	X	X			Q1, Q2, Q3 - 2026	SOC 6.4
		3.1.4 EC restructure developed & implemented	1	3.1.4.1 Restructure prepared & costed	X	X	X	X	Chair; PEO, DPEO Finance & Accounting Officer EA & SA	On-Going	SOC 6.1 SOC 6.4
			1	3.1.4.2 Develop Recurrent NPP for 2027 for EC Restructure with additional staffing & operations costs			X		Chair; PEO, DPEO Finance & Accounting Officer EA & SA	Q2 - 2026	SOC 6.1 SOC 6.4
Objective 4: To improve efficiency & effectiveness through the development of Guidelines, Manuals, Standard Operating Procedures and templates;											
	4.1 Develop Standard Operating Procedures (SOPs) and Procedures Manuals with regular reviews as needed.	4.1.1 Standard Operating Procedures (SOPs) and Procedures Manuals with regular reviews as needed	1	4.1.1.1. Develop SOPs for Political Party Registration with templates	x	x	x	x	PEO, DPEO; Managers x 2; SO (Political Parties), Compliance Officer; Voter Registration Officer; Training Officer	On-going	SOC 4.5 SOC 6.1 SOC 6.3 SOC 6.4



		4.1.2 Conduct training programs on use of SOPs	1	4.1.2.1 Conduct training programs on use of SOPs	x	x	x	x	PEO, DPEO; Manager (Elections), Training Officer	On-going	SOC 6.1 SOC 6.3
Objective 5: To build the capacity and operational effectiveness of the Commission through innovative use of digital technology, restructure, training, Performance Review & Appraisals											
	5.1 Support identification, implementation and training through up-take of innovative technology	5.1.1 Support identification of innovative technology for a more effective electoral environment	As needed	5.1.1.1 ICT Based systems installed, operationalized and kept up to date with inter-operability for sector stakeholders	X	X	X	X	PEO, DPEO; SO (ICT) VEEP TA, CRIM, Department of Digital Transformation & ICT (formerly OGCIO)	On-going	SOC 6.1 SOC 6.3
		5.1.2 Support implementation of innovative technology for a more effective electoral environment	As needed	5.1.2.1 Develop 2027 VEO ICT Procurement Plan & NPPs to purchase						On-going	
		5.1.3 Support training & capacity building on usage of technology innovations in electoral sector	1	5.1.3.1 ICT training in annual Retreat				X		Q4 - 2026	SOC 6.1 SOC 6.3
	5.2 Undertake restructures	5.2.1 Undertake restructures of the Electoral Commission, Vanuatu Electoral Office and Provincial Electoral Offices	2	5.2.1.1 Implementation Plan delivers 2 posts in 2026 <ul style="list-style-type: none"> 0577 HR Officer 0580 M&E Officer 	X	X	X	X	Chair, PEO, DPEO; Finance & Admin Officer; HR Officer	On-going	SOC 6.1 SOC 6.3 SOC 6.4 SOC 6.5



		5.2.2 Secure budget as per Restructure Implementation for prioritised positions for 2027	3	5.2.2.1 Implementation Plan followed for 3 new posts <ul style="list-style-type: none"> 0572 Manager (Corporate Services) 0582 Training Officer 0592 Storeman Distribution		X			Chair, PEO, DPEO; Finance & Admin Officer; HR Officer	Q2 - 2026	SOC 6.1 SOC 6.3 SOC 6.4 SOC 6.5
		5.2.3 Submit NPP requests to MBC for financial resources raise Budget Ceiling to operationalise new EC/VEO structure for new & vacant posts	1	5.2.3.1 NPP to VBMIS on time for MBC		X			Chair, PEO, DPEO; Finance & Admin Officer; HR Officer	Q2- 2026	SOC 6.1 SOC 6.3
	5.3 Prepare and resource an annual training plan to build capacity	5.3.1 Using outcomes of the PMR Appraisals, develop budgeted annual Training Plan for EC VEO & Provincial Offices team	1	5.3.1.1. Budgeted Training Plan developed on basis of PMR training needs		X			PEO, DPEO; Finance & Admin Officer; HR Officer	Q2- 2026	SOC 6.1 SOC 6.4
		5.3.2 Use PMR to identify high priority training needs for EC/VEO officers with annual Training Plan developed budgeted & delivered	3	5.3.1.2 Use Feb, July & Dec PMRs to identify high performance for increments and training	X	X		X	Chair, PEO, DPEO Managers x 2 and Reporting Officers (ROs); Admin Finance	Q1, Q2, Q4 - 2026	SOC 6.1 SOC 6.4



									Officer; HR Officer; Training Officer, VIPAM		
	5.4 Undertake Performance Management & Review as per approved PMR Cycle	5.4.1 Performance Management & Review completed on time as per approved PMR Cycle linked to Annual Business Plan and emerging GoV priorities	3	5.4.1.1 PMR Cycle on time Feb – Annual Work Plan July – Mid Year Review Dec – End of year review	X	X		X	Chair, PEO, DPEO; Managers x 2 and Reporting Officers (ROs); HR Officer	Q1, Q2, Q4 - 2026	SOC 6.1 SOC 6.4
		5.4.2 On basis of PMR recommend staff for increments, promotion or PIPs	3	5.4.2.1 PMR Reports on time July – Mid Year Review Dec – End of year review	X	X		X	Chair, PEO, DPEOs x 2 and Reporting Officers (ROs); (Admin & Finance & HR Officer	Q1, Q2, Q4 - 2026	SOC 6.1 SOC 6.4
Objective 6: To decentralise electoral services by providing support for the appropriate resourcing and operations of the provincial electoral offices.											
	6.1 Implement Decentralisation strategies	6.1.1 Devise and implement decentralisation strategies to ensure all provinces are supported	1	6.1.1.1 Decentralization Strategy implemented through establishment of provincial offices	X	X	X	X	Chair, PEO, DPEO Managers x 2 Finance Officer & POs	On-going	SOC 6.1 SOC 6.4 ECO 3.6



	6.2 Provide office space & equipment to electoral offices to improve efficiency & effectiveness of operations	6.2.2 Provide well-equipped professional office space in each Province	5	6.2.2.1 Well-equipped professional office space in each Province	X	X	X	X	Chair, PEO, DPEO Managers x 2 & POs	On-going	ECO 3.6
NATIONAL ELECTIONS											
CMBA	Objective 1: Conduct efficient National Elections with validated Voter Register and improved election procedures										
	1.1 Up-dated and validated Voter Register for efficient, credible elections for the conduct of National elections	1.1.1 Verify and validate Electoral Roll	1	1.1.1.1 Support VEO to verify & validate Voter Register	X	X	X	X	Chair, PEO, DPEO SO (ITC) M&E Officer	On-going	SOC 6.1
			1	1.1.1.2 Verify & validate Voter Register for Referendum						tbc	SOC 6.3
		1.1.2 Develop measures to pilot Out of Country & Out of Constituency Voting procedures	1	1.1.2.1 Develop clear guidelines (SOP) for use of technology for Out of Country & Out of Constituency voting		X			PEO, DPEO;	Q2 - 2026	SOC 6.1 SOC 6.3 ECO 3.6
			1	1.1.2.2 Explore options for special voting methods for secure telephone voting	X	X	X	X	PEO, DPEO;	On-going	
			1	1.1.2.3 Conduct pilots		X			PEO; DPEO; SO (ITC) M&E Officer	Q2 - 2026	SOC 6.1 SOC 6.3
	1.2. To supervise and coordinate National elections by consolidating operational planning within	1.2.1 As per Gov Elections Cycle prepare for national elections	2	1.2.1.1 Prepare Procurement Plans for elections	X	X	X	X	PEO, DPEO; Admin & Accounts Officer	On-going	SOC 6.1 SOC 6.3
			1	1.2.1.2 Prepare annual training program training	X	X	X	X	PEO, DPEO; Managers x	On-going	SOC 6.1



the VEO administration, including procurement and logistics, to deliver efficient, equitable, inclusive and timely elections;				for voter rolls, ID validation, awareness					2; Voter Awareness Officer,		SOC 6.3
	1.2.2 Develop and & pilot electronic results management system	1	1.2.2.1 Develop clear guidelines for electronic results management system	X	X	X	X	PEO; DPEO; SO (ITC) & TA	On-going	SOC 6.1 SOC 6.3 ECO 3.6	
			1.2.2.1 Develop software for electronic results management system	X	X	X	X	PEO; DPEO; SO (ITC) & TA	On-going	SOC 6.9	
	1.2 Consolidating operational planning within the VEO administration, including procurement and logistics	1.2.1 Business Plan on time with underpinning budget to meet procurement and logistics costs	1	1.2.1.1 Business Plan on time prepared for VBMS entry in May and updated after Appropriations in November		X		X	PEO; DPEO; Finance and Acct Officer	Q2 & Q4 - 2026	SOC 6.1 SOC 6.3
Objective 2: Establish efficient, and improved voter registration for National Elections utilising Civil Registry data;											
2.1 Establish and up-date Voter Register in electronic form	2.1.1 Voter Register with ID cards for eligible voters 18 years and over by updating and validating the Voter Register using National ID Card and CRIM data	1	2.1.1.1 Utilise electronic central civil register to extract Voter Lists	X	X	X	X	PEO Deputy PEO; SO (ITC); M&E Officer; Area Administrators; CRIM Team	On-going	SOC 6.1	
			2.1.1.2 Validate Voter List to verify correct Polling Station allocation	X	X	X	X			SOC 6.9	
			2.1.1.3 Develop mobile service for voter verification based on ID# data	X	X	X	X			SOC 6.1 SOC 6.9 ECO 3.6	



