



MINISTRY OF INTERNAL AFFAIRS

QUATERLY REPORT

January - March 2025



“Bringing Government Closer to the People”



Table of Contents

Director General Statement	2
MOIA Traffic Light Dashboard Summary	3
CSU Q1 2025 Performance	5
DLA Q1 2025 Performance	20
DUAP Q1 2025 Performance	31
DoL Q1 2025 Performance	44
VEO Q1 2025 Performance	47
CRIM Q1 2025 Performance	54
VIS Q1 2025 Performance.....	57
PLTA Q1 2025 Performance	61
GLOSARRY	65
METHODOLOGY.....	66
TRACKING INDICATORS	66



Director General's Statement



I am pleased to present the Ministry's First Quarterly Report, highlighting key progress in advancing national priorities and strengthening governance. The achievements for this quarter reflect our commitment to sustainable growth and improved service delivery across all sectors under our responsibility.

Some Key Achievements for the Quarter 1 Include:

- Successful completion of major building demolition as part of urban development efforts.
- Coordinated and delivered a successful Snap election, ensuring democratic continuity.
- Handover of 15 quad bikes, boats, star link to Area Administrators to support mobility and local service delivery.
- Received a donation from the Government of China comprising four fast boats, 20 motorbikes, and 20 trucks.
- Celebrated the homecoming of the RVS *Takuare*.
- Conducted a trial patrol of the Exclusive Economic Zone (EEZ), resulting in the successful capture of three illegal fishing vessels.
- Successfully coordinated the Ministry's response to damages sustained by MOIA agencies during the 17 December earthquake.

While we are proud of our progress, we know there are still challenges ahead. We will keep building on this momentum by improving coordination, service delivery, and addressing gaps in our work. Thank you to all staff, partners, and stakeholders for your continued support.

Let's keep working together for a stronger and more prosperous Vanuatu.



Leith Veremaito

Director General

Ministry of Internal Affairs



MOIA Traffic Light Dashboard Summary

Overall dashboard performance assessment against the traffic lights for the MOIA in the 1st Quarter of 2025

Performance Band	Color Indicator	Description	% of Total
100% Completed		Fully achieved targets	24%
70–99% Completed		Nearly complete	6%
50–69% Completed		Moderate progress	12%
30–49% Completed		Midway implementation	6%
10–29% Completed		Activities initiated, limited progress	39%
<10% Completed		Little to no progress	5%
Ongoing Activities		Structured as rolling or quarterly programs	31%

Key Observations

- Strong Early Performance:**
 - 24% of activities were fully completed in Q1, indicating solid commitment and execution despite recovery challenges from the December earthquake.
- Concerning Delays in Early Stages:**
 - A significant 39% of activities are in the 10–29% band, suggesting delays in initiation, possible resource or coordination gaps, or late starts.
- Low Near-Completion Rate:**
 - Only 6% are nearly complete (70–99%), and another 6% are midway (30–49%), which is relatively low for the first quarter and may affect Q2 delivery momentum.
- Minimal Movement in Some Areas:**
 - 5% of activities showed <10% progress, raising concerns about project viability, scoping issues, or administrative bottlenecks.
- Ongoing Program Structure:**
 - 31% are structured as ongoing or rolling activities. While this is reasonable, it is important that these activities begin to show measurable progress or milestones by Q2 for effective tracking.

Recommendations

- Prioritize follow-up** on activities in the 10–29% band to avoid rollover risks.



- **Analyze the 5% of activities with <10% progress** for red flags — assess if they are underfunded, poorly scoped, or delayed due to administrative issues.
- **Provide departmental breakdowns** in the mid-year report to ensure clearer accountability and visibility of progress.
- **Ensure timely submission** of quarterly reports by all departments to improve coordination and responsiveness.
- **Improve data completeness and input quality** — several submissions were either incomplete or lacked sufficient detail, which limits effective monitoring and analysis. Capacity support or further trainings may be required.

"People Centred Service Delivery"



Cabinet & Corporate Service Unit

○ 2025



Narrative Summary: CSU Q1 2025 Performance

● - 100% Completion (6 activities)

These activities were fully completed in Q1, reflecting strong performance by the CSU.

Examples include:

- Drafting and approval of Department policy papers
- Recruitment and staff training initiatives
- Network installation and maintenance
- ICT equipment procurement support
- Legislative amendments and consultations by the Compliance Unit
- MBC submission preparation

● - 50% to 69% Completion (3 activities)

These activities show substantial progress but require continued attention to reach full completion.

Examples include:

- Legislative amendment & drafting (Admin Unit: 50%)
- Media strategy drafting (50%)
- Compliance unit's restructuring and budget increase (25%)

● - 30% to 49% Completion (1 activity)

- Provincial/Municipal Business Plan Training Delivery – 40%

● - 10% to 29% Completion (11 activities)

Many activities fall within this band, indicating slow but initiated progress. Examples:

- Coordinate Minister's domestic & international travel (29%)
- Regular management meetings (20%)
- Finance and asset reports
- Real-time dashboard development (12.5%)
- Internal audit committee setup
- Risk & audit meetings coordination

- Media engagement and website updates

● - Below 10% Completion (1 activity)

- Database creation for PMU – 0.25% (very early stage)

● - Ongoing Activities (25%)

The following CSU activities were recorded at 25% in Q1 and are considered ongoing, either due to their quarterly nature or continuous operational scope.

Office of the Director General

- **Quarterly Financial Reports to the Minister:** One report submitted in Q1 out of four scheduled for the year. This is a recurring task across quarters.
- **Coordinate Minister's Travel:** Two missions were coordinated in Q1. This is an ongoing support service expected to continue throughout the year.
- **Regular Management Meetings:** One out of 15 planned management meetings held. These are scheduled as part of ongoing internal coordination.

Administration and Support Unit

- **Government Planning & Reporting Cycle Compliance:** Compliance tracked quarterly. One report cycle reflected a 25% completion rate.
- **M&E Reports on Policies & Implementation Plans:** Only partially implemented in Q1. M&E reporting is ongoing and structured around internal policy tracking.
- **Assets Register Maintenance:** Register updating is ongoing and compliance-based, expected to be maintained across quarters.



- **Special Category Visa Reporting & SOP Development:**

Drafting of SOP and visa report compilation are in early stages. These are structured as annual initiatives requiring ongoing progress checks.

- **Quarterly Finance Reports (Underspends/Overspends Analysis):**

One report produced in Q1 as part of a year-long cycle of financial monitoring.

Finance Unit

- **Business Plan Alignment & Budget Reporting:**

Year 2025 business plan developed and aligned with budget estimates. Expected to be monitored and updated as part of ongoing fiscal oversight.

ICT & Media Support

- **Assist with ICT Setups for Meetings:**

ICT helped facilitate 12 setups in Q1. This is a continuous support function for MOIA operations.

- **Media & PR Work:**

Initial PR and media coverage activities implemented in Q1, including updates to the MOIA website and social media. These are designed as recurring, not one-off tasks.



