



Ministry of Internal Affairs

2023 Annual Report

**Building Resilient Governance, Representation, and
Inclusion for Safe, Secure, and Prosperous Vanuatu**

Statement of Vision, Mission, Objective and Values

**Our
Business**

**BRINGING THE GOVERNMENT CLOSER TO
THE PEOPLE**

Vision

**Building Resilient Governance,
Representation and Inclusion for Safe,
Secure and Prosperous Vanuatu**

Mission.

**Established Good Governance systems to Better
Manage, Strengthen and Protect Human and
Natural Resources and Institutions for Effective
Delivery of Social, Economic and Cultural Beliefs.**

**Strategic
Objective**

**The Ministry of Internal Affairs Exist to Provide
Decentralised Services to the People of Vanuatu,
especially in the provinces and for the Well-being,
Protection of Livelihoods and Safety of Our Nation.**

Values

**Rule of Law, Trust, Integrity, Team Work,
Equity, Accountability, Cooperation,
Transparency, Honesty, Communication,
Respect, Quality Services to Clients, Political
Neutrality and Efficiency and Effectiveness.**



Minister's Statement

It is my pleasure to present the Ministry of Internal Affairs (MOIA) Annual Report for the fiscal year 2023.

This report is mandated under Subsection 20(1)(h) of the Public Service Act 1998 and is in accordance with guidelines referred to in that Subsection. It reflects the performance of the MOIA and its capability to respond to Government priorities listed in the National Sustainable Development Plan. It provides a corporate organogram showing different programs delivered by the Ministry and outlines a corporate overview of different services provided by the Ministry.

The 2023 fiscal year has its own challenges. The Ministry's performance was adversely affected by the twin effects of Category 5 Tropical Cyclone (TC) Judy and Kevin which made landfall in Vanuatu within 48 hours of each other on March 2023. On 24 October last year, another Cat. 5 TC Lola hit Vanuatu making landfall over the northern Provinces. This has affected the ability of the Ministry to deliver to its plans, causing a shift in focus and reallocation of resources to accommodate new priorities arising from the damages. Despite the challenges, the "Nasara" - Sector Strategy 2022-2026 stood tall to guide the way forward allowing the Ministry to record Marked Achievements for the 2023 fiscal year.

On 7th of September 2023, the Electoral Commission (EC) and Vanuatu Electoral Office (VEO) conducted successful multiple elections in four different constituencies including the National Parliamentary constituency by-election of Malekula and the Provincial Council constituencies of Malekula and Tanna. While these elections are mandated by law, it is a testament of dedication and commitment amidst the dilemma caused by natural disasters.

Another important milestone achieved by the Ministry was the successful reform of the electoral legal framework through the passage of a Single Harmonized Electoral Bill, the Political Party Registration Bill, and a series of subsequential legislative amendments by Parliament in December 2023. This came about as a result of strong commitment and many years of hard work by the Electoral Commission, the Vanuatu Electoral Office and all who have contributed to mark the successful completion of this reform. This will certainly reshape the landscape of elections and politics of the country going forward.

Finally, the continued improvement of the process to transform civil registry processes by the Department of Civil Registry and Identity Management (CRIM) has resulted in extensive use of the National Identity card and created special interest from friend countries in the Pacific as well as countries beyond the Pacific rim like the small states in Africa, Asia and the Caribbean who sees the interoperability feature of the cards as a benchmark.

Apart from these, the Ministry has recorded several other achievements in 2023. This is a result of strong leadership, commitment, dedication and team effort for which I would like to comment on all staff within the Ministry of Internal Affairs. I also thank the former Ministers of Internal Affairs for their leadership and tireless efforts during the unprecedented time of challenge. While these achievements are notable, there are other areas that are lacking behind and require improvement and these will be the areas of focus for next year and the years to come.

A handwritten signature in blue ink, appearing to read 'Johnny Koanapo Rasou', written over a dotted line.

Hon. Johnny Koanapo Rasou (MP)
Minister for Internal Affairs
Government of Vanuatu

Director General's Statement

I am delighted to present to you the Ministry of Internal Affairs Annual Report for the fiscal year 2023. As one of the largest government ministries, the Ministry of Internal Affairs plays a pivotal role in executing various governmental functions at both the national and sub-national levels. It oversees the administration of six (6) provincial governments and three (3) municipalities.

The magnitude of the Ministry's responsibilities surpasses that of a typical government ministry. In 2023, the country faced significant challenges with successive Tropical Cyclone Judy and Kevin within a span of 48 hours. The resulting damage, particularly in terms of geographical coverage, posed substantial obstacles to the Ministry's planned activities, necessitating a shift in priorities to address the aftermath of the disasters. Vanuatu also experienced Tropical Cyclone Lola, a Cat 5 cyclone in October 2023.

Despite these challenges, I am proud to report that the Ministry performed very well. The 2023 Annual Report highlights numerous significant achievements made throughout the fiscal year 2023, which were the outcome of dedicated teamwork within the Ministry. Our resilient and committed staff demonstrated unwavering dedication to serving the citizens of Vanuatu, even amidst unprecedented challenges.

The forward-thinking Sector Strategy 2022-2026 provided the Ministry and its departments with confidence in its anticipatory planning approach. This enabled the Ministry to enhance its efforts in effectively managing and mitigating the adverse impacts of unforeseen events such as cyclones and other climate disasters.

In 2023, the Ministry successfully coordinated multiple elections across four different constituencies, which includes a National Parliamentary constituency by-election on Malekula and provincial elections constituencies on Malekula and Tanna. These achievements stand as a testament of the hard work and dedication of our team in meeting the needs of Vanuatu citizens during these challenging times.

I extend my gratitude to the former Ministers for Internal Affairs and their cabinet staff for their unwavering support and commitment to the Director General and entire working team. I also commend the Directors and their diligent staff for their exceptional performance in fulfilling their duties to serve the needs of our citizens, and I eagerly anticipate witnessing the same level of dedication in the years to come.


Leith Veremaito
Director General
Ministry of Internal Affairs





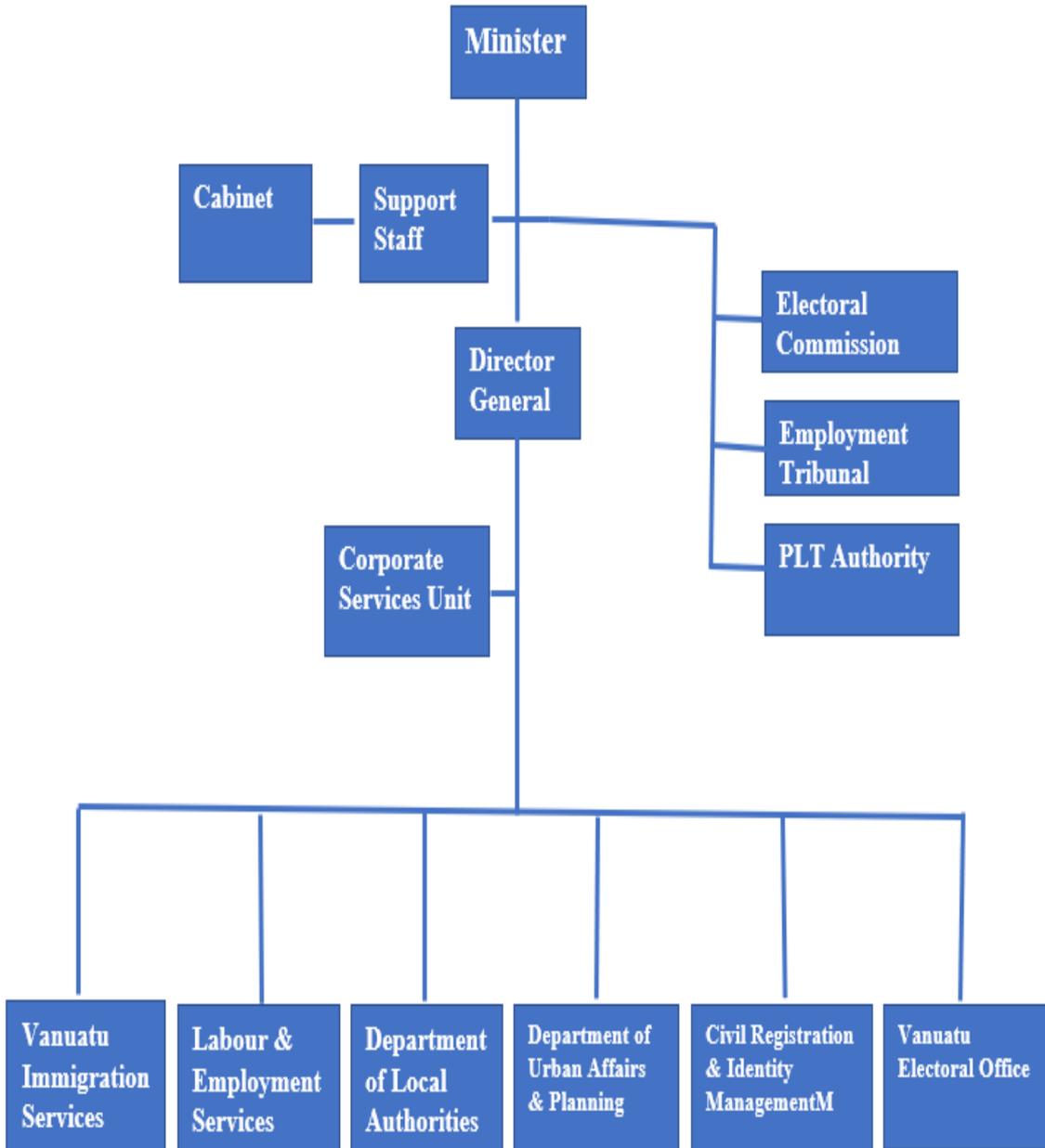
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Corporate Structure

The Ministry of Internal Affairs has five (5) departments under its portfolio; the department of Local Authorities (DLA); the department of Urban Affairs and Planning (DUAP), the Vanuatu Labor and Employment Services (VLES), the Vanuatu Immigration Services (VIS); the Vanuatu Electoral Office (VEO) and the department of Civil Registration and Identity Management (CRIM). The Ministry portfolio also includes statutory and non-statutory bodies in its organogram. It is worth noting that Vanuatu Police Force and Police Service Commission have been temporarily assigned to the Prime Minister’s Office in 2023.





Corporate Overview

GOVERNMENT PRIORITIES

- SOC 6.4 Strengthen National Institutions to ensure they are cost-effective and well-resourced to deliver public service (CSU).
- SOC 6.5 Strengthen Local Authorities and Municipal institutions to enable decentralized service delivery (DLA).
- ENV 4.1 Strengthen Local Authorities and Municipal Planning Authorities to enact and enforce land use planning laws (DLA).
- ECO 3.6 Improve provision of Government services in Rural Areas (DLA)
- SOC 6.1 Enhanced the capacity and accountability of public officials and ensured the impartiality and effectiveness of performance management systems (VIS).
- ECO 1.2 Improve Generation of Revenue (VIS)
- SOC 5.3 Built the institutional capacity of national security forces and ensure they are adequately resourced to meet performance targets (VIS & VPF)
- ECO 4.5 Increase the number of decent productive employment opportunities, particularly for young women and men and people with disabilities (VLES)
- ECO 4.6 Ensure health and safety employment rights and skills development of the workforce (VLES).
- ECO 4.7 Increase Labor mobility nationally and internationally through collection and analysis of comprehensive labor market data (VLES)
- SOC 6.9 Strengthen research data and statistics for accountability and decision-making (CRVS).
- SOC 6.3 Enact political reforms that promotes stability, accountability, constituency representation and civic engagement (VEO).
- SOC 5.4 Protect our exclusive Economic Zone through effective Maritime security and monitoring (VPF).

CORE BUSINESS

Corporate Services Unit (CSU)

- Provide overall oversight on the operations and performance of departments under the Ministry of Internal Affairs;
- Provide overall budget management to ensure funds are expended with the budget lines;
- Coordinate the overall management of staff development, engagement, performance and welfare and entitlements and;
- Coordinate the legal establishment of national and international Non-Government Organizations

Department of Local Authorities (DLA)

- Formulate & review policies relating to decentralization
- Provision of Technical support to Provinces in Physical Planning, Foreshore and Development Planning
- Improve Administration, Management and Financial capabilities of Provincial Authorities

Department of Urban Affairs & Planning

- Oversee administrations, human resource and financial management of Municipalities
 - Provide technical advice and support in physical planning, foreshore and urban development planning
 - Implement and enforce Foreshore Development Planning legislations
- Vanuatu Labor and Employment Services (VLES)



- Strengthen dispute settlement and resolutions and manage conciliation and medication process of settling disputes
- Strengthen and promote health and safety conditions at the work place
- Strengthen employment opportunities for ni-Vanuatu national, regional and internationally through sessional work programs
- Strengthen Work Permit Processes and requirements
- Strengthen capacity of tripartite partners for effective dialogue
- Provide legal advice to COL, ILAC, Ministry, and Business house on labour issues

Vanuatu Immigration Services (VIS)

- Improve and secure the integrity of Vanuatu Travel Documents especially passports
- Protect the Society through effective and efficient Boarder Management
- Develop and manage Visa for entry of overseas travellers into Vanuatu
- Collect revenue on passports, visa and other immigration fees

Vanuatu Electoral Office (VEO)

- Manage and conduct elections
- Increase voter Education and awareness

Civil Registration and Identity Management (CRIM)

- Register vital events and maintain accurate birth, marriage and death data record of all Vanuatu citizens
- Coordinate and implementation of CRVS
- Coordinate National Identification Policy
- Collect revenue on vital events and national IDs



Annual Development Report

This report provides an overview of the annual progress of implementing the Vanuatu 2030, National Sustainable Development Plan (NSDP). The NSDP provides a vision for Vanuatu we want and that is to “build a stable, sustainable and prosperous nation”. Under this banner, the Ministry of Internal Affairs (MoIA) has adopted areas and targets for actions that fall directly under its delivery responsibilities. This Annual Report is a reflection of the combined efforts the Ministry and departments under MoIA portfolio have recorded for the fiscal year 2023 against NSDP targets and the Ministry’s objectives.

Department of Local Authorities



The Department of local Authorities (DLA) is set up to provide sound technical advice and assistance to the Ministry of Internal Affairs and Provincial Authorities on decentralization, Finance, Planning, Risk Management and Socio-economic development in Vanuatu. In

addition to this, The National Sustainable Development Plan 2016 – 2030 provides activity areas and target for which DLA has delivery responsibilities.

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

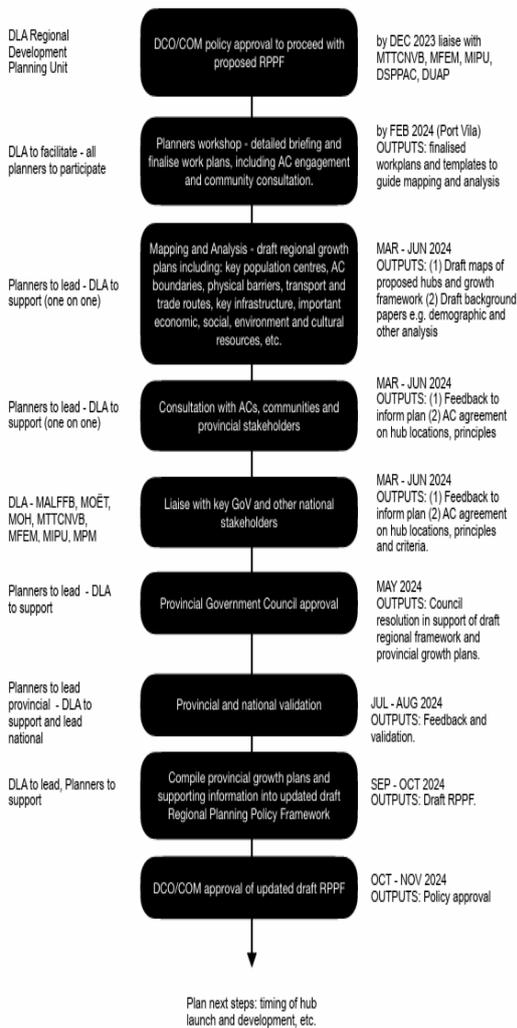
SOCIETY 6: A dynamic public sector with good governance principle and strong institutions delivering the support and services expected by all citizens of Vanuatu.

Soc 6.4: Strengthens national institutions to ensure that are cost-effective and well-resourced to deliver quality public service

- Ongoing support to provide solutions to improving the current Local Produce Cess Act (CAP 207)
- Development of the Regional Planning Framework (still in draft awaiting its soft launch in 2024)- see flow chart below.
- Legislative Amendments to the Decentralization Act (CAP 230) which have followed due process and is in the ‘**Drafting of Bill**’ stage. It is hope that it will be presented at any Parliamentary Sitting in 2024.



Next steps to develop the Regional Planning Policy Framework



21 PROVINCIAL COUNCILLORS

3 CONSTITUENCIES
(Malekula, Ambrym, Paama)

10 Area Councils
(by resident population)

ELECTION
12
MAY 2021

MALAMPA DAY
10
OCT

MALAMPA PROVINCIAL GOVERNMENT COUNCIL
PO Box 22 Lakatoro Malekula
TEL 33670

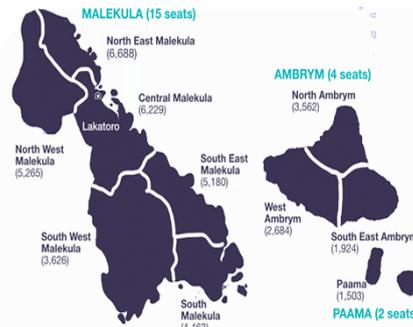
President
Hon Warren Stephen Amrunnu

Vice President
Hon Tevanu Casimir

Paama Constituency
Hon Sam Abel Aisick
Hon Alisson Sali Mahit

Malekula Constituency
Hon Alfred Rolland
Hon Benly Thomas
Hon Graham Nombong
Hon Jacky Tavbon Haisok
Hon Johnlu Betamat Kalmandu
Hon Karlos Kall Hon Lazar Molonturala
Hon Paul Kalihaba
Hon Perry Meltekue
Hon Rodney Tolish
Hon Tangen Rambay
Hon Willie Balmat

Ambrym Constituency
Hon David Bule Tubuvivi
Hon Jimmy Japheth
Hon Mawa Sitty Morris
Hon Obed Bongtung



41,125 2020 Census
RESIDENT POPULATION

MANAGEMENT

Secretary General
Mr Germaine James
email@vanuatu.gov.vu

Assistant Secretary General
Ms Jilda Shem
email@vanuatu.gov.vu

Accountant
Mr Eric Tulman
etulman@vanuatu.gov.vu

Planner
Mr Stephan Kaveng
skaveng@vanuatu.gov.vu

Soc 6.5: Strengthen Local Authorities and Municipal institutions to enable decentralized service delivery

- Development of the Six Provincial Council Profiles (an example is provided above)



Department of Urban Affairs and Planning



The Department of Urban Affairs and Planning (DUAP) is mandated under the Municipality's Act CAP 126 to oversee the management and administration of the Municipalities. It is also required to provide advice to Municipalities and other Local Authorities to adhere to the Physical Planning Act CAP 193 and the Foreshore Development Act CAP 90. In addition, the National Sustainable Development Plan (NSDP) 2030 provides activity areas and targets for which the DUAP has delivery responsibility. This section of the report provides an update on areas DUAP has focused on in 2023.

SOCIETY 4: An inclusive society that upholds human dignity and where the rights of all ni-Vanuatu including women, youth, vulnerable groups, and elderly are supported, protected, and promoted in our legislation and institutions.

Society 4.5: Ensure all people, including people with disabilities, have access to government services, buildings, and public space.

- **Develop Urban Policies to sustain their lifespan-** efforts to improve housing and informal settlement issues within urban centers throughout Vanuatu have led the department to embark on the development of a National Housing Policy Framework. A Council of Ministers paper was developed in 2023 and obtained cabinet approval.

A review of the National Building Code was also under way in 2023 with consultations involving the Ministry of Infrastructure and Public Utilities (MIPU) and the MoIA. This is still in progress.

Establish new physical planning areas and extend existing declared physical planning areas – DUAP has developed a draft document for Sola zoning and development Control Plan is in place. A draft document for Rovo Bay Zoning and Development Control plan has also been completed.

SOCIETY 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu.

Soc 6.5: 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

- **Amendment of the Municipalities Act CAP 126.** – The drafting instructions were completed and submitted to MoIA Compliance officer.
 - **Facilitate the Municipality audit** – the audit of the Municipality was conducted in 2023 in order to improve the standard of reporting within the municipal council. The audit was completed and the report was submitted to the NAO.
 - **Provided technical advice to councils** - A revenue improvement plan initiatives were developed. DUAP provide assistance to councils to enlighten their understanding on the revenue initiative. This initiative is ongoing through the GPVURP.
- DUAP also provided assistance with upgrading PVCC's property tax valuation Role
- **Provide technical assistance on municipality projects** – this initiative is



ongoing with DUAP providing assistance to PVCC and LMC with regard to project management and implementation.

Review of Municipality By-law – DUAP conducted the review of the Municipality by-laws and submitted the review report to the Office of the Attorney General (OAG). The review covers nine (9) LTMC bylaws.

ENVIRONMENT 2: An economy that fosters sustainable growth and development through low-impact industries and modern technologies to ensure the well-being of future generations

Env 2.2: Ensure new infrastructure and development to the natural land and marine environment

- **Review of Foreshore Development Guidelines** – a review was conducted by the Foreshore team on the foreshore development guidelines, foreshore spot fines, and the categories of fees charged. The review was completed and submitted to MoIA Compliance Officer.
- **Foreshore Advisory Meetings** – DUAP conducted six (6) advisory Foreshore meetings every year. These six meetings were conducted successfully in 2023.

ENVIRONMENT 4: A nation that utilizes and sustainably manages our land, water, and natural resources

Env 4.1: Strengthen local authorities and municipal planning authorities to enact and enforce land use planning laws and regulations

Env 4.5: Reduce and prevent the degradation and erosion of foreshore and coastal areas

- **Enforcement of Physical Planning Act CAP 193** – the enforcement of CAP 193 is by way of developing zoning and control plans for Sola and Rovo Bay for the physical planning areas (PPA).
- **Administration and Enforcement of Foreshore Development Act** – this was undertaken in order to effectively control foreshore developments, six (6) foreshore

advisory meetings were conducted in 2023 with foreshore application permits approved. This was followed up with site inspection and monitoring of all foreshore developments around Vanuatu.

ECONOMY 1: A stable and prosperous economy, encouraging trade, and investment and providing economic opportunities for all members of society throughout Vanuatu.

Eco 1.2: Improve government revenue generation

- Review foreshore spot fines and categories of fees – a review was conducted on the foreshore spot fines and categories of fees to be charged. A drafting instruction was compiled after the review and submitted to the MoIA Compliance Officer
- Provide technical advice to Councillors on the revenue improvement plan initiative – the updating of the PVCC property tax valuation role have had a positive impact on the Council's revenue collection.

ECONOMY 2: Sustainable and well-maintained infrastructure and services for all through inclusive and effective partnership

Eco 2.3: Ensure that all public infrastructure, including health, education, and maintained in compliance with building codes and standards

- Develop the National Housing Policy and review the National Building Codes – COM endorsement of the establishment of the National Housing Policy while the review of the National Building Codes is under consultation between the Ministry of Infrastructure and Public Utilities and MoIA.

Department of Labor and Employment Services



The Department of Labor & Employment Services aims to promote decent work 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 the Trade Disputes Act. Its other goal is to uphold health and safety at workplace 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. The National Sustainable Development Plan 2030, provides activity areas and targets where the Department of Labor and Employment Services has delivery responsibility.

Economy 4: An enabling business environment, creating opportunities and employment for indigenous and foreign entrepreneurs throughout Vanuatu.

ECO 4.5: Increase the number of decent, productive employment opportunities, particularly for young women and men, and people with disabilities.

-Department of Labor and Employment Services (DOLES) in partnership with Vanuatu Bureau of Statistics to organize a Labor Force Survey by 2024

NPP has already been submitted.

ECO 4.6: Ensure the health and safety, employment rights, and skills development of the workforce.

-Conduct Labor Force & Market Survey Vanuatu Bureau of Statistics 2024.

-Finalize Sectorial Wages workshop.

Sectorial Wages consultation was initiated in June 2022. In October 2023 a Sectorial Wages Workshop was conducted by ILO. Awaiting report of the workshop.

- Finalize OHS Code of Construction for the construction sector.

- OHS Act & Worker's Compensation Act have been reviewed in July 2023 with their amendments.

- New injury form developed and translated already into Bislama

- Inspections are carried out on a weekly basis

- Issuance of Penalty notices to business houses that have breached their health and Safety obligations under Health and Safety Act houses Issuance of notice of Improvement to business houses that are contravening Health and Safety requirements

- Issuance of prohibition notice to businesses that have the worst health and safety conditions (Example: Tagabe Fuel Station).

- Brochures for information purposes distributed during inspections

Minimum Wages Consultation has been conducted in June 2022. First Code of Practice for Construction Industry developed & endorsed by TLAC – Tripartite Labor Advisory Counsel. Reactivation of DoLES office in Malekula and Tanna worker recommendations/shortlisting is ongoing.



Vanuatu Immigration and Passport Services



The Vanuatu Immigration and Passport Services Department provides essential services to protect the nation of Vanuatu by controlling the movement of people at international points of entry through the management of Passports, Visa and travel identity documents

In the year 2023, Vanuatu Immigration and Passport Services has faced many challenges through the political instability in the country which has affected a lot of our priorities. For instance, the changes in the ministerial position has made it difficult for the department to focus on the priorities that have been planned to achieve in the year 2023. The two main priorities for 2023 are the MIDAS border management system implementation project and the Passport issuance system. The two priorities cannot be achieved because of the political instability which resulted in the ministry having five (5) Ministers in one particular year of 2023.

With the political situation, VIS team has to bring forward the priorities for 2023 to 2024. Despite the situation, the department has made a lot of progress in terms of the implementation of the projects and the ongoing operations of the department. The achievements in 2023 include the, MIDAS Training Room, Sea Port office, and refurbishment of Passport office.

ENVIRONMENT 5: A nation committed to ensuring the conservation and sustainable management of our biodiversity and ecosystems

ENV 5.4: Protect our borders and environment through effective customs and biosecurity services.

Despite a very challenging year with the political situation, the VIS department has committed to ensuring all national borders are well secured effectively and efficiently. To secure the national borders, immigration services have decentralized provincial officers in Tafea Province, Malampa Province, Penama Province and will yet to establish a new immigration office in Torba Province in the upcoming year. This strategy will ensure all points of entry are safe for visitors and investors have to comply with all procedures required before entering Vanuatu.

Economy 1: A stable and prosperous economy, encouraging trade, investment and providing economic opportunities for all members of society throughout Vanuatu

Eco 1.2: Improve Revenue Generation

It is worth noting that one of Government's top priorities is to improve the revenue generation **ECO 1.2**, with a specific target of **30%** increase to achieve by 2030. It can also result in a tax reform, employment, and wage increase as indicated by the baseline. VIS for instance is one of the departments contributing a lot in revenue generation. The main activity is through the Permanent Residence Visa Program which attracts investors to bring investment and development to the nation of Vanuatu.

Objective 1: Consult with stakeholders and conduct assessment on border issues with clear strategies to assist the stakeholders with the Implementation of the border Control system (MIDAS).



The implementation of the MIDAS border control system required consultation with our stakeholders to ensure that the stakeholders are aware of the system and their role in the implementation of the system. The consultation process was completed in 2023 and the preparation is underway for the implementation of the Border Management System.

Objective 2: Protect the integrity of the Vanuatu traveling documents by ensuring that there is credibility through the issuance of the document and the documents are accessible by all citizens.

The passport issuance system project is a major project for the Department of Immigration and Passport Services that has been delayed since 2022. In the year 2023, VIS has been allocated a supplementary budget for the system. It took over nine (9) months for the department to engage in the process of procuring a passport system. Last year we completed the tender process and in the year 2024, we will fully implement the system. With the new system, it will enhance the integrity of the Vanuatu travel document.

Objective 3: Identify revenue initiative to collect and achieve the revenue of 2023

The main revenue collection for 2023 is Passport fees and residency fees. The new initiatives for the revenue collection are through the PR program and also the new visa fees which will be fully implemented in 2024.

Objective 4: Provide awareness and compliance to all foreign nationals to adhere to the Vanuatu Immigration requirements

The Regulatory Unit within the department has been conducting awareness to Foreigners on conditions of visas, issuing penalty notices for breaches of the Immigration Act and Visa Regulation. That awareness has been provided on a daily basis with meetings with clients who sought information from the department, by email correspondence, and through daily operations.

During the course of 2023, we conducted a removal of foreign nationals. According to our plan, we were supposed to conduct operations but because of the challenges outlined above the department was not able to conduct any operations.

Objective 5: Provide Administrative support to all units within the department to achieve their priorities and to ensure there is customer satisfaction with the service provided by the department.

In the year 2023, we faced a lot of issues with the passport customer services but we had been putting in a lot of effort to ensure that we achieved satisfactory customer services with the allocated resources.

Vanuatu Electoral Office Report



The Vanuatu Electoral Office is an operating arm of the Electoral Commission with the principal responsibility to prepare and conduct elections in the country, including establishing and maintaining updated and accurate Registry records. Apart from this, the National Sustainable Development Plan 2016 to 2030 also provides activity areas and targets for which the Electoral Commission and the Vanuatu Electoral Office has delivery responsibilities.

SOCIETY 4: An inclusive society that upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups, and the elderly are supported, protected, and promoted in our legislation and institutions.

Soc 4.1: 20%,

Soc 4.2: 10% increase, 10% decrease,

Society 4.3 Empower and support people with disabilities - 50% accessibility, 40% representation. **Gender Inclusion Strategies**



The passage of the comprehensive electoral reform package was one of the key achievements of VEO and the EC in 2023 and several elements of the package advanced gender and inclusion in the electoral system. Temporary Special Measures (TSMs) are already written into law at the Municipal level in Vanuatu and proved to be successful in the Luganville Municipal election in November 2023 as women now hold 6 of the 13 Luganville Municipal Council seats. However, reserved seats or TSMs have not been rolled out yet to the Provincial and Parliamentarian level. Reserved seats were included in the original version of the “Bill for the Electoral Act of 2023,” however, these measures were removed through Ministerial consultations but the act now stipulates that the Electoral Commission must be gender balanced with at least one of each gender on the Commission.

Political Parties can be critical gatekeepers or enablers for women campaigning for political leadership. Though the original Political Parties Registration Act included a minimum threshold for female candidates to be able to register their party, this was removed through the consultation process. However, Political Parties’ executive committees must include at least one woman to qualify for registration, and political parties are encouraged to field more female candidates.

In December 2023 VEO launched its Civic Education support materials in English & French to 27 secondary schools. These have a strong gender focus. New materials in Bislama were completed in December to be used in Rural Training Centers and other non-formal learning environments.

Soc 4.5 Ensure all people, including people with disabilities, have access to government services, buildings, and public space.

Vanuatu Electoral Office has been working in 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 data was used, the Voter Registers were updated, and a national program of validation processes was undertaken. The VEO and CRIM used 2023 to develop a raft of inter-linked Standard

Operating Procedures to formalize its operations, update procedures and manuals, redesign and digitalization of data-keeping modalities, and improve ICT capacities. This work, already in progress throughout 2023, needs to be continued into 2024. As well, filling the vacant Provincial Electoral Officer posts as well as central office vacant posts to support provincial activities was a strategic priority.

The establishment of VEO presence in all six provinces with Provincial Electoral Officers reporting to the Senior VEO Officer plays an important (if not critical) role in strengthening the institutional capacity and delivery on time of compliant, transparent, inclusive, and credible elections. In 2023, 2 provincial positions were filled, with the sad passing of an officer in Malekula. A critical post of Administration & Finance Officer in the VEO Vila Office was finally filled after two years of advertising.

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

Soc 6.1 Enhance the capacity and accountability of public officials, and ensure the impartiality and effectiveness of performance management systems - 50% Reduce, 50% increase,

Soc 6.2 Reform state-owned enterprises and statutory bodies to improve performance that is aligned with government priorities

Soc 6.3, Soc 6.4: 100%)

Society 6.3 To enact political reforms that promote stability, accountability, constituency representation, and civic engagement. Reform of the electoral legal framework through a Legislative Road Map. Both the EC and the VEO undertook a number of necessary reforms to modernize the electoral legal framework in 2023. There were a number of procedures in the legal texts that are impractical and no longer reflect current conditions or international good practices. Some of the reforms were only amendments and regulations to the current acts but more substantive legislative reform was undertaken through two Bills. These Bills were



the result of many years of work by the EC/VEO-led Legislative Drafting Committee.

However, the passage on 12th December through Parliament of the Single Harmonised Electoral Bill and the Political Party Registration Bill (to be gazetted into Acts in early 2024) will now require constitutional reform and a national referendum proposed for Wednesday 29th May 2024.

Society 6.4: Strengthen national institutions to ensure that they are cost-effective and well-resourced to deliver quality public services -

Establish efficient, and improved voter registration -The voter registration model underwent a transitional phase with the switch to the new registration model needs to be continued, including the cleaning and validation of the voter registration database and the continued registration of voters, ensuring a smooth transfer to the use of the national ID card for polling purposes. Voting by use of National ID Cards will continue to improve verification and accuracy of Voter Registers. Mandatory use of the ID Cards to register to cast a vote was utilised for the first time on 7th September 2023 for Malekula, Emau and Tanna elections and again on 14th November 2023 Municipal Council.

Throughout 2023 there was 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 data was used, the Voter Registers were updated, and a national program of validation processes was undertaken. The VEO and CRIM used 2023 to develop a raft of inter-linked Standard Operating Procedures to formalize its operations, update procedures and manuals, redesign and digitalization of data-keeping modalities, and improvement of ICT capacities. This work, already in progress throughout 2023, needs to be continued into 2024. As well, filling the vacant Provincial Electoral Officer posts as well as central office vacant posts to support provincial activities was a strategic priority.

Policy Objective 6.5 Strengthen governance at the provincial and municipal levels to allow decentralised service delivery. MoIA Corporate

Plan (2022- 2026) target- To provide decentralised services to the people of Vanuatu, especially in the provinces, through the coordination, resourcing, legislation & policy, administration, and reporting for the Ministry, Departments, and agencies

Civil Registration and Identity Management



The Department of Civil Registry and Identity Management (CRIM) is entrusted with specific roles and functions outlined in the Acts of Parliament, namely CAP 27 and CAP 28. Under CAP 27, CRIM is obligated to facilitate the issuance of National Identity cards, serving as unique personal identity documents confirming legal identity and citizenship. These cards play a crucial role in the administration and execution of electoral, taxation, health, immigration, and land-related activities.

In addition, CAP 28 mandates CRIM to oversee the registration of vital events and the certification of information related to births, deaths, marriages, change of name, adoptions, and other significant occurrences. These registered events serve as official records and valuable sources of demographic and other pertinent information for the government.

The year 2023 marked a period of positive change, growth, and collaboration for CRIM, laying the foundation for continued success in the future. This Annual Report attempts to report some of the changes that the Department went through and the achievements that the Civil Registry and Identity Management has achieved against its 2023 Business Plan



objectives provided under the Ministry of Internal Affairs' Corporate Plan and Vanuatu's over-arching National Sustainable Development Plan (NSDP).

OBJECTIVE 1: Improve Coverage for Registration of Vital Events such as Births, Marriages and Deaths.