	2.1.2 Allocate new Polling stations	At least 2	2.1.2.1 Develop the criteria for allocation of polling stations	X					Q1 - 2026	SOC 6.1 SOC 6.3	
			2.1.2.2 Review, update and gazette Polling Station names				X		Q4 - 2026	SOC 6.1 SOC 6.3	
			2.1.2.3 Inspection of Voter List in cooperation with Area Administrator				X		Q4 - 2026	SOC 6.1 SOC 6.3	
			2.1.2.4 Work with Area Administrators & SGs to identify new Polling Stations				X		Q4- 2026	SOC 6.1 SOC 6.3	
	2.1.3 Increase numbers of eligible voters with National ID with registration on Integrated Data Base	1	2.1.3.1 Establish & maintain a credible, accurate Voter Register with ID cards for eligible voters 18 years and over	X	X	X	X	PEO; DPEO; SO (ITC); Voter Registration Officer; M&E Officer; Data Entry Officers	Ongoing	SOC 6.1 SOC 6.3	
		1	2.1.3.2 Develop Procedures & Manual to correlate to electronic Voter Register	X	X	X	X		SOC 6.9		
		4	2.1.3.3 Provide report on eligible voters in Quarterly Reports & Annual Report disaggregated by location, gender & age	X	X	X	X		SOC 6.9		
	2.1.4 Increasing ICT capacity and database development and maintenance skills within the office	4	2.1.4.1 Training sessions undertaken to improve ICT Skills on data base usage	X	X	X	X	Ongoing	SOC 6.9		
	Objective 3: To liaise with the Parliament and OAG for advancing legislative reform of the National Electoral System										



	3.1 Develop Implementation Plan for delivery of electoral legislation, policy and procedures;	3.1.1 Support for improving the legal framework of elections	1	3.1.1.1 Technical support provided as needed	X	X	X	X	Chair, PEO, DPEO; TA (VEEP)	Ongoing	SOC 6.3:	
		3.1.2 Support the implementation of improvements in legal framework	Same as 3.1	3.1.2.2 Continue to provide technical support					OAG, Legislation Working Group	Q2 - 2026	SOC 6.3:	
		3.1.3 Implementation Plans developed and delivered for new legislation & policy	1	3.1.3.1 Legislation Road Map developed	X					Chair, PEO, TA (VEEP); Legislation Working Group	Q1 - 2026	SOC 6.3 SOC 6.9
			1	3.1.3.2 Report on completion of activities					X	Chair, PEO, DPEO; M&E Officer	Q4 - 2026	SOC 6.3 SOC 6.9
		3.1.4 Review and/or develop policy to meet emerging electoral sector needs such as decentralisation	tbc	3.1.4.1 draft new electoral sector policies as needed or revise existing policy to meet changing operational environment					X	Chair, PEO, TA (VEEP); Legislation Working Group	Q4 - 2026	SOC 6.3:
Objective 4: To increase Civil Engagement through public voter information and awareness.												
	4.1 Improve inclusive civil engagement and civic education for women, youths, people with disability, other government agencies and civil	4.1.1 Awareness campaigns in all 6 provinces for electoral framework, voter engagement (Media, Facebook, Posters, Civic Education in	6	4.1.1.1 Awareness campaigns for voter engagement reported in Annual Report detailing # of awareness campaigns & types of publicity undertaken	X	X	X	X	PEO, DPEO M&E Officer, Voter Awareness Officer SO (ITC)	On-going	SOC 5.1: SOC 6.3 SOC 6.5	



society for public voter information and awareness;	schools) reflected in EC/VEO Annual Report (x1)										
	4.1.2 Web Site	1	4.1.2.1 Web Site up-to-date	X	X	X	X	DPEO; SO (ITC) Voter Awareness Officer, Training Officer, Data Entry Officers	On-going	SOC 6.3:	
	4.1.3 Meetings held with Sector Stakeholders	4	4.1.3.1 Meetings reported in Quarterly Reports & Annual Report	X	X	X	X	PEO, DPEO; M&E Officer	On-going	SOC 6.1 SOC 6.4	
	4.1.4 Printing of awareness materials	tbc	4.1.4.1 Materials printed	X	X	X	X	PEO, DPEO; Finance & Acc't Officer, Voter Awareness Officer	On-going	SOC 6.3	
	4.1.5 Civic Education materials	tbc	4.1.5.1 Civic Education materials printed & distributed to schools & RTCs	X	X	X	X	SO (ITC) Voter Awareness Officer, Training Officer,	On-going	SOC 6.3 SOC 6.5 ECO 3.6	
	4.1.6 Production of awareness videos	tbc	4.1.6.1 Videos contracted	X	X	X	X	DPEO; SO (ITC) Voter Awareness Officer, VEEP TA	On-going	SOC 6.1 SOC 6.3	
		1	4.1.7.1 Communications Strategy drafted	X	X	X	X	Voter Awareness	On-going	SOC 6.3	



		4.1.7 Implement Communications Strategy for VEO							Officer, M&E Officer		SOC 6.5
			1	4.1.7.2 Communications Strategy implemented	X	X	X	X		On-going	SOC 6.3 SOC 6.9
			6	4.1.7.3 Workshops delivered to raise awareness on Comms Strategy	X	X	X	X	Voter Awareness Officer,	On-going	SOC 6.5
		4.1.8 Deliver training for key stakeholders for observation as needed i.e. for Domestic Observers & NGOs	tbc	4.1.8.1 Develop network of domestic operations groups with support for minimum operating procedures, information sharing	X	X	X	X	M&E Officer; Training Officer	On-going	SOC 6.3 SOC 6.5
Objective 5: Support political party registration processes and reforms											
	5.1 Maintain an up-to-date political party registration data base	5.1.1. Establish & maintain a Political Party Database	1	5.1.1.1 Maintain an up-to-date Political Party Data Base	X	X	X	X	PEO DPEO;	On-going	SOC 6.3
			5.1.1.2 Develop SOPs and templates for political party registration	X	X	X	X	Political Party Registration Officer; SO, ICT	On-going		SOC 6.4
		5.1.2 Develop an annual liaison & awareness program for political parties.	1	5.1.2.1 Annual liaison & awareness program for political parties developed implemented & reported				X	PEO; DPEO; Political Party Registration Officer	Q4 - 2026	SOC 6.4
			tbc	5.1.2.2 Develop IEC materials for political parties	X	X	X	X	Political Party Registration Officer,	On-going	SOC 6.3 SOC 6.4



									Training Officer		
			tbc	5.1.2.3 Budget and print training material for political parties	X	X	X	X	PEO; DPEO; Admin & Finance Officer; Political Party Registration Officer, Voter Awareness Officer	On-going	SOC 6.3 SOC 6.9
		5.1.3 Provide reports on registration matters	1	5.1.3.1 Include report on political party registration in Annual Report	X	X	X	X	PEO, DPEO M&E Officer Political Party Registration Officer	On-going	SOC 6.9
PROVINCIAL ELECTIONS											
Objective 1: To conduct efficient Provincial Elections with validated Voter Register and improved election procedures											
CMBB	1.1 Up-dated and validated Voter Register for efficient, credible elections for the conduct of Provincial elections	1.1.1 Verify and validate Electoral Roll	1	1.1.1.1 Support VEO to verify & validate Voter Register	X	X	X	X	Chair, PEO, DPEO SO (ITC) M&E Officer & POs	On-going	SOC 6.1 SOC 6.3
			1	1.1.1.2 Verify & validate Voter Register for Torba Election	X				Chair, PEO, DPEO SO (ITC) M&E Officer & PO Torba	Q1 - 2026	
		1.1.2 Develop measures to pilot Out of Country & Out of	1	1.1.2.1 Develop clear guidelines (SOP) for use of technology for Out of		X			PEO, DPEO; POs	Q2 - 2026	SOC 6.1 SOC 6.3 ECO 3.6



		Constituency Voting procedures		Country & Out of Constituency voting							
			1	1.1.2.2 Conduct pilots		X			PEO; DPEO; SO (ITC) M&E Officer	Q2 - 2026	SOC 6.1 SOC 6.3
	1.2. To supervise and coordinate Provincial elections by consolidating operational planning within the VEO administration, including procurement and logistics, to deliver efficient, equitable, inclusive and timely elections;	1.2.1 As per Gov Elections Cycle prepare for provincial elections	2	1.2.1.1 Prepare Procurement Plans for elections in Torba	X				PEO, DPEO; Admin & Accounts Officer & PO Torba	Q1 - 2026	SOC 6.1 SOC 6.3
1			1.2.1.2 Prepare annual training program training for voter rolls, ID validation, awareness	X	X	X	X	PEO, DPEO; Voter Awareness Officer,	On-going	SOC 6.1 SOC 6.3	
1		1.2.2 Develop and & pilot electronic results management system	1.2.2.1 Develop clear guidelines for electronic results management system	X	X	X	X	PEO; DPEO; SO (ITC) & TA	On-going	SOC 6.1 SOC 6.3 ECO 3,6	
			1.2.2.1 Develop software for electronic results management system	X	X	X	X	PEO; DPEO; SO (ITC), POs & TA	On-going	SOC 6.9	
1		1.2.1 Business Plan on time with underpinning budget to meet procurement and logistics costs	1.2.1.1 Business Plan on time prepared for VBMS entry in May and updated after Appropriations in November				X		X	PEO; DPEO; Finance and Acct Officer & POs	Q2 & Q4 - 2026
Objective 2: Establish efficient, and improved voter registration for Provincial Elections utilising Civil Registry data;											
	2.1 Establish and up-date Voter Register in electronic form	2.1.1 Voter Register with ID cards for eligible voters 18 years	1	2.1.1.1 Utilise electronic central civil register to extract Voter Lists	X	X	X	X	PEO Deputy PEO;	Ongoing	SOC 6.1 SOC 6.9



	and over by updating and validating the Voter Register using National ID Card and CRIM data							SO (ITC); M&E Officer; Area Administrators; CRIM Team & POs			
			2.1.1.2 Validate Voter List to verify correct Polling Station allocation	X	X	X	X		Ongoing	SOC 6.1 SOC 6.9	
			2.1.1.3 Develop mobile service for voter verification based on ID#	X	X	X	X		Ongoing	ECO 3.6	
	2.1.2 Allocate new Polling stations	At least 2	2.1.2.1 Develop the criteria for allocation of polling stations	X						Q1 - 2026	SOC 6.1 SOC 6.3
			2.1.2.2 Review, update and gazette Polling Station names				X			Q4 - 2026	SOC 6.1 SOC 6.3
			2.1.2.3 Inspection of Voter List in cooperation with Area Administrator				X			Q4 - 2026	SOC 6.1 SOC 6.3
			2.1.2.4 Work with Area Administrators & SGs to identify new Polling Stations				X			Q4 - 2026	SOC 6.1 SOC 6.3
	2.1.3 Increase numbers of eligible voters with National ID with registration on Integrated Data Base	1	2.1.3.1 Establish & maintain a credible, accurate Voter Register with ID cards for eligible voters 18 years and over	X	X	X	X	PEO; DPEO; SO (ITC); Voter Registration Officer; M&E Officer; Data Entry Officers & POs	On-going		SOC 6.1 SOC 6.3 SOC 6.9
			2.1.3.2 Develop Procedures & Manual to correlate to electronic Voter Register	X	X	X	X			On-going	SOC 6.1 SOC 6.3
			2.1.3.3 Provide report on eligible voters in Quarterly Reports &		X					Q2 - 2026	SOC 6.9