Cabinet & Corporate Service Unit | Ministry of Internal Affairs

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 31 Dec. 2025 (VT)
Office of the Director General							
Department policy papers drafted, discussed, and approved for DCO consideration.	DCO paper	5	14	100%			
Attend Council of Ministers Meetings to present and deliberate on COM papers.	COM Minutes	20	12	60%			
Provide quarterly financial reports to Minister on budget expenditure & revenue generation	Report	4	1	25%			
Expedite amendments of regulations & legislation required for the effective operations of the Ministry's Department & Units.	Number of Bills act Draft	5	3	60%			
Coordinate Ministers Domestic and international travelling	Return mission report	7	2	29%			
Regular Management meetings with Heads of	Meeting Records	15	1	20%			



Department with Actions Arising for implementation.							
Prompt preparation and review of Cabinet officer's contracts with communication through SLO, seeking legal advice on OSA issues as necessary.	No. of staff recruitment, seek advice.	10	23	100%			
Meeting with MOIA stakeholders.	No. of meetings record.	6	30	100%			
Total					25,000,000	7,414,284	17,585,716
Administration and Support Unit							
Attend DCO meeting with appropriate paperwork DCO Papers, draft Ministry Policy Papers and Briefing Notes as needed.	COM paper	20	12	60%			
M&E Reports on policies & implementation plans with issues papers as needed.	Minutes & Implementation of outcome record	2		12.5%			
Assets Register up to date & compliant with PFEM & CTB Acts. Maintenance and construction of infrastructure planned in Ministry Compound Master plan.	Asset Register	1	In progress, to be achieved in Q2	12.5%			



Regular Executive meetings with Department Heads, Senior officials and Finance & Admin Officer.	Minutes and implementation records.	20	5	25%			
All plans & reports in Gov planning & reporting cycle on time.	Gov Planning & reporting cycle compliance.	100%	25%	12.5%			
MBC Submission prepared on time.	MBC Submission	1	1	100%			
Track numbers of special category visa approvals	Annual Report includes special Cat Visa report.	1	In progress	12.5%			
Develop Standard Operating Procedure for special Category Exemption Visa.	SOP drafted for Sector stakeholder input.	1	In progress	12.5%			
Maintenance and construction of infrastructure planned in Ministry Compound Master plan.	Compound Master plan for Ministry	1	In progress	12.5%			
Provide Finance reports with underspends, Overspends, Expenditure and Revenue analysis.	Quarterly Reports	4	1	12.5%			
Coordinate department legislative amendment & drafting.	Half yearly Report reflects progress	3	3 in progress and 1 Legislative Plan	50%			
Total					3,000,000	217,375	2,782,625
Human Resource Management Unit							



Recruitment & Staff development of MOIA staffs	1. Number of Permanent appointments	14	5	36%			
	2. Number of Trainings Delivered	6	9 short term and workshop training undertake	100%			
Total					3,700,000	269,634	3,430,366
Monitoring & Evaluation Unit							
Development of real-time data and dashboard for Monitoring Purposes	Dashboard completed	1	The initial discussion has taken place; However, the finance team needs to tidy up the cost centers before further work can be done.	12.5%			
Provincial/Municipal Business plan training delivery	Number of trainings successfully delivered	5	2 trainings delivered -Shefa Province and Port Vila Municipal	40%			
Review of Corporate plan for all MOIA Agencies 2026-2030	2026 – 2030 MOIA Corporate Plan Completed	1	The appointment of the corporate team has been made.	12.5%			
All plans & reports in Gov planning & reporting cycle on time	Gov planning & reporting cycle compliance	100%		12.5%			
Media Section							



Prepare monthly press release and conference	# of media press release	4	Provide clarification on the issue of Diplomatic passports Strengthening bilateral agreements with international partners	12.5%			
Attend workshops, meetings, conference to gather information for PR preparation	# of meetings attended	4	Collect accurate information use in PR which leads to no misinformation	12.5%			
Prepare an annual media strategy with calendar of forecasts events and opportunities closely aligned with strategy to promote achievement against NSDP and key government policies	# of draft media strategy	1	A draft communication strategy has been developed waiting for review	50%			



Regularly update the MOIA website	Percentage	100%	Keep both internal and external audiences update through website newsletter	12.5%			
Utilize social media to publish work of MOIA making information accessible working with RTI Units	# of social media post – MOIA FB page # of shared post from other MOIA Agencies	18 76	Publish the work of each MOIA agencies through signing of MOU to strengthen partnership with other government agencies Help to share information across national and provincial level to reach as much audience	12.5%			
ICT Help Desk							
Provide Desktop Support (ICT Help Desk) for MOIA users	Provide technical support by troubleshooting hardware and software issues, resolving user queries, and maintaining smooth IT operations	25	<ul style="list-style-type: none"> Enhanced user satisfaction by ensuring minimal downtime through proactive support. <p>Maintained smooth IT operations by addressing user queries in a timely and organized manner</p>	12.5%	0	0	0



Network Installation & Maintenance	Ensure maintenance of network security	6	<ul style="list-style-type: none"> Installed and maintained network infrastructure across multiple areas. Ensured network security through regular maintenance and updates. Completed 6 network-related tasks, improving system stability and security. 	100%			
Support Department and Agencies with ICT Equipment Orders	Support departments and agencies by assessing ICT needs, sourcing vendors, processing orders, and ensuring interoperability and delivery	3	<ul style="list-style-type: none"> Supported ICT procurement by assessing needs, sourcing vendors, and processing 3 equipment orders. Ensured interoperability and timely delivery to departments and agencies. Enhanced operational efficiency through effective ICT sourcing and coordination. 	100%			



User Support and Training	Deliver user training on ICT policies, cybersecurity best practices, and software applications	1	Delivered 1 training session to enhance user awareness on ICT policies, cybersecurity, and software use.	100%			
Assist with ICT Set Up for Meetings	Number of assistances provided on-site	12	Assisted with on-site ICT setups to support smooth meeting operations	12.5%			
Total					4,500,000	381,519	4,118,481
Finance unit							
Assets register up to date & complaint with PFEM & GCT Acts.	Updated Assets registry	1	Guidelines were developed and asset base were about to be procured	12.5%	1,500,000	1,380,000	120,000
Provide financial reports with underspends, overspends, Expenditure and Revenue analysis	Enhancing financial management in the respective agencies	4	Adequate financial reports were provided to the various agencies	12.5%	0	0	0
Approved annual Business plan with	Budget alignment with the plannings	1	Year 2025 Business plan were developed	12.5%	0	0	0



budget estimates.	component.						
Total					2,800,000	476,402	2,323,598
Internal Audit Unit							
Submit internal audit reports	Number of audit / engagement reports	6	3 Engagements conducted by IAU <ul style="list-style-type: none"> - Tafea province and 4 Area Councils: Spot Check Report issued on 7th March 2025 - LTMC: Spot check Report issued on 13th March 2025 - Shefa province and 8 Area Councils: Spot Check Fieldwork conducted. Report to be issued in Quarter 2. 1 engagement conducted by third party <ul style="list-style-type: none"> - UNDP Spot Check into VEEP: Report issued on 20th January 2025 	12.5%	VT 4,112,570	VT 168,000	VT 3,944,570
Establish an internal audit committee	Number of committees established	1	TOR developed		VT 15,000	Nil	VT 15,000
	Number of committee members	3	Not yet started: Appointment is yet to be done.				



