



## **Ministry of Internal Affairs**

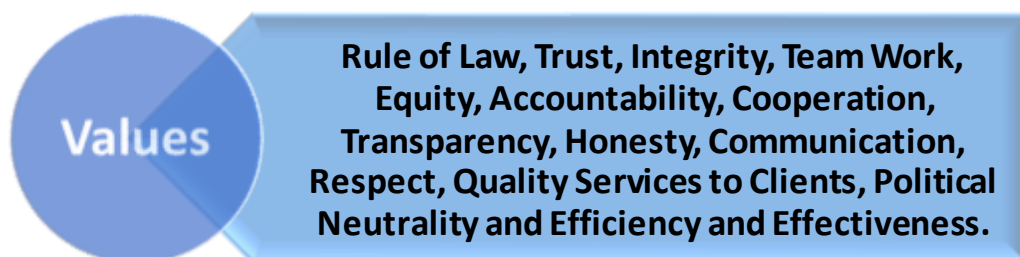
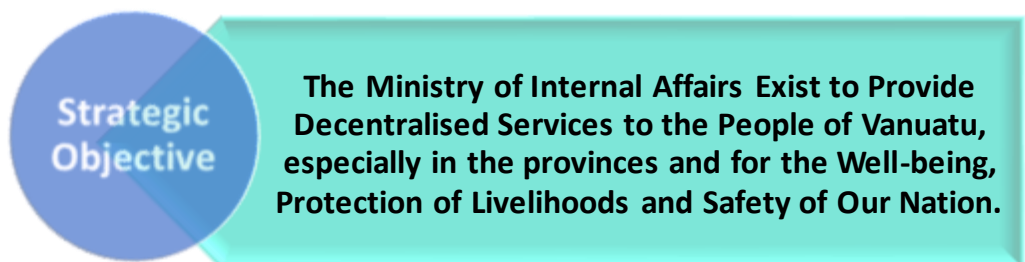
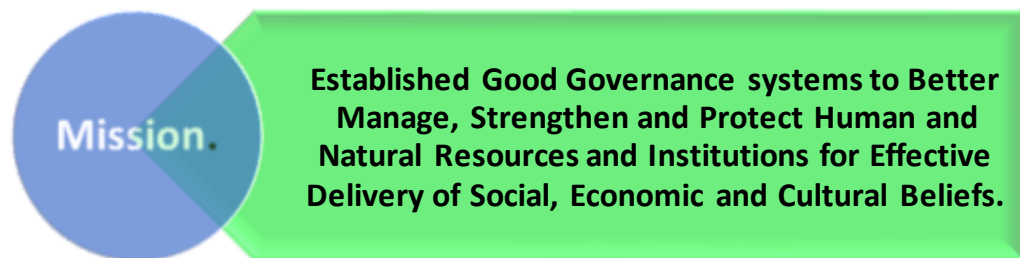
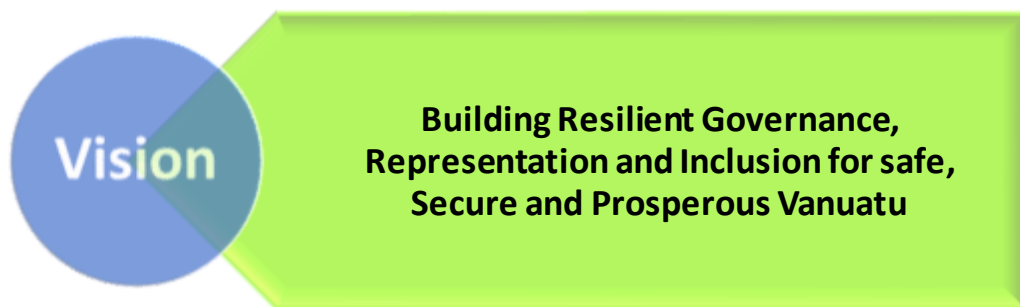
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# **2022 Annual Report**

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

# Statement of Vision, Mission, Objective and Values





# Minister's Statement

It is my pleasure to present the Ministry of Internal Affairs Annual Report for the fiscal year 2022.

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 Internal Affairs Ministry 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 Ministry of Internal Affairs, like all other government departments, continued to face the challenges caused by the restrictions related to COVID-19 during the year. In the wake of the challenges caused by crisis caused by events like COVID-19 and climate related disasters, it was important for the Ministry to come up with a Sector Strategy which is based on the anticipatory strategic planning principles. The Sector Strategy 2022-2026 was prepared and launched during the reporting period. All departments of the Ministry worked really well to develop this strategy using the Nasara approach.

Another important milestone achieved by the Ministry was the conduct of snap elections in October 2022, which were mandated due to dissolution of the Parliament. The Electoral Commission and Vanuatu Electoral Office (VEO) delivered successful elections in 2022 within very short period of time which resulted in the political stability in the form of government being formed soon after the elections.

The Ministry of Internal Affairs also achieved significant progress in transforming the civil registration processes by the Civil Registration and Identity Management (CRIM) Department. By the end of the reporting period, approximately 93% of the ni-Vanuatu citizens were issued with new National ID Cards. The system established by the CRIM will go a long way in creation of a comprehensive population register, accurate Electoral List and many other benefits to the citizens of this country.

There have been many other major achievements by the Ministry during the last year, which is a great reason for all its members and departments to be very proud of. There is however lot more to be achieved during upcoming year and the years to follow. I must thank my predecessor former Minister of Internal Affairs and now the Prime Minister of Vanuatu Hon. Alatoi Ishmael Kalsakau who steered this ministry for three quarters of the year before I was given this responsibility. A lot of credit of the success of the Ministry goes to him and his team which worked tirelessly under challenging circumstances.

**YUMI 43**

**Hon. Christophe Emelee**  
**Minister of 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 2022.

As one of the largest ministries of the Government of Vanuatu, the Ministry of Internal Affairs faced larger challenges in the outgoing year. However, despite the challenges, I am proud to note that the report highlights significant achievements of the Ministry during the outgoing year. It was due to the hard work and integrated approach by all the departments that the Ministry was awarded for its high performance with the Independence Day Award last year.

COVID-19 restrictions, unexpected snap elections and economic crisis were some of the few challenges faced this year which were successfully tackled by the Ministry with its agility and commitment to serve the Ni-Vanuatu citizens.

Taking a long-term approach towards the challenges, the Ministry undertook a ground breaking initiative of developing the Sector Strategy 2022-2026 using anticipatory planning framework. This framework recognizes that while unexpected events related to climate or health emergencies can't be predicted, but the planning can take into account any anticipatory measures to minimize the impact of unexpected events.

Another challenge successfully met by the Ministry was conduct of the snap election by Electoral Commission and Vanuatu Electoral Office (VEO) in the record short period of time. The election was mandated due to the sudden dissolution of the Parliament, which left the electoral authorities with no preparatory time. However, the elections were held within the constitutionally allowed timeframe and new government was formed in time. Under this Ministry, the work of Civil Registration and Identity Management (CRIM) Department has also been remarkable which has successfully transformed the civil registration processes of the country.

This report is a reflection of the Ministry's ability to perform in line with the Government's priorities as well as in best response to the emerging needs and demands. The Ministry plays critical role in advance Government of Vanuatu's agenda on National Sustainable Development Goals. Through its various critical departments, the Ministry has demonstrated the capacity and ability to face the unprecedented challenges and continue to deliver best possible services as per agenda to the Ni-Vanuatu citizens.

The completion of this report demonstrates the collaborative efforts from the Corporate Service Unit, the Directors and Senior officials who aptly committed their resources in preparing and submitting their respective departmental data. I would also like to acknowledge the support provided by the Honourable Minister of Internal Affairs, Hon. Christophe Emelee (MP), for his commitment to ensure that our priorities were implemented this year.

I must also thank former Minister of Internal Affairs and now Prime Minister Hon. Ishmael Kalsakau and former DG Cherol Ala Inanna for their guidance to the Ministry during first three quarters of the last year.

**Leith Veremaito**

**Acting Director General**, Ministry of Internal Affairs.



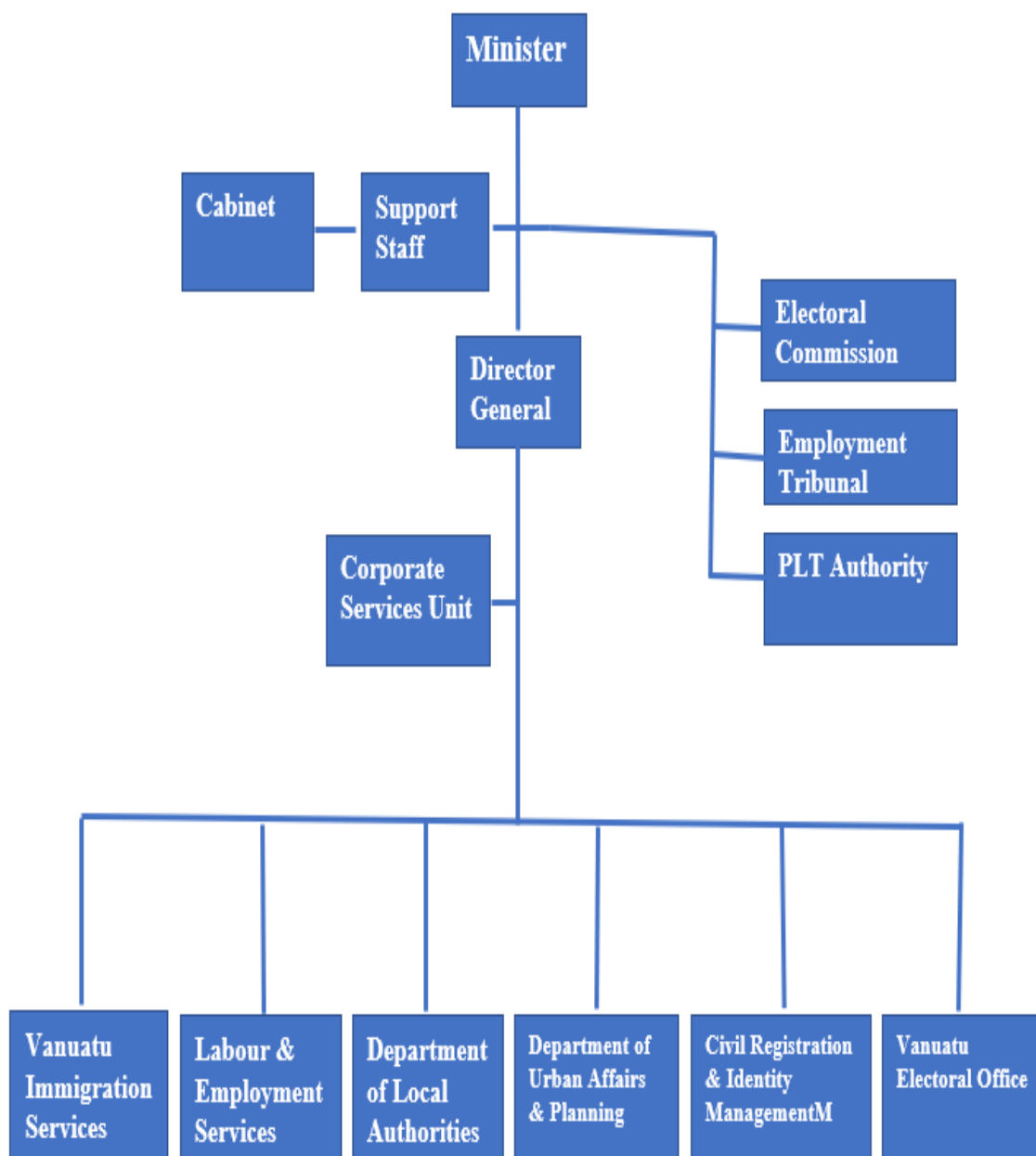
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# Corporate Structure

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 Labour 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.





# 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 ensure 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 Labour mobility nationally and internationally through collection and analysis of comprehensive labour 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 BUSINES

### Corporate Services Unit (CSU)

- Provide overall oversight on the operations and performance of department under Internal Affairs Ministry;
- 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
- 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 Local Authorities in Physical Planning, Foreshore and Development Planning
- Improve Administration, Management and Financial capabilities of LAs
- Review and improve enforcement of Foreshore Development legislation

### Vanuatu Labour 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, Business house on labour issues

### Vanuatu Immigration Services (VIS)

- Improve and secure the integrity of Vanuatu Travel Document
- Protect the Society through effective and efficient Boarder Management
- Visa conditions are conducive to the Economic Development of Vanuatu
- An Office environment that portrays professionalism and reduction in the use of materials that will harmful to the environment

### Vanuatu Electoral Office (VEO)

- BVRS fully Operational by end of 2019
- Timely Response to change in Legislation
- Increase voter Education
- Increase Office capacity

### Civil Registry and Vital Statistics (CRVS)

- Register vital events and maintain accurate birth, marriage and death data record of all Vanuatu citizens
- Coordinate and implementation of CRVS
- Legislation reviews and amendments
- Coordinate National Identification Policy
- Revenue Initiatives





# Annual Development Report

The National Sustainable Development Priority provides activity areas and targets for which each Department under Ministry of Internal Affairs has delivery responsibilities. Reflected below are achievements for each department for the fiscal year 2022 against the Ministry's objectives and NSDP targets.

## Department of Local Authorities Reports of NSDP Objectives



### Objective 1: To assist in developing and implementing appropriate decentralization policies suitable for Vanuatu

DLA is mandated to administer the decentralization Act (CAP 230) and the six Provincial Government councils. In 2022, the Decentralization Unit sets six (6) core objectives; to provide support and coordination on decentralization policies, amendment of legislation to enhance implementation of decentralization policies, drafting of Policy papers to ensure legal framework is in place, standardization of Area council office design to accommodate all line department and provide conducive working environment and establish and maintain regular consultation meetings with partners, stakeholders and donors to

enable clear policy directions on decentralization.

### Objective 2: To Improve Administration, Management and Financial capabilities of all local Authorities

The department of Local Authorities also provide relevant capacity building trainings to all staffs by engaging specialist as a way of improving capabilities, enhancing skills and being more proactive in delivering department priorities. Other improvement priorities accomplished this year are;

An Information hub was developed to store planning documents.

Digital archiving. All documents and files were scanned and securely stored to ensure easy access for future reference.

Renovation and maintenance of office building and its surroundings to capture first impression of clients and improve office environment

Review filing indexes and build capacity of Local Authorities on filing.

Improving financial affairs and capabilities of Local Authorities. Coordinate with Office of the Auditor General (OAG) on completion of the final drafts of financial statements for the provinces to ensure accountability and transparency of public funds. The accountants were trained on the application of Smart stream to maintain accountability and efficient use of public fund.

Coordination of financial report of donor projects to improve accountability and to meet donor reporting requirements and standards.

Surprise audits were conducted in all provinces and area councils to improve management and utilization of public funds. Finally, Area Administrators and Councilor's HR issues were coordinated to comply with HR Policies & official salaries Act.





### Objective 3: To assist all Local Authorities to undertake rural development in a sustainable manner

The Local Authorities assisted with the implementation of over 20 rural development projects. These include establishment of a standard AC Office building, approved 6 Office designs and built 5 AC Buildings (South Santo 1 AC, Yarsu AC, Motalava AC, East Gaua AC and Futuna AC). The construction of Tongariki AC, South East Ambrym, South East Tanna AC, West Ambrym AC, West Santo AC, North West Santo AC, West Malo AC, North Pentecost AC, Pango AC and Varsu AC commenced this year and should be completed in 2023. The department facilitated the process of land acquisition with the department of land to formalize land tenure for Torba, Penama and Malampa ACs.

### Objectives 4: To Provide technical expertise to ensure that decision making in development planning matters focuses on Area Council Development.

The Development Planning Unit (DPU) was established with the role to work closely with each Provincial Planning Sections on Development Planning Matters and other important planning aspects of the Area Councils.

It has been a very overwhelming year; despite the challenges, DPU strived to implement its targets whilst performing other tasks delegated by the Director and activities implemented in collaboration with government line agencies and Development Partners.

It is important to note that the Decentralization was a very important undertaking this year not only within DLA, Provincial Councils and Area Councils but with key line agencies that promotes decentralization services.

DLA strived to complement the Decentralization Unit with Provincial and Area Council and government agencies to progress decentralization efforts in quest to bring Government Services closer to the rural population.

## Department of Urban Affairs and Planning Reports on NSDP Objectives



The National Sustainable Development Priority provides activity areas and targets for which the DUAP has delivery responsibility. Below outline the department achievements for 2022 against Ministry objectives and NSDP targets.

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

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

The establishment of the Department of Urban Affairs and Planning was mainly to focus on urban matters and improve urban planning, management and control on developments. This involves assisting the Municipal Government Council by providing administrative, technical and legislative support

This year the target was to recruit all DUAP positions, however only 80 percent of the established positions were recruited, the operational capacity of the department was enhanced and DUAP budget was effectively managed i.e., operational funds were fully utilized and savings were made in the payroll at the end of financial year.

Society 6.5 Strengthen local authorities & municipal institutions to enable decentralized service deliver



The above objective exists to strengthen governance in municipal and ward council to allow the government and municipal councils to decentralised their services to the urban communities and residents. The target was to amend Municipal Act, CAP 126 to improve service delivery. The drafting instruction was submitted to OAG for the drafting of the amendment bill. The target to improve financial assistance to Municipalities is yet to be realized. The Municipalities were up-to-date with audit reports and monthly and quarterly financial reports.

Society 6.6: Strengthen physical planning and management to meet the service delivery needs of the growing population

The Target Society 6.6.1 Proportion of declared physical planning areas that have a physical plan. The exposure and impact survey were conducted on Sola State Land. The activity was completed in Q4. Risk assessment for Lenakel and Lakatoro town plans completed, Risk assessment survey for Port Vila commenced in December 2022 and will end in 2023, Planning of RoVo Bay will be completed in 2023 and Port Vila Zoning Plan is in progress

#### **ENVIRONMENT 4: A nation which utilises and sustainably manages our land, water and natural resources**

Environment 4.1 Strengthen local authorities and municipal planning authorities to enact and enforce land use planning laws and regulations. The DUAP continue to amend existing legislation within its mandate as per directives in the National Land Use Policy (NLUP). The target Environment 4.1.2 Proportion of directives of the national land use planning policy implemented. The development of Housing and settlement policy and in-house consultation were completed and a planned forum is scheduled to be hosted in 2023. DUAP will maintain its secretarial role in the foreshore committee. Several site inspections were conducted and foreshore committee meetings held in 2022.

A consultant will be engaged to assist in strengthening foreshore compliance and enforcement. The draft TOR & RFQ for Consultant were completed in 2022. The Foreshore revenue codes (700) were completed and ready to be implemented.

## **Labour and Employment Services Reports on NSDP Objectives**



**SOCIETY PILLAR 4: An inclusive society which 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: Implement gender responsive planning and budgeting processes. 4.1.1 Proportion of government departments with gender responsive policies, legislation and programs. The Employment services and labour mobility staff received Gender response training on how to incorporate 'a gender perspective' into labour mobility programs. Labour mobility officers learned and discussed how to encourage and improve women participation in labour mobility opportunities. Research was conducted with support of DFAT to collated data on the impacts of labour mobility, on families especially its impact on gender. Apart from gender policy, budgeting, legislation, the labour mobility policy were reviewed to include gender perspectives.

SOC 4.3: Empower and support people with disabilities. 4.3.1 Proportion of population reporting some degree of disability. The ESU and labour mobility staff received Disability Inclusive training on how to incorporate 'a disability inclusion perspective' into labour mobility programming. Labour mobility staff learned and discussed how to encourage more people with disability to participate in labour mobility opportunities. The challenge is whether Australia and New Zealand employers are willing to employ workers with disabilities. Another alternative is to insert in the



recruitment criteria employees who have family member(s) living with disability are given special consideration so that remittances and savings are sent to households with person(s) with disability. The disability inclusion is discussed within the department and with relevant government agencies and donor partners (DFAT) on the possibility of developing a disability inclusion policy. Moreso DFAT is keen to pilot disability inclusion in labour mobility program using Vanuatu as the pilot country.

**SOCIETY PILLAR 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 impartiality & effectiveness of the performance management systems. 6.1.2 Annual number of public officials receiving relevant qualifications through VIPAM and other government programs. Two ESU staff underwent Certificate IV in counselling at USP in 2022. These includes the Labour Mobility Welfare Officer (DFAT funding), and an Employment Liaison Officer). The Quality, Performance & Learning Coordinator (DFAT funding) obtained a Diploma in Project Management at USP. An ESU Labour Mobility Officer completed HR and International Relations studies at USP. The Acting Senior Mobility Officer at ESU completed Business Management studies at USP Emalus campus.

SOC 6.5: Strengthen Local Authorities and Municipal Institutions to enable decentralised service delivery. 6.5.1 Change in annual operations/programs budget for Provinces, Municipalities towards. Strengthening decentralisation through partnerships with key government departments and private sector to deliver labour mobility services in the provincial headquarters. Registration drives were completed in Santo in 2022. The target to create labour mobility hub in the provinces was not completed. A discussion to involve DLA in worker recommendations/short listing is ongoing.

**ECONOMIC PILLAR 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. 4.5.1 Employment cost index (ECI). Many employment opportunities were created through the labour mobility program. The labour mobility was one of the few employment opportunities during COVID community outbreak and lockdown in 2022. The delivery of a '2 week' hospitality courses for 272 people was facilitated in partnership with the Department of Tourism, VTO and VIT.

ECO 4.7: Increase labour mobility nationally and internationally through the collection and analysis of comprehensive labour market data. 4.7.1 Change in total number of individuals participating in seasonal work program. Many employment opportunities were created through the labour mobility program. In Dec 2022, 10,173 workers were exported to Australia (9,195 PALM short and 978 PALM long). Prior to 2022, an average of 5,500 workers sent to Australia every year. The increase was primarily due to the introduction of the 'pandemic 408 visa' which allows employees to extend contract whilst in Australia. These workers return to Vanuatu when their 408 visas expire. There were 5,000 workers in NZ, during 2022.

ECO 4.7.2 Labour market flows. Millions of AUDs and NZDs were remitted to Vanuatu in 2022. The Department of Labour, in partnership with V-lab, initiated a reintegration program, in which return workers applied to be selected into a 12-month entrepreneurship 'hands on' mentoring program. There were 33 graduates in 2022 who successfully strengthened their businesses and in addition, 50 workers were selected for 12 months support (41 in Vila, and 9 in Santo). This entrepreneurship program place emphasis on the circular component of Labour mobility, which contributes to market flows in Vanuatu.





## Vanuatu Immigration Services Reports on NSDP Objectives



**ENV 5: A nation committed to ensuring the conservation and sustainable management of biodiversity and ecosystems- ENV 5.4: Protect the borders and environment through effective customs and biosecurity services- ENV 5.4.1 Proportion of incoming planes and sea vessels cleared through Biosecurity annually.**

100% of international flight arrivals and 70% of international sea craft arrivals cleared by Biosecurity Vanuatu annually

The target is to develop a proactive approach to protect and facilitate the movement of people entering and departing Vanuatu borders. The activity to protect the society through effective and efficient border management system will be implemented 2023.

The target to improve and secure the integrity of the Vanuatu travel document to meet the global requirement and so that Vanuatu citizen can travel globally was not implemented this year but will be implemented in 2023.

Develop and implement immigration programs that will contribute to revenue collection of the government. The target was to initiate new and improved Immigration revenue programs.

Collect and share border information with local and international agencies. Reject entry of immigrants that causes social risk to Vanuatu citizens. Access to databases that will provide information on travellers prior to their entry in Vanuatu was not completed this year but will be implemented in 2023.

Provide professional customer service to clients. An office environment that portrays professionalism and reduction in the use of materials that is harmful to environment. Workplace that is free of health and other hazard with clear instruction on emergency measures. A new reception area with video screens to provide information to citizens on VIS services

Review and implement categories of visa that will contribute to the economic development of Vanuatu. Implement Visa conditions that are conducive to the economic development of Vanuatu. Different Visa Categories that promote investment and earns revenue. A COM paper was developed to review and amend legislation allowing changes to visa conditions and requirements.

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

Despite a very challenging year, Covid-19 pandemic and restrictions of Borders, VIS has committed to ensure all national borders are well secured in an effective and efficient way. It can be achieved by facilitating the recruitment of provincial officers in Tafea, Malampa and Penama provinces. VIS is yet to established a new immigration office in Torba. This will ensure all point of entries are safe and visitors and investors comply with all entry protocols before entering Vanuatu.

### **ECO 1.2: Improve government revenue generation**

It is worth noting that one of key Government priority is to improve revenue generation ECO 1.2, with a specific target of 30% increase to be achieved by 2030. it can also result in a tax reform, employment and wages increase as indicated by the baseline. VIS is one of the departments that contribute to a greater extent to revenue generation and collection through the Permanent Residence Visa Program. The PR program was established with the intent to attract Investors to invest in Vanuatu. The Department of immigration achieve its revenue targets for the year 2022



## Vanuatu Electoral Office Reports on NSDP Objectives



The National Sustainable Development Priority provides activity areas and targets for which the Electoral Commission and the Vanuatu Electoral Office has responsibility to support many of which have been met.

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

Society 6.3 To enact political reforms that promote stability, accountability, constituency representation and civic engagement. 6.3.1 the proportion of eligible population reported to have voted in the last elections, 6.3.2 proportion of people with an overall positive image of their local elected officials

Society 6.4: Strengthen national institutions to ensure that are cost-effective and well-resourced to deliver quality public services - Derivative Corporate Plan Target: i) Restructure of VEO, ii) Biometric data system

Policy Objective 6.5 Strengthen governance at the provincial and municipal level 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

### **SOCIETY 4: An inclusive society which 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 legislation and institutions**

Society 4.5: Ensure all people, including people with disabilities, have access to government services, buildings and public spaces. Society 4.5.1 Proportion of Government Offices with ramp access or disability friendly rating (includes hearing & sight impaired disabilities). Society 6.7 Guarantee the public's Right to Information (RTI)

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

Economy 2.3 Ensure that all social infrastructure-including health, education and sports facilities are safe, accessible, secure and maintained in compliance with building codes

### **SOCIETY 6: A dynamic public sector with good governance principles and strong institutions delivering the support and services expected by all citizens of Vanuatu. Society 6.3 To enact political reforms that promote stability, accountability, constituency representation and civic engagement.**

6.3.1 the proportion of eligible population reported to have voted in the last elections. The voter turn-out data will become more accurate once ID Cards replace older Voter Cards. Target 6.3.2 proportion of people with an overall positive image of their local elected officials. This target was not achieved due to budget, staffing & time constraints

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

i) The target, Restructure of VEO was achieved on the 5th of May 2022 and the EC structure notionally approved by Minister but was on hold until Single Harmonized Electoral Bill is passed. In other words, the EC structure was approved but its implementation is pending passing of the new legislation by the Parliament.

ii) The target, Biometric data system was partially implemented. By end of Q3 2022, age category below 18 years, a total of 113,519 individuals were captured (58,515 males, 55,004 females). Age category 18 -29 years, 66,292 individuals were captured (34,015 males, 32,277 females). Age category 30 to 49



years, 74,686 people captured (36,992 males, 37,694 females). Age category 50 or above, 47,464 people (23,163 males, 24,310 females) issued with ID cards. According to UN World Population Data, Vanuatu is projected to have a total population of 323,959 as of Wed 19th October 2022 which means 93.3% were issued ID Cards. This is an ongoing process however due to cyber-attack; up-dated and accurate data were not yet available.

### **Society 6.5 Strengthen governance at the provincial and municipal level to allow decentralised service delivery**

Society 6.5 Strengthen local authorities & municipal institutions to enable decentralised service delivery. VEO Provincial Officers were appointed and resourced. Of the 6 provincial positions, 3 (Tafea, Sanma & Malampa) have been appointed; Shefa is covered by HQ team and the final two advertised. The death of Malampa Provincial Officer means the position will be re-advertisement in 2023.

VEO Website makes information available to clients. Web Site “live” and up-dated regularly. Legislation (Regs for CAPs 146, 126 & 230) revised in consultation with OAG, EC & VEO. Provincial Workshops were not possible due to budget constraints & unexpected by-elections,

### **SOCIETY 4: An inclusive society which 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 legislations and institutions**

Society 4.5: Ensure all people, including people with disabilities, have access to government services, buildings and public spaces. 4.5.1 Proportion of Government Offices with ramp access or disability friendly rating (includes hearing & sight impaired disabilities)- VEO office is wheelchair accessible. A “People with Disability Action Plan” was developed and uploaded in Web Site.

Society 6.7 Guarantee the public’s Right to Information (RTI). VEO is undertaking many innovations to improve access to information. Web Site is up-loaded with VEC/VEO information; Facebook, posters Twitter, radio

talk back shows, TV, Media Releases & new Civic Education booklets contains information which are accessible to general public.



## **Civil Registration and Identity Management Reports on NSDP Objectives**

The CRIM Department’s Budget Narratives MIED & MIEC Objectives are in line with the key NSDP priorities (refer to CRIM Business Plan for full analysis), MoIA 2022-2026 corporate Plan and operationalized in the CRIM 2022 Business Plan.

### **3.1 Activity Objectives & Means of Service Delivery**

Objective 1: Improve coverage for registration of vital events such as births, adopting, marriages, and deaths, through on-going registration of vital events.

Objective 2: Establish and maintain a central civil register and population registry through establishment & maintenance of integrated database to registration centers to improve decentralized registration coverage

Objective 3: Improve coverage for issuance of National Identity Cards; on-going issuance and increase numbers of National ID Cards issued.

Objective 4: Regulate and develop policies, legislation and strategies relating to registration of CRIM and National ID. Develop policies, strategies and legislative framework relating to CRIM and national ID and present to Minister.

Objective 5: Improve service delivery and organizational compliance through an inclusive policy, legislation, planning, and reporting,

Improve decentralized service delivery through implementation of restructure. Strengthen and improve revenue collection by introducing new revenue initiatives.



Provide reports, Budget Submission and plans as per GoV Reporting Cycle

Objective 6: Provide the electoral authorities with timely and accurate information for the establishment and maintenance of an efficient and credible Voter Register. Provide the electoral authorities with timely and accurate information for the establishment and maintenance of an efficient and credible Voter Register





# Report on Budget Narratives

## Department of Local Authorities

DLA structure revised and recruitments commenced and will be completed in 2023.

6 Area Council projects were implemented. Projects were developed in all Area Councils utilizing NPP funding.

Provincial and Municipal Councilors entitlements were processed and Councilors were implementing 72 projects with communities. Councilor's entitlements were processed but no projects were implemented

36 Area Administrators were managing Area Councils efficiently throughout Vanuatu. A number of positive remarks were made on AA's performance, appraisals were done and submitted to the MOIA HR Unit.