				Annual Report disaggregated by location, gender & age on Torba Elections							
		2.1.4 Increasing ICT capacity and database development and maintenance skills within the office	4	2..1.4.1 Training sessions undertaken to improve ICT Skills on data base usage	X	X	X	X		Ongoing	SOC 6.9
Objective 3: To liaise with the Parliament and OAG for advancing legislative reform of the Provincial Electoral System											
3.1 Develop Implementation Plan for delivery of electoral legislation, policy and procedures pertaining to Provincial Election	3.1.1 Support for improving the legal framework of elections	1	3.1.1.1 Technical support provided as needed	X	X	X	X	Chair, PEO, DPEO; TA (VEEP)	Ongoing	SOC 6.3:	
	3..1. 2 Support the implementation of improvements in legal framework	Same as 3.1	3..1.2.2 Continue to provide technical support		X			OAG, Legislation Working Group	Q2 -2026	SOC 6.3:	
	3.1.3 Implementation Plans developed and delivered for new legislation & policy	1	3.1.3.1 Legislation Road Map developed	X				Chair, PEO, TA (VEEP); Legislation Working Group	Q1 - 2026	SOC 6.3 SOC 6.9	
		1	3.1.3.2 Report on completion of activities				X	Chair, PEO, DPEO; M&E Officer	Q4 - 2026	SOC 6.3 SOC 6.9	
	3.1.4 Review and/or develop policy to meet emerging electoral sector needs such as decentralisation	tbc	3.1.4.1 draft new electoral sector policies as needed or revise existing policy to meet changing operational environment				X	Chair, PEO, TA (VEEP); Legislation Working Group	Q4 - 2026	SOC 6.3:	



Objective 4: to increase Civil Engagement in Provincial Elections through public voter information and awareness.											
4.1 Improve inclusive civil engagement and civic education for women, youths, people with disability, other government agencies and civil society for public voter information and awareness;	4.1.1 Awareness campaigns in all 6 provinces for electoral framework, voter engagement (Media, Facebook, Posters, Civic Education in schools) reflected in EC/VEO Annual Report (x1)	6	4.1.1.1 Awareness campaigns for voter engagement reported in Annual Report detailing # of awareness campaigns & types of publicity undertaken for Torba	X	X	X	X	PEO, DPEO M&E Officer, Voter Awareness Officer SO (ITC); POs	On-going	SOC 5.1: SOC 6.3 SOC 6.5	
	4.1.2 Web Site	1	4.1.2.1 Web Site up-to-date	X	X	X	X	DPEO; SO (ITC) Voter Awareness Officer, Training Officer, Data Entry Officers; POs	On-going	SOC 6.3:	
	4.1.3 Meetings held with Sector Stakeholders	4	4.1.3.1 Meetings reported in Quarterly Reports & Annual Report	X	X	X	X	PEO, DPEO; M&E Officer; POs	On-going	SOC 6.1 SOC 6.4	
	4.1.4 Printing of awareness materials	tbc	4.1.4.1 Materials printed	X	X	X	X	PEO, DPEO; Finance & Acc't Officer, Voter	On-going	SOC 6.3	



									Awareness Officer		
		4.1.5 Civic Education materials	tbc	4.1.5.1 Civic Education materials printed & distributed to schools & RTCs	X	X	X	X	SO (ITC) Voter Awareness Officer, Training Officer, POs	On-going	SOC 6.3 SOC 6.5 ECO 3.6
		4.1.6 Production of awareness videos	tbc	4.1.6.1 Videos contracted	X	X	X	X	DPEO; SO (ITC) Voter Awareness Officer, VEEP TA POs	On-going	SOC 6.1 SOC 6.3
		4.1.7 Implement communications strategy for VEO for provinces.	1	4.1.7.1 Communications Strategy drafted	X	X	X	X	Voter Awareness Officer, M&E Officer POs	Ongoing	SOC 6.3 SOC 6.5
			1	4.1.7.2 Communications Strategy implemented	X	X	X	X		Ongoing	SOC 6.3 SOC 6.9
				6	4.1.7.3 Workshops delivered to raise awareness on Comms Strategy	X	X	X	X	Voter Awareness Officer, POs	Ongoing
		4.1.8 Deliver training for key stakeholders for observations as needed i.e. for Domestic observations & NGOs.	tbc	4.1.8.1 Develop network of domestic operations groups with support for minimum operating procedures, information sharing	X	X	X	X	M&E Officer; Training Officer; POs	Ongoing	SOC 6.3 SOC 6.5
Objective 5: Support political party registration processes and reforms for Provincial Elections											



5.1 Maintain an up-to-date political party registration data base	5.1.1. Establish & maintain a Political Party Database	1	5.1.1.1 Maintain an up-to-date Political Party Data Base	X	X	X	X	PEO DPEO;	On-going	SOC 6.3
			5.1.1.2 Develop SOPs and templates for political party registration	X	X	X	X	Political Party Registration Officer; SO, ICT	On-going	SOC 6.4
	5.1.2. Develop an annual liaison & awareness program for political parties	1	5.1.2.1 Annual liaison & awareness program for political parties developed implemented & reported				X	PEO; DPEO; Political Party Registration Officer	Q4 -2026	SOC 6.4
		tbc	5.1.2.2 Develop IEC materials for political parties	X	X	X	X	Political Party Registration Officer, Training Officer	On-going	SOC 6.3 SOC 6.4
		tbc	5.1.2.3 Budget and print training material for political parties	X	X	X	X	PEO; DPEO; Admin & Finance Officer; Political Party Registration Officer, Voter Awareness Officer	On-going	SOC 6.3 SOC 6.9
	5.1.3 Provide reports on registration matters	1	5.1.3.1 Include report on political party registration in Annual Report	X	X	X	X	PEO, DPEO M&E Officer Political Party	On-going	SOC 6.9



MUNICIPAL ELECTIONS											
CMBC	Objective 1: to conduct efficient Municipal Elections with validated Voter Register and improved election procedures										
	1.1 Up-dated and validated Voter Register for efficient, credible elections for the conduct of Municipal elections on Port Vila	1.1.1 Verify and validate Electoral Roll for Port Vila Municipal Elections	1	1.1.1.1 Support VEO to verify & validate Voter Register	X	X	X		Chair, PEO, DPEO SO (ITC) M&E Officer	Q1 – Q3 2026	SOC 6.1 SOC 6.3
		1.1.2 Develop measures to pilot Out of Country & Out of Constituency Voting procedures	1	1.1.2.1 Develop clear guidelines (SOP) for use of technology for Out of Country & Out of Constituency voting				X	PEO, DPEO;	Q2 - 2026	SOC 6.1 SOC 6.3 ECO 3.6
			1	1.1.2.2 Conduct pilots				X	PEO; DPEO; SO (ITC) M&E Officer	Q2 -2026	SOC 6.1 SOC 6.3
	1.2. To supervise and coordinate Municipal elections by consolidating operational planning within the VEO administration, including procurement and logistics, to deliver efficient, equitable, inclusive and timely elections;	1.2.1 As per Gov Elections Cycle prepare for Municipal Election in Port Vila elections	2	1.2.1.1 Prepare Procurement Plans for elections in Port Vila	X	X	X		Admin & Accounts Officer	Q1 – Q3 - 2026	SOC 6.1 SOC 6.3
			1	1.2.1.2 Prepare annual training program training for voter rolls, ID validation, awareness	X	X	X		PEO, DPEO; Voter Awareness Officer,	Q1 – Q3 - 2026	SOC 6.1 SOC 6.3
		1.2.2 Develop and pilot electronic results management system	1	1.2.2.1 Develop clear guidelines for electronic results management system	X	X	X	X	PEO; DPEO; SO (ITC) & TA	On-going	SOC 6.1 SOC 6.3 ECO 3.6
				1.2.2.1 Develop software for electronic results management system	X	X	X	X	PEO; DPEO; SO (ITC), & TA	On-going	SOC 6.9



	1.2 Consolidating operational planning within the VEO administration, including procurement and logistics	1.2.1 Business Plan on time with underpinning budget to meet procurement and logistics costs	1	1.2.1.1 Business Plan on time prepared for VBMS entry in May and updated after Appropriations in November for Municipal Election		X			PEO; DPEO; Finance and Acct Officer	Q2 - 2026	SOC 6.1 SOC 6.3
				1.2.1.2 Operations Plan in place for Port Vila Election	X	X	X				
Objective 2: to establish efficient, and improved voter registration for Municipal Elections utilising Civil Registry data;											
	2.1 Establish and up-date Municipal Council Voter Register in electronic form	2.1.1 Voter Register with ID cards for eligible voters 18 years and over by updating and validating the Voter Register using National ID Card and CRIM data	1	2.1.1.1 Utilise electronic central civil register to extract Voter Lists for Port Vila Municipality	X	X	X		PEO Deputy PEO; SO (ITC); M&E Officer; CRIM Team	Q1-Q3 - 2026	SOC 6.1 SOC 6.9
				2.1.1.2 Validate Voter List to verify correct Polling Station allocation	X	X	X			Q1-Q3 - 2026	SOC 6.1 SOC 6.9
				2.1.1.3 Develop mobile service for voter verification based on ID#	X	X	X			Q1-Q3 - 2026	ECO 3.6
		2.1.2 Allocate new Polling stations	At least 2	2.1.2.1 Develop the criteria for allocation of polling stations	X	X				Q1 & Q2 - 2026	SOC 6.1 SOC 6.3
				2.1.2.2 Review, update and gazette Polling Station names			X			By Q3 - 2026	SOC 6.1 SOC 6.3
				2.1.2.3 Inspection of Voter List in cooperation with Municipal Council						Q4 - 2026	SOC 6.1 SOC 6.3