Coordinate risk and audit committee meetings	Number of committee meeting	4	Not yet started: Subject committee establishment		VT 126,000	Nil	VT 126,000
Restructure and expand audit unit	Number of new/ revised approved JDs	3	3 x JDs drafted and submitted to HR unit	25%	Nil	Nil	Nil
Increase unit budget	Percentage of increase	25%	2025 budget reprioritization increases unit funding element to VT 4.6 million. 2026 budget reprioritization in Q2 will clearly outline the unit budget.	25%	Nil	Nil	Nil
Establish an effective and secure audit management system.	Number of software	1	Not completed: Extending due date to Q2 but subject to VNAO	0%	VT 400,000	Nil	VT 400,000
Total					4,800,000	89,500	4,710,500
Compliance Unit							
Coordinate department legislative amendment and drafting.	No. of revised legislation and regulation.	3	<ol style="list-style-type: none"> Amended legislation and subsidiary legislation: <ol style="list-style-type: none"> Marriage Act (minor Amendment) Public Holidays Act (Amendment). Decentralization Act (Minor Amendments) Passport Act (Amendment) Municipalities Act (Minor Amendment) By- laws Luganville Municipal Council. 1 Annual legislative plan 	100%			



			(developed and Approved by COM) 3. Legislative Drafting workshop (Achieved 1 Workshop for MOIA and OAG) 4. 4 Legislative reviews undertaken for the following: a. Civil Registry and Identity Management (Marriage Act and CRIM Act) b. Department of Urban Affairs and Planning (Municipalities Act) c. Vanuatu Immigration and Passport Services (Passport Act) d. Department of Labour and Employment Services (Seasonal Employment Act)				
Facilitate Consultation with NGO Stakeholders	No. of Consultations held.	3	1. 2 provincial consultations in collaboration VANGO 2. 1 National NGO Consultation workshop held.	100%			
Total					5,000,000	301,184	4,698,816
Project Management Unit							



MINISTRY OF INTERNAL AFFAIRS

QUARTER REPORT

Data base created	1	1	In progress	0.25%	0	0	0
Project Meeting Attended	2	12	On track	12.5%	0	0	0

Table 1: Cabinet & Coporate Service Unit, MOIA - Report against Budget Narrative & Business Plan Activities



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



Department of Local Authorities -DLA

○ 2025



Narrative Summary: DLA Q1 2025 Performance

- 100% Completion (6 activities)

These activities were fully completed in Q1, indicating efficient planning and execution in targeted areas.

Examples include:

- DLA Head of Units (HoU) meeting conducted and resolutions distributed
- Payment of VT 6 million from provinces to Port Vila City Council
- Identification of gaps within Decentralization & Produce CESS Acts
- Compilation and distribution of Donor Directory
- Updating of DLA website for Q1
- Development Planning Unit's report on Area Council project implementation

- 70% to 99% Completion (2 activities)

These activities are nearing full completion and require minimal follow-up to finalize.

Examples include:

- New Departmental Structure developed and undergoing final consultation – 70%
- Outdoor calendar holder – 80%

- 50% to 69% Completion (3 activities)

Solid progress has been made, but further work is required.

Examples include:

- Legislative reviews of DLA Acts – 50%
- DLA History Wall research and contractor engagement – 50%
- Regional Hub checklist template development – 50%

- 30% to 49% Completion (1 activity)

- Disaster SOP development with NDMO – 30%

- 10% to 29% Completion (22 activities)

These activities have started but are still in early stages.

Examples include:

- Grant Facility implementation – 25%
- LAAV progress report – 25%
- Investment options paper for Bukura Land – 25%
- Staff TNA identification – 25%
- Staff awards program – 25%
- Beautification and maintenance works – 25%
- Area Council by-laws monitoring – 25%
- Digitization of community profiling data – 25%
- Coordination of regional hub declaration – 25%
- Several administrative, audit, payment, and record-keeping tasks – 25%



● - Below 10% Completion (1 activity)

Councillor induction report – 10% (Some activities like the Local Elected Leaders TOT Training are planned for later quarters and not rated)

● - Ongoing Activities (25%)

The following activities are continuous in nature and are marked at 25% progress in Q1, either because they are part of a quarterly cycle or structured as rolling programs across the year.

Office of the Director

- **Grant Facility Administration:** Few requests submitted and activity is ongoing throughout the year.
- **LAHV Progress Update:** Constitution reviewed; further groundwork is underway.
- **Bukara Land Development Paper:** Proposals under review by stakeholders.
- **Director's Visits:** Ongoing documentation of visits to Provincial and Area Councils.
- **Staff Rewards Program:** Scheduled for Q2 launch but designed as continuous.
- **Stakeholder Engagement:** Regular engagement and agreement building ongoing.
- **Community Development Concepts:** Early stages of research and development.

Administration Unit

- **Asset Registry Update:** Ongoing data collection and entry for the year.
- **Staff Leave Records:** Regular weekly updates maintained.
- **Appraisal Coordination:** Q1 staff appraisals submitted on time.
- **Office Maintenance & Renovations:** Minor works completed; activity ongoing.
- **Office Beautification:** Water fountain functional, maintenance in progress.
- **Protocol Training Coordination:** Request submitted; implementation pending.
- **Filing System Update:** Q1 filing completed and maintained.

Finance Unit

- **Payments Processing:** Routine processing of bills, plans, and assets.
- **Internal Audits:** 1 audit completed; more planned across the year.

Decentralization Unit

- **Decentralization Committee Meetings:** Activity on hold but part of a broader process.
- **Monitoring Provincial By-laws:** By-laws reviewed and submitted for gazettal.
- **DLA Website Update:** Quarterly update for transparency and public access.

Development Planning Unit

- **Digitization of Community Profiles:** In progress with sector consultations.
- **Regional Hub Process:** Internal planning and consultations underway.
- **Area Council Project Records:** Active documentation maintained on procurements.



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

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 31 Dec. 2025 (VT)
Office of the Director							
Undertake Legislative reviews of the Legislations administered under the department (Decentralization Act & Local Produce Cess Act)	Legislations are reviewed and amended	2	<ul style="list-style-type: none"> Office of the Attorney General have informed that after the Ordinary Session of Parliament, their team will start working on the Draft Bill of the Decentralization Act to be tabled in the November Parliamentary Session. Review work currently being undertaken with Department of Trade in regards to the Local Produce Cess Act 	50%	300,00	42,000	
Develop and submit NEW Departmental Structure for approval by the OPSC	Document covering the NEW Departmental Structure along with New JDs and written submission completed	1	<ul style="list-style-type: none"> The NEW Departmental Structure, NEW Job Descriptions for all positions along with the summary narrative is complete Consultations with key stakeholders done Review and amendments done and submitted to DG's 	70%	100,00	85,000	



			Office <ul style="list-style-type: none"> Feedback received from HRM Final consultation with DLA will take place in June. 				
Report on the outcome of the Councillors Induction for the Provinces of Penama, Malampa, Shefa & Tafea	Organize and conduct the Provincial Councillors Induction	2	<ul style="list-style-type: none"> Elected Councillors Handbook developed and in draft Familiarization Workshop for DLA Staff to be done in June along with the printing of the Handbook 	10%	0	0	
Develop a Standard Operating Procedure (SOP) to support disaster planning and response	A Standard Operating Procedure (SOP) is developed to support our staff in Disaster Planning and Response- A DLA and Provincial Guideline	2	<ul style="list-style-type: none"> Research is underway Stakeholder engagement with NDMO has commenced 	30%	0	0	
DLA Head of Units (HoU) Meeting is conducted to discuss key issues, progress and solutions	Minutes of the DLA HoU are compiled, signed off and sent out to all SG's and DLA Heads for implementation	1	<ul style="list-style-type: none"> 2025 DLA HoU Meeting organized and conducted Minutes compiled for DLA HoU Minutes and Resolutions of DLA HoU submitted to all SGs and DLA Heads for implementation 	100%	1,500,000	227,630	
Report on the Grant Facility administered under the Director's Office	Allocate and utilize savings towards the implementation of the Rural Development Grant Facility	1	<ul style="list-style-type: none"> Few requests submitted under the Grant Facility. It is an ongoing yearly activity 	25%	5,675,000	231,431	
Progress Update Report provided to Councils on LAAV	Complete groundwork for the re-establishment of Local Authorities	1	<ul style="list-style-type: none"> LAAV Constitution revisited and edited 	25%	2,000,000	0	