Managed the Department's budget and expenditure effectively to ensure all planned activities were undertaken and reported in Quarterly reports.

Provided technical and legal support to all provinces and municipalities by the Department this year.

Prepared 24 monthly and quality financial report. Explore and coordinate financial training for all accountants and financial managers and recorded in quarterly reports.

Legislations under DLA jurisdiction reviewed, amended and submitted to OAG

New Department of Urban Affairs and Planning was established and recruitment commenced.

Effective operation and management of DLA Office and recorded in Quarterly reports.

Effective management of DLA budget and expenditure to ensure planned activities were implemented. 12 Monthly financial reports were produced and budget was managed effectively.

## Department of Urban Affairs and Planning

The total cost of programs listed under the Department of Urban Affairs and planning is 181,566,028 for the fiscal year 2022. Activity MIAB Corporate Services cost 21,228,864, Activity MIBC Grants to Municipalities cost 121,429,384, Activity MIBA, Urban Planning and Development cost 22,761,528 and Activity MIBB, Foreshore Development cost 16,146,252.

The department's mission is to develop conducive policies, legislations, planning frameworks and provide administrative and technical support, for the development and growth of urban and foreshore development. The intent is to achieve vibrant, inclusive, resilient, adaptive and high-quality services and environment for all. The Department also administers the Foreshore Development Act. It provides technical advice and assistance to the Ministry of Internal Affairs and the three (3) municipalities in development planning, financial operations and management, procurement and audit. This is done to ensure NSDP aspirations are achieved in the urban areas.

### The Activity MIAB, Corporate Services and Urban Affairs and Planning

The above activity objects to develop and support the applications of planning and foreshore legislations, policies and strategies to enable better urban and foreshore development outcomes. This can be achieved through Research and policy development, sound strategies, amendments to legislations, declared physical planning areas and foreshore areas; Development of new partnership including investment projects to support the growth and manage issues in the urban areas; Recruit, train



and coordinate trainings for personnel in the DUAP and municipalities to improve service delivery in municipalities; Support the municipalities with annual audits, business plan and annual reports; budget and expenditure in an effective manner.

#### Support Municipalities in decentralization to enable services to be better delivered and managed at the ward level

This target can be achieved through a strong, efficient and effective administration, competent human resource, good business planning and reporting. The services targets under this activity were all achieved; 10 staff under the department structure were recruited; Annual Business plan and budget were developed and documented; two (2) legislations under DUAP were reviewed and implemented; Monthly finance reports were produced, quarterly, mid-year and annual reports were produced and a number of newly introduced systems and processes were developed.

#### Under Activity MIBC, Grants to Municipalities

The above activity exists to improve administration of the municipalities and ensures that social and economic development of the municipalities are well coordinated and planned. It was also to ensure that by-laws are updated and implemented and urban policies are developed to achieve better outcomes for the urban tax payers and public. The above targets were achieved through ensuring effective operations and administration of municipal councils; high quality financial management, reporting, and budgeting, administration and implementation of Council meeting resolutions; Creating and implementing urban infrastructure policies. It can also be achieved by ensuring proper urban planning, collection of fees and taxes as required by the by-laws, maintenance of security, management of urban dispensaries, environment health, cemetery and beautification of the municipalities. It can also be achieved by providing support to community groups and involve community participation in

urban development projects, trainings and workshops. Coordination and monitoring Ward Councils and its developments is necessary to enable improvement to services and businesses. The service target and activities were achieved; 12 monthly reports were produced; one Revenue Improvement Plan completed and submitted to DUAP. Three (3) new by-laws were developed and old by-laws were revised; 5 urban infrastructure projects implemented and 3 newly qualified and skilled officers were recruited.

#### Under Activity MIBA, Urban Planning and Development

The above activity exists to improve urban planning policies and strategies, enhance staff capacity, improved coordination of declared Physical Planning Areas in collaboration with the Decentralization policy and strengthen the implementation of planning practices to achieve prosperous urban centers throughout Vanuatu. This can be achieved through sound planning policies, conducive Regulations and planning standards to improve planning practices within the Declared Physical Planning Areas. The dissemination of quality and quantity information on new Planning Policies can be achieved through workshops, meetings and social media. Establish new Physical Planning Areas and extent existing declared Physical Planning Areas (Imaelone & Saratamata). Develop new Zoning and Development control plan for Declared Physical Planning Area (Saratamata). Hire qualified and experienced consultants and new staffs to perform the technical roles required from the agency. Build the capacity of planners through trainings to perform the required planning roles and responsibilities as expected. Implement current legislations and undertake reviews to modernise the legislative frameworks to support planning. The service targets listed under this activity were achieved; Foreshore Development Act CAP.90 was reviewed, amended, and implemented. Two (2) offenders were prosecuted. Two (2) awareness were undertaken to better informed the public and communities on the foreshore development requirements. The Foreshore Development Monitoring Implementation Plan for Efate, Sanma and other approve Islands were developed & enforced. Foreshore Guidelines



were developed, Five Ministerial consents were developed and submitted with Foreshore reports to the Minister. Creation of Foreshore Database; 10 site inspection reports were developed and submitted to the Foreshore Advisory Committee and conducted 6 advisory committee meetings; 3 new planning policies were created; 6 public consultation and awareness were conducted; 3 urban infrastructure projects were implemented; 2 physical planning areas were declared; published zoning and development control plan for Saratamata and 2 trainings were conducted.

### **Under Activity MIBB, Foreshore Development**

The above activity exists with the objective to administer and enforce the Foreshore Development Act by developing new guidelines, review and make improvements to existing legal frameworks and provide secretariat support to Foreshore Advisory Committee. New Foreshore Development officers will be recruited to strengthen the capacity of the Foreshore Development Unit and improve the collection of revenue through foreshore development. These can be achieved by training of Foreshore Development officers on Foreshore legislation and enforcement requirements. Undertake regular review of the current foreshore legislation and identify areas to improve so to achieve better Foreshore Development outcomes. Increase the quantity of information disseminated on Foreshore legislations, penalties and fees through media platforms to enable public to be better informed of foreshore developments requirements. Improve monitoring & enforcement of Foreshore Development on Efate, Sanma and other approved islands; Undertook joint site inspection with other stakeholders to enforce Foreshore legislation and update and apply good record keeping practices for foreshore development applications.

## **Labour and Employment Services**

### **Increased number of decent and sustainable jobs for Ni-Vanuatu domestically & internationally.**

There was a decrease in sustainable domestic jobs in Vanuatu due to the closure of the borders as the result of COVID pandemic in Vanuatu. The hospitality sector was sustained to an extent as a result of national tourism travel promotion initiative. 18 ni-Vanuatu were placed in hospitality jobs (10 full time, 7 internship and 1 holiday job) through Employment Vanuatu initiative.

In relation to Labour Mobility program, there were 10,173 workers in Australia (9,195 PALM short and 978 PALM long) and 5,000 workers in NZ, during 2022.

### **Increase the number of women and people with disability in the employment sector**

For the above objective, the staffs of the Labour mobility unit discussed on ways to encourage more women participation in labour mobility opportunities, in horticulture, hospitability and other fields where and when appropriate. Research was conducted with the support from DFAT on the impacts of labour mobility, on families (this has a large gender component).

Similarly, the staffs of the Labour mobility learned on ways to encourage more people with disability to participate in labour mobility opportunities, however the challenge was whether the employers in Australia and New Zealand are willing to support and accommodate disable workers. An alternative is for the Department, the Agents and the Employers to include in their recruitment criteria able workers who has family member(s) living with disability so that remittances and savings can also be distributed to households with people living with disability.

### **Support development & implementation of the Labour Mobility Policy Framework;**

In regards to Labour Mobility compliance and worker welfare support, two worker welfare staff were appointed to employment services unit (one through PSC, and one supported by DFAT), three Country Liaison Officers were recruited, two for Australia [one PSC, one DFAT]; and one for NZ [PSC]. Discussions to review the Labour Mobility Policy commenced in 2022, a consultant to be contracted in 2023



through the Pacer Plus Implementation Office [PPIO]).

**Strengthen collaboration with VCCI, Youth challenge and other stakeholders to increase the number of self-employed Ni-Vanuatu to become entrepreneurs;**

The department has strong working relationship with a number of institutions, namely VCCI, Youth Challenge, World Vision, IOM, ILO, VTO. These partnerships contribute to various training and mentoring programs, many of which are linked to entrepreneurial opportunities. For instance, the Work I Redi training conducted a 2-week course for labour mobility workers with approximately 80 participants. The Famli I Redi training conducted 1 week course for labour mobility workers and their partners with about 600 in attendance. Reintegration training/ mentoring trainings, and V-lab 12 month mentoring program engaged about 100 participants.

**5.1 Undertake awareness programs and public consultation to advocate for workers' rights and welfare in international and domestic markets; Labour Mobility compliance/ worker welfare support**

Two worker welfare staff were appointed to ESU, (one through PSC, and one supported by DFAT), three Country Liaison Officers (supporting workers) were recruited and two for Australia [one PSC, one DFAT]; and one for NZ [PSC]. Workers' rights and responsibilities were discussed at length between Department of Labour and workers during the Pre-Departure Briefing (PDB).

**5.2 Establish unemployment data base and link it to training institutions;**

Employment Vanuatu database was launched late 2021 and was successfully implemented and used by employers in 2022. About 1,000 unemployed are currently listed on this database, with CVs attached by which employers can access to view their profiles

**5.3 Establish a pool for skilled workers**

The Vanuatu Employment database was launched in 2021. It includes a work ready pool of skilled workers for domestic employment. For Labour Mobility, the In-Country

Recruitment Database (IRD) was established in 2022 through an MOU between Vanuatu and Australian Governments. All recruiting agents and ESU were committed to use this database so that information on worker's estimates and workers mobilisation are accurate. It is critical to centralise all labour mobility data to ensure its accuracy and sound coordination because recruitment modality involves both private sector and the Government.

**Support the review of Labour laws;**

A symposium was conducted to develop the National Employment Policy. It was drafted and will be finalised in 2023. For the Labour Mobility, initial discussions with ILO were made to review the Seasonal Employment Act.

**Bring all labour related functions under the Department of Labour including internship; cadetships and apprenticeship schemes;**

There were ongoing discussions to harmonised all labour related functions under the department of Labour but its progress was interrupted by COVID. The discussions to remove VIPAM from PMO and place under Labour was initiated. The commitment to develop apprenticeship program, in collaboration with MoET, VIT and APTC exist but its implementation is yet to be finalised.

**6.2 Undertake & implement restructures to address capacity for decentralised service delivery**

The talks on the need to refocus and increase HR into the domestic labour team was initiated ie to address the concerns around the depleting domestic labour force and the impact of labour mobility (brain drain) on the domestic market. To achieve the above, a proposal for restructuring of the Department of Labour into two divisions, domestic labour division and labour mobility division is eminent. The restructure will include additional staff for both domestic labour and labour mobility at the provincial level and a joint shared corporate service that would provide administration and operational support to both divisions. This initiative has the support of the senior ministerial staff.





## Vanuatu Electoral Office

The Vanuatu Electoral Commission (EC) and Vanuatu Electoral Office (VEO) are the sole authority in charge of supervising the registration of electors, and preparing and conducting elections to Parliament and provincial and municipal councils. The Vanuatu Electoral Office (VEO), as the executive secretariat of the Commission, is in charge of the electoral administration and as such is responsible for implementing all activities required for the preparation and conduct of direct elections, including the establishment and maintenance of the Voter Register.

The success of the electoral process depends on the accuracy of the procedures as well as commitment and sound implementation by the core functions of both the Electoral Office and Electoral Commission. Considering that the success of the elections is measured against the integrity of the process as well as the establishment of both Provincial and Municipalities Offices, accuracy and proper implementation of core functions are considered the most important factor towards achieving free and fair elections. While Vanuatu deserves free and fair elections for preserving the achievements of democratic system attained since Independence, it is equally important that people access electoral facilities at their doorsteps during preparation of registration and polling dates.

The objective of the Electoral Office is to supervise the registration of eligible electors and conduct all elections specified by the Constitution of Vanuatu and by the Act of Parliament, the Representation of People's Act, Cap 146, the Decentralisation Act, Cap 230 and the Municipal Acts, Cap 126.

The Vanuatu Electoral Office is targeting improved verifiable voting by use of National ID Cards for the year 2022 and onwards. The Vanuatu Electoral Office (VEO) has the following objectives to meet its Mandate: to conduct efficient elections with validated Voter register and improved election procedures; to establish efficient, and improved voter registration by utilising a Biometric Voter registration, the National ID Card; to consult and propose legislative reform of the electoral

system; to increase Civil engagement through public voter information and awareness and to improve service delivery and organisational compliance through an inclusive policy, sound legislative, inclusive planning and budgeting. These can be achieved through updating and validating Voter Register with ID cards for eligible voters 18 years and over by using National ID Card and CRVS data; Increase numbers of voters with National ID cards in the Vanuatu Electoral System (VES); Conduct National, Provincial and Municipal elections & by-elections by consolidating operational planning within the VEO administration, including procurement and logistics; delivery of efficient, equitable, inclusive and timely elections; Facilitate Presidential and Council of Chief elections; Allocate polling stations to all eligible voters according to their place of residence; Improved legal framework through legislative reform for the electoral environment by working with the office of the Attorney General to make proposals for regulation amendments to the existing legal framework. This can be achieved through adherence to the 2022 Legislative Road Map with the administrative support of the VEO and close partnerships with OAG, LRC and CRVS.

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 redefining 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.

The service targets were achieved; Port Vila Election, the Head of State election and the General Snap election were successfully conducted; Voter Register updated and validated with improved numbers/data and data



migration commenced, RV4 →RV5; Increased issuance of biometric National ID Cards with the Registration rate estimated at around 93% based on UN projections, and that about 55% of registered Ni-Vanuatu or 51% of the projected population is in possession of a current ID card; Single Harmonised Electoral Bill Review, revise and present to stakeholders and now near completion; Provide awareness campaigns for voter engagement (Media, Facebook Web Site, Posters, Civic Education in schools) in provinces, On-going support with virtual consultations training workshops, Vic Ed Material development posters, Radio messaging Facebook, Web Site up-to-date; SMS's, Manuals & short films; Create new Polling Stations to improve access and management not yet achieved and Implement decentralised restructure with provincial officers appointed, Deputy PEO appointed, 2 Provincial Electoral Officers appointed

## Civil Registration and Identity Management

The CRIM Department's Budget Narratives Volume 3 MIED & MIEC Objectives are in line with the key NSDP priorities (refer to CRIM Business Plan for full analysis), MoIA 2022-2026 corporate Plan and operationalized in the CRIM 2022 Business Plan.

Objective 1: Improve coverage for registration of vital events such as births, marriages, and deaths MOD - 1. Continue registration of vital events (births, deaths, adoption, marriages & name change);

Objective 2: Establish and maintain a central civil register and population registry; MOD - 2. Establish & maintain integrated database to registration centers to improve decentralized registration coverage

Objective 3: Improve coverage for issuance of National Identity Cards; MOD - 3. Continue issuance and increase numbers of National ID Cards issued

Objective 4: Regulate and develop policies, legislation and strategies related to registration of CRIM and National ID; MOD - 4. Progress, review, draft, and presentation to Minister on policies, strategies and legislative framework related to CRIM and national ID

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; MOD - 5. Improve decentralized service delivery through implementation of restructure; MOD 6. Strengthen and improve revenue collection by introducing new revenue initiatives; MOD 7. Provide reports, Budget Submission and plans as per GoV Reporting Cycle.

Objective 6: Provide the electoral authorities with timely and accurate information for the establishment and maintenance of an efficient and credible Voter Register. MOD- 8. Provide the electoral authorities with timely and accurate information for the establishment and maintenance of an efficient and credible Voter Register

### Progress Against Budget Appropriation

Data Based analysis in quarterly reports (gender disaggregated) on vital events. Four (4) quarterly reports were produced this year.

Area Administrators/Secretaries with access to Central Civil Register Database. 15 AAs and CLOs were planned to provide access but 20 AAs and CLOs were provided access instead. Report on improved statistics of ID cards issued (child & gender disaggregated) in quarterly reports; Four (4) quarterly reports were produced

Bills developed and consulted (adoption, Marriage and Data protection and Privacy- 3 draft bills were completed, adoption and marriage Regulation were completed. Virtual Marriage bill completed and implemented. Adoption Bill drafting instruction completed, single harmonized electoral bill near completion, Data protection Bill drafting instruction completed.

Implement Restructuring for improved decentralization services, PSC had approved structure and MBC approved a NPP for 12 new positions.

New Revenue initiative via policy paper to the Minister- Regulation updated

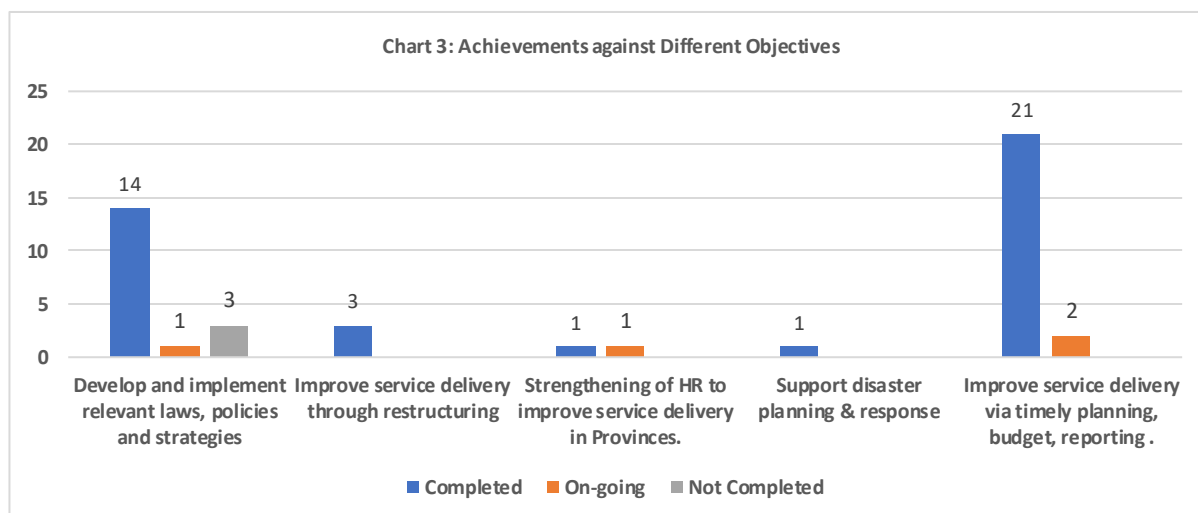
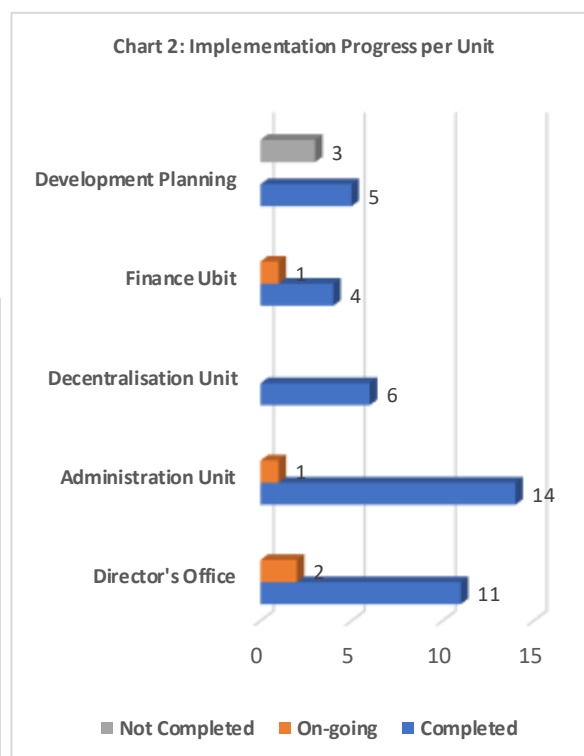
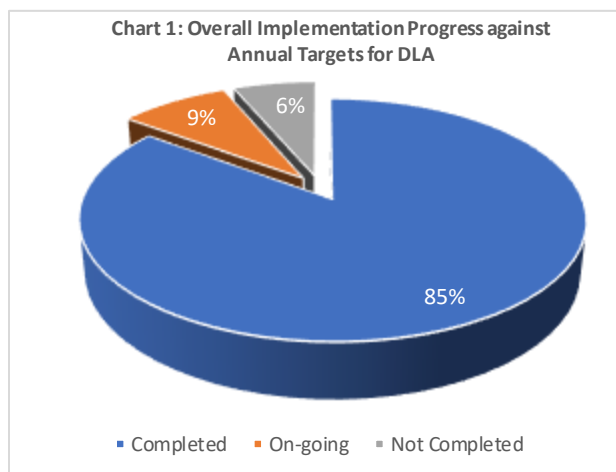
Quarterly and Annual Reports were completed and budget submitted MBC were all done on time.



# 2022

## Achievements

### Department of Local Authorities



The overall DLA achievements stand at 85 percent as shown in chart 1 above. 85% of planned activities were completed within the financial year, 9% ongoing activities that were not due this year and 6% activities that were not completed

Chart 2 reveals a significant achievement by each unit. Except the Development unit, other units achieved more than 80% of their planned activities. The Decentralisation Unit achieved 100% of its planned activities. Chart 3 shows achievement progress against the set objectives.

For the objective “develop and implement relevant laws, policies and strategies” 78% of

its planned activities under this objective was achieved, 5% ongoing and 17% not completed yet. For Objective “improve service delivery through restructuring” 100% of planned activities were achieved. In case of objective “strengthening of HR to improve service delivery in provinces” 50% of the planned activities were achieved and 50% on going. Objective “support disaster planning and response” 100% of the planned activities were achieved. Objective “Improve service delivery via timely planning, budget, reporting” 91% of planned activities were achieved whilst 9% of activities on going.





THE LAUNCHING OF "LET THERE BE LIGHT PROJECT" @ BLACK SANDS IN TANVASOKO AREA COUNCIL, BY THE HON. PRESIDENT OF SHEFA PROVINCIAL GOVERNMENT, WITNESSED BY ALL COUNCILORS & STAFFS



The Chief Rep @ Black Sands responding to Hon. President Speech with words of appreciation to SPGC for such project, to be realized for the population of Black Sands, Bladinier and Beverly Hills.

*It has shown different segments of population / communities who have benefited in the 1<sup>st</sup> Phase of the Project.*

ROAD MAINTENANCE FOR AREA COUNCIL MATERIALS TO BE TRANSPORTED TO KOLALAKU FOR RDS



The brief Program was opened with words of Prayer by the Administration & Area Council Coordinator.

Photo showing the Hon. President of SPCC, all Hon. Councilors and Staffs for the Official Launching by the Hon. President & Councilors.



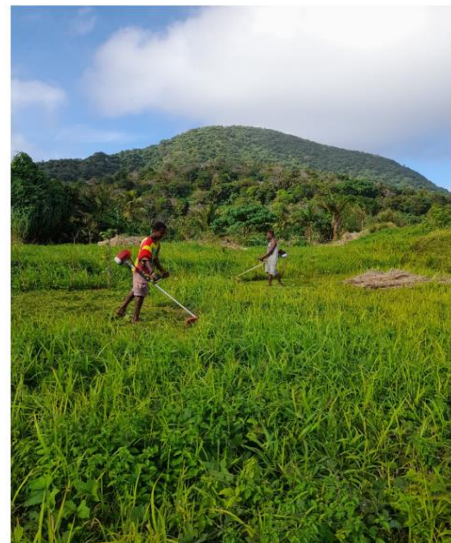
#### KAVA HOUSE AT MAROBE MARKET COMPOUND

APPROXIMATELY, 50 METRES IN LENGTH WITH 10 STORAGE ROOMS FOR GREEN KAVA

PHOTOS TAKEN ON CURRENT CONSTRUCTION STAGE – 12<sup>TH</sup> DECEMBER 2022



#### AREA COUNCIL COMPOUND CLEARING FOR BUILDING TO BEGIN







FOR COMPLETION IN MID 2023, LOCATION: EMAU VILLAGE



FOOTING STRUCTURE



**TONGARIKI-BUNINGA AREA COUNCIL OFFICE BUILDING**  
**YEAR: 2022**

**CONSTRUCTOR: TIROW CONSTRUCTION COMPANY**  
**FOREMAN: JOHN TOARA**

**PICTURES FOR THE OFFICE BUILDING**

**SAND COLLECTION**

TONGARIKI/BUNINGA PEOPLE COLLECTING SAND FOR AREA COUNCIL OFFICE BUILDING



THE LAUNCHING OF 30 TROLLEY BINS FOR "KIPIIM SHEFA I KIUN PROJECT"



**PORT VILA AND MAROBE MARKET – LAUNCHING OF CCTV CAMERA**

**DATE: 9<sup>TH</sup> NOVEMBER 2022 @ 11:00AM**

**VENUE: PORT VILA MARKET**



**Handover of Motor Quads to Area Councils**  
The first handover of 2 Motor Quads was handed to Tanavosolo and Nguna/Pele Area Councils. The ceremony took place on 24<sup>th</sup> February 2022 @ the SPGC Headquarter Office Car Park.

The handover of 2 Motor Quads was officially performed by Hon. Councillor Karetij Bakoto, to the Chairman – Mr. Daniel Kaloib of Tanavosolo Area Council and witnessed by the Secretary General. This came about only from the 2021. revenue initiative plans for 2022 that any of the 19 Area Councils who have collected business license revenues above VT\$500,000, in the first quarter of 2022, will be awarded with a Motor Quad.

Congratulations to the first 2 mentioned Area Councils. The remaining 16 Area Councils are in very good completion in the remaining quarters of 2022. Again, it is really a very good incentive for the purpose of revenue collection targets.

Photo taken on 24<sup>th</sup> February 2022, recorded the handover ceremony.



**ROAD MAINTENANCE FOR AREA COUNCIL MATERIALS TO BE TRANSPORTED TO CONSTRUCTION SITE**







### Wastage Management

The environment and waste management unit team have an established plan, to achieve more in the first and second quarter of 2022. Due to the COVID-19, outbreak in Port Vila, it may contribute to decrease the project targets.



Photo taken on 15<sup>th</sup> February 2022, shown future JICA Volunteer to strengthen Shefa waste management section

### PEOC & PTAC Meeting

From observation, the PEOC & PTAC Meeting is quite weak, in terms of support and meeting attendance, when the meeting is call to convene in early March 2022. This could be due to many underlying reasons. The Secretary General's office should work closely with each responsible Director to allocate responsible officer designate to Shefa Provincial Government, decentralization plan to be part of Shefa PTAC Member. This is referring to Decentralization Act, CAP 230.

Photos shown, PEOC/PTAC meeting held outside, but maintain Social Distancing Protocol.



### STRENGTHENING OF 19 AREA COUNCILS IN SHEFA PROVINCE

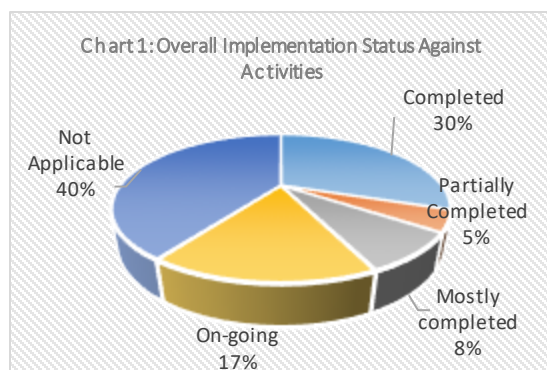
**BRIEFING HELD WITH ALL HON. MPS FOR SHEFA PROVINCE,  
TOOK PLACE ON 23<sup>RD</sup> NOVEMBER 2022 AT THE SHEFA PROVINCIAL COUNCIL CONFERENCE  
ROOM IN VILA**

**PHOTOS TAKEN AS EVIDENCE**





## Department of Urban Affairs and Planning

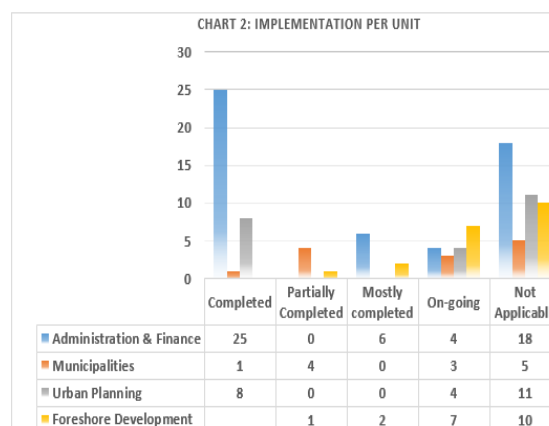


The Department of Urban Affairs and Planning has four (4) Units, 19 major activities and 109 actions planned for this year. The Administration and Finance Unit has 6 major activities with 53 actions. Municipalities Unit has 3 major activities with 13 actions, Urban Planning Unit with 5 major activities with 23 actions and Foreshore Development Unit has 5 core activities with 20 actions.

Of 109 actions listed under DUAP, 30 percent were completed in the financial year, 8 percent were mostly completed meaning between 50% to 99.9% of the service targets were achieved. Five (5%) percent of the actions were partially completed meaning between 1% to 49.9 % activities were achieved. Seventeen percent (17%) were on-going meaning activities were undertaken annually as part of the DUAP activities. 40% were not yet due or not required to report against in the financial year. Refer to pie chart above

When analysing the implementation status per unit, the analysis revealed that the Administration Unit completed 47% of its activities, 40% was not due in this financial year, 11% is mostly completed or the implementation status is between 50% to 99.9% completion and 7.5% activities were rated on-going.

When looking at the activities under Municipalities, 7.7% activities were completed, 31% partially completed, 23% on-going and 38.3% were not due in this financial year.



Under Urban Planning Unit, 34.7% activities were completed, 17.4% are ongoing and 47.8% were not expected to be implemented this year.

For the Foreshore Development Unit, 5% of its activities were partially completed, 10% mostly completed, 35% on-going and 50% of the activities were not due this year.

When comparing the performance of each unit, 73.5% of activities completed were achieved by the Administration and Finance Unit, followed by Urban planning Unit with 23.5% and Municipalities with 3%

And of the total mostly completed activities, 75% were achieved by Administration and Finance and 25% by Foreshore Development Unit.

When observing the total partially completed activities, 80% was allocated to Municipalities and 20% to Foreshore Development Unit.

In case of the total on-going activities, 39% allocated to Foreshore Development unit, 22% each allocated to Administration and Urban Planning and 17% to Municipalities.

When looking at the total activities not due this financial year, 41% allocated to Administration and Finance, 25% to Urban Planning Unit, 22.7% allocated to foreshore Development Unit and 11.3 % allocated to Municipalities.