		2.1.3 Increase numbers of eligible voters with National ID with registration on Integrated Data Base	1	2..1.3.1 Establish & maintain a credible, accurate Voter Register with ID cards for eligible voters 18 years and over	X	X	X	X	PEO; DPEO; SO (ITC); Voter Registration Officer; M&E Officer; Data Entry Officers	On-going	SOC 6.1 SOC 6.3 SOC 6.9
			1	2.1.3.2 Develop Procedures & Manual to correlate to electronic Voter Register	X	X	X	X		On-going	SOC 6.1 SOC 6.3
		2.1.4 Increasing ICT capacity and database development and maintenance skills within the office	4	2..1.4.1 Training sessions undertaken to improve ICT Skills on data base usage	X	X	X	X		Ongoing	SOC 6.9
Objective 3: to liaise with the Parliament and OAG to support legislative reform for conduct of Municipal Elections											
	3.1 Develop Implementation Plan for delivery of electoral legislation, policy and procedures pertaining to Municipal Elections in Port Vila	3.1.1 Support for improving the legal framework of elections	1	3.1.1.1 Technical support provided as needed	X	X	X	X	Chair, PEO, DPEO; TA (VEEP)	On-going	SOC 6.3:
		3..1. 2 Support the implementation of improvements in legal framework	Same as 3.1	3..1.2.2 Continue to provide technical support		X			OAG, Legislation Working Group	Q2 - 2026	SOC 6.3:
		3.1.3 Implementation Plans developed and delivered for	1	3.1.3.1 Legislation Road Map developed	X				Chair, PEO, TA (VEEP); Legislation Working Group	Q1 - 2026	SOC 6.3 SOC 6.9



		new legislation & policy	1	3.1.3.2 Report on completion of Port Vila election				X	Chair, PEO, DPEO; M&E Officer	Q4 - 2026	SOC 6.3 SOC 6.9
		3.1.4 Review and/or develop policy to meet emerging electoral sector needs such as decentralisation	tbc	3.1.4.1 draft new electoral sector policies as needed or revise existing policy to meet changing operational environment				X	Chair, PEO, TA (VEEP); Legislation Working Group	Q4 - 2026	SOC 6.3:
Objective 4: to increase Civil Engagement through public voter information and awareness on Municipal Elections											
	4.1 Improve inclusive civil engagement and civic education for women, youths, people with disability, other government agencies and civil society for public voter information and awareness for Municipal Elections	4.1.1 Awareness campaigns in municipality for electoral framework, voter engagement (Media, Facebook, Posters, Civic Education in schools) reflected in EC/VEO Annual Report (x1)	6	4.1.1.1 Awareness campaigns for voter engagement reported in Annual Report detailing # of awareness campaigns & types of publicity undertaken for Port Vila	X	X	X		PEO, DPEO M&E Officer, Voter Awareness Officer SO (ITC)	Q1 to Q3 - 2026	SOC 5.1: SOC 6.3 SOC 6.5
		4.1.2 Web Site	1	4.1.2.1 Web Site up-to-date	X	X	X	X	DPEO; SO (ITC) Voter Awareness Officer, Training Officer, Data Entry Officers; POs	On-going	SOC 6.3:



		4.1.3 Meetings held with Sector Stakeholders	4	4.1.3.1 Meetings reported in Quarterly Reports & Annual Report	X	X	X	X	PEO, DPEO; M&E Officer; POs	On-going	SOC 6.1 SOC 6.4
		4.1.4 Printing of awareness materials	tbc	4.1.4.1 Materials printed	X	X	X		PEO, DPEO; Finance & Acc't Officer, Voter Awareness Officer	Q1 – Q3 - 2026	SOC 6.3
		4.1.5 Civic Education materials	tbc	4.1.5.1 Civic Education materials printed & distributed to schools & RTCs	X	X	X	X	SO (ITC) Voter Awareness Officer, Training Officer,	On-going	SOC 6.3 SOC 6.5 ECO 3.6
		4.1.6 Production of awareness videos	tbc	4.1.6.1 Videos contracted	X	X	X	X	DPEO; SO (ITC) Voter Awareness Officer, VEEP TA	On-going	SOC 6.1 SOC 6.3
		4.1.7 Implement Communications Strategy for VEO for Municipalities	1	4.1.7.1 Communications Strategy drafted	X	X	X	X	Voter Awareness Officer, M&E Officer	On-going	SOC 6.3 SOC 6.5
	1		4.1.7.2 Communications Strategy implemented	X	X	X	X			On-going	SOC 6.3 SOC 6.9
	6		4.1.7.3 Workshops delivered to raise awareness on Comms Strategy	X	X	X	X		Voter Awareness Officer,	On-going	SOC 6.5



		4.1.8 Deliver training for key stakeholders for observation as needed i.e. for Domestic Observers & NGOs	tbc	4.1.8.1 Develop network of domestic operations groups with support for minimum operating procedures, information sharing	X	X	X	X	M&E Officer; Training Officer;	On-going	SOC 6.3 SOC 6.5
Objective 5: to support political party registration processes and reforms Municipal Elections											
5.1 Maintain an up-to-date political party registration data base	5.1.1. Establish & maintain a Political Party Database	1	5.1.1.1 Maintain an up-to-date Political Party Data Base	X	X	X	X	PEO DPEO; Political Party Registration Officer; SO ICT	On-going	On-going	SOC 6.3 SOC 6.4
			5.1.1.2 Develop SOPs and templates for political party registration	X	X	X	X				On-going
	5.1.2. Develop an annual liaison & awareness program for political parties	1	5.1.2.1 Annual liaison & awareness program for political parties developed implemented & reported				X	PEO; DPEO; Political Party Registration Officer	Q4 - 2026		SOC 6.4
		tbc	5.1.2.2 Develop IEC materials for political parties	X	X	X	X	Political Party Registration Officer, Training Officer	On-going		SOC 6.3 SOC 6.4
		tbc	5.1.2.3 Budget and print training material for political parties	X	X	X	X	PEO; DPEO; Admin & Finance Officer; Political Party Registration Officer,	On-going		SOC 6.3 SOC 6.9



									Voter Awareness Officer		
		5.1.3 Provide reports on registration matters	1	5.1.3.1 Include report on political party registration in Annual Report	X	X	X	X	PEO, DPEO M&E Officer Political Party Registration Officer	On-going	SOC 6.9
PRESIDENTIAL ELECTIONS											
CMBD	Objective 1: To support the conduct of compliant Presidential Elections with a review of processes and information for electoral sector stakeholders										
	1.1 Support review processes for Presidential Elections if requested	1.1.1 Review papers provided if needed	As needed	Provide input if requested	X	X	X	X	Chairman, PEO; E Legislative Working Group, OAG	On-going	SOC 6.1 SOC 6.3
	Objective 2: To liaise with the Parliament, OAG, Ombudsman and electoral sector partners as stipulated in the Constitution to support the conduct of a compliant Presidential Election process										
	2.1 Liaise with Electoral Sector stakeholders	2.1.1 Chairman attends meetings as needed to contribute to compliant Presidential election processes	tbc	2.1.1 Participate as requested	X	X	X	X	Chairman, PEO; DPEO	On-going	SOC 6.1 SPC 6.3
	Objective 3: To act as an observer for the process of a Presidential Election										
	3.1 Act as an observer for Presidential Election	3.1.1 Attend Presidential Election to represent the Electoral Commission	tbc	3.1.1 Participate as requested	X	X	X	X	Chairman, PEO; DPEO	On-going	SOC 6.1 SOC 6.3
Objective 4: To prepare an Observer Report for the Presidential Election											



	4.1 Provision of Observers Report on Presidential Election	4.1.1 Observers Report provided for Presidential Elections	1	4.1.1 Prepa5e report on time	X	X	X	X	Chairman, PEO; DPEO	On-going	SOC 6.1 SOC 6.3
PROGRAM CMC: PROVINCIAL ELECTORAL SERVICES											
Objective 1: To support delivery of efficient, effective elections in the provinces											
	1.1 Annual Schedule of elections due to be held in provinces as defined by Electoral Cycle and emerging needs i.e. By elections	1.1.1 Schedule developed as per Election Cycle – Torba + Port Vila	1	1.1.1.1 Work with Vila Office to develop schedule for Torba	X				PEO, DPEO Finance & Accounting Officer Voter awareness Officer; Torba Provincial Electoral Officer	Q1 - 2026	SOC 6.1 SOC 6.3 SOC 6.4 SOC 6.5
			1	1.1.1.2 Work with Vila Office to develop schedule for Port Vila		X		PEO, DPEO Finance & Accounting Officer Voter Awareness Officer;	Q2 - 2026	SOC 6.1 SOC 6.3 SOC 6.4 SOC 6.5	
		1.1.2 Operations plan prepared budgeted & delivered for Torba & Port Vila	1	1.1.2.1 Work with Vila Office to develop Operations Plan for Torba	X				PEO, DPEO Finance & Accounting Officer Voter awareness Officer; Torba Provincial Electoral Officer	Q1 - 2026	SOC 6.1 SOC 6.3 SOC 6.4 SOC 6.5