	Association of Vanuatu (LAAV)						
Report on the Training of Trainers (TOT) on Local Elected Leaders Training (LEL)	Training of Trainers to run LEL Training for Elected Officials	1	<ul style="list-style-type: none"> Will be undertaken in August 		2,500,000	0	
Staff Training Needs Identified and developed (TNA)	Training Needs Identified under a Staff TNA	1	<ul style="list-style-type: none"> Training needs of staff currently being identified Some Trainings already planned for staff training in the next quarter 		1,000,000	0	
Resolutions from the 2025 LA Forum signed off and documented with action plans for implementation	Organize the 2025 Local Authorities Forum (LA Forum) to facilitate discussions, share knowledge/good practices, and address key issues within the local authorities	1	<ul style="list-style-type: none"> LA Forum is being organized LA Forum will happen in the third quarter 		2,700,000	0	
Investment options Paper for Bukara Land Development is submitted for review and approval	Engage an investment expert to develop a comprehensive investment paper for Bukura	1	<ul style="list-style-type: none"> Housing Settlement Plan through the World Bank is an option currently lead through DUAP The Department of Agriculture is currently proposing an investment option 	25%	900,000	0	
Director's Report on the Provincial & Area Council Visits	Directors Visits to Area and Provincial Councils is documented	3	<ul style="list-style-type: none"> Director's Visitation Reports to be compiled under 	25%	2,000,000	38,640	
Implement Staff Awards and Staff Rewards Program	<ul style="list-style-type: none"> Employee of the Month/Quarter Awards Office Events 		<ul style="list-style-type: none"> Will be implemented in Quarter 2 and will be continuous after that Staff Awards Wall be built Staff Awards will be given 	25%	1,000,000	0	



Establish History Wall of DLA	Engage a contractor to build the DLA History Wall	1	<ul style="list-style-type: none"> Research conducted at the National Library Needs further research with outside databases Collecting quotes to engage a contractor 	50%	500,000	0	
Stakeholder engagement formalized with partners to support DLA Activities	Memorandum of Agreements/LoA's/Meetings with potential partners to support DLA initiatives	1	<ul style="list-style-type: none"> Ongoing activity as DLA is continually identifying key partners to work with 	25%	200,000	0	
Two Community Development Concepts developed	Research and develop TWO Community Development Concepts for Area Councils	2	<ul style="list-style-type: none"> 	25%	0	0	
Administration Unit							
Update the DLA Asset Registry	Updated Asset Registry	1	Ongoing data collection and data entry to be completed by the end of this year	25%	100,000	0	
Update the staff leave records	An up-to-date staff leave record	1	Staff leaves updated weekly for Q1	25%	0	0	
Coordinate the submission of appraisals of all DLA Staff	% of Appraisals completed and submitted	100%	1 st Quarter Appraisals submitted on time as per the PSC timeline	25 %	0	0	
Update the Contact details of Area Council and Provincial Staff	Updated contact details	1	Contact details for 85% of staff updated, remaining to be verified	85%	0	0	



MINISTRY OF INTERNAL AFFAIRS

QUARTER REPORT

Coordinate the installation of the vehicle monitoring system	System installed	1	System installed on Office Manager's phone; reduced fuel cost observed	100%	0	0	
Coordination of the works towards office maintenance, office renovations, and office improvements	Report of the listed activities	1	Upgraded office environment and minor renovations	25%	6,000,000	200,000	
Ensuring the beautification of Office environment and well-maintained water fountain	Beautification of the Office environment		Beautification in progress, water fountain cleaned and functional	25%	500,000	0	
Develop the DLA Yearly Calendar	DLA yearly calendar developed	1	Calendar finalized and distributed	100%	300,000	90,000	
Coordinate the establishment of DLA outdoor calendar holder	Out-door calendar holder completed and visible to public	1	Design completed and quotation collected	80%	500,000	0	
Coordinate the protocol training for the Department's Driver	Certificate of completion of training	1	Request submitted to the Department of Foreign Affairs. Awaiting their response to training opportunity.	25%	15,000	0	
Update the DLA electronic filing system	Updated filing	100%	Filing of 1 st Quarter up to date	25%	0	0	
Finance Unit							



MINISTRY OF INTERNAL AFFAIRS

QUARTER REPORT

Facilitate the payment of 1 million Vatu from all Provinces to Port Vila City Council	6 million Vatu from all the 6 Provinces to be paid to Port Vila City Council	100%	All 6 Provinces have paid their contributions to Port Vila City Council	100%	0	0	
Process payments for bills, workplans, NPPs, assets and other payments required by the Department	Payments processed on time	100%	Quarterly expenditure summary report produced for the 1 st quarter	25%	0	0	
Conduct surprise internal audits in the Provinces and Area Councils	Reports of the Internal Audits	30	Tafea internal audit report completed and disseminated to the for the council to work on the recommendations	25%	2,000,000		
Decentralization Unit							
Advance the Decentralization objectives	No. of Decentralization working Committee (DWC) meetings conducted	4	No DWC meeting conducted this quarter due to unclear direction on sub-national structure	25%	300,000	0	
Identify gaps within the Decentralization Act and Produce CESS Act	Drafting instructions submitted to OAG	1	Gaps identified for both Acts AND drafting instruction for Decentralization Act with Feedback to OAG Queries and comments submitted to OAG	100%	20,000	20,000	
Work with Provinces to identify by-laws and update data to monitor each by-law	No. of gazetted by-laws	1	Provincial By-laws submitted for gazettal: <ul style="list-style-type: none"> Tafea: 2 by-laws Sanma: 2 by-laws Torba: 9 by-laws Provincial by-laws submitted for OAG review: <ul style="list-style-type: none"> Shefa: 9 by-laws 	25%	0	0	



Regularly update the Department of Local Authorities (DLA) Website	Updated information uploaded to the website quarterly	100%	Updates made for quarter one (1) based on changes made within the Department	25%	0	0	
Work with provinces to review and update provincial and Area Council standing order, staff regulation and Area councils are updated and published	Updated Area Council members, and reviewed staff regulations	6	Area Council Members: Shefa, Tafea and Sanma Area Council members are submitted for Gazettal Staff Regulation: Drafted Document Submitted to SG for Provincial Feedback	60%	2,000,000	0	
Development Planning Unit							
Compile Donor Forms/Guidelines and distribute to Provinces and Area Councils	Updated Donor Directory	1	Form compiled and submitted to Provinces and Area Councils	100%	0	0	
Digitize and Analyze Community profiling Data	Community Profiling template digitized	80%	Begin the collation of key sectoral inputs to be inserted into the Community Profiling template and discussions with Gov4Res and VCAP 2 on how the Digitization should look like.	25%	300,000	0	
Develop the steps for declaring a Regional Hub and get approval for implementation	Documented approved steps in place	1	This process has started within the Department and require further consultation with key stakeholders	25%	0	0	
Develop a checklist template to be used to track the status of proposed Regional Hub	Checklist template developed	1	Draft in place to be finalized and for fill-out and submitted back by July	50%	0	0	



sites							
Report of all projects implemented at the Area Council	Ongoing documentation and record keeping of Area Council Project procurements	100%	Actively involve in the procurement of Area Council projects.	25%	0	0	



"Planning today for better tomorrow"



Department of Urban Affairs and Planning - DUAP

—○ 2025



Narrative Summary: DUAP Q1 2025 Performance

● - 100% Completion (6 activities)

These activities were fully completed in Q1, demonstrating efficiency in donor coordination, advisory recruitment, and regulatory compliance.