## 2022 Achievements at a glance

### Ground breaking ceremony of PVCC



### Memorial Gardens



### 2. Reviving of VANRIS: GIS Meeting



### 3. Awareness at IDRR Day, Eton Village



### 4. Training by SPC PCRAFI Team & DUAP team for Port Vila Survey



### 5. Hand-over of Lenakel and Lakatoro Town Plans



### 6. Online launch of Agathis Sports Complex





**7. Workshop for the Port Vila Greening Master Plan**



**8. Lenakel Exposure and Impact Survey**



**9. Lakatoro Exposure and Impact Survey**



**10. PSC Day at Lakatoro**



**11. PSC Day at Lakatoro**



**12. Induction for PVCC Councilors**



**13. Presentation of Port Vila Greening Masterplan**







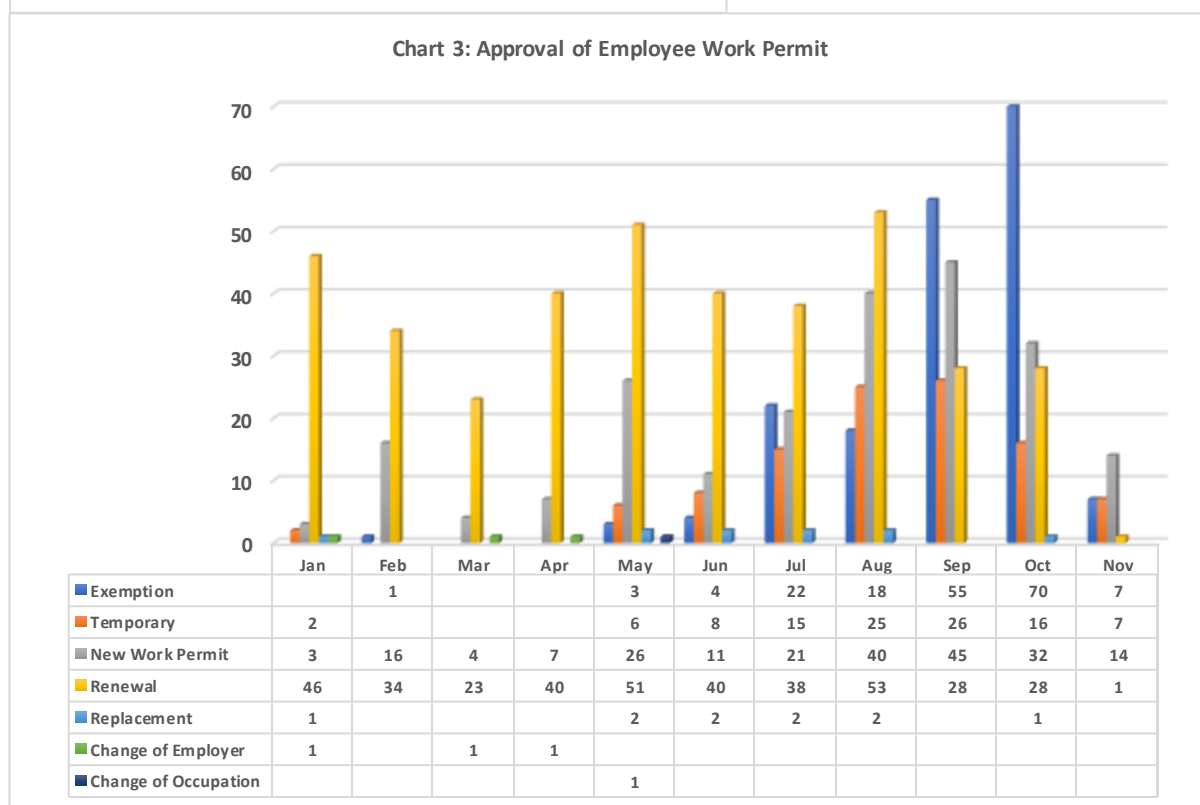
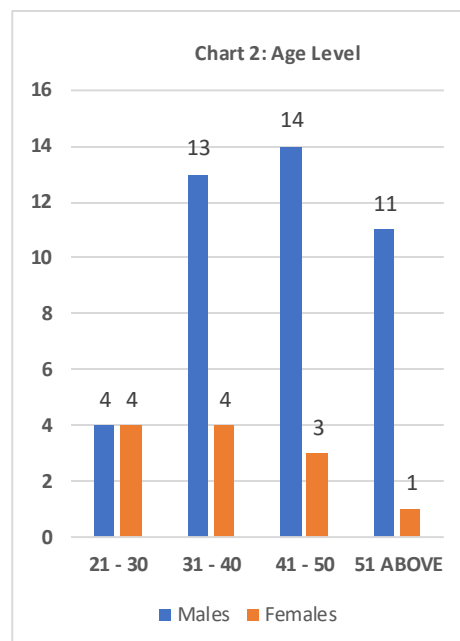
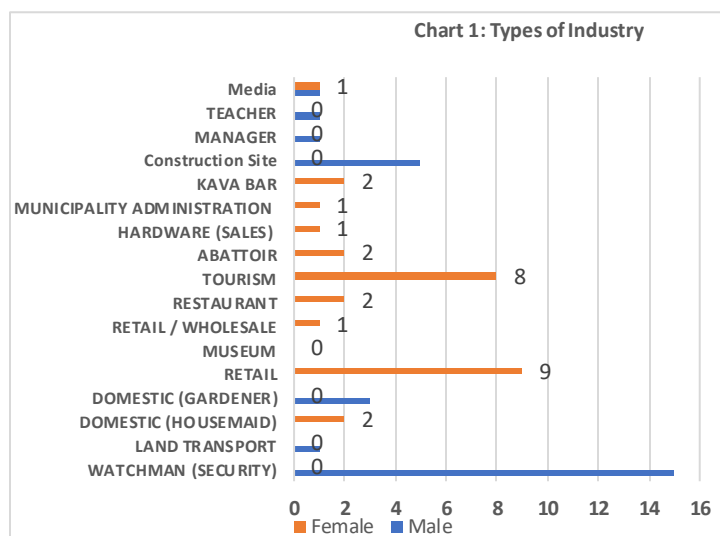
**14. Foreshore Radio Awareness at VBTC**







## Labour and Employment Services



The above charts give a summary of disputes received by the department this year. Chart 1 reveals the proportion of disputes received by industries and chart 2 shows age category of individuals that lodge complaints to the department. Chart 1 reveals that bulk of the complaints came for Retail industry workers with 31.03% followed by Tourism industry with 27.58% followed by Kava Bar, Abattoir, Restaurant and Domestic House Help, all with

6.89% each and followed by Media Municipality, Hardware and Wholesale, all with 3.4% each. Chart 3 above reflects different category of work approved this year. It reveals that from Jan to Aug a greater percent of the approval was work permit renewal. However, in Sept to Oct bulk of the approvals were work permit exemption. The chart reveals that only one approval was given to change of occupation permit, 3 approvals change of



Chart 4: Top 20 Occupations and Categories of Work Permits

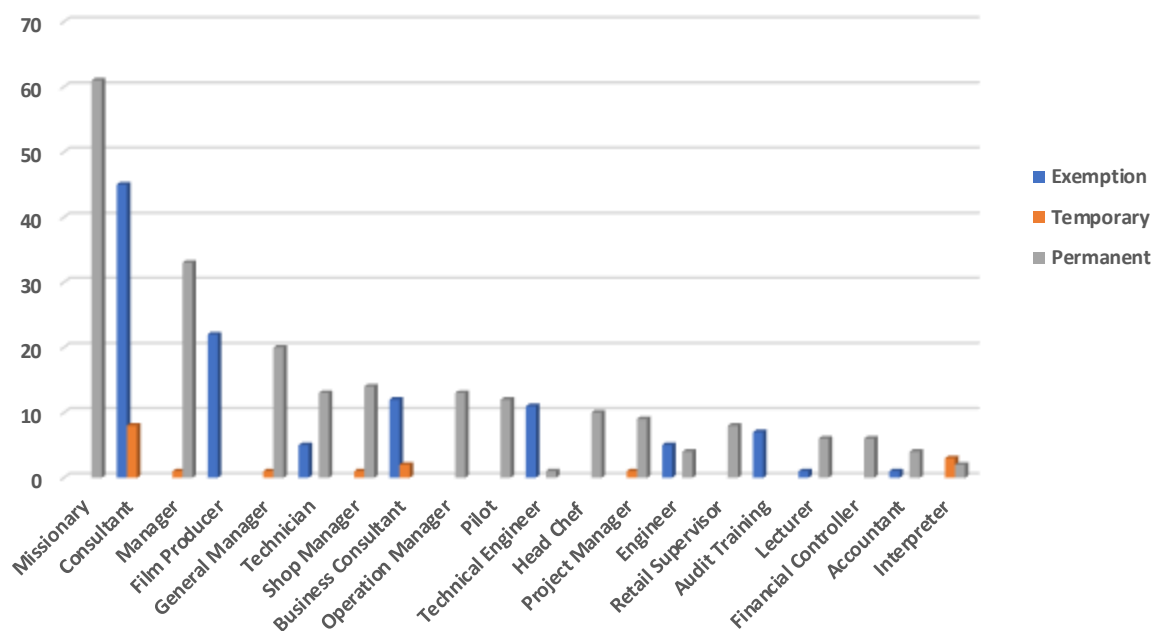
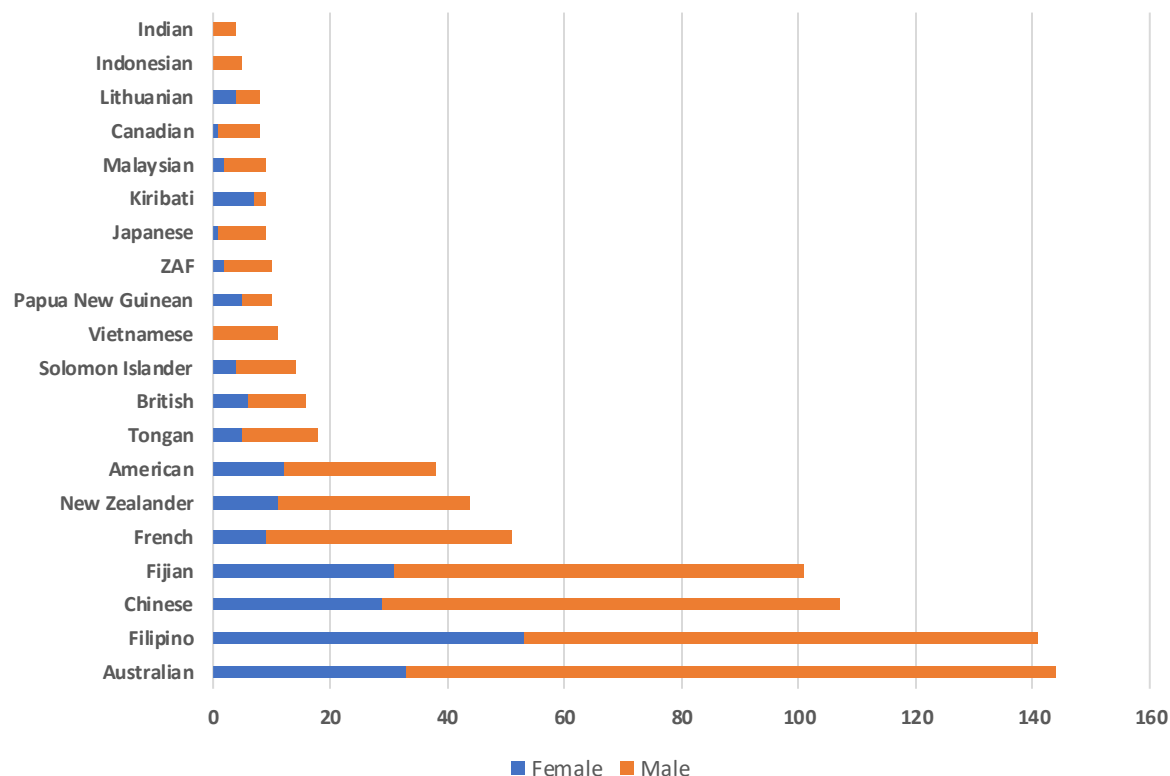


Chart 5: Nationalities &amp; Gender of Top 20 Work Permit Holders



Employer permit and 10 approvals for Replacement permit.

On the whole, approval for Renewal permits accounts for 42.4% followed by 24.3% for new work permits, 20% approval for work permit

exemptions, 11.6% for Temporary work permits, 1% for Replacement work permits

Chart 4 above reveals that of the 20 top occupations about 60 permanent work permits were awarded to Missionaries, over 30 were



given to Managers, 20 to General Managers, over 10 awarded to Technicians, Shop Managers, Operation Manager and Pilots respectively, less than 10 awarded to Head Chef, Project Managers, Engineers, Retail Supervisors, Lecturers, Financial Controllers, Accountants and Interpreters.

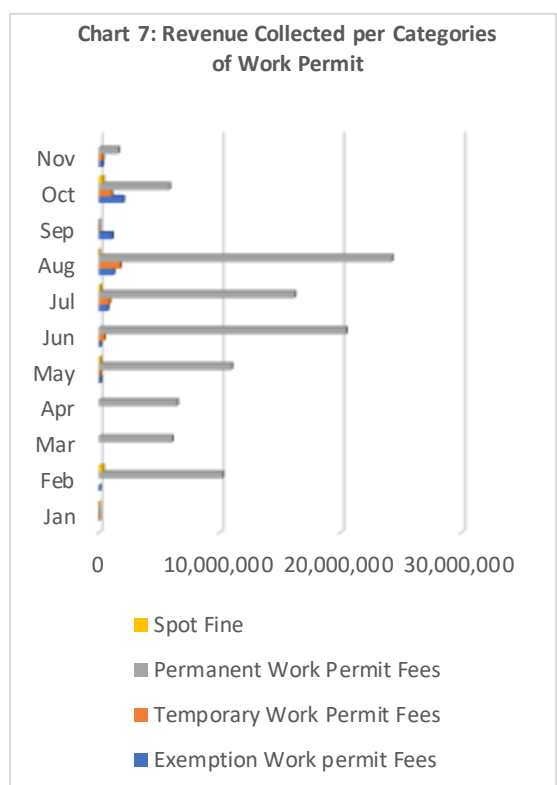
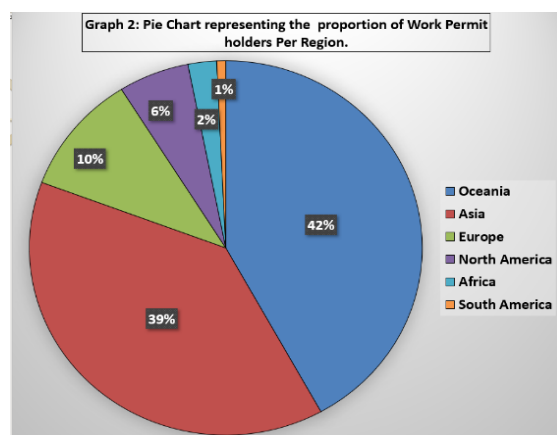


Chart 5 gave a summary of permit holder and their nationalities and gender. Except for India, Indonesia and Vietnam, other nationalities have both male and female permit holders. It is clear from chart 5 that the distribution of permit holders was not equal for both male and female. There are more male permit holders than female permit holders.

Graph 2 below represent the proportion of work permit holder per region. It reveals that 42% of permits were awarded to individuals from Oceania, 39% to Asians, 10% to Europeans, 6% to North Americans, 2% Africans and 1% to South Americans.

Chart 7 reveals the proportion of Revenue raised per category of Visa. It is obvious that permanent work permits earns more revenue than other categories of visa.

### Reduction of Employment Grievances & Disputes

**Strengthen working relationships with employers, union & employees in the Labour laws.** The registered & miscellaneous employment disputes were reduced significantly in 2022 as a result of effective awareness conducted during inspections.

**Dispute handling mechanism, OHS & Worker's Compensation in Company Regulation- IR & OHS Dispute Mechanism & Compensation policy** were included in Company Regulation.

**Submission of Disputes to Tribunal, (Union, Individual, IR).** Submit unsettled conciliation disputes to Adjudicator and establish the law of Tribunal were not achieved, pending setting up of Trade Disputes Tribunal.

**Settlement of Disputes. (Union, Individual, OHS).** Management of disputes settlement is an ongoing activity.

### Inspection & Awareness (Field Work Activity)

**Inspections & Awareness for Compliance to Employment Laws & ILO Standards.** Employment awareness was conducted during inspections in all the provinces, Port Vila/Efate, Lugainville/Santo, Malekula and Tanna. Tanna office conducted Media awareness through FM 104. Information brochures were developed and widely distributed during inspections in 2022 and during Public Service Day. A total of 285 ER and OHS inspections were conducted.



### **Lift Awareness of the Labour Laws (Media & social media).**

**Increase Awareness through Radio & Newspaper.** Numerous Radio Talkback Sessions & Newspapers publications were done this year.

**Increase Awareness by Developing & Distributing information Brochures.** Awareness conducted and information brochures were distributed during awareness & Inspections as well as at the front desk.

**Increase Awareness through Mock & Moot Dispute Role Play.** Mock Dispute Role Play at Labour Day & Important events and using Video presentations was not done this year due to time and budget constraint.

**Increase Awareness through social media & Internet Website.** Management of awareness via social media and Employment Service website was done, information brochures were uploaded in the Website and FB-social media.

**Increase Digital Awareness by SMS text messages.** Disseminate information by SMS via Vodafone & Digicel was not carried out due to cost and budget constraints

### **Improve & Strengthen Conciliation Process.**

**Improve & Strengthen Conciliation Processes.** Two (2) procedures were developed, IR and OHS. Procedures. IR Manual was also retyped.

**Manage the ER (IR & OHS) Shared drive.** Work with IT officer to better manage the IR shared drive. Data was updated within 24 hours.

**Collection of all relevant data daily & registration are Stored.** Work closely with IR & OHS Secretary Officer to ensure that all relevant data are collected daily & registered and stored in the Shared Drive.

### **Improvement ER & OHS Forms to capture Employment Data both in Manual & Tablet format**

**Improve IR & OHS Forms to Capture Employment Data both in Manual & Tablet**

**format.** Complaint Dispute Forms. Four (4) Forms were updated (2 IR, 2 OHS).

**Data Software.** Development of New Data Software was not met due to its high cost

### **Operation with Line Agencies.**

**Joint Operations agencies.** One Joint operations was conducted with the Department of Immigration.

### **Develop manuals & Code of Practice.**

**Develop Manuals & Code of Practice. IR Manual.** Industrial Relations Manual was updated to comply with Procedure in the Trade Disputes Act & Trade Disputes Tribunal.

**OHS Code of Practice for Construction Industry.** First Code of Practice was developed and endorsed by TLAC and underwent consultation in September 2022.

**OHS Code of Practice for Petroleum Industry.** First Code of Practice was not developed due to time and Budget constraint to engage a TA. However, regular meetings were conducted with the Department of Energy to progress the idea.

### **Work Permit and Training**

**Secure Employment Opportunity for Ni-Vanuatu.**

1.1) Enforce the latest amended reserved occupation List. 100% of approved work permit firmly comply with the reserved occupation.

1.2) Monitoring the work permit holders' occupations in theory and in practice. The work permit holders relevantly occupied the position/occupation that was registered in their work permit application. Diligence checks on work permit application are properly executed and recorded as per requirement of Labour work permit Act. Implementing the new check list was carried out but instruction was given to be flexible on the lodgment and management of work permit application as a result of covid-19

**Ensure all premises/ Business houses are aware of the provisions of Labour Work Permit Act [CAP 187] and regulations.**



**Increase awareness activity-** 2 directives issued to business houses in relation to provisions of Labour (Work) Permit Act [CAP 187] in regards to the process of Lodgment and Management of work permit application.

**Strengthening business communication with employers.** Business houses understand provisions of Labour (Work) Permit Act and comply accordingly. However, Communication was limited to emails and phones and availability of work permit brochure during covid-19 restriction. Approximately 2000 clients were served since Jan – Dec 2022.

**Encouraging social dialogue with employers.** Business houses were assisted to understand the process of lodgment of work permit application and its requirements but social dialogue efforts were restricted to phones or emails due to covid.

**Strengthening the process of work permit approval.**

**Improve screening of work permit applications.** A total of 892 work permit applications were assessed in 2022. Work closely with the Immigration on the issuance of Work permit and Residency permit. The requirements of 4 years term approval as per the Labour work permit Act was waived due to covid-19.

**Strengthen relationships with line agencies to ensure consistent timeframes & Screening of applicant.** Work permit applications approved before entry to Vanuatu. Single entry business visa validity period harmonized with Temporary Work Permit. Work closely with Immigration to issue work permit before Visa or Residency permit were issued. There were 205 registrations for both exemption and temporary work permit issued in 2022.

**Update checklist form.** Checklist updated and implementation commenced in January 2022.

**Work Permit application must follow the channel of approval.** Transparency was enforced. Unfortunately, the targeted revenue was not met due to Shortage of staffing and covid-19 restriction

**Information's on work permit holders must be registered, coordinated and protected.** Online database was not provided and the Secrecy Act was not well enforced due to budget constraint.

**Review the Labour Work Permit Act and Regulations**

Review the Labour Work Permit Act to address loopholes in Section 18, 1. Failure to train local Counterpart. 2. Failure to pay spot fine on the date prescribed in the penalty notice. The above activities were not achieved due to staff and budget Constraints.

**Strengthening Compliance Checks on Labour Work Permit Act & Regulations.**

**5.1) Conduct inspections in businesses with permitted employees & follow-up with ni-Vanuatu counterparts.** A weekly inspection and follow-up were conducted.

**5.2) Conduct effective compliance check inspections to identify people working outside the scope of their real occupation as stated in their work permit application.** Inspection was conducted and Spot fine were issued for breach of Labour work permit Act.

**5.3) Strengthening compliance with relevant line agencies (Immigration, Customs, VNPF, VFIPA, Police).** Operation plan and forms provided. Inspection was not carried out due to budget constraints





## 2022 Achievements at a glance

Consultation workshop on the First Code of Practice of Construction.



Development of the first National Employment Policy for the Economic Diversification and Environmental Sustainability Seminar 2023 to 2027

Occupational Health & Safety Inspection.



Employment Relations Inspections



Inspection, Lugainville Santo



**Work Permit and Training**



**Consultation Meeting with Immigration Officers**  
**Venue: Labour Conference Room; Date: March 2022**



**Joint Agencies Consultation Meeting Venue:**  
**Breakers Resort; Date: 02 June 2022 (on the right)**





## Vanuatu Immigration Services

In the year 2022, Vanuatu Immigration and Passport Services faced many challenges including uncertainty in the leadership role and COVID first confirmed case in Vanuatu in March 2022. Despite the challenges, VIS ensures that service are delivered to its clients.

The Director of Immigration contract ends on the 18 February 2022 and COVID pandemic first case occurred in March, a month after the contract end causing ambiguity within the department. This resulted in office closure for almost a month and off course coupled with the impact of COVID, lots of priorities outlined for 2022 were affected.

Since March and up to April 2022, the entire focus of VIS was on the COVID outbreak. All priorities and resources including funds were directed to addressing the impact of COVID in relation to the border security. In May 2022, the government announced the reopening of the border on July 2022. Consequently, the department reacted by redirecting its focus to purchasing equipment, engaging additional human resources and training of officers. Subsequently there was political instability around August 2022 which resulted in the dissolution of the Vanuatu parliament and snap election was conducted to elect new members of Parliament. The 13 legislature was elected and a new government was formed in November 2022.

With the challenges highlighted, the department re-adjusted its priority objectives and those that cannot be achieved this year were postponed to 2023. Hence this report focuses on the events that occur as stated above.

### **Objective 1: Consult with stakeholders and conduct assessment on border issues with clear strategies to assist the stakeholders with the border opening.**

As stated above, the government made an announcement on May 2022 for the reopening of borders on the 1st of July 2022. Hence the

timeframe for the re-opening was limited so the department reallocates its Human Resource and Funding towards the reopening of the borders.

### **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.**

With the COVID pandemic outbreak, the department of Immigration and Passport Services closed its doors for almost 2 months. Despite the COVID pandemic lots of traveling applications were submitted to the office to be processed. In 2022, the department received and used the first E-passport booklets. The Booklets were printed without including the information in the chip. This was done to support citizens traveling overseas.

To continue to maintain and support the government's Development Support Program (DSP) and the Vanuatu Citizenship Program (VCP), the department has drawn guidelines and processes to facilitate the handing over of passports to clients at the appointed authorities (Vanuatu's High Commissions, appointed foreign missions' representatives, consulate..) despite the border restriction due to COVID-19 pandemic. These appointments were made to adapt to the new normal and also to protect the integrity of the Vanuatu passport and maintain the credibility of the document.

### **Objective 3: Identify revenue initiative to collect and achieve the revenue of 2022**

In light of the Covid-19 Pandemic and the political instability in 2022, the department did not introduce any new revenue collection streams instead introduced a new tourism visa to attract more tourism into Vanuatu. The new visa provides for the visitor to stay in country for 120 days for tourism purposes. With the introduction of the new visa, it will indirectly contribute to the economy of the country through tourism expenditure sector.

### **Objective 4: Provide awareness and compliance to all foreign national to adhere to the Vanuatu Immigration requirements**

The Regulatory Unit within the department conducted awareness to Foreigners on the conditions of visas, issuing penalty notices for breaches of Immigration Act and Visa Regulation.



The awareness was provided on daily basis via meeting with clients who sought information by email correspondence and through daily operations. During the course of 2022, no operations were conducted as planned due to the challenges mentioned above. All resources were directed towards the reopening of borders.

Objective 5: Provide Administrative support to all units within the department to achieve their priorities and to ensure customer satisfaction.

As alluded that 2022 was a challenging year, all administration support was directed to the priorities set out by the government during the COVID pandemic and towards the re-opening of the borders on 1st of July 2022. The priorities under Administration were forwarded to 2023 financial year hence it will be reflected in the 2023 annual report. An achievement in 2022 was the opening of the new reception area of the main office in Port Vila. This is to improve customer services and meeting high demand for the VIS services. Substantial resources were diverted in terms of funding towards the upgrading of the reception area.

**Objective 6: Develop VISA conditions that will enhance the government border reopening policy.**

To support the re-opening of the Borders, a new tourism Visa was developed. This was to attract more tourist to Vanuatu. With the New tourist visa category tourist are able to spend more than 120 days in Vanuatu. The department also focus on assisting foreign nationals to return to their home country and those with expired visa were assisted to renew their visas.



## Vanuatu Electoral Office

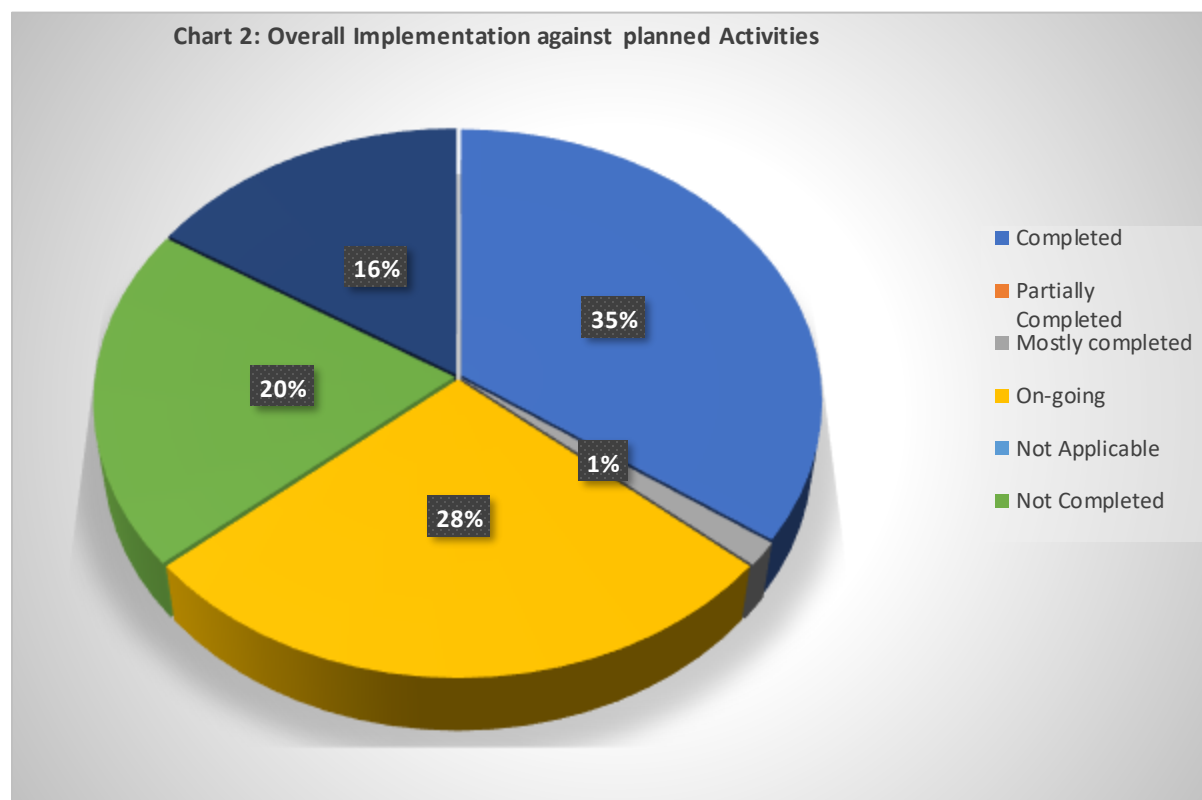
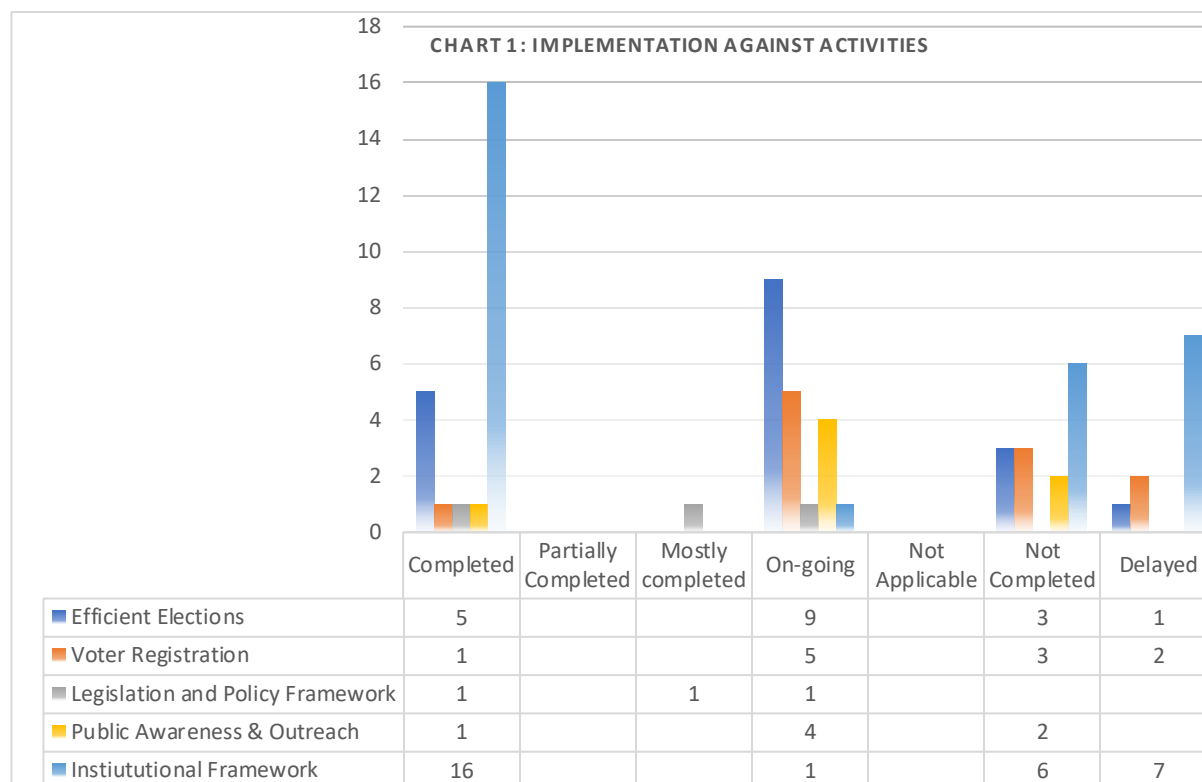






Chart 2 above reveals the overall implementation against planned activities. As shown in the pie graph, 35% of planned activities were achieved, 28% were ongoing meaning activities undertaken were part of the VEO cycle, 20% were not completed meaning implementation of 20% of activities under this service targets were not commenced or initiated or deemed behind schedule. The implementation of Sixteen percent (16%) of activities were delayed or not applicable meaning the activities were not required to be implemented in the reporting period

Chart 1 above shows implementation status against each objective. For objective “efficient election” 27.7% of its listed activities were completed whilst 50% of the activities were rated ongoing, 16.6% of activities were not completed and 6.1% of activities were not applicable or rescheduled to be implemented in 2023.