To enhance the coverage for the registration of vital events, including births, marriages, and deaths, the Civil Registry and Identity Management Department (CRIM) has carried out several activities including the deployment of Mobile Registration Units (MRUs).

Cash Transfer:

In the aftermath of the recent twin cyclones, the Department of CRIM actively participated in a collaborative national response operation alongside other Government agencies and the National Disaster Management Office (NDMO) to address the impact and to roll out the Cash-Transfer initiative by the Vanuatu Government in the most affected areas of Vanuatu. Namely in Ambrym and Gaua Island, Torba Province. This proactive and innovative initiative aims to enhance civil registry services by deploying registration facilities, including the setup, and reprinting of National ID Cards and Birth Certificates at the respective Area Councils that were adversely affected by the cyclones.

Furthermore, this initiative adopts a dynamic approach by extending services directly to remote or underserved areas that experienced significant impact. These mobile units are specifically designed to overcome challenges faced by communities with limited access to traditional registration offices. By doing so, the Department of CRIM ensures that essential life events such as births, deaths, marriages, and divorces are promptly and efficiently recorded, even in areas that may face geographical or logistical obstacles.

This concerted effort reflects our commitment to providing essential services to all citizens,

especially during challenging times, and underlines our dedication to maintaining an effective and responsive civil registry system.

On-going Support by UNICEF:

In alignment with the ongoing commitment of UNICEF to enhance civil registration coverage in Vanuatu, December 15th 2023 marks another significant stride in this endeavor. An essential aspect of this support is evidenced through the provision of essential ICT equipment intended to bolster birth registration processes for newborns and children under five years old, particularly at the provincial hospital level across all six provinces.

The equipment handed over includes a comprehensive range of resources, including ten desktop computers, eight colour printers, six ID card printers, 500 ID cards, eight tablets, and accompanying cartridges. This contribution, valued at approximately USD 26,000 (equivalent to approximately 3 million Vatu), signifies a tangible investment in strengthening the infrastructure necessary for efficient and accurate registration procedures.

Moreover, it's important to highlight that this provision of ICT equipment supplements UNICEF's ongoing support to the Department of Civil Registration and Identity Management (CRIM) in Vanuatu. UNICEF's consistent aid encompasses a multifaceted approach, focusing on several key areas:

1. Increasing the accessibility of service points for child registration.
 2. Facilitating the development or revision of birth registration legislation and policies.
 3. Providing salary support for three provincial registration officers and one national CRVS Coordinator, with the government's commitment to absorb these costs.
 4. Promoting innovation in registration technology to enhance efficiency and accuracy.
 5. Heightening community awareness about the importance and processes of birth registration.
- Together, these efforts emphasize UNICEF's steadfast dedication to fostering an environment where every child's right to a legal



identity through birth registration is realized, ensuring their access to essential services and protections.

OBJECTIVE 2: Establish and Maintain a Central Civil Register and Population Registry

The Civil Registry and Identity Management Department has played a crucial role in the creation and upkeep of a central civil register and population registry. Since 2015, the department has implemented a highly effective Centralized Database, referred to as RV4, to streamline its operations.

This robust database system was meticulously developed and fortified as a centralized database, serving as the core of both the civil register and population registry. RV4 is engineered to store and manage a wide array of data, encompassing vital events such as births, marriages, and deaths, as well as incorporating biometric information, including photo IDs, for each citizen. The implementation of this database system signifies a commitment to efficiency, security, and accuracy in recording and managing critical information related to the population.

OBJECTIVE 3: Improve Coverage for Issuances of National Identity Cards

In pursuit of this objective, the Civil Registry and Identity Management Department has implemented a series of targeted strategies and initiatives.

Firstly, the department is utilizing technology to streamline application processes, reduce paperwork, and expedite card issuance. Implementing the Kobo Server system enables efficient biometric verification and electronic data capture in the field by way of Tablets, which in turn significantly reduces the time required for the entire application process.

Use of National ID Initiatives

Partnering with various governmental bodies, including the Electoral Commission, stands as an essential step. Integration of the National Identity Card into the electoral process facilitates voter verification during elections, utilizing the Electoral Roll sourced directly from the Civil Registry and Identity Management database.

Joint initiatives have been facilitated with various government services, including VNPF and the Vanuatu Post, promoting the use of the National Identity Card. Recently, the Ministry of Health has adopted the National ID as the unique patient Hospital Number across the country

Engaging with local communities is a priority for the department. Workshops and community events, such as sporting events in Malo, Sanma Province, provide opportunities to address concerns, answer questions, and encourage National Identity Card enrollment. Recent sporting event in Malo provides an opportunity to develop partnerships with community leaders and influencers to emphasize the importance of identity documentation.

To ensure data verification and accuracy, CRIM has developed stringent processes utilizing technology. We are moving away from paper-based registration, to electronic recording during field registration activities. This approach not only enhances the accuracy and reliability of information on National Identity

Table 1: National ID Card Issuance between 2022 and 2023

Province	2022 ID Card Issuance	2023 ID Card Issuance	ID Issuance
Shefa	12,064	25,061	55.89%
Tafea	1,834	8,453	18.85%
Penama	4,815	4,913	10.96%
Sanma	3,574	4,389	9.79%
Malampa	1,086	1,704	3.80%
Torba	190	318	0.71%
Grand Total	23,563	44,838	100.00%

Table 2: Total Number of Activated National ID Cards as of 31st January 2024 by Sex

Male	Female	Total
190,513	176,738	367,251



Cards but also minimizes turnaround times from initial registration to the issuance of physical ID Cards.

The Department of CRIM continued its efforts to expand identification coverage across the nation, ensuring that citizens have access to reliable and secure identification services.

OBJECTIVE 4: Regulate and Develop Policies, Legislations, and Strategies Related to Registration of CRIM and National ID

National Policy on Data Protection and Data Privacy

The Data Protection and Privacy Bill, intended to establish and enforce comprehensive data protection and privacy standards aligned with international norms, was not introduced, and enacted in Parliament in 2023. The Office of the Government Chief Information Officer (OGCIO) has developed this legislation that aims to provide clear guidelines governing the collection, storage, and sharing of personal information, with the primary goal of safeguarding individuals' privacy. If passed in Parliament, the Act will serve as a crucial tool in ensuring adherence to robust CRIM data protection and privacy standards.

Effective inter-agency coordination between the Department of CRIM and other Government Agencies, such as the Ministry of Foreign Affairs, plays a vital role in fostering collaboration with the Vanuatu Foreign High Commission Offices in the region, including Fiji, New Zealand, and Australia. This collaboration facilitates information sharing and joint initiatives, ultimately enhancing the overall effectiveness of identity management practices.

By prioritizing these actions, the Civil Registry and Identity Management Department can make significant strides toward achieving regulated policies and strategies for registrations and National ID. This new Act if

enacted in parliament, is seen as an establishment of a strong regulatory framework and the development of policies that would promote efficient and secure registration processes for CRIM and the National ID system.

OBJECTIVE 5: Improve Service Delivery and Organizational Compliance through an Inclusive Policy, Legislative, Planning, Reporting, Budget, Restructure, Capacity Building, Awareness, ICT, Decentralization and Revenue Generation Framework

The Department of Civil Registry and Identity Management has adopted several targeted strategies to accomplish the objective of improving service delivery and organizational compliance through an inclusive framework surrounding policy, legislation, planning, reporting, budget, restructuring, capacity building, awareness, ICT, decentralization, and revenue generation.

Systems Interoperability

The sharing of data from vital event registers has become paramount in the contemporary landscape of civil registration, especially given the rise of increasingly digitalized platforms for governmental services.

The integration and exchange of this data with other governmental systems, primarily within the health sector, play a critical role in the registration process of vital events, such as births and deaths. This interconnectivity not only enhances the efficacy and accuracy of records but also highlights the pressing need to further explore and refine these synergies, ensuring that they align with modern requirements and evolving digital standards.

This is instrumental in ensuring that the broader objectives of civil registration and vital statistics systems are achieved, particularly in an era where data-driven solutions are foundational to governmental operations and service delivery in areas such as Education, VNPF, Labor, Police, and Immigration.



As a component of institutional capacity building, Vanuatu was represented by the Department of CRIM engaged in an interoperability training held in Auckland, New Zealand, in October 2023. The principal objective of this training is to cultivate synergy between CRIM and diverse government entities, alongside the Digital Transformation Committee. This collaborative effort seeks to explore internal and cross-border data-sharing protocols.

Collaborations with Other Agencies

In its efforts to expand its services, the Department of CRIM has successfully renewed Memorandums of Understanding (MOUs) with several key partners, including the Vanuatu National Provident Fund (VNPF), the National Youth Authority, and the Vanuatu Post. These partnerships are instrumental in bolstering CRIM's mission and services.

Furthermore, the department has expanded its collaborations by entering into new partnerships through the signing of Memoranda of Agreement (MOA) with Vanuatu High Commissioners in Fiji, Australia, and New Zealand. These agreements are vital for promoting international cooperation and coordination

to enhance connectivity and communication based on the signed MOA, CRIM successfully established system connectivity with the Vanuatu High Commissioner's office in Wellington, New Zealand. This initiative aims to streamline processes and improve information sharing between the offices.

Setting up of CRIM Office in Noumea, New Caledonia

The growing number of Vanuatu citizens residing and traveling abroad highlights the necessity for Vanuatu's foreign missions to establish a registration mechanism.

Progress has notable in New Caledonia, where all prerequisites for CRIMD (Civil Registry and Identity Management Department) to establish direct connectivity have been met. Senior CRIMD officers were assigned between September and October 2023, to facilitate the installation of connection devices, linking them

to the national database. While Fiji and New Zealand have also been connected, their connectivity frameworks differ from those of New Caledonia. CRIM Department remains engaged in discussions with consular services to determine the support required for seamless operational efficiency.

After the amendment to the People's Representation Act CAP 126, it is crucial to strengthen our registration point in Noumea to distribute National ID cards to all citizens residing in Nouvelle Caledonia, aged 18 and above. This ensures accessibility to National ID cards for voting and accessing various government services provided by the government of New Caledonia.

Besides the number of public awareness conducted, the following vital registrations were made in Noumea by the assigned Senior Registrar between September 17th and 16 October 2023.

Table 3: Registration of Vitals, Noumea, New Caledonia

Registration of Vital Events	Age below 18 years		Age 18 years and above		TOTAL
	Male	Female	Male	Female	
Births	8	9	9	8	34
Issuance of ID Cards	3	6	46	55	110
Amendments Made to Registration	0	1	3	2	6
Marriage					5
Deaths					11

The Regional Action Framework emphasizes the connection between civil registration, identity management, and the Consul General of New Caledonia. It emphasizes the importance of ensuring that all Vanuatu citizens, regardless of their place of residence, have access to legal documentation for civil registration of births, deaths, and other vital events. This documentation is crucial for individuals to assert their identity, civil status, and associated rights.



Report On Budget Narratives

Department of Local Authorities

The Department of Local Authorities (hereafter referred to as DLA) mission is to provide sound technical advice and assistance to the Ministry of Internal Affairs and Local Authorities especially the six (6) provinces on decentralization, finance, and development planning, risk management, and socio-economic development in Vanuatu. In 2023 DLA carried out the following;

- The Research and Policy Development Department has worked very closely with the MoIA CSU Compliance Officer and a team within the Office of the Attorney General (OAG) on finalizing the drafting changes on the Decentralization Act. The work is in the draft stage.

In 2023 DLA has worked closely with three (3) new projects most of which have come through the climate change space but with emphasis on risk-informed planning, community adaptation planning, and decentralization. These projects are namely; The Governance for Resilience Project (GOV4RES Project), the Vanuatu Coastal Adaptation Project Phase 2 (VCAP 2), and the Vanuatu Climate Change Resilience Project (VCCRP). This year we have commenced the recruitment process and hope to complete it by the end of the year or probably the first quarter of 2024 before we can proceed to implementing project activities in Quarter 1 2024 and onwards.

This year the only training undertaken or coordinated by the Department covered the Provincial Accountants who were privy to have the officers of the Department of Finance and Treasury train them on aspects of the Government Smart stream.

Amend decentralization and other relevant legislative frameworks:

The Decentralization Act was amended and is currently in draft stage.

- DLA has a draft Regional Planning Framework that was developed and its soft launch will be in 2024.
- Dialogue held with stakeholders on the mechanisms to support the Produce Cess to be collected by all Provincial Councils. This is a work in progress and will continue on next year.
- Implement development projects and develop new partnership arrangements as part of the Decentralization roll-out
- Establish a Memorandum of Agreement to tie in work partnerships with DLA and Care International and DLA with the Vanuatu Skills Partnership (VSP),
- Facilitate the implementation of several Area Council Projects such as of the Motalava Area Council Building, North Ambrym Area Council Extension Project, and few which will be opened in 2024 such as the East Gaua Area Council Building, East Gaua Area Council Market House, SE Tanna Area Council Building, Futuna Area Council Office Extension Project, South East Ambrym Area Council Building Project and Tongariki/Buniga Area Council Building.

Department of Urban Affairs and Planning

The total budget allocated to the Department in 2023 fiscal year stood at VT 181,566,028. This was the same amount that was allocated to DUAP in 2022. DUAP has a mission (to develop conducive policies, legislations, and planning frameworks and provide administrative and technical support, for the development and growth of urban and foreshore development) that aims at achieving a vibrant, inclusive, resilient, adaptive, and high-quality services and environment for all.



DUAP plans to improve its capacity in the administration of the Foreshore Development Act in order to ensure that any investments along the foreshores are well managed and compliant to the legislations of Vanuatu. The 2023 Business Plan is guided by Vanuatu's National Sustainable Development Plan 2015-2030, the Nasara sector strategy 2022-2026 and the Ministry of Internal Affairs Corporate Plan 2022-2026.

DUAP's strategic objectives have been spread across the three main activities or units that make up its structure. Similarly, the budget is structured to ensure that the Department resources are clearly linked to 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 the government's resources, reporting and audits can be easily managed. In addition, this structure should allow for greater visibility of government resources into decentralization in municipal or urban areas.

OBJECTIVE 1: To provide technical advice and assistance to the three (3) Municipalities in relation to urban planning, administration and operations, and its financial management.

Technical Assistance to MoIA (CSU) – in collaboration with the Ministry of Infrastructure and Public Utilities (MIPU), the department provided technical assistance to MoIA. This includes completion of the 2023 Business Plan, the 2023 Annual Reports, 2023 staff appraisals, 2023 First Quarter Report, and drafting of the 2024 budget narratives and Business Plan.

OBJECTIVE 2: To direct the effective implementation of the Physical Planning Act (CAP 193) within all declared Physical Planning Areas (PPA)

Urban Planning Policies and Strategies –

Developed Town and investment plans for Lakatoro and Lenakel were completed. Draft Zoning and Development Control Plans for Sola PPA and Greater Sola Zoning and Development Control Development Control Plan have also been finalized.

Local Authorities Empowerment – Drafted the Zoning and Development Control Plans for Port Vila & Rovo Bay, and expanded Port Vila and Luganville boundaries. This initiative empowers local authorities to regulate developments and improve urban planning practices

OBJECTIVE 3: Developed and directed new legislative policies to improve urban planning, housing and informal settlements matters and enhance control on foreshore development.

Legislative Framework Review – Developed a comprehensive review of the Municipalities Act CAP 126 and Foreshore Development Act CAP 90 was undertaken. The draft COM Paper for Municipalities Act amendments was submitted and legal drafting instructions were provided to the Office of the Attorney General. Additionally, the COM paper for the National Building Code received endorsement from the Director of Corporate Service and the commissioner.

Housing and Informal Settlement – Drafted COM papers for the National Housing Policy and PDNA for the Housing sector were completed, with the latter submitted to the Republic of Vanuatu for compilation.

Foreshore Development Control – The Department effectively administered and enforced the Foreshore Development Act, conducting six Advisory Committee meetings throughout the year, four compliance checks, and issuing Foreshore Penalty Notices for non-compliance. An informative video was drafted for community awareness, and outreach was conducted through social media platforms, distribution of Foreshore Brochures to real estate companies, talkback shows, and a radio interview with VBTC, a comic displayed with collaboration from Wan Smol Bag to be finalized in 2024 including an SMS blast which the unit is working on for next year 2024.



OBJECTIVE 4: To improve administration and staff capacity to maximize service delivery.

Interactive ICT-Based Systems for improved administration - Efforts were directed towards integrating electronic filing systems, streamlining administrative processes. The department completed the setup and regular updates of its Facebook accounts and associated projects. This was done mainly to improve and better manage recordkeeping and foster improved communication and outreach.

Municipal Audits and Strategic Development - Conduct annual audits for Port Vila Municipal Council (PVMC), Luganville Municipal Council (LMC), and LTMC were successfully completed in 2023. The department actively supported municipalities in developing strategies to address weaknesses identified in the audit process.

Structural Strengthening and Capacity Development – To enhance service delivery, two (2) new positions have been advertised and three (3) have been successfully recruited. Additionally, the department contracted a qualified consultant for Mendes and initiated the drafting of the Terms of Reference (ToR) for the Offshore Monitoring & Evaluation consultant.

Coordination of Urban Projects: - The Department is currently managing over five urban projects and new partnership arrangements have been developed in urban areas. And anticipating coordinating new projects to come with capacity for training for existing and new staff should there be any more recruitments.

Therefore, the Department of Urban Development and Planning has demonstrated a commitment to excellence, regulatory compliance and community engagement in achieving its goals. We look forward to continuing our efforts to enhance the urban landscape and contribute to the suitable development in Vanuatu.

Labor and Employment Services

Labor Administration, Human Resources, and Financial Management

Office management smoothly maintain

Officers are well-informed of office management priority agendas and advised of effective approaches and solutions

Officers also resourced with good office equipment facilities for the delivery

Review of organizational structure

Organizational structure review has been completed and submitted to the Corporate Services Unit's Human Resources Manager.

CSU submission has been made to the OPSC.

Recruitment of vacant positions

There were 12 positions advertised in the 2019 structure, and the recruitment panel had already completed the first round of assessments and interviews for 6 positions.

Former staff severances entitlement settled

Available payroll savings enable settlement of most former staff severance entitlement and leave payout

Infrastructure

- The PSC-renovated residence building was repurposed as an ILO office.
- Two new counter desks were added for service.

Employment service (Labor Mobility) and Labor Market South

- Telephone and electricity services installation connections were completed.



- Commissioner of Labor's government residence compound was fenced.

Financial Management and disbursement

Operational appropriate budget expenses were mainly allocated to administrative costs, overseas travel, and infrastructure projects.

Business Plan activities were moderately expensive.

Personnel emolument budget was sufficiently made available due to savings from unfilled budgeted positions.

Ensure equity/fairness in the domestic & international employment markets

Domestic & international employment markets contribute to increasing revenue (Work Permit Tax, License fees, Spot fines) and Remittances (Labor Mobility Programs) & workers' well-being/welfare.

Keep track records of migrant workers and domestic workers including work permit holders in documented reports

For domestic workers, the National Employment Policy is in development with the technical support of ILO to address the skill gap and skill shortage in the country.

Promote the standards required by law for decent work and strengthen compliance with all Vanuatu's labor laws

Develop one employment standard under domestic and international labor mobility program as per labor laws.

Currently, we have existing employment laws that set the basic & minimum employment requirements.

Undertake 30 Workplace inspections with documented reports.

Engaged in a total of 126 inspections conducted across all provinces.

Conducted 10 awareness sessions on employment rights and obligations for the

general public, including employers and employees, under Domestic Labor Laws..

Promote and maintain a good working environment

Address loopholes and penalties in the legislation through amendments following consultation with the tripartite body.

Also, in July 2023, collaborated with senior officers from the Labor Department to support Technical Advisors' efforts. This involved sharing pertinent information to empower the TA in fulfilling their duties according to the Terms of Reference (TOR), particularly with the exercise of reviewing the National Labor Mobility Policy Framework.

Relationship between Tripartite Labor partners - unions, employers, and government

Meetings were conducted within the tripartite, and minutes were documented and included in the department's Annual Report which provided details of progress & challenges.

Consultation with TLAC and stakeholders regarding labor issues to support entrepreneurship and promote apprenticeship programs.

Engaged a consultation with TLAC and other stakeholders on Labor matters to promote entrepreneurship and Apprenticeship.

Conduct 4 Tripartite Labor Advisory Council (TLAC) meetings to address Employment matters

Develop a standing order/Manual/guideline for the tripartite

Enforce compliance with employment standards according to ILO Conventions

There were 126 workplace inspections undertaken this year.

With support from the Australian Government through PLF, we have successfully implemented a fully operational In-Country Recruitment System (IRD). This system



efficiently captures workers' details, including geographical information and personal data.

Advocate for worker's rights and welfare in international and domestic market

Awareness meetings were held & minutes taken, with an annual report providing details of progress & challenges

Worker's rights are promoted regularly in the office through in-person discussions, emails, and phone calls.

The office has completed a review of labor laws and relevant provisions, which have been resubmitted to TLAC.

Also, the National Employment Policy (NEP) has been finalised.

Partnerships have been established with training institutions to address the skills gap and meet the needs of businesses.

Increase skilled workforce in the domestic labor market.

Ensure equity/fairness in the domestic & international employment markets

Keep track records of migrant workers and domestic workers including work permit holders in documented reports

All approved licensed agents were provided with training on the usage of IRD. It is incorporated into their licenses as a mandatory requirement

Promote entrepreneurship platform for reintegration through partnership with other line agencies (MALF and MTT) and relevant stakeholders

Strengthened reintegration space with additional dedicated staff: a senior reintegration officer and a reintegration officer.

A reintegration framework is being developed stipulating methods of collaboration and partnership with reintegration partners.

Department of Agriculture sourced a full-time Labor Mobility staff to work alongside our reintegration officer.

Effective superannuation claim process

Address migrant workers' welfare through active dialogue with Team Leaders, Relationship Managers, Country Liaison, and Approved employers

Strengthened welfare and compliance space through onboarding of a Senior Policy Officer taking the lead in overseeing processes and ensuring efficient use of laws/policies are adhered to when dealing with welfare cases

Fortunately, the use of IRD to record welfare incidents is visible and accessible to all parties involved in the welfare of workers.

Strong collaboration with the country liaison officers (CLO) through reporting and monthly meetings for discussions on better handling of welfare cases.

Better collaboration with the Vanuatu High Commission in Canberra on welfare matters and drawing on experiences.

Labor stakeholders were informed and collaborated through discussions on activities that could enhance the Labor mobility program. DFAT, MFAT, and Dept of Labor and Employment Services provide comprehensive updates and announce new directives and members are able to comment and put forward queries

Registration through In-country Recruitment Database (IRD) System

Licensed agents and Labor Support Unit (LSU) are required to efficaciously utilize IRD to capture workers' information IRD is being upgraded to incorporate country information that will be relevant for decision-making. Welfare issues are credibly dealt with to ensure policies are adhered to and all parties are following procedures in place

Skilled Training conducted by Developing partners (NZ and Australia) and other stakeholders (ILO, IOM, APTC, World Vision)



Vakameasina in New Zealand is providing free education and development programs for RSE workers in NZ. The program focuses on English language literacy, numeracy, financial and digital literacy, and life skills. IOM & World Vision in partnership with DOLES is executing the Famli I Redi program and Wok I Redi program. APTC in partnership with DOLES is implementing the Age Care training initiative APTC in partnership with DOLES, YCV, and Tourism Industry partners to execute the hospitality internship program

Conduct 6 Liaison meetings with Australia and New Zealand on Labor mobility programs and capture this in the quarterly and annual report

Constant conduct with CLOs although formal meetings were not conducted.

Promote the standards required by law for decent work and strengthen compliance with all Vanuatu's labor Laws

Provide assistance to TA in terms of sharing information to enable him/her to carry out functions per TOR in the exercise of the Review of National Labor Mobility Policy Framework

With assistance from PACER Plus the draft Labor Mobility Policy was submitted for 'COM's approval – to date there are additional comments on the policy hence requires revisiting before resubmission to COMs

Advocate for workers' rights and welfare in international and domestic markets

Conduct Awareness on workers' rights and obligations during Predeparture Briefing for Labor Mobility Programs in Australia and New Zealand

Very effective and well-coordinated pre-departure briefing from a full training team headed by the Senior Training Officer.

The material used is endorsed and supplied by PLF.

PDBs incorporate stakeholders to build awareness on matters relevant to the Labor mobility program.

All licensed agents advise LSU on attendees to PDBs and mandatory for all to attend before departure

Maintain Constant communications with Country Liaison Officers in Australia and New Zealand to have updates on the progress of welfare issues and fair working conditions for Migrant worker

Constant conduct with CLOs although formal meetings were not conducted

Provide financial support to the current unemployment Data Base to ensure it is up-to-date and accessible to training institutions

Maintain IRD System up and running

IRD system is fully functional and now mandatory for all sending parties to utilize in capturing workers' information and creating a work-ready pool

Envisage a portal for Employment Vanuatu within the IRD System.

Establish Partnerships with training institutions to address the skills gap and address the Business houses' needs

Increase skilled workforce in the domestic labor market.

Improve service delivery framework and organizational compliance through inclusive policies, legislations, planning, reporting, budget, Assets Management, ICT systems, restructures, decentralization of services, infrastructure, capacity building, awareness, disputes & conciliation



Finalization of the structure and submission for approval.

Recruitment of new staff members and placement in the approved structure

Conduct induction with new staff members to assist them in their integration through the familiarization of departmental work ethics.

Upgrade staff capacity building through partnerships with developing partners and relevant stakeholders.

PALM organized a two-week farm training workshop in Brisbane with PLF for five of its core workers, who were also fortunate to participate in a coordinated farm visit. In addition, two of their staff members are currently studying leadership courses with APTC. Such practical training is effective in boosting staff capacity and confidence.

Preparation and submission of Reports on a quarterly and annual basis.

Planning and reporting 100% on time as per GoV Reporting calendar cycle

A well-coordinated staff planning meeting to review achievements, and challenges, and identify gaps for inclusion in the DoL business plan for 2024.

Vanuatu Electoral Office

The Vanuatu Electoral Commission (EC) and Vanuatu Electoral Office (VEO) hold exclusive authority over overseeing elector registration and organizing elections for Parliament, Provincial Councils, and Municipal Councils. Operating as the executive secretariat of the Commission, the Vanuatu Electoral Office (VEO) is tasked with electoral administration, ensuring the execution of all necessary activities for the planning and execution of direct elections. This includes managing the establishment and upkeep of the Voter Register.

Guided by the NSDP targets, the MoIA Corporate Plan (2022 – 2026) and the Budget Narratives in the Appropriations Act the following provides a brief overview of the activities of the EC/VEO

Business Plan designed to deliver the Service Targets of the 2023 Appropriations Act.

Decentralisation of services

Decentralisation of services was declared by then Prime Minister Ishmael Kalsakau as the overarching Strategic Objective for all MoIA Departments and Agencies. The following key areas of activity supported the delivery of decentralisation.

Establish efficient, and improved voter registration

The voter registration model underwent a transitional phase with the switch to the new registration model needs to be continued, including the cleaning and validation of the voter registration database and the continued registration of voters, ensuring a smooth transfer to the use of the national ID card for polling purposes. Voting by use of National ID Cards will continue to improve verification and accuracy of Voter Registers. Mandatory use of the ID Cards to register to cast a vote was utilised for the first time on 7th September 2023 for Malekula, Emau, and Tanna elections and again on 14th November 2023 Municipal Council.

Throughout 2023 there was 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 data was used, the Voter Registers updated and a national program of validation processes undertaken. The VEO and CRIM used 2023 to develop a raft of inter-linked Standard Operating Procedures to formalize its operations, update procedures and manuals, redesign and digitalization of data-keeping modalities, and improve ICT capacities. This work, already in progress throughout 2023, needs to be continued into 2024. As well, filling of the vacant Provincial Electoral Officer posts as well as central office vacant posts to support provincial activities was a strategic priority.

Conduct of efficient and credible elections.

The EC and VEO oversaw provincial by-elections in Malekula, (delayed due to the snap election in November 2022) and Municipal



Elections in Luganville; Malvatumauri elections support for which the EC and VEO prepared in a timely and efficient manner. The Electoral Commission (EC) and Vanuatu Electoral Office (VEO) conducted multiple by-elections in four constituencies. These included the National Parliament constituency of Malekula, the Provincial Council constituency of Malekula, the Provincial Council constituency of Tanna, and the Provincial Council Constituency of Emau. Elections were held on 7th of September 2023.

Establishment of VEO presence in all six provinces with Provincial Electoral Officers.

Reporting to the Senior VEO Officer plays an important (if not critical) role in strengthening the institutional capacity and delivery on time of compliant, transparent, inclusive and credible elections. In 2023, 2 provincial positions were filled, with the sad passing of an officer in Malekula. A critical post of Administration & Finance Officer in the VEO Vila Office was finally filled after two years of advertising.

Development of RV5. The ICT-based civil registration and identity management system underpins the veracity of Electoral Register. Throughout 2023, considerable work was undertaken with the technical support of the Vanuatu Electoral Environment Project in very close cooperation with the CRIM Department, the Vanuatu Bureau of Statistics, the Office of the Chief Government Information Officer (OGCIO) and its GIS Working Committee. User training was carried out throughout 2023 to ensure GoV agencies using RV5 were trained in use of its modules. The RV5 system is confidently expected to be fully operational in early 2024.

Operational Guidelines and Procedures

These were developed, reviewed, implemented, monitored and improved through the work of the operations team. The Van Elector SOP, Address Changes SOP, Adding Constituencies SOP, Proxies SOP, Changing Location SOP and Voting Procedures SOP were added to VEO's SOP raft of guidelines to facilitate transparent efficient elections. Operational procedures, manuals and election reports are documented with increasing ICT capacity and

database development and maintenance skills within the office.

Launch of Civic Education Materials

Civic Education materials for 27 Secondary Schools were provided in Q4 2023 in English and French, Finalized Bislama sets were finalized in Q4, ready for distribution in 2024. These provide resource materials aimed at education for good citizens who understand the responsibilities and rights of voting and living in a democracy.

Strengthening of institutional capacities through EC/VEO Restructure.

In an effort to provide increasingly efficient and sustainable services, the VEO in 2023 implemented its approved restructure to increase the number of permanent posts (including in the provinces). The establishment of VEO presence in all six provinces with Provincial Electoral Officers reporting to the Senior VEO Officer, will play a critical role in strengthening the institutional capacity and delivery on time of compliant, transparent, accessible, inclusive, and credible elections.

Two Provincial posts were filled as a priority to improve decentralised delivery of electoral services.

The critical post of Administration & Finance Officer in VEO was finally filled after two years of advertising.

Gender Inclusion Strategies

The passage of the comprehensive electoral reform package was one of the key achievements of VEO and the EC in 2023 and several elements of the package advanced gender and inclusion in the electoral system. Temporary Special Measures (TSMs) are already written into law at the Municipal level in Vanuatu, and proved to be successful in the Luganville Municipal election in November 2023 as women now hold 6 of the 13 Luganville Municipal Council seats. However, reserved seats or TSMs have not been rolled out yet to the Provincial and Parliamentary level. Reserved seats were included in the original version of the "Bill for the Electoral Act of 2023," however, these measures were removed through Ministerial consultations but the act now stipulates that the Electoral Commission



must be gender balanced with at least one of each gender on the Commission.

Political Parties can be critical gatekeepers or enablers for women campaigning for political leadership. Though the original Political Parties Registration Act included a minimum threshold for female candidates to be able to register one's party, this was removed through the consultation process. However, Political Parties' executive committees must include at least one woman to qualify for registration and political parties are encouraged to field more female candidates.

In December 2023 VEO launched its Civic Education support materials in English & French to 27 secondary schools. These have a strong gender focus. New materials in Bislama were completed in December to be used in Rural Training Centres and other non-formal learning environments.

Additional activities in 2023 included the launching of the Liiftemap Fiuja strategy, in collaboration with UNDP's VEEP – an integration “9 C approach” to improving inclusion in the Vanuatu electoral sector, working with organizations and agencies across Vanuatu to improve inclusion from chiefs to customary practices, to civic education and coordination. This strategy was initiated with the first Hear Our Voices event that was postponed due to Tropical Cyclone Lola to beginning of 2024. Additional activities included an accessibility assessment of the Luganville polling stations, supported by UNDP's VEEP, which has provided a basis for a review of polling officer training materials and VEO's accessibility in Standard Operating Procedures (SOPs) that will be implemented in 2024.

Increase Civil Engagement through public voter information and awareness.

In 2023, the VEO has improved significantly its efforts to ensure good voter information, including new website, Facebook page, targeted SMS messages, voter information booklets but it recognises 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.

A New Policy Project (4,506,000 VT) had been approved for implementation in 2023 but unfortunately, the funds had to be used for the unforeseen Snap General Election in November 2022. Despite this, considerable awareness activities were undertaken through the 2023 election programs.

Continue work with the EC, VEO digital archiving process with increasing ICT capacity and database development and maintenance skills within the office. Improve number of polling stations to enable inclusive equitable access by splitting “mega stations” and new polling stations. Improve permanent staff levels, including electoral provincial officers and redefine the Job Descriptions and the VEO organogram through implementation of EC/VEO restructures to improve decentralised service delivery, especially in the provinces.

Enhance partnerships with other government agencies and civil society to reinforce public voter information and awareness and increase civil engagement in the electoral process by conducting voter registration awareness and civic education and to deliver planning, reporting & budgets on time as required by GoV planning cycle.

Civil Registration and Identity Management

Civil Registration and Identity Management was responsible for reporting against a total of VT39,290,344 budget allocated in 2023. This budget, spread over activity MIED and MIEC allowed CRIM to deliver on its major objectives which are in line with the key priorities of NSDP 2030 (refer to CRIM Business Plan and the Ministry's Corporate Plan 2022-2026).

Village Registry initiative between the Ministry of Lands and CRIM

CRIM took a proactive step by joining the registration of the Village Registry with the



Ministry of Lands. This collaboration aims to streamline data management and improve coordination between government agencies.

On June 20th, 2023, the Director General of the Ministry of Lands and Natural Resources and the Ministry of Internal Affairs agreed that the two ministries would work collectively on the Vanuatu Location Registry Project. This project aims to oversee and coordinate the publication of an official Vanuatu Government Location Registry and related activities in all sectors to ensure a systematic, comprehensive approach. A product of this joint initiative would include the development of a list with definitions/categorization, official gazette names for each village, one set of GPS coordinates, and a unique Identifier Number. This will benefit all Government and Non-Government development initiatives in the future. It will ensure that all villages located and registered have access to government services and assist in determining the villages that are lacking in support or unjustly burdened by distance to the nearest service center. The list will support more evident data-driven policies. However, its real value is tenfold when integrated with other departments. For example, when integrated with the Central Registry, which houses all the Citizen Data and Population Registry, the government will have even more precise and accurate geo-statistical data for data evidence policymaking.

Communication Strategy

In the final quarter of 2023, the department engaged a local consultant for a three-month period to assist in crafting CRIM's Communication Strategy.

The primary objective of the communication strategy is to support the Department of Civil Registry and Identity Management in enhancing its communication efforts to foster greater understanding, awareness, and transparency among all its stakeholders. This includes strengthening connections and partnerships to ensure effective collaborations. Additionally, the Communication strategy aims to improve public perception and trust in the Civil Registry and Identity Management

Office. The completed document will be officially launched during the first quarter of 2024.