Examples include:

- Technical Advisors recruited for National Urban Planning and Housing Policies
- Submission of GIPs for urban planning and housing initiatives
- Submission of Foreshore Project GIP
- Vanuatu Standard Housing Design GIP completed
- Housing Emergency & Recovery GIP approved
- Baseline assessment TOR for construction material standards completed

● - 70% to 99% Completion (3 activities)

These initiatives are well advanced and will likely be completed early in the next quarter.

Examples include:

- Foreshore Guidelines development – 65%
- Port Vila Recovery GIPs and Strategic Plans – 65%
- National Housing Policy baseline and discussion paper – 80%

● - 50% to 69% Completion (6 activities)

Substantial progress has been made, though these require consistent follow-up.

Examples include:

- Internal audit for Lenakel Council – 50%
- Principal Foreshore Officer recruitment – 50%
- Amendments to Foreshore Development Act – 55%
- Planning legislation amendments – 42%
- E-planning server setup – 50%
- Foreshore Committee meetings – 50%

● - 30% to 49% Completion (4 activities)

These are mid-stage activities, often involving policy, system development, or training.

Examples include:

- GPVURP project financial reporting – 40%
- Training sessions for legislative reviews – 30%
- Mini-township planning (Stella Marie) – 35%
- Urban Planning Policy Framework – 35%

● - 10% to 29% Completion (6 activities)

Slow progress; most of these are foundational or delayed due to post-disaster focus.

Examples include:

- DUAP quarterly office operations – 25%
- ADB project trainings – 25%
- Public awareness on foreshore regulations – 25%
- Site inspections and foreshore awareness – 25%
- Housing TA contract extension – 25%
- Foreshore revenue collection – 10%



● - Below 10% Completion (2 activities)

- DUAP's monthly expenditure report to Director – 0%
- ICT-based foreshore database & monitoring plan – 0%

● - Ongoing Activities (25%)

These activities reflect continuous functions or phased efforts in policy, operations, recovery, or reporting that are expected to continue throughout 2025.

Finance & Administration Unit

- **Office Operations Support:** Assistance with pay slips, meeting costs, grants, and communication tools was maintained in Q1 as part of regular operations.
- **Monthly Budget Reporting:** Delayed in Q1; process intended to be regularized throughout the year.

Urban Planning Unit

- **Quarterly Reporting on Passport Issuance System (ICT-based):** Partial data provided; activity structured for quarterly delivery.
- **Training Sessions for Staff and Stakeholders:** 2 officers trained during legislative workshops; further capacity building expected.

Urban Planning Projects / Recovery & Expansion

- **Zoning & Development Control Plan – Port Vila:** Initial work

completed and submitted to DSPPAC; continued progress expected.

- **Recovery Strategic Plan for Port Vila:** Part of broader recovery; first submissions completed.
- **Seek Additional Funding for Urban Projects:** GIPs submitted and awaiting approvals; part of continuous effort.

Urban Development & Housing (under MIBA)

- **National Housing Policy TA Contract Extension:** Initial request submitted; process ongoing.
- **Tracking Implementation of National Building Code Compliance (VNBC):** Reviews underway by TWG.
- **Quarterly Donor-Funded Housing Recovery GIP Activities:** Housing Emergency and Recovery Response (Dec 2024 earthquake) is being implemented across 2025.

Foreshore Development Unit

- **Public & Stakeholder Awareness on Foreshore Regulations:** Ongoing social media use, site inspections, and resource dissemination (e.g., comic book, videos).
- **Joint Site Inspections:** 3 conducted in Q1; remaining planned in future quarters.
- **Revenue Collection (Foreshore Permits):** 10% achieved; target expected to be met progressively throughout 2025.



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

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 31 Dec. 2025 (VT)
ACTIVITY MIHA (7001): Finance and Administration Unit							
Municipal Internal Audit undertaken	Internal audit report	1	<ul style="list-style-type: none"> Spot check done on Lenakel Town Municipal Council on the 10th to 22nd of March 2025. Internal Report provided 	50%	24,288,000	210,000	
Attend Training sessions for staff and stakeholders	Attend ADB project training	1	<ul style="list-style-type: none"> Disbursement of withdrawal Applications Financial Management Refresher on the ADB system payment CPD (client Portal Disbursement) 	25%	24,288,000	Fully funded by ADB	
Development projects financed through donor funding are supported	GPVURP Project	1	<ul style="list-style-type: none"> Upload payments for projects contractors and Consultant 2024 Financial statement was submitted to Auditor AJC for audit. 	40%	24,288,000	Paid By ADB	



Effective management of DUAP and Project Budgets and expenditures to ensure planned activities are implemented	Monthly report	1	<ul style="list-style-type: none">Failure to update monthly on the department expenditure to the Director's office		24,288,000	0	
Complete recruitment under the current DUAP structure	Principal foreshore Development Officer	1	<ul style="list-style-type: none">Financial Visa for the Principal Foreshore Development officer position was submitted last year 2024	50%	24,288,000	0	
Effective operation and management of DUAP Office reported in Quarterly Report	DUAP and its three Municipalities	1	<ul style="list-style-type: none">Assisting Municipalities in providing Pay slips, confirmation Letter and other mattersCommit Grants and Constituency allowances to all the 3 MunicipalitiesAssist project in purchasing a Server for streamline communication, collaboration, data storage, and resource sharing.Committed payments for office operations and Office Meetings	25%	24,288,000	4,056,614	20,231,1386



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

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 31 Dec. 2025 (VT)
ACTIVITY MIHA (7002): Urban Planning Unit							
1.1.1 Finalize new Planning Policy, housing policy, Regulations and Planning Guidelines	National Housing Policy (NHP)	1	<ul style="list-style-type: none"> NHP - Baseline Studies Completed Currently working on the discussion paper 80% Completed 	39%	33,700,000	0	33,575,115
	Nation Urban Planning Policy Framework (NUPPF)	1	<ul style="list-style-type: none"> NUPPF – Inception Report Completed Component 2 – Population, Urban Economy & Capacity Building report in progress (50%) 	35%	33,700,000	2,500,165	31,074,950
	Risk-inform Planning guideline	1	<ul style="list-style-type: none"> Risk-inform Planning guideline first draft completed. 	75%	33,700,000	0	31,074,950
8.1.1 Develop an e-Planning database	E-Planning planning helps the process from concept planning to development approvals.	1	<ul style="list-style-type: none"> Purchase new standalone server to operate the e-planning system installation Completed Currently awaits OGCI to finalize a backup option 	50%	33,700,000	644,990	30,429,960
2.1.1 Review and amend current legislation	Amendment of the Municipalities	1	<ul style="list-style-type: none"> First drafting instruction completed 	42%	33,700,000	0	30,429,960