For objective “Voter Registration” 9% of planned activities were completed, 45.5% are ongoing, 27.2% of activities were not completed and 18.1% of activities were delayed or scheduled to be implemented in 2023.

For Objective “Legislation and Policy Framework” 33.3% of planned activities were completed, 33.3% mostly completed meaning 50-99.9% of the planned activities completed and 33.3% of the planned activities were ongoing or as part of the electoral cycle.

For Objective “Public Awareness and Outreach” 14.2% planned activities were completed, 57.1% were ongoing and 28.5% not completed.

For Objective “Institutional Framework” 53.3% of planned activities were completed, 3.3% of activities were ongoing, 20% of activities were not completed and 23.3% delayed until next financial years (2023).

### Efficient Elections

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. The Data Entry Validation Officers were contracted to update the voter register; however, field registration and data collection was delayed due to cyber hack case causing also delay in phasing out of all 3 systems within central integrated system.

To supervise and coordinate Municipal & By-Elections by consolidating operational planning within the VEO administration, including procurement and logistics, to deliver efficient, equitable, inclusive and timely elections. The Municipal Election in Port Vila was successfully delivered in May 2022, Presidential Elections took place in July 2022 and the General Snap election was successfully conducted in October 2022.

The preparation and procurement for elections materials, illustrated Logistics & Inventory SOP for maintenance, packing, dispatch security & reconciliation were completed in Q1 and tested in Q2 with the assistance of TA Bob Harvey (REDR)

Allocate polling stations to all eligible voters according to their place of residence. Undertook data cleaning by removing duplicates, The inspection of Voter List in cooperation with Area Administrators and working with Area Administrators to identify new Polling Stations was postponed to 2023. The Voter list to be returned from Area Administrators should assist to verify & clean the deceased voters. This activity was delayed due to Cyber Hack cases.

Improve number of polling stations to enable inclusive, equitable access by splitting “mega stations” and establish new polling stations. The up-dating of voter register & migrate verified voters to voting lists is ongoing and allocate voters by number is also ongoing and splitting Mega stations to create 2 new Polling Stations was discussed but was delayed by Cyber Hack cases.

Create Geo Spatial Electoral Maps for efficient elections, registration & electoral management UN Technical Advisor was secured to support in creating Geo Spatial Electoral Maps. The creation of maps was completed and can be used across multiple agencies; however, field verification of Geo Spatial Electoral maps is yet to be completed.



## **2. Establish efficient, and improved voter registration by utilising a Biometric Voter Registration using the National ID Card, Validated Voter List and up-dated continuously.**

Validated Voter Register. Establish & maintain a credible, accurate Voter Register with ID cards for eligible voters 18 years and over is an ongoing activity. The Up-dating of Civil and Voter Registration Procedures & Manual to correlate to new Bills was delayed because the bill was not yet presented to the parliament.

93.% of the population were issued with ID Cards but the implementation was delayed by Cyber hack cases. The undertaking of data validation and integration of database was delayed due to COVID outbreak and the Cyber-attack.

The automation of registration being added by use of Birth Certificates was also delayed by Cyber Hack cases. The numbers of ID Cards registration rate in Vanuatu were estimated at around 93% based on UN projections, and about 55% of registered Ni-Vanuatu or 51% of the projected population is in possession of a current ID card

The Integration of Data Base and migration of data from RV4 to RV5 was delayed by Cyber-attack. The activity to engage contracted data entry staff to continued work in the EC was done. VEO digital archiving process was due for completion in Q4 but was delay due to Cyber Hack cases.

Increasing ICT capacity and database development and maintenance skills within the office. The training sessions were undertaken to improve ICT Skills. This is an ongoing activity to train on database, RV4 & RV5 by VEEPTAs

## **Objective 3. Legislative reform of the Electoral System following 2022 Legislative Road Map**

Review, revise Bills. The Electoral Reform Working Group (ERWG) met regularly to review and revise current legislation, Regs & new bills for the development of the new harmonised electoral bill and submit to the

Office of the Attorney General (OAG). The consultation was undertaken in 6 provinces via zoom and was presented to stakeholders & the Parliament.

## **Objective 4. Increase Civil Engagement through public voter information and awareness public awareness and outreach**

Awareness campaigns for voter engagement (Media, Facebook, Posters, Civic Education in schools) reflected in VEO contribution to MoIA Annual Report (x14.1.1 Awareness campaigns for voter engagement reported in Annual Report detailing # of awareness campaigns & types of publicity undertaken. This is an ongoing activity, virtual consultations training workshops, Vic Ed Material development posters, Radio messaging Facebook, Web Site up-to-date; SMS's, Manuals & short films. Web Site up-to-date is an on-going activity with films, manuals templates, Posters etc up-loaded regularly

Meetings held with Stakeholders and reported in Quarterly Reports & Annual Report. About 4 Working Groups remain active, Electoral Reform Working Group, Civil Registration & IM Working Group, Data Protection & Data Privacy Working Group and Voter Awareness Committee.

Training Plan for Website utilisation and access to information assessment to guide future awareness campaigns were not completed. Printing of awareness materials, Candidate Book, My Election Week by Week, Posters, Civic Education materials printed & distributed to 26 schools, production of awareness videos on consultation on new Harmonise Electoral Bill [https://youtu.be/m\\_BoY6A-iCO](https://youtu.be/m_BoY6A-iCO) and Videos for Polling Officers prepared for Snap Election.



**Objective 5. Improve service delivery and organisational compliance through an inclusive policy, legislative, planning, reporting, budget, SOPs/Procedures Manuals, restructure implementation, decentralisation, ICT & revenue generations-.**

Implementation of VEO restructure to improve decentralised service delivery, especially in the provinces and approved by OPSC. Job Descriptions provide KRA & KPIs for PMR processes was completed and used in Q1 & Q2 appraisals

Implementation Plans developed for VEO Policies as basis for NPPs/MBC submission underway with broad consultation program. Improved permanent staff levels, including 6 electoral provincial officers. Three Provincial Officers appointed, awaiting recruitment panel to meet and complete the recruitment process and NPP developed for new staff and approved by MBC. Gender Action Policy & Plan completed by VEEP Logistics TA. Procedures Manual/s implemented (Logistics) implemented with training. Revenue tracked & reported in Annual Report. GoV Planning & Reporting Cycle compliance. This is to ensure planning; reporting & budgets are done on time as required by GoV planning cycle with 100% compliance with GoV's Planning & Reporting Cycle as well as PMR (appraisals) undertaken on time with annual Work Schedule for each officer.

Training Plan developed & undertaken to improve VEO staff skills. ICT equipment for professional delivery, procurement Plan & NPPs to purchase computers etc These activities were not completed this year. Zoom Teleconference equipment for Head Office was purchased, Desk Top Computers for 6 Provincial Offices Head Sets/Web Cams for 6 provincial offices Multi-Function Printer/scanner x 6 for provincial offices Network cabling & electrical equipment were purchased, however 7 Satellite Communications and 100 Tablets are yet to be purchased.

Refurbishment for Provincial Offices. Procure furniture & office equipment. Recurrent NPP approved by MBC for Provincial Office

maintenance in 2023. The Renovation of Penama & Torba offices are yet to be carried out because additional budget is required for renovation

Logistics budget for 2022 elections. Charter for air transportation of electoral materials for Snap election, charter for land transport for electoral materials for Snap election. Charter for sea transportation of Electoral materials for Snap Election, electoral materials procurement for Presidential elections and Snap Election, DSA Budget for VEO staff and Electoral College to elect the President includes DSA, Travel & Official Entertainment for Presidential election and snap election

VEO costs. Annual Budget forecast for operational costs (telecoms, utilities, photocopier expenses, fuel, vehicle maintenance, air con maintenance, plumbing) Recurrent NPP approved by MBC for VEO Provincial Office operations & Awareness of 8,064,000vt

VEO Budget Submission developed. Fully costed MBC Submission with NPPs based on policy & planning. Develop Recurrent NPP for rolling Election Budget based on Electoral Cycle and supplementary Budget Submission was not done.

Following are most significant highlights of the support received by EC/VEO and CRIM through VEEP during the last year:

- VEEP Project Supported Vanuatu Electoral Office (VEO) and Electoral Commission (EC) to successfully conduct the snap election within a record short span of time. VEEP project supported the EC and VEO in planning and executing all aspects of the elections.
- By mid-October 2022, 301,970 Vanuatu's UN Projected Population of 323,959 or 93.3% of Vanuatu's population had received their National ID Cards which they can use for opening bank accounts, RSE Labour Mobility qualification, purchasing air & sea travel, Police Clearances, receipt of unblocked cash for Disaster Response, medical records &



COVID19 vaccination program, MoE registration of children and voting. The comprehensive electronic identity management system will result in the first ever accurate and reliable voter register for Vanuatu. The old, coloured paper electoral cards will be entirely replaced by the National ID card, and e-ID, which will be the only means of voter identification.

- The project continued significant support to Vanuatu Electoral Office (VEO) to undertake civic and voter education across the country and specially around the election time. The VEEP Project supported VEO in establishment of a Voter Awareness Committee which functions as a sounding board and has wide participation by GoV agencies, NGOs/CSOs, Media, Women's and Persons with Disabilities' groups, and supported its outreach activities. The project supported publication of Electoral Timelines, key weekly electoral messages, and Candidate Booklets on how to run for office, Developed VEO Website, VEO and provincial offices; produced a documentary movie telling the story of Civil Registration and establishment of legal identities in Vanuatu; efforts of Voter Information and Voter Awareness through national radio VBTC; commercial radio ( Buzz FM shows); TV; Facebook messages; Website; newspaper, billboards, short videos, and efforts through the Voter Awareness Committee partners in the islands.

- A comprehensive package of Civic Education Materials focusing on Democracy, Human Rights and elected leaders, for use in schools was developed which included a Teachers Manual, Student's Workbook and textbook. These will be distributed in boxed sets to 26 Senior Secondary Schools from Term 1, 2023 in English, French & Bislama.

- Through consultative co-design of a Gender Strategy, a large number of NGOs/CSOs regional national & international bodies have

been engaged in designing anew gender initiative, including a 'leadership accelerator' mechanism, in addition to raising awareness of the electoral sector.

- The project supported the Ministry of Internal Affairs with its 2022-2026 restructuring and Corporate Plan to enhance sustainability, capacity building, reporting and resourcing outcomes, as well as development of the Ministry's Sector Strategy 2022-2026.

- The project supported the development of the Civil Registration and Identity Management (CRIM) Act and the Identity Management Act, both passed in Nov 2021, gazetted Jan 2022, paving the way for digital transformation of Vanuatu's civil registration system.

- Two bills to improve the electoral framework were at the advanced stage of drafting when the snap election was called. These include the Single Harmonised Electoral Bill and the Political Party Integrity Bill. Once passed these bills will go a long way in ensuring political sustainability and effective functioning of the electoral and democratic process in the country





## 2022 Achievements at a glance

### Port Vila Municipal Election 30 June 2022







Polling and Polling Secrecy



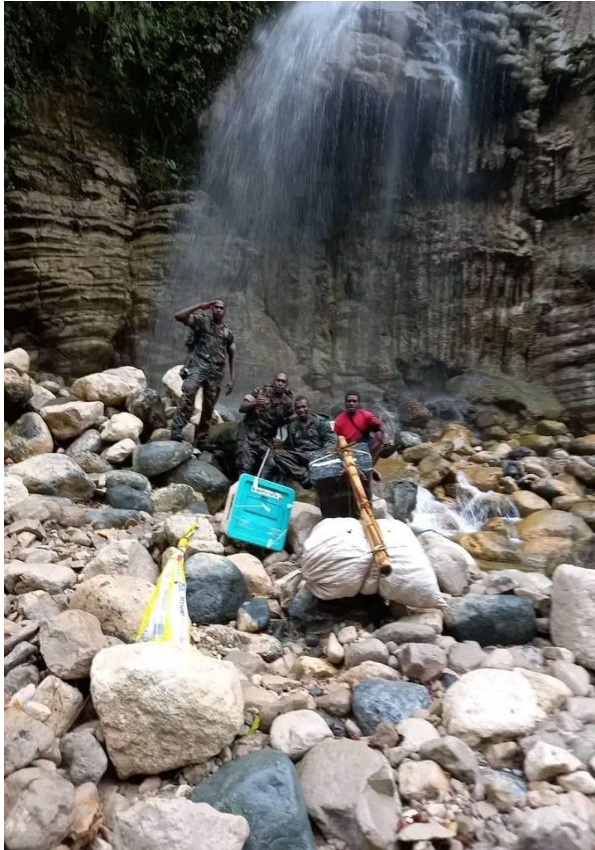
Security assisting an elderly Voter





## Snap General Election 2022

### Bigbay Inland Ballot Box Delivery- Santo



Flooded Creek- Pentecost 12 Oct. 2022







Casting ballot (I) Polling (below-Chief's Nakamal)



Polling Officials Ex. FOL





Polling and Disability

Young Disabled Woman in Wheelchair with inked finger



Elderly Woman voted with inked finger(l) Young man voted with inked finger(r)





Electoral Observers (NZ) above EC and FEO (right) VEO Technical Advisors(I)



## Civil Registration and Identity Management

Chart 1: Overall Implementation Status Against Activities

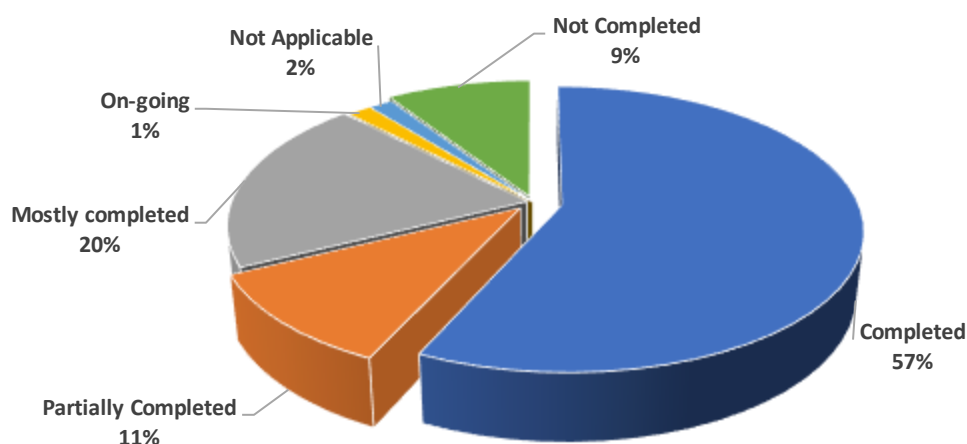
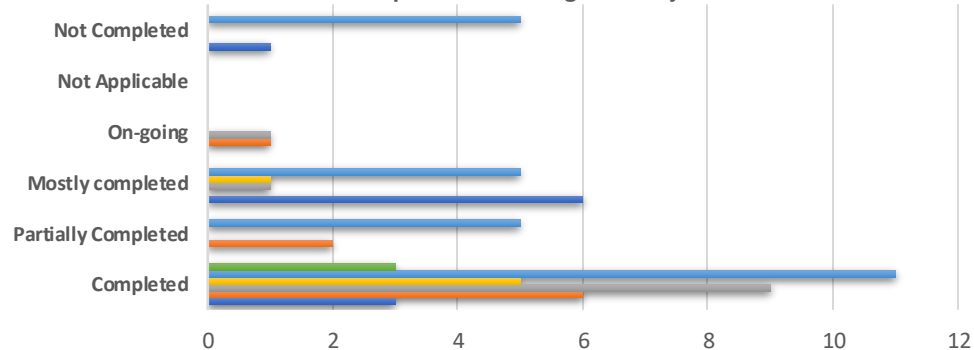


Chart 2: Implementation Against Objectives



|  | Completed | Partially Completed | Mostly completed | On-going | Not Applicable | Not Completed |
|--|-----------|---------------------|------------------|----------|----------------|---------------|
| Establish and Maintain efficient and creditable voter Register | 3         |                     |                  |          |                |               |
| Improve Service Delivery and Organisational Compliance         | 11        | 5                   | 5                |          |                | 5             |
| Develop and implement efficient and inclusive policies         | 5         |                     | 1                |          |                |               |
| Enlarge coverage of National ID cards issuance                 | 9         |                     | 1                | 1        |                |               |
| Establish & Maintain Civil Registry Integrated Database        | 6         | 2                   |                  | 1        |                |               |
| Improve Registration Coverage                                  | 3         |                     | 6                |          |                | 1             |



Chart 1 above reveals the overall implementation status of the activities under CRIM. It is clear from the pie graph that 57% of the planned activities were completed or were fully implemented, 20% were mostly completed or 50 to 99.9% of the activities completed, 11% partially completed meaning 1-49.9% completed, 9% not completed meaning the listed activities were not commenced or initiated, 1% of the planned activities were ongoing and 2% of the activities not applicable or not due to be implemented in the reporting period.

Chart 2 portrays implementation status against each objective. Objective “Establish and Maintain efficient and creditable voter register” was 100% implemented or completed.

For Objective “Improve Service delivery and Organisational Compliance” 42.3% of planned activities were fully implemented, 19.2% were mostly completed, 19.2% of the activities were partially completed and 19.2% were not completed.

For Objective. “Develop and implement efficient and inclusive policies” 83.3% of the planned activities were completed and 16.7% activities were mostly completed.

For Objective “Enlarge coverage of National ID cards issuance” 81.8% of planned activities were completed, 9% were mostly completed and 9% of the activities were ongoing.

For Objective” Establish and Maintain Civil Registry Integrated Database” 66.6% of planned activities were completed, 22.2% activities partially completed and 11.1% activities ongoing.

For Objective “Improve Registration Coverage” 30% of planned activities were completed, 60% activities were mostly completed and 10% of the activities were not completed yet.

### Objective 1: To improve coverage for registration of vital events such as births, marriages, and deaths

Free, continuous, timely, accurate, and universal civil registration. The new post for Assistant Provincial Registrars for Torba and Sanma were not appointed due to lack of funding. The population data was analysed however integration of database in Health and Education facilities commenced but impacted by Cyber Attack.

Civil Registration coverage was estimated at 93.3% National Coverage in Mid Oct 22. The overall, in Vanuatu with age category below 18 years totalled at 113,519 (18: 58,515 males and 55,004 females), age category 18 to 29 years is 66,292 (34,015 males and 32,277 females). Age category 30 to 49 years totalled to 74,686 (36,992 males and 37,694 females). Age category 50 or above totalled to 47,464 (23,163 males and 24,310 females). The total ID cards issued is 301,961 2020. Current Population Projection: UN Data 323,959 as of Wed 19th October 2022 Therefore 93.3% have current ID Cards

The development of SOP for CR and Identity Management is underway but not complete.

Access points and coverage of vital events to ensure inclusion regardless of age, gender, language, disability, religion, or geographical location: 6 new Access Points were developed. Provision of gender data in Quarterly and Annual Reports is an ongoing activity. This activity is impacted by Cyber Attack. Integration of database installed in Health and Education facilities, one per province was commenced this year but impacted by Cyber Attack. A Massive launch of National ID established for Efate schools. Onesua, Ulei, Eton, Eratap, Erakor, Pango, Mele schools were given access

Accurate and reliable statistics for users provided in Annual Report. Provide extensive data analysis in Annual Report, Quarterly Reports, Half Yearly Report, DCO/COM Papers and Briefing Papers to DG and Minister





as needed; An on-going activity impacted by Cyber Attack.

Provide Area Councils with access to improve field data collection. This activity was not completed in September due to the impact of Cyber Attack.

### **Objective 2: Establish and maintain Central Registry Integrated Data Base and Population Registry**

Access to Central Register through approved designated points both nationally and internationally through increase in number of Registration Points. 20 new access points established in June 2022. One International access point was not done due to System hack. Provide numbers in Annual Report to meet Appropriations Act targets. This activity was impacted by the Cyber Attack.

Central Register inter-operability and sharing to disseminate vital statistical information to address datagaps. Reports provided on increase in stakeholder usage. This is an ongoing activity. Meetings of stakeholder and partner networking relationship in delivering of services. National ID Working Group Meetings and other Stakeholder meetings reported in Quarterly Reports.

Peer to peer training sessions in use for stakeholder agencies i.e., VEO, VNSO, NDMO, TACs. Training Plan delivered and reported in Annual Report. regular training undertaken.

Improve community awareness and outreach approaches with mass campaigns on the importance of registration. Session held in each province annually and reported with inclusive data disaggregated. On-going in Q2 Eton, Santo, Big Bay in Q3: Luganville, South Santo, Santo East School. List available for other sessions

Design and redevelopment of new Central Registry with Technical Working Group. Development of Central Registry progress reported in Quarterly Reports. RV5 Launched in Sola by Hon. Minister. Develop Population Registry with Technical Working Group.

Development of Population Registry progress reported in Quarterly Reports.

### **Objective 3: To enlarge coverage for issuance of National Identity Cards**

Issuance of National ID cards in all provinces. The target is to create 6 new access points to improve services. Currently 93.3% of the citizens nationally have ID cards. Age category below 18 with ID cards is 113,519 (58,515 males and 55,004 females), 18 – 29 years is 66,292 (34,015 males and 32,277 females). Age 30 to 49 is 74,686 (36,992 males and 37,694 females). Age 50 or above with ID cards is 47,464 (23,163 males and 24,310 females). Total ID cards issued to date is 301,961. Current Population Projection: UN Data is 323,959.

Secure recurrent budget for printing of ID Cards with NPP submitted to MBC. MBC approved an operational budget of 6.5 million. Implementation of National ID Card policy and Act. The target to develop an implementation plan was progressing with the launching of colored ID Card and awareness on the new Act was conducted in Shefa, Tafea, Sanma and Malampa. The target to develop Regulations was completed this year.

Training and Awareness sessions conducted in all provinces. Awareness and refresher training on RV4 conducted in Shefa, Tafea, Sanma and Malampa. RV4 training for Torba and Penama were postponed due to delay in UNICEF funding. Training sessions for all staff were conducted in Port Vila and Santo (2 weeks training in Vila and 1 week in Santo).

Provide disaggregated data on ID Card Coverage in all 6 provinces. This target was delayed due to Cyber Attack. CRIM awareness and advocacy through provincial TAC. Specific training for TACs was provided by Provincial Registration Officers in all 6 provinces. Provide support for provincial initiatives for decentralized service provision, Customer care and counter services improved, especially through additional provincial access points in all 6 provinces. This target is an ongoing activity.





#### **Objective 4: To develop and implement efficient and inclusive policies related to registration of vital events and ID Cards:**

Implement relevant policies pertaining to registration of vital events and national ID issuance with Implementation Plans. Implementation Plan for new ID Act; including Awareness program, regulation development, review of CRVS & National ID policy was conducted and completed this year.

Prepare COM Compliance Reports for inclusion in Half Yearly and Annual Reports. COM Decision # 171 on Data Protection & Privacy was implemented and COM Decision on Adoption Bill was also implemented. Utilize the CRIM Committee and Working Groups to progress policy and legislation. National ID Working Group and other Stakeholder meetings were conducted. CRIM Technical Working Group met and discuss issues regarding review of CRVS & National ID Policy, Regulation development, Vital Statistics and reporting.

Develop and implement policies for inclusion in CR processes regardless of age, gender, disability geography language or religion. CRIM Policy and National ID policies reviewed and first draft completed with consultation planned for 2023.

Develop Procedures Manuals or Standard Operating Procedures for Civil Registry and Identity Management. CRIM SOPs or Procedures Manuals developed, SOP for Birth and Death completed, CRIM SOPs or Procedures Manuals developed for Identity Management not completed due to 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**

Develop and implement policy with Procedures Manuals or SOPs for CR and IM but impacted by Cyber Attack.

Timely and consultative drafting of Bills and submission of the relevant legislation to Parliament for eventual gazettal. Consult and draft Adoption, Marriage and Data Protection and Privacy Bills for submission in November Parliament. This was not completed due to dissolution of the Parliament & General Election resulted in no bills to November Parliament only Appropriations. Only Regulations Completed with wider consultations required with other GoV Ministries.

Deliver GoV planning cycle on time and in compliance with approved templates i.e for Annual Business Plan, annual Training Plan; Business Plan includes specific timelines for Reports and Plans. Training Plan was not completed but training delivered frequently.

Business Continuity Plan was up-dated to meet new disasters with emergency responses. GoV reporting cycle delivered on time and in compliance with approved templates for Quarterly Reports; Annual Report; ADR contributions as needed and PMS reporting. Quarterly Report done, Annual Report completed, contributions to ADR completed and PMS, AWP training delivered, PMR training done.

Provide Donor project coordination and reporting contributions as agreed in Project Design Documents; Attend donor/stakeholder meetings and provide reports as needed is ongoing. Initiate new revenue initiatives and reporting to support government service delivery. Quarterly Reports produced, Half Yearly report submitted to DG for OPSC, tracking revenue generation; Annual Report to DG for OPSC tracks revenue generation. These activities were achieved. Compliance with CTB Act PFEM Act and PSC Act for efficient, effective Department operations and Assets Management. Up-date and make accessible Department Assets Register. Undertake staged implementation of Department restructure/s for improved service delivery outcomes. Reports to Director tracking budget usage against Monthly Warrants and Business Plan. Financial Visa confirmed and new posts advertised as per approved Implementation Plan. Probation



Reports completed, Recurrent NPP submission for MBC consideration. VT25million for 8 new positions and scale up of existing position.

Address staffing and capacity building, especially in provinces through restructure and training through OPSCs PMS system (performance appraisals). Training Plan developed and implemented; This activity was done but regular training is necessary to deliver sufficiently to Central Office & Provincial Officers. Torba and Sanma Assistant Provincial Registrars appointed as per Restructure Implementation Plan.

AWPs submitted & June PMRs done but December PMRs was impacted by Cyber Attack. Management tool developed for performance, risk, change and cost management is ongoing. Development of a “CRIM Department Public Service Improvement Policy” focusing on simplification of services, improving access to services research feasibility of new services pilot acceptance by citizens of envisioned new services is ongoing.

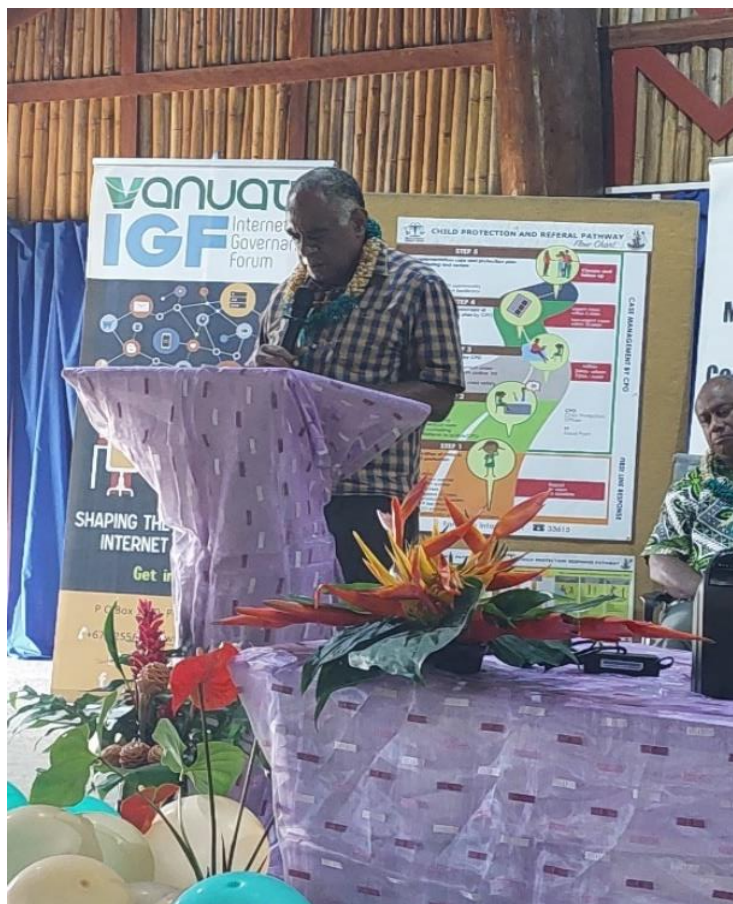
**Objective 6: To provide the electoral authorities with timely and accurate information for the establishment and maintenance of an efficient and credible Voter Register**

Monthly data up-dates provided to VEO with updated voter data for election logistics on new, relocated & deceased voters. Critical updates provided towards the Port Vila Municipal Election and the 2022 SNAP General Election. Timely delivery of information necessary to update the Voter Register according to the electoral calendar. Provide information as requested by EC/VEO.