National CRIM/VEO Workshop

In November, a National Workshop was organized, bringing together all CRIM and Vanuatu Electoral Officers (VEO) from the National and Provincial Offices. Held at the Le Life Resort in North Efate, the workshop facilitated knowledge-sharing, training, and strategic planning among all Provincial and National Registrars to enhance the overall performance of CRIM and Electoral offices.

The National Workshop received co-funding and support from key development partners, specifically UNDP and UNICEF. The CRIM department engaged an external contractor to facilitate the National Workshop and manage all CRIM-related affairs.

Use of National ID Initiatives

Partnering with various governmental bodies, including the Electoral Commission, stands as an essential step. Integration of the National Identity Card into the electoral process facilitates voter verification during elections, utilizing the Electoral Roll sourced directly from the Civil Registry and Identity Management database.

Joint initiatives have been facilitated with various government services, including VNPF and the Vanuatu Post, promoting the use of the National Identity Card. Recently, the Ministry of Health has adopted the National ID as the unique patient Hospital Number across the country.

Engaging with local communities is a priority for the department. Workshops and community events, such as sporting events in Malo, Sanma Province, provide opportunities to address concerns, answer questions, and encourage National Identity Card enrollment. Recent sporting event in Malo provides an opportunity to develop partnerships with community



leaders and influencers to emphasize the importance of identity documentation.

To ensure data verification and accuracy, CRIM has developed stringent processes utilizing technology. We are moving away from paper-based registration, to electronic recording during field registration activities. This approach not only enhances the accuracy and reliability of information on National Identity Cards but also minimizes turnaround times from initial registration to the issuance of physical ID Cards.

CRIM's Organizational Structure

Critical to the department of CRIM's improvement of service delivery and efficiency is the evaluation of the Organizational Structure to identify areas for improvement and efficiency and to implement necessary restructuring measures to enhance responsiveness and streamline registration processes. In the process of evaluation and restructuring, most of the CRIM Staff are placed in Acting positions until their direct appointments are endorsed by the Public Service Commission. This strategic move aims to enhance efficiency and effectiveness within the organization.

As part of the recruitment efforts, CRIM welcomed six Assistant Provincial Registrars, further strengthening the team, and fostering a robust working environment through the six provinces of Vanuatu.

In the updated structure, 76% of the 25 positions were presently occupied. Of these filled positions, 47% were under a 3-month probationary status, with the remaining 53% being filled on a 6-month acting basis. These positions included Senior Registrars, Provincial Registrars, and other Registrars at the CRIM's national Head Office.

Provide electoral Authorities with Timely and Accurate Information for the establishment and maintenance of an efficient and credible Voter Register

In May 2023, the Vanuatu Parliament made an amendment to the People's Representation Act CAP 126, discontinuing the use of the electoral card for voting and replacing it with the Vanuatu National Identity Card. This change enables the electoral office to import or derived its data directly from the CRIM database to update its voting Register Roll prior to an election.

The Electoral Office achieved an historic milestone by successfully conducting three elections using National ID Cards, marking the first instance of elections without the need for Electoral cards. These elections occurred in Tanna, the Provincial Election, the By-Election in Malekula, and the Luganville Municipal Election in Santo in November. These events were managed with integrity by CRIM and the Electoral Office, contributing to the democratic process in Vanuatu.

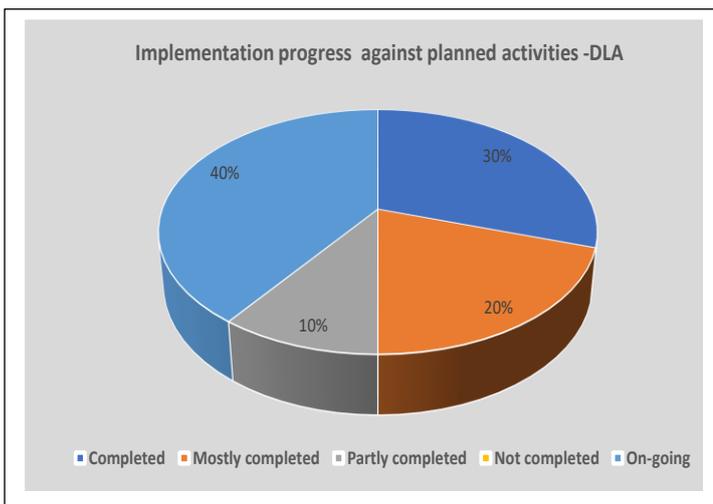
The positive outcome of the elections is attributed to the effective collaboration between the CRIM office and the Electoral Office, and its stakeholders, wherein the Electoral roll and Voter Register are sourced from the population re In May of this year, 2023, the Vanuatu Parliament made an amendment to the People's Representation Act CAP 126, discontinuing the use of the electoral card for voting and replacing it with the Vanuatu National Identity Card. This change enables the electoral office to import or derived its data directly from the CRIM database to update its voting Register Roll prior to an election.



2023 Achievements

Department of Local Authorities

The chart below presents the overall achievement for DLA in terms of its implementation on the planned activities in 2023. Of the total activities and actions spread across different units within the department, 30 percent of the actions were reported completed in 2023, 20 percent were reported mostly completed - meaning that the percentage completion stands between 50-99 percent. While 10 percent of the activities were reported



partly completed or below 50 percent completed in 2023. The remaining 40 percent of the activities are ongoing or reoccurring activities for the department.

Amongst the most completed and partly completed are some of the important milestones the department will continue to implement in 2024. For example, there are three major project proposals DLA has embarked on in 2023 which will continue to develop and complete in 2024. DLA also started carrying out a surprise audit visits to 71 area administration centers which will be continued and completed in 2024.

The planned audit visit is an important milestone for area administrators in that their ability to manage and expend their budget allocation will be assessed to ensure they are able to manage the budget allocated to each area administration center in a manner that is transparent and that they are able to report on how the budget has been utilize.

Despite this achievement, the Department has encountered various challenges in 2023 that have affected its ability to deliver on its business plan.

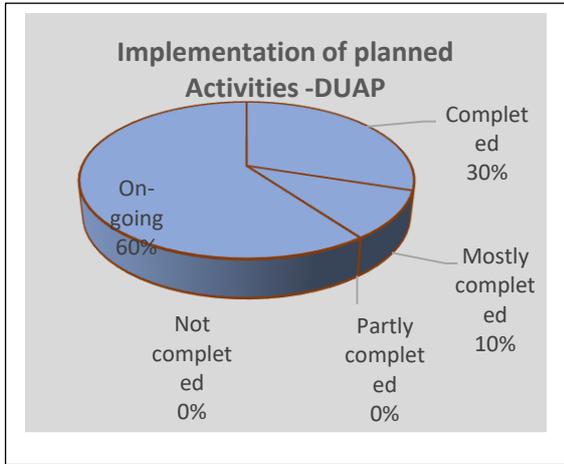
The twin cyclones (TC Judy & TC Kevin) along with TC Lola have affected our operational budgets and our focus in regards to working with our affected Area Councils and Provincial Government Councils in collating the necessary reports and submitting them to the NEOC.

The affected Provinces and Area Councils also deviated their budgets, time, and business plans to refocus on responding to the immediate needs of the affected communities. Though this has been a challenge; it has also demonstrated the strength of our Sub-National Government in responding directly to its affected population while the NEOC through the NDMO were following the due process to respond to the affected areas. Disaster calls for prompt and quick response. This is something that is lacking in the government agency responsible for that matter hence the Area Councils and Provincial Councils have seen that gap and this year was a clear demonstration of ‘Lets Respond Now- Let Government come Later’.

An initiative that stood out also this year, was the presentation of the Revised Provincial Structure that was key in delivering the remaining priority activities under the NSDP’s remaining years (7). This proposal focused on reorganizing the Provincial Structure to include elevated positions such as the SG to direct, manage and oversee the delivery of government services at the Provincial Level.



Department of Urban Affairs and Planning



The Department of Urban Affairs and Planning has four (4) Units, namely the Administration and Finance Unit, Urban Planning and Development Unit, Foreshore Development Unit, and Grant to Municipalities.

The chart above provides a summary of activities implemented by the department within its four units in 2023. Of the total activities planned to implement in 2023 sixty percent (60%) represents the department’s ongoing activities –, thirty percent (30%) represents initiatives whose implementations were completed in 2023 and. The remaining ten percent (10%) are in the mostly completed stage which means that they are between fifty and ninety percent completed. This ten percent also represents some of the key initiatives DUAP has embarked on in 2023. This includes collaborating efforts with responsible local authorities to develop some zoning and development plans such as the zoning and development plans for Saratamata in Penama province and Rovo Bay in Shefa province. The other major initiative that will continue in 2024 is the development of the National Housing Policy framework.

In addition to planned activities for 2023, DUAP has demonstrated capacity to take on additional responsibilities. This includes collaborating efforts with NDMO Post TC - Kevin and Judy, assistance to CRIM for the

registration and formalizing places and names around the country, developing the Housing chapter of the Post Disaster Needs Assessment (PDNA), provided assistance to VARS project as well as providing assistance to the department of Labor Employment Service during the Labor Mobility Forum.

other key achievement in 2023 includes the review of the National Building Code.

SUMMARY OF ACHIEVEMENTS





3. Independence Garden beautification, launching of solar street light and flag poles



4. MOU signed between DUAP and VMGD on the sharing of datasets



5. Training of trainers for the Luganville exposure survey



6. SPC officer providing technical assistance to DUAP team during the luganville survey in Santo



7. Feasibility study of Sola PPA by the DUAP for the drafting of the sola zoning and development control plan



8. Presentation of the Rovo bay zoning and development control plan final draft to Vermali AC, West Epi



9. Participation at the 6th Pacific Urban forum held in Suva, Fiji



10. Participation at the study tour in Indonesia.



12. the election of the mayor of luganville municipal council (lmc)



13. 10th la forum, motalava-torba

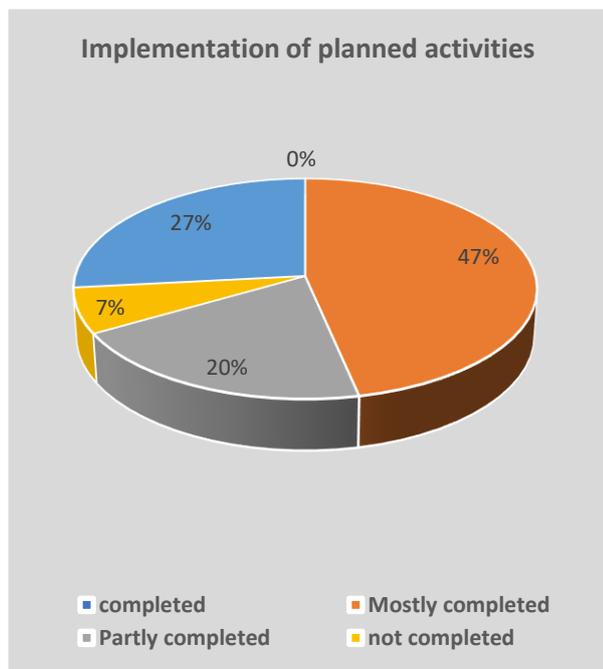


14. Urban planning officer receiving his certificate after participating in the urban development town



Labor and Employment Services

The chart provides the summary of the Department of Labor's overall achievement against the planned activities in the business plan for the fiscal year 2023.



With reference to the pie chart provided, 47 percent of the department's planned activities in 2023 fell under the "mostly completed" category (activities that were between 50-99 percent completed), 27 percent represented ongoing activities, 20 percent were categorized as "partly completed," and 7 percent were labeled as "not completed."

One of the highlights of the department's achievement in 2023 is the implementation of the following objectives; **Progress equity in the domestic & international employment markets.** This objective is aimed at improving revenue collections and welfare of the workers. In 2023 the department implemented the Emergency Employment VISA under the objective to respond to the needs of the private sector. It is a government priority to provide that support to the private sector in addressing skills gap within Vanuatu domestic labor market as a result of high number of Ni-Vanuatu Migrant workers engaged in Australia and New Zealand markets

under different Labor Mobility Programs. During the implementation of this program, a total of 152 approvals of the emergency visas were issued to various business premises in Port-Vila and Luganville Santo; 19 spot fines issued to employers for breaching the Labor Work Permit Act [CAP 187] and VT 2,010,000 were collected from Jan- 20 Nov 2023 from penalty fees.

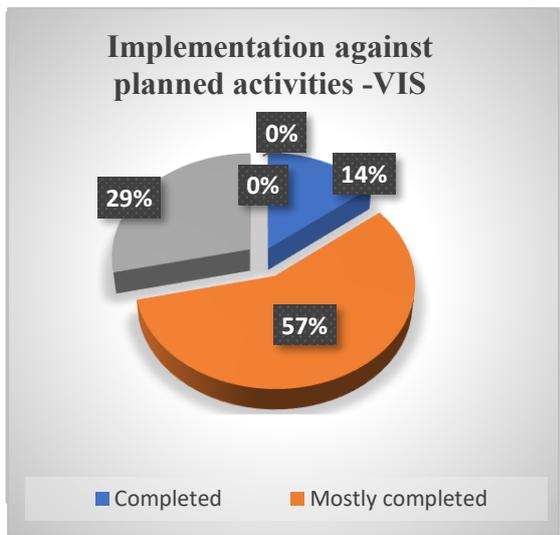
A total of 1,575 work permit approvals were issued to non-citizen workers from January to November 2023. This comprised 932 permanent permits, 199 temporary permits, and 444 exempted permits.

Total revenue collected from the Work permit Tax, application fees, and spot Fine were recorded at VT176,070,000

Provided flexibility on the issuance of work permit approval to support business premises during the aftermath of the twin cyclone.



Vanuatu Immigration and Passport Services



The pie chart below provides a summary of implementation against planned activities for the Department of Vanuatu Immigration Services for the reporting period, January – December 2023. The department has encountered several challenges this year which result in shifting focus to new and unexpected priorities, reallocation of resources to accommodate unexpected priorities, etc.

The department implemented key priorities as planned for 2023 and the chart above is a reflection of such commitment.

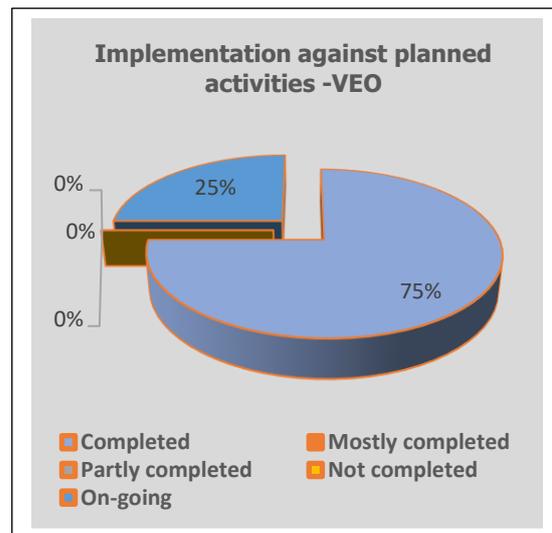
In 2023, the department completed 14 percent of its planned activities while fifty-seven percent of the planned activities were in the mostly completed category and twenty-nine percent were in the partly completed category.

It is important to note that one of the key government priorities is to increase revenue collection with a specific target to achieve 30 percent by 2030 (Eco 1.2).

Vanuatu Immigration Services is one of the key departments of the government that heavily contributed to government revenue through its Permanent Resident visa program which attracts foreign investors to the country.

In 2023, the total revenue contributed by the department stands at VT 969, 919,917

Vanuatu Electoral Office



The pie chart above provides a summary of the Vanuatu Electoral Office (VEO) implementation against its planned activities in 2023.

According to the pie chart, Electoral Office has completed seventy-five percent of the tasks programmed for implementation in 2023, twenty-five percent represents on-going activities.

Some highlights of 2023 achievements include Establishment of VEO presence in all six provinces with Provincial Electoral Officers - reporting to the Senior VEO Officer, plays an important (if not critical) role in strengthening the institutional capacity and delivering on time compliant, transparent, inclusive and credible elections. In 2023, 2 provincial positions were filled, with the sad passing of an officer in Malekula. A critical post of Administration & Finance Officer in the VEO Vila Office was finally filled after two years of advertising.

The creation of RV5, an ICT-driven civil registration and identity management system forms the foundation of the accurate Electoral Register. Throughout 2023, extensive efforts were made with the technical assistance provided by the Vanuatu Electoral Environment Project, working closely with the CRIM Department, the Vanuatu Bureau of Statistics, the Office of the Chief Government Information Officer (OGCIO), and its GIS Working Committee. Training sessions were conducted throughout the year to ensure that



Government of Vanuatu agencies utilizing RV5 were proficient in utilizing its various modules.

ID Card Coverage - continued to be enhanced throughout 2023 with the Department of Civil Registration & Identity Management estimating a 95% coverage. This will be verified once RV4 data is fully migrated to the new RV5. Vanuatu's National ID Cards are exciting the interest of many Pacific nations who see the interoperability of the cards as a benchmark. Interest is being shown also in small nation-states in Africa, Asia and the Caribbean.

Launch of Civic Education Materials - Civic Education materials for 27 Secondary Schools were provided in Q4 2023 in English and French, Finalized Bislama sets were finalized in Q4, ready for distribution in 2024. These provide resource materials aimed at education for good citizens who understand the responsibilities and rights of voting and living in a democracy.

Additional activities in 2023 included the launching of the Litemap Fiuja strategy, in collaboration with UNDP's VEPP – an integration “9 C approach” to improving inclusion in the Vanuatu electoral sector, working with organizations and agencies across Vanuatu to improve inclusion from chiefs to customary practices, to civic education and coordination. This strategy was initiated with the first Hear Our Voices event that was postponed due to Tropical Cyclone Lola to beginning of 2024. Additional activities included an accessibility assessment of the Luganville polling stations, supported by UNDP's VEPP, which has provided a basis for a review of polling officer training materials and VEO's accessibility in Standard Operating Procedures (SOPs) that will be implemented in 2024.

The passage of the comprehensive electoral reform package was one of the key achievements of VEO and the EC in 2023 and several elements of the package advanced gender and inclusion in the electoral system. Temporary Special Measures (TSMs) are already written into law at the Municipal level in Vanuatu, and proved to be successful in the Luganville Municipal election in November 2023 as women now hold 6 of the 13 Luganville Municipal Council seats. However, reserved seats or TSMs have not been rolled out yet to the Provincial and Parliamentarian level. Reserved seats were included in the original version of the “Bill for the Electoral Act of 2023,” however, these measures were removed through Ministerial consultations but the act now stipulates that the Electoral Commission must be gender balanced with at least one of each gender on the Commission.



Setting up of printing facility and printed Birth Certificate in East Gaua

Civil Registration and Identity Management

The year 2023 marked a period of positive change, growth, and collaboration for CRIM, laying the foundation for continued success in the future. This Annual Report attempts to report some of the changes that the Department of CRIM went through and the achievements that the Civil Registry and Identity Management has achieved against its 2023 Business Plan objectives provided under the Ministry of Internal Affairs' Corporate Plan



Activities and picture narrative

Cash Transfer



Setup of printing facility at three Area Councils on Ambrym



On-going Support by Unicef

The equipment handed over includes a comprehensive range of resources, including ten desktop computers, eight colour printers, six ID card printers, 500 ID cards, eight tablets, and accompanying cartridges. This contribution, valued at approximately USD 26,000 (equivalent to approximately 3 million Vatu), signifies a tangible investment in strengthening the infrastructure necessary for efficient and accurate registration procedures.



Unicef continues to support CRIM with ICT Equipment to improve Vital Registration in Vanuatu.



MOA signing between CRIM and Vanuatu High Commissioner to Fiji. Her Excellency Viran Brown



MOU Signing between VNPF and CRIM

National Policy on Data Protection and Data Privacy

The Data Protection and Privacy Bill, intended to establish and enforce comprehensive data protection and privacy standards aligned with international norms, was not introduced, and enacted in Parliament in 2023.



Systems Interoperability

The sharing of data from vital event registers has become paramount in the contemporary landscape of civil registration, especially given the rise of increasingly digitalized platforms for governmental services.



System Interoperability Training - Auckland, New Zealand October, 2023.

Collaborations with Other Agencies

The department has expanded its collaborations by entering into new partnerships through the signing of Memoranda of Agreement (MOA) with Vanuatu High Commissioners in Fiji, Australia, and New Zealand. These agreements are vital for promoting international



Successful Printing of Birth Certificate by HIS Excellency, Jimmy Nipo from the Vanuatu High Commission Office in Wellington, New Zealand.



Policy Development

The information below describes new policies initiated by the Ministry of Internal Affairs and line departments in 2023

Department of Local Authorities

During this reporting period, the Department - has taken steps toward the development of these key policies in the hope that when completed they would be used as critical tools for the enhancement of the work of the department in bringing the Government closer to the people.

- Development of the Regional Planning Framework (still in draft awaiting its soft launch in 2024).
- Development of the Six Provincial Council Profiles
The Development of the new Provincial Structure that is responsive to the needs of the people, is in line with the Decentralization focus of government and focuses on the realignment of the Budgeting, Reporting, and Management at the Provincial Level/Sub-national Level

Department of Urban Affairs and Planning

Establishment of National Housing Policy Framework – DUAP collaborated efforts with relevant Ministries to pave way for the development of this new policy initiative.

The policy will address housing issues in Vanuatu by improving access to safe, suitable and affordable housing for ni-Vanuatu.

Vanuatu Immigration Services

The new Tourist Visa policy was developed and implemented to support the re-opening of the borders and attract more visitors to Vanuatu which allows visitors to spend up to 120 days in the country.

Several other visa policies were developed to better manage different visitor requirements including increased revenue collections. These visa options were endorsed through a regulation order and are expected to be implemented in 2024.

The department also developed a policy to increase the number of passport booklets to be made available for printing to Vanuatu citizens. This was further complemented by the procurement of a new passport system which is expected to drive efficiency in the printing of passports and more security features on the passports.

Vanuatu Electoral Office

The Vanuatu Electoral Office developed three (3) policy papers this year in relation to supplementary funding for conducting elections. Funds were required for the Malekula parliamentary by-election, the Malampa and Tafea provincial elections. A separate policy proposal was approved by COM for a budget of VT 350 million to enable the EC and VEO to undertake the National Referendum on an amendment to the constitution.

Civil Registration and Identity Management

National Policy on Data Protection and Data Privacy- as the provider and custodian of civil registration data and vital statistics, the Office of the Civil Registration and Identity Management supported the Office of the Government Chief Information Officer (OGCIO) in developing this legislation.

The legislation intends to establish and enforce comprehensive data protection and privacy standards aligned with international norms. The legislation is aimed at providing clear



guidelines governing the collection, storage, and sharing of personal information, with the primary goal of safeguarding individuals' privacy. After enactment by Parliament, the Act will serve as a crucial tool in ensuring adherence to robust CRIM data protection and privacy standards.

Portfolio Legislative Framework

This section provides information on new legislation developed or amendment to an Act administered by the Ministry or departments under the Ministry in 2023.

Any new Regulation order signed by the Minister in 2023 is also captured under this section.

Department of Local Authorities

In 2023, DLA undertook a review and worked with the office of the Attorney General on the amendments of the Decentralization Act (CAP 230) and Local Produce Cess Act (CAP 207)

Department of Urban Affairs and Planning

The department undertook reviews and amendments on the Municipalities Act (CAP 126) in 2023 but yet to be passed by parliament.

DUAP also facilitated the amendment of the Foreshore Development Regulation which was signed by the Minister of Internal Affairs in 2023.

The National Building Code was reviewed this year and expected to be finalized in 2024.

Labor and Employment Services

The Minimum Wage and Minimum Wages Board (Amendment) Order No. 127 of 2023. The amendment to this regulation was gazetted in 2023.

Vanuatu Immigration Services

Immigration Visa Regulation (Amendment) deals with amendment of new visa. It was developed in 2023 but is yet to be gazetted by the Office of the Attorney General (OAG).

Immigration Visa Regulation (Amendment) No. 120 of 2023. The regulation caters for changes in permanent Residence Visa Fees. The amendment has been gazetted by the OAG.

Immigration Visa Regulation (Amendment) caters for Emergency Employment Visas. This amendment has been gazetted by the OAG.

Immigration Visa Regulation (Amendment) caters for changes in the process of issuance of permanent residency visas. This regulation has already been gazetted by the OAG.

Vanuatu Electoral Office

The Single harmonized Electoral Act was passed by parliament.

The Political Parties Registration Act

Amendment of the Representation of the People's Act.

Amendment of the Referendum Act.

Amendment to the Municipalities Act and Decentralization Act.

Civil Registration and Identity Management

No new legislation or amendment was undertaken by the Department of Civil Registration and Identity Management in 2023.

Land Transport Authority



No amendment to PLTA legislative framework in 2023.

Conventions

The information below describes new conventions initiated by the Ministry and its line departments in 2023.

Department of Local Authorities

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

Department of Urban Affairs and Planning

No activity relating to the signing of a new convention in 2023.

Labor and Employment Services

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

One technical Convention namely, The C185 Seafarers Identity Documents

Convention was ratified by Vanuatu on 28 July 2006. This convention was revised in 2003 as amended (No.185) and further amendments were made in 2016 to the Annexes. All 9 conventions are currently in force and implemented by the Vanuatu government. The reporting of the ratified conventions has to be completed every 3 years on its implementation.

Vanuatu Immigration Services

Nil activity in the reporting period (Jan to December 2023)

Vanuatu Electoral Office

Nil activity in the reporting period (Jan to December 2023)

Civil Registration and Identity Management

Nil activity was reported in this reporting period



Human Resources Management

This Annual report summary provides an overview of Human Resource activities implemented over the course of the year 2023. It also allows the Ministry to measure and track all initiatives and results of HR successes and failures providing a clear direction to setting accurate, realistic, goals for future improvement.

The Business goal for 2023 aims to grow the Ministry through its recruitment, restructuring of organizational structures, managing and coordinating staff development, effective Performance Management, Employee Welfare and Entitlement, employee promotions and the Management of Disciplinary processes for MOIA employees.

This report also emphasized the highlights and activities implemented by the Human Resource management unit for the year 2023 in accordance with the program Activities for 2023 and Employment Policy Changes impelled by the Public Service Commission. However, it is seemingly challenging to achieve targets as set out at the beginning of the year due to unforeseen circumstances such as Cyclones (Judy and Kevin), delay of Budget Appropriation, change in management, and Leadership Transitions.

Ministry of Internal Affairs Establishment Report

In 2023 MOIA staffing has significantly increased by 12.6 %. Recruitment results have shown an intake of 42 Employees who were appointed against Establishment post. This is an achievement for MOIA given the immense vacancy rate over the past years. MOIA recruitment is an on-going exercise which has been prolonged due to many factors ie; Appropriation of Budget, Financial Visa Approval, approval to advertise and the selection Exercise.

Below is a tabular summary of Establishment records of Employees employed under the Ministry of Internal Affairs- The table excludes Cabinet officials subsequently since the Ministry has played host to three state Ministers occupying the office on consecutively rotated. The table provides statistical information, Updated information can be requested through the Human Resource Manager (HRM) of the Corporate Services Unit.


Table 1: Summary of established positions under the Ministry of Internal Affairs

DEPARTMENT	Est.Positions	Vacancies	Permanent	Contract	Female	Male	Total
CSU	29	11	18	2	9	11	20
DLA	121	13	108	6	25	83	127
DUAP	23	6	17	1	6	11	24
DoL	48	10	38	7	19	16	55
VIS	67	27	40	9(intern)	18	25	76
Electoral office	19	7	16	25	18	17	44
CRIM	25	6	19	4	6	11	29
Police service commission	3	Nil	1	2	1	2	3
PLTA	12	1	9	12	7	5	12
Vanuatu Electoral Commission	1	Nil	Nil	1		1	1
Employment Tribunal	1	Nil	Nil	1		1	1
Total	349	83	266	70	109	183	392

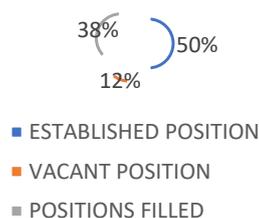
Ministry of Internal Affairs Demographics and Diversity

MOIA staffing

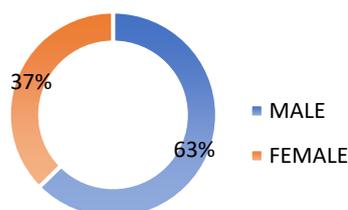
MOIA employee establishment

notes

MOIA ESTABLISHMENT



MOIA GENDER STATISTICS SUMMARY



The Vacancy Rate has significantly reduced from 26% to 12% over the course of 3 years but with respect to the ongoing everchanging Government Priorities, policy Changes and demand of the Ministry's services. Simply, with good people and with the right number of personnel, we get good service! Therefore, restructuring our departments so our Ministry is "Fit for Purpose" meeting the needs demanded by new legislations and policy framework, devising strong talent acquisition programs for new and vacant posts, capacity building and training to strengthen our team is vital. An interesting detail information on the gender of employees employed under MOIA sitting at 37% female and 63% Males. MOIA will continue to encourage both gender and people with special needs for future recruitments.

The Ministry has by far aimed to reduce vacancy by increasing its staffing by ensuring all It is essential for all departments under MOIA to strategize and reduce the rate if vacancies within their respective Departments as contract engagement is very costly, time consuming and unsecure form of employment.

Recruitment and selection is one of the fundamental task for the HR unit, it is time consuming requiring more effort in terms of ensuring recruitment procedures is duly followed, recruitment submissions are forward to OPSC on time and appointments are made with respect to the selection Panel recommendation.

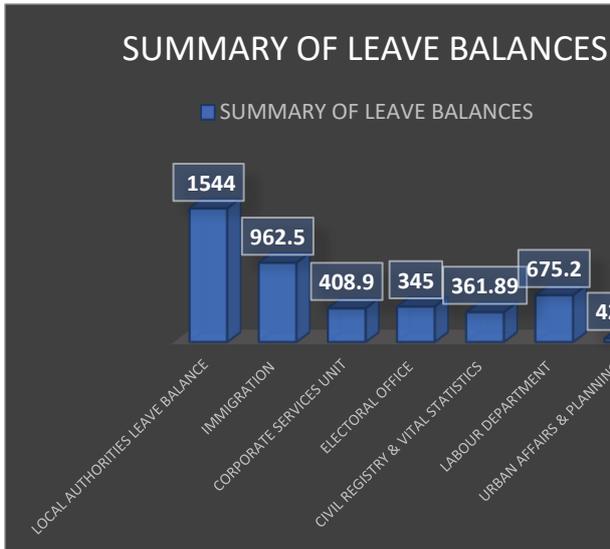


RESTRUCTURING			
DEPARTMENT	CURRENT STRUCTURE APPROVAL DATE	STATUS OF RESTRUCTURE SUBMISSION	TARGET YEAEER- Approval and Implementation
Corporate Services Unit	07 th February 2023	Approved – Implementation has commenced in 2023	2022. Structure Approved in 2023
Civil Registry and Identity Management	2022	Approved – Implementation has commenced in 2023	2021. Structure approved in 2022 rollout in 2023
Vanuatu Electoral Office	2022	Approved – Implementation has commenced in 2021- first phase	N/A
Labor Department	13 th September 2019	Proposed Restructure is developed and submitted to OPSC on July 2023	Awaiting approval from OPSC
Urban Affairs and Planning	2020	Currently under review	N/A
Department of Local Authorities	2019	Currently under review	N/A
Vanuatu	2013	Still in draft	2021

NOTES

MOIA vacancy rate is 26%. All Directors, Managers, Deputies for each department are strongly encouraged to collaborate by working together and identify essential Position for Recruitment. Finance officer and Manager must be consulted at all time for any recruitment so as to avoid any overspend in the payroll Budget.

Addressing our Current structure is also an issue for the high vacancy rate. Most Positions within our structure requires abolishment, amendment, amalgamation and increase of positions. Following our current workload, increase responsibilities, new policy initiatives, it is evident that most of our current structure must be amended to suit the current situation and for any unforeseen circumstances (program) in the Future



The Public Service Commission Decision to allow employees to take leave during the Holidays (8 days) Dec 22 2023 to January 2024 have aided in reducing leave balance for employees with high number of leaves.

The Graph, displays a summary of leave balances for each department. The Balance is equivalent to the sum of Employees employed in the Department and their leave balance. DLA has the highest Leave balance only due to the high number of employees employed under DLA.



Financial Statements

Statement of Representation,

The Ministry of Internal Affairs host the Department of Local Authorities responsible for the administration and management of all six provinces including three Municipalities in the country. As a host and administrator, it ensures that provincial planning is in line with the National Sustainable Development Plan 2030 so that sufficient resource is dedicated for the smooth operations of the subnational plans.

, The Ministry expected total revenue collection of VT 1,015,977,711. However, actual collection exceeds expectation by VT 607,656,160. This represents almost 60 percent (59.8 % to be precise) above revenue planned to be collected in 2023. This significant achievement has resulted from a combined initiatives and innovation the Ministry has introduced in 2023 and beyond.

Statement of Appropriation

The original budget appropriated by Parliament was 3,295,349,327 vatu and later a VT 382,000,000 for NPPs and supplementary provision appropriated. The final budget for the Ministry is **3,677,349,327 vatu**. From the budget allocation made to the departments, Vanuatu Police Force department gets the biggest budget allocation, second goes to the department of Department of local Authority for grants and decentralization - strengthening of area council. Figures shown in table above

Department – Program	Budget Allocation Revenue	Budget Allocation Expenditure
CABINET SUPPORT	45,000,000	210,753,306
DECENTRALIZATION SERVICE	1,804,200	851,124,704
DEPARTMENT OF URBAN PLANNING	1,5000,000	181,566,028
INTERNAL SECURITY & BORDER CONTROL	694,212,834	1,727,511,913
NATIONAL SERVICE	273,460,677	310,988,075
POLICE SERVICE COMMISSION		13,408,301
TOTAL	1,015,977,711	3,295,349,327

Revenue summary

This year was a challenging year for Ministry due to change in Government. Although the revenue of 2023 stands at 1,015,977,711 that is around 160% of the collection of the financial year. The budget amount shows that is it twice higher than expected in the budget cash flows for the Ministry. However, during the year MOIA collected 1,623,633,871 vatu with a over around 160% over targets.

The main source of revenue collected is residency permits that make 61% of the MOIA revenue followed by the works permits up 23% and Passport fees 22% of the MOIA revenue. Most of the budget's items in 2023 budget are over collect apart from the suspended program as such CIIP and the residency permit program in PR in Hong Kong. This trend within the MOIA collection has been decrease in 4 percentage of the budget figure for 2023 but with introduction of transport permit collects around 35 million vatu in



2023 and we are looking to slight increase in 2024.

Table show the revenue Budget vs Actual show a significant increase in revenue collection for 2023 budget

Row Labels	2023 Budget	2023 Actual Revenue
M04 - Ministry of Internal Affairs		
230 - Cabinet	45,000,000	45,595,929
700 – DUAP	1,500,000	18,750,890
240 - DLA	1,804,200	377,363
260 - Police	73,859,174	246,081,044
270 - DoL	213,781,304	212,147,724
280 - VEO	3,000,000	1,981,300
290 - CRIM	56,679,373	128,779,704
450 - VIS	620,353,660	969,919,917
Total	1,015,977,711	1,623,633,871

Ministry of Internal Affairs has a huge significant increase in revenue collection. Actual revenue presented is extracted on the 08th February 2023 and is subject to change until MFEM satisfactorily inputs all data into the FMIS.