			1	1.1.2.2 Work with Vila Office to develop Operations Plan for Port Vila		X			PEO, DPEO Finance & Accounting Officer Voter Awareness Officer;	Q2 - 2026	SOC 6.1 SOC 6.3 SOC 6.4 SOC 6.5
Objective 2: To assist with review of provincial Civil Registry data to enhance & validate Voter Lists											
2.1 Support establishing and up-date Voter Register in electronic form	2.1.1 Voter Register for each Province in electronic form	1	2.1.1.1 Undertake on-going work with CRIM and provincial authorities to maintain an up-date Voter Register	X	X	X	X	PEO; DPEO; SO (ICT); OGCIO CRIM; TA (VEEP) All Provincial Electoral Officers	On-going	SOC 6.1 SOC 6.3 SOC 6.5 SOC 6.9	
			2.1.1.2 Support CRIM & provincial agencies with verification of ID Cards	X	X	X	X	On-going			
2.2 Up-dated Voter Register in electronic form with validated National ID Card details	2.2.1 Voter Register in electronic form is kept up-to-date	1	2.2.1.1 Undertake on-going work with CRIM and provincial authorities to maintain an up-date Voter Register	X	X	X	X	PEO; DPEO SO (ICT); OGCIO CRIM; TA (VEEP)	On-going	SOC 6.1 SOC 6.3 SOC 6.5 SOC 6.9	
Objective 3: To undertake inclusive awareness and outreach training for provincial stakeholders such as Provincial Government, Chiefs, Area Councils, Churches, schools, CSOs/NGOs and political parties active in each Province to build capacity and understanding of electoral matters											
3.1 Provide input and advice to EC and VEO for an annual provincial program of Outreach & Awareness	3.1.1 Awareness Program developed annually and budgeted for IEC materials, Web Site, social media, provincial travel & logistics	1	3.1.1.1 Liaise with Port Vila Office to develop Awareness Program and budget for IEC materials, Web Site, social media, provincial travel & logistics	X	X	X	X	Director, Deputy Director SO (ICT); Finance & Accounting Officer; Voter Awareness	On-going	SOC 6.1 SOC 6.3 SOC 6.5 ECO 3.6	



									Officer; POs x 5		
	3.2 Support provincial delivery of awareness programs on political party registration issues and requirements	3.2.1 Political Party Registration Awareness Program developed annually and budgeted for IEC materials, Web Site, social media, provincial travel & logistics	1	3.2.1.1 Work with Political Party Registration Officer and Voter Awareness Officer to develop awareness programs on political party registration issues and requirements	X	X	X	X	PEO, DPEO Finance & Accounting Officer; SO Political Party Registration ; Voter Awareness Officer; POs x 5	On-going	SOC 6.1 SOC 6.3 SOC 6.5 SOC 6.9 ECO 3.6
	3.3 Contextualise provincial awareness programs to deliver electoral information awareness for voters, candidates and political parties for election events as per GoV Electoral Cycle	3.3.1 Information awareness is appropriate for each province for voters, candidates and political parties for election events as per GoV Electoral Cycle	6	3.3.1.1 Work with Voter Awareness Officer to develop Provincial Information Awareness is appropriate for each province for voters, candidates and political parties	X	X	X	X	PEO, DPEO Voter Awareness Officer; SO Political Party Registration M&E Officer POs x 5	On-going	SOC 4.5 SOC 6.1 SOC 6.9 ECO 3.6
	3.4 Provide local provincial content and context for programs of awareness to target marginalised	3.4.1 Provincial programs delivered for awareness to target marginalised communities' women, youths,	6	3.4.1.1 Work closely with NGOs DoWA and other groups active in work with marginalised communities' women, youths, people with disability (PWD)	X	X	X	X	PEO, DPEO Voter Awareness Officer; SO Political Party	On-going	SOC 4.5 SOC 6.1 SOC 6.3 SOC 6.5 SOC 6.9 ECO 3.6



	communities' women, youths, people with disability (PWD)	people with disability (PWD)							Registration M&E Officer; NGOs; VANGO DoWA; VSPD; POs x 5		
	3.5 Support development & delivery of specific programs to encourage participation of women in the electoral sector	3.5.1 Deliver specific programs for each province to encourage participation of women in the electoral sector	6	3.4.1.1 Work closely with NGOs DoWA and other groups active in work with women	X	X	X	X	PEO, DPEO Voter Awareness Officer; M&E Officer; VANGO; DoWA; POs x 5	On-going	SOC 4.5 SOC 6.1 SOC 6.9 ECO 3.6
	3.6 Support delivery of Civic Education Programs in communities, Churches, NGOs and schools	3.6.1 Assist with delivery of Civic Education materials to communities, Churches NGOs and schools to improve understanding & participation in electoral matters and ID Card	6	3.6.1.1 Liaise with MoE; CDU, communities, Churches NGOs and schools to improve understanding & participation in electoral matters and ID Cards	X	X	X	X	PEO, DPEO Finance & Accounting Officer; POs x 5; VEEP TAs	On-going	SOC 4.5 SOC 6.1 SOC 6.9 ECO 3.6
Objective 4: To establish and resource each Provincial Electoral Office to compliantly deliver provincial electoral services											
	4.1 Establish & resource office in each province	4.1.1 Provincial Offices established	5	4.1.1.1 Develop Operational Plan for 2026 broken down into 5 Provinces identifying and resourcing provincial needs	X				PEO, DPEO Finance & Accounting Officer; POs x 5; VEEP TAs	Q1 - 2026	SOC 6.1 SOC 6.4 ECO 3.6



			5	4.1.1.2 At Annual Retreat in December, develop Operational Plan for 2027 broken down into 5 Provinces identifying and resourcing provincial needs				X		Q4 - 2026	SOC 6.1 SOC 6.4 ECO 3.6
		4.1.2 Budget secured for operations, equipment, provincial programs and staffing	5	4.1.2.1 Develop NPP for MBC consideration for Provincial Office budget		X			Chair, PEO, DPEO Finance & Accounting Officer; POs x 5	Q2 - 2026	SOC 6.4 ECO 3.6
		4.1.3 Develop a GIP Application for Provincial Office at Saratamata	1	4.1.3.1 GIP developed & submitted		X			Chair, PEO, DPEO Finance & Accounting Officer; PO (Penama) MFEM EA: DSPPAC SA	Q2 - 2026	SOC 6.1 ECO 3.6



5. HUMAN RESOURCE OPERATIONAL PLAN

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

Staffing	Total
Total staff in approved structure	24
Permanent	15
Probation	0
Contract	0
Daily Rated	0
Vacant	6
Advertised	2
Total staff in Acting Positions	0

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

Priority	Vacant	Positions	2026	GRT	Position	Scale	Salary	Allowances	Total
Approved Structure to be advertised					#				
		Human Resources Officer			0577	PsS 5.1	1,989,000	408,000	2,397,000
		M&E Officer			0580	PsS 5.1	1,989,000	408,000	2,397,000

Key training to be delivered	Cost	Duration	Comment
Stand Up Candidacy Training Programs in all provinces	Donor	2026	VEEP III
Drivers Licence Training	Donor	2026	2026 Budget

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



6. CASH FLOW FORECAST

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

2026 Payroll Forecast: 42,904,656

2026 Operations Forecast: 19,554,471

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

Dept EC	PAYR	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Program 1	Activity A	3,575,388	3,575,388	3,575,388	3,575,388	3,575,388	3,575,388	3,575,388	3,575,388	3,575,388	3,575,388	3,575,388	3,575,388

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

Dept EC	OVER	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Program 1	Activity A	2,000,000	1,555,447	1,555,447	2,000,000	1,555,447	1,555,447	1,555,447	1,555,447	1,555,447	1,555,447	1,555,447	1,555,447



7. PROCUREMENT PLAN

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

Ministry	MoIA – Vanuatu Electoral Office - Simple Procurement 2021																		
Planning										Preparation							Execution		
Fund	Dept	Progr	Activity	Cost Centre	Description of Purchase	Contract Type	Procurement Type	Procurement Value	Cash Flow Endorsed By DG	Specifications Approved By CSU	Tender Documents	Draft Contract Approved By	Advertise Opening	Advertise Closing	Proposals Evaluation	Recommendation to DG	DG Approval	Notification of Award /	End Date of Contract
GoV	VE O	CM B	CMB B	2810	Printing o	Goods	RFQ	5,000,000 vt	No	Jan- Jul	Jan-Jul	Jan- Jul	Jan-Jul	Jan-Jul	Jan-Jul	Jan- Jul	Jan-Jul	Jan-Jul	Jan-Jul
GoV	VE O	CM B	CMB B	2810	Stationary	Goods	RFQ	3,000,000	No	Jan- Jul	Jan-Jul	Jan- Jul	Jan-Jul	Jan-Jul	Jan-Jul	Jan- Jul	Jan-Jul	Jan-Jul	Jan-Jul
GoV	VE O	CM B	CMB B	2810	VBTC	Service	RFQ	3,450,000	No	Jan- Jul	Jan-Jul	Jan- Jul	Jan-Jul	Jan-Jul	Jan-Jul	Jan- Jul	Jan-Jul	Jan-Jul	Jan-Jul
GoV	VE O	CM B	CMB B	2810	Transport/Charter	Service	RFQ	8,000,000	No	Jan- Jul	Jan-Jul	Jan- Jul	Jan-Jul	Jan-Jul	Jan-Jul	Jan- Jul	Jan-Jul	Jan-Jul	Jan-Jul
GoV	VE O	CM B	CMB B	2810	Boat- Viber Glass	Goods	RFQ	2,500,000	No	Jan- Jul	Jan-Jul	Jan- Jul	Jan-Jul	Jan-Jul	Jan-Jul	Jan- Jul	Jan-Jul	Jan-Jul	Jan-Jul



Ministry		MoiA Vanuatu Electoral Office - Complex Procurement 2021																				
ing		Preparation																				
Fund	Dept	Progr	Activity	Cost Centre	Description of Purchase	Contract Type	Procurement Type	Procurement Value	Cash Flow Endorsed (DG F&EM)	TEPP Approved (CTB)	TEC Appointed	Tender	Tender Documents	Draft Contract Approved	Advertise	Open Tenders	Evaluate Tenders / Proposals	Recommendation to COM	Ministers Submission	Tabled in COM by	COM Approval	Notification of Award



"Your safety is our priority"

Public Land Transport Authority - PLTA



○ 2026



1. EXECUTIVE SUMMARY

Since 2018, the office of Public Land Transport Authority has overcome a lot of challenges to really establish itself as a corporate body to control the operation and management of public land transport in Vanuatu. Today those challenges remain with budget constraints faced every year to be able to recruit more staff to implement the activities outlined in its annual business plan.