	ACT – CAP 126		<ul style="list-style-type: none"> Second review of the proposed amendments will to be done soon (April 2025) 				
3.1.1 Conduct public consultation and awareness throughout the country on planning guidelines	Public is well informed on planning guidelines		<ul style="list-style-type: none"> Due to the Recovery efforts for the Port Vila CBD all efforts have been focused on assisting PVCC with the demolition of unsafe properties and plans for the CBD recovery. 		33,700,000	1,000,000	29,429,960
4.1.1 Establishment of new Physical Planning Areas and mini townships	New PPAs	1	<ul style="list-style-type: none"> Due to the Recovery efforts for the Port Vila CBD all efforts have been focused on assisting PVCC with the demolition of unsafe properties and plans for the CBD recovery. 		33,700,000	0	29,429,960
	Mini-Townships	1	<ul style="list-style-type: none"> COM have endorsed land Acquisition for the registered lease 12/0923/634 with the interest to establish a Mini-Town – Stella Marie, Efate 	35%	33,700,000	0	29,429,960
5.1.1 Attend Training Sessions for staff and sector stakeholders	Enhance Staff Capacity	2	<ul style="list-style-type: none"> 2 Officers attended the legislative review workshop organize by the Office of the Attorney General 	30%	33,700,000	0	29,429,960
6.1.1 Zoning and development control plan for an identified physical planning area	Proper development Controls are in place for Urban Developments	2	<ul style="list-style-type: none"> Due to the Recovery efforts for the Port Vila CBD all efforts have been focused on assisting PVCC with the demolition of unsafe properties and plans for the 		33,700,000	0	29,429,960



			CBD recovery.				
6.2.1 Contract Technical Advisor to support urban and housing policies	Support policymaking Strengthen staff capability.	2	<ul style="list-style-type: none"> Completed - National Urban Planning Policy Framework Consultant recruited Completed – National Housing Policy Consultant recruited 	100%	33,700,000	0	29,429,960
7.1.1 Expansion of Urban Planning Areas: Port Vila City boundary and Luganville boundary	Peri-urban Areas to be included as Urban		<ul style="list-style-type: none"> Due to the Recovery efforts for the Port Vila CBD all efforts have been focused on assisting PVCC with the demolition of unsafe properties and plans for the CBD recovery. 		33,700,000	0	29,429,960
7.1.2 Seek additional funding to support Municipalities and/or urban planning projects	Equipment to strengthen planning and Decision – Making for recovery activities	1	<ul style="list-style-type: none"> GIP Complete & Submitted to DSPPAC NRC Approval 	65%	33,700,000	0	29,429,960
	Development of a Zoning and Development Control Plan for Greater Port Vila	1	<ul style="list-style-type: none"> GIP Complete & Submitted to DSPPAC NRC Approval 	65%	33,700,000	0	29,429,960
	Recovery Strategic Plan for Port Vila	1	<ul style="list-style-type: none"> GIP Complete & Submitted to DSPPAC NRC Approval 	65%	33,700,000	0	29,429,960



Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 31 Dec. 2025 (VT)
ACTIVITY MIBA (700): Urban Planning and Development							
Finalize new planning policy, housing policy, regulations and planning guidelines	National Housing Policy Document	1	<ul style="list-style-type: none"> Development of the Housing Discussion Paper 	39%	33,700,000	124,885	33,575,115
Contract Technical Advisor to support housing policy	TA appointed	1	<ul style="list-style-type: none"> Request for National Housing Policy TA contract extension to World Bank once contract lapse 	75%	Donor Funded (World Bank)	0	33,575,115
Review of the Vanuatu National Building Code	Vanuatu National Building Code	1	<ul style="list-style-type: none"> V1 and V2 review the draft of the 2025 VNBC by TWG 	50%	Donor Funded (PRIF)	0	33,575,115
			<ul style="list-style-type: none"> TOR is developed for the Baseline assessment for National Quality Infrastructure Control Mechanisms for Building Construction Materials and Products, including prefabricated housing 	100%	Donor Funded (ADB)	0	
Seek additional funding to support urban planning	Number of GIPS submitted	3	<ul style="list-style-type: none"> Vanuatu Standard Housing Design GIP 	100%	10M (Govt Funded)	0	33,575,115



projects			<ul style="list-style-type: none"> National Building Code Compliance and Enforcement Earthquake Recovery Capacity Strengthening GIP 		20M (Govt Funded)	0	
			<ul style="list-style-type: none"> Housing Emergency and Recovery Response to the 17 December 2024 Earthquake in Vanuatu GIP 	100%	3,740,000 (Donor Funded)	0	

Table 1: Housing Section, MOIA - Report against Budget Narrative & Business Plan Activities


ACTIVITY MIBB (7000): Department of Urban Affairs and Planning | Ministry of Internal Affairs

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 31 Dec. 2025 (VT)
ACTIVITY MIHA (7003): Foreshore Development Unit							
Develop Foreshore Guidelines	Standard Operating Procedure Developed	1	<ul style="list-style-type: none"> Draft completed awaiting consultation for finalization Consultation to be done with Stakeholders (MOIA CSU, DSPPAC, FAC Committee) 	65%	14,123,561	0	14,123,561
Find avenues for additional funding for foreshore Projects	Submission of GIP form for procurement of FDU drone (Monitoring)	1	<ul style="list-style-type: none"> GIP Submitted awaiting approval Quotations collected and awaiting procurement process 	100%	14,123,561	0	14,123,561
Foreshore Development Act Review, amended and implemented	FDA amended and gazette by OAG	1	<ul style="list-style-type: none"> Drafting Instruction prepared (still in draft) Com paper finalized awaiting submission 	55%	14,123,561	0	14,123,561
Public, communities and stakeholders are better informed on the foreshore development requirements	Number of Foreshore Awareness Sessions	3	<ul style="list-style-type: none"> Facebook page has been regularly updated Purchased FDU comic book and foreshore video that has been uploaded to the Facebook page and website 	25%	14,123,561	Comic Book and Video complete payment done in 2024	14,123,561



			<ul style="list-style-type: none"> Regular site inspections and awarenesses during site visits to applicants and developers 				
Conduct Foreshore Advisory Committee meetings	Number of meetings	6	<ul style="list-style-type: none"> 3 meetings have been conducted so far 3 more meetings to be conducted before the end of the year 2025 	50%	14,123,561	103,200	14,020,361
Conduct Joint Site Inspections	Number of Site joint Site Inspections	8	<ul style="list-style-type: none"> 3 joint site inspections have been conducted with DEPC, DOL, PWD 	25%	14,123,561	0	14,020,361
Developers & Applicants to operate within Laws and regulations	Number of prosecuted offenders	2	<ul style="list-style-type: none"> Police Investigations have been carried out and submitted to prosecutors' office Awaiting Acting prosecutors' response 	20%	14,123,561	0	14,020,361
ICT Based record keeping practices implemented	Foreshore Database developed	1	<ul style="list-style-type: none"> All efforts have been focused on recovery and revenue collections Consultations have been done with database developer (Phillipe Gardais) 		14,123,561	0	14,020,361



MINISTRY OF INTERNAL AFFAIRS

QUARTER REPORT

Enforce Foreshore Development Monitoring Implementation Plan	Number of Plans Implemented	1	<ul style="list-style-type: none">Monitoring Plan for Foreshore Development unit is still in Draft phase.		14,123,561	34,075	13,986,286
Collect 50% of foreshore revenue target	Revenue Target met	50%	<ul style="list-style-type: none">Revenue Collection off to a slow start since Department is focused on recovery efforts.Amendment of Category schedule of fees have drafted to aid with increasing revenue collection	10%	14,123,561	230,000	14,353,561



*"Promoting Fair, Just & Legal
Employment"*



***Department of Labour and Employment
Services - DOL***

○ 2025



Narrative Summary: DoL Q1 2025 Performance

🟢 - 100% Completion (4 activities)

All reported activities under the Compliance & Inspection Unit were fully completed in Q1, reflecting strong execution and proactive enforcement. Completed activities include:

- Conducted 50 workplace inspections (target: 40)
- Held 50 awareness sessions for business houses (target: 40)
- Reviewed and amended 5 labour laws (target: 3)
- Developed the Occupational Health & Safety (OHS) Code of Practice for the building construction sector (target: 1)

It is important to note that for this quarter, the only submission received was from the Compliance Unit under Labour. As we move toward the mid-year reporting cycle, it is expected that all relevant units will provide their reports, ensuring that any outstanding data not captured in this quarter is fully reflected in the next submission report.



Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 31 Dec. 2025 (VT)
ACTIVITY MIEA: Compliance & Inspection Unit							
Conduct inspections	Compliance with all Vanuatu's Labour laws and improves workers conditions	40	50	100%			
Conduct awareness to business houses	Ensure workers understand employment rights	40	50	100%			
Promote the standards required by law for decent work and strengthen compliance with all Vanuatu Labour Laws	Review and amend Labour laws	3	5	100%			
Enforce compliance for employment standards according to ILO Conventions and Vanuatu Labour Laws	Develop OHS Code of practice in building construction	1	1	100%			



"Your Vote, Your Voice"



Vanuatu Electoral Officer - VEO

○ **2025**



Narrative Summary: VEC Q1 2025 Performance

● - 100% Completion (5 activities)

VEC demonstrated excellent performance in Q1 with most activities fully achieved, including legislative and administrative functions.

Completed activities include:

- Held 29 Commission meetings (target: 4)
- Held 2 consultations on legislative framework with OAG (target: 1)
- Resolved 4 electoral disputes (target: 1)
- Developed NPP to establish EC as an independent agency (target: 1)
- Developed NPP for EC Restructure and additional staffing (target: 1)

● - 10% to 29% Completion (1 activity)

- Public awareness and consultations on the harmonised Electoral Act – 25% (2 of 4 targeted awareness activities held)

Narrative Summary: VEO Q1 2025 Performance

● - 10% to 29% Completion (4 activities)

Most of VEO's activities in Q1 were initiated and show early-stage progress. These activities are ongoing and are expected to improve in Q2.

Examples include:

- Voter register update and validation – 25%
- ID Card voter awareness programs – 25%
- Implementation of legislative rollout, procedures, and awareness – 25%
- Public awareness campaigns for voter engagement – 25%

● - Below 10% Completion (1 activity)

- Decentralized restructure of the Electoral Office – 0.5% (Restructure approved, JDs and NPPs completed, recruitment pending)

● - Ongoing Activities (25%)

The following activities are continuous in nature and are marked at 25% progress in Q1, either because they are structured as recurring engagements or rolled out progressively over the year.

Voter Registration & Awareness

- **Voter Register Update:** Continuous validation of voter records tied to National ID rollout. Total of 184,655



registered voters with ID cards as of Q1.

- **ID Card Voter Awareness Programs:** Four awareness programs conducted to promote ID uptake and linkage to electoral roll.

Legislative & Electoral Rollout

- **New Electoral Legislation Rollout:** 2 workshops, 2 awareness sessions, and 2 consultations conducted to support understanding of the harmonised Electoral Act.
- **General Voter Awareness Campaigns:** One Voter Awareness Committee meeting held. Electoral information disseminated via media, Facebook, website, posters, and civic materials to schools.

Institutional Restructuring

- **Decentralized Restructure Implementation:** EC and VEO restructuring approved. Job descriptions and NPPs developed; recruitment pending advertisement phase. Designed as a phased rollout across the year.


ACTIVITY MIEC: Vanuatu Electoral Commission | Ministry of Internal Affairs

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 31 Dec. 2025 (VT)
Oversee Council of Ministers Meetings	No. of COM Meetings	30	51 COM Meetings held during 2023	100%	0	0	0
1. Hold Commission meetings	No. Of meetings	4	29 Meetings held during first quarter	100%			
2. Consultation meetings on legislative framework	No. of consultations	1	2 consultations held in 1 st quarter with OAG	100%			
3. Record of Electoral Disputes	No. of resolved disputes	1	4 electoral disputes resolved	100%			
4. Support public awareness & consultations with electorate of Vanuatu of the harmonised single Electoral Act	No. of public awareness	4	2 awareness and consultation held	25%			

**MINISTRY OF INTERNAL AFFAIRS****QUARTER REPORT**

5. Operational budget to establish EC as an independent agency	No. of NPPs	1	NPP developed ready for submittal	100%	0	0	0
6. EC Restructure with NPP for additional staffing	No. of NPPs	1	NPP developed ready for submittal	100%	0	0	0


ACTIVITY MIEB: Vanuatu Electoral Office | Ministry of Internal Affairs

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 31 Dec. 2025 (VT)
1. Voter Register updated continuously and validated	No. of updated records	1	Total registered voters with National ID Card: 184,655	25%	2,000,000	0	0
2. ID Card voter awareness programs	No. of awareness programs	2	4 Awareness programs conducted	25%	1,000,000	300,000	700,000
3. Implement Plan for roll-out of new legislation, policy, procedures & awareness	No. of activities reported	1	2 workshops, 2 awareness and 2 consultations conducted	25%	1,000,000	400,000	600,000
4. Provide awareness campaigns for voter engagement (Media, Facebook, Web Site, Posters, Civic Education in schools)	No. of awareness campaigns	1	1 Voter awareness Committee meeting held, voter awareness and information disseminated on media, FB and website, Posters, handbooks updated and disseminated	25%	1,000,000	250,000	750,000



MINISTRY OF INTERNAL AFFAIRS

QUARTER REPORT

5. Implement decentralized restructure	No. of new positions recruited	1	EC and VEO Restructure approved, JDs developed, Supporting NPPs completed Preparing for advertisement of vacancy.	0.5%	0	0	0
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"Every Life Events Matters"



***Department of Civil Registry and Identity
Management - CRIM***

○ 2025



Narrative Summary: CRIM Q1 2025 Performance by Completion Band

● - 10% to 29% Completion (2 activities)

CRIM activities in Q1 reflect important foundational work, particularly in supporting voter identification and national data services. Both key service targets are in early stages of implementation:

- Issuance of 20,864 National ID cards and 9,526 new birth registrations across all provinces – 25%
- Provision of credible voter registration data to Vanuatu Electoral Office (VEO) for the January 2025 Snap Election – 25%

● - Ongoing Activities (25%)

The following activities are part of CRIM's continuous service delivery and reporting functions. These were marked at 25% in Q1, reflecting their role in ongoing national operations across all provinces.

Vital Events & ID Card Services

- **National ID Issuance and Birth/Death Registration:**
A total of 20,864 National ID cards were printed and issued during Q1, and 9,526 new birth registrations were completed. These services are delivered continuously across all provinces.