So far, the Ministry of Internal Affairs has collected VT 1,623,633,871 which is equivalent to 160% above its revenue target. The Ministry has faced, yet again, another challenging year;

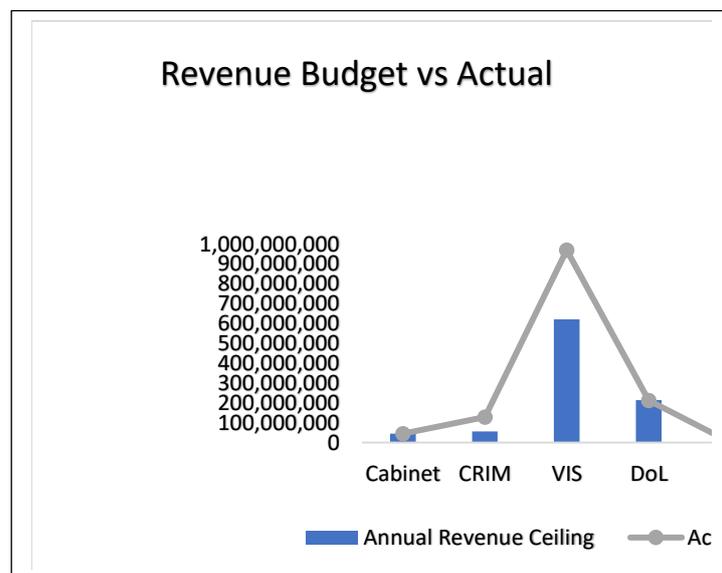
But with Massive effort provided by the Department makes a big increase in revenue collection massive recessionary impact on the

Row Labels	2023 Budget	2023 Actual Revenue
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economy which impedes revenue collections through taxations and various services fees.

- ✚ Department of Immigration Approximately 25 percent if the budget compared to its budget in 2023.
- ✚ Department of Urban Planning Over budget collection of up to 45 percent in Planning Fee
- ✚ Department of Police has potential increase this year from his revenue budget
- ✚ Shortfall of 7 percent and 20 Percent from electoral for Election fee and
- ✚ DLA revenue collection should be place under the DUAP

Despite the shortfall in revenue collection, from the two department other revenue items such as honorary citizenship fees, fines, licenses and registrations and work permits have been collected and reported exceptionally throughout the financial year.



The graph below summarizes the actual revenue against its approved budget

The table below summarizes the total actual revenue collected under each department under the Ministry.

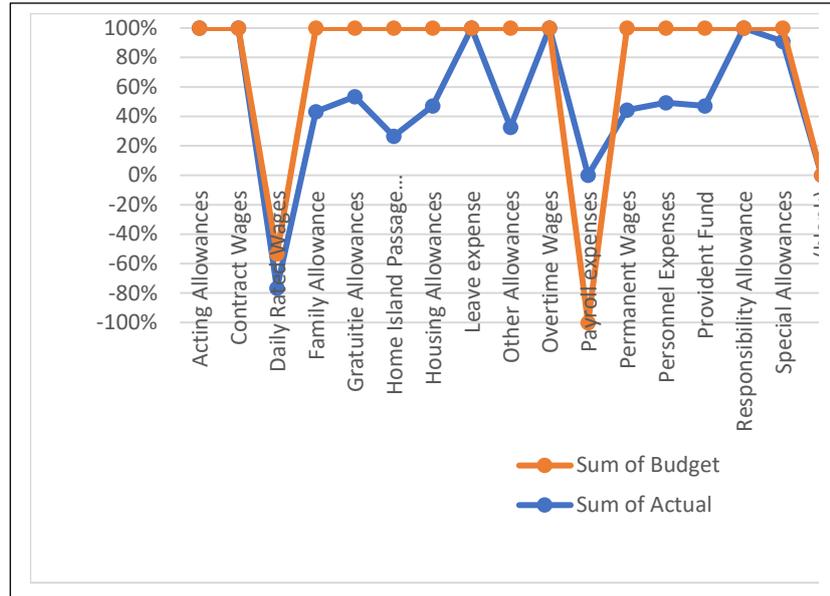


Budget and Expenditure payroll in 2023

Expense Summary Report,

The overall total budget stands 3,183,117,605 and overall expenditure for the fiscal year is 3,188,712,175 vatu with an over spend budget for an amount of – 4,405,430 vatu.

The major Budget expenditure for 2023 was spent on personal emoluments for 2,003,997,27 and second major expenditure was spent on operational budget for 1,179,714,900 with a supplementary funding appropriation of 201,418,541.



Payroll Expenditure

The overall payroll spending was related mainly to the acting allowance, leave allowances, and overtime wages. The acting allowance was paid to responsible officers who have agreed to fill the gaps in occupying positions that need to be filled in unforeseen circumstances.

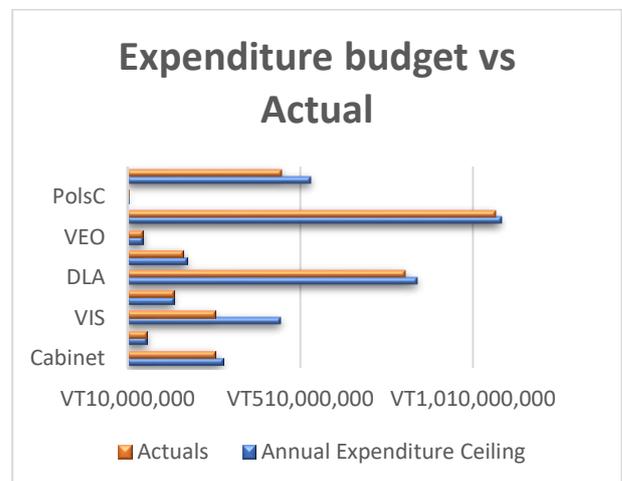
Leave expenses were also recorded as most of the officers have accrued their leave balance for more than 100 days that needed to be paid off as per PSC leave Policy.

The overtime wages were also considered as most of Immigration staff, Electoral staff and civil registry staff have to work overtime in certain unprecedented situations due to COVID-19 strict protocols and measures on border controls, facilitating the preparation of General Elections and conducting the national registration which are the extra activities that were not budget for by each department.

Payroll expenditure 2023

1. Majority of the overspent in the 2023 payroll budget was a result of acting allowances for vacant and temporary contract positions. This will need to be better managed and vacant positions filled in 2024.
2. Termination entitlements and overtime payments also contribute to payroll overspent in 2023.

Budget and Expenditure operation for Programs under MOIA





The graph above reveals a slight underspent of VT 363,057,131 of the actual expenditure compared to the approved budget.

Ministry of Internal Affairs - Official Development Assistance for 2023

Ministry (use drop down)	Programme / Project Title	Disaster (use drop down)	Type of support (use drop down)	Budget 2024 VUV	Source of Funding	Description of support
M04 Internal Affairs	Strengthening the civil registration and vital statistics (CRVS) system in Vanuatu.	Not Applicable	Aid In Kind	7,000,000	UNICEF	Strengthen civil registration and vital statistics (CRVS) system and services in Vanuatu. Includes improvements to the database system (Civil Registration and Vital Statistics); establishment of provincial CRVS offices; outreach campaigns; quad bikes for Tafea and Malampa, two boats for Penama and Torba and 2 vehicles for the National Sanma Offices
M04 Internal Affairs	Expand Policing and Law Enforcement Services	Not Applicable	Aid In Kind	168,316,028	Gov Australia	This project will allow the Vanuatu Police Force to respond quicker and with better quality to security and safety incidents such as domestic violence in both urban and rural areas.
M04 Internal Affairs	Vanuatu Policing Program Title in budget book: Vanuatu Police Support	Not Applicable	Aid In Kind	99,400,000	Gov New Zealand	Strengthen Vanuatu Police Force (VPF) so that regional security is maintained, to support government systems, and make sure that population remains safe. This project focuses on Port-Vila, Santo and Torba provinces. It aims to : (1) strengthen the performance and professionalism of VPF, (2) increase community access to justice; (3) Increase skills, knowledge and experience within the VPF; (4) improve VPF service delivery to communities; (5) improved collaboration between VPF and the traditional justice system.
M04 Internal Affairs	NZ Vanuatu Labor Mobility Training Unit	Not Applicable	Grant	60,000,000		Support to Department of Labor to establish Labor Mobility Training Unit. It is proposed that New Zealand fund a Labor Mobility Training Unit (LMTU) in Vanuatu which will: -Support recruitment and conduct the pre-departure training; -Support workers with their planning and goal setting, savings and remittances; -Provide opportunities for training and skill development to returning workers; -Follow up on their planning and goal setting on return to Vanuatu.



Development projects

This section is specific to the development projects implemented by the Ministry of Internal Affairs. The project could be major development project funded by development partners, there could fall under the Ministry's new initiatives where a supplementary fund/budget has been approved for by the Government.

Similarly, there could be projects funded under the Ministry budget and are categorized as new developments. Some of these projects are likely to be implemented over a period of one year.

Department of Urban Affairs and Planning

The Department of Urban Affairs and Planning (DUAP) undertook several urban development projects in 2022 and continues to work closely with the donor partners to implement these projects. Some of these projects are continuing in 2023.

- Greater Port Vila Urban Resilience Project (GPVURP) . This project funded by ADB and implemented over a period of five years 2020-2026.. The Project exist to improve urban resilience in Greater Port Vila through capacity building, institutional strengthening, and the construction of two multipurpose emergency shelters. The project is was in the third year of implementation and is progressing with the designing of the evacuation canter.
- The Luganville Sanitation Project is funded by the Asian Development Bank (ADB). The project was in the scoping stage during this reporting period. Information derived from the scoping study will be utilized to work the design of the project which will determine the size, funding and duration of the project.

- The Port Vila Urban Resilience Measurement Index (PURMI)- completed in 2023 and awaiting launch and handing over to the department. The project is funded by the Asian Development Bank
- The Port Vila Urban Greening Master Plan (PVUGMP) is being funded through the auspicious of the World Bank and has a perior of three years from 2021 -2024. The project was in the implementation phase during this reporting period.
- The Pacific Catastrophic Risk Assessment and Financing Initiative (PCRAF) Phase II and is cofinanced by the World Bank and SPC. The project was rolled out in 2022 and completed in this reporting period.

Vanuatu Immigration Services

During the reporting period, the Department of Vanuatu Immigration Services implemented the following development projects:

1. International Organization Migration (IOM) joint UNDP-MIDAS border Management system
2. Pacific Immigration Development Committee (PIDC) Website development.
3. UNDP Isolation centre sea-port

Vanuatu Electoral Office

The United Nations Development Program (UNDP) continued to provide assistance to the Ministry of Internal Affairs through its Vanuatu Electoral Environment Project-II (VEEP II) funded by the New Zealand Government with main aim to strengthen the institutional capacity of the Electoral Authorities and improve its capacity to manage the political change process through credible and genuine electoral processes; enhance the integrity and accuracy



of the Voter Registry through improved identity management, strengthen the ability to conduct voter education and raise public awareness and support electoral and political party reform initiatives, including the capacity of the electoral authorities in developing and presenting viable changes and providing technical advice on the possible options to manage reforms dealing with complex aspects of the electoral processes.

UNDP/ (VEEP)- VEEP Phase II continues to aim at contributing to democratic development in Vanuatu. Furthering the objective of strengthening the capacity of the Vanuatu electoral authorities, and consolidating the independence of the Electoral Commission, VEEP II continues its support of far-reaching

Civil Registration and Identity Management (CRIM)

In this reporting period January to December 2023, CRIM has initiated some key in-house tasks and deals with new development projects. These include;

Cash Transfer

In the aftermath of the recent twin cyclones, the Department of CRIM actively participated in collaboration with the National Disaster Management Office (NDMO) to address the impact and to roll out the Cash-Transfer initiative to people in Ambrym affected by the cyclone.

Setting up CRIM office in Auckland, New Zealand.

The growing number of Vanuatu citizens residing and traveling abroad highlights the necessity for Vanuatu's foreign missions to establish a registration mechanism.

Village registry initiative between Ministry of Lands and CRIM

CRIM took a proactive step by joining the registration of the Village Registry with the Ministry of Lands. This collaboration aims to streamline data management and improve coordination between government agencies.

Communication Strategy

In the last quarter of 2023, the department hired a local consultant for a three-month period to help develop CRIM's Communication Strategy.

The primary objective of the communication strategy is to support the Department of Civil Registry and Identity Management in enhancing its communication efforts to foster greater understanding, awareness, and transparency among all its stakeholders.

Department of Labor and Employment Services

In the reporting period Jan-Dec 2023, DoL implemented the following projects:

1. Pacific Climate Change Migration Project and Human Security (PCCMHS) programme- Phase II. The project is funded by the International Labor Organization (ILO)

Commissions

ELECTORAL COMMISSION (EC)

ANNUAL DEVELOPMENT REPORT

SOCIETY PILLAR 4: An inclusive society that upholds human dignity and where the rights of all Ni-Vanuatu including women, youth, vulnerable groups, and the elderly are supported, protected, and promoted in our legislation and institutions

Policy Objective- SOC 4.1: Implement gender-responsive planning and budgeting processes-
SOC 4.1.1 Proportion of government departments with gender-responsive policies,



legislation and programs. Target by 2030 - 20% Increase.

SOC 4.3: Empower and support people with disabilities. SI- SOC 4.3.1 Proportion of population reporting some degree of disability TB2030-

PO- SOC 4.5: Ensure all people, including people with disabilities, have access to government services, buildings and public spaces. SI- SOC 4.5.1 Proportion of Government Offices and public facilities with ramp access or some disability-friendly rating.

(SOC 4.1: 20%, SOC 4.2: 10% increase, 10% decrease, SOC 4.3: 50% accessibility, 40% representation, 4.5: 50% increase)

TB2030- 50% Increase Ramps are provided for access to VEO, Disability access audit of VEO Office undertaken by VSPD, Remediation i.e. disability car space & signage underway

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

PO- SOC 6.1: Enhance the capacity and accountability of public officials, and ensure the impartiality and effectiveness of performance management systems. SI- SOC 6.1.2 Annual number of public officials receiving relevant qualifications through VIPAM and other government programs TB2030- 50%. VEO supports training delivery to build capacity of its officers internally and through support for VEO staff studying, Capacity Building training on planning, budget processes JD writing & PMR conducted

PO- SOC 6.3: Enact political reforms that promote stability, accountability, constituency representation and civic engagement. SI - SOC 6.3.1 Proportion of eligible population reporting to have voted in last election.

SOC 6.4.1 Proportion of Business Plan objectives met as reported in Department Annual Reports TB2030- 100%.

An NPP was approved for operations & staffing for 2023

(SOC 6.1: 50% Reduce, 50% Increase, SOC 6.3, SOC 6.4: 100%)

Economy 1: A stable and prosperous economy, encouraging investment and providing economic opportunities for all members of society throughout Vanuatu

PO- ECO 1.2: Improve government revenue generation. SI - ECO 1.2.1 Change in government revenue. TB2030 – (ECO 1.2: 30% Increase)

Economy 3: A strong rural economy that creates opportunities, enables the development of rural communities and increasingly contributes to national prosperity

PO- ECO 3.6: Improve the provision of government services in rural areas. (ECO 3.6: 30% increase)

Achievements

Objective 1. EC to drive policy development & implementation of registration of eligible electors and conduct of all elections specified by the Constitution of Vanuatu and by the Act of Parliament CAP 146

1. Policy development & implementation

1.1 Policy development & implementation with regular EC Commission meetings. Target was to have 4 meetings however, the Commission conducted 20 meetings altogether in 2023.

1.2 Recurrent NPP for Commission meeting costs & allowances developed but not submitted by EC Chair

Objective 2. To lead development of legislative framework for electoral system

The Electoral reform legislations - Electoral Act, Political Party Registrations Act, repeal of



Representations of People's Act, Amendments to Decentralization Act and Municipalities Act and the constitutional 8th amendment were listed for parliamentary debate in a number of parliament sittings, however only approved in the December 2023 sitting.

Objective 3: To provide electoral dispute resolutions through election dispute and court appearances

3.1 Electoral dispute reviewed and resolved. The EC recorded only 1 electoral dispute in 2023.

Objective 4: To undertake consultation for reform and delivery of an efficient, reliable, equitable & inclusive electoral system for Vanuatu³

4.1 Support public awareness & consultations with electorate of Vanuatu of the harmonised single Electoral Act Support the ***Launch of Civic Education Materials***: Civic Education materials for 27 Secondary Schools were provided in Q4 2023 in English and French, Finalized Bislama sets were finalized in Q4, ready for distribution in 2024. These provide resource materials aimed at education for good citizens who understand the responsibilities and rights of voting and living in a democracy.

5.1 EC Restructure presented & implemented

Strengthening of institutional capacities through EC/VEO Restructure:

EC Restructure with NPP for additional staffing costs. Restructure was submitted to the commission for approval and costing for additional staff was prepared.



Statutory Authorities

Department of Local Authorities

The Ministry of Internal Affairs under the administrative oversight of the Department of Local Authorities has six (6) Provincial Government Councils. The Provincial Councils (TORBA, SANMA, PENAMA, MALAMPA, SHEFA, and TAFEA) are statutory bodies established under an Act of the Parliament, Decentralization Act, CAP 230.

The operations and achievements of the Municipal councils were not included in the report. The annual reports of the above authorities will be compiled separately. Similarly, Municipalities Councils (PVCC, LMC, and LTMC) are statutory bodies established under the Municipalities Act, CAP 126

Non-Statutory Bodies



Public Land Transport Authority

The Office of Public Land Transport Authority is a corporate body with an official Seal established by an Act of Parliament through Public Land Transport Act No. 4 of 2015,

officially gazetted on the 12th of November 2015, and is managed by the CEO with the guidance of the Board.

2023 has started off well for PLTA after a bad ending in 2022 when the Government broadband network was hit by hackers. However, in March, Vanuatu was hit by two consecutive category 4 cyclones (TC Judy and Kevin) which impacted the implementation of the activities planned for 2023. Again, the country was unexpectedly hit by TC Lola. This was unexpected in a way that the cyclone hit outside of Vanuatu's cyclone period which is from November up until April the following year. This affected mostly the northern part of the country disrupting activities for the Penama and the Torba Provinces.

Despite this setback, issuance and renewal of driver and vehicle permits continued in the main provincial centres as usual. Vehicle road worthiness inspection period ends in March each year but was shifted to end of June 2023 due to the Emergency Order by the Minister of Climate Changes responsible also for National Disaster Management Office.

During the fourth quarter of the year, Public Works Department's Road Worthy Inspection dates have changed from ending in March each year. Inspections are now to be done all year around from January to December. This is to manage and spread the job as the number of vehicles has now increased and is too much for all to be inspected during the previous time frame. For 2024 inspections, the vehicles will be inspected on the same date as it was inspected this year.

Regardless of the change with Public Works Road Worthy Inspections, Public Land Transport Authority Permit Expiry date still remains the same as per sub-section 1 of section 29 of the Public Land Transport Act No. 4 of 2015.



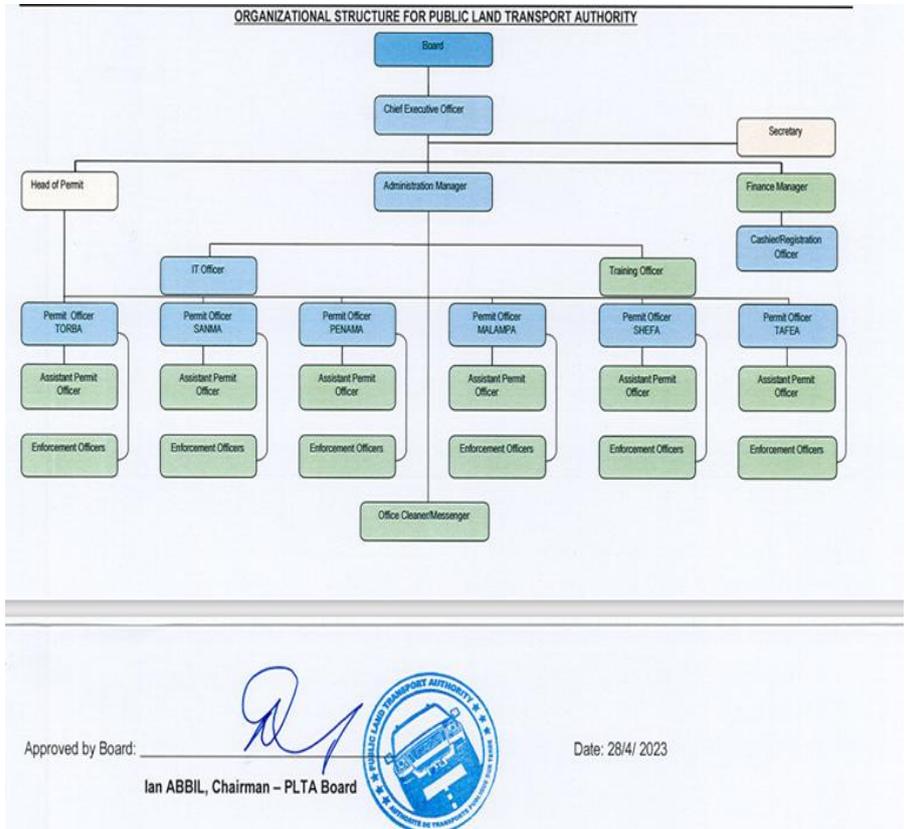
Section 29: Term and renewal of a vehicle permit. Sub-section 1. A vehicle permit expires on the 31st of December each year.

The same goes for the Drivers Permit in Subsection 1 of Section 23 in the PLT Act.

Weather has been the most cause of setbacks for PLTA this year and will most likely be a setback which PLTA will need to work its plans around and considering the country’s weather patterns. As according to a UN University World Risk Index, “*Vanuatu is the world’s at-risk country for natural hazards*” and not just storms, earthquakes, volcanoes or tsunamis that are the problem”.

This is the second year in which PLTA office has most of its positions filled. After the approval of the new organizational structure in the second quarter, PLTA is looking forward to have on board a few more positions that can help in enforcing the PLT Act and also in collecting the revenue. With the full team on board, PLTA is now able to work in line or consideration of the country’s weather patterns to make sure the activities are complete in the following year.

This is the second annual report for PLTA since its establishment. This annual report will briefly summarize the highlights and its lows during this year, 2023.



Approved by Board: 
 Ian ABBIL, Chairman – PLTA Board  Date: 28/4/ 2023

2.1 Meet the Team



CHIEF EXECUTIVE OFFICER
Reginal TABIGERIAN



ADMINISTRATION MANAGER
Margaret Ovia FATDAL



FINANCE OFFICER
Joanita RAVAKAE



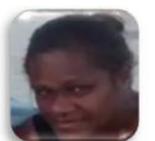
IT/ DATA OFFICER
Sergio LANGSES



SHEFA PERMIT OFFICER
Lisa MALWOSI



SANMA PERMIT OFFICER
Nathalie HAVA



MALAMPA PERMIT OFFICER
Mary JACK



TAFEA PERMIT OFFICER
Jimmy KOAPA



PENAMA PERMIT OFFICER
Damien TARINAKO



TORBA PERMIT OFFICER
Beyfie VANDEDEM



DATA ENTRY OFFICER
Joyline BONG

2. VISSION

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

1. FUNCTIONS

The Public Land Transport Authority office was established with aims to help set up Provincial Land Transport systems in Vanuatu and to ensure that they provide safe and affordable services to the public and the services provided are up to a standard as per the PLTA Act.

Functions under the PLTA Act are:

- a. To oversee the carrying on of the business of providing public land transport services within Vanuatu; and
- b. To ensure that owners and drivers of public land transport vehicles comply with the provisions of the PLTA Act; and
- c. To organize trainings for owners or drivers of public land transport vehicles; and
- d. To set or prescribe standards that have to be met by owners and drivers or public land transport vehicles; and
- 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; and
- f. To advise the Minister on public land transport matters generally; and
- g. To register all Provincial Public Land Transport Associations; and
- h. To determine general and tourist pick-up areas and who is permitted to use each of these areas; and
- i. Such other functions that may be conferred on the Authority by PLTA Act or any other Act.

3. MISSION:

“Harmonize Land Transport to Respect People, Planet and Profit”.



4. OBJECTIVES

1. Private Sector Driven Land Transport and Employment Creation
2. Stability and Equitable Growth of the Public Land Transport
3. Good Governance of Public and Transport Authority
4. Land Transport sector Development, climate change, technological risks, financial risk and risk management
5. Provision of improved safety and security of Public Land Transport Services, especially in the rural areas
6. Education and Human Resource Development
7. Public Land Transport Infrastructure and Support Services.

5. THE BOARD

The Public Land Transport Authority Board consists of:

1. The Director of the Department of the Local Authorities;
2. The Director of the Department of Tourism;
3. The Head of the Traffic Section of the Vanuatu Police Force;
4. A representative of the Minister of Internal Affairs;

Chairperson of each of the Provincial Public Land Transport Association

Organizing a regular Board Meeting is an essential component governance of the office of Public Land Transport Authority to review PLTAs performance, discuss strategic plans and make vital decisions that will impact on the future of PLTA.

The authority is required to meet four times in a year, this also depends on the quorum, if a quorum is not present, these meetings may not proceed.



Board Members group photo

The first Board Meeting for 2023 was held on 27th and 28th of April at the PLTA Conference Room. The main agendas for discussion included the following;

- Approval of minutes & Matters arising from 15/12/2022
- CEO Report
- Transport Signs Partnership with Digicel
- Land Transport Associations General Meetings and AGMs
- Approval of Reviewed Organizational Structure.

The Board approved a reviewed Organizational Structure submitted by the Chief Executive Officer. The Board had requested the CEO to review the organizational structure to include the positions of enforcement officers. The new positions include Assistant Permit Officers, Cashier, Finance Manager and a Cleaner.

The CEO informed the Board on the transport signs partnership with Digicel that were signed during the month of April 2023. The transport signs will be purchased and delivered by Digicel to be distributed to transport owners. The transport signs have the Digicel and PLTA written on the sides.

1. PLTA MAJOR MILESTONES

PLTA achieved three major achievements in 2023. These were opening a new office space



for PLTA Sanma within the Sanma Provincial Government, launching of the data permit cards for PLTA Sanma and finally ending the year with the launching of PLTA's database and website in November.

8.1 PLTA New Sanma Office Space & Data Permit Card Launching.

Since 2021 when PLTA opened its office in Santo, a small office space was given by the Sanma Provincial Government to occupy within their Compound and PLTA has been working in that office until September 29, 2023, when PLTA signed a new Contract agreement for a new Office space which was offered by Sanma Provincial Government.



PLTA Office in Luganville



A token of appreciation to Sanma Province received by the Secretary General

PLTA also organized the launching of the data permit card by the Director General of the Ministry of Internal Affairs, Mr. Leith Veremaito during the Re-opening of the New office space, which was the highlight of the event. The launching was witnessed by the first

PA of the Ministry of Internal Affairs, Secretary General of Sanma Province and Assistant SG including drivers and transport owners from Luganville. The Permit Officer and IT Officer offered a lot of support to organize the awareness and the launching.



Launching of the Data Permit Cards by Director General, Leith Veremaito, Ministry of Internal Affairs



Data Permit Card Printer and Laminator in Luganville Office

8.2 PLTA Database & Website Launching

The Public Land Transport Authority (PLTA) marked a significant milestone with the official launch of its comprehensive website and database on the 27th of November 2023.



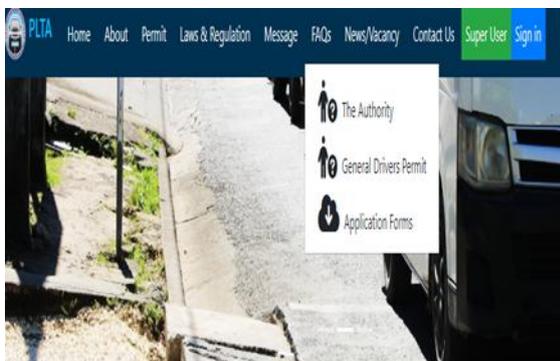
Cutting of cake by PLTA CEO and representatives of stakeholders to officially launch the website.
By Sabrina Tabi

The website, accessible through www.plta.com.vu, is poised to enhance access to information and updates regarding PLTA operations, catering specifically to drivers and transport owners.

This platform will alleviate staff workloads by digitalizing record-keeping processes, a move aimed at reducing paper usage and operational expenses.

The website will not only streamline the operations but also address the challenges faced by drivers outside of major urban centers like Port Vila and Luganville.

The newly unveiled website hosts a range of features, including comprehensive laws, regulations, and a Frequently Asked Questions (FAQ) section, all conveniently accessible via electronic devices.



The site's ongoing development, aims to consolidate all pertinent driver information to facilitate closer monitoring and enforcement of PLTA laws.

This expansion also aims to track the number of vehicles in various regions, providing a comprehensive view for effective management.



PLTA Database Log In

Moreover, PLTA's upcoming objectives involve ensuring all drivers are members of the Vanuatu National Provident Fund (VNPf).

While negotiations for these goals are underway, the active work on these initiatives will commence in 2024.

The launch of this digital platform marks a step forward for PLTA, signaling a shift towards modernized, accessible, and streamlined services for the public and transport stakeholders across Vanuatu.





- a. vehicles in collaboration with the province;
- b. That Tafea/Lenakel LTA is not functioning and have not had any meetings and organized any AGMs.

That Tafea/Lenakel LTA must have a proper office space for their members.



Licensing Officer for Tafea Provincial Government Council

The second session of this awareness was to ensure that an Annual General Meeting must be held to conduct an election of new executives.

It was directed to the current executives and members that;

- An AGM must be held on the 13th of July 2023

at Lamenu Stadium. PLTA will be represented by the Permit Officer to sit in and observe the conduct of the meeting and election;

- That a financial report must be one of the agenda and presented to the members;
- That proper minutes of meetings must be recorded to help renew of registration of the association with VFSC;



Participants at the awareness workshop

A proposal was presented to PLTA for permit cards issued by the Permit Officer in Tafea Province to be similar to permits already issued on Efate. A clarification was provided that Tafea would be the next province after the same permit was rolled out in Santo this year. However, it is a very expensive exercise and the office cannot afford to roll out these in two (2) provinces in the same year. This will be taken up in 2024.



Presentation by Police on Traffic Enforcements and road safety

MALAMPA - The Malekula Land Transport Association organized a general meeting on the 15th of June 2023, in which the permit officer was invited to make a presentation and explained the process and requirements that drivers and vehicle owners must meet before a driver's vehicle permit is issued.



President of MLTA conducting the meeting at Nimbaur Chamber.

This was an internal awareness meeting which the Association organized so that they are aware of the process which then forward the same information to their members.

PENAMA - Penama public land transport authority conducted only two awareness during the period. First, it was held on 30th June 2023 at the Penama provincial chamber. The second awareness was held on 23rd of September on Pentecost. The Awareness was carried out well with the help of the police officer and the area administrator on the ground.

Areas discussed with the 22 participants present at the time of the awareness in Pentecost were:

- Procedures and requirements to process the permits.
- Period of permits and renewal dates.
- Penalties of traffic act.
- Reviving Penama LTA.
- Issuing of vehicle permit and Drivers Permit form
- Process of vehicle permit and driver permit



Awareness in Pentecost.

SANMA - PLTA Sanma has planned a stakeholder's awareness purposely to gather every partner stakeholder together and give time for everyone to give out important information that is relevant for all our public vehicle owners and drivers. The awareness was held at the Ports and Harbor Conference Room with the presence of more than 50 vehicle owners and drivers and the following Stakeholders:

- Public Works Department
- Vanuatu Financial Services
- Department of Customs and Inland Revenue
- Luganville Municipality
- Vanuatu Police Force
- Public Land Transport Authority

A whole day session with very constructive presentations by each Department Representative was organized.



Participants at the Awareness workshop held at Ports & Harbor Conference Room in Luganville



Presentation by Licensing Officer, Department of Customs & Inland Revenue, Head of Police Traffic, Registration Officer from VFSC and Head of PWD in Luganville.



Officers during the awareness workshop at Ports & Harbour in Luganville

PLTA works closely with stakeholders, thus although PLTA permit officers have their plan and budgets, sometimes these programs are not rolled out simply because PLTA waits for the other stakeholders to prepare themselves or the participants just don't show up for the planned awareness, which results in cancellation of the awareness.

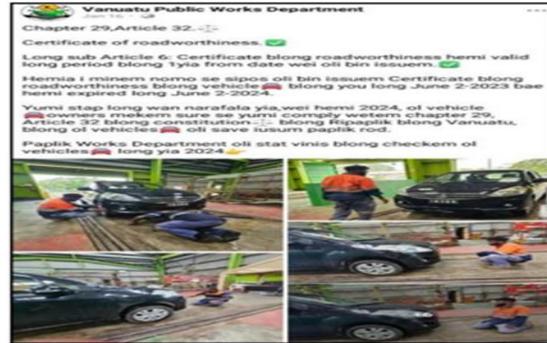
9.2 Road Worthy Inspections

In March, Vanuatu was hit by two consecutive category 4 cyclones (TC Judy and Kevin) which impacted the implementation of the activities planned for 2023, including the road inspection. Vehicle road worthiness inspection period ends in March each year but due to the consecutive tropical cyclones, the date was shifted to end of June 2023 via the Emergency Order by the Minister of Climate Changes.

The policy regulation for vehicle inspections has been updated by the PWD. Instead of

requiring all inspections to be completed by March, vehicles will now be inspected on the same date as the previous year's inspection. For example, if a vehicle is inspected on 10/06/2023, the next inspection will also be scheduled for 10/06/2024.

Chapter 29, Article 32 of The Road Traffic Control Act: A certificate of roadworthiness is valid for a period of one year from the date on which it was issued.



9.3 Joint Operations

SHEFA – PLTA Shefa permit officer has created a strong relationship with the Police Traffic Unit and with tremendous assistance from the Chief Inspector and Traffic Commander Kolantas, Senior Inspector Williams, and their traffic team. The Team has assisted in enforcing the PLTA Act during their minor operations.

Shefa PLTA has been included in 2 minor operations and 1 major operation throughout the year.



Vehicles detained for driver's poor dress code at PLTA Compound.



- Vehicles operating with Vila registration numbers.



Vehicle detained during the inspection by Police on Tanna



Police Traffic Major Operation



Detained vehicle with no legal documents

During the major operation, PLTA had funded the operation with Digicel and Vodafone credits to enable communications during these 3-day operations.

The operations contributed over VT600,000 to the revenue collection for 2023.

TAFEA - A major Traffic Operation was conducted by the Tafea Traffic Unit along with the stakeholders including Public Land Transport Authority, PWD, Customs and Tafea Provincial Government from the 21st to the 25th of August, 2023. From this Operation, the following issues were identified:

- Vehicles operating without Insurance

The total revenue collected during the operation was VT555,000.

SANMA - Sanma PLTA has a very strong working relationship with Vanuatu Police Force strengthening partnerships with other collaborating stakeholders. This year, Sanma PLTA has planned 2 major operations to be carried out in Luganville and on Malo Island.

The Team only managed to complete 1 operation in Luganville with the help of Senior Inspector William and his team from Vila and Inspector Thomas Vira and his Team in Santo.

The operation was funded by Vancare Insurance and PLTA to make sure all Public Vehicles that were operating illegally within Sanma Luganville were detained. The operation was conducted for 2 days on the 3rd and 4th of August.



The Vanuatu Police helped to move all vehicles that were booked with fines to Luganville barracks to make sure all vehicles were safe and were given time to complete all their required documents before they could move their vehicles out from the Impounding area.

MALAMPA - The Malampa Major Traffic Operation took place on the 15th September 2023 at Lakatoro from three o'clock early in the morning to half past four in the afternoon. Many vehicles were detained due to no proper documents.