The Office has overcome some of these challenges and it gradually shifting to making use of the ICT to digitize some of data, keeping records of staff files and eventually streamlining enforcement processes using ICT. This is step forward that is planned to be rolled out in 2026 with the QR Codes on all permit card. This will enable enforcement officers to simply scan the permit cards and retrieve drivers and owners' data from the database system to enter offences and save to the database. Booking tickets will be will be issued for offences.

A new Human Resource Management Information System (HRMIS) has been completed and the office is in data entry process of staff information to improve efficiency, accuracy and decision by automating tasks and centralizing staff data. This has been developing in readiness of the amendment of the Public Land Transport Act which is scheduled to go before parliament in early 2026 so PLTA can obtain its status as a full corporate body and manage its own budget in house. The system should help streamline function like payroll and enhance compliance and improve HR functions.

Enforcement remains a challenge for the Authority and Law Enforcement Officers. New Policy Proposal (NPP) has been submitted to recruit enforcement officers for the Authority. The request has been declined though PLTA continue to improve its revenue collection each year. In 2024, the annual revenue ever recorded was just over VT59million. In 2025, the target set was VT50mio. This has been exceeded in November. The target is to exceed the 2024 annual revenue and record at least VT65mio. This business plan will outline activities such as enforcement activities, training programs aimed at raising awareness to transport operators and their legal obligation that they must have a valid drivers and vehicle permit to operate a transport business in Vanuatu.

The transport fare structure for Efate has been delayed for approval for almost five years. The Board has endorsed the proposal submitted to this office by Shefa Port Vila Public Land Transport Association. The office has been tasked to conduct more consultation. An online survey was conducted in 2025 and volunteers were engaged to go out and assist with the online survey to obtain feedback from the public. A report is being prepared to submit to the Minister with recommendations to fast track approval. Once this is completed during the first quarter of 2026, a series of consultation and training will be organized with transport drivers and members of the public to raise awareness of the different transport fare structure. For taxi operators, it is intended that taxi meters must be rolled out in 2026.

The Public Land Transport Act requires urgent amendment. This was listed in the 2025 Legislation Plan for the Minister of Internal Affairs. The policy paper was completed and



drafting instructions. A bill for the Public Land Transport Act (Amendment) No. of 2025 went before Parliament to reduce the composition of the Board from 10 to 6. This change will reduce costs associated with board meetings and improve impartiality in decision-making and ensure Public Land Transport Authority oversee the proper management of land transport associations. Parliamentary amendment was included also to help improve the management the provincial land transport associations and ensure there is transparency in the management of finances of these associations.

It is hoped that when the amendments are gazette that Board will meet to work with the office to come up with new policies to reflect the commitment of Public Land Transport Authority and its Board to improve the public land transport services with emphasis on safety for everyone and our commitment to improve our visions toward becoming a **“Respected leader in Safe, Secure, and Effective Mobilization.”** In 2026, the Strategic Plan will be reviewed to set clear, long-term goals and create a road map for PLTA to achieve them by aligning its mission, vision and values with actionable strategies. This will provide a direction and allocate resources efficiently against the limited the limited budget that is allocated to this office. Another document that is intended to be reviewed is the Employee Handbook.

This Business Plan and activities are derived from the Policy Objectives outlined in the PLTA Corporate Plan for 2026-2030. Only so much can be implemented in 2026 given the budget allocated for 2026 but some changes will definitely be done. PLTA will strive to utilize these resources so services can still be delivered to the provinces.

Thank you,

A handwritten signature in blue ink, appearing to read 'Reginald Tabigarian', with a stylized flourish at the end.

Reginald TABIGERIAN
Chief Executive Officer



VISION

“Respected leader in Safe, Secure, and Effective Mobilization.”

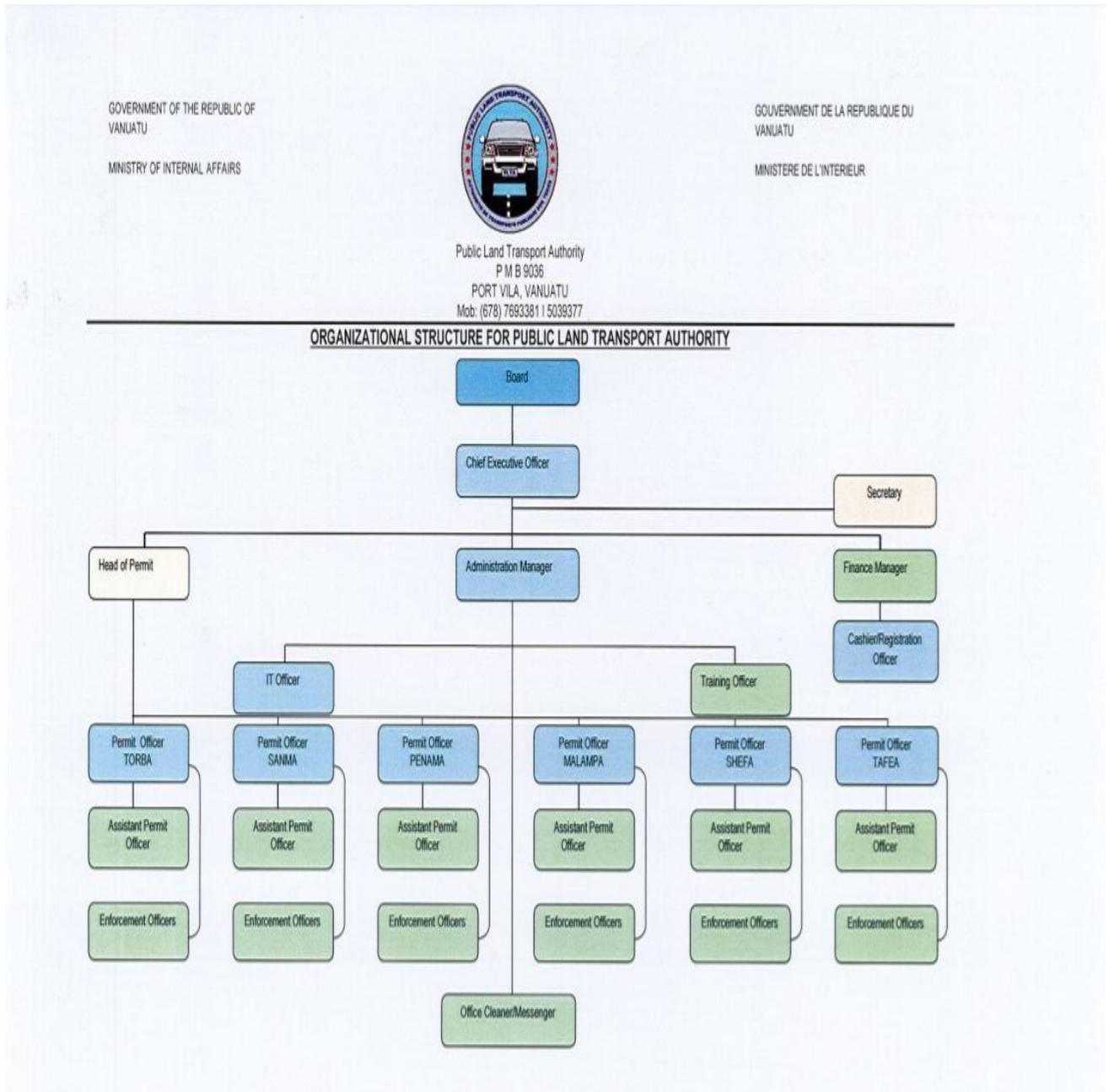
OBJECTIVES

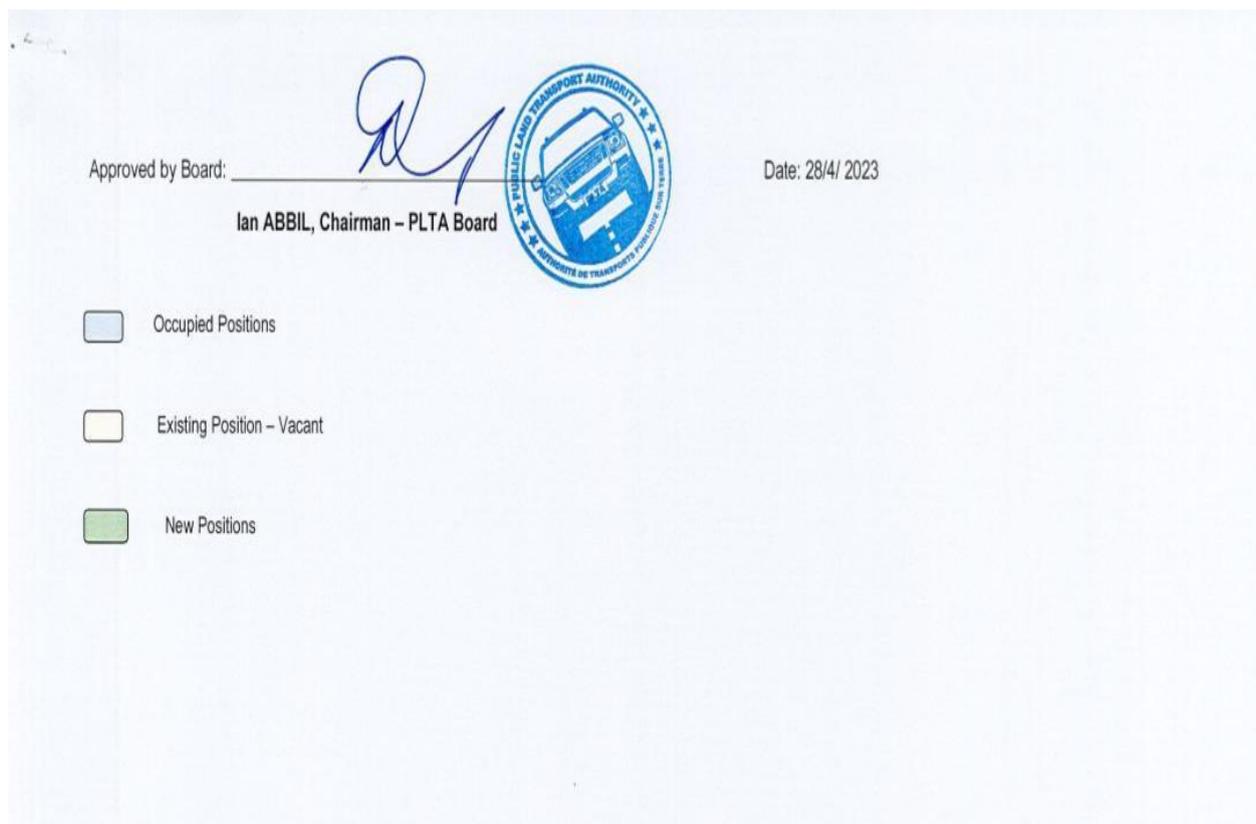
C The public Land Transport Authority aims to achieve the following objectives:

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



PUBLIC LAND TRANSPORT AUTHORITY ORGANIZATIONAL STRUCTURE





2. SUMMARY OF ACTIONS TO DELIVER IN 2026

The Executive Summary of this Business Plan highlights the activities that are planned to be implemented in 2026. Below is a brief discussion of the major activities planned for 2026 which are also included in the Means of service delivery and Performance Measures listed on pages 15-16 of this business plan.

Most of these are listed in the Key Priority List submitted to the Ministry of Internal Affairs on the request of the Minister.

Amendment of Public Land Transport Act No. 4 of 2015 – An amendment was passed by parliament in 2025 to reduce the composition of the Board from 10 to 6 Board Members. The Director of Public Works Department will become a new Board Members and only 1 representative of the Chairman of provincial land transport associations will be a Board Member. Minor amendments were also made to the function, powers and obligations of Public Land Transport Associations.

More amendments will be 2026. Policy paper has been developed with drafting instructions. The amendment will address funds of the authority as a statutory body so that budget is allocated is disbursed as grants by the Government. Another possibility is to include issuance of driver’s licenses and registration of vehicles as a function to be delegated to PLTA from the Department of Customs & Inland Revenue.



Re-Structuring of PLTA Organization Structure – When the policy to amend the Public Land Transport Act and the Road Traffic Control Act is endorsed by Council of Ministers (COM), a review of the organizational structure will be done and submitted to the Board for approval. Positions to perform registration of vehicles and issue driver's license will be created. Positions for enforcement officers must be budgeted for after the first submission in 2024 was not accepted. In 2026, salaries and allowances for enforcement officers will be included in the 2027 budget submission. These are vital positions to improve activities on the road on a daily basis.

Transport Companies – when consultation is undertaken to amend the Public Land Transport Act, we will propose that a legal provision is inserted in the legislation to cater for the establishment of land transport companies that will operate fleets of vehicles. These companies will complement our efforts to undertake enforcement activities to ensure that their employees (drivers) strictly adhere to our various traffic legislations.

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

Transport fare Structure – This is an outstanding activity that must be addressed as soon as possible and implemented in 2026. In 2025, an online survey was conducted to obtain views and feedback from members of the public. A report will be submitted to the Minister very soon with possible recommendations based on feedback from survey to be included in the transport fare structure for Efate.

e-Transport system – The proposal is when the transport fare structure is approved by the Minister, PLTA will collaborate with Vodafone and Digicel to explore the possibility to introduce the e transport system. Over a certain number of years, this will eliminate cash on most local buses. Passengers will be able to tap the e-card when boarding the buses. Initial discussions and consultation with bus owners began in 2024.

Taxi Meters – As soon as the fare structure is signed, PLTA will liaise with the Central Tenders Board to tender for the supply of specific and agreed taxi meters to all taxis in Vanuatu as provided for by the Public Land Transport Act starting with Efate and Port Vila. Specification of the Taxi Meters should be agreed upon by the PLTA Board and retail cost in Vanuatu should be one that is affordable by Taxi operators. PLTA also works closely with a local entrepreneur that can offer online booking systems to taxi drivers. Both the taxi meters and online apps will be required to use the same taxi rate for distances anywhere on Efate. These taxi meters will be standardized with specifications approved by the Board.

Taxi Signs – In 2026, a proposal will be submitted to the Board to standardize the Taxi and Maxi Taxi signs. These signs should be regulated so that no other signs that are not approved by the Board will be sold to taxi operators in all the provinces in Vanuatu.



Data Base System and CR Codes– The IT Officer was tasked to make sure that the QR Codes are placed on permit cards in 2025. A revised design of the permit cards has been completed in 2025 to ensure drivers and transport owners data can be easily retrieved by scanning the QR Codes on the permits. The same can be done during inspection of documents and enforcement on the roads. Offences can be recorded by scanning the QR Codes on the permits to retrieve drivers' data, insert the details of the offences to save to the database system. Drivers will be booked so they can pay the fines at the PLTA office cashier.

HRMIS – to manage staff, recruitment, manage performance and keep employee records and attendance to work each day, the IT Officer was tasked in 2025 to develop a solution to integrate these HR functions. It has been completed towards the end of 2025. Staff data will be completed in 2026. The HRMIS will help keep staff attendance when they arrive to work and finally leave in the afternoon. It will keep records of their lunch hours which should be 1hr.

Office space and holding yard - currently the total rental payment for all the offices per month is VT340,250. The totals to VT4,083,000 in annual rent. There is an urgent need to locate a suitable land area of approximately 2,500 square meters to accommodate the office space and holding yard in Port Vila in 2026. There is currently no dedicated holding yard to detain/impound vehicles by PLTA and Vanuatu Police Traffic Unit. The holding yard will be used by both PLTA and Police.

It is vital also to locate a suitable land and build an office space for the Office in Luganville for the same purpose. It is planned that more senior staff will be recruited to manage the office in Luganville by 2027. Discussion will commence in 2026 including a review of the organizational structure.

3. 2026 PROGRAM BUDGET NARRATIVES

ACTIVITY MIEG: LAND TRANSPORT AUTHORITY

Activity Cost: 38,951,984

Mandate:

The Land Transport Authority is a Statutory Body established by the Public Land Transport Act No 4 of 2015 to control the operation and management of public land transport. The functions of the Authority are outlined in the Act under Section 5 as follows;

- a) to oversee the carrying on of the business of providing public land transport services within Vanuatu
- b) to ensure that owners and drivers of public land transport vehicles comply with provisions of the Act;
- c) to organize training for owners or drivers of public land transport vehicles;
- d) to set or prescribe standards that have to be met by owners or drivers of public land transport and vehicles;



- e) to prescribe the system of fare levying to be used and the fare structure to be charged by public land transport operators in municipalities or provinces; to advise the Minister on public land transport issues generally; to register all Provincial Public Land Transport Associations;
- h) to determine general and tourist pick-up areas and who is permitted to use each of these areas;
- g) such other functions that may be conferred on the Authority by this Act or any other Act.

There are 10 Board Members. The Director of the Local Authorities is the Chairman. The composition of Board Members is as follows;

- a) The Director of the Department of Local Authorities;
- b) The Director of the Department of Tourism;
- c) the head of the Traffic Section of the Vanuatu Police Force;
- d) a representative of the Minister of Internal affairs;
- e) the Chairperson of each provincial Public Land Transport Association (6)

Between 2023 and 2025, only one (1) Board Meeting was held. The office was not able to secure a quorum from Board Members to organize any Board Meeting. Some land transport associations have failed to register with Vanuatu Financial Services Commission.

However, in 2025, an amendment was passed by Parliament to reduce the composition of Board Members to only 6. The Director of Public Works Department will become a new Board Member with only 1 representative of the provincial public land transport associations. When the amendment is gazette, the Board should meet four (4) times per year or once each quarter.

Objectives:

The Land Transport Authority exists to:

1. harmonize the legislative and policy framework and systems of the Land Transport Authority of land transport to establish ICT based operations & management of land transport in Vanuatu;
2. establish an integrated ICT based licensing system (drivers' licenses, vehicle permits & PLTA Drivers' Permits);
3. enforce compliance to the Act and Ministerial Orders, contributing to safety of land transport and revenue generation;
4. review and introduce a fee framework for metered transport operations;
5. undertake coordinated training & awareness programs to improve understanding and compliance to the Act and Ministerial Orders;
6. develop and enforce standards to be met by vehicle owners, operators and drivers;
7. improve service delivery and organizational compliance through an inclusive policy, legislative, planning, budget, reporting framework, restructure & revenue generation.



Means of Service Delivery:

1. Undertake review of legislation and policy to strengthen operations of the Authority to go before parliament in 2026;
2. Improve the function of the data base to include the QR Codes to be inserted on all permits for ease of compliance and complete the HRMIS
3. Undertake consultative workshops with sector stakeholders and transport operators to understand the amendment of the Public Land Transport Act in all the provinces, awareness, compliance, operations & safety issues
4. Complete report to Minister to approve the transport fare structure for Efate including fee and levy framework for taxi meters and card payment system for bus fares;
5. Issue tender Notice for Taxi Meter, Board to approve signs for Taxi and Maxi Taxi and bus fare cards
6. Amend the Public Land Transport Standards Order to improve the standard of transport services
7. Improve overall planning, budget preparation, report and revenue generation via revised organizational structure Undertake efficient planning, budget, reporting framework and liaise with the Minister to secure an office space for PLTA.