## 2022 Achievements a glance

**Launching of Color-coded Vanuatu National ID Card.** The Hon. Deputy Prime Minister and Minister for Internal Affairs official launching the color-coded ID Cards during the National Children Day celebration at Chiefs Nakamal



**Launching of Registration centers in Efate Schools at Eton village.** Schools connected to RV4: Onesua, Ulei, Eton, Erakor, Eratap, Pango and Mele. Chairman of Eton School receives first print out copy of a student birth certificate from Shefa Registrar





**CRIM Awareness at Sanma, Malampa, Shefa and Tafea on the new CRIM Legislation and RV4 Database training**







2022 SNAP National General Election\_CRIM Department got heavily involved and engaged with VEO to support conduct of 2022 SNAP General Election







Celebration of First Civil Marriage – Virtually

Launching of CRIM Products at Sola, Vanua Lava, Torba province

The Hon. Minister for Internal Affairs, Hon. MP Christophe Emelee official launched the following CRIM products; Department branding & Logo' Central Registry, Registration management system (RVS); New Birth Certificate (both Paper & Digital); White, Green colored, Vanuatu Flag; National ID Card (both Plastic & Digital); Mobile Registration App; CRIM Website





# Policy Development

The information below describes new policies initiated by the Ministry of Internal Affairs and line departments in 2022

## Department of Local Authorities

The incoming Minister of Internal Affairs appointed the members of the Decentralisation Working Committee who will work alongside Technical Assistance sought through AusAID and UNDP to formulate and implement a Decentralisation Policy. This is however a whole of Government initiative and will need the consultation of whole of Government in 2023.

## Department of Urban Affairs and Planning

Housing and settlement policy- In-house Consultation has been completed. Department will host a forum in 2023. The National Urban planning policy- On going

## Vanuatu Immigration Services

The policy for the New Tourist Visa was developed and endorsed and now implemented. This is to support the re-opening of the Borders, and attract more visitors to Vanuatu. It allows tourists to spend more than 120 days in Vanuatu. The department also focuses on assisting foreign nationals to return to their home country and those with expired visas were assisted to renew their visas.

## Vanuatu Electoral Office

The Vanuatu Electoral Office developed three (3) policies/papers this year in relation

to supplementary funding for conducting elections. Funds were required for Port Vila Municipal Council election, the Head of State election and additional funding for the General Snap election.

A policy paper was developed seeking COMs endorsement for the independency of the Electoral Commission. The policy paper was deferred by the DCO claiming it is senseless to have an independent Commission with an executive arm that is under and reports to a different commission.

## Civil Registration and Identity Management

Prepare COM Compliance Reports for inclusion in Half Yearly and Annual Reports. COM Decision # 171 on Data Protection & Privacy was implemented and COM Decision on Adoption Bill was also implemented. Utilize the CRIM Committee and Working Groups to progress policy and legislation. National ID Working Group and other Stakeholder meetings were conducted. CRIM Technical Working Group met and discuss issues regarding review of CRVS & National ID Policy.



# Portfolio Legislative Framework

The information below list new legislation initiated and amendments made by the Ministry and its departments in 2022

## Department of Local Authorities

The responsibility of administering the Municipalities Act (CAP 126) was transferred to the new Department of Urban Affairs and Planning. Submissions was made to the Office of the Attorney General to amend the Decentralisation Act (CAP 230) and this should be presented to the Parliament in May 2023.

## Department of Urban Affairs and Planning

Complete amendment of the Municipalities Act, CAP 126 will be tabled in parliament in 2023

## Labour and Employment Services

List below are legislations administered by the department; the Employment Act, CAP 160, Trade Dispute Act, CAP 162, Trade Union Act, CAP 161, Labour Work Permit Act, CAP 187, Health & Safety at Work Act, CAP 195, Minimum Wages Act, CAP 182. Workman's compensation Act, CAP 202 and Seasonal Employment Act. The Employment Act Chapter 160, section 54 subsection (d) on "Resignation by employer for 6 years" was been amended to one year meaning employee can now resign if employed over one year and be entitled to severance allowance. This amendment was effective on the 20th June 2022

## Vanuatu Immigration Services

No new amendments were made to the Immigration Act No 17 of 2010 and Passport Act No 20 of 2009.

## Vanuatu Electoral Office

The Single harmonized electoral bill is near completion. First draft completed and reviewed and the final bill is almost completed and ready to be tabled in May 2023 Parliament setting.

The Political Parties Integrity Bill is near completion and ready to be tabled in the Parliament in May 2023.

## Civil Registration and Identity Management

Three (3) draft bills were completed, Adoption and Marriage Regulation completed. Virtual Marriage bill completed and implemented. Adoption Bill drafting instruction completed and Data protection Bill drafting instruction completed.





# Conventions

The information below describes new conventions initiated by the Ministry and its line departments in 2022

## 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.

Three (3) of the Assistant Secretary Generals recruited in 2022 were women and 3 were men.

## Department of Urban Affairs and Planning

Nil activity in the reporting period (Jan to December 2022) or no International Conventions were signed in the reporting period (Jan to December 2022)

## Labour and Employment Services

There are 8 fundamental conventions ratified by Vanuatu on the 28th of August 2006 including CO29 Forced labour convention 1930 (No. 29), CO87 Freedom of Association and Protection of the Right to Organise Convention 1948 (No.87), CO98 Right to organise and collective Bargaining Convention 1949 (No.98), C100 Equal Remuneration Convention 1951 (No.100), C105 Abolition of Forced Labour 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 Labour 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 complete every 3 years on its implemented.

## Vanuatu Immigration Services

Nil activity in the reporting period (Jan to December 2021)

## Vanuatu Electoral Office

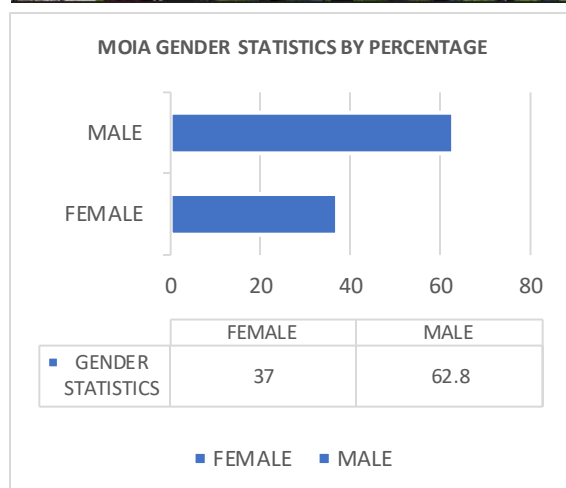
Nil activity in the reporting period (Jan to December 2021)

## Civil Registration and Identity Management

Nil activity in the reporting period (Jan to December 2021)



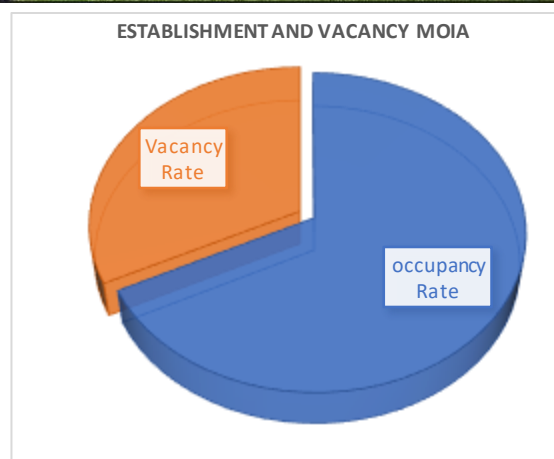
# Human Resources Management



The Human Resource Management unit functions by administering and managing public service policies under the public service staff manual and the PSC Act. By delivering its core function, the HRM unit coordinates; staff recruitment and selection, staff development, engagement, performance, Employee welfare, benefits and entitlement. The Human Resource Management unit work collaboratively with all administration officers and Finance officers of respective departments under MOIA to deliver Human Resource duties.

2022 is a very challenging year, challenged by the Global Pandemic outbreak and the cyber-attack on the government network system.

The HR business plan was greatly impacted by the SOE imposed after the pandemic outbreak



in March 2022, in October 2022, the General Snap election and later in November, the cyber-attack. These delays and affect the implementation of planned activities.

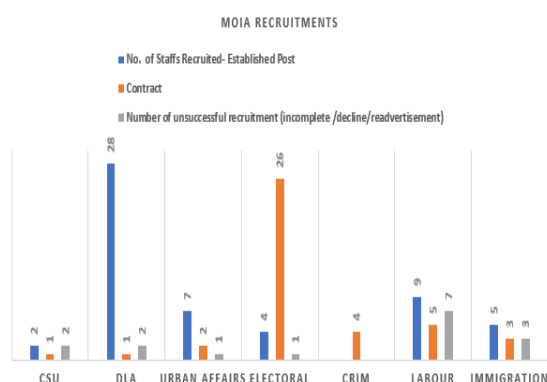
## MoIA Staffing

### Disaggregated by Gender, Employment Status and MoIA Employee Establishment versus Vacancy.

The Ministry of Internal Affairs employs over 250 employees scattered at different geographical work location across Vanuatu. With the over 250 employees 37% are females (15% increase) since 2020 and with over 60 % of males. The Ministry holds an establishment rate of 326 established positions with 67% Occupancy rate and 32% of vacancy across MOIA departments. This year 2022 MOIA experience ceasing of 2 employments and 6 resignations.

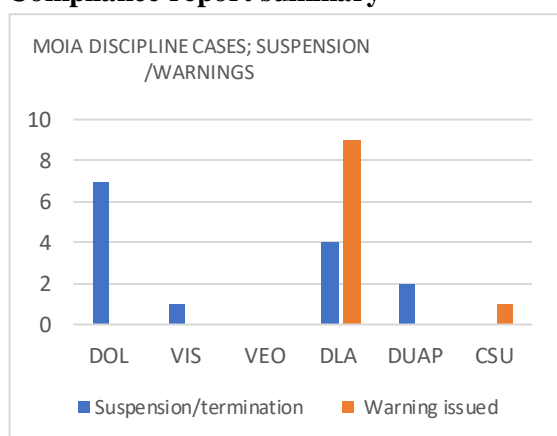


## Recruitment



Recruitment and selection for the Ministry of Internal Affairs is facilitated by the Human Resource Management unit following the request and decision of each department based on Budget availability. VEO contracted over 25 employees in the year 2022 due to the Snap election held in October. One major highlight for the year 2022 is the recruitment of the Assistant Secretary General which saw gender balance in the appointment of the Assistant SGs (three females and three males). MOIA will continue to encourage both gender and people with disabilities for future recruitment.

## Compliance report summary



Core values and the standards of professionalism is expected from the employer as prescribed in the PSSM. The Ministry strives to ensure the employees comply with the code of conduct as per PSC Act Part V, Sections 32 to 34. The inability to comply to the PSSM, PFEM Act has resulted in the Ministry taking disciplinary action shown in the summary report above.

## Award/capacity and Development

The Public Service commission in commemorating the public service day on the 24-26<sup>th</sup> August 2022 has awarded MOIA employees based on analyzed performance appraisal of the year 2021. See table below



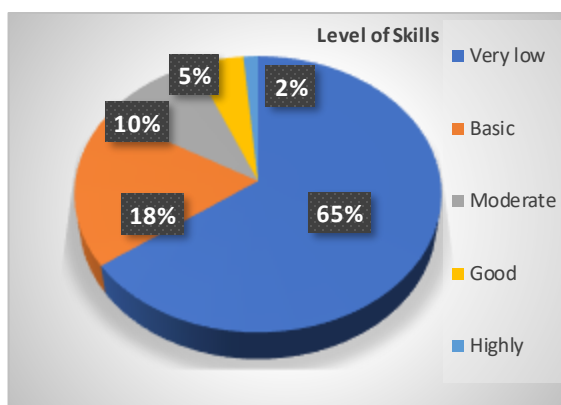
Director General- MOIA Best performer after receiving her Gift Prize 02<sup>nd</sup> ranked Ministry for the Prime Minister's award at Niscol Santo 30/07/2022

| 2022 AWARD                              | NAME                                   |
|---|--|
| 1 <sup>st</sup> Prize (20,000VT)        | GINO KALNPEL                           |
| 2 <sup>nd</sup> Prize (15,000VT)        | Stewart Toka                           |
| 3 <sup>rd</sup> Prize (10,000VT)        | Grealyn Daniel                         |
| DIRECTOR GENERAL's PRIME MINISTER AWARD | Cherol Ala – Best Ministry Performance |

## Human Resource and Finance Network Training Program

The Training Program developed (PowerPoints & materials) could be provided to the Office of the Public Service's (OPSC) training wing the Vanuatu Institute of Public Administration &





Management) (VIPAM) and other Ministries to improve sustainability

A total of 12 staff have attended the training comprises of 9 Females and 3 Males, the finance network on the other hand comprises of all finance officers of each department. These staffs represent each department (Immigration, Labour, VEO, DUAP, DLA, Police, and CSU). The highest level of qualification identified is Bachelor's Degree (3), followed by Diplomas (4) and Certificates (5). The Network is established and coordinated by the VEEP consultant Mrs. Margaret Macfalen to allow for capacity building for MOIA admin officials.

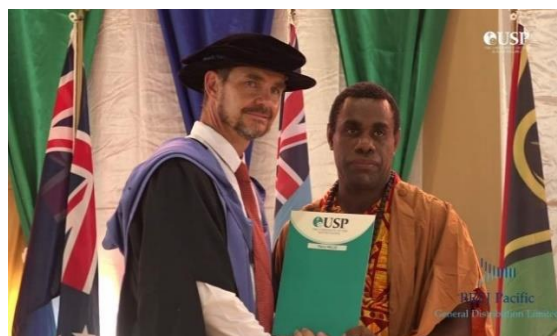
In establishing the Human Resource/finance Officer Training Network for nominated officers the human resource management & administration training. An HRM/HRO Officer undertake a Survey to provide an evidence-based training program based on the skills gaps identified.



HR- Network Meeting 2022 (above) Finance Network Meeting 2022 (below)



Allan Liki CSU- Bachelor of Public Admin and HR (above)  
Rexly Donald- Bachelor of Public Admin and HR (below)



Pierro Willie CSU – Professional Diploma PDPM (above) &  
Patrice Kuautonga Professional Diploma PDM (below)



Police Leadership training 14-18 Nov 2022 (above) DUAP – PCRAFI training at MSG 2022.

List below are names of MoIA employees on short and long term studies/training. Mrs. Esther Muluane is on a full time or long term scholarship funded by the Vanuatu Government. 2021-2023 Public Administration and Human Resource at USP Emalus Campus.

Mr. Fred Kaluat is on full time Scholarship funded by Vanuatu Government, 2021-2023 Law, Public Administration at USP.

Mr. Pierro willie graduated in July 2022 with certificate of foundation. 2021- 2022 Cohort – Post Grad in Public Administration and Policy Development at USP.

Mrs. Melissa Manua, Part Time 2021- 2022 Cohort – Post Grad in Public Administration and Policy Development at USP on going.

Mr. Gary Tavoia Part-time Cohort, Post Grad in Public Administration and Policy Development at USP, ongoing

Mr. Jean Lo Full-time, Occupational Health and Safety (compliance) at AUF 2019-2021

Mrs. Naomi Tarip Part Time 2021-2023 Accounting and Management at USP, ongoing

Mrs. Sharon Bulesali Part Time 2021-2023 Cohort, Post Grad in Public Administration and Policy Development at USP, ongoing

Mrs. Leinasu Abel Part Time, Completed 2021-2023 Cohort – Post Grad in Public Administration and Policy Development – USP

Mrs. Pila Matu Titek Part Time 2021-2023 Cohort – Post Grad in Public Administration and Policy Development at USP ongoing

Mr. Patrice Kuautonga Cohort, Post Grad in Business Administration USP ongoing

Mrs. Michelle Jonas Part time 2021-2022 Cohort – Post Grad in Public Administration and Policy Development – USP ongoing

Mrs. Clemency bebe Part Time 2021-2023 Cohort – Post Grad in Public Administration and Policy Development at USP, ongoing

### Department Restructure

The corporate services unit through the HR office has facilitated the restructure submission for the department of Civil Registry, The Electoral office and the Corporate service department. It is significant to note the achievements of structure approval for these departments, noting that in 2022 three departmental structures were approved by the Employer. NPPs and Budgets to accommodate the structure implementation were also considered and approved, 2023 will be the initial rollout of the Department structure.

Corporate Services Unit Current Structure Approval Date was 2019. Submission was approved in 2022

Civil Registry and Vital Statistics approval date was **2015**. Restructure submission was finalised and submitted to OPSC and was approved.

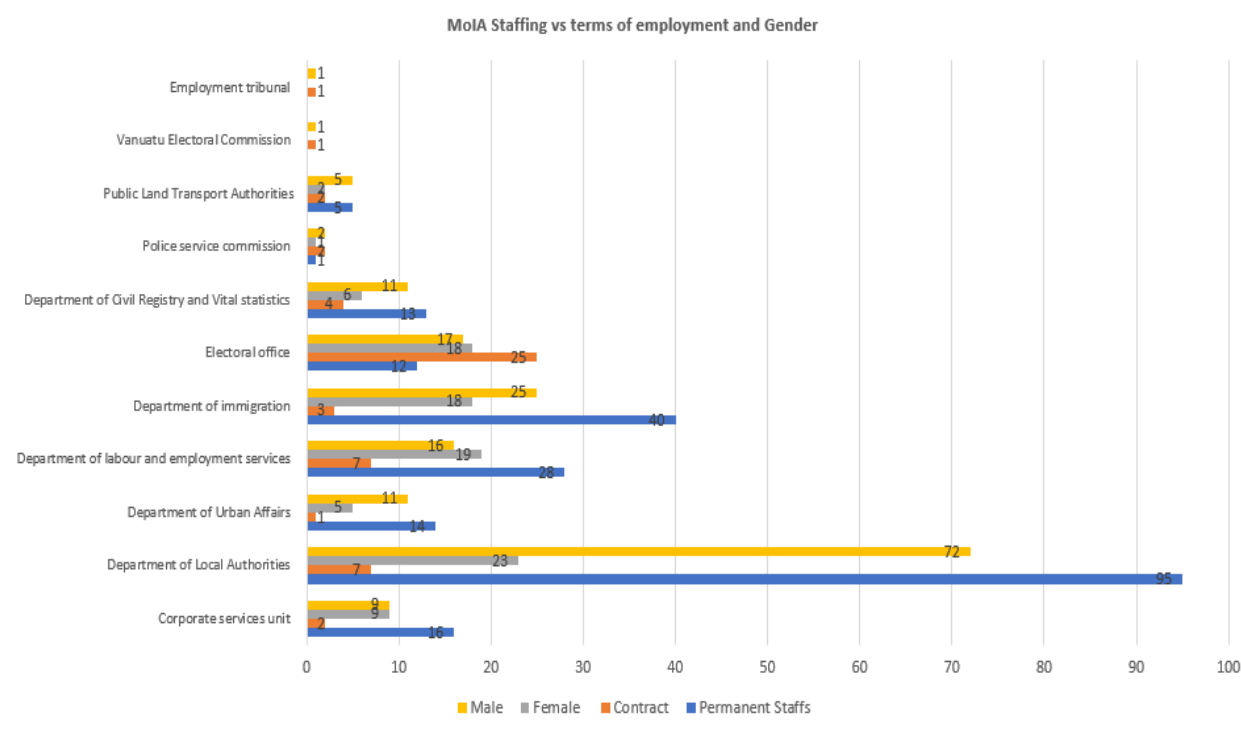
Labour Department structure was approved in 2019. Restructure is still in draft, pending further review



Department of Local Authorities structure was approved in 2019. Structure is still in Draft

Vanuatu Immigration and passport Services approved in 2013. Restructure submission is still in draft

Vanuatu Electoral office structure approved in 2020.







# Financial Statements

## Statement of Representation,

The Ministry of internal Affairs receive Code funding from the Central Government Budget that was managed by the Ministry of finance and Economic Management. The Overall revenue budget for the Ministry for the financial year 2022 stands at 1,181,663,318 vatu while the expenditure budget stands at 3,245,812,379 vatu.

## Statement of Appropriation,

The original expenditure budget appropriated by Parliament stands at 3,245,812,379 vatu and was supplemented during the year with an amount of 307,255,863. The supplementary budget was purposely for strengthening capacity of border controls for COVID19 crisis, The snap election and the Vanuatu Australian Defense Cooperation Program. The table below reveals that bulk of the budget was allocated to Vanuatu Police Force followed by the department of Provincial Affairs as grants to Provincial councils and for the strengthening of area council. Refer to table below showing the original appropriation of expenditure budget.

| Department – Programme     | Budget Allocation Revenue | Budget Allocation Expenditure |
|----------------------------|---------------------------|-------------------------------|
| CABINET SUPPORT            | 45,000,000                | 200,833,250                   |
| URBAN PLANNING             |                           | 160,337,164                   |
| DECENTRALIZATION SERVICE   | 98,144                    | 807,866,816                   |
| INTERNAL SECURITY & BORDER | 724,799,362               | 1,800,931,113                 |
| NATIONAL SERVICE           | 329,014,176               | 262,435,735                   |
| POLICE SERVICE COMMISSION  |                           | 13,408,301                    |
| <b>TOTAL</b>               | <b>1,181,663,318</b>      | <b>3,245,812,379</b>          |

## Revenue summary

The MFEM is still working on updating the 2022 actual figures due to Cyber-attack on the Vanuatu Government networks system. Actual revenue presented is extracted on the 26th of February 2023 and is subject to change after MFEM satisfactorily inputs all data into the FMIS. To date the Ministry of Internal Affairs has collected VT 1,013,729,643 which is equivalent to 85.8% of its revenue target. The Ministry faced yet again, another challenging year; The shortfall in revenue collection was due to the following reasons; COVID19 pandemic has a massive recessionary impact on the economy which impedes revenue collections through taxations and various services fees. Approximately 61 percent reduction in police clearance fee, a shortfall of up to 99 percent in permit recoveries and a shortfall of 36 percent in Land transport fees.

Despite the shortfall, other revenue items such as election fees, honorary citizenship fees, fines, licenses and registrations and work permits collections exceed their budgeted amounts.

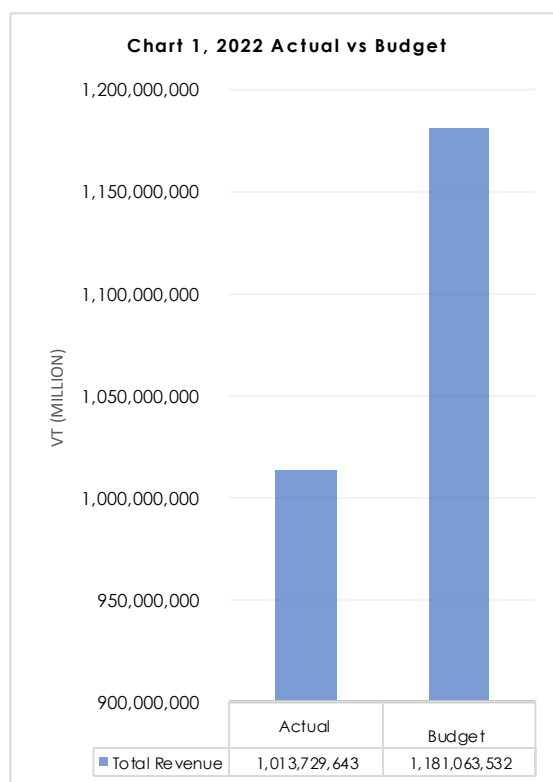




Chart1 above summarizes the actual revenue against its approved budget.

Despite Covid 19 pandemic, revenue collection was exceptional, an amount of 1,013,729,643 was collected, which equate 85% of the total budgeted revenue. On the whole, MoIA collected 1,013,729,643 vatu with a short fall of 167,333,889 about 15% below target.

The residency permits accounts for 55% of the total revenue collected by the Ministry followed by work permits with 23% of total collection and 22% for Passport fees. On the whole the overall collection decreased by fifteen (15) % percent as the result of COVID 19, suspension of the PR Program and the Cyber hack case and other issues such as lack of compliance. Lack of enforcement also contributes to the short fall in 2022.

### Expense Summary Report,

Overall, the Ministry reports an over expenditure of 296,278 vatu compared to its appropriation, however, this amount is subject to change after the Ministry of Finance completes entries of all transactions.

### Payroll Expenditure:

Apart from salaries, acting allowances, responsibility allowances, Leave Expenses and overtime wages were allowances paid this year.

The over spending in payroll was mainly related to acting allowances, leave allowances and overtime wages. The acting allowance were paid to officers appointed to occupy established vacant post within respective departmental structures.

The overtime wages were also paid to Immigration staffs, Electoral staffs and Civil Registry staffs who worked beyond the official hours. For instance, during COVID-19. Border officers worked long hours to ensure Vanuatu borders were secured and safe. Electoral staffs work long hours to facilitate the preparation and conduct of the General Election and CRIM officers spent extra hours to conduct national registration. These are additional tasks that were not budget for by each department.

### Operational Expenditure

A huge sum of money was transferred out of the operation budget to correct the payroll and other operational expenditure. Hence it is relevant that the ministry implements a strict measure to control and managed the unbudgeted expenditure.

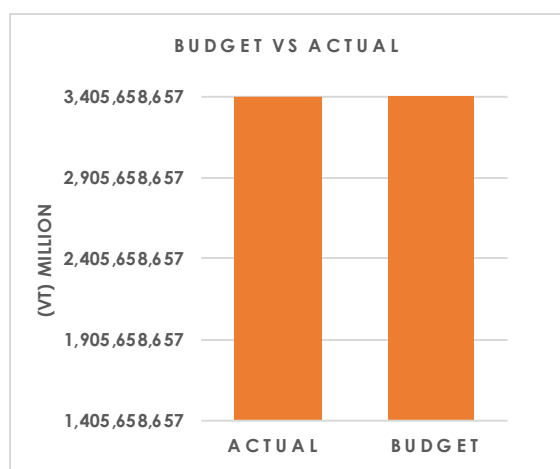
Consequently, bulk of the operation expenses were directed to consultant's fee, fuel, hiring of facilities, hiring of vehicles, vehicles repairs & maintenance, advertising and communication. The Ministry recorded an overspending in its budget this year as a result of non-adherence to budgeting process. It was obvious that departments did not impose strict control over fund usage and management.

List below are areas that needs strict control. This includes Consultants Fee, Vehicles Fuel Facilities Hire, Vehicles Hire, Vehicles Repairs & Maintenance, Advertising and Communications.



## Overall Budget expenditure 2022

The graph below portrays the budget versus the actual expenditure using the reports extracted.



It is clear from the report that a slight overspending of VT 296,278 of the actual expenditure compared to the approved budget. This overspend, was considered immaterial. In other words, it did not affect the financial performance and decisions of the Ministry.

### Virement summary:

Funds were sourced within each department under the Ministry to finance 2022 snap election which was conducted in October 2022. Similarly, virement for the Urban Planning and development was utilized to finance development priorities in Municipalities.

Virements made at the cabinet were to finance operational matters while virement for the Department of Local Authorities was to correct payroll overspending within its cost centers as a result of wrong payroll distribution for staffs paid under each affected cost centers. Similar for department such as CSU, Immigration and Department of Police, virement was necessary to correct overspending in certain cost centers especially in the payroll budget for each department.

### Employee entitlements, Leave Balance Summary

MoIA officers leave balances for each department were administered through the Human Resource Officers with the oversight and support from the MoIA Human Resource

office, corporate services. In fact, it is difficult to manage the high number of staffs and keeping their leave records updated regularly. Several measures were taken at the executive to cap the number of staff leave within 30 days.

A summary is provided for the total number of leave defined by department.

| Organisation Unit   | A/L Balance | S/L Balance |
|---|-------------|-------------|
| Total Ministry Of Internal Affairs                              | 191.86      | 128.17      |
| Department Of Provincial Affairs, Culture, Religion And Archive | 1156.10     | 987.00      |
| Internal Affairs Cabinet  | 257.90      | 399.00      |
| Ministry Of Internal Affairs                                    | 204.15      | 168.00      |
| Corporate Service   | 936.26      | 357.00      |
| Corporate Services Unit   | 594.36      | 585.28      |
| Department Of Civil Status                                      | 382.70      | 226.00      |
| Department Of Labour And Employment Services                    | 750.07      | 777.00      |
| Manpower And Training   | 39.32       | 19.00       |
| Decentralization  | 42.34       | 42.00       |
| Department Of Provincial Affairs, Culture, Religion And Archive | 1427.42     | 1272.15     |
| Development Plan  | 27.93       | 21.00       |
| Finance   | 11.74       | 21.00       |
| Secretary General   | 603.97      | 315.00      |
| Electoral Office  | 449.91      | 210.00      |
| Finance   | 37.29       | 21.00       |
| Immigration Office  | 868.13      | 567.00      |
| Operation   | 428.39      | 252.00      |
| Urban Affairs and Planning                                      | 47.71       | 42.00       |
| Cooperative Service Unit  | 61.80       | 40.03       |
| Principal Forshore Development                                  | 44.92       | 42.00       |
| Principal Planner   | 40.41       | 42.00       |
| Town Clerk  | 95.76       | 42.00       |
| Police  | 105,860     | 945         |





# Development Projects

## Department of Local Authorities

1. South East Tanna Area council Office Building- Funded through payroll savings from AAs & DLA Warrants- 6,400,000vuv
2. East Gaua Area Council Office Building and Market House funded through payroll savings from AAs & DLA Warrants- 2,577,000vuv
3. Mota Lava market house and Area Council new office building funded through payroll savings from AAs & DLA Warrants - 745,000vuv
4. South Santo 1 Area Council Office Building funded through payroll savings from AAs & DLA Warrants- 3,000,000vuv
5. Investment on Secretary General and President residential house of Sanma funded through payroll savings from AAs & DLA Warrants- 9,000,000vuv
6. South East Santo Area Council office building funded through payroll savings from AAs & DLA Warrants- 625,540vuv
7. Sanma Provincial Matawili Restaurant funded through Payroll savings from AAs & DLA Warrants 850,000vuv
8. Luganville Market House and Construction of Luganville Town Hall funded through payroll savings from AAs & DLA Warrants 30,000,000vuv
9. South Pentecost Area Council Office Building funded through payroll savings from AAs & DLA Warrants 650,000vuv
10. Central Pentecost Area Council Cooling Storage Business funded through payroll savings from AAs & DLA Warrants 290,097vuv
11. North Ambrym Area Council office extension funded through payroll savings from AAs & DLA Warrants 423,000vuv
12. South Epi Area Council Office Building funded through payroll savings from AAs & DLA Warrants- 560,251vuv
13. Upgrade of Eton, Nguna and Mangaliliu water system funded through payroll savings from AAs & DLA Warrants 3,210,000vuv –

14. Rovo Bay Market House funded through payroll savings from AAs & DLA Warrants 75,710vuv

15. Marobe Esky Fish market House funded through payroll savings from AAs & DLA Warrants-2,100,000vuv

16. Varsu Area Council Sub Centre Office Building funded through payroll savings from AAs & DLA Warrants- 612,813vuv

17. South West Tanna Area council Building funded through payroll savings from AAs & DLA Warrants- 562,161vuv

## Department of Urban Affairs and Planning

The Department of Urban Affairs and Planning (DUAP) undertook several urban projects in 2022 and continue to work closely with the donor partners to implement these projects.