- Non-renewal of drivers and vehicle permit
- invalid insurance cover
- road taxes
- expire driver's license
- Business License
- Road worthiness etc.

During this major operation, Malampa PLTA office collected a total of VT385, 000.

Operations are an important activity for PLTA. It is during these operations that part of PLTA's revenue is collected, with the assistance of the Police Traffic unit.

6. ADMINISTRATION

10.1 Staff

Public Land Transport Authority has come a long way since its establishment under an Act of Parliament – The Public Land Act No.4 of 2015.

After 7 years of its establishment, Public Land Transport Authority now has 11 staff in total with 2 under contract, 3 under probation and 6 permanent employees.

Out of the 11 staff, 6 of which were employed in 2023. Starting with the Finance Officer who was employed on the 31st of January, 3 permit officers Shefa, Torba, and Penama were also employed this year.

The final recruitment was for the Data Entry officer in September and the Administration Manager in October.

10.2 Staff Welfare

All outstanding staff benefits such as housing and child allowance for all permanent officers have been arranged. For the remaining staff on probation, their performance appraisal will be conducted early in 2024 and the benefits can be applied accordingly.

Current outstanding severance is yet to be paid to current CEO for his service for the previous 5-year contract from 2017 to 2021. An NPP budget was been submitted to help sort this out in 2024.

10.3 Staff Discipline

PLTA Employee handbook outlines what an employee is expected to perform while on the job and if any is breached, there are disciplinary actions which the board makes the final decision.

There are 2 sets of conducts PLTA uses as a guide for disciplinary.

5. Minor Conduct – This includes: Persistent lateness or absenteeism, Unsatisfactory standards of work or poor productivity/ performance, Abusive language towards a colleague employee or the CEO, Unauthorized use of property or negligent damages/loss of property, failure to abide by Authority dress code or Health and safety procedures.
6. Gross Conduct – This includes: Sexual harassment including having sexual affairs with another married or de facto employee of the authority; making false allegations of personal injury/ accidents at the workplace, deliberate fraud, incapacity at work due to the use of intoxicants, drugs and alcohol, Deliberate failure to carry out instructions, deliberate damage to the Authority property and vehicle,



system is correct, PLTA has come up short by VT5,689,797 in reaching the Target Revenue Collection for 2023.

This is the reason why PLTA has submitted an NPP for 2024 to recruit a cashier.

7. CHALLENGES

There are many challenges that PLTA faces, especially the permit officers, listed below are a few:

1. PWD Road Worthy Inspections – there are a lot of vehicles in the smaller urban centres that own a public land transport business, however, the road-worthy inspections are not done, which in return, delays the process of the permit.
2. Ignorance – Some stakeholders are ignorant of the PLTA Act, despite knowing the owner or driver does not have proper documents or permits, they still allow the business to go on.
3. Weather – weather is something we cannot control. In most of the small urban centres, weather remains a challenge and they have to work around it for their awareness programs. If a stakeholder delays, then the program could be extended to the following year.

8. CONCLUSION

This report wraps up the activities that PLTA had carried or done throughout the year, 2023.

2023 was a year of perseverance, as, despite the disturbances caused by the three cyclones that the country experienced within the year, PLTA has managed to collect revenue throughout the year.

The difference in the revenue collection between the PLTA Permit Officers and the Smart Stream is something that PLTA needs to look into. This is a reason why PLTA needs to recruit a cashier and enforcement officers. The difference may be a result of some malpractices either by the cashier or during the operations. Or just simply having the revenue deposited into the wrong account.

PLTA is looking forward to 2024 and hopes to continue to work with stakeholders. There are a few things that PLTA wants to take on in 2024, such as the amendment of the PLTA Act and creating a one-stop shop for all Land Transport services to be under one roof



Introduction

The Trade Dispute Tribunal is an informal or quasi-court created by an amendment of the Trade Dispute Act [162]. This amendment established the informal court and the position of the Adjudicator. The Adjudicator's role is to determine trade dispute cases. These are the cases between workers and workers, employers and workers via the office of the Commissioner of Labor as well as in rare cases from the Minister of Internal Affairs.

This amendment provides the powers to the Trade Dispute to make its own regulations to establish the process and procedures to operate the Tribunal. Although the law was amended to

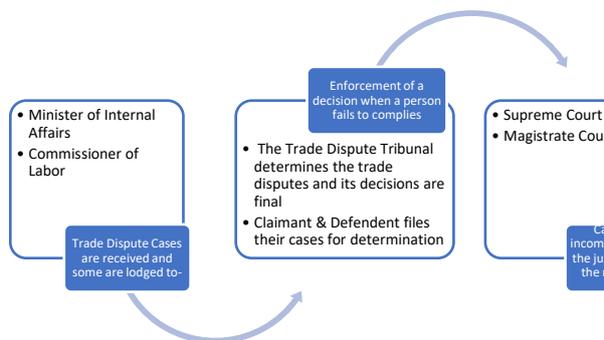


cater for this informal court there are still challenges to deal with for instance powers to recruit staff. Since the Adjudicator's appointment, they have single-handedly managed the office, while attempting to recruit staff despite the red tapes of the government. Although several interviews were conducted, the recruitment process could not advance due to the absence of legal provisions.

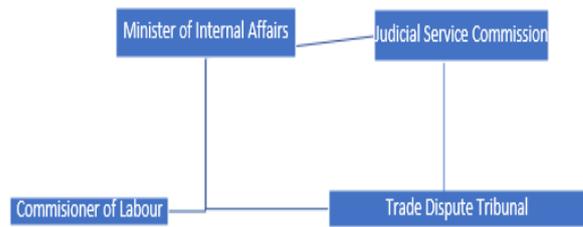
Furthermore, the Adjudicator signed a contract but remained unpaid for their remuneration for over two years. This prolonged lack of compensation significantly demoralised and demotivated him, which impacted his ability to fully carry out his duties their duties. This led to the creation of organizational structure and job descriptions thus submission to the Government Remuneration Tribunal (GRT), Council of Ministers (COM), and Judicial Service Commission(JSC). This issue of unpaid remuneration was resolved.

Structure

The structure of the Trade Dispute Tribunal shows the process of trade disputes. Tribunal decision is final except in enforcement of that decision. The formal courts have the power to enforce the decision of the Tribunal and this is engraved in the Rules and Procedures of the Tribunal. As mentioned above, the flow chart shows the structure of the process.



Structure of the tribunal within the Ministry of Internal Affairs and Judicial Service Commission is shown below.



The Minister of Internal Affairs makes recommendations to appoint the Adjudicator and set the terms and conditions of employment. Judicial Service Commission [JSC] is empowered by law to appoint the Adjudicator and the staff of the Tribunal. In addition, the JSC set the terms and conditions of the staff of the Tribunal.

SUMMARY OF JOB DESCRIPTION		
Position	Number of officer	PURPOSE
Adjudicator	1	Provide adjudicatory, leadership, statutory, policy and planning functions and roles to the Trade Disputes Tribunal, and to ensure a Trade Dispute is determined efficiently and effectively within 3 months, and a tribunal services that is accessible to the workers, employers, and union. Also, a tribunal which is fair and just.
Registrar	1	Provide registration and designating of cases numbers, a report on each cases, and liaise with the Adjudicator to developed plans to ensure cases are determine by the Adjudicator within the 3 months.
Receptionist	1	Maintain an efficient, customer friendly and welcoming environment within the front office and assist and support the Administration Officer with the management of the Filing System and Paperwork System
House Keeper	1	Maintain a clean, customer friendly and hygienic environment within the office and assist in management of the Filing System

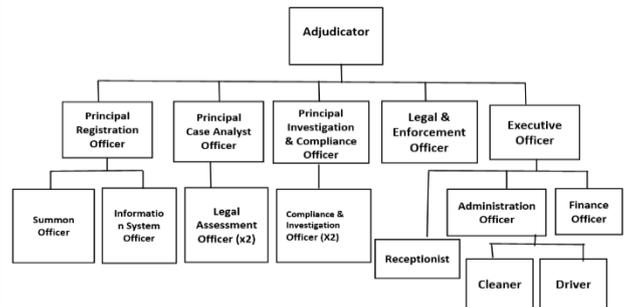
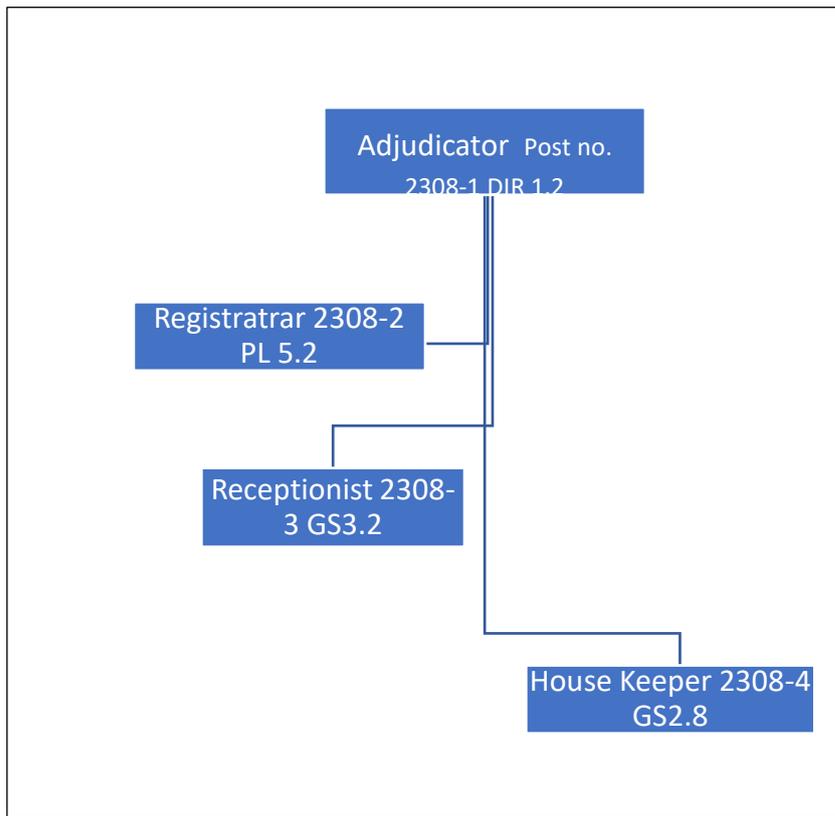
Other role of the Minister is to submit trade dispute cases to the Tribunal, and the Commissioner of Labor does the same as mentioned above. The beginning of trade dispute case begins at the Department of Labor and by the Minister of Internal Affairs.



Organisational structure of the TDT

The second phase has a wider organizational structure with more positions as seen below:

Below is the organisational structure of the Tribunal and is yet to be approved by JSC. This is to be consider as “first phase”.





SUMMARY OF JOB DESCRIPTION		
Position	Number of officers	PURPOSE
Adjudicator	1	Provide adjudicatory, leadership, statutory, policy and planning functions and roles to the Trade Disputes Tribunal, and to ensure a Trade Dispute is determine efficiently and effectively within 3 months, and a tribunal services that is accessible to the workers, employers, and union
Principal Registration Officer	1	Provide statutory and administrative functions and roles to the Trade Disputes Tribunal in ensuring that cases that are submitted to the TDT by the Commissioner Department of Labor are properly registered, conduct due diligence check, and make proper plans to ensure that cases are determine by the Adjudicator within the 3 months.
Principal Case Analyst Officer	1	Provide statutory and administrative functions and roles to assess cases and make assessment reports to the Adjudicator within the timeframe.
Principal Compliance & Investigation Officer	1	Provide compliance and Investigation functions and roles to the Trade Disputes Tribunal in ensuring that the summons are complied with, pursuing investigation for prosecution, and referring cases for prosecution.
Legal & Enforcement Officer	1	Prepares and conducts prosecution on behalf of the Public Prosecutor. This includes assessing cases received from the Compliance and enforcement unit, providing advice about the sufficiency of evidence and appropriate charges, and negotiating plea of guilty.
Summon Officer	1	Provide statutory functions and roles to summon parties to the Trade Dispute Tribunal to ensure parties attend the Tribunal
Senior Information & Data Officer	1	Provide statutory functions and roles to the process of registration of cases into the system, allocating numbers, and publication of dates and time of cases and judgment on the website as well as intranet.
Legal Assessment Officer	2	Provide statutory roles in analysing the trade disputes cases that are received from the Department of Labor and submit an Assessment Report to the Adjudicator within a strict timeline
Compliance & Investigation Officer	2	Provide statutory functions and roles to ensure the parties complies with the summons, investigate parties not complying with summons and submit their investigation file for prosecution
Executive Officer	1	Provide administrative and secretarial functions and roles to the TDT and the Adjudicator in ensuring that the TDT operates efficiently and effectively with no delay in resolving trade disputes.
Administration Officer	1	Provision of an efficient administration and management services to the Office of the Adjudicator to ensure an effective provision of technical services by the other Programs to effectively manage trade disputes within the domestic Labor market.
Finance Officer	1	Provision of an efficient and effective budget expenditure management services to the TDT in ensuring that the Office complies with MFEM requirements and internal financial regulations and procedures
Driver Messenger	1	Provision of an efficient and effective transport and support services to the administration of the Trade Disputes Tribunal Office
Receptionist	1	Maintain an efficient, customer friendly and welcoming environment within the front office and assist and support the Administration Officer with the management of the Filing System and Paperwork System

Take note that the organizational structure, position, and job description are pending the Judicial Service Commission's approval.

Role and Strategic Directions

The core function of the trade dispute tribunal is to operate a quasi-court to determine a trade dispute between workers and workers, and workers and employers. Trade disputes in terms of employment contracts and the facilities at the workplace for instance.

The strategic direction is to ensure that the Trade Dispute Tribunal becomes a reality and operates. This is by completing the drafting of the Rules and Regulation as well as organizational structure and its job description as it will enable the Tribunal to recruit staff to assist the Adjudicator. The rules and procedure



of operating the tribunal are completed and have become effective as of last year.

The Tribunal has opted to recruit officers under the internship program of the Public Service Commission while waiting for the JSC’s approval of the organizational structure and job description.

Vision

TDT's vision is to be **“an independent, impartial, accessible, efficient and effective trade dispute tribunal settlement system in the Republic of Vanuatu”**.

Mission

The mission statement supporting the vision and serves to communicate the purpose and direction to the employees, employers, and union are as follows:

1. **To ensure that workers and employers have equitable accessibility to the TDT Services;**
2. **To establish fair and impartial procedures and processes for resolving trade disputes;**
3. **To be an efficient and effective quasi-judicial court to preside and make awards within 3 months;**
4. **Bring finality to Trade Disputes.**

Values

Trade Dispute Tribunal to deal with trade dispute cases in a fair and just manner.

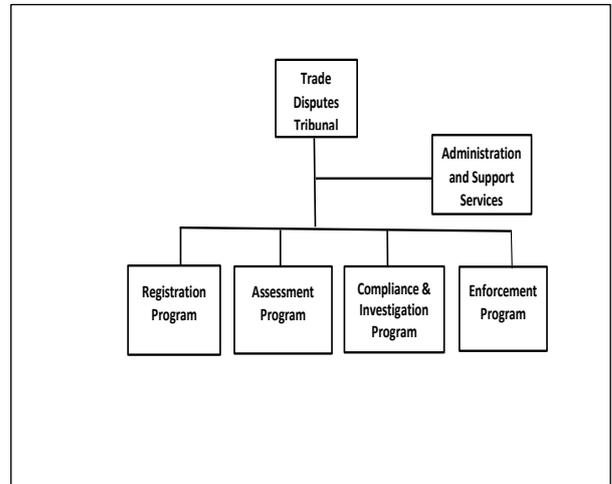
Brief Summary of Unit

This brief summary of the Unit below is still pending with the JSC to consider and approve it.

Below is the overall Organisational structure showing programs that each section carries out and are interdependent on each other for a vibrant and dynamic organisation to effectively and efficiently manoeuvres the Trade Dispute

Tribunal operations in attaining its vision and mission.

+



On top of the hierarchy of the organisational structure is the Trade Dispute headed by the Adjudicator as the overall managing director and justice of the trade disputes. The Adjudicator performs the roles of adjudicatory, leadership, statutory, policy-making, and planning. Significantly, the Adjudicator has to ensure the TDT is managed effectively and efficiently to accomplish its missions and vision.

TDT has to have its own Support and Administrative program to maintain and promote the vision of being independent and impartial. Consequently, the organisational structure is developed with the aim of TDT operating independently and provides essential administrative support to the Adjudicator and staff. Currently, the processing of payments of TDT is done by the Department of Labor or by the Corporate Services of the Ministry of Internal Affairs. This is beyond the control of TDT to ensure payments are done as expected. So, administration and support services are essential to support staff working under the technical programs of registration, assessment, legal, and enforcement to perform their duties as required by the Adjudicator.

The first technical program on the organisational chart is the Registration program. Its roles are to register cases submitted by the Commissioner of Labor, scrutinise cases with a checklist to ensure the legal requirements are complied with, set the



dates, and develop plans for the Adjudicator to determine the case within three months, and publish information on each case. TDT intends to employ a system to disseminate information on cases to staff and the public. Further, the registration program has an important role in ensuring the parties are served with summon notice. It ensures the party attends the TDT on the specified date to resolve the case within 3 months. Another role is to make written statements to the Adjudicator to assist his Office make decisions to dismiss cases or make awards without the absence of the Party. Registration Program staff has a duty to provide legal support to the Adjudicator in terms of research and opinions as in other sections.

The assessment program is essential as its core functions are to analyse cases, conduct research on the facts and laws, and prepare opinions for the Adjudicator's Office. Opinions are not mandatory and conclusive as cases are trailed before a decision is made by the Adjudicator. In some cases, the Adjudicator may decide to make an award without a hearing, in such cases, the parties will be put on notice before a decision is awarded. It is our view that setting up this program enhances the effectiveness and efficiency of TDT to expeditiously determine the cases within 3 months.

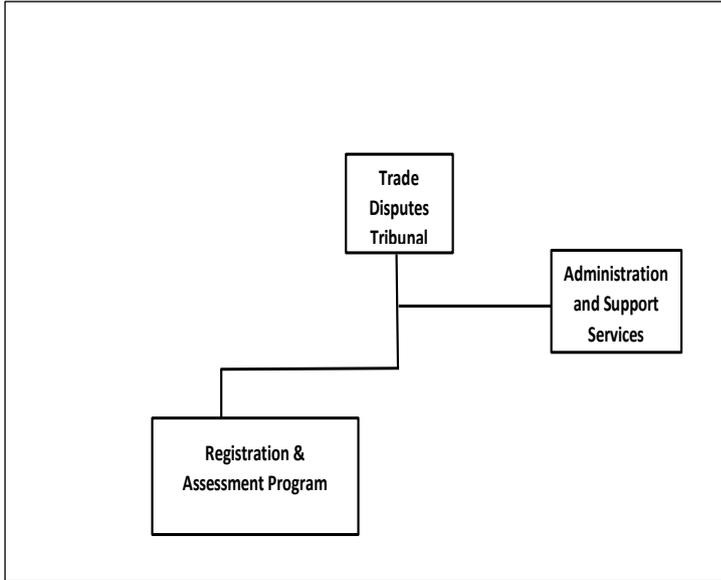
Compliance and Investigation Program roles are crucial to the effectiveness and efficiency of the attendance of a party to TDT. An instance is when the summons is served to the party and he or she ignores or neglects to attend the TDT. The Summon Officer notifies the Compliance and Investigation to conduct the investigation and compile a criminal file for prosecution. All of this investigation and vetting of criminal files has to be completed within a month of the 3-month time frame of determining the case. It would be impracticable to engage another investigation agency such as the Police Department to complete an investigation and be ready for prosecution within this time. As mentioned above, this organisational structure is developed to promote and maintain the vision and mission of TDT to be an effective and efficient organisation.

Additionally, the Compliance and Investigation Program Staff, like other members of the TDT staff, play a crucial role as team members. Their responsibilities include contributing to hearings

and conducting research on laws and cases to support the Adjudicator in making fair and just decisions. Also, the Commissioner of Labor has only 7 days to deal with each trade dispute so this indicates a likelihood of a mass number of cases forwarded to TDT. Having this program in place assures the public and the government that TDT has a system and resources to prosecute and resolve cases within the required timeframe.

Last but certainly not least, the Enforcement program entails an in-house prosecution officer. This officer is to be supervised following the submission of a formal application to the Public Prosecutor's Office. Following the investigation and compilation of a criminal file by the Investigation Officer, it undergoes thorough vetting. Once vetted, the file is then forwarded to the Enforcement Program staff for prosecution of the suspect within a three-month period. In our view, the neglected or ignorant person may change his/her mind to attend the hearing of the TDT when he/she is notified of the consequences of being prosecuted. Rest assured that using the current State Prosecutor is another hindrance to the effectiveness and efficiency of determining the case within 3 months and these prosecutors from the Prosecution Office have in their custody an endless list of criminal cases to prosecute.

Since the budget is limited to finance the structure above the Trade Dispute has reduced it with namely officers which are considered necessary to begin this new office. Registrar is a new job title inserted in this organisational structure above. Selective duties and responsibilities from the Principal Registration Officer and Assessment Officer are reviewed and inserted into this new position. Receptionist remains the same as well as housekeeping as in the former submission to the Council of Ministers. Salary scales are the same. This Structure is pending JSC approval.



Policy Development, Implementing Strategies & Legislation Amendment



The subheading above is all inserted into the table below with its descriptions

#	Policy Development	Implementing strategies	Legislation Amendment
1	Requesting an office space in a government building to afford rental fees	<ul style="list-style-type: none"> - Letter of request to the Public Service Commission (PSC); - Emailing the PSC on the housing; -Continuing follow-up 	
2	Develop organizational structure and job description to enable the determination of the Adjudicator's Remuneration	<ul style="list-style-type: none"> -Requesting an opinion from State Law Office (SLO) on the remuneration of the Adjudicator; -As per the advice from SLO and GRT, the organizational structure and programs of the office, and Job Description were developed; -Submission was made to the COM for their approval on organizational Structure, programs of the office, and Job Description and was approved -Submission made to the GRT on the organizational Structure, programs of the office, and Job Description and was approved; -Letter requesting JSC on the determination of the Adjudicator's Salary and JSC responded; -Ministry of Internal Affairs & Department of Finance process the remuneration 	
3	To employ support staff to provide essential support to the Adjudicator office	<ul style="list-style-type: none"> - A rationale was developed to justify the appointment of staffs by the Adjudicator and endorsed by JSC 	-Amendment drafted empowering only the JSC to determine the terms and conditions, and appoint the officers
4	Reviewing of the organizational structure & job description	<ul style="list-style-type: none"> - The organizational structure and job description were reviewed in compliance with the amendment - A first and second phase of implementation was developed - Submission was made to all members of the JSC 	
5	Rules & procedures, and forms of the Trade Dispute Tribunal	<ul style="list-style-type: none"> - Developing the Policy, and the rules and procedures of the Tribunal - The policy was developed and the Rules were drafted and submitted to SLO - Reviewed by SLO & Completed, and was signed 	



The Government of the Republic of Vanuatu has ratified all the fundamental conventions of the International Labor Organization, and these conventions set the foundations of the establishment of the Trade Dispute Tribunal hence relevant labor laws. These conventions are:

- C029 - Forced Labor Convention, 1930 (No. 29) 28 Aug 2006;
- C087 - Freedom of Association and Protection of the Right to Organize Convention, 1948 (No. 87) 28 Aug 2006;
- C098 - Right to Organize and Collective Bargaining Convention, 1949 (No. 98) 28 Aug 2006;
- C100 - Equal Remuneration Convention, 1951 (No. 100) 28 Jul 2006;
- C105 - Abolition of Forced Labor Convention, 1957 (No. 105) 28 Aug 2006;
- C111 - Discrimination (Employment and Occupation) Convention, 1958 (No. 111) 28 Jul 2006;
- C138 - Minimum Age Convention, 1973 (No. 138); and
- C182 - Worst Forms of Child Labor Convention, 1999 (No. 182).



Report by the Auditor General

It is a requirement under the law to have the Annual Financial Statements of the Provincial Governments and the Municipal Councils to be audited by the Office of the Auditor General.

This is to ensure transparency and accountability over the operations of the Provincial and Municipal Councils over expending public resources.

The financial statement for the financial year 2023 will be prepared and expected to be submitted on the 31st of March 2024.

The Office of the Auditor General undertook an audit into the department of immigration services and corporate services unit in 2023.

Comments by Ombudsman

In 2023, the former Minister of Internal Affairs presented a report to the Ombudsman on the inspection of the Port Vila City Council.

Right to Information

The Right-To-Information (RTI) Office is located in the Prime Minister's Office and is responsible under the Right-To-Information Act to facilitate access to public information.

Anyone wishing to access information from any government institution may request through RTI who then notify the agency of the request for information they have received.

It is understood that through RTI, information is more readily available for public consumption. Through this process, RTI has assisted in terms of facilitating information flow while at the same time assisting in promoting good governance and transparency within public administration.

The Ministry has dealt with a large number of individuals, public and private agencies verbally requesting information directly in relation to national services, decentralization or border and security services. These are information that is vital for the general public for which requests don't necessarily have to be made through RTI.

In 2023, departments within the Ministry provided the Office of RTI, Area Administrator's Handbook as a source document that is used in inducting new Area Administrators. Also provided were the updated Provincial and Area Council contacts to the office of the RTI to assist them in their coordination of running awareness across the country

Court Decisions

Other than the Court Decision on the Former Malekula Member of Parliament Mr. Asang Sanik, who was contesting the Parliamentary election in Malekula constituency. There was also a court decision relating to the deportation of the Aquana Resort family. This decision is subject to further court hearings in 2024.

Mr. Asang Sanik was successfully elected into Parliament during the 2022 Parliamentary snap election. However, an election petition challenged his eligibility as he was subjected to suspended imprisonment at the time the snap general election took place. Accordingly, his election was declared void by the Court pursuant to section 24(1) (b) of the Representation Act, CAP 14



Complaint Mechanism

While one or two agencies within the Ministry of Internal Affairs have established ways of dealing with complaints, it is important that there is an established procedure that is centralised within the Ministry.

Complaints highlight areas where the organization may be falling short, allowing it to identify and address weaknesses in processes, products, or services. They provide valuable feedback that can be used to continuously improve operations, customer service and product or service quality.

For a larger organization the size of the Ministry of Internal Affairs, having a formal complaint mechanism gives employees a safe way to express concerns and grievances about their workplace environment, management practices, or colleagues. By addressing these issues proactively, organizations can resolve conflicts, improve workplace morale, and reduce turnover.

Many industries are subject to regulations that require formal complaint-handling processes. These mechanisms ensure compliance with legal and regulatory standards. Properly managing complaints can help prevent escalations that might lead to lawsuits or legal challenges, thereby reducing liability and potential penalties.

The Ministry of Internal Affairs recognises that complaints provide direct insight into customer dissatisfaction and needs, thereby allowing it to adapt and meet those needs more effectively, and responsively. Handling complaints can build customer trust and loyalty, even after a negative experience.

Demonstrating a commitment to addressing and resolving complaints can enhance the Ministry's public image, showing that it is responsible and takes care of its clients.

In essence, complaint procedures or mechanisms are not just about resolving individual grievances, they are strategic tools that the Ministry can use for learning, improvement, risk management, and stakeholder engagement. They enable large organisations to remain dynamic, responsive, and competitive in a complex and ever-changing environment.

Equity

The Ministry of Internal Affairs is a fair government Ministry that ensures that its policies, procedures, and services are accessible and provided equally to all individuals, regardless of their socioeconomic status, ethnicity, gender, or any other characteristics. This involves implementing programs to address disparities and ensure that all citizens have equitable access to essential services and opportunities.

Equity in governance requires transparency in the decision-making process and accountability for the actions taken by the ministry. Transparent decisions enable workers/employees to understand how the decisions are made, how resources are allocated, and how their interests are being represented. The accountability mechanism ensures that officials within the ministry are held responsible for their actions and decisions.

Ministry of Internal Affairs strives to involve all its staff in decision-making process, ensuring that diverse perspectives are considered and represented. This involves establishing mechanisms such as executive meetings, public consultation, or participatory processes that empower the officials to contribute to policy development and governance.

Equitable resource allocation is well recognized within the Ministry. This involves distributing government resources, such as funding, infrastructure, and services, in a manner that addresses the needs of all workers, citizens, particularly the marginalized or disadvantaged group.



In summary, equity in terms of fairness within the Ministry of Internal Affairs involves ensuring that all individual workers of the Ministry are treated justly, with equal access to opportunities, services, and representation, while also addressing systematic inequalities and promoting social justice

Capital Expenditure

The necessity for capital expenditure arises as organizations undergo growth and expand their operations. The Ministry of Internal Affairs underscores that effective service delivery hinges on adequate resource availability. Consequently, expanding operations to new locations often necessitates investments in capital assets such as land, buildings, vehicles, equipment, tools, computers and software to ensure the organization operates efficiently. Expenses incurred on acquiring these assets are categorized as Capital expenditure (CapEx)

As one of the largest Ministries in Government, the Ministry of Internal Affairs extends its function to the three Municipalities as well as throughout the six provincial governments. Consequently, it has recently redirected savings to invest in capital assets such as building enabling the Ministry to secure office spaces for Area Administrators, who have been integrated into the Ministry's structure through the Department of Local Authorities. These office spaces are furnished with computers, installed equipment such as phones and other communication tools including internet connectivity.

This strategic approach underscores the Ministry's acknowledgment that efficient service delivery is a function of available resources thus allowing the organization to improve efficiency, accessibility, quality, and scalability, thereby enhancing overall service delivery outcomes.

Fraud Control

In the 2022 Annual Report, the Ministry of Internal Affairs reported the absence of a corporate fraud policy. This policy is still not in place during this reporting period. It is critical that a large Ministry with decentralised functions dispersed across geographical locations has specific procedures, protocols and guidelines for preventing, detecting, and addressing fraudulent activities. This policy is crucial for maintaining the integrity of the Ministry's operations and finances.

Having such a policy in place helps;

- to minimize the risk of fraudulent activities occurring in the Ministry and Departments. Fraud policy or guidelines could include implementing internal controls, segregation of duties, and regular audits to deter potential fraudsters.
- identify suspicious behaviour or transactions that may indicate fraud. This may involve establishing a reporting mechanism for employees to report potential fraud anonymously and conducting regular monitoring and analysis of financial records.

The policy may also include Response and Remediation. This means establishing protocols for responding to confirmed cases of fraud, including disciplinary actions, legal proceedings, and recovery of losses. Additionally, the policy should outline steps for implementing corrective measures to prevent similar incidents from reoccurring in the future.

Overall, a fraud policy serves as a proactive tool for safeguarding the Ministry's assets, reputation, and stakeholders' interest by mitigating the risk of financial losses and reputational damage associated with fraudulent activities.



Risk and Challenges

Currently, MOIA employs a reactive approach to medicate risk. Risk management activities must be incorporated in all levels of planning both at the corporate and at the departmental level. Risk management is an area that requires development. A few Departments have employed a strong approach to identifying risks and managing them. Risks identified involve circumstances such as fire, motor vehicle accidents, theft, and damage to equipment. Lack of a risk management plan resulted in the risk status being high.

Punctuality and leave management are issues which if disciplinary procedures are not strictly enforced would affect the performance of individual officers. This could lead to the unproductivity of the organization.

Staff management and recruitment are important to ensure that vacant positions are filled to avoid unwarranted acting, extra responsibility, and overtime allowances.

It was apparent at the departmental level that proper planning and expenditure management should be addressed to avoid overspending as MOIA should seriously look into ways to improve Revenue collection in unprecedented situations. It should diversify its revenue stream so that its revenue collection is not affected when unexpected situations arise.

Budget and Financial management is still a challenge. Resources are not fairly distributed. Lack of fair distribution of appropriate resources could lead to low productivity. These include physical assets (Vehicles to office equipment, Office spaces, the distribution and management of financial resources when it is urgently needed, a well-coordinated and improved budget preparation process, a full asset management report, improved financial management knowledge with all commands through internal training etc.)

Cyclones are an ever-present threat from November to April each year. This disrupts the provision of services to communities and when they do strike, the mode of operations switches to response and recovery at the expense of important service delivery.

The hacking of the Government Network in November 2022 seriously affected the modes of communication, payment of supplies and proper utilisation of funds. Although Government network has fully recovered from the effects of the attacks (which have resulted in the loss of vital information), it is critical to ensure the safety and protection of the Government network at all times. Ensuring innovative ways of pack-ups could be one way of ensuring the safety and security and avoiding potential loss of government data

Limited capacity of current office building-affects overall performance and output of the ministry. It's important to have sufficient working space fairly allocated to each staff of the ministry and at the same time facilitate accessibility to the Ministry's working premises by people with special needs.

The absence of a specific policy to deal with potential fraudulent practices and behavior within the Ministry is worrying. It is important that the Ministry recognize the risk of fraudulent activities occurring in the ministry and department within and that minimizing that risk may mean protecting the integrity and reputation of the Ministry and safeguarding the assets of the ministry from fraudulent practice



Recommendations

Some of the recommendations listed below are long-standing recommendations that are yet to be addressed by the Ministry of Internal Affairs. It is necessary to develop a risk policy to ensure that risks are addressed before their occurrences. Need to be proactive and identify potential risks, device strategies to medicate them rather than being reactive which could be costly.

In relation to Capital Expenditure, the Ministry is aware that the value of the capital assets depreciates throughout their useful lives and should put in place strategies to maintain and replace the assets at the end of their useful lives.

It is important to establish a fraud policy to facilitate the development of controls and guidelines that will assist to detect and prevent potential future fraudulent activities within the ministry.

A Complaint Mechanism should be established within the Ministry to monitor and address complaints in a more structured manner.

It is necessary for MOIA to include the principles of equity in all its planning to avoid impartiality and unfairness in the workplace.

MOIA should set up a clock-in and Clock-out system in each Department to manage attendance and overtime claims

Vacant positions should be filled to avoid unnecessary acting allowances.

Leave should be managed by Directors to ensure that leave entitlements do not exceed 42 working days

A need to improve performance standards is eminent to assess and better Coordinate officers

in terms of training and future carrier pathway and fulfilling the needs of the organization.

Training budgets should be included in the department budgets.