Performance Measures (Service Targets):

Description	Quantity	Unit of Measure
Draft policy to amend Act and Complete drafting instructions	1	DCO / COM Paper
Trial of HRMIS system for PLTA-staff attendance	1	HRMIS Data Entry
Workshops with sector stakeholders and transport operators to agree on online payment systems (Vodafone & Digicel)	1	Online payment system trialled – Bus fare cards
Fee levy & structure for metred transport system-approved	1	Fee Levy Structure
Awareness on legislation, fees & standards in provinces	6	Training Reports
Upgrade of all Vehicle permits and QR Code trial for enforcement and feedback (booking tickets)	1	Design complete & trialled
Issue tender for taxi meter and approved by Board	1	Approve a supplier
Taxi and Maxi Taxi standard Signs approved by the Board	1	Approve design



4. PROGRAM MIEB: PUBLIC LAND TRANSPORT AUTHORITY

Activity Cost: 38,951,984 + 0 (NPP)

Cash Grant & Aid: 00

In Kind:

Ministry	MIAA	MINISTRY OF INTERNAL AFFAIRS									
Department	PLTA	Public Land Transport Authority								Operational Report	Linkage to NSDP
										Q1/2/3/4 -2026	
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Timeframe	
	1. Harmonize the legislative and policy framework and systems of the Land Transport Authority of land transport to establish ICT based operations & management of land transport in Vanuatu;	1.1 Complete the Human Resource Management Information System & rollout of online payment system for transport fare with Vodafone and Digicel and assist NGEF with the introduction of EV for Taxi services.	1	1.1.1 Publish and deploy HRMIS	x				IT officer CEO	Jan - Mar 2026	SOC6.3
1.1.2 Integrate Staff attendance with HRMIS and router setup				x				IT Officer Admin Manager CEO	Jan – Mar 2026	SOC 6.3	
1.1.3 Liaise with Vodafone & Digicel for e-transport system for online payment of bus fare				x	x	x	x	IT Officer Vodafone Digicel CEO	Jan- Dec 2026	SOC 6.3	
1.1.4 Data Base Training for Permit officers & conduct awareness to transport operators – (include scanner for Malampa, Penama and Torba)				x				IT Officer CEO Admin Manager, Permit Officers	Jan – June 2026	SOC 6.3	



				1.1.5 Conduct awareness for online bus fare for transport operators, drivers and general public.		x	x	x	Admin Manager CEO Vodafone Digicel	Jan – Dec 2026	SOC 6.3 SOC 6.4
				1.1.8 Work with NGEF to roll out the EV for Taxi services (promoting the use of EV to reduce ozone pollution).	x	x	x	x	CEO NGEF	Jan – Dec 2026	
	2. Establish an integrated ICT based licencing system (vehicle permits & Drivers’ Permits);	1.2 Develop QR code system for Permit Cards and link Data Card Machine to PLTA Database.	2	2.2.1 Complete QR code system for permit cards (drivers & vehicle permits) and re-design the permits					IT Officer Admin Manager Stanley Imports	Jan – Mar 2026	SOC 6.6
				2.2.2 Link PLTA Database system with Data Card machine to generate QR Codes for ease of printing of permit cards					Database It Officer/Adm in Manager	Jan – June 2026	SOC 6.5
	3. Enforce compliance to the Act and Ministerial Orders, contributing to safety of land transport and revenue generation;	1.3 Liaise with VPF and stakeholders to conduct regular inspections, input Smart stream revenue results into PLTA Database.	3	3.3.1 Liaise with VPF to conduct Road Worthy Inspections on time within provinces.					CEO & Permit Officers	Jan – Dec 2026	SOC 6.3
				3.3.2 Liaise with VPF & Stakeholders to conduct Road Inspections in every Provinces.					CEO/ Permit Officers	Jan – Dec 2026	SOC 6.3
				3.3.3 Quarterly Smart stream revenue report input into PLTA Database and quarterly Reports					Finance Officer / IT Officer/Adm in	Jan – Dec 2026	SOC 6.5



	4. Review and introduce a fee framework for metered transport operations;	1.4 Conducting awareness and rollout of Taxi meters with Taxi operators in Port Vila and procure standard Taxi signs.	4	4.4.1 Awareness on the use of Taxi meters to Transport operators, drivers & the public.					CEO/ Permit officers	Apr – Dec 2026	SOC 6.5
				4.4.2 Procurement of Taxi meter and approve a supplier by Board					CEO & Admin	Apr – Oct 2026	SOC 6.2
				4.4.3 Procurement of Standard Taxi Signs & Maxi Taxi					CEO / Admin	Apr - Jun 2026	SOC 6.9
	5. Undertake coordinated training & awareness programs to improve understanding and compliance to the Act and Ministerial Orders;	1.5 Conduct Public Land Transport Act awareness and online transport fare payment to stakeholders, transport operators and public.	5	5.5.1 Work with Permit Officers and Provincial LTA to conduct awareness on PLT Act & Orders, 2025 amendment and proposed amendment for 2026					CEO Permit Officers Associations	Jan - Dec 2026	SOC 6.7
				5.5.2 Liaise with DOT & CCI to conduct trainings for transport drivers – Tourism drivers permit.					CEO Permit Officers DoT	Apr - Sept 2026	SOC 6.7
				5.5.3 Continue with Online Payment for Bus fare awareness on Efate					CEO Admin Manager Vodafone Digicel	July – Dec 2026	SOC 6.7
				5.5.4 Public awareness on the transport fare structure for Efate					CEO Admin Manager Permit Officers	Apr – Sept 2026	SOC 6.7
				5.5.5 Undertake Consultations for					CEO Board	Jan – Mar 2026	SOC 6.2



				amendment of PLT Act with RTC Act							
6. Develop and enforce standards to be met by vehicle owners, operators and drivers;	1.6 Document standards to be met by drivers and vehicle owners	6	6.6.1 Compile transport standards Amendment for approval by the Board and include in drafting instructions					CEO OAG Board	Jan – Mar 2026	SOC 6.4	
			6.6.2 Organize awareness for Shepherds outer islands with VPF and AA's					CEO Shefa Permit Officer Stake holders	Apr – May 2026	SOC 6.4	
			6.6.3 Include other standards such as registration # on side or inside vehicle, drivers ID visible to passengers and others to be included in Amendment for 2026					CEO Board IT Officer	Apr – Sep 2026	SOC 6.7	
7. Improve service delivery and organisational compliance through an inclusive policy, legislative, planning, budget, reporting framework, restructure & revenue generation	1.7 Support PLTA and Provincial Associations by improving Service Delivery to Transport operators in all the six provinces and conduct virtual training, meetings to PLTA staff and Land Transport Associations Executive members.	7	7.7.1 Assist provincial associations to complete registration process and amend Constitutions and organize AGMs and General Meetings on time					CEO Permit Officers	Jan – Dec 2026	SOC 6.2	
			7.7.2 Review Organizational Structure based on new status as Land Transport Authority.					CEO Board	Jan – Jun 2026	SOC 6.2	
			7.7.3 Permit Officers (6) to visit all islands within respective Provinces to issue Permits (revenue)					CEO/PERMI T OFFICERS	Jan – Dec 2026	SOC 6.5	



				7.7.4 CEO to visit all provincial offices/ Staff Welfare/ appraisal.					CEO Admin Manager, Finance officer	Apr – Sep 2026	SOC 6.9
				7.7.5 Conduct staff training on report writing, business planning, data entry, QR Codes and HRMIS in Port Vila					CEO Admin Manager, Finance Officer	Jan – Mar 2026	SOC 6.2
				7.7.7 Organize quarterly Board meetings					CEO Admin Manager, Finance officer	Jan – Dec 2026	SOC 6.2



5. HUMAN RESOURCE OPERATIONAL PLAN

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

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

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

Priority Vacant Posts approved by Board to be advertised	Position #	Scale	Salary	Allowances VNPf & Allowances
Head of Permit	PLTA003	PS7.1	2,202,300	316,092
Executive Secretary	PLTA004	PS4.1	1,195,500	275,820

Key training to be delivered	Cost	Duration	Status
Data Entry Training for provincial Permit Officers, Report writing, HRMIS + Others	1,200,000	4 days	On-going
Smart Stream – to be conducted by Finance	0	2 days	On-going
Public Land Transport Act Awareness in the provinces, revive land transport associations	2,000,000	30 days	On-going
New Accounting software training	200,000	3 days	On-going

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



6. PROCUREMENT PLAN

The Office of Public Land Transport Authority intends to call for tenders for one supplier of taxi meters in 2026 in accordance with Section 33 (2) of the Public Land Transport Act that states, “The Authority must, by way of tender under the Government Contracts and Tenders Act [CAP 245], approve one sole supplier of taxi meter throughout Vanuatu” unquote. Specifications of the Taxi Meter will be prepared and submitted to the Board for approval and must be affordable to operators.

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

PLTA also require a high specification server that must be purchased in 2026 that has more storage space. This will enable staff from the provinces to access that database system with ease. Currently all data are stored on a gaming PC.

7. CASH FLOW FORECAST

Total Budget: 38,951,984

2026 Payroll Forecast: 20, 723,440

2026 Operations Forecast: 14, 158,544 (4Ao Head Office)

2026 Operations Forecast: 4,070,000 (4Bo Provincial Offices)

Total Operations Forecast: 18, 228, 544

2026 NPP: N/A

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

Dept PLTA	PA YR	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Program 1	Activity A	1,588,655	1,588,655	1,588,655	1,588,655	1,588,655	1,588,655	1,588,655	1,588,655	1,588,655	1,588,655	1,588,655	1,588,655

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

Dept PLTA	OP	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Program 1	Activity A	1,519,9045	1,519,045	1,519,045	1,519,045	1,519,045	1,519,045	1,519,045	1,519,045	1,519,045	1,519,045	1,519,045	1,519,045



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)	<p>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</p> <p>Please refer to the comment section of each M&E Matrix for further details.</p>

Contact Officers

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