18. Greater Port Vila Urban Resilience Project. The 5-year project was signed on the 8 of December 2020 and became effective on 5 of February 2021 and is due to be completed in December 2025. The Project exist to improve urban resilience in Greater Port Vila through capacity building, institutional strengthening, and the construction of two multipurpose emergency shelters. About 15,000 people in the municipality of Port Vila will benefit from the Project. This is a \$9.64m grant with \$2.99m additional financing to be approved in March 2023. The design and supervision firm has commenced design work in November 2021. Project Implementation and Assistance consultant (PIAC) was mobilized in January 2022 and will support the reform and capacity building.

i. Luganville Urban Water Supply and Sanitation Project Readiness Financing, a \$3 million project will help prepare designs and bidding documents for improvements to water supply and sanitation and the construction of multipurpose shelters in Luganville. Lot 4 – OHS Gear and Tools/Accessories

- Lidar training also supported for 20 pax multiple ministries
- PDNA training provided for over 20 participants, supporting Provincial Government officers as well
- SPC supplied 12 months subscription for Autocad and Mapinfo for DUAP offices



19. SPC supplied 4 high end desktops (2 each)- \$3m grant to develop the next investment project. -Technical Advisory and design consultants (TADC) came on board in Jan 2021, and design and survey work are ongoing. The visa application for deploying a new Team Leader to Luganville was lodged in January. Surveys (geotechnical, household, and topographic) have been completed, and final reports will be submitted in February 2023. The contract for the hydrogeology survey was signed before Christmas and will commence when drilling equipment arrives in April 2022).

20. Vanuatu Affordable Resilient Settlements Project (VARSP)- The Government of Vanuatu working in partnership with the World Bank to pursue improving access to resilient basic infrastructure and services in settlements in the country. The objective of this study is twofold. First, is to examine the supply of affordable housing for low-and middle-income groups in owner and rental residential sub-market with both formal and informal tenure arrangements. Secondly, is to identify barriers to and recommend strategies for addressing private sector and kastom developers in meeting the residential serviced land needs for low and middle-income groups-World Bank Grant for Vanuatu Affordable Resilient Settlement (VARSP) Project valued at US\$ 5 Million.

- Pacific Resilient Program (PREP)-SPC, through the PREP project, has contracted a U.S based firm, Woolpert Inc. to acquire LiDAR imagery for Efate, Malekula and Tanna Island. The LiDAR survey cover both Tonga and Vanuatu in one roundtrip at a total contract price of US\$2.7 million PREP is also supplying extensive equipment to MOL and DUAP to support lidar surveys and ministry capacity in this form

i.Lot 1 - IT Equipment and Peripherals Lot 2 - Software

ii.Lot 3 – GPS -World Bank Grant for PREP (Pacific Resilient Program) – Vanuatu LIDAR Survey is US \$ 1.6 Million.

21. Town Plans for Lenakel and Lakatoro. Its objective is to develop Town Plans for Lakatoro and Malekula to guide urban growth and development. Some key factors that will influence the Town Plans including capacity building, hazard/risk assessments and making available relevant spatial and risk data will need to be implemented in parallel or prior to

development of the Plans. It also includes awareness and communications to improve preparedness following completion of the Town Plans. World Bank Grant for Town Planning Activities was US\$ 300,000. - Lakatoro and Lenakel reports were completed and handed over to the Department this year. Now undertaking Port Vila Survey and is expected to end in February 2023

22. Port Vila Greening Master Plan Vanuatu is one of five Pacific ACP countries where the Intra-ACP GCCA+ Pacific Adaptation to Climate Change and Resilience Building (PACRES) is scaling up adaptation/ecosystem-based adaptation (EbA) pilot project This work is being implemented jointly by the Secretariat of the Pacific Regional Environment Programme (SPREP), the Pacific Community (SPC) and the University of the South Pacific (USP). One of the planned activities is to develop the CBD Greening Master Plan for Port Vila -PACRES Program under Ministry of Climate Change contracted SAVY company to undertake the task. The - final draft was completed and awaiting endorsement in 2023

23. Port Vila Community Sports Complex- The sporting complex that was constructed at Agathis have 6 to 7 components including a facility for people with special needs. Below are the different components of the sporting complex; Firstly, at the road frontage, one basketball court and one netball court was constructed, Secondly, a car parking area was constructed.

- Thirdly, the existing building was renovated for office and administrative purposes, including bathroom and toilets Moving inward, a five-side football field was constructed including track for community to exercise A fixed grandstand and mobile stand was included in the construction, which also includes change room and toilets.

Solar lights were installed around the sporting complex Lastly, a retaining wall was constructed as well to protect the complex from land slid during rainy season. The Port Vila Community Sports Complex was funded by the Northern Ward. Foshan City, China with a total contribution of VT: 100 million, Vanuatu Government contribution was VT: 16 million (Land Acquisitions) total up to VT: 116 million



- Sports complex was launched successfully this year at the Chinese Embassy

Resurrection of VANRIS Consultant compensation for the resurrection of VANRIS in Vanuatu- An NPP of VT 3 million was approved

Pacific Catastrophe Risk Assessment and Financing Initiative (PCRAFI)- Risk assessment and town plans development for Lakatoro, Norsup and Port Vila Funded by World Bank through SPC

## Vanuatu Immigration Services

Malampa Immigration Office valued at 12 million vatu funded by Vanuatu government brought forward to 2023. E-Passport Vanuatu Electronic Passport valued at 151 million vatu funded by Vanuatu Government, brought forward to 2023. -Vanuatu Border Management System valued at 45 million vatu funded by Vanuatu Government brought forward to 2023. Immigration Enhancement border control Project Brought forward to 2023

Vanuatu Immigration office also extend its services this year to Penama and Malampa. These offices have been fully equipped with resources to facilitate the process of passport applications. These provincial officers have established in order to support people living in the provinces to benefit from the services instead of traveling to Vila to access these services.

## Vanuatu Electoral Office

The United Nations Development Programme (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.

The project provided critical support to the Electoral Commission and Vanuatu Electoral Office (VEO) in successful conduct of the snap elections in October 2022. It also worked with the Department of Civil Registration and Identity Management (CRIM) in designing and delivering the new transformative civil registration system, RV5.

UNDP/ (VEEP)- VEEP Phase II 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 electoral reform plans, including the harmonization of the electoral legal framework and introducing modernizing measures that will help strengthen the credibility of the electoral processes. VEEP supports broad public outreach efforts to build citizen and voter awareness, as well as providing tools and products for longer-term civic education and school curriculum material. In addition, VEEP II is also supporting a raft of additional, related, fundamental, and comprehensive reforms: the restructuring of the Civil Registry, introducing identity management and legal reforms; the introduction and dissemination of the National ID Card; the development of a new integrated identity system database and data protection reforms; building Vanuatu's population register and encouragement of equitable access to electoral inclusion through a People with Disability (PWD) Action Plan. In addition, the project is supporting the Ministry of Internal Affairs with its 2022-2026 restructuring and





Corporate Plan to enhance sustainability, capacity building, reporting and resourcing outcomes, as well as development of the Ministry's Sector Strategy 2022-2026- Project duration: 2021-2024 (VEEP Phase II) – (2017-2020 VEEP I)

Project location: Vanuatu nation-wide Total Budget: US\$3,815,640 (fund allocation for 2021 was US\$ 1,362,000 Funds: Government of New Zealand and UNDP

## Commissions

### ELECTORAL COMMISSION (EC)

#### ANNUAL DEVELOPMENT REPORT

**SOCIETY PILLAR 4: An inclusive society which 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. Commencement on development of Leadership Accelerator Initiative to encourage women's participation in electoral sector SOC 4.3: Empower and support people with disabilities. SOC 4.3.1 Proportion of population reporting some degree of disability TB2030- ID Cards provide an identifier for people with disability so that services access is facilitated. SOC 4.5: Ensure all people, including people with disabilities, have access to government services, buildings and public spaces. SOC 4.5.1 Proportion of Government Offices and public facilities with ramp access or some disability friendly rating. 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**

SOC 6.1: Enhance the capacity and accountability of public officials, and ensure the impartiality and effectiveness of performance management systems. 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

SOC 6.3: Enact political reforms that promote stability, accountability, constituency representation and civic engagement. SOC 6.3.1 Proportion of eligible population reporting to have voted in last election. TB2030- nil. EC/VEO actively engaged in Q3 2022 to finalise drafting Instructions for a harmonised Electoral Bill that will greatly contribute to a stronger electoral sector through verifiable Voter Rolls. The National ID Card will provide a basis for political & social reform SOC 6.4: Strengthen national institutions to ensure that are cost-effective and well-resourced to deliver quality public services. SOC 6.4.1 Proportion of Business Plan objectives met as reported in Department Annual Reports TB2030- 100%. EC's & VEOs restructure was approved May 2022. This will provide the organisational foundation for cost effective delivery. An NPP was approved for operations & staffing for 2023

SOC 6.9: Strengthen research, data and statistics for accountability and decision-making. SOC 6.9.2 Percentage of NSDP strategic objectives achieved. TB2030- 75%. ID Cards are tracked to be used for evidence-based decision making. The data is shared with stakeholders for electoral reporting purposes

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

ECO 1.2: Improve government revenue generation. ECO 1.2.1 Change in government



revenue. TB2030 - 30%. EC contributes through electoral candidate's fees

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

ECO 3.6: Improve the provision of government services in rural areas. ECO 3.6 Decentralisation Policy in place. TB2030- 30%. VEO is providing the services of Provincial Voting Officers in 6 provinces with vacant posts advertised Penama, Torba

### **Budget Narratives, Activity MIEC: Conduct of Elections- Vanuatu Electoral Commission Mandate**

Article 20 of the Constitution specifies the powers and functions of the Electoral Commission to oversee the conduct of voter registration and various elections in the country; to announce the electoral results; to promote public awareness and the provision and development of information for voter education; to provide policy advice for the Minister of Internal Affairs, the government, the Parliament and other departments and agencies and to conduct research into electoral issues.

The Electoral Commission is responsible for establishing and maintaining a voter register and the conduct of parliamentary, provincial and municipal elections and has a supervisory role for the (indirect) elections of the Chairman of the Malvatumauri. The Electoral Commission is also responsible for the holding of national referendums and the (indirect) election of the President. The Electoral Commission leads electoral reform through legislation reviews and drafting to support an improved legal framework through legislative reform for the electoral environment by working with the State Law Office to make proposals for regulation amendments to the existing legal framework of the 2022 Legislative Road Map of the following with the administrative support of the VEO and close partnerships with SLO and CRVS:

The Electoral Commission has the prerogative of adopting regulations that develop and interpret articles of the Constitution and corresponding electoral laws. The Electoral Commission has powers to over-ride the

decisions of the Principal Electoral Officer (PEO) or dismiss a voter's appeal on his/her registration; to declare candidates endorsed for elections; to declare a candidate elected unopposed; to declare null and void at the official count; to declare recounts for contested results and appeals; to declare candidates duly elected as members of Parliament and to make appropriate orders for the conduct of voter registration and elections.

The success of the electoral process depends on the accuracy of the procedures as well as commitment and sound implementation by the core function of both Electoral Office and Electoral Commission. Considering that the success of the elections is measured against the integrity of the process, as well as the establishment of both Electoral Provincial and Municipalities Offices, accuracy and proper implementation of core functions are considered the most important factor towards achieving free and fair elections. While Vanuatu deserves free and fair elections for preserving the achievements of its democratic system attained since Independence, it is equally important that people access electoral facilities at their doorstep during preparation of registrations and polling dates.

The objective of the Electoral Commission is to supervise the registration of eligible electors and conduct of all elections specified by the Constitution of Vanuatu and by the Act of Parliament Cap 146 to improve transparent, verifiable voting by use of National ID Cards:

Additionally, to drive policy development & implementation; to lead development of legislative framework for electoral system; to provide electoral dispute resolution through Election Disputes & court appearances; to undertake consultation for reform and delivery of an efficient, reliable, equitable & inclusive electoral system for Vanuatu and to undertake restructure to improve EC service delivery.

The Electoral Commission aims to achieve these through policy development & implementation with EC Commission meetings; to oversee meetings with electoral sector stakeholders to review and revise legislation & Regs; to review and resolve electoral disputes; to chair meetings of Sector



Stakeholders to improve electoral environment and restructure of its organogram

The Electoral Commission achieved its service targets this year; 4 meetings planned but 44 meetings held. The increase was due to unplanned elections and by-elections.

Review and revise Bill- Single electoral harmonised bill and Political Party Bill near completion and ready to be presented in Parliament in May 2023.

Two electoral disputes for Port Vila election and 6 petitions for the National General Election. Of the 6 petitions for GE, 4 has been dealt with and 2 for the Port Vila election has also been dealt with by the EDC.

One Awareness meeting held on electoral issues- On-going support with virtual consultations training workshops, Vic Ed Material development posters, Radio messaging Facebook, Web Site up-to-date; SMS's, Manuals & short films

EC Restructure with NPP for additional staffing costs- Restructure drafted & NPP prepared. Chair defers submission until Single Harmonised Electoral Bill is approved possibly in May 2023.

## 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 4 meetings this year but 23 meetings were held by end Q2 and 21 Meetings held in Q3 & Q4  
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

2.1 Policy development & implementation with regular EC Commission meetings. Held 23

meetings in Q1 & Q2 and 21 Meetings held in Q3 & Q4

2.2 Oversee meetings with electoral stakeholders to review and revise legislation & Regs.

Four (4) Working Groups remain active, Electoral Reform Working Group, Civil Registration & IM Working Group, Data Protection & Data Privacy Working Group, Voter Awareness Committee

2.3 Implement 2022 Legislative Road Map with 2 bills consulted and drafted as part of single Harmonised Electoral Bill to go to Parliament in 2023

2.4 Propose legislative reform regarding independent functions, budget and mandate of EC developed as part of single Harmonised Electoral Bill to go to Parliament in 2023, Delayed by snap Election.

### Objective 3: To provide electoral dispute resolution through Election Disputes & court appearances

3.1 Electoral disputes reviewed and resolved. Record 2 election disputes for PVMC & 6 for general election in EC Minutes.

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

4.1 Awareness meetings held on electoral issues & reforms reported in Annual Report. Annual Report provides details of meetings held, location, topic and recommendations, an on-going activity.

### 5.1 EC Restructure presented & implemented

Restructure developed and submitted to Minister for endorsement Approved by Minister but will be submitted by Chair after passage of Single Harmonised Electoral Bill in 2023 Parliament Sitting. EC Restructure with NPP for additional staffing costs as above. NPP is drafted but awaiting Bill approval.



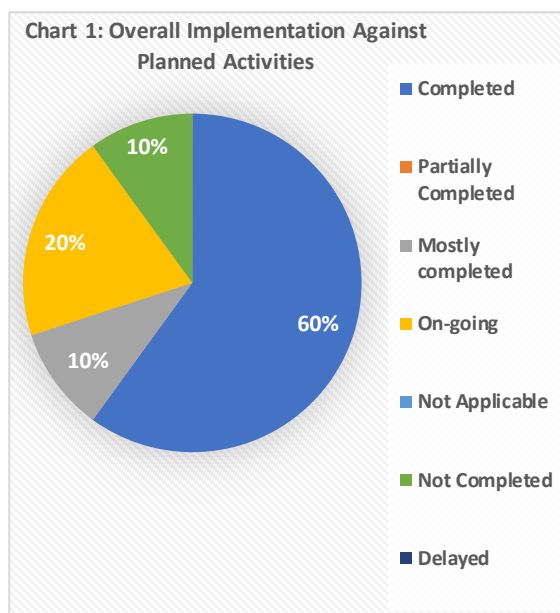


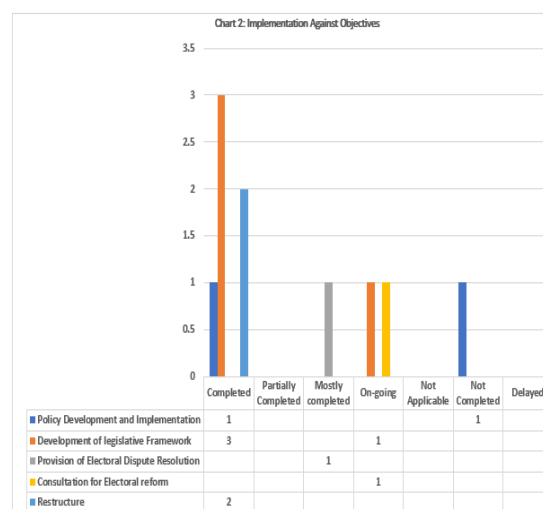
Chart 1 looks at the overall implementation progress against planned activities for the year 2022.

It is revealed that 60% of planned activities were completed, meaning 100% of service targets were accomplished. Ten (10%) percent of activities were mostly completed, meaning that 50 to 99.9% of planned activities were completed during the financial period. Twenty (20%) percent of the listed activities were ongoing and 10% not completed meaning 10% of planned activities were never implemented.

Chart 2 below looks at the overall implementation status against set objectives. It is clear whilst looking at the chart that 50% of planned activities under objective “Policy Development and Implementation” were completed 75% of activities under objective “Development of Legislative Framework” were completed 100% of activities under objective “Restructure” were completed,

The chart revealed that 100 percent of planned activities under objective “Provision of Electoral Resolution” were mostly completed meaning 50 to 99.9% of planned activities were implemented. It revealed that 25% of planned activities under objective “Development of Legislative Framework” is still ongoing and 100% of planned activities under objective “Consultation for Electoral Reform” is

ongoing. The chart reveals that 50% of the listed activities under objective “Policy Development and Implementation” were not completed yet.





# Statutory Authorities

## Department of Local Authorities

The Ministry of Internal Affairs under the administrative oversight of the department of Local Authorities have 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 was established by an Act of Parliament, the Public Land Transport Act No. 4 of 2015 to control the operation and management of public land transport in Vanuatu.

The Authority is a body corporate and is headed by the Chief Executive Officer and supported by the following Board Members; the Director of the Department of Local Authorities; the Director of the Department of Tourism; the head of the Traffic Section of the Vanuatu Police Force; a representative of the Minister of

Internal Affairs; and the Chairperson of each Public Land Transport Association registered under subsection 11(2) of the Public Land Transport Act.

## Decentralization of Services

PLTA is decentralised in all the provinces and a Permit Officer will soon be deployed to Penama Province. It has established all six provincial Land Transport Associations including Sub-Associations in all the Area Councils in Penama Province, Torba, five (5) Land Transport Associations in Sanma and 4 LTA's in Malampa Province and more will be established in 2023.

## Awareness Activities

In Sanma Province, the Permit Officer collaborated with stakeholders such as VPF, DCIR, SPGC, PWD, FSB and VNPF to conduct awareness programs to bring PLTA services to the people and strengthen working relationship with Area Administrators. The following Area Councils were visited; East Malo & West Malo Area Council; South East Santo Area Council; East Santo Area Council; Big Bay inland and Big Bay Coast Area Council; South Santo Area 2 Council; Canal Fanafo Area Council

Similar awareness was conducted in South Malekula by the Permit Officer and stakeholders including Malampa Land Transport Association. No awareness visit was extended to Ambrym due to problems with Government Broadband Network and it was difficult to access funding for the visit.

Awareness visits and establishment of Area Councils Land Transport Association was conducted in Torba by the Permit Officer and stakeholders visiting Mota Lava and Gaua.



These visits coincided with issuance and renewal of Drivers and Vehicle Permits to collect revenue, inspection of vehicles by PWD officers and awareness by Police Officers.

### Database System

Since recruiting the IT/Database Officer, it was discovered that the previous developer only purchased templates and designed the database system. It is difficult to make changes.

The IT officer is developing a new database system that was presented to the PLTA Board in December 2022. The main features will enable PLTA breakdown data into provinces, island and area councils. This means PLTA will be able to know how many vehicles are there in each province, island and area councils and how much revenue are collected. It will also enable officers to use mobile phones and tablets to record offences and send to the system including a specific page for Police Traffic Officers. Traffic offences will be recorded and will be cleared only by PLTA and Police Finance Officers upon payment. This means a driver in Torba who has an offence recorded against his name and will not be able to obtain a drivers permit in Port Vila unless fines are paid.

The aim is to reduce use of paper as permit officers will do the data entry into the database system. No Application Forms will be printed unless for exceptional cases.

### Road Inspections & Awareness

Enforcement of Public Land Transport Act continues to be the main hurdle with Police Traffic Unit due to resources and proper enforcement of the Road Traffic Control Act and Public Land Transport Act.

Permit Officers serving in other provinces working in collaboration with Police Officers to conduct road inspections in Tanna, Malekula

and Luganville. The road inspections were funded by PLTA.

The annual road inspections conducted in Port Vila was also funded by PLTA which generated over VT1mio over two (2) days and over VT1mio in one day in Luganville..

The Permit Officer based in Malampa Province assisted Police to conduct awareness and road inspections in Malekula.

It is anticipated that more visits will be made to other islands in 2023 and more awareness will be conducted by Permit Officers.

### Budget and Revenue

In 2022 PLTA operates with a total budget of VT28mio. Unfortunately, with the problem encountered with the hacking of the Government broadband network, the remaining budget was not utilized during the months of August to December 2022. The bulk of the budget were also utilized for other activities not related to PLTA activities.

Despite the above, PLTA was able to collect VT 28,657,267 in revenue for 2022 (however, this figure is subject to change since MFEM are still posting 2022 journals when this report was put together).

### Office space



Team visiting Big bay

In 2022, a proposal was submitted to the Board to find a new and bigger office space due to the need to recruit more staffs for the main Office in Port Vila.





Approval was granted based on VT5mio NPP approved by MBC in 2021.

The office has now been re-located to Shefa Provincial Government Council compound which has enough space to accommodate ten staffs and a conference room. There is enough space to impound more than 20 vehicles which is something PLTA was not able to do since 2017 due to limited space and lack holding yard.

### Staffs

PLTA was able to recruit an Admin Manager and IT Officer in October 2022. This means the main office in Port Vila now has 5 staffs and 5 other Permit Officers working in other provinces making a total of 10 staffs. This is an improvement from 2 staffs since 2017.

### Conclusion

PLTA hopes to improve its revenue collection again in 2023. This will be the main target including the following; Consultation on amendment of Public Land Transport Act; Review of Public Land Transport Tariff; Tender of Taxi meter; Roll out Database System in all 6 provinces

*Office Space*



*Admin Manager & IT Officer*



*Detained Vehicles in Lakatoro*



*Awareness in Varun, South Malekula*



## Report by the Auditor General

It is a legal requirement for the Provincial and Municipal Government Councils to provide to the office of the Auditor General annual financial statements. This year 2022, six (6) Provincial and three (3) Municipalities produced and submitted their financial reports for the year 2021 to the office of the Auditor General. The reports submitted met the required standard set out by the Auditor General's Office.

The financial report for the financial year 2022 will be submitted in 2023. The finance unit has been conducting financial trainings and workshops to all accountants. All councils except Port Vila Municipality migrated from MYOB to the Xero Accounting and Smart Stream.

## Comments by Ombudsman

There were no comments from the office of the Ombudsman in relation to any ill or maltreatment from the ministry or its departments or individual working within the ministry of Internal Affairs this year.

Except after the General Snap Election, the Electoral Commission and the Vanuatu Electoral Office received a letter from the Ombudsman claiming that election Regulation was breached by allowing councilors to contest the General Snap election without prior resignation. The Commission responded clarifying that the provision for resignation was repealed in 2020 (Amendment no.5 of 2020).

The Ministry is fully aware of the reports released since 1997. A total of more than 80 reports were released however it is important to note that for the last 3 years no report was released by the Ombudsman's office concerning the Ministry of Internal Affairs.

## Right to Information

The Ministry of Internal Affairs did not receive any written request this year in regards to right to information but received countless verbal request to supply information on Border and security services, Decentralisation services and national services.

The Ministry is fully aware that right to information is beneficial to assist in dealing with corruption issues and ensuring transparency and good governance. Apart from citizen's personal and confidential information, other official government information was made available to citizens when requested

## Court Decisions

The Ministry of Internal Affairs underwent a total of 8 court cases this year all related to elections. The General Snap election has 6 election cases and Port Vila Municipal Council election has 2 cases. The Port Vila Municipal election petitions were already dealt with by the Election Dispute Committee (EDC). The General Snap election petitions were dealt with by the Supreme Court of Vanuatu with 4 cases completed and 2 remaining.

## Complaint Mechanism

The Ministry of Internal Affairs acknowledged that measures should be in place to monitor and address complaints both inside and outside the public service in a more structured manner. This should give victims and witnesses a chance to report their discontent or dissatisfaction.

Currently complaints are addressed as they emerged but admits that a complaint mechanism is necessary to deal with complaints in a more structural manner whether it be operational such as programs, quality of work,



or serious complaints such as corruption, nepotism, misuse of funds or sexual abuse.

The mechanism should be designed in such that it is safe, confidential, transparent and can be accessible by everyone.

Some Departments have planned to install Suggestion Box in 2023. This should give the general public and the clients opportunity to report their discontent and ensure that the Ministry lives up to its responsibilities to its clients, gives victims a voice, help create trust and protect the ministry's reputation.

## Equity

The Ministry of Internal Affairs places a greater emphasis on fairness and impartiality in all levels of its operations, ensuring that equity, equality, access and participation is reflected in all its policies and strategies.

In relation to Inclusion, the Ministry ensures all officers were part of the discussions prior to important decisions were made. This is to provide a working environment that all individuals are treated fairly and respectfully, have equal access to opportunities and resources, to best achieve their potential and contribute fully to the ministry's success."

In terms of accessibility, the Ministry appreciates the importance of disability-inclusive in the workplace and agrees that physical accessibility as wheelchair ramps and accessible restrooms is equally important. It is appropriate to be considerate of the feelings of your employees with disability when planning workplace infrastructures and be able to identify accessibility flaws and ways to mediate them.

In regards to participation, an Executive body was established at the corporate level and Head of Unit was established within each department as avenues to involve all employees in management decisions. This is seen to increase work ownership, improves motivation which in turn improves performance and efficiency of employees.

## Capital Expenditure

The Ministry of Internal Affairs acknowledged that effective service delivery is to some extent dependent on the availability of resources, physical, financial and human resources. This year the Ministry of Internal Affairs focuses on improving its long-term assets in quest to improve its efficiency and capacity. The Ministry was confident that capital expenditures incurred this year will assist to maintain its level of operations as well as to strengthen future service delivery needs. The Ministry is confident that funds expended on capital expenditures this year is extremely vital as its impact and benefit will be enjoyed over many years or will have major influence on future activities and meets specific requirements and needs of the Ministry. The capital expenditure this year includes;

## Fraud Control

The Ministry of Internal Affairs at current has no specific corporate fraud policy apart from the financial controls established by the Ministry of Finance and Economic Management and the disciplinary measures and code of conduct initiated by the Public Service Commission. It is pertinent that a fraud policy is established to facilitate the development of controls and guidelines that will assist to detect and prevent potential future fraudulent activities.

This policy should address any irregularity, or suspected irregularity involving employees as well as any agencies doing business with the Ministry of Internal Affairs.

It is important to note that this year the Ministry strives to adhere to Fraud Control measures stipulated in the PFEM Act and Central Tenders Board Act.





# Risk and Challenges

Currently MOIA employed a reactive approach to mediate risk. It is imperative that risk management activities are 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 risk and managing them. Risks involve circumstances such as fire, motor vehicle accidents, theft and damage to equipment. Lack of risk management plan resulted in risks status being high. In 2022, the Covid-19 pandemic was addressed through a business continuity plan

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

Staff management and recruitment is 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 the case this year.

MOIA should seriously look into ways to improve Revenue collection in unprecedented situation. It should diversify its revenue stream so that its revenue collection is not affected when unexpected situation arose.

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 trainings etc.)

The COVID 19 remain a risk and this continues to affect business operations in the provinces and including revenues collected by each Province.

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 other 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. The effect will continue in 2023 as the Government slowly recovers from the loss of data and vital back-ups.

Limited capacity of current office building-affect overall performance and output of the ministry



## Recommendations

Some of the recommendations listed below are long standing recommendations that were identified in previous Annual Reports and 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 prior to their occurrences. Need to be proactive and identify potential risk, device strategies to medicate them instead of 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 principals of equity in all its planning to avoid impartially and unfairness in the work place.

MOIA should set up clock In and Clock Out system in each Department to manage attendance and overtime claims

Vacant position should be filled to avoid unnecessary acting allowances and overspending.

Leave should be managed by Directors to ensure that leave entitlements does 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 pathways and fulfilling the needs of the organization.

Staff development and capacity building are important to an organization thus, its budgets should be included in the department budgets.