Contact Officers

Name	Title	Contacts
Mr Leith VEREMAITO	Director General	7101141
Mr. Simon Tor BEBE	Executive Officer	7643008



Appendices

Corporate Service Unit report against budget narrative

Ministry	MIA	MINISTRY OF INTERNAL AFFAIRS										
Department	CABINET	CABINET								Operational Report Q1/2/3/4 -2023		Linkage to NSDP
Program	Activity	Performance Indicator	Target	Actions	Q 1	Q 2	Q 3	Q 4	OIC	Timeframe	Comment	
Objective 1: To manage cabinet services, providing coordination of all departments and statutory portfolios under the Ministry,												
MIAA	1.1 Provision of advice for Political Advisors and the Cabinet support staff	1.1.1 Advice on matters related to the Ministry functions and COM deliberations provided to Political Advisors and the Cabinet support staff of the Ministry (5 DCO/COM Papers)	20 COM Papers	1.1.1.1 Consultation review with stakeholders or Gov. Agencies					Director General	Jan to Dec 2023		SOC 6.4
		1.1.2 Provide effective and efficient support & operational services to the Minister through Monthly Meetings	15	1.2.1.1 Schedule, and plan monthly, and weekly meetings with the Deputy Prime Minister					Director General, EO	May 2023		SOC 6.4
				1.2.1.2 Provide an update on Department activities to the Minister					Director General, EO	July 2023		SOC 6.4
				1.2.1.3 Check, and follow up on action items						Jan to Dec 2023		
				1.2.1.4 Produce meeting minutes which include records of discussion, and implementation of action items.						Jan to Dec 2023		



		1.1.3 Meeting with MoIA stakeholders	6	1.3.1.1 attend meeting with stakeholders and do follow up on items discussed					Director General, EO	Jan to Dec 2023		SOC 6.4
				1.3.1.2 Ensure meetings schedule involving Minister of the Cabinet, DG and Donor partners						Jan to Dec 2023		
				1.3.1.3 Maintain bilateral agreement between Donor Partners						Jan to Dec 2023		
Objective 2: To provide support for the effective administration, budget expenditure support of Cabinet and the Minister’s office;												
2.1 Operations of the Cabinet	2.1.1 Operations of the Cabinet are run efficiently within the limited budget maintained in collaboration with the Director General’s office.	4	2.1.1.1 Provide quarterly financial reports to Minister on budget expenditure & revenue generation	x	x	x	x	Director General & Finance Manager (CSU)	Jan to Dec 2023	Quarterly reports prepared. Annual Financial Report will be due on 28 th Feb 2024.	SOC 6.4	
			2.1.1.2 Liaise with Minister for any financial matters	x	x	x	x		Complete: Financial updates provided to the Minister whenever it is required.			
			2.1.1.3 Commit LPOs for the Ministry & Departments	x					Complete:			
	2.1.2 Regular Management meetings with Heads of Department with Actions Arising for implementation						DG; Heads of Department and CSU Management Team	Jan to Dec 2023				
Objective 3: To progress the implementation of Government policy directives and alignment of the departments activities with the NSDP												



	3.1 Development of policy directions and propose implementation measures	3.1.1 Department policy papers (5) drafted, discussed, and approved for DCO consideration to strengthen management and financial issues regarding municipalities and provincial government.	10	3.1.1.1 Assignment of PAs to departments				Director General; Director DLA; Policy & Liaison Officer (CSU)	Jan to Dec 2023		SOC 6.4
				3.1.1.2 Provide formal induction to all PAs					Jan to Dec 2023		
Objective 4: To develop legislation, policy, planning & reporting frameworks so that Internal Affairs of the state are handled in a professional, consultative manner by all parties;											
	4.1 Review, revise and implement legislation, policy, planning & reporting framework of the Ministry	4.1.1 Expedite amendments of regulations & legislation required for the effective operations of the Ministry's Departments & Units x 5	5	4.1.1.1 Provide legal advice to DG & Minister	x			Director General; Compliance Officer (CSU); Policy & Liaison Officer (CSU); M&E Officer (CSU)	Jan to Dec 2023		SOC 6.4
				4.1.1.2 Review of ministry's legislations	x				Jan to Dec 2023		
				4.1.1.3 Ministry policy papers drafted, discussed, and approved for COM consideration	x				Jan to Dec 2023		
				4.1.1.4 Drafting instructions to SLO & Liaise for the drafting of the bills	x				Jan to Dec 2023		
	4.1.2 Coordinate department legislative amendments (x3) through CSU	3	4.1.1.5 Provide assistance & coordination to department on their policy development, legislation amendment and new bills.	X			Jan to Dec 2023				
Objective 5: To establish & expedite promote systems in which all citizens, visitors and investors feel safe and secure											



2.1 Provision on time of plans & reports as per GoV Reporting & Planning Cycle.	2.1.1 All plans & reports in GoV planning & reporting cycle on time (100%)	100%	2.1.1.0 Development of M&E Standing Operating Procedures (SOPs)				Director General, Directors, Agency Heads, EO, M&E Officer (CSU)					
			2.1.1.1 Inform and conduct awareness on the Reporting timeline to all Departments.	x				Jan to Dec 2023		SOC 6.4		
			2.1.1.2 Ensure quarterly, half-yearly, and annual reports are submitted and received by the corporate services unit on time.	x				Jan to Dec 2023				
			2.1.1.3 Review reports and compile.	x				Jan to Dec 2023				
			2.1.1.4 Facilitate reports for validation and printing purposes	x				Jan to Dec 2023		SOC 6.4		
			2.1.1.5 Dissemination to Parliament, OPSC and our stakeholders	x								
					2.1.1.0 Development of Administration Support Services Standing Operating Procedures (SOPs)				Jan to Dec 2023			
				100%	2.1.2.1 Provide ongoing professional Administration services (Calls, Emails, customer services, Received mails & Dispatch)	x			Front desk Officer	Jan to Dec 2023		
					2.1.2.2 Conference Room Management (Bookings)	x				Jan to Dec 2023		SOC 6.4



	2.1.2 Provide support services (Admin/Security/Cleanliness of the compound)	2.1.2.1 Maintain Utensil & Stationaries supply stock at all time	x					Jan to Dec 2023		SOC 6.4
		2.1.2.3 Provide assistance and support to new Interns on administration matters	x					Jan to Dec 2023		SOC 6.4
		2.1.2.4 Update HR filings (Leave, appraisals, personal files) & Archives Finance files	x					Jan to Dec 2023		SOC 6.4
		2.1.2.5 Provide driving support as needed by the head of sections						Jan to Dec 2023		SOC 6.4
		2.1.2.6 Develop a daily /weekly running schedule to meet the high demand of daily running					Driver	Jan to Dec 2023		SOC 6.4
		2.1.2.7 Dispatch of mail in government ministries, departments and NGOs	x					Jan to Dec 2023		SOC 6.4
		2.1.2.8 Quotation inquiry in all hardware for CSU	x					Jan to Dec 2023		SOC 6.4
		2.1.2.9 Ensure Entrance is free from all harmful practice					MOIA Security	Jan to Dec 2023		SOC 6.4
		2.1.2.10 Control movement & Provide direction to MOIA clients to the respective departments						Jan to Dec 2023		SOC 6.4
		2.1.2.11 Manage vehicle parking areas						Jan to Dec 2023		



Objective 3. To undertake prudent financial, infrastructure, and assets management of the Ministry's resources with 100% compliance to the PFEM & CTB Acts										
3.1 Provision of Quarterly Financial Reports	3.1.1 Provide Finance Reports with underspends, overspends, analysis and expenditure controls, and revenue on time (x 4) updates with advisory assistance in budget management and cost management	4	3.1.1.0 Development of Financial Standing Operating Procedures (SOPs)				Director-General, Directors, Agency Heads, EO, FM (CSU) Senior Finance Off (CSU)	Jan to Dec 2023	In progress: 1 st draft of Finance SOPs completed in Q4	SOC 6.4
			3.1.1.1 Provide monthly and quarterly reports on revenue, forecast, analysis and expenditure control to DG and Department heads.	x				Jan to Dec 2023		SOC 6.4
			3.1.1.2 Meet with Departmental Heads, Finance officers, and Expenditure analysts to develop MOIA budget.	x				Jan to Dec 2023		SOC 6.4
			3.1.1.3 Control and Management of Accounting Management	x				Jan to Dec 2023		SOC 6.4
			3.1.1.4 Management of project funds under MOIA	x				Jan to Dec 2023		SOC 6.4
			3.1.1.5 Assist in providing Audit reports across all Ministry	x				Jan to Dec 2023		SOC 6.4
			3.1.1.6 Provide annual financial statement of MOIA (Feb)	x				Jan to Dec 2023	Complete and has been submit to Ministry of Finance Annual FS for 2023 will be completed on Feb 2024.	SOC 6.4
			3.1.1.7 Provide support/ advise on financial matters to other relevant department	x				Jan to Dec 2023		SOC 6.4



				3.1.1.8 Management of Warrant Release	x					Jan to Dec 2023		SOC 6.4
		3.1.2 Budget Submission & NPP (x 1) on time	1	3.1.2.1 2023 Budget Submission and NPP		x			DG, Directors, Agency Heads, EO, FM (CSU) M&E Officer (CSU)	March 2023		SOC 6.4
		3.1.3 Assets Register up to date & compliant with PFEM & CTB Acts (x 1)	1	3.1.1.0 Development of Asset Management Standing Operating Procedures (SOPs)	x				DG, Directors, Agency Heads, EO, FM (CSU) M&E Officer (CSU)	Jan to Dec 2023		SOC 6.4
				3.1.3.1 Development of Asset Management Plan.	x					Jan to Dec 2023		SOC 6.4
				3.1.3.2 MOIA to develop Asset Management Database.	x					Jan to Dec 2023		SOC 6.4
				3.1.3.3 Liaise with department heads & Provincial offices on asset management.						Jan to Dec 2023		SOC 6.4
				3.1.3.4 Management of disposal of Asset (work in collaboration with the Department of Finance/Fleet Unit						Jan to Dec 2023		SOC 6.4
				3.1.3.5 Assets Register up to date & compliant with PFEM & CTB Acts (x 1)						Jan to Dec 2023		SOC 6.4
		3.1.4 Management of infrastructure - reconstruction and renovation of infrastructure	1	3.1.4.1 Maintenance and construction of infrastructure planned in Ministry Compound Master Plan.					DG, FM, Asset Officer & FOs	Jan to Dec 2023	Not yet started	SOC 6.4



			3.1.4.2 [Electronic gates, renovation Minister's house	x					Jan to Dec 2023		SOC 6.4
			3.1.4.3 Management plan for a storage/archive building				x		Jan to Dec 2023		
Objective 4: Provide M&E reports to DG on legislation drafting & approvals, policy & planning implementation											
4.1 Coordination of review of legislation	4.1.1 Coordinated department legislative, Regulation orders & amendment (x 8) for DG upon request by departments according to needs analysis.	8	4.1.1.0 Development of Drafting review, regulation orders Standing Operating Procedures (SOPs)		x			Director General, Directors, Agency Heads, Compliance Officer and M&E officer (CSU)	Jan to Dec 2023		SOC 6.4
			4.1.1.1 Provide reports on legislation drafting & approvals, policy & planning implementation;	x					Jan to Dec 2023		SOC 6.4
			4.1.1.2 Develop a Monitoring tracking sheet for COM papers & COM decision	x					Jan to Dec 2023		SOC 6.4
Objective 5. Undertake NGO coordination for consultative partnerships and initiatives in civil society.											
5.1 Coordination of Non-Government Organization	5.1.1 Meetings (8) held with Minutes distributed to track progress of VANGO initiatives to progress NGO-related policy	8	5.1.1.0 Development of NGO coordination Standing Operating Procedures (SOPs) plans	x				EO & NGO desk Officer	Jan to Dec 2023		SOC 6.4
			5.1.1.1 Registration of NGOs in Vanuatu	x					Jan to Dec 2023		
			5.1.1.2 Coordination & conduct Consultation with Non-Government Organisations to progress NGO-related policy	x					Jan to Dec 2023		SOC 6.4



			5.1.1.3 Liaise with NGOs existing in Vanuatu to provide (12 month) reports		x				Jan to Dec 2023		SOC 6.4
			5.1.1.4 Follow up on the development of Database progress.	x					Jan to Dec 2023		SOC 6.4
			5.1.1.5 Follow-up with on Special Category Visa approvals	x					Jan to Dec 2023		SOC 6.4
			5.1.1.6 Liaise with Labour by Strengthening the Compliance of Labour-local Counterpart (localization) 5.1.1.6 Liaise with Immigration to review and amend Special category Visa Fees						Jan to Dec 2023		SOC 6.4
Objective 6: Liaise with sector stakeholders & development partners on matters to do with affairs of the nation domestically and internationally.											
6.1 Meetings with MOIA stakeholders	6.1.1 Meetings Minutes (x7) and Return from Mission Reports	7	6.1.1.1 Develop SOP plans for field trip activities					All corporate staffs	Jan to Dec 2023		SOC 6.4
			6.1.1.2 Conduct consultation meetings with provincial governments and line agencies (NGO)						Jan to Dec 2023		SOC 6.4
			6.1.1.3 Provide assistance, & coordination to Department on their legislative amendments, and new bills						Jan to Dec 2023		SOC 6.4



			6.1.1.4 Conduct inspections of Armorial bearings & State flags in 4 Municipalities						Jan to Dec 2023		SOC 6.4
			6.1.1.5 Conduct Asset Registry in Provinces						Jan to Dec 2023		SOC 6.4
			6.1.1.6 Monitoring & Evaluation field visits to the provinces (Donor & GOV Projects Update)						Jan to Dec 2023		SOC 6.4
			6.1.1.7 Provide Finance assistance as needed (Field trip)						Jan to Dec 2023		SOC 6.4
Objective 7: Undertake Human Resources Management for the Ministry to progress restructures to ensure staffing, and capacity building for effective and professional services delivery in central and decentralised provincial locations.											
7.1 Coordination of MoIA human resources management	1		7.1.2.1 Develop HR SOP plans						Jan to Dec 2023		SOC 6.4
			7.1.1.2 Ensure (10) staff attend capacity & Development training held by other Gov agencies and partners						Jan to Dec 2023		SOC 6.4
			7.1.1.3 Coordination and facilitation of Recruitment process.						Jan to Dec 2023		SOC 6.4
			7.1.1.4 Provide necessary support for disciplinary matters						Jan to Dec 2023	Provide advise to Directors on disciplinary process	SOC 6.4



	1.1 Government Grant for Independence	overseas institutions and main one-day celebration		1.1.1.2 Schedule meetings and discuss Independence agenda & plans		x		CSU Staffs (Finance section)	Jan to Dec 2023	Complete		
				1.1.1.3 Submit budget plan & agenda for approval.		x			Jan to Dec 2023	Complete		
				1.1.1.4 Dissemination of Funds to Municipalities and Provinces		x			June to July	Complete		
				1.1.1.5 Program preparation & organisation of celebrations		x			July to Dec 2023	Complete		
	1.2.1 The Presidential cocktail party after flag-rising and Prime Minister's Independent ball in the evening		1.2.1.1 Arrange venue & logistics arrangement for VIP guest		x		Corporate service unit staff (Finance Section) & Independence Committee	Jan to Dec 2023	Complete	SOC. 3.6 & SOC 6.5		
			1.2.1.2 Prepare budget & LPO submission		x			Jan to Dec 2023	Complete			
			1.2.1.3 Events delivered, reported and acquitted on time and within budget - Presidential cocktail party after flag rising and Prime Minister's Independent ball in the evening					Jan to Dec 2023	Complete	SOC. 3.6 & SOC 6.5		
	Objective 2. To deliver the planned activities within the allocated budget ceiling											
	2.1 Coordinating and payment of other logistical support for	2.1.1 Municipalities, Provincial governments, overseas the implementation of the celebration centers	6	2.1.1.1 Ensure all activities planned carried out accordingly				Independence Committee	Jan to Dec 2023	Complete		
				2.1.1.2 Coordination and payment of other					Jan to Dec 2023	Complete	SOC. 3.6 &	



		information & awareness training on alternative strategies for meaningful participation in the community and workplaces instead of committing a crime.		2.1.3 Mobilisation and Conduct Awareness					Committee & VPF	Jan to Dec 2023		
				2.1.3 Produce report						Jan to Dec 2023		
Objective 3: Inform community and youth groups with information & awareness training on alternative strategies for meaningful participation in the community and workplaces instead of committing crime												
	3.1 Public awareness programs to the vulnerable members of the communities	3.1.1 National Crime Prevention Committee Monthly Reports x 12 of the consequences and cost implication of domestic violence, drugs & crime prevention	12	3.1.2 Develop youth action plans for youth involvement					Crime Prevention Committee & VPF	Jan to Dec 2023		SOC. 5
				3.1.4 monitor implementation of youth plan activities						Jan to Dec 2023		
				3.1.4 Produce reports						Jan to Dec 2023		

Department of Local Authorities

BUSINESS PLAN MATRIX												
Ministry	M04	MINISTRY OF INTERNAL AFFAIRS										
Department	DLA	Department of Local Authorities							Operational Report Q1/Q2/Q3/Q4 – 2023			Ref. to NSDP
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status/Timeframe	Comments	
Director's Office												
Objective 3:	MICC	4 new staff recruited	4 under	1. Recruitment of positions under the new structure	X				Director & Deputy Director	4 th Week of June	Recruitments under the old structure. The New	SOC 6.5



Undertake capacity building & strengthening of human resource to improve service delivery, especially in the provinces and Area Councils.	the new Structure								Structure is yet to be submitted to PSC following the proper channel.		
	List of required trainings to be under taken by staff	1	2. Training Needs Analysis	X				Director & Deputy Director	1 st Week of June	<ul style="list-style-type: none"> • Training undertaken for Provincial Accountants on the Smartstream • Training undertaken for Area Administrators of Shefa, Tafea and Malampa on Project Proposal Writing • Community Profiling Digitization Workshop run for Area Administrators of Shefa, Torba, Sanma & Tafea 	SOC 6.4 SOC 6.5
	Record of disciplinary actions taken against staff		3. Management of staff discipline	X	X	X	X	Director & Deputy Director	Ongoing	<ul style="list-style-type: none"> • The Principal Finance Officer was suspended • The Area Administrator of Big Bay Coast, 	SOC 6.1



										SE Malekula, were suspended			
Objective 5: Improve service delivery and organizational capacity through timely planning, budget, reporting and the administration of the Department.	MICC	2024 Business Plan completed	1	4.	Develop Business Plan 2024	X		Director & Deputy Director	4 th Week of May	The draft 2024 Business Plan was developed in the third quarter and finalized at the end of the year			
		2024 Budget completed and submitted	1	5.	Development of 2024 Budget	X		Director & Deputy Director	4 th Week of June	The DLA Budget was developed in June 2023	SOC 6.1		
		Copy of the Reports		6.	Collate Quarterly, Half yearly and Annual Reports from each Unit	X	X	X	X	Director & Deputy Director	Quarterly	Quarterly Reports including the Six-Monthly Report was completed and submitted	SOC 6.4 SOC 6.5
		Preferred option implemented at Bukura Farm	1	7.	Implementation of preferred option for Bukura Farm			X		Director & Deputy Director	1 st Week of September	The Options of Bukura Farm were explored with further directions approved at the LA Forum in October 2023	SOC 6.5 SOC 6.7 SOC 6.5
		Copy of press releases and other forms of media updates		8.	Regular updates to the media on DLA work	X	X	X	X	Director & Deputy Director	Ongoing	Regular updates on social media and the newspaper is directly undertaken by the Provincial or Area Councils.	ECO 2.9 SOC 6.9 SOC 6.4 SOC 6.5
		Copies of standardized staff regulations, standing orders and by-laws	1	9.	Standardize staff regulations, standing orders and by-laws				X	Director & Deputy Director	1 st Week of November	<ul style="list-style-type: none"> Assisted Malampa, Tafea and Torba PGC with their Bylaws The work around Standing Orders will be undertaken with 	SOC 6.7



											the support of the DCU in 2024		
		Reports of the visits	10.	Director's visit to all Provinces	X	X	X	X	Director & Deputy Director	Quarterly	The Director did not travel for most of the year however in December he traveled to Tanna, and Santo to formally farewell the outgoing SGs	SOC 6.5	
												SOC 6.1 SOC 6.4 SOC 6.5	
ADMINISTRATION UNIT													
Objective 5: Improve service delivery and organizational capacity through timely planning,	MICC	Updated record of stocks	1.	Stock take of Staff Office equipment's	x	x	x		Administrative Office Assistant	Ongoing	Asset Officer supported the Office Assistant to conduct Asset Stocktake of the Department's Assets	ECO 2.5 SOC 6.4 SOC 6.5	-



budget, reporting and the administration of the Department	Monitoring Report of vehicles	2.	Establish a Vehicle Management System	x	x	x	x	Office Supervisor	Ongoing	This is still ongoing. Working closely with the Fleet Management Unit at PSC		-
	Fully renovated office with extension	3.	Improvement of Office space (Renovations & Extension)		x			Office Supervisor & Office Assistant	ongoing	<ul style="list-style-type: none"> The improvements done covered the car park, steps connecting to the car park and the disability pathway connecting to the outside Conference Room Renovations of the Archives Room to assist with our Filing since the devastation from TC Kevin 	ECO 2.7 SOC 6.4 SOC 6.5 ECO 2.4 ECO 2.7	
	Proper record and management of staff leave	4.	Strengthen Staff leave Management system	x	x	x	x	Office Supervisor	Ongoing	An Excel document is prepared to help manage our Leaves however we will be working closely with the HR on improving this aspect.	SOC 6.1	-
	Clean working environment daily	5.	Maintaining/providing a clean office work environment	x	x	x	x	Cleaner	Ongoing	This is an ongoing activity	SOC 6.4	
	Functional means of communication (Emails,	6.	Facilitate the flow of information and Communication in the DLA office	x	x	x	x	Administrative Office Assistant	Ongoing	This is an ongoing activity however now we have in place:		



	Telephones, VOIPS)										<ul style="list-style-type: none"> • All of DLA Messenger Chat Group • DLA Port Vila Staff Messenger Chat Group • Monthly DLA (all across the Country) Staff Meetings held on Mondays connecting everyone. • DLA Weekly Staff Meetings • DLA Head of Sections Inward File circulation weekly • Government Email for all DLA Staffs • Hold LA Forums biannually • 	SOC 6.1 SOC 6.7 ECO 2.9 ECO 6.4 ECO 6.5	
	Appraisals submitted to the office of the Director	7.	Facilitate staff's Appraisals	x	x	x	x	Administrative Office Assistant	January, June, December	This is done throughout the timelines. It is somewhat difficult for collect the Section Cs at the end of the year.			
	Scanned copies of all DLA files/docs	8.	Improve the filing management of DLA	x	x	x	x	Administrative Office Assistant	1 st Week of July	Dialogue held throughout the year to support the Administration in the	SOC 6.1		



	organized in an orderly manner									installation of a E-Filling System.	
	Reduction in the number of A4 papers used per week	9.	Photo copier control	x	x	x	x	Administrative Office Assistant	Ongoing	Our Photocopy machine is used for copying, scanning and printing of documents.	SOC 6.1
	Vehicles are cleaned 3 days in a week and regularly serviced	10.	Management of DLA vehicles	x	x	x	x	Driver & Office Supervisor	Ongoing	The DLA Vehicle is managed through the booking system established with the Administration.	SOC 6.1
	Reduction in cost of fuel	11.	Management of Vehicles running	x	x	x	x	Driver & Office Supervisor	Ongoing	The fuel is managed	ECO 2.5 SOC 6.1 SOC 6.4 SOC 6.5 ECO 2.6
	Parking Area upgraded	12.	Improvement of parking area		X			Driver & Office Supervisor	2 nd week of May	The Parking Area has been cemented along with its drainage soak away	ECO 2.5 ECO 2.6 SOC 6.1 SOC 6.4 SOC 6.5 ECO 2.7
	Back to office report submitted to the office of the Director	13.	Travel to Penama and Malampa to follow-up with AAs on the effectiveness of office management training	x	x	x		Office Supervisor & Office Assistant	1 st Week of June	The follow-up was done for Penama PGC however the Malampa trip was deferred due to TC Lola	SOC 6.1 SOC 6.4



										would look like if this structure will be used			
		Forum Minutes and Report Produced	1	3.	Convene National Forum to inform about the Decentralization Model			x	SDO & MD	3 rd week of November	This activity was cancelled due to the approval of the Decentralized Structure from the National Planning Summit.		
		Reports Produced	2	4.	Publish and disseminate information on the agreed Decentralization Model for Vanuatu	x	x		MD	1 st week of December			
		Copy of drafting instructions to SLO	1	5.	Identify gaps in the current legislation			x	SDO, MD, Deputy & MOIA compliance officer	3 rd week of June	This activity was conducted with a new listing for amendments to the Decentralization Act		
		Copy of drafting instruction to SLO and COM decision on the proposed amendments	1	6.	Work with Compliance Officer (MIA) to prepare drafting instructions to Minister MOIA			x	SDO, MD, DD & MOIA compliance office	1 st Week of November	This is an ongoing support. Currently, the OAG has prepared the draft bill. We would like to pursue this further in Quarter 2 of 2024.	SOC 6.4 SOC 6.5 ECO 3.6	
		Minutes, Reports and MOU produced	3	7.	Conduct Meetings with partnership institutions	x	x	x	x	SDO & MD	1 st week of December	Several meetings were held with some stakeholders but is too early year to move to a partnership agreement.	SOC 6.4 SOC 6.5 ECO 3.6
		New Proposal of AC Boundaries	3	8.	Work in close consultation with Malvatumauri, Health			x	SDO & MD	4 th week June	This activity has been cancelled and moved to next year 2024 however		



	submitted to Directors office			and Education to validate AC boundaries								ECO 4.9
	Reports produced and submit to office of Director	2	9.	Work closely with partners to complement the DLA BPs 1. VCCRP 2. Gov4Res & VCAP 2	x	x	x	x	SDO & MD	2 nd week of December	At this stage we are at the recruitment stages for these projects. Hopefully next year once project activity implementations commence then DLA will receive start to receive reports. Currently each Project Rep is providing status updates during Staff Meetings only.,	ECO 4.9 SOC 6.4 SOC 6.5
	Report Produced and Published	1	3.	Develop the Annual Decentralization Report			x		SDO	3 rd week of December	The Annual Decentralization Report is complete but still in draft stage. Will be finalized in Quarter 1 of 2024.	SOC 6.1
DEVELOPMENT PLANNING UNIT												
	Launch of major Area Council Investments	5	1.	Coordinate the implementation of key Area Council Investments and Projects	x	x	x	x	PRDPO	Ongoing	Launched the Motalava Area Council Building in June. Other Area Council Projects will be launched in 2024 after completion. The cyclones have disrupted the timelines for project completion.	ECO 6.9 ECO 3.6



			2.	Attend and publish Launches	X	X	X	X	Director and Staff	Ongoing	The Motalava Area Council Building Launch was captured by the Torba VBTC and aired on the Television Blong Vanuatu (TBV).	SOC 6.7 SOC 6.4 SOC 6.5
	Approved RFQ and Design of Area Council obtained	3	3.	Develop RFQ for the design of Area Council Offices		X			PRDPO	4 th Week of April	This activity was supposed to have happened for the SE Tanna Area Council Building.	
	Copy of signed contract	1	4.	Contract and manage selected designer		X			PRDPO	4 th Week of April	However, after certain circumstances this never eventuated. The Tafea PGC took another direction on this matter.	
	Report of social and economic analysis collated and Maps of the identified hubs produced.	3	5.	Identify the Areas for potential hubs within three Provinces		X			PRDPO	4 th Week of	This is complete for all six (6) Provinces.	
	Three (3) Concept Notes produced for Sanma, Penama and Torba and presented to DLA		6.	Consultant to run training on Regional Planning covering Concept Notes		X			PRDPO	1 st Week of June	This will happen in Quarter 2 of 2024 after the soft launch of the Regional Planning Framework	
	and the respective provinces	3	7.	Travel to the sites with the Consultant and study the identified hubs for DPU Staff & Provincial Planners			X		PRDPO	3 rd Week of July		SOC 6.4 SOC 6.5 ECO 2.8 ECO2.9 ECO 2.2



			3	8.	Draft Concept Notes for Sanma, Torba and Penama.		X		PRDPO	1 st Week of August	This will happen either in Quarter 2 or 3 of 2024.	ECO 2.3
			3	9.	Present to DLA and the respective provinces.		X		PRDPO	4 th Week of August		ECO 2.4
		Regional Development Planning Policy is produced	1	10.	Develop the Regional Planning Policy		X		PRDPO	1 st Week of September	A draft Regional Planning Framework has been developed awaiting its soft launch.	ECO 2.5
		Provincial Physical Planning Officer recruited under the reviewed structure	1	11.	Review the current standardized Provincial Council structure to include the Provincial Physical Planning Officer and develop its Job Description with detailed rational.		X		PRDPO		The NEW Structure is already developed however will be revised again in Quarter 1 of 2024 to capture the latest and important aspects of the work of DLA.	ECO 2.6
		Reports of the visit outlining the findings submitted to the office of the Director	2	12.	RDP Unit staff to visit other Regional Councils to learn and experience the Regional Planning Work		X	X	PRDPO	4 th Week of October	This has not happened. This activity will be forwarded to the 2024 Business Plan.	ECO 2.7
		Certificate of trainings undertaken	3	13.	RDP Unit undergo trainings	X	X	X	PRDPO	Ongoing	No trainings were undertaken last year. This is a priority in 2024 in terms of the Regional Planning training.	ECO 3.6
			1	14.	GIP refresher with DLA & Provinces	X			PRDPO			ECO 4.8
												ECO 4.2
												ECO 4.5
												ECO 4.8
												ECO 4.9
												SOC 6.1
												SOC 6.4
												SOC 6.5



	Project proposals submitted to DSPPAC	3	15. Develop 3 Major Project Proposals for Local Authorities			X		1 st Week of November	Three (3) Project Proposals were developed.	ECO 3.6
	Copies of signed MOAs		16. Develop 2 MOA with organizations that can assist with the regional planning focus	X			PRDPO	4 th week of September	Two (2) Memorandum of Agreements signed between DLA and VSP and DLA with care international	ECO 4.9
TOTAL:										
FINANCE UNIT										
	Audit reports provided by the Audit Committee		1. Conduct surprise audits at the Area Council level			x	PFO	4 th week of August	This activity was changed and focused on Financial Training for Area Administrators	
	Opinion of the Auditors on Financial Statements		2. Assist the Accountants on the drafting of the Financial Statements	X			PFO	3 rd week of Nov	This assistance was provided to the six Provincial Accountants to support their Financial Statement draftings.	SOC 6.1 SOC 6.4 SOC 6.5
	Report of refresher training on Smart stream		3. Provide Refresher training to the Accountants on Smart stream	x			PFO	2 nd week of June	This activity was conducted for all Provincial Accountants	
	Establish Asset registry listings for the Provinces		4. Updating asset registry for the Provinces & Area Councils			x	PFO	4 th week of August	This activity was not conducted due to TC Judy and Kevin	



	and Area Councils.																	
	Smart stream financial reports	5.	Prepare and submitting of Provincial Smart stream reports to the office of Director and SGs.						PFO	4 th Week of October	This is a regular activity of the Finance Unit.							
	Audit template and Audit committee established.	6.	Facilitate the establishment of surprise audit template and Audit Committee	x					PFO	November	This is a Work in Progress. Will be completed in 2024 Quarter 2.							
	Share drive establish	7.	Consult with OGCIO to set up share drive.	x					PFO	June	Under the VCAP and GOV4RES Project, they will support DLA in establishing a Cloud Server to allow for Team DLA to have a shared Drive.							
	Expenditure reports of the Provincial Investments (LA Contribution)	8.	Facilitate the expenditure on behalf of the provinces towards LA Contribution.	x	x	x	x		PFO	Ongoing	This has been completed							
	Budgets for the Provinces and Departments are entered into VBMS	9.	Assist the Accountants with the VBMS entries	x					PFO	3 rd Week of May	This has been a core activity of the Finance Unit.							
	Receipts of Payments	10.	Conducting payments for the Department bills and work plans.	x	x	x	x		PFO	Ongoing	This is an ongoing support activity of the Finance Unit.							