Electoral Data Support

- **Support to VEO for Voter Roll Data:**
CRIM provided verified National ID-based data to the Vanuatu

Electoral Office to facilitate a credible voter roll for the January 2025 Snap Election. This forms part of ongoing data-sharing arrangements between CRIM and VEO


ACTIVITY MIED: Civil Registry & Identity Management | Ministry of Internal Affairs – Quarterly Report for Qtr1, 2025

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 31 Dec. 2025 (VT)
Improve registration of vital events and produce statistics of ID Cards issued (child & gender disaggregated) in Quarterly Reports	Number of National ID Cards issued and birth/death registration		<ul style="list-style-type: none"> 20,864 ID cards were printed and issued during the first quarter across all provinces of Vanuatu. 9,526 new birth registrations were done during the 1st quarter across all provinces of Vanuatu 	25%	0	0	0
Reports provide data on an efficient and credible Voter Register	Data provided to the Vanuatu Electoral Office (VEO) to facilitate the Electoral Roll for the Snap Election in January 2025.	All eligible voters (18 years and over) with National IDs	The VEO successfully conducted the snap election.	25%			



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



***Department of Vanuatu Immigration and Passport
Services - VIS***

—o 2025



Narrative Summary: VIS Q1 2025 Performance

- Tracking of revenue generation system – 25%

- 100% Completion (1 activity)

- Recovery of services of enrollment stations at the Headquarters – Fully operational and reported (100%)

- 70% to 99% Completion (1 activity)

- Restructure of the Immigration Department – 72% (Pending final HRM review)

- 50% to 69% Completion (2 activities)

- Migration Policy development – 60% (3rd draft completed and under stakeholder review)
- Installation of enrollment stations in Noumea, Brussels, and Dubai – 67% (2 of 3 completed)

- 30% to 49% Completion (2 activities)

- Review of Immigration Act – 41%
- Recovery of full operational services (post-disaster) – 38%

- 10% to 29% Completion (6 activities)

- Quarterly provincial staffing & establishment reports – 25%
- Compliance reports on visa breaches – 25%
- Quarterly passport issuance reports – 25%
- ICT-based integrated passport system quarterly use – 25%
- Penama Provincial Bureau rollout – 25%



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

Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 31 Dec. 2025 (VT)
Migration policy develops	Policy develops and launches as a working document.	1	Second and third draft in completed and disseminated to stake holders' for input and review	60%	4,117,375	4,117,375	0
Review of the Immigration act No.17 of 2010	Immigration Act review completed to be table in parliament.	1	In progress, policy paper currently develops by compliance Team	41%	48,247,876	0	0
Restructure Approved by PSC	Approved structure by PSC	1	Still pending review with HRM MOIA	72%	0	0	0
Quarterly Reports on establishment, resourcing & staffing of Provincial Offices	Quarterly Reports to Managers	4	Quarterly reports provided by managers to Director on achieved individual work plan	25%	21,162,800	9,330,416	0
Compliance Reports on visa breaches	Compliance Report	4	Assisted with multi-agency operation on April	25%	48,247,876	11,838,836	0
Recovery of the full operational services.	Report on the full recover report.	1	In progress	38%	44,676,815	0	0
Install enrollment station at NC, Brussels and Dubai	Installation competed and launch	3	In progress, Noumea installation and Dubai completed. PSC to appoint full time officers to consulate office	67%	13,000,000	0	0



MINISTRY OF INTERNAL AFFAIRS

QUARTER REPORT

Track revenue generation in Quarterly Systems	Quarterly Revenue Analysis	4	In progress	25%	900,000,000	368,056,651	0
Issues Report on passport & Travelling Documents to sector stakeholders	Issue Report	5	Report provided to director office quarterly	25%	16,748,748	0	0
Provincial Bureaus with capacity to process Passport & Travel documents increased from 5-6	Penama Province	1	In progress, building is now at furnishing stage	25%	12,000,0000	0	0
Quarterly Report on issuance of Passport & Travel documents Integrated ICT based passport systems utilized	System in use	1	Quarterly report provided to Director's office on current passport stocks, data records of overall issuance of passports to provincial enrollment stations	25%	16,748,748	0	0
Recovery of services of enrollment stations is full operation at the HQ	Report of the full operation	1	Quarterly report received by Directors' office.	100%	16,748,748	0	0



"Your safety is our priority"



Public Land Transport Authority - PLTA

—○ 2025



Narrative Summary: PLTA Q1 2025 Performance

- 100% Completion (2 activities)

Strong performance in governance and policy tasks.

Completed activities include:

- Development and submission of the Paper to the State Law Office on Maxi Taxi and Rental Vehicle standards
- Job Descriptions completed and submitted to GRT for decentralization restructure and planning

- 70% to 99% Completion (1 activity)

- Review of legislation and policy (2 policy papers drafted; awaiting inputs) – 90%

- 30% to 49% Completion (1 activity)

- Development of HRMIS and QR Code integration system – 27% (final testing underway)

- 10% to 29% Completion (2 activities)

- Training and awareness in provinces – 25% (preparation stage by Permit Officers)
- Review of fee/levy framework and online payment systems – 5% (awaiting Board endorsement in June)



Budget Narrative Performance Measure	Output or Service Target	Target	Progress and Achievements Made	Status End 2025	Operation Budget (Recurrent) VT	Actual Expenditure (VT)	Balance at 31 Dec. 2025 (VT)
Undertake review of legislation and policy to strengthen operations of the Authority;	Draft policy to amend Act and status of PLTA	2	Draft Policy paper completed, need input from PWD and Customs and another one to address the size of the Board Members.	90%	11,567,848	100,000	11,467,848
Develop QR Code System and trial for Permits Cards to link to Database System and integrate Data Card printing process to retrieve QR Code image generated by PLTA Database System to improve compliance and revenue streams and enforcement;	Develop HRMIS system for PLTA	1	Finale stages to complete by end of May Hosting and deploy online Testing - include input of staff employment information	27%	11,467,848	1,000,000	10,467,848
Review fee and levy framework for a metered transport system;	Workshops with sector stakeholders and transport operators to agree on online payment systems (Vodafone & Digicel)	1	Board to meet in June 2025 to endorse the proposal for a metered transport system prior to renewing negotiations with Vodafone and Digicel	5%	10,467,848	500,000	9,967,848



MINISTRY OF INTERNAL AFFAIRS

QUARTER REPORT

Undertake training programs in the provinces to improve awareness of compliance, operations & safety issues;	Training on legislation, fees & standards in provinces	6	Awareness to be conducted by Permit Officers with stakeholders in each province	25%	9,967,848	500,000	9,468,848
Develop a Paper for State Law Office on Land Transport Standards;	Paper to OAG for Maxi Taxi and Rental Vehicles – transport Review Public Land Transport Standards Order	1 1	Maxi Taxi and Rental vehicles order completed and gazette Proposal to be presented to the Board in June 2025	100%	9,468,848	50,000 600,000	8,817,848
Undertake efficient planning, budget, reporting framework, decentralisation restructure & revenue generation processes	Complete JDs and submit to GRT	1	Completed all changes to JDs and submission made to GRT	100%	8,817,848	100,000	8,717,848
Upgrade of all vehicle and drivers Permits and QR Code	All vehicle and drivers permit to have QR Code ready for 2026	1	Initial work to begin in 3 rd quarter to connect database to printer. Database will generate QR Code based on individual permit number		8,717,848	1,00,000	7,717,848

***Note:** remaining operation budget goes towards annual activities such as operations, visit island to issue permits, office etc.

Table 1: Public Land Transport Authority - Report against Budget Narrative & Business Plan Activities



GLOSARRY

Glossary of Terms used in the Business Plan

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



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

METHODOLOGY

Methodology Justification

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

TRACKING INDICATORS

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

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

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