## Contact Officers

| Name                      | Title                           | Contacts       |
|---------------------------|---------------------------------|----------------|
| <b>Mr Leith VERIMAITO</b> | <b>Acting Director General</b>  | <b>7101141</b> |
| <b>Mr. Pierro WILLIE</b>  | <b>Acting Executive Officer</b> | <b>7116340</b> |



# Appendices

## Department of Local Authorities



| Program   | Outcome Indicator   | Output or Service Target   | Performance to date   | Activity   | Performance Indicator   | Target | progress | Comment  | Link to NSDP                           |
|---|---|--|---|--|---|--------|----------|--|--|
| Director' Office  |   |  |   |  |   |        |          |  |  |
| <b>Objective 1: Develop and support implementation of the relevant legislative frameworks, policies and strategies in the area of Decentralization</b>            | Well coordinated and Effective implementation of Area Councils projects                               | All Area Council projects are implemented following the timeframes listed in their 2022 business Plans | Most of the Area Councils projects were been completed and launched except the Area Councils in the very remoted areas. The launch of the remaining ones should happen in early 2023.       |  | Launch of Area Council establishments and projects  | 10     | 6        | MINISTRY OF INTE   | SOC<br>6.4<br>SOC<br>6.5               |
|   |   | Government Services are accessible throughout 71 Area Councils   | Work with Compliance Officer (MoIA) to prepare drafting instructions to Minister MOIA and draft legislation Amendment ready for parliament sitting  | MICC   | Legislatives amendments on Decentralization Act approved by Parliament and Gazette.                               | 100%   | 100%     |  | SOC<br>6.4<br>SOC<br>6.5               |
|   | Improvement in terms of Government Service deliveries   |  | Approve standard Area Council Office design   | MICC   | Standard Area Council Office design accepted  | 4      | 100%     | Complete   | SOC<br>6.4<br>SOC<br>6.5               |
|   |   |  | Engage a consultant to make a study on Bukura physical establishment Investment Plan produced and decision is taken on utilization of parcels of Bukura land                                | MICC   | A clear investment plan is developed for Bukura and decisions is reached on utilization of parcels of Bukura land | 1<br>1 | 20%      | TOR of Consultant to undertake feasibility study is complete. Qtr1 2023 advertisement of consultancy to undertake study and produce the Bukura Investment Plan | SOC<br>6.4<br>SOC<br>6.5<br>ENV<br>4.1 |
|   |   |  | The forum was scheduled on week 3 of September 2022, but postponed as per the instruction of the finance minister, to restrain all government meetings and retreat at the end of year 2022. | MICC   | LA forum held successfully with key resolutions agreed  | 1      | 50%      | Ground works complete. LA Forum earmarked to take place in 2023 Q 1.   |  |
|   |   |  |   |  |   |        |          |  |  |
| <b>Objective 2: Improve service delivery through undertaking and implementing restructures</b>  | Improve DLA capacity to administer the rollout of the Decentralization                                | Bringing the Government Closer to the People.  | Finalize the structure and prepare notes for submission Submit new Structure and the reviewed JDs to HR to facilitate submission to PSC.  | MICC   | DLA Structure reviewed and approved   | 1      | 90%      | DLA Structure reviewed awaiting submission. JDs reviewed along with justifications and will be submitted with the reviewed structure in February 2023.         | SOC<br>6.4<br>SOC<br>6.5               |
|   |   |  | Recruitment of the Key positions including Assistant SGs  | MICC   | Recruit key DLA positions and new Provincial Positions  | 8      | 80%      | 6 Assistant SGs recruited. 2 positions at DLA Port Vila Office yet to be recruited as PSC put all recruitments on hold at the end of the year.                 | SOC<br>6.4<br>SOC<br>6.5               |
|   |   |  | Identify training providers   | MICC   | DLA staff undertake trainings and mentoring   | 3      | 50%      | A trip in conjunction with VIPAM and PSC through an MSG arrangement to formalize training opportunities through the PILAG Institution in PNG                   | SOC<br>6.4<br>SOC<br>6.5               |
| <b>Objective 3. Undertake capacity building &amp; strengthening of human resource to improve service delivery, especially in the provinces and Area Councils.</b> | Improvement in DLA Human Resource capacity to administer the rollout of the Decentralization program. | Effective administration of Provincial and Area Council affairs  | Submission of training reports through Section B appraisal to the Office of the Director  | MICC   | Training delivered in all six Provinces   | 1      | 20%      | As part of the AA Inductions training included:<br>• Project proposal writing<br>The COVID-19 Pandemic hindered the realization of this objective.             | SOC<br>6.4<br>SOC<br>6.5               |
| <b>Objective 4: Support disaster planning &amp; response</b>  |   |  | The BCP has been developed during COVID 19 pandemic   | MICC   | Business Continuity Plan developed  | 1      | 1        | Complete   | SOC<br>6.4                             |
| <b>Objective 5: Improve service</b>   |   |  | Develop and submit 2023 Business Plan   | MICC   | Annual Business Plan & Annual Budget produced   | 1      | 1        | Complete and to be submitted in February 2023.   | SOC<br>6.4                             |



|  |   |   |   |      |  |                 |      |   |                               |
|--|---|---|---|------|--|-----------------|------|---|-------------------------------|
| delivery and organizational capacity through timely planning, budget, reporting and the administration of the Department.                |   |   | Develop and submit 2023 Budget for approval<br>This exercise has been undertaken on June 2022 at Mosso Island.  |      | Mid-year Review of 2022 BP   | 1               | 0    | Waiting for parliament to meet in March 2023 for Budget Appropriation                                 |                               |
|  |   |   | Those reports have been compiled including DLA and the six provinces  | MICC | Quarterly Report, half yearly Report and Annual Report produced                        | 3               | 3    | Complete  | SOC 6.4                       |
|  |   |   | Follow-up on pending bylaws submitted to SLO - Sanma, Penama, Malampa, Torba, Shefa, Tafea and, work with SGs and Planners to coordinate new Bylaws           | MICC | Provincial Councils Bylaws are developed   | 1               |      | AOG has provided feedback. Awaiting the gazettal process in the 1 <sup>st</sup> Qtr. 2023.            | SOC 6.4<br>SOC 6.5<br>ECO 1.2 |
| Administration Unit  |   |   |   |      |  |                 |      |   |                               |
| Improve service delivery and organizational capacity through timely planning, budget, reporting and the administration of the Department | Effective operation and management of DLA office, Develop new systems & processes | Stock takes of staff office equipment's of DLA staff                                  | All office equipment of DLA staff in Port Vila has been recorded  | MICC | List of office equipment of each Port Vila DLA staff                                   | 100 % Completed | 100% | Completed   | SOC 6.4                       |
|  |   | Create Vehicles Management system   | Request letter sent to PSC fleet and approval has been granted. Awaits training to be done by fleet Management  | MICC | Copy of request letter and approval  | 100%            | 50%  | As advice by PSC Fleet Management, training to be done in 2023  |                               |
|  |   | Geocal vehicle tracking system installation   | After Negotiation with PSC fleet Management, installation to be done in 2023 after training completed   | MICC | Tracking system installed  | 100 %           | 50%  | After Negotiation with PSC fleet Management, installation to be done in 2023 after training completed |                               |
|  |   | Facilitate the procurement of new DLA uniforms  | Uniform has been purchased  | MICC | Staffs wear New DLA uniform  | 100%            | 100% | Due to Covid 19, arrival of uniform has been delayed and received late of December 2022               |                               |
|  |   | Effective staff's leave management  | All staff's leave has been updated and end of year leave plans has been approved and taken by each DLA staffs in Vila and all Provinces                       | MICC | Copy of Leave plan and remaining leave balance for 2022                                | 100%            | 100% | Completed   |                               |
|  |   | DLA office, conference rooms daily cleaned and beautified                             | Office has always been maintained and cleaned by the office cleaner daily DLA front office has been improved through construction of flower bed and foot path | MICC | Clean office environment and improvement to beautification of DLA outdoor boundary     | 100%            | 100% | Completed   |                               |
|  |   | Communication infrastructure (emails, phones, VOIPs) functional                       | ALL DLA, Provinces and Area Councils contacts and emails has been Updated   | MICC | Copy of 2022 updated DLA, Provincial and Area Council Contact List                     | 100%            | 100% | Completed   |                               |
|  | Staff appraisals and discipline undertaken within required time                   | Send a reminder email to staff for staff appraisal section A, B and Section C         | Reminder through email and phone call has been made   | MICC |  | 100%            | 100% | Completed   |                               |
|  |   | Collate all appraisals and submit to office of Director for comments and endorsements | Section A and B appraisals has been done and completed  |      | Copy of Section A, and B Appraisals for DLA staffs in Vila, Provinces and Area Council | 100%            | 70%  | Section C is yet to be completed by the office of Deputy Director                                     |                               |
|  | DLA filling and recording system improved   | Scan all DLA files/documents  | Letter sent to PSC to seek approval for 3 finance staff to install the system, PSC approves DLA contracted students to do scanning (October to December 2022) | MICC | Copy of letter approved by PSC<br>Copy of electronic files scanned by the students     | 100%            | 70%  | Awaits finance staffs that PSC approves to work on the installation                                   |                               |



|  |   |   |   |      |   |                 |      |  |                                 |
|--|---|---|---|------|---|-----------------|------|--|---------------------------------|
|  |   | Purchase a server and build shelves to store all scanned documents                        | DLA has purchased the server  | MICC | Copy of LPO and Receipts  | 100%            | 100% | Completed  |                                 |
|  | All DLA vehicles efficiently operated, cleaned and serviced                                 | Office Vehicles are cleaned 3 Days in a week  | Driver has faithfully cleaned the two DLA vehicles weekly   | MICC | Cleaned DLA Vehicles  | 100%            | 100% | Done   |                                 |
|  |   | Fill out the Vehicle Log Book on a daily basis  | Log booked has been purchased,  | MICC | Filled Log book   | 100%            | 30%  | The Driver is not used to the Log Book, Therefor Admin management has to introduce another system to assist  |                                 |
|  |   | Conduct daily checks -oil, water, fuel etc.   | Driver undertakes a training and received a certificate. Daily checks on vehicles   | MICC | Copy of certificate and LPOs for training fee                             | 100%            | 100% | Completed  |                                 |
|  | Area Council Office Management improved   | Follow-up on Office Management Training with AAs. On-the spot virtual check of AC Offices | Admin has done follow-up through phone calls and emails on the management of Area Council office and outdoor environment  | MICC | Copy of emails  | 100%            | 50%  | Visit to Area Council has been council due to Covid and should re-schedule for 2023 activities   |                                 |
| Decentralization Unit  |   |   |   |      |   |                 |      |  |                                 |
| Develop and support implementation of the relevant legislative frameworks, policies and strategies in the area of Decentralization | Well-coordinated and Effective implementation of Decentralization Reform Program in Vanuatu | Establishment of Decentralization working committee                                       | Decentralization working committee (DWC) TOR drafted and finalized. DWC member's letters has been drafted and endorsed by the Minister of MOIA. Appointment letter has been sent out to the members | MICC | Copy of DWC TOR and appointment of consultant                             | 100 % Completed | 100% | Completed  | SOC 6.4<br>SOC 6.5              |
|  |   | Decentralization Policy Developed   | Consultant TOR Developed and GFG has offer a consultant to developed the Policy starting January 2023   | MICC | Copy of Consultant TOR and consultant being recruited                     | 100%            | 50%  | GFG has appointed a consultant to developed the decentralization Policy and the consultant will start in mid-January 2023  | SOC.6.4<br>SOC 6.5              |
|  |   | Decentralization Act is being Amended.  | Gaps within the Decentralization Act has been identified and drafting instruction signed by the Minister has been sent to SLO. COM paper has been approved by the COM                               | MICC | Copy of Signed drafting instruction and Decision of COM                   | 100 %           | 100% | SLO is currently working on and should be listed for the next parliament sitting in 2023   | SOC.6.4<br>SOC 6.5              |
|  |   | Established partnership with Major organizations on projects as Decentralization roll out | MOU signed with Gov4Res and Public works Department   | MICC | Copies of Signed MOU's  | 2               | 3    | Only two MoU has been signed this year   | SOC.6.4<br>SOC 6.5              |
|  |   | Decentralization Annual Report Developed  | First draft has been drafted and Continuous reminder has been set to AA's on sending in their report  | MICC | Copy of Decentralization Report   | 100%            | 80%  | Awaits reports from AAs to put together before final draft is done   | SOC.6.4<br>SOC 6.5              |
|  |   | Formalization of appointment of 71 Area council Members and AC Standing order             | Only Malampa Area Councils Names has order by minister, other AC names has been submitted and awaits the endorsement by Provincial Council  | MICC | Copies of Standing order and Names of AC members Gazette                  | 100%            | 50%  | Only Malampa Area Councils Names has order by minister, other AC names were submitted and awaits approval by Provincial Council prior sending to SLO for gazettal. | SOC.6.4<br>SOC 6.5              |
| Finance Unit   |   |   |   |      |   |                 |      |  |                                 |
| Objective 3. Undertake capacity building & strengthening of HR to improve service delivery.  | Provincial & Area Council's capacity building ensures better service delivery               | 3.1.2 Budget provided for training in DLA Business Plan                                   | All the Provincial Accountants are capable to use Smart stream in Quarter 1   | MICC | Provide training to the Provincial Accountants on the use of smart stream | 6               | 6    | Completed  | SOC.6.4<br>SOC.6.5.1<br>SOC 6.5 |





|   |   |   |   |      |  |                               |  |  |  |
|---|---|---|---|------|--|-------------------------------|--|--|--|
| in Provinces & ACs  |   |   |   |      |  |                               |  |  |  |
| Objective 5. Improve service delivery & organizational capacity through timely planning, budget, reporting & the administration of the Department | Provincial service delivery is improved through timely planning, budget, reporting &administration              | 5.1.4 Undertake financial audits of all sample of Area Councils throughout the country.   | Surprise Audits conducted in sample Area Councils for Tafea, Sanma & Penama Province  | MICC | Conduct surprise Audits on AC’s cash books, bank statements, payment vouchers, receipts and verify intangible projects | 18 (4 per Province)           | 50%<br>3 Province Completed                    | In Progress  | SOC.6.4<br>SOC.6.5.1<br>SOC 6.5        |
|   |   | 5.1.4 Undertake financial audits of all six (6) Provinces and sample of Area Councils throughout the country.                               | Tafea, Shefa, Malampa, Sanma & Torba Provinces are up to-date with the drafting of their Financial Statements except for Penama Province.   | MICC | Facilitate the responses from the Financial Statements to the Office of Auditor General                                | 6                             | 5<br>Drafting of Financial Statements Complete | Penama Draft yet to be completed   | SOC.6.4<br>SOC.6.5.1<br>SOC 6.5        |
|   |   | 5.1.2 Produce Annual Business Plan and Budget   | Budgets were entered in the Month of June this year   | MICC | Entering the 2023 budget   | 6 Province & 71 Area Councils | 100%   | Completed  | SOC.6.4<br>SOC.6.5.SOC 6.5             |
|   |   | 5.1.5 Effective operation and management of DLA Office reflected in monthly reports, Develop new systems &processes                         | Bills are settled on a monthly basis. Commitment of funds towards this year work plans are well managed and providing relevant financial information to the Provincial and Area Councils. | MICC | Issuing payments/LPOs of overdue bills and work plans.   | 7                             | 7  | Provided to Director and SG’s  | SOC.6.4<br>SOC.6.5.1<br>SOC 6.5        |
| Development Planning Unit   |   |   |   |      |  |                               |  |  |  |
| Objective 1: Develop and support implementation of the relevant legislative frameworks, policies and strategies in the area of Decentralization   | Improve service delivery and organizational capacity through timely planning, budget, reporting, administration | Provincial service delivery and organizational capacity through timely planning, budget, reporting and the administration of the Department | Coordinate the Area Council Development Projects  | MICC | Launch of Area Council establishments and projects   | 10                            | 10   | Coordinated more than 10 AC projects throughout all the provinces                  | SOC 6.4<br>SOC 6.5                     |
|   |   |   | <ul style="list-style-type: none"><li>RFQ for SE Tanna AC submitted</li><li>Collection of other AC Building Plans (Architectural Plans)</li></ul>   | MICC | Standard Area Council Office design accepted   | 4                             | 4  | 4 different building designs developed   | SOC 6.4<br>SOC 6.5                     |
|   |   |   | Criteria developed to guide the identification of possible hubs<br>Possible hubs identified for all provinces   | MICC | List of potential Area Council Centers/Hub   | 12                            | 12   | More than 12 potential Area Council Hubs identified and waits for scoping          | SOC 6.4<br>SOC 6.5<br>ENV 4.1<br>ECO 3 |
|   |   |   | Collection of Data for Epi is underway prior to scheduled scoping date of Rovo Bay in Epi. (The team has decided to carry out scoping for only Epi this year)                             | MICC | Scoping of potential hubs in Shefa, Malampa & Tafea-Economic & Social Analysis   | 1                             | 0  | More trainings on Regional Planning is required before actual scoping can be done. | SOC 6.4<br>SOC 6.5<br>ENV 4.1<br>ECO 3 |
|   |   |   | A draft TOR developed – yet to be finalized   | MICC | TOR to engage a consultant to advise and support the Regional  | 1                             | 1  | Secured support from Gov4Res   | SOC 6.4<br>SOC 6.5                     |



|  |  |   |   |      |  |   |   |  |  |
|--|--|---|---|------|--|---|---|--|--|
|  |  |   |   |      | Planning work in Vanuatu is developed  |   |   |  | ENV 4.1<br>ECO 3                       |
|  |  |   | Awaiting the site visit to Rovo Bay on Epi before a concept plan can be developed   | MICC | Concept on Regional Plans developed for Malampa, Penama & Shefa.                               | 1 | 0 | Training required  | SOC 6.4<br>SOC 6.5<br>ENV 4.1<br>ECO 3 |
|  |  |   | Draft TOR has been developed. However, the Gov4Res team was engaged to review the Planning guide and a project proposal is develop purposely to engage a consultant. (A 1-week workshop was organized and Gov4res was held to discuss the review of the Planning guide) | MICC | A consultant is contracted to undertake the review and write-up of the Planning guide          | 1 | 0 | Support from Gov4Res   | SOC 6.4<br>SOC 6.5<br>ENV 4.1<br>ECO 3 |
| <b>Objective 5: Improve service delivery and organizational capacity through timely planning, budget, reporting and the administration of the Department</b> | Improve service delivery and organizational capacity through timely planning, budget, reporting & administration of the Department | Implement development projects & develop new partnership as part of Decentralization with roll-out with 3 new partnerships and/or develop projects signed annually. | Project proposals developed to be submitted to DSPPAC for approval Signed MOA with TVET and Care International to assist with projects in ACs   | MICC | New Partnership Arrangements including projects developed as part of Decentralization Roll Out | 9 | 9 | Partnership established with Gov4Res, VCCRP, LoCAL, GFG, IOM, PILAG, VSP, Care International, PCRAFI | SOC 6.4<br>SOC 6.5                     |



## Department of Urban Affairs and Planning

| Program                         | Activity   | Performance Indicator   | Target | Action(s)   | Q3 | Q2 | Q3 | Q4 | OIC                | Status | Comment & Risks   | Linkages to NSDP |
|---------------------------------|--|---|--------|---|----|----|----|----|--------------------|--------|---|------------------|
| ADMINISTRATION AND FINANCE UNIT |  |   |        |   |    |    |    |    |                    |        |   |                  |
| MIAB                            | 1. To provide technical advice and assistance to the Ministry of Internal Affairs and the three (3) municipalities in development planning, financial operations and management, procurement, audit and reporting; | 1.1 Research and develop policies, strategies, legislation or amendments to legislations under the mandate of the department to support development in urban areas, declared physical planning areas and foreshore areas. | 2      | 1.1.1 Review CAP 126 and CAP 193  | X  |    |    |    | Director, PUPO     |        | CAP 126 review was completed.   | SOC 6.4, SOC 6.5 |
|                                 |  |   |        | 1.1.2 Conduct two (2) meetings to commence legislation amendments   | X  | X  | X  |    |                    |        | Three meetings conducted to deliberate the review of CAP 126. First meeting was held with all DUAP staffs. 2 <sup>nd</sup> meeting was held at Lenakel in August during the HoD meeting conducted by SLO. |                  |
|                                 |  |   |        | 1.1.3 Develop drafting instructions   |    |    | X  |    |                    |        | Drafting instructions completed.  |                  |
|                                 |  |   |        | 1.1.4 Finalize COM paper and facilitate submission to Parliament for endorsement  |    |    |    | X  |                    |        | COM Paper completed and submitted to DG's Office.   |                  |
|                                 |  | 1.2 Support the municipalities in their annual audits including develop strategies to address weaknesses identified   | 1      | 1.2.1 Facilitate Municipality audit submission to the OAG   | X  |    |    |    | SFPO               |        | Draft unaudited financial report for LMC submitted in Q1. PVCC 2021 financial report to be submitted to OAG after the completion of 2020 audit this year. LTMC financials not yet completed.              |                  |
|                                 |  |   |        | 1.2.2 Facilitate review of draft audits   | X  | X  |    |    |                    |        | LMC and PVCC draft 1 (2021 financials) is ongoing.  |                  |
|                                 |  |   |        | 1.2.3 Facilitate payment of audit to auditors   | X  | X  |    |    |                    |        | Pending payments. Payments to be done after the completion of audit.  |                  |
|                                 |  |   | 1      | 1.2.4 Prepare audit Plan to Office of the Director  | X  | X  |    |    |                    |        | SFPO to tasks intern officer in Q4 to assist in this task.  |                  |
|                                 |  |   |        | 1.2.5 Raise LPOs for logistics payment  | X  | X  |    |    |                    |        | Operation budget fully utilised this year.  |                  |
|                                 |  |   |        | 1.2.6 Conduct surprise audit  | X  | X  |    |    |                    | N/A    | Short staff therefore no surprise audit in 2022   |                  |
|                                 |  |   |        | 1.2.7 Provide Report and feedback to the office of the director and Municipality  | X  | X  |    |    |                    | N/A    | Same as comment for 1.2.6   |                  |
|                                 |  | 1.6 Develop and support business plan, quarterly, six-monthly and annual reports  | 1      | 1.6.1 Seniors and Managers to prepare and provide monthly, quarterly and six-monthly report to the office of the director | X  | X  | X  | X  | AO, SFPO, Director |        | Regular updates in weekly staff meetings. Quarterly reports completed.  |                  |
|                                 |  |   |        | 1.6.2 Submission of reports to Senior Executives and office of the Director General                                       | X  | X  | X  | X  |                    |        | Ongoing updates in MOIA Executive meetings.   |                  |





|      |  |   |   |  |   |  |   |   |     |   |  |                     |  |  |
|------|--|---|---|--|---|--|---|---|-----|---|--|---------------------|--|--|
|      |  |   |   | 1.6.3 Conduct review meeting for BP 2022   |   | X  |   |   |     |   | 1 <sup>st</sup> BP meeting held at Moorings. | SOC 6.4,<br>ECO 1.2 |  |  |
|      |  |   |   | 1.6.4 Develop draft BP for 2023  |   | X  |   |   |     |   | 1 <sup>st</sup> draft BP developed.          |                     |  |  |
|      |  |   |   | 1.6.5 Develop Budget 2023  |   | X  |   |   |     |   | Budget 2023 developed                        |                     |  |  |
|      |  |   |   | 1.6.6 Enter budget 2023 to VBMS  |   | X  |   |   |     |   | Budget 2023 entered to VBMS.                 |                     |  |  |
|      |  |   |   | 1.6.7 Attend DCO and MBC meetings for budget discussions   |   |  | X |   |     |   | N/A  |                     |  |  |
|      |  |   |   | 1.6.8 Assist office of the Director General, linkage with EA and SA on budget 2023 appropriations  |   |  |   | X |     |   | N/A  |                     |  |  |
|      |  |   |   | 1.6.9 Finalisation of BP 2023  |   |  |   | X |     |   | Completed DUAP BP 2023                       |                     |  |  |
|      |  |   |   | 1.4 Recruit, train and coordinate training and equip personnel in the Department and the three (3) Municipalities in order to enable improvement in service delivery in municipalities | 2 | 1.4.1 Prepare and submit financial Visa(s) for Deputy Town Clerk to MFEM for recruitment | X |   |     |   | SFPO   |                     |  | Completed in Q1.   |
|      |  |   |   |  |   | 1.4.2 Assist HRM MOIA to obtain approval for advertisement to PSC                        | X |   |     |   |  |                     |  | All financial Visa approved. All deputy town clerk positions filled.           |
|      |  |   |   |  |   | 1.4.3 Advertisement of position /Begin recruitment process and selections                | X | X |     |   |  |                     |  | Inductions conducted on recruited posts.                                       |
|      |  |   |   |  |   | 1.4.4 Conduct inductions   | X | X |     |   |  |                     |  | Ongoing. SAF submissions done after recruitment of new staffs.                 |
|      |  |   |   |  |   | 1.4.5 Prepare and submit Salary authorisation form to MFEM                               | X | X |     |   |  |                     |  | Successful operation of department this year                                   |
|      |  |   |   | 1.7.1 Effective operation and management of DUAP Office reported in Quarterly Report (Q3 Q3)   | 2 | 1.7.1.1 Oversee the day-to-day operation for all units                                   | X | X | X   | X | Direct or                                    |                     |  | Updates in Executive meetings  |
|      |  |   |   |  |   | 1.7.1.2 Monthly update and quarterly reports produced to the office of the DG            | X | X | X   | X |  |                     |  | Memo issued in Q1 and Q3. Continuous reminder disseminated to All DUAP staffs. |
|      |  |   |   | 1.7.2 Produce DUAP Half Yearly x 1 and Annual Report x 1 supported by ICT based verifiable data  |   | 1.7.2.1 Reminder to Managers and Seniors to produce reports                              | X | X | X   | X |  |                     |  | Municipalities are yet to provide complete reports                             |
|      |  |   |   |  |   | 1.7.2.2 Preparation and submission of report to the office of the Director               |   | X |     | X |  |                     |  | Submission of reports does not include Municipalities                          |
|      |  |   |   |  |   | 1.7.2.3 Submission to the office of the DG   |   | X |     | X |  |                     |  |  |
| MIAB | 2. To develop and support the applications of the planning and | 2.1 Research and develop policies, strategies, legislation or amendments to | 1 | 2.1.1 Review Foreshore Act (CAP 90)  | X |  |   |   | PFO |   |  |                     |  |  |
|      |  |   |   | 2.1.2 Conduct two (2) meetings to commence legislation amendments  | X | X  |   |   |     |   |  |                     |  |  |



|      |  |   |    |  |   |   |   |   |  |                      |  |                  |
|------|--|---|----|--|---|---|---|---|--|----------------------|--|------------------|
|      | foreshore legislation, policies and strategies;  | legislations under the mandate of the department to support development in urban, declared physical planning, & foreshore areas.                                    |    | 2.1.3 Develop drafting instructions for amendments   |   | X |   |   |  |                      |  |                  |
|      |  |   |    | 2.1.4 Finalize COM paper and facilitate submission to Parliament for endorsement                   |   |   | X | X |  |                      |  |                  |
|      |  | 2.2 Facilitate review of foreshore fees regulation order  | 1  | 2.2.1 Submission of Foreshore Regulation order to Foreshore advisory committee for recommendations | X |   |   |   |  | SFO, Direct or       |  |                  |
|      |  |   |    | 2.2.2 Facilitate Submission to SLO for regulation order  |   | X |   |   |  |                      |  |                  |
|      |  |   |    | 2.2.3 Submission to Minister MOIA for endorsement  |   |   | X |   |  |                      |  |                  |
|      |  |   |    | 2.2.4 Facilitate to SLO for gazettal   |   |   |   | X |  |                      |  |                  |
| MIAB | 3. To enable partnerships for urban centres development (provincial, municipal & mini township); | 3.3 Develop new partnership arrangements including investment & donor projects to support the growth and manage issues in the urban areas and foreshore development | 3  | 3.3.1 Provide technical assistance to development Project partners/stakeholders and Municipalities | X | X | X | X |  | PUPU, SFO, Direct or |  | SOC 6.4          |
|      |  | 3.8 Support Municipalities in decentralization to enable services to be better delivered and managed at the ward level  | 12 | 3.8.1 Provide timely reminder to Town Clerks for submission of monthly reports                     | X | X | X | X |  | AO, Direct or        | Memorandum of timelines issued in Q3 followed by Ongoing reminder          |                  |
| MIAB | 4. Support sustainable foreshore development outcomes;   | 4.5 Use ICT systems to integrate administration and planning data in "real time"  | 1  | 4.1.1 Oversee consultation with stakeholder departments (Such as VNSO) on digital surveying system | X |   |   |   |  | AO, SFO              |  | ENV 2.2          |
|      |  |   |    | 4.1.2 Provide oversight on training on digital surveying system                                    |   | X |   |   |  |                      |  |                  |
|      |  |   |    | 4.1.3 Assist with Tender process for foreshore database  | X |   |   |   |  |                      |  |                  |
|      |  |   |    | 4.1.4 Ensure launching of foreshore database   |   | X |   |   |  |                      |  |                  |
| MIAB | 5. Provide interactive ICT based systems for improved administration;                            | 5.5 Use ICT systems to integrate administration and planning data in "real time" / Provide guaranteed and cost-effective options to improve office work flow        | 1  | 5.1.1 Establish an e-filing system   |   |   |   |   |  | AO                   |  | SOC 6.1, SCO 6.4 |
|      |  |   |    | 5.1.2 Update and maintain DUAP website   |   |   |   |   |  |                      | Follow through link: <a href="https://duap.gov.vu">https://duap.gov.vu</a> |                  |



|      |   |  |    |   |   |   |   |   |                |     |   |                                 |
|------|---|--|----|---|---|---|---|---|----------------|-----|---|---------------------------------|
| MIAB | 6. To provide a strong efficient and effective Department administration, restructures, human resource capacity and management, business planning, reporting and monitoring and evaluation. | 6.7 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  | 6.7.1 Prepare and submit financial Visa(s) to MFEM for recruitment            | X |   |   |   | SFPO           |     | All financial Visa for DUAP positions approved by MFEM  | SOC 6.4                         |
|      |   |  |    | 6.7.2 Assist HRM MOIA to obtain approval for advertisement to PSC             | X |   |   |   |                |     | 6 positions were advertised. Complete recruitment for 5 positions. Senior Urban Planner to be recruited by PSC in 2023.   |                                 |
|      |   |  |    | 6.7.3 Advertisement of position / Begin recruitment process and selections    | X | X |   |   |                |     | Same as in 6.7.2  |                                 |
|      |   |  |    | 6.7.4 Conduct inductions  | X | X |   |   |                |     | Few positions still need inductions   |                                 |
|      |   |  |    | 6.7.5 Prepare and submit Salary authorisation form to MFEM                    | X | X |   |   |                |     |   |                                 |
|      |   |  |    | 6.7.6 Procure Office equipment for new staffs                                 | X | X |   |   |                |     |   |                                 |
|      |   |  |    | 6.7.7 Procure replacement of office equipment for staffs                      | X | X | X | X |                |     |   |                                 |
|      |   |  |    | MUNICIPALITIES  |   |   |   |   |                |     |   |                                 |
| MIBC | 1. To improve administration and financial management of the municipalities   | 1.1 Support effective and efficient operations, financial management and administration of municipal councils  | 12 | 1.1.1 Provide reminder to All Municipalities for submission of reports        | X | X | X | X | AO, Director   |     |   | SOC 6.4, SOC 6.5                |
|      |   |  |    | 1.1.2 Review of monthly, quarterly, annual Municipality reports               |   | X |   | X |                |     |   |                                 |
|      |   |  |    | 1.1.3 Provide feedback to Municipality on reports                             |   | X |   | X |                |     |   |                                 |
|      |   | 1.2 Provide high quality financial management control, reporting, and budget development for the municipal councils  | 1  | 1.2.1 Provide technical advice to LMC on revenue improvement plan initiatives |   | X |   |   | SFPO, Director | N/A | Planned for Q2. It is important to assist councils in new revenue initiatives due to challenges they are currently facing |                                 |
| MIBC | 2. Support social and economic development of the municipalities are well coordinated, properly planned   | 2.4 Develop urban policies to sustain their operation and lifespan   | 1  | 2.4.1 Consultation with Stakeholders / Partners                               | X | X |   |   | PUPO           |     | Activities suspended due to COVID19 restrictions  | SOC 6.5, SOC 6.6, SOC 4, EC 2.3 |
|      |   |  |    | 2.4.2 Facilitate Pre-policy Development stage                                 |   | X | X |   |                |     |   |                                 |
|      |   |  |    | 2.4.3 Facilitate Submission of NUPP Policy paper to COM                       |   |   |   | X |                |     |   |                                 |
|      |   |  |    | 2.4.4 Facilitate Submission to SLO for Gazettal                               |   |   |   | X |                |     |   |                                 |
|      |   | 2.5 Oversee implementation of urban planning for all urban development;  | 5  | 2.5.1 Provide technical assistance on Municipality projects                   | X | X | X | X | PUPO           |     | Assistance provided on GPVURP, PCRAFI, VARS and all other ongoing projects  |                                 |
| MIBC |   |  | 3  | 3.6.1 Review Legislations that needs to be amended                            | X |   |   |   |                |     |   |                                 |