Department of Urban Affairs and Planning

PROGRAM MIB: URBAN PLANNING AND DEVELOPMENT

Activity Cost: 181,566,028

MO4	Ministry	MINISTRY OF INTERNAL AFFAIRS										
700	Department	Department of Urban Affairs and Planning								Operational Report Q1/2/3/4-2023		Linkages to NSDP
Program	Activity	Performance Indicator	Target	Action(s)	Q 1	Q 2	Q 3	Q 4	OIC	Status / Timeframe	Comment & Risks	
Corporate Service 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	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	2	1.1.1 Legislative review CAP 90 (New amendments)	X	X	X	X	Director		Possible delay from SLO for gazettal	SOC 6.4, SOC 6.5
				1.1.2 Consultation with stakeholders	X	X	X			Not Complete		
				1.1.3 Facilitate drafting instructions, facilitate submission of legislation to SLO and draft of COM Paper for legislation	X	X	X			Refer to FDU activities		
				1.1.4 Legislative COM Paper for CAP 126	X	X						
				1.1.5 Review and facilitate submission of legislation (Amendment) to the State Law Office				X				



and management, procurement, audit and reporting;	physical planning areas and foreshore areas.										g by OAG - COM Paper emdo rse by COM	
	1.2 Support the municipalities in their annual audits including developing strategies to address weaknesses identified	1	1.2.1 Facilitate Municipality audit submission to the OAG	X					SFPO			
			1.2.2 Facilitate review of draft audits	X	X							
			1.2.3 Facilitate payment of audit to auditors	X	X							
		1	1.2.4 Prepare audit Plan for Office of the Director	X	X							
			1.2.5 Raise LPOs for logistics payment	X	X			On-going				
			1.2.6 Conduct surprise audit	X	X							
			1.2.7 Provide Report and feedback to the office of the director and Municipality	X	X							
	1.3 Develop and support business plan, quarterly, six-monthly and annual reports	1	1.3.1 Seniors and Managers to prepare and provide monthly, quarterly and six-monthly reports to the office of the director	X	X	X	X	AO, SFPO, Direct or		- Issue with urban council, delayed report submission		
			1.3.2 Submission of reports to Senior Executives and office of the Director General	X	X	X	X		On-going			
			1.3.3 Conduct review meeting for BP 2023		X	X			Complete			
			1.3.4 Develop draft BP for 2024		X	X			Draft Complete			
			1.3.5 Develop Budget 2024		X				Draft Complete			
			1.3.6 Enter budget 2024 to VBMS		X				Complete			
			1.3.7 Attend DCO and MBC meetings for budget discussions			X			Complete			



			1.3.8 Assist office of the Director General, linkage with EA and SA on budget 2024 appropriations				X			Complete
			1.3.9 Finalisation of BP 2024				X			Complete
	1. 4 Recruit, train, and coordinate training and equipment personnel in the Department and the three (3) Municipalities in order to enable improvement in service delivery in municipalities	2	1.4.1 Prepare and submit financial Visa(s) for Deputy Town Clerk to MFEM for recruitment	X				SFPO		Complete
1.4.2 Assist HRM MOIA in obtaining approval for an advertisement to PSC			X				Complete			
1.4.3 Advertisement of position / Begin recruitment process and selections			X	X			Complete			
1.4.4 Conduct inductions			X	X			Complete			
1.4.5 Prepare and submit Salary authorisation form to MFEM			X	X			Complete			
	1.5 Effective operation and management of DUAP Office reported in Quarterly Report (Q1 Q3)	2	1.5.1 Oversee the day-to-day operation for all units	X	X	X	X			On going
1.5.2 Monthly updates and quarterly reports produced to the office of the DG			X	X	X	X	On going			
	1.6 Produce DUAP Half Yearly x 1 and Annual Report x 1 supported by ICT based verifiable data	100%	1.6.1 Reminder to Managers and Seniors to produce reports	X	X	X	X	Director, AO		On going but still receiving late submissions from urban councils
1.6.2 Preparation and submission of report to the office of the Director				X		X				



				1.6.3 Submission to the office of the DG		X		X				
MIAB	2. To enable partnerships for urban centres 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	Direct or, PUPO, SFO,		On going	SOC 6.4
		2.2 Support Municipalities in decentralization to enable services to be better delivered and managed at the ward level	12	2.2.1 Provide timely reminder to Town Clerks for submission of monthly reports	X	X	X	X	Direct or AO,		Reminder on track but still receive late submission of reports	
MIAB	4. Institutional Strengthening	4.0 Undertaking restructuring of the department		4. 1 Review of structure				X	Direct or AO, SFO,		Not yet started	ENV 2.2
				4. 2. Review of job descriptions								
				4.3 Seeking approval from PSC								
				4.4 Advertisement of positions								
	5. Provide interactive ICT-based	5.1 Use ICT systems to integrate	1	5.1.1 Integrate the current e-filing system					AO		On going	SOC 6.1,
5.1.2 Update and maintain DUAP website										On going		



MIAB	systems for improved administration;	administration and planning data in “real-time” / Provide guaranteed and cost-effective options to improve office workflow							FDO		- Foreshore Development Online Application	SCO 6.4
MIAB	6. To provide a strong efficient and effective Department administration, restructures, human resource capacity and management, business planning, reporting and monitoring and evaluation.	6.1 Ensure office is operational with restructure and skilled officers to improve service delivery, Department’s budget and expenditure is effectively managed to ensure all planned activities are undertaken	5	6.1.1 Prepare and submit financial Visa(s) to MFEM for recruitment	X				SFPO, AO		Complete	SOC 6.4
6.1.2 Assist HRM MOIA in obtaining approval for advertisement to PSC	X					Complete						
6.1.3 Advertisement of position / Begin recruitment process and selections	X	X				Complete						
6.1.4 Conduct inductions	X	X				Complete						
6.1.5 Prepare and submit Salary authorisation form to MFEM	X	X				Complete						
6.1.6 Procure Office equipment for new staffs	X	X				Complete						
6.1.7 Procure replacement of office equipment for staffs	X	X	X	X		Complete						
				Office Landscaping and beautification (2024)				X	SFPO, SFDO, AO		Link to PVUGMP Implementation	
				Expansion of Office Space (2024)				X	PUPO, UPO,		- Expansion of building behind	



				SFDP O		project office						
Municipalities												
MIBC	7. To improve administration and financial management of the municipalities	7.1 Support effective and efficient operations, financial management and administration of municipal councils	12	7.1.1 Provide reminder to All Municipalities for submission of reports	X	X	X	X	SFPO, AO		Delayed submissions of reports	SOC 6.4, SOC 6.5
				7.1.2 Review of monthly, quarterly, annual Municipality reports		X		X			Delayed in submitting reports	
				7.1.3 Provide feedback to Municipality on reports		X		X				
				7.1.4 Review and update municipalities financial regulation, staff regulation and standing orders	X	X	X	X			PVCC has a financial regulation while LMC have yet to develop their financial regulation	
				7.1.5 Amendment of financial regulation and procedures	X	X	X	X				
				7.1.6 conduct training on GIP proposals	X	X	X	X				
	7.2 Provide high quality financial management control, reporting, and budget development for the municipal councils	1	7.2.1 Provide technical advice to councils on revenue improvement plan initiatives		X				Direct or, SFPO,		On going	



MIBC	8. Support social and economic development of the municipalities are well coordinated, properly planned	8.1 Develop urban policies to sustain their operation and lifespan	1	8.1.1 Oversees, development of the new Urban Planning Policy, Housing Policies, Planning Guidelines	X	X	X	X	Direct or		- National Housing Policy COM Paper Complete - National Urban Policy COM Paper and guideline not yet started	SOC 6.5, SOC 6.6, SOC 4, EC 2.3
		8.2 Oversee implementation of urban planning for all urban development;	5	8.2.1 Provide technical assistance on Municipality projects	X	X	X	X	Direct or PUPO, SFEO, FDO, UPO, PUPO, HSO SFPO		On going	
		8.3 Seek additional funding to support Municipalities' projects		8.3.1 Preparation and submission of GIPs to DSSPAC	X	X	X	X			Not yet started	



MIBC	9. Review and create new by-laws in the municipalities to achieve better outcomes for the urban taxpayers and public.	9.1 Promote and support investments at the municipalities to enable improvement to services and businesses	3	9.1.1 Review and facilitate submission of Municipalities By-laws to State Law Office (SLO)				X	Direct or PUPO,		Complete 9 LTMC Bylaws and submitted to OAG	SOC 6.4, EC 1.2
MIBC	10. Create a recovery plan for municipalities in the event of a disaster	10.1 Seek recovery funding to support Municipality services	3	10.1.1 Submit a National Early Recovery Action Plan to Recovery Operations Centre (ROC)	X	X	X	X	Direct or PUPO, SHSO		Possible delay of National Early Recovery Plan since it is approved by ROC Complete submission	SOC 6.4, SOC 6.5, SOC 6.6 ENV 3.3
Urban Planning Unit (UPU)												
MIBA	10. develop urban planning To all	10. 1 Regulate new planning policies, regulations and planning standards to improve planning practices within the Declared Physical Planning Areas.	3	10.1.1 Develop COM Paper for Urban Planning Policy	X	X	X	X	PUPO, SUP, SHSO			SOC 6.4, SOC 6.5, EC 2.3
				10.1.2 Develop Planning Guidelines	X	X	X	X				
				10.1.2 Create Working group with stakeholders / Line agencies	X						Not yet started	
				10.1.3 Seek Director's approval (Dir. DUAP and Line agencies) for deployment of staffs	X							
				10.1.4 Procurement of travelling logistics		X			PUPO, SUPO			
				10.1.5 Consultation with Stakeholder and Wider Group		X						
				10.1.6 Recruitment of TA	X	X					Mr. Derek Brien - TA	



	policies, urban strategies and urban designs			10.1.7 Drafting of planning policy paper by TA		X	X	X		Started working on Policy framework draft		
				10.1.8 Conduct consultation with Stakeholders and Wider Community				X				
				10.2.1 Conduct awareness on social media			X	X				Not yet started
				10.2.2 Support 7 urban projects	X	X	X	X				On-going
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 council on current legislative amendments	X				PUPO, SHSO	<ul style="list-style-type: none"> - CAP 126 COM Paper complete and endorsed by Council of Ministers - Drafting Instructions with OAG to proceed with legal drafting 	SOC 6.5, ECO 3.6	
MIBA	12. To develop legislative & policy frameworks	12. 1. Disseminate quality and quantity information on	3	12.1.1 Develop COM Paper for Housing Policy		X	X		SHSO	<ul style="list-style-type: none"> - COM Paper complete and submitted 	SOC 6.4, ENV 3.1	



		Declared Physical Planning Area										
MIBA	14. Enhance staff capacity, improve 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 from the agency	1	14.1.1 Prepare TA contract				X				Zoning and Control Plan
				14.1.2 Contract TA				X				- Town Plan for Lenakel and Lakatoro PPA is complete
				14. 1.3 TA to support strategies for urban and peri-urban settlements						X		- Mr. Brien recruited to assist COM Paper (complete)
				14.1.4 Seek assistance from VIPAM and project donors for training and workshops.	X	X	X					- SMART Cities Training in Singapore - EDZ workshop to China - GIS Training in
		14. 2. Build the capacity of planners through training to perform the required	2	14.2.1 Attend trainings/ workshops provided			X	X	X			



		for disaster response and recovery		15.2.2 Assist Urban Planning Unit to conduct exposure & impact survey on properties and infrastructure developments.							- Building Exposure Maps	
		15.2. Provide GIS support to the 100 days workplan.		15.2.1 Mapping of the extension of Port Vila and LMC boundaries.	X	X					Completed Proposed expansion Maps for Port Vila and Luganville	
Foreshore Development Unit (FDU)												
MIBB	15. To administer and enforce the Foreshore Development Act by developing new guidelines,	1. Undertake regular review of the current foreshore legislation and identify areas to improve the implementation of the Act in order to achieve better Foreshore Development outcomes.	3	15.1 Review Foreshore Development Act (CAP. 90) - Review Foreshore spots fines and categories of fees - Develop MOU with stakeholders	X						- Review complete - Drafting instruction with CEO (Ken.M)	
			1	15.1.2 Conduct two (2) meetings to commence on development of Foreshore regulation and Foreshore guidelines	X						- Complete	ENV 2.2, SOC 6
				- 15.1.3 Review Foreshore Development Guidelines, spots fines and categories of fees, MOU foreshore with assistance from MOIA Legal officer	X						- Complete	
				15.1.4 Submission of draft Regulation & guidelines to Minister (MOIA) & SLO			X		PFO, SFEO, SFO, FDO		- Review complete awaiting clearance from Compliance Officer MOIA	
				15.1.5 Organise workshop with planners, Foreshore Act and Application process (To be included in national urban forum)	X		X			Will happen after Review of		



				17.1.2 Organise Foreshore Advisory Committee meetings	X	X	X	X			4 meetings completed		
		18.3 Hire/purchase drones and drone license for foreshore unit to access inaccessible foreshore site	1	18.3.1 Consultation with stakeholder's departments on how the Foreshore Unit can acquire a drone			X		SFDO FDO				
MIBB	19. To improve the collection of revenue through foreshore development .	19. 1. Improve monitoring & enforcement through Spot Fines of Foreshore Development on Efate, Sanma and other approved islands;	1	19.1.1 Develop Foreshore M&E Framework	X	X			SFEO		In progress	ECO 1.2	
				19.1.2 Implement M&E		X	X	X			In progress		
			2	19.1.3 Close monitoring of foreshore developments	X	X	X	X			On track		
				19.1.4 Prepare report for illegal foreshore developments	X	X	X	X			6 reports prepared		
		19.2 Hire/Purchase a boat for the Foreshore Unit	1	19.2.1 Consult with the Maritime Police to have an officer present during site inspections which require sea travel and use of their vessels		X				SFEO, SFDO, FDO			On track Penalty notices and stop-work notices issued
					19.2.2 Collect quotations for cheap alternative for purchasing or hiring of boat	X				FDO			Quotation collected and submitted to finance
			1	19.2.3 Assist Finance to facilitate payments for hiring or purchasing of boats	X						Awaiting procurement		



Labor and Employment Services

Ministry	MIEA	MINISTRY OF INTERNAL AFFAIRS										
Department	DOL	Department of Labor and Employment Service								Operational Report Q1/2/3/4-2023		Linkages to NSDP
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status Time Frame	Comments	
MIEA	1. Ensure equity/fairness in the domestic & international employment markets	1.1 Domestic & international employment markets contribute to increasing revenue (Work Permit Tax, license fees, spot fines) and remittances (Labor Mobility Programs) & workers' well-being/welfare.	1	1.1.1 Keep Records of Migrant workers and Domestic workers including work permit holders in Reports (Monthly, quarterly, half-year, Annual Report). 1.1.2 Promote entrepreneurship platform for reintegration through partnership with other line agencies (MALF and MTT) and relevant stakeholders 1.1.3 Address Migrant worker's welfare through active dialogue with Team Leaders, Relationship managers, Country Liaison Officers and Approved Employers					COL, Manager Employment Services Unit, Labor attaché in Australia and New Zealand	Jan to Dec 2023	Need data base system keep good record work permit holder, pop up information individual overdue status. Reintegration partnership implemented low scale frame work – need strengthening	SOC 6.3:
		1.2 Increase the number of both skilled and unskilled Ni-Vanuatu workers in	2	1.2.1 Meetings x 4 held & Minute with Actions Arising tracked & distributed for participating donor partners and agents and						Jan to Dec 2023	Encourage agents register interested	SOC 6.3:



Ministry	MIEA	MINISTRY OF INTERNAL AFFAIRS										
Department	DOL	Department of Labor and Employment Service								Operational Report Q1/2/3/4-2023		Linkages to NSDP
Program	Activity	Performance Indicator	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status Time Frame	Comments	
		existing and new Labor Mobility Programmes;		employers to increase numbers of both skilled and unskilled Ni-Vanuatu workers in existing and new Labor Mobility 1.2.2 Registration through In-country Recruitment Database (IRD) System 1.2.3. Skilled Trainings conducted by Developing partners (NZ and Australia) and other stakeholders (ILO, IOM, APTC, World Vision)								
				1.2.4 Conduct 6 Liaison meetings with Australia & NZ on Labor mobility programs and capture this in the Quarterly and Annual Reports.						Jan to Dec 2023	applicants IRD to actually have records of for skilled unskilled workers. Donar partners provide fundings training officers provide standard trainings Continuous meeting NZ & Aust focal officer High Commission office	
MIEA	2.Promote the standards required by law for decent	2.1Compliance with all Vanuatu’s Labor laws and improves workers' conditions		2.1.1 Develop 1 Employment standards under Labor Domestic and International (Labor Mobility Programs) Laws.					COL, Manager Compliance	Jan to Dec 2023		SOC 6.3:



	work and strengthen compliance with all of Vanuatu's Labor laws							Employment Services Manager & all relevant Managers			
				2.1.2 Undertake 30 Workplace inspections and provide reports accordingly.				COL, Manager Compliance	Jan to Dec 2023		SOC 6.3
				2.1.3 Conduct 10 Awareness on Employment rights and obligations to general public including employers and employees under Domestic Labor Laws.				COL, Manager Employment Services,	Jan to Dec 2023		SOC 6.3:
				2.1.4 Address loopholes and penalties in the legislation by way of amendments after consultation with the tripartite body.				COL and all Managers			
		2.2 Support development & implementation of the National Labor Mobility Policy Framework		2.2.1 Provide assistance to TA in terms of sharing information to enable him/her to carry out functions per TOR in the exercise of the Review of National Labor Mobility Policy Framework				COL, Deputy COL, Manager ESU, Manager Compliance	Jan to Dec 2023		SOC 3.3
MIEA	3. Promote and maintain good working relationships between Tripartite Labor partners - unions, employers, and government	3.1 Strengthen collaboration with VCCI, Youth Challenge, and other stakeholders to increase the number of self-employed Ni-Vanuatu to become entrepreneurs;		3.1.1. Held Meetings, Write Minutes, and Maintained an Annual Report providing details of progress & issues. 3.1.2. Consultation with TLAC and stakeholders on Labor matters to				COL, Deputy COL, Manager Employment Services, Employment	Jan to Dec 2023		SOC 6.3



				promote entrepreneurship and Apprenticeship.				nt Liaison officer (domestic market)			
		3.2 Strengthen the Tripartite Labor Council		3.2. 1 Conduct 4 Tripartite Labor Advisory Council (TLAC) meetings to address Employment matters. 3.2.2. Develop a standing order/Manual/guideline for the tripartite.				COL, Deputy COL and Manager Compliance	Jan to Dec 2023		SOC 6.3
MIEA	4: Enforce compliance with employment standards according to ILO Conventions	4.1 Undertake inspections for compliance with ILO Conventions;		4.1.1 Workplace inspections undertaken & reported x 30 4.1.2				COL, Manager Compliance, Manager Labor Market South & North	Jan to Dec 2023		SOC 6.3:
MIEA	5. Advocate for workers' rights and welfare in international and domestic markets	5.1 Undertake awareness programs and public consultation to advocate for workers' rights and welfare in international and domestic markets		5.1.1 Awareness Meetings held & Minutes, with Annual Report providing details of progress & issues 5.1.2. Conduct Awareness of workers' rights and obligations during Predeparture Briefing for Labor Mobility Programs in Australia and New Zealand. 5.1.3. Maintain Constant communications with Country Liaison Officers in Australia and New Zealand to have updates on				COL, Manager Compliance, Manager Labor Market North & South, CLOs.	Jan to Dec		SOC 6.3:



				the progress of welfare issues and fair working conditions for Migrant workers.								
		5.2 Implement and promote localisation policy		<p>5.2.1 Localisation policy drafted, consulted, approved & implemented</p> <p>5.2.2. Effectively implement Counterpart Training plan. To do so, bind work permit holder and the local counterpart in a Contract Agreement.</p> <p>5.2.3. Undertake a practical Test with local counterpart to verify whether he/she is competent.</p>					Jan to Dec 2023			SOC 6.3:
		5.3 Establish an unemployment data base and link it to training institutions;		5.3.1 Provide financial support to the current unemployment Data Base to ensure it is up-to-date and accessible to training institutions				SLO National Services, Manager ESU, Manager ER	Jan to Dec 2023			SOC 6.3:
		5.4 Establish a pool of skilled workers		5.4.2. Maintain the IRD System up and running.				SLO National Services, Manager ESU, and SLO ESU	Jan to Dec 2023			SOC 6.3:



				5.4.3. Envisage a portal for Employment Vanuatu within IRD System.								
		5.5 Support the review of Labor laws		5.5.1 Undertake Review of Labor Laws.				COL, Manager Compliance and Manager ER	Jan to Dec 2023			SOC 6.3:
		5.6 Create new Labor policies		5.6. 1. Finalization of NEP 5.6. 2. Develop Labor sub-policies out of NEP.				COL, Deputy COL, all Managers, and SLO	Jan to Dec 2023			SOC 6.3:
		5.7 Bring all Labor-related functions under the Department of Labor including internships, cadetships and apprenticeship schemes		5.7.1. Establish a Partnership with training institutions to address skills gap and address the Business houses' needs. 5.7.2. Increase skilled workforce in the domestic Labor market.				Manager ER, SLO National Services	Jan to Dec 2023			SOC 6.3:
MIEA	6. Improve service delivery framework and organizational compliance through inclusive policies,	6.1 MBC Submission with costed supplementary budget and NPPs on time		1.1.1 Planning and budgeting by each section				COL, Deputy COL, Senior Finance	Jan to Dec 2023			



	<p>legislations, planning, reporting, budget, Assets Management, ICT systems, restructures, decentralisation of services, infrastructure, capacity building, awareness, disputes & conciliation mechanisms, and revenue generation.</p>			<p>1.1.2 MBC Submission x 2 with costed Supplementary and NPPs</p>					<p>Officer, Managers</p>			<p>SOC 6.3:</p>
		<p>6.2 Undertake & implement restructures to address capacity for decentralised service delivery</p>		<p>6.2.1 Finalization of the structure and submission for approval to PSC</p> <p>6.2.2. Recruitment of new staff members and placement in the approved structure</p> <p>6.2.3. Conduct induction with new staff members to assist them in their integration through the familiarization of departmental work ethics.</p> <p>6.2.4. Upgrade staff capacity building through partnership with developing partners and relevant stakeholders.</p>					<p>COL, Deputy COL, All Managers under DOL</p>	<p>Jan to Dec 2023</p>		<p>SOC 6.3:</p>



		6.3 Prepare plans and reports on time as per GoV Reporting Cycle	<p>6.3.1 Preparation and Submission of Reports on quarterly, mid yearly and Annually basis.</p> <p>6.3.2. Submission of financial reports to Managers on monthly basis.</p> <p>6.3.3. Planning and reporting 100% on time as per GoV Reporting calendar cycle</p>					COL, Deputy COL, Managers and Senior Finance & Budgeting Officer	Jan to Dec 2023			SOC 6.3:



Ministry	MIA	MINISTRY OF INTERNAL AFFAIRS												
Department	VIS	VANUATU IMMIGRATION AND PASSPORT SERVICES								Operational Report 2022				
Program	Activity	Performance	Target	Actions	Q1	Q2	Q3	Q4	OIC	Status time frame	Comments	Linkage to NSDP		
MIDG	1. Protect the nation's borders by controlling the movement of person entering and exiting the country.	1.1 A new Border Management System (MIDAS) is acquired for Passenger Processing	1	1.1.1 Installation of the MIDAS system & configuration		x			Director VIS -all Immigration officers from HQ and Provinces Border Manager and Director	Jan to Dec 2023		SOC 6.3:		
				1.1.2 Training of Immigration Officers on the use of the system		x				Jan to Dec 2023		SOC 6.3:		
				1.1.3 Training of ICT Officers in charge of maintenance of the system		x				Jan to Dec 2023		SOC 6.3:		
				1.1.4 Prepare policy paper for Immigration's Primary Line		x			Admin and Border Manager Director	Before end of 3 rd Quarter		SOC 6.3:		
				1.1.5 Review MOA/MOU with Customs Border for the handling of Primary Line Immigration Functions		X				Before end of 3 rd Quarter		SOC 6.3:		
				1.1.6 Recruitment of new border control officers		X				Before end of 3 rd Quarter		SOC 6.3:		
				1.1.7 Use of system by Immigration Officers (Border, Visa and Compliance) for Processing, Data Entry and/or Data Collection		X			Border officers, Visa officers, data officers, regulatory unit officers	Jan to Dec 2023		SOC 6.3:		
		1.2 To control, monitor and protect the ports of entry and			1.2.1. Ensure every person entering and departing Vanuatu through appointed ports	x	x	x	x	Border Manager	January to December 2023		SOC 6.3:	



	departure from illegal migrants.		1.2.2 To supervise designated customs Officers executing Immigration front line to perform to the require standard.	x	x	x	x	Border manager and border officers	January to December 2023		SOC 6.3:	
	1.3 Recruitment of a Permanent Border Control Manager NORTH and South	2	1.3.1 Permanent appointment of the Border Control Manager's Position North and South through MoIA's CSU	x				CSU, Director, Admin	May 2023		SOC 6.3:	
2. Control, administer and review the issuance of visas.	2.1 Use of MIDAS system for visa processing	1	2.1.1 Training of Visa & Compliance Officers on the use of system	x	x			Consultant including all immigration Officers	July 2023		SOC 6.3:	
			2.1.2 Use of system for issuance of visas	x	x	x		IT and Visa officers	2 nd Quarter to end of last quarter when the Midas is operational		SOC 6.3:	
			2.1.3 Upload existing data into the MIDAS system			x	x	x	Visa officers	2 nd Quarter to end of last quarter when the Midas is operational		SOC 6.3:
			2.1.4 Review visa policies	x					Director, Visa Manager,	Before end of 2 st Quater		SOC 6.3:



									Compliance officer					
				2.1.5 Review of internal processes between visa unit and compliance unit	x				Director	Before end of 2 st Quarter		SOC 6.3:		
				2.1.6 Immigration Bond Account Process to be completed	x	x	x		Director and Finance Officer, Visa Manager	Before the end of July		SOC 6.3:		
3. Improve compliance to legislative mandate and Regs	3.1 Human Trafficking Policy	1	3.1.1 Work with IOM, VPF to develop Human trafficking policy	x					Director, IOM, Police	Before end of 1 st Quarter		SOC 6.3:		
			3.1.2 Human trafficking policy developed	X					IOM				SOC 6.3:	
			3.1.3. Recruitment of Human Trafficking officer				X			Admin Office, Director, CSU, Regulator	Before end of July 2023			SOC 6.3:
			3.1.4 New computer and desk equipment for the new Trafficking officers.				X			IT Officer	Before end of July 2023			SOC 6.3:
	3.2 Review of Immigration Act, Visa Regulation and Passport Act	1	3.2.1 To work with state law office for the preparation of the new regulation orders.	x	x	x	x			Director and Regulation Officer	January to December 2023			SOC 6.3:
			3.2.2 Provide drafting instruction to the state law for the preparation of the regulation order and amendment to the Immigration Act No 17 of 2010.	x	x	x	x			Director and Regulation Officer and passport managers	January to December 2023			



				3.2.3 Provide guidance and correspondence with the drafters until the regulation order or the immigration bill is complete	x	x	x	x	Director and Regulation Officer,	January to December 2023		SOC 6.3:
				3.2.4 Trainings is provided for the new amendment to the regulation and the immigration act or passport act			x	x	Director and Regulation officer	September to December 2023		SOC 6.3:
		3.3. Compliance operation checks to two other provinces	2	3.3.1 Compliance officers provide operation plan	x				Compliance officers and Regulation officers	March 2023		SOC 6.3:
				3.3.2 Provide Operational budget for the two provinces	x				Compliance and Regulation Officers	Before end of March 2022		SOC 6.3:
				3.3.3 Conduct operation checks to two provinces		x		x	Director, Regulation and compliance officers	Before end of Second quarter and last quarter		SOC 6.3:
		3.4 Develop investigation materials for immigration cases to go to court.	1	3.4. 1complainant form being developed by the regulation officers 3.4.2 Accused Form being developed 3.4.3 Trainings provided for investigators	x	x			Regulation officers and Investigation officers	Before end of second quarter		SOC 6.3:
		3.5 Provide Due diligence checks to visa and		3.5.1 Compliance officers to receive from data and visa officers' application for due diligence checks.	x	x	x	x	Compliance officers and Investigator	January to December 2023		SOC 6.3:



		passport applications										
				3.5.2 Due diligence checks is done thoroughly and diligently on all visa and passport applications	x	x	x	x	Compliance officer and investigation officer	January to December 2023		SOC 6.3:
				3.5.3 Interpol checks are provided for person of interest and for visa and passport applications	x	x	x	x	Compliance officer	January to December 2023		SOC 6.3:
		3.6 Removal of those who breaches Immigration Act No 17 of 2010	4	3.6.1. Compliance officers to prepare the list for foreigners who are to be removed from Vanuatu to the Minister for Consideration.	x	x	x	x	Minister, Director, Regulator and Compliance officers	January to December 2023		SOC 6.3:
				3.6.2 Drafting order is prepared and provide to state law	x	x	x	x	Compliance officers	January to December 2023		SOC 6.3:
				3.6.3 Removal order is prepared and signed by the Minister	x	x	x	x	Director and Minister	January to December		SOC 6.3:
				3.6.4 Removal of non-citizens is executed by Compliance officers with the assistance from Police.	x	x	x	x	Director, Regulator	January to December 2023		SOC 6.3:
		3.7 Conduct weekly spot checks	1	3.7.1 The Compliance officers to prepare weekly plans for spot checks for foreign Nationals residing in Vanuatu to make sure they are in	x	x	x	x	Compliance officers	January to December 2023		SOC 6.3:



				compliance to their Visa conditions								
				3.7.2 Reports of sport checks will be provided to the Director	x	x	x	x	Compliance officers and Investigation officers	January to December 2023		SOC 6.3:
		3.8 Investigate breaches to Immigration and Passport Acts.	2	3.8.1 Complaint is received for breaches to the Immigration Act					Regulator and Investigator	January to December 2023		SOC 6.3:
				3.8.2 Investigation officers open case file.	x	x	x		Investigation Officers	January to December 2023		SOC 6.3:
				3.8.3 Investigation officers to prepare the case file and provide case file to the Public Prosecutor Office					Investigator and Regulator	January to December 2023		SOC 6.3:
	4. develop and implement a migration strategy	4.1 Three Consultations conducted	1	4.1.1 Appointment of Consultation Team Within the department.			x		Director	Before end of third quarter		SOC 6.3:
				4.1.2 Terms of Reference for the Consultation developed.			x		Director	Before end of third quarter		SOC 6.3:
				4.1.3 Consultation plan developed.			x		Director	Before end of 3 rd Quarter 2023		SOC 6.3:
				4.1.4 Migration Strategy is Developed				x	Director	Before end of December 2023		SOC 6.3:



	5. Collect government revenues through immigration revenue initiatives	5.1 Produced monthly Revenue report.	12	5.1.1 Advice clients on new revenue initiatives.	x	x	x	x	Director, Compliance officers and Finance officers, Visa officers, Passport officers	January to December 2023		SOC 6.3:
				5.1.2 Liaise with Revenue section, Ministry of Finance to develop new revenue code.	x	x	x	Finance Officers	Before end of July 2023		SOC 6.3:	
				5.1.3 Training to Cashier and immigration officers on the implementation of the new revenue initiatives.	x	x		Finance officer	Before end of July 2023		SOC 6.3:	
	6. Improve service delivery and organizational capacity, through policy, legislation, planning, reporting,	6.1 Organizational Structure change and approved by PSC	1	5.2 Regulation orders for new revenue initiatives sign by Minister.	5.2.1 Develop COM paper for the new government revenue initiatives.	x	x		Director	January to December 2023		SOC 6.3:
				5.2.2 Advice state law to develop regulation order.		x	x	Director and regulation officer	January to December 2023		SOC 6.3:	
				5.2.3 Regulation order sign and gazette and training conducted to officers.		x	x	x	Minister and Director	January to December 2023		SOC 6.3:
				6.1.1. Organizational structure is amended and approved by Director	x			CSU, Director, Admin	Before end of 1 st Quarter		SOC 6.3:	
			6.1.2 Organization structure is submitted to PSC for approval				CSU and Director	Before end of second quarter		SOC 6.3:		



budgeting, restructuring, rapid response capacity, ICT, Infrastructure and training			6.1.3. Implementation of the new approved organizational structure					CSU, Director	Before end of 4rd quarter		SOC 6.3:
	6.2 Training plan	1	6.2.1 Training plan is established to reflect the training needs for officers and carry out in each quarter	x	x	x	x	Director and Managers for all sections	January to December 2023		SOC 6.3:
	6.3 decentralization of Immigration Services to the provinces, Building of Immigration building for Malampa Province	1	6.3.1 Notice of Tender to provide to the daily post through the media	x				Finance officer and Director	Before end of March 2023		SOC 6.3:
			6.3.2 A Panel is select by the Director to go through all the applicant	x				Director	January to December 2023		SOC 6.3:
			6.3.3. Selection is complete and the records are provided to Director General	x				Director and Finance officer	January to December 2023		SOC 6.3:
			6.3.4. Contractor and the Government signed contract		x			Director, admin and finance officer	Before end of 2nd Quater		SOC 6.3:
			6.3.4 Building of Malampa Immigration Building and supervise by the Director to adhere to the contract		x	x		Director and ICT officer	January to December 2023		SOC 6.3:
	6.4 Department ICT policy Develop.	1	6.4.1 Appointment of Consultation Team Within the department.				x	Director and ICT Officer	January to December 2023		SOC 6.3:
			6.4.2 Terms of Reference for the Consultation developed.		x			ICT Officer	January to		SOC 6.3:



										December 2023		
				6.4.3 Consultation plan developed.			x		ICT Officer	January to December 2023		SOC 6.3:
				6.4.4 ICT policy is developed				x	ICT officer	January to December 2023		
		6.5 NEW ICT TOOLS for Immigration	1	6.5.1 IT officers to get quote for new computers to replace Computers which are not working					ICT Officer	January to December 2023		SOC 6.3:
		6.6 Upgrade and update Immigration Website	1	6.6.1 ICT officer and unit managers to update Immigration website					ICT OFFICER and all VIS unit managers	January to December 2022		SOC 6.3:
7. Protect & upgrade the integrity of Passport and Travelling Documents	7.1 Issuance of E-passport	1	7.1.1 Asses and develop a credible process of passport delivery to citizens abroad.	x	x	x	x	Director, Passport Manager, Senior Passport officer, Passport Processing officer	January to December 2023			SOC 6.3:
			7.1.2 Consultation with the Ministry of Foreign Affairs on an arrangement of the delegation of powers.		x	x	Director, Passport Manager and Senior passport officer	January to December 2023			SOC 6.3:	



				7.1.3 Improve certificate of identity document to adhere to ICAO Standard	x	x	x	x	Passport Manager and Senior passport officer	January to December 2023		SOC 6.3:
	8.Improve Passport Revenue Collection	8.1 Collection of passports to demand of passport throughout Vanuatu	1	8.1.1 Ongoing yearly revenue collection (collection from Main HQ with Provincial office)	x	x	x	x	HQ Passport officers and passport provincial passport	January to December 2023		SOC 6.3:
	9.Advise Stakeholders on issues relating to passport and travelling documentation	9.1 Consult with SG Citizenship, Civil Registry, Electoral and Labour	1	9.1.1 Citizenship Process to be complete before passport is issued					Passport Manager and senior passport manager	January to December 2023		SOC 6.3:
9.1.2 All passport application forms and required documents must be provided before passport application is process.							Passport manager, senior passport officer and passport processing officers	January to December 2023		SOC 6.3:		
9.1.3 Civil Registry to issue all Original Birth Certificate							Passport and senior officer and Civil Registry officer	January to December 2023		SOC 6.3:		
9.1.4 Issuance of passport for all applicant applying through the labour scheme							Passport officers	January to December 2023		SOC 6.3:		
9.1.5 Liaise with heads of Vanuatu missions abroad							Passport Manager	January To		SOC 6.3:		



									and Senior passport officer	December 2023		
	10.Decentralisation Passport and Travelling Document Services	10.1 Citizens can access passport issuance services in all provinces and 1 area council	1	10.1.1 establishing of VIS officers in each province and municipality					Director, admin officer and CSU	January to December 2023		SOC 6.3:
10.1.2 Delegate functions to area Administrator to collect passports applications and do the processing								Director, passport manager,	January to December 2023		SOC 6.3:	
10.1.3 develop an online passport application					x	x		Passport manager and ICT officer	Before end of 4 quarter		SOC 6.3:	

Vanuatu Immigration Services



Vanuatu Electoral Office

Ministry	MIA	MINISTRY OF INTERNAL AFFAIRS										
Department	VEO	VANUATU ELECTORAL OFFICE									Operational Report Q1/2/3/4-2023	Linkages to NSDP
Objective 1: 1. Conduct efficient & credible elections through improved election procedures												
Program	Activity	Performance Indicator	Target	Actions	Q 1	Q 2	Q 3	Q 4	OIC	Status Time Frame	Comments	Linkages to NSDP
MIEB	1. EFFICIENT ELECTIONS	1.1 Develop measures to pilot Out of Country & Out of Constituency Voting procedures		1.1.1 Develop clear guidelines for use of technology for Out of Country & Out of Constituency voting	X	X	X	X	PEO (VEO)	Q2	Discussions Continuing	SOC 6.3:
				1.1.2 Conduct pilots						Q4	Not in 2023	
		1.2 To supervise and coordinate Municipal & By-Elections elections by consolidating operational planning within the VEO administration, including procurement and logistics, to deliver efficient, equitable, inclusive and timely elections;	2	1.2.1 Deliver Municipal Election in Luganville (Nov/Dec 2023);			X	X	Chair EC; PEO (VEO)	Q4	Completed	
				1.2.2 Support for the Malvatumauri Elections (November 2023)			X	X	PEO (VEO)	Q4	Completed	
				1.2.3 Prepare Procurement for elections			X	X	PEO (VEO)	Q 3 & Q4	Completed	
				1.2.4 Prepare an illustrated Logistics & Inventory SOP for maintenance, packing, dispatch security & reconciliation (draft Q1, test Q2)	X	X	X	X	PEO (VEO)	Q4	Completed	
		At least 2				X	X	PEO (VEO)	Q2			



Ministry	MIA	MINISTRY OF INTERNAL AFFAIRS										
Department	VEO	VANUATU ELECTORAL OFFICE								Operational Report Q1/2/3/4-2023		Linkages to NSDP
		1.3 Improve number of polling stations to enable inclusive, equitable access by splitting “mega stations” and new polling stations established;		1.3.1 Develop Policy on criteria for splitting of mega stations					Deputy PEO		Established 2 new Polling Stations	SOC 6.3: SOC 5.1
				1.3.2 Allocate voters by ID number			X	X		On-going		
				1.3.3 Split Mega stations to create new Polling Stations			X	X		Q3		
		1.4 Maintain Geo Spatial Electoral Maps for efficient elections, registration & electoral management	1	1.4.1 Maintain accuracy of maps	x	x	x	x	PEO (VEO) Deputy PEO & TA	On-going	On-going	SOC 6.3
				1.4.2 Verify Geo Spatial Electoral Maps in Field	x	x	x	x		On-going	On-going	
		1.5 Develop electronic electoral management system	1	1.5.1 Develop clear guidelines for electronic electoral management system				X	X	Q2	2024 RV5 In Final Development	SOC 6.3
				1.5.2 Develop software for electronic electoral management system				X	X	Q2	RV5 In Final Development	
				1.5.3 Conduct pilots						Q3 & Q4	Final tests in 2024	
2. Maintain an efficient national voter register based on the National ID Number												
Program	Activity	Performance Indicator	Target	Actions	Q 1	Q 2	Q 3	Q 4	OIC	Status Time Frame	Comments	NSDP



Ministry	MIA	MINISTRY OF INTERNAL AFFAIRS										
Department	VEO	VANUATU ELECTORAL OFFICE								Operational Report Q1/2/3/4-2023		Linkages to NSDP
MIEB	1. VOTER REGISTER	2.1 Voter Register with ID cards for eligible voters 18 years and over by updating and validating the Voter Register using National ID Card and CRIM data	352	2.1.1 Utilise RV5 central civil register RV5 to extract Voter Lists						On-going	2024 as RV5 is in final development	SOC 6.3:
				2.1.2 Validate Voter List to verify correct Polling Station allocation	x	x	x	x	Q1	On-going	SOC 5.1	
				2.1.3 Develop mobile service for voter verification based on ID#			X	X	Q3	In Use		
				2.1.4 Review of Polling Station names					Q4	2024	SOC 6.3:	
				2.1.5 Inspection of Voter List in cooperation with Area Administrator's assistance	X	X	X	X	Q1 Q2	Undertaken On-going	SOC 6.3:	
				2.1.6 Work with Area Administrator & SGs to identify new Polling Stations	X	X	X	X	On-going	Work undertaken, new stations in 2024	SOC 6.3:	
				2.1 Increase numbers of eligible voters with National ID with registration on Integrated Data Base	1	2.1.1 Establish & maintain a credible, accurate Voter Register with ID cards for eligible voters 18 years and over	X	X	X	X	PEO (VEO) Deputy PEO	On-going
		2.1.2 Up-date Procedures & Manual to correlate to new Bills	X			X	X	X	On-going	Undertaken regularly 6 new SOPs in 2023	SOC 6.3 SOC 6.1	
		2.1.3 Provide report on eligible voters in Quarterly	X			X	X	X	Q1 Q2 Q3 Q4	Undertaken regularly		



Ministry	MIA	MINISTRY OF INTERNAL AFFAIRS											
Department	VEO	VANUATU ELECTORAL OFFICE								Operational Report Q1/2/3/4-2023		Linkages to NSDP	
				Reports & Annual Report disaggregated by location, gender & age									
		2.3 Continued work in the EC, VEO digital archiving process	25,000 files	2.3.1 Digital archiving undertaken, scanning & archiving to build historical archive							2024	Discussions with OGCIO & private providers	SOC 6.3:
		2.4 Increasing ICT capacity and database development and maintenance skills within the office	4	2.4.1 Training sessions undertaken to improve ICT Skills on database usage	X	X	X	X			On-going	Continuous training undertaken	SOC 6.3:
Objective 3. Legislative reform of the Electoral System following 2022 Legislative Road Map													
Program	Activity	Performance Indicator	Target	Actions	Q 1	Q 2	Q 3	Q 4	OIC	Status Time Frame	Comments	NSDP	
MIEB	3. LEGISLATION & POLICY FRAMEWORK	3.1 Support preparation of final drafts of Bills	2	3.1.1 Electoral Reform Working Group (ERWG) continue to provide technical support	X	X	X	X	Chair ERWG OAG	Q1	2 new Bills passed by Parliament	SOC 6.3:	
		3.2 Implementation Plan for Act/s	2	3.2.1 Electoral Reform Working Group (ERWG) continue to provide technical support				X		Q2	For action in 2024 after gazettal		
		3.3 Review and revise associated Regs, Manuals, SOPs , Codes of Conduct & Forms	tbc	3.3.1 Electoral Reform Working Group (ERWG) continue to provide technical support	X	X	X	X		Q2 Q3	Regs revised & 6 new SOPs in 2023		



Ministry	MIA	MINISTRY OF INTERNAL AFFAIRS										
Department	VEO	VANUATU ELECTORAL OFFICE								Operational Report Q1/2/3/4-2023		Linkages to NSDP
		3.4 Undertake voter awareness in 6 provinces	6	3.4.1 Awareness in 6 provinces	X	X	X	X	Chair, ERWG, PEO	Q2 Q3	Awareness on new bills nationally	SOC 6.5 SOC 5.1
Objective 4. Increase Civil Engagement through public voter information and awareness												
Program	Activity	Performance Indicator	Target	Actions	Q 1	Q 2	Q 3	Q 4	OIC	Status Time Frame	Comments	
MIEB	4. PUBLIC AWARENESS & OUTREACH	4.1 Awareness campaigns for voter engagement (Media, Facebook, Posters, Civic Education in schools) reflected in VEO contribution to MolA Annual Report (x1)	1	4.1.1 Awareness campaigns for voter engagement reported in Annual Report detailing # of awareness campaigns & types of publicity undertaken	X	X	X	X	PEO, VEO; Outreach Officer VEO; Web Site Officer VEO		Ongoing by radio, newspapers pamphlets etc	SOC 5.1: SOC 6.3 SOC 6.5
		4.2 Web Site	1	4.2.1 Web Site up-to-date	X	X	X	X	Web Site Officer VEO		Up to date & ongoing	SOC 6.3:
		4.3 Meetings Held with Sector Stakeholders	4	4.3.1 Meetings Reported in Quarterly Reports & Annual Reports	X	X	X	X	PEO, VEO; Outreach Officer VEO;		Ongoing	SOC 6.1 SOC 6.4
		4.4 Training Plan for Web Site Utilisation	1	4.4.1 Training Plan Report					Outreach Officer VEO;		Not Done	SOC 6.1
		4.5 Access to Information Assessment	1	4.5.1 Access to Information Assessment to guide future awareness campaigns					Outreach Officer VEO;		Not Done	SOC 4.5 SOC 6.3



Ministry	MIA	MINISTRY OF INTERNAL AFFAIRS										
Department	VEO	VANUATU ELECTORAL OFFICE								Operational Report Q1/2/3/4-2023		Linkages to NSDP
		4.6 Printing of awareness materials	500	4.6.1 Materials for Candidate Book, My Election Week by Week, Posters	X	X	X	X	Outreach Officer VEO;		Completed and on-going	SOC 6.3
		4.7 Civic Education Materials	26 sets	Civic Education materials printed & distributed to 26 schools			X	X	Outreach Officer VEO;		Completed and on-going	SOC 6.5
		4.8 Production of awareness videos	1	4.8.1 Videos contracted				X	Outreach Officer VEO;	Q4	Electoral Inclusion Video	SOC 5.1
		4.9 Develop Communications Strategy	1	4.9.1 Communications Strategy drafted	X	X	X	X	Outreach Officer VEO;	Q1	Completed	
				4.9.1 Workshops delivered to raise awareness on Comms Strategy		X	X		Outreach Officer VEO;	Q2	Voter Awareness Committee meetings	
				4.9.1 Develop VEO templates		X			Outreach Officer VEO;	Q2	Communications Survey	
		4.10 Deliver training for key stakeholders for observation as needed i.e. for Domestic Observers & NGOs	1	4.10.1 Develop network of domestic operations groups with support for minimum operating procedures, information sharing					Outreach Officer VEO;	Q4	No national election in 2023 – not needed	
Objective 5. Improve service delivery and organisational compliance through an inclusive policy, legislative, planning, reporting, budget, SOPs/Procedures Manuals, restructure implementation, decentralisation, ICT & revenue generation												
Program	Activity	Performance Indicator	Target	Actions	Q 1	Q 2	Q 3	Q 4	OIC	Status Time Frame	Comments	NSDP #



Ministry	MIA	MINISTRY OF INTERNAL AFFAIRS										
Department	VEO	VANUATU ELECTORAL OFFICE								Operational Report Q1/2/3/4-2023		Linkages to NSDP
MIEB	5. INSTITUTIONAL FRAMEWORK	5.1 Implementation of VEO restructure to improve decentralised service delivery, especially in the provinces	1	5.1.1 Restructure recruitment progressed through OPSC	X	X	X	X	PEO; HRM, CSU; OPSC	Q1	3 new staff recruited	SOC 6.1 SOC 6.4
		5.2 Improved permanent staff levels, including 4 electoral provincial officers	4	5.2.1 Four Provincial Officers appointed	X	X	X	X	PEO; HRM, CSU;	Q1	1 died, 2 new staff	SOC 6.1 SOC 6.4
				5.2.2 NPP developed for new staff to MBC	X	X	X	X	PEO; HRM, CSU; FM, CSU	Q2	Utilised in 2023 for new staff	SOC 6.1 SOC 6.4
		5.3 Implementation Plans developed for VEO Policies	1	5.3.1 Implementation Plan developed for VEO Policies as basis for NPPs/MBC Submission					PEO; Deputy PEO; M&E Officer CSU	By Q2	Not Undertaken	SOC 6.3: SOC 4.3
				5.3.2 Gender Action Policy & Plan	X	X	X	X			Done	
		5.4 Procedures Manual/s implemented	1	5.4.1 Procedure Manual (Logistics) implemented with training	X	X	X	X	PEO; Deputy PEO;	Q1	Completed	SOC 6.3:
		5.5 Improve revenue	5%	5.5.1 Revenue tracked & reported in Annual Report	X	X	X	X	PEO; Deputy PEO; FM, CSU	On-going	Candidate Fees Collected	ECO 1.2
5.6 GoV Planning & Reporting Cycle compliance	100%	5.6.1 Deliver planning, reporting & budgets on time as required by GoV planning cycle with 100% compliance with GoV's Planning & Reporting Cycle	X	X	X	X	PEO; Deputy PEO; M&E Officer, CSU	On-going	On Time for all reports	SOC 6.1 SOC 6.4		



Ministry	MIA	MINISTRY OF INTERNAL AFFAIRS										
Department	VEO	VANUATU ELECTORAL OFFICE							Operational Report Q1/2/3/4-2023		Linkages to NSDP	
		5.7 PMR (appraisals) undertaken on time	3	5.7.1 PMRs on time with annual Work Schedule for each officer	X		X	X	PEO; Deputy PEO; HRM, CSU	January July Dec	PMRs Jan July Dec On Time	SOC 6.1 SOC 6.4:
		5.8 Training Plan developed & undertaken to improve VEO staff skills	1	5.8.1 Budgeted Training Plan developed on basis of PMR training needs					PEO; Deputy PEO; HRM, CSU	Q1	Funds available Not	SOC 6.1 & 6.4:
		5.9 ICT equipment for professional delivery	1	5.9.1 Develop 2023 VEO ICT Procurement Plan & NPPs to purchase		X	X	X	PEO; Deputy PEO	Q2	Purchased laptops & tablets	SOC 6.1
				• Desk Top Computers for 6 Provincial Offices				X	PEO; Deputy PEO	Q2	Logistics completed	SOC 6.5
				• Tablets				X	PEO; Deputy PEO	Q2	300 ordered arriving 2024	SOC 6.5
				• Head Sets/Web Cams for 6 provincial offices		X			PEO; Deputy PEO	Q2	Procured	SOC 6.5
				• Network cabling & electrical equipment		X			PEO; Deputy PEO	Q2	For DVOs	SOC 6.5
		5.10 Refurbishment for Provincial Offices	2	5.10.1 Procure furniture & office equipment				X	PEO	Q2	Secured	SOC 6.5
				5.10.2 Secure office space for Torba & Penama				X	PEO	Q2	Torba in 2023 & Penama office space in Q1 24	SOC 6.5



Ministry	MIA	MINISTRY OF INTERNAL AFFAIRS									
Department	VEO	VANUATU ELECTORAL OFFICE							Operational Report Q1/2/3/4-2023	Linkages to NSDP	
	5.11 Logistics budget for 2023 elections prepared as basis for COM request/s	1	5.11.1 Charter for air transport for transport of Electoral materials			X	X	PEO & FM (CSU)	Q3 & Q4	Undertaken Malampa & Shefa in Sept & Luganville Nov	SOC 6.3 SOC 6.5
		1	5.11.2 Charter for land transport of Electoral materials			X	X	PEO & FM (CSU)			SOC 6.3 SOC 6.5
		1	5.11.3 Charter for sea transport of Electoral materials			X	X	PEO & FM (CSU)			SOC 6.3 SOC 6.5
		1	5.11.4 Electoral Materials procurement			X	X	PEO & FM (CSU)			SOC 6.3 SOC 6.5
		1	5.11.5 DSA Budget for VEO staff and Electoral College to elect President includes DSA Travel & Official Entertainment			X	X	PEO & FM (CSU)			SOC 6.3 SOC 6.5
	5.12 VEO Office costs	1	5.13.1 Annual Budget forecast for operational costs (telecoms, utilities, photocopier expenses, fuel, vehicle maintenance, air con maintenance, plumbing) as recurrent NPP		X			PEO & FM (CSU)	Q2	MBC Submission on time with costed budget	SOC 6.3 SOC 6.5
	5.12 VEO Budget Submission developed	X 1	5.9.1 Fully costed MBC Submission with NPPs based on policy & planning	X	X	X	X	PEO; Deputy PEO; FM, CSU	Q2	MBC Submission on time with costed budget & NPPs	SOC 6.1 SOC 6.4
			5.9.2 Develop Recurrent NPP for rolling Election Budget based on Electoral Cycle	X	X	X	X		Q2		



Ministry	MIA	MINISTRY OF INTERNAL AFFAIRS										
Department	VEO	VANUATU ELECTORAL OFFICE								Operational Report Q1/2/3/4-2023		Linkages to NSDP
				5.9.3 Supplementary Budget Submission developed if needed	X	X	X	X		Q2		
MIEC: ELECTORAL COMMISSION												
Objective 1. EC to drive policy development & implementation of registration of eligible electors and conduct of all elections specified by the Constitution of Vanuatu and by the Act of Parliament Cap 146												
Program	Activity	Performance Indicator	Target	Actions	Q 1	Q 2	Q 3	Q 4	OIC	Status Time Frame	Comments	NSDP #
MIEC	1. Policy development & implementation	1.1 Policy development & implementation with regular EC Commission meetings	X 4	1.1.1 Hold Commission meetings x 4 with Minutes	X	X	X	X	EC Chair; PEO as Secretariat	On-going	20	SOC 6.3
		1.2 Recurrent NPP for Commission meeting costs & allowances	X 1	1.1.1 NPP submitted					EC Chair; PEO; FM, CSU	Q2	Not Undertaken due to legislative changes	SOC 6.3
2. To lead development of legislative framework for electoral system												
Program	Activity	Performance Indicator	Target	Actions	Q 1	Q 2	Q 3	Q 4	OIC	Status Time Frame	Comments	NSDP #
MIEC	2. Policy development & implementation	2.1 Policy development & implementation with regular EC Commission meetings	X 4	1.1.1 Hold Commission meetings x 4 with Minutes	X	X	X	X	EC Chair; PEO as Secretariat	On-going	20	SOC 6.3
		2.2 Oversee meetings with electoral sector stakeholders to	1 per Quarter	2.2.1 Meetings with sector stakeholders held to progress	X	X	X	X	EC Chair; PEO	On-going	On-going as needed	SOC 6.3



Ministry	MIA	MINISTRY OF INTERNAL AFFAIRS											
Department	VEO	VANUATU ELECTORAL OFFICE								Operational Report Q1/2/3/4-2023		Linkages to NSDP	
		review and revise legislation & Regs.		issues with Minutes or Meeting Outcome reports									
		2.3 Implement 2023 Legislative Road Map	2	2.3 Legislative Road Map delivered	X	X	X	X	EC Chair, PEO, Deputy PEO, SLO	Ongoing	2 Bills Passed in Nov Parliament	SOC 6.3	
		2.4 Implement legislative reform regarding independent functions, budget and mandate of EC	1	2.4.1 Implementation Plan				X	EC Chair, PEO, SLO, LRC	Q1	Plan drafted to be delivered in 2024 after Acts gazetted	SOC 6.3	
Objective 3: To provide electoral dispute resolution through Election Disputes & court appearances													
Program	Activity	Performance Indicator	Target	Actions	Q 1	Q 2	Q 3	Q 4	OIC	Status Time Frame	Comments	NSDP #	
MIEC	3. Electoral Dispute Resolution	3.1 Electoral disputes reviewed and resolved	1	3.1.1 Record of Electoral Disputes made in EC Minutes and reported in Annual Report x 1			X	X	EC Chair; PEO; EC Members	On-going as needed	1 for National Parliament - Malekula	SOC 6.3:	
Objective 4: To undertake consultation for reform and delivery of an efficient, reliable, equitable & inclusive electoral system for Vanuatu													
Program	Activity	Performance Indicator	Target	Actions	Q 1	Q 2	Q 3	Q 4	OIC	Status Time Frame	Comments	NSDP #	
MIEC	4. Consultation & Awareness	4.1 Awareness meetings held on electoral issues & reforms reported in Annual Report	1	4.1.1 Annual Report contribution provides details of meetings held, location, topic and recommendations arising	X	X	X	X	EC Chair; PEO	All Year	Completed as needed	SOC 6.3:	
5.1 EC Restructure presented & implemented													



Ministry	MIA	MINISTRY OF INTERNAL AFFAIRS										
Department	VEO	VANUATU ELECTORAL OFFICE								Operational Report Q1/2/3/4-2023		Linkages to NSDP
Program	Activity	Performance Indicator	Target	Actions	Q 1	Q 2	Q 3	Q 4	OIC	Status Time Frame	Comments	NSDP #
MIEC	5. Restructure	5.1 Restructure submitted	X 1	5.1.1 Restructure submitted to Minister for endorsement					EC Chair; PEO; HRM CSU & SLO	Q1	Drafted but awaiting Gazettal of new Acts in 2024	Soc 6.1 & 6.4
			1	5.1.2 EC Restructure with NPP for additional staffing costs					EC Chair; PEO; FM CSU & SLO	Q1	Drafted but waiting Gazettal of new Acts in 2024	Soc 6.1 & 6.4

Civil Registration and Identity Management

Objective 1: To improve coverage for registration of vital events such as births, marriages, and deaths												
Program	Activity	Performance Indicator	Target	Actions	Q 1	Q 2	Q 3	Q4	OIC	Status/ Time Frame	Comments	NS DP
				1.1.1: New Posts Ass't Prov Registrars (Torba and Sanma appointed) after restructure approval						Q 4	Planned Q4 but funding in 2023	SO C 6.5 9
				1.1.2: Analyze registration data analysis (population)						Jan - Dec	Completed	SO C 6.



			1.1.3: Integrated Data Base in Health and Education facilities					Q4	Commenced with Bloomberg funding but impacted by Cyber Attack	
			1.1.4: Civil Registration coverage data in Quarterly Reports x 3 and Annual Report					Jan - Dec	93.3% National Coverage Mid Oct 22 Overall, in Vanuatu: Below 18- 58,515 males, 55,004 females = 113,519 18 and above, below 30: -34,015 males, 32,277 females = 66,292 30 or above, below 50: 36,992 males, 37,694 females = 74,686 50 or above: 23,163 males, 24,310 females = 47,464 Total with ID Cards = 301,961- 2020 Census = 300,019 Current Population Projection: UN Data 323,959 as of Wed 19th October 2022. Therefore 93.3% therefore have current ID Cards	
			1.1.5 SOP for CR and Identity Management developed					Q2	Underway but not complete	
			1.2.1: Provide 6 new Access Points					Q4	Due Q 4 but completed	
			1.2.2: Provide gender data in Quarterly and Annual Reports					Jan - Dec	On-going but impacted by Cyber Attack	SO C 6.5
		1.3 Integrated database installed in Health and Education facilities	1.3.1 One per province					Jan - Dec	Commenced although due Q 4 but impacted by Cyber Attack Massive launch of National ID established for Efate schools. Onesua, Ulei, Eton, Eratap, Erakor, Pango et Mele schools were given access	SO C 6.9
		1.4 Accurate and reliable statistics for users provided in reports (Annual Report)	1.4.1: Provide extensive data analysis in Annual Report, Quarterly Reports, Half Yearly Report, DO/COM Papers and Briefing Papers to DG and Minister as needed					Jan - Dec	On-going but impacted by Cyber Attack	



		1.5 Area Councils provided with access		1.5.1: Provide Area Councils with access to improve in field data collection						Q4	Due Q4 Completed by September but impacted by Cyber Attack	SO C 6.9
Objective 2: Establish and maintain Central Registry Integrated Data Base and Population Registry												
MIED		2.1 Access to Central Register through approved designated points both nationally and internationally through increase in number of Registration Points		2.1.1: 6 new access points						Q 4	20 new access Points by June 2022	SO C 6.5
				2.1.2: One International access point					Q 4	Due Q4 (Activity disturbed by System hack)	SO C 6.9	
				2.1.3: Provide numbers in Annual Report to meet Appropriations Act targets					Q4	Due Q4 but impacted by Cyber Attack		
		2.2 Central Register inter-operability and sharing to disseminate vital statistical information to address data gaps		2.2.1: 4 Reports provided on increase in stakeholder usage (Quarterly x 2 Half Yearly and Annual)						Jan - Dec	On-going activity	SO C 6:
		2.3 Meetings of stakeholder and partner networking relationship in delivering of services		2.3.1: National ID Working Group Meetings and other Stakeholder meetings reported in Quarterly Reports						Quarterly	On-going Activity	SO C 6
		2.4 Peer to peer training sessions in use for stakeholder agencies i.e., VEO, VNSO, NDMO, TACs		2.4.1 Training Plan delivered and reported in Annual Report						Jan - Dec	Not done but regular training undertaken	SO C 6
		2.5 Improve community awareness and outreach approaches with mass campaigns on the importance of registration		2.5.1: 1 session held in each province annually and reported with inclusive data disaggregated						Jan - Dec	On-going. In Q2 Eton, Santo, Big Bay. In Q3: Luganville, South Santo, Santo East School. List available for other sessions	SO C 6.5



		2.6 Design and redevelopment of new Central Registry with Technical Working Group		2.6.1 Development of Central Registry progress reported in Quarterly Reports					Jan - Dec	RV5 Launched in Sola, Torba by Hon. Minister	SO C 6.5
		2.7 Develop Population Registry with Technical Working Group		2.7.1: Development of Population Registry progress reported in Quarterly Reports					Jan - Dec	RV5 Launched in Sola, Torba by Hon. Minister	SO C 6.5
Objective 3: To enlarge coverage for issuance of National Identity Cards											
MIED	Issuance of National ID Cards	3.1 Issuance of National ID cards in all provinces		3.1.1 New access points x 6 to improve services reported in Dep't Reports					Jan - Dec	93.3% National Coverage Mid Oct 22 Overall, in Vanuatu: Below 18: 58,515 males, 55,004 females = 113,519 18 and above, below 30: 34,015 males, 32,277 females = 66,292 30 or above, below 50: 36,992 males, 37,694 females = 74,686 50 or above: 23,163 males, 24,310 females = 47,464 Total with ID Cards = 301,961 - 2020 Census = 300,019 Current Population Projection: UN Data 323,959 as of Wed 19th October 2022. Therefore 93.3% therefore have current ID Cards	SO C 6.5
				3.1.2 Secure recurrent budget for printing of ID Cards with NPP to MBC					May	Operations Budget recurrent secured of 6.5 million	
		3.2 Implementation of National ID Card policy and Act		3.2.1: Implementation Plan for new Act					Q1	Progressing with launch of colored ID Card, Awareness on New Act conducted in Shefa, Tafea, Sanma and Malampa	SO C 6.3
				3.2.2: Regulations developed					Q2	Regulations completed	
				3.2.3 SOP developed					Q3	TA now preparing. SOP for birth completed and waiting external review	
	3.2.4 Launch of Color-coded ID Card						Q3	Color Coded ID Card launched in July by Hon. Minister			



		3.3 Hold Training and Awareness sessions		3.3.1: 1 session held in each province					Jan - Dec	Awareness session have been held in all provinces. Awareness and refresher training on RV4 conducted in Shefa, Tafea, Sanma and Malampa. Funding from UNICEF delayed, meaning Torba and Penama RV4 training for 2023	SO C 6.5
				3.3.4: Training sessions for all staff reported in reports					Jan - Dec	2 weeks training in Q2 in Vila of all staff and 1 week in Santo in Q3	SO C 6.5
		3.4 Provide disaggregated data on ID Card Coverage in all 6 provinces		3.4.1 Provide extensive disaggregated data analysis in Annual Report					Dates as per OPS C Reporting Cycle	Due Q4 but impacted by Cyber Attack	SO C 6.9
		3.5 CRIM awareness and advocacy through provincial TAC		3.5.1 Provide specific training for Area Councils and TACs					Jan - Dec	Occurred for Provincial TACs by Provincial Registration Officers in all 6 provinces	SO C 6.5
		3.6 Provide support for provincial initiatives for decentralized service provision		3.6.1: Customer care and counter services improved, especially through additional provincial access points in all 6 provinces					Jan - Dec	On going	SO C 6.5
Objective 4: To develop and implement efficient and inclusive policies related to registration of vital events and ID Cards											
MIED	Policies, strategies, and legislative framework	4.1 Implement relevant policies pertaining to registration of vital events and national ID issuance with Implementation Plans;		4.1.1: Implementation Plan for new ID Act					Jan - Dec	Implementation Plan activities include; (Awareness program, regulation development, review of CRVS & National ID policy). All activities conducted and completed for 2022.	SO C 6.3
		4.2 Track compliance to COM Decisions related to CRIM		4.2.1: Prepare COM Compliance Reports for inclusion in Half Yearly and Annual Reports					July Q2 and Q4	COM Decision # 171 on Data Protection & Privacy being implemented COM Decision on Adoption Bill being implemented	SO C 6



											None for Q3		
		4.3 Utilize the CRIM Committee and Working Groups to progress policy and legislation;		4.2.2: National ID Working Group and other Meetings and other Stakeholder meetings reported in Quarterly Reports					Quarterly		On-Going through CRIM Technical Working Group regarding review of CRVS & National ID Policy, regulation development, Vital Statistics and reporting.	SO C 6:	
		4.4 Develop and implement policies for inclusion in CR processes regardless of age, gender, disability geography language or religion;		4.4.1: CRIM Policy and National ID policies reviewed re inclusion					Jan - Dec		Draft policy completed in first draft with consultation planned for 2023	SO C 6	
		4.5 Develop Procedures Manuals or Standard Operating Procedures for Civil Registry and Identity Management		4.5.1: CRIM SOPs or Procedures Manuals developed for Civil Registry- refer 5.1 (i)					By Sept		SOP for Birth and Death completed	SO C 6	
				4.5.2 CRIM SOPs or Procedures Manuals developed for Identity Management- refer 5.1 (ii)					By Sept		Ongoing - Moved to 2023 but impacted by Cyber Attack		
Objective 5: To improve service delivery and organizational compliance through a framework of inclusive policy, legislative, planning, reporting, budget, revenue generation, administration and Human Resources													
MIED	Service delivery, planning, reporting and organizational compliance	5.1: Develop and implement policy with Procedures Manuals or SOPs (refer 4.4)		5.1.1 New Procedures Manual for CR - refer 4.5.1					By Sept		Ongoing - Moved to 2023 but impacted by Cyber Attack	SO C 6	
				5.1.2: New Procedures Manual for IM – refer 4.5.2					By Sept		Ongoing - Moved to 2023 but impacted by Cyber Attack		
		5.2: Timely and consultative drafting of Bills and submission of the relevant legislation to Parliament for eventual gazettal		5.2.1: Consult and draft Adoption Bill for submission to November Parliament						Jan - Dec		Ongoing - Moved to 2023	SO C 6.3
				5.2.2: Consult and draft Marriage Bill for submission to November Parliament								Regulations Completed with wider consultations required with other GoV Ministries. Dissolution & GE may see no bills to Nov Parliament only Appropriations.	
				5.2.3 Consult and draft Data Protection and Privacy Bill for submission to November Parliament									



	5.3 Deliver GoV planning cycle on time and in compliance with approved templates i.e for Annual Business Plan, annual Training Plan	5.3.1: Business Plan includes specific timelines for Reports and Plans					By Nov annually	Done	SO C 6:
		5.3.2: Training Plan					Feb	No formal Training Plan but training delivered frequently	
	5.4 Planning for Business Continuity that considers Disaster Risk Reduction measures, for implementation of CRVS activities	5.4.1: Business Continuity Plan updated annually as needed to meet new disasters with emergency responses					Jan - Dec	Completed	EN V 3.1
	5.5 GoV reporting cycle delivered on time and in compliance with approved templates for Quarterly Reports x 3; Annual Report; ADR contributions as needed and PMS reporting	5.5.1: Quarterly Report April, July and Sept						Completed	
		5.5.2: Annual Report						Completed for 2021	
		5.5.3: Contributions to ADR if needed						Completed	
		5.5.4: Jan/Feb; July and Dec PMS annually						AWP Training delivered, PMR Training done	
	5.6 Provide Donor project coordination and reporting contributions as agreed in Project Design Documents	5.6.1 Attend donor/stakeholder meetings and provide reports as needed					Jan - Dec	On-going	SO C 6.6
	5.7 Initiate new revenue initiatives and reporting to support government service delivery	5.7.1 Provide Quarterly Reports x 2, Half Yearly to DG for OPSC, tracking revenue generation					As per OPS C Report Cycle	Q1 & Q2	EC O 1.2



			5.7.2: Annual Report to DG for OPSC tracks revenue generation						Completed Feb 2022 & supplied in all Quarterly Reports	
	5.8 Compliance with CTB Act PFEM Act and PSC Act for efficient, effective Department operations and Assets Management		5.8.1 Up-date and make accessible Department Assets Register					Jan - Dec	Done	SO C 6.6
			5.8.2 Reports to Director tracking budget usage against Monthly Warrants and Business Plan					Monthly	Done	
	5.9 Undertake staged implementation of Department restructure/s for improved service delivery outcomes		5.9.1 Financial Visa confirmed					Jan Dec	Moved to 2023 – Recurrent NPP submission for MBC consideration. VT 25million for 8 new positions and scale up of existing position. approved in 2023, then it could be implemented in 2023.	SO C 6:
			5.9.2 New posts advertised as per approved Implementation Plan							
			5.9.3 Orientation Program							
			5.9.4 Probation Reports completed							
	5.10 Address staffing and capacity building, especially in provinces through restructure and training through OPSCs PMS system (performance appraisals).		5.10.1: Training Plan developed and implemented					Jan - Dec	Not Done but regular training delivered to Central Office & Provincial Officers	
			5.10.2: Torba and Sanma Assistant Provincial Registrars appointed as per Restructure Implementation Plan					By June	Delayed Structure & NPP Approved for implementation in 2023	
			5.10.3 PMS Reports completed for all staff on time					Feb July Dec	AWPs submitted & June PMRs done and December (with December's impacted by Cyber Attack)	
	5.11 Implement management tools for performance, risk, change and cost management in the CRIM Department		5.11.1 Management Tool development for performance, risk, change and cost management					By Dec 2022	Ongoing - Moved to 2023	SO C 6.5
	5.12 Meet changing service needs from citizens and institutions as society and technologies change via CRIM development		5.12.1 development of a "CRIM Department Public Service Improvement Policy" focusing on simplification of services improving access to services					By Dec 2022	Ongoing - Moved to 2023	SO C 6.5



		of a "Public Service Improvement Policy		research feasibility of new services pilot acceptance by citizens of envisioned new services								
Objective 6: To provide the electoral authorities with timely and accurate information for the establishment and maintenance of an efficient and credible Voter Register												
		6.1: Necessary information for the establishment of an accurate and efficient Voter Register delivered to the VEO.		6.1.1 Monthly data up-dates provided to VEO with updated current voter data for election logistics						On-going	Critical updates provided towards the Port Vila Municipal Election and the 2022 SNAP General Election	SO C 6
				6.1.2: Monthly data up-dates provided to VEO with updated voter data for election logistics on new, relocated & deceased voters						On-going	Critical updates provided towards the Port Vila Municipal Election and the 2022 SNAP General Election	
		6.2: Timely delivery of information necessary to update the Voter Register according to the electoral calendar		6.2.1: Provide information as requested by EC/VEO						On-going		SO C 6.3



Vanuatu Electoral Commission

MIEC: VANUATU ELECTORAL COMMISSION

Objective 1. EC to drive policy development & implementation of registration of eligible electors and conduct of all elections specified by the Constitution of Vanuatu and by the Act of Parliament Cap 146

Program	Activity	Performance Indicator	Target	Actions	Q 1	Q 2	Q 3	Q 4	OIC	Status Time Frame	Comments	NSDP #
MIEC	1. Policy development & implementation	1.1 Policy development & implementation with regular EC Commission meetings	X 4	1.1.1 Hold Commission meetings x 4 with Minutes	X	X	X	X	EC Chair; PEO as Secretariat	Jan to Dec 2022	23 meetings held by end Q2 21 Meetings Q3 & Q4	SOC 6.3
		1.2 Recurrent NPP for Commission meeting costs & allowances	X 1	1.1.1 NPP submitted		X			EC Chair; PEO; FM, CSU	April 2022	Developed but not submitted by EC Chair	SOC 6.3
2. To lead development of legislative framework for electoral system												
MIEC	2. Policy development & implementation	2.1 Policy development & implementation with regular EC Commission meetings	X 4	1.1.1 Hold Commission meetings x 4 with Minutes	X	X	X	X	EC Chair; PEO as Secretariat	Jan to Dec 2022	23 Meetings held in Q1 & Q2 21 Meetings Q3 & Q4	SOC 6.3
		2.2 Oversee meetings with electoral sector stakeholders to review and revise legislation & Regs.	1 per Quarter	2.2.1 Meetings with sector stakeholders held to progress issues with Minutes or Meeting Outcome reports	X	X	X	X	EC Chair; PEO	Jan to Dec 2022	4 Working Groups remain active 1. Electoral Reform Working Group 2. Civil Registration & IM Working Group 3. Data Protection & Data Privacy Working Group Voter Awareness Committee	SOC 6.3
		2.3 Implement 2022 Legislative Road Map	2	2.3 Legislative Road Map delivered with 2 bills consulted and drafted	X	X	X	X	EC Chair, PEO, Deputy PEO, SLO	Jan to Dec 2022	Part of single Harmonised Electoral Bill to go to Parliament in 2023	SOC 6.3



		2.4 Propose legislative reform regarding independent functions, budget and mandate of EC	1	2.4.2 EC Bill to Parliament in November	X	X	X		EC Chair, PEO, SLO, LRC	By Sept 2022 for Nov Parliament	Developed as part of single Harmonised Electoral Bill to go to Parliament in 2023 Delayed by snap election	SOC 6.3
Objective 3: To provide electoral dispute resolution through Election Disputes & court appearances												
MIEC	3. Electoral Dispute Resolution	3.1 Electoral disputes reviewed and resolved	1	3.1.1 Record of Electoral Disputes made in EC Minutes and reported in Annual Report x 1	X	X	X	X	EC Chair; PEO; EC Members	Jan to Dec 2022	Ongoing 2 election disputes for PVMC & 6 for general election	SOC 6.3:
Objective 4: To undertake consultation for reform and delivery of an efficient, reliable, equitable & inclusive electoral system for Vanuatu												
MIEC	4. Consultation & Awareness	4.1 Awareness meetings held on electoral issues & reforms reported in Annual Report	1	4.1.1 Annual Report contribution provides details of meetings held, location, topic and recommendations arising	X	X	X	X	EC Chair; PEO	Jan 2023 for 2022 Report	On-going activity	SOC 6.3:
5.1 EC Restructure presented & implemented												
MIEC	5. Restructure	5.1 Restructure developed	X 1	5.1.1 Restructure submitted to Minister for endorsement	X	X	X	X	EC Chair; PEO; HRM CSU & SLO	Q1 2022	Approved by Minister but o be submitted by Chair after passage of Single Harmonised Electoral Bill to 2023 Parliament Sitting	Soc 6.1 & 6.4
			1	5.1.2 EC Restructure with NPP for additional staffing costs	X	X	X	X	EC Chair; PEO; FM CSU & SLO	April 2022	As above. NPP is drafted but awaiting Bill approval	Soc 6.1 & 6.4