|                     |   |   |   |   |   |   |   |   |                 |  |  |                          |
|---------------------|---|---|---|---|---|---|---|---|-----------------|--|--|--------------------------|
|                     | 3. Update by-laws and urban policies in municipalities achieve better outcomes for the urban tax payers and public. | 3.7 Promote and support investments at the municipalities to enable improvement to services and businesses  |   | 3.6.2 Conduct two (2) meetings to commence legislation amendments                     | X | X |   |   | PUPU, Direct or |  |  | SOC 6.4, EC 1.2          |
|                     |   |   |   | 3.6.3 Develop drafting instructions   |   |   | X |   |                 |  |  |                          |
|                     |   |   |   | 3.6.4 Finalize COM paper and facilitate submission to Parliament for endorsement      |   |   |   | X |                 |  |  |                          |
| URBAN PLANNING UNIT |   |   |   |   |   |   |   |   |                 |  |  |                          |
| MIBA                | 1. To developing all urban planning policies, urban strategies and urban designs                                    | 1.1 Regulate new planning policies, regulations and planning standards to improve planning practices within the Declared Physical Planning Areas. | 3 | 1.1.1 Research on current declared physical planning areas                            | X |   |   |   | PUPU            |  | PCRAFI survey conducted on Lakatoro and Lenakel subdivisions. Port Vila and Sola impact and exposure survey Collection of data and creation of PPA maps including Ward maps. | SOC 6.4, SOC 6.5, EC 2.3 |
|                     |   |   |   | 1.1.2 Create Working group with stakeholders / Line agencies                          | X |   |   |   |                 |  |  |                          |
|                     |   |   |   | 1.1.3 Seek Director's approval (Dir. DUAP and Line agencies) for deployment of staffs | X |   |   |   |                 |  | Approval granted for Sola survey in Qtr 4  |                          |
|                     |   |   |   | 1.1.4 Procurement of travelling logistics   |   | X |   |   |                 |  | Travel logistics begin in Qtr 3 for Sola survey  |                          |
|                     |   |   |   | 1.1.5 Consultation with Stakeholder and Wider group                                   |   | X |   |   |                 |  |  |                          |
|                     |   |   |   | 1.1.6 Recruitment of TA   | X | X |   |   |                 |  |  |                          |
|                     |   |   |   | 1.1.7 Drafting of planning policy paper by TA   |   | X | X | X |                 |  |  |                          |
|                     |   | 1.3 Disseminate quality and quantity information on new Planning Policies through workshops, meetings and social media.                           | 6 | 1.3.1 Conduct consultation with Stakeholders and Wider Community                      |   |   |   | X |                 |  | Postponed to 2023.   |                          |
|                     |   |   |   | 1.3.2 Conduct awareness on social media   |   |   | X | X |                 |  |  |                          |
| MIBA                | 2. To direct the effective implementation of these policies in all urban centers throughout Vanuatu                 | 2.2 Implement current legislation and undertake reviews to modernise the legislative framework to support urban planning                          | 3 | 2.2.1 Support 3 urban projects  | X | X | X | X | PUPU            |  | PCRAFI Survey and use of kobo Toolbox, Town Plans for Lenakel & Lakatoro, LUWSSP and GPVURP, PV Greening Masterplan, VARS, PV cemetery, LMC cemetery and PURMI               | SOC 6.5, ECO 3.6         |
|                     |   |   |   | 2.2.2 Inform council on current legislative amendments                                | X |   |   |   |                 |  |  |                          |
| MIBA                | 3. To develop legislative & policy frameworks for housing developments and  | 3.3. Disseminate quality and quantity information on new Planning Policies through workshops,   | 3 | 3.3.1 Research on regional housing policies   | X | X | X | X | SHSO            |  | Research done by the SHSO. Consultation done with government line agencies and other non- government stakeholders. Planning a forum with all stakeholders.                   | SOC 6.4, ENV 3.1         |
|                     |   |   |   | 3.3.2 Consultation with stakeholders  |   | X | X |   |                 |  |  |                          |

[illegible]



|      |   |  |   |   |   |   |   |   |     |   |         |
|------|---|--|---|---|---|---|---|---|-----|---|---------|
| MIBB | 2. To review and make improvements and inform stakeholders on existing legislative framework;   | 2. 2. Increase information disseminated on Foreshore laws, penalties and fees to inform the public on the requirements of foreshore developments | 3 | 2.2.1 Conduct awareness on foreshore requirements through social media platforms          | X |   | X |   | PFO | One talkback show with VBTC included the foreshore unit and one police officer to share awareness about site inspections which will be happening and foreshore requirements | SOC 6.4 |
| MIBB | 3. To provide secretariat support to the Foreshore Advisory Committee.  | 3. 3. Undertake joint site inspection with other stakeholders to enforce Foreshore legislation;  | 6 | 3.3.1 Conduct joint site inspections with Stakeholder departments                         | X | X | X | X | PFO | Ongoing process for the Foreshore unit. Site inspections depend on the number of applications that come in during the year.   | SOC 6.1 |
|      |   | 3. 4. Support Secretariat to meet regularly (up to 6 times per year)   |   | 3.3.2 Organise Foreshore Advisory Committee meetings                                      | X | X | X | X |     | This is an ongoing process for the foreshore development unit. Meetings are every 2 months during the year.   |         |
| MIBB | 4. To recruit new Foreshore Development officers to strengthen enforcement, revenue collection and the capacity of the Foreshore Development Unit | 4. 6. Update and apply ICT based record keeping practices for foreshore development applications;  | 1 | 4.6.1 Consult Stakeholder departments (Such as VNSO) on digital surveying system          | X |   |   |   | PFO | Consultations have taken place late in 2021 and early 2022. However, 2022 was a busy year for the VNSO due to the business census, therefore this process is still ongoing  | SOC 6.1 |
|      |   |  |   | 4.6.2 Facilitate training on digital surveying system                                     | X |   |   |   |     |   |         |
|      |   |  |   | 4.6.3 Proceed with Tender process for foreshore database                                  | X |   |   |   |     |   |         |
|      |   |  |   | 4.6.4 Launching of foreshore database   |   | X |   |   |     |   |         |
|      |   | 4. 7. Train Foreshore officers on the necessities of Foreshore law   | 1 | 4.7.1 Provide inhouse training on foreshore processes, digital surveying and legislations |   | X | X |   |     |   |         |
| MIBB | 5. To improve the collection of revenue through foreshore development.  | 5. 5. Improve monitor & enforce Foreshore Development Spot Fines on Efate, Sanma and other approved islands;                                     | 1 | 5.5.1 Develop M&E plan for Efate, Sanma.  | X | X |   |   | PFO | Draft M&E TOR and Draft RFQ has been drafted  | ECO 1.2 |
|      |   |  |   | 5.5.2 Implement M&E   |   | X | X | X |     | Not yet started   |         |
|      |   |  | 2 | 5.5.3 Close monitoring of foreshore developments  | X | X | X | X |     | Monitored approved Foreshore Developments as per conditions stated in the application forms.  |         |
|      |   |  |   | 5.5.4 Prepare report for illegal foreshore developments                                   |   |   |   |   |     | Ongoing process to inform the Foreshore Advisory Committee & the Dep't.   |         |
|      |   |  |   | 5.5.5 Proceed to Penalty notice and legal proceedings                                     |   |   |   |   |     | Ongoing process depending on site inspections and if there are illegal foreshore developments spotted.  |         |



## Labour and Employment Services

| Strategy   | Performance Indicator   | Results and Achievement  | Results and Achievement met Target (Yes/No) | Comments why results not met target and what are the lessons learn   |
|--|---|--|---|--|
| <b>REDUCTION OF EMPLOYMENT GRIEVANCES &amp; DISPUTES</b>                               |   |  |   |  |
| Strengthen working relationships with employers, union & employees in the Labour laws. | Working relationship with stakeholders  | Registered & Miscellaneous Employment Disputes has been reduced heavily in 2022 because of the effectiveness of Awareness during Inspections has contributed to the reduction of complaints reaching our Unit.<br>Overall Total NO. of disputes for Trade Disputes Tribunal: over 10 Cases for 2023. | YES   | The process of conciliation in disputes and social dialogue are not fully utilized, the Seven days conciliation in the amendment is too short. Clients change their contact details. Some Seasonal / PLS clients never attend Labour office. one vehicle to assist the Unit and faulty phone lines & internet affect communication with clients. |
| Dispute handling mechanism, OHS & Worker's Compensation in Company Regulation.         | IR & OHS Dispute Mechanism & Compensation included in Company Regulation.   | Few have submitted staff manuals.  | YES.  | Many companies still have to submit staff manuals yet.   |
| Submission of Disputes to Tribunal, (Union, Individual, IR)                            | Unsettled disputes (Unsettled conciliation disputes submitted to Adjudicator).  | Law for Tribunal has been established.   | NO.   | Still Awaiting setting up of Trade Disputes Tribunal. Tribunal expected to be fully operational sometime in 2023.  |
| Settlement of Disputes. (Union, Individual, OHS)                                       | Management of settlement of disputes.   | Disputes settled. Ongoing Settlement of Disputes.  | YES.  | Short staff, Demand high Lockdown.   |
| <b>INSPECTION &amp; AWARENESS (FIELD WORK ACTIVITY)</b>                                |   |  |   |  |
| Inspections & Awareness for Compliance to Employment Laws & ILO Standards.             | Awareness has been conducted  | Employment Awareness has been conducted during inspections in all provinces, Port Vila/Efate, Lugainville/Santo, Malekula and Tanna. Tanna office has conducted Media awareness through FM 104. Information brochures developed and widely distributed during inspections and in PSC Day.            | Yes   | Only Media awareness has not been conducted because of budget cost for SHEFA-Port Vila, SANMA-Lugainville, MALAMPA- Malekula.  |
| <b>LIFT AWARENESS OF THE LABOUR LAWS (MEDIA &amp; SOCIAL MEDIA).</b>                   |   |  |   |  |
| Increase Awareness through Radio & Newspaper.  | Participated in Radio Talkback Segments & published News in Newspapers  | Commissioner has done a lot of News items on Labour laws.  | YES.  | Budget constraint for Radio / media Talk Back Sessions.  |
| Increase Awareness by Developing & Distributing information Brochures.                 | Management of Awareness and Information brochures   | Awareness conducted and information brochures given out at front desk and during awareness & Inspections.  | YES   | Short staff<br>Work demand is high.  |
| Increase Awareness through Mock & Moot Dispute Role Play.                              | Develop Mock Role Play & Video presentations on Dispute & present on Labour Day & other Important events                      | No   | NO  | Could not be implemented due to time constraint.<br>Video presentations due to budget constraint...  |
| Increase Awareness through social media & Internet Website.                            | Management of Awareness in social media and D.o.L/ES v website  | On track. Information brochures has been uploaded in in DoL/ES Website and Information has been uploaded in FB-social media  | YES.  | Short staff and demand is high to meet the dispute demand from the employment sector.  |
| Increase Digital Awareness by SMS text messages.                                       | Disseminate information by SMS Text in Vodafone & DIGICEL has been implemented  | NO   | NO  | Not been implemented yet.<br>Costly & Budget constraint  |
| <b>IMPROVE &amp; STRENGTHEN CONCILIATION PROCESS</b>                                   |   |  |   |  |
| Improve & Strengthen Conciliation Processes.   | Develop an improved system within OHS & IR unit to manage conciliation disputes, including assigning each case a case number. | Two (2) Procedure has been developed.<br>One for IR and One for OHS.<br>IR Manual has been retyped.  | Yes   | The provision of 7days for conciliation is too short hence conciliation process of disputes and social dialogue are not fully utilized.  |





|   |   |   |   |  |
|---|---|---|---|--|
|   |   |   |   | A new Administrative Officer has been appointed to register disputes.  |
| Manage the ER (IR & OHS) Shared drive.  | Work with IT officer to better manage the IR shared drive.  | IR & OHS Cases have been properly monitored & managed.<br>Data has been updated within 24 hours   | YES.  | Data has been collected & reported daily, quarterly and monthly,<br>PC cannot Access NILPAT & IR and upload data into Shared Drive.          |
| Collection of all relevant data daily & registration are Stored.  | Work closely with IR & OHS Secretary to ensure all relevant data are collected daily & registered & stored in Shared Drive. | Data has been collected Daily, Monthly & Quarterly & reported Monthly & Quarterly   | YES.  | PC problem in MALAMPA & TAFEA Office caused delay in the reporting.<br>Data cannot be stored in Shared Drive because of problem with NILPAT. |
| <b>IMPROVEMENT ER &amp; OHS FORMS TO CAPTURE EMPLOYMENT DATA BOTH IN MANUAL &amp; TABLET FORMAT</b>                   |   |   |   |  |
| Improve IR & OHS Forms to Capture Employment Data both in Manual & Tablet format.                                     | Complaint Dispute Forms.  | Forms updated in May 2021.<br>(4 Forms-2 IR, 2 OHS).  | YES   | Forms to be further updated and to commence utilisation in 2023.   |
| Data Software.  | Development of New Data Software.   | Not developed.  | NO  | Too Costly.<br>Not being able to develop.  |
| <b>OPERATION WITH LINE AGENCIES.</b>  |   |   |   |  |
| Joint Operations agencies   | Joint operations with line agencies have been conducted   | One Joint operations was conducted in 2022 with Department of Immigration.  | YES   | We only have one vehicle in 2022 to implement inspections programs & Employment Awareness.   |
| <b>DEVELOP MANUALS &amp; CODE OF PRACTICE.</b>  |   |   |   |  |
| Develop Manuals & Code of Practice.<br>IR Manual  | Industrial Relations Manual has been updated.   | The Manual has been updated to comply with Procedure in the Trade Disputes Act & Trade Disputes Tribunal.   | YES.  | The law keeps changing and it is a challenge to keep up with new changes and amend process along the way.                                    |
| OHS Code of Practice for Construction Industry.   | First Code of Practice has been developed.  | First OHS Code of Practice Endorsed by TLAC.<br>Consultation conducted on Monday 19 <sup>th</sup> September   | YES   | Construction employers to send further comments by end of October 2022.  |
| OHS Code of Practice for Petroleum Industry.  | First Code of Practice has been developed.  | Not being able to develop. However, Meetings are in progress with Department of Energy. Need a TA to work on it.  | NO.<br>(But Discussion in progress).  | Due to Time & Budget constraint to engage a TA.  |
| <b>WORK PERMIT AND TRAINING</b>   |   |   |   |  |
| Secure Employment Opportunity for Ni-Vanuatu.   | 1.1) Enforce the latest amended reserved occupation List.   | Reserved occupations are firmly occupied by Ni-Vanuatu  | YES 100% of approved work permit complied with the reserved occupation.   |  |
|   | 1.2) Monitoring the work permit holders' occupations in theory and in practice.   | The work permit holders relevantly occupied the position/occupation that was registered in their work permit application. Diligence checks on work permit application are properly executed and recorded as per work permit Act requirement. Implementation of our New Check list form. | YES, but the process of lodgement and management of work permit application was flexible during covid-19 restrictions.        |  |
| Ensure all premises/ Business houses are aware of the provisions of Labour Work Permit Act [CAP 187] and regulations. | Increase awareness activity.  | Directives issued to business houses in relation to provisions of Labour (Work) Permit Act [CAP 187].   | Yes, 2 directives issued to business houses in regards to the process of Lodgement and Management of work permit application. |  |
|   | Strengthening business communication with employers.  | Business houses understand provisions of Labour (Work) Permit Act and accordingly comply.   | Yes, done by email and phone and work permit brochure due to covid-19 restriction. 2000 clients served since Jan –Dec 2023.   |  |



|  |  |   |  |   |
|--|--|---|--|---|
|  | Encouraging social dialogue with employers.  | Business houses understand the process of lodgement of work permit application and its requirements.  | Yes, done by phone or email.<br>Due to covid-19 restrictions,  |   |
| Strengthening the process of work permit approval.                       | Improve screening of work permit applications  | Applicants have valid visas & relevant qualifications. We have managed to assess 892 work permit applications from January 2022 to December 2023.<br><br>Work closely with the Immigration on the issuance of Work permit and Residency permit                        | YES, the requirements of 4 years term approval as per the Labour work permit Act is being exempted due to COVID 19 impact. |   |
|  | Strengthen relationships with line agencies to ensure consistent timeframes & Screening of applicant.  | Work permit applications approved prior to entry.<br>Single entry business visa validity period harmonized with Temporary Work Permit.<br>Work closely with Immigration to issue work permit before Visa or Residency permit is issued.<br>Police clearance provided. | YES, there are 205 registrations issued for both exemption and temporary work permit from Jan 2022 to December 2022.       |   |
|  | Update checklist form  | Checklist update is completed   | Yes, implementation of new check list form   |   |
|  | Work Permit application must follow the channel of approval.   | Transparency is enforced.<br><br>Reach the target of revenue collection.  | No   | Shortage of staffing;<br>Lock down and covid-19 restrictions. |
|  | Information's on work permit holders must be registered, coordinated and protected.  | Online database provided.<br><br>Secrecy Act is well enforced.  | NO   | Budget Constraint.  |
| Review the Labour Work Permit Act and Regulations                        | Review the Labour Work Permit Act to address loopholes in Section 18<br>1.Failure to train local Counterpart.<br>2. Failure to pay spot fine on the date prescribed in the penalty notice. | New amendment on labour work permit act Section 18 (Penalties notice).<br><br>Failure to train a local counterpart shall constitute a breach warranting spot fine to be captured in the regulations.  | NO   | Shortage of Staffing Budget Constraint Workload               |
| Strengthening Compliance Checks on Labour Work Permit Act & Regulations. | 5.1) Conduct inspections in businesses with permitted employees & follow-up with ni-Vanuatu counterparts   | Inspection and follow-up conducted.   | Yes, weekly inspection is properly carried out.  |   |
|  | 5.2) Conduct effective compliance to identify people working outside the scope of their occupation as stated in their work permit application  | Inspection conducted.<br><br>Spot fine issued for breach of Labour work permit Act.   | Yes  |   |
|  | 5.3) Strengthen compliance with line agencies (Immigration, Customs, VNPF, VFIPA, Police).   | Operation plan and forms provided.<br><br>Inspection conducted.   | NO   | Budget constraint.  |



## Vanuatu Electoral Office

### Objective 1: 1. Conduct efficient elections with validated Voter Register and improved election procedures

| Program | Activity               | Performance Indicator   | Target | Actions   | Q1 | Q2 | Q3 | Q4 | OIC                      | Status Time Frame | Comments  | Linkages to NSDP |
|---------|------------------------|---|--------|---|----|----|----|----|--------------------------|-------------------|---|------------------|
| MIEB    | 1. EFFICIENT ELECTIONS | 1.1 Voter Register with ID cards for eligible voters 18 years and over by updating and validating the Voter Register using National ID Card and CRIM data   | 1      | 1.1 .1 Contract Data Entry Validation Officers to update Voter Registry   | X  | X  | X  | X  | PEO (VEO); Director CRIM | Q 1 & Q2          | Contracts prepared for DVOs   | SOC 6.3: SOC 5.1 |
|         |                        |   |        | 1.1.2 Collect data with field registration  | X  | X  | X  | X  |                          | Q 1 & Q2          | Ongoing   | SOC 6.3:         |
|         |                        |   |        | 1.1.3 CRIM & VEO data bases up to date  | X  | X  | X  | X  |                          | Jan to Dec 2022   | Ongoing Cyber Hack cases delays                                     | SOC 6.3:         |
|         |                        |   |        | 1.1.4 Phase out all 3 systems with central integrated system  |    |    |    |    |                          | Q4 2022           | Not due until Q4 Cyber Hack cases delays                            | SOC 6.3:         |
|         |                        | 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 Port Vila (May 2022);   |    | X  |    |    | Chair EC; PEO (VEO)      | May 2022          | Completed   | SOC 6.3:         |
|         |                        |   |        | 1.2.2 Prepare for Presidential Elections (July 2022)  |    | x  |    |    | PEO (VEO)                | July 2022         | Completed   |                  |
|         |                        |   |        | 1.2.3 Prepare Procurement for elections   | x  | x  | X  |    | PEO (VEO)                | Jan to Dec 2022   | On-going  |                  |
|         |                        |   |        | 1.2.4 Prepare an illustrated Logistics & Inventory SOP for maintenance, packing, dispatch security & reconciliation (draft Q1, test Q2) |    |    |    | X  | PEO (VEO)                | Q1 & Q2           | TA Bob Harvey (REDR) Completed in Q4                                |                  |
|         |                        | 1.3 Allocate polling stations to all eligible voters according to their place of residence Polling Station Lists (352) (based on Voter Register)  | 352    | 1.3.1 Undertake data cleaning by removing duplicates  | X  | X  | X  | X  | PEO (VEO) Deputy PEO     | Jan to Dec 2022   | On-Going  | SOC 6.3: SOC 5.1 |
|         |                        |   |        | 1.3.2 Allocation to polling stations by most recent verifiable address  | X  | X  | X  | X  |                          |                   |   |                  |
|         |                        |   |        | 1.3.3 Inspection of Voter List in cooperation with Area Administrator's assistance  | X  | X  | X  | X  |                          | Jan to Dec 2022   |   |                  |
|         |                        |   |        | 1.3.4 Work with Area Administrators to identify new Polling Stations  |    |    |    |    |                          | Jan to Dec 2022   | Not Done High Priority in 2023 for Concept Note & Policy            | SOC 6.3 SOC 6.5: |
|         |                        |   |        | 1.3.5 Voter Lists returned from Area Administrators verified & cleaned of deceased  |    |    | X  |    |                          | March 2022        | Commenced but Snap Election announced, then Cyber Hack cases delays | SOC 6.3 SOC 6.5  |
|         |                        | 1.4 Improve number of polling stations to enable inclusive, equitable access by splitting "mega stations" and new polling stations established;   | 5      | 1.4.1 Up-date Voter Register & migrate verified voters to Voting Lists  | X  | x  | X  | X  | PEO (VEO) Deputy PEO     | Jan to Dec 2022   | On-Going  | SOC 6.3: SOC 5.1 |
|         |                        |   |        | 1.4.2 Allocate voters by number   | X  | X  | X  | X  |                          | Jan to Dec 2022   | On-going  |                  |
|         |                        |   |        | 1.4.3 Split Mega stations to create 2 new Polling Stations  |    |    |    |    |                          | Jan to Dec 2022   | Discussions commenced by Cyber Hack cases delays                    | SOC 6.3:         |



|   |                |  |                     |  |   |   |   |   |   |                 |   |                    |
|---|----------------|--|---------------------|--|---|---|---|---|---|-----------------|---|--------------------|
|   |                | 1.5 Create Geo Spatial Electoral Maps for efficient elections, registration & electoral management | 3                   | 1.5.1 Secure UN Technical Advisor support to create Geo Spatial Electoral Maps                                     |   | X | X | X | PEO (VEO)<br>Deputy PEO & TA  | Q 2             | Completed with maps in use across multiple agencies   | SOC 6.3            |
|   |                |  |                     | 1.5.2 Verify Geo Spatial Electoral Maps in field   |   | X | X | X |   | Q3              | On-going  | SOC 6.3            |
| <b>2. Establish efficient, and improved voter registration by utilising a Biometric Voter Registration using the National ID Card, Validated Voter List up-dated continuously with National ID Card</b> |                |  |                     |  |   |   |   |   |   |                 |   |                    |
| MIEB  | VOTER REGISTER | 2.1 Validated Voter Register   | 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)<br>Deputy PEO   | 2022-2026       | On-going  | SOC 6.3            |
|   |                |  |                     | 2.1.2 Up-date Civil and Voter Registration Procedures & Manual to correlate to new Bills                           |   |   | X |   | PEO (VEO)<br>Deputy PEO & TA  | December 22     | Bills not presented   | SOC 6.3<br>SOC 6.1 |
|   |                | 2.1 Increase numbers of voters with National ID cards with registration on Integrated Data Base    | Minimum 5% increase | 2.1.1 ID Cards produced & verified and reported in Quarterly Reports   | X | X | X | X | PEO (VEO);<br>Deputy PEO;<br>Director CRVS;<br>Data Entry Officer/s | Jan to Dec 2022 | 93% with ID Cards by Q3<br>CyberHack cases delays in Q4 data  | SOC 6.3:           |
|   |                |  |                     | 2.1.2 Automate registration being added by use of Birth Certificates by Q4 2022                                    |   |   |   |   |   | Q4 2022         | Cyber Hack cases delays   |                    |
|   |                |  |                     | 2.1.3 Undertake validation   | X | X | X |   |   | Jan to Dec 2022 | Integrated Data Bases in process of development in Q2; Activity delayed by COVID outbreak, then Cyber Attack  | SOC 6.3            |
|   |                |  |                     | 2.1.4 Provide report in Quarterly Reports & Annual Report on numbers of ID Cards                                   | X | X | X | X |   | Jan to Dec 2022 | Registration rate in Vanuatu is estimated at around 93% based on UN projections, and that about 55% of registered Ni-Vanuatu or 51% of the projected population is in possession of a current ID card | SOC 6.3:           |
|   |                | 2.2 Integrated Data Base x1  | 1                   | Refer 1.1.2 & 1.1.3  |   |   |   |   |   | Jan to Dec 2022 | Due for completion Q4<br>Migration of data commenced in Q3 RV4 → RV5 but cyber-attack delays merge  | SOC 6.3:           |
|   |                | 2.3 Continued work in the EC, VEO digital archiving process  | 25,000 new files    | 2.3.1 Digital archiving with contracted data entry staff   |   |   | X | X |   | Jan to Dec 2022 | Due for completion Q4 Cyber Hack cases delays   | SOC 6.3:           |
|   |                | 2.4 Increasing ICT capacity and database development and maintenance skills within the office      | 4                   | 2.4.1 Training sessions undertake to improve ICT Skills  | X | X | X | X |   | Jan to Dec 2022 | On-going training on data bases RV4 & RV5 delivered by VEEP TAs   | SOC 6.3:           |
|   |                | 2.5 Validated Voter List   | 1                   | 2.5.1 Validated Voter List   | X | X | X | X |   | Jan to Dec 2022 | On-going  | SOC 6.3:           |
|   |                | 2.6 Geo Spatial Maps   | 3                   | 2.6.1 Refer 1.5  |   |   | X | X |   | Q3              | Completed with maps in use across multiple agencies   | Soc 6.3            |
| <b>Objective 3. Legislative reform of the Electoral System following 2022 Legislative Road Map</b>  |                |  |                     |  |   |   |   |   |   |                 |   |                    |





|   |                                   |   |         |   |   |   |   |   |  |                 |   |                                |
|---|-----------------------------------|---|---------|---|---|---|---|---|--|-----------------|---|--------------------------------|
| MIEB  | 3. LEGISLATION & POLICY FRAMEWORK | 3.1. Review, revise Bills   | 2       | 3.1.1 Electoral Reform Working Group (ERWG)meet to review revise current legislation, Regs & new bills                                      | X | X | X | X | Chair ERWG   | Jan to Oct 2022 | Electoral Working Group met regularly – draft Harmonised Bill submitted to AGs  | SOC 6.3:                       |
|   |                                   | 3.2 Undertake consultation in 6 provinces   | 6       | 3.1.2 Consultation in 6 provinces   |   | X | X | X | Chair ERWG, PEO                                      | Q2              | Undertaken via Zoom   | SOC 6.5<br>SOC 5.1             |
|   |                                   | 3.3 Bills presented to stakeholders & Parliament  | 1       | 3.1.3 Harmonised single Electoral Act   |   | X | X | X | PEO; Deputy PEO; Chair EC; SLO                       | Q3 & Q4         | Due Q3 & Q4 Bill in final drafting to go to 2023 delayed Parliament Sitting   | SOC 6.3:                       |
| Objective 4. Increase Civil Engagement through public voter information and awareness   |                                   |   |         |   |   |   |   |   |  |                 |   |                                |
| MIEB  | 4. PUBLIC AWARENESS & OUTREACH    | 4.1 Awareness campaigns for voter engagement (Media, Facebook, ,Posters, Civic Education in schools) reflected in VEO contribution to MoIA 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 | Jan to Dec 2022 | On-going support with virtual consultations training workshops, Vic Ed Material development posters, Radio messaging Facebook, Web Site up-to-date; SMS's, Manuals & short films                              | SOC 5.1:<br>SOC 6.3<br>SOC 6.5 |
|   |                                   | 4.2 Web Site  | 1       | 4.2.1 Web Site up-to-date   | X | X | X | X | Web Site Officer VEO                                 | Jan to Dec 2022 | On-going with films, manuals templates Posters etc up-loaded regularly.   | SOC 6.3:                       |
|   |                                   | 4.3 Meetings held with Sector Stakeholders  | 4       | 4.3.1 Meetings reported in Quarterly Reports & Annual Report  | X | X | X | X | PEO, VEO; Outreach Officer VEO;                      | Jan to Dec 2022 | 4 Working Groups remain active<br>1. Electoral Reform Working Group<br>2. Civil Registration & IM Working Group<br>3. Data Protection & Data Privacy Working Group<br>4. Voter Awareness Committee            | SOC 6.1 SOC 6.4                |
|   |                                   | 4.4 Training Plan for Web Site utilisation  | 1       | 4.4.1 Training Plan Report  |   |   |   |   | Outreach Officer VEO;                                | Jan to Dec 2022 | 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;                                | Q1              | Not Done  | SOC 4.5<br>SOC 6.3             |
|   |                                   | 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;                                | Q1              | On-going support with virtual consultations training workshops, Vic Ed Material development posters, Radio messaging Facebook, Web Site up-to-date; SMS's, Manuals & short films                              | SOC 6.3                        |
|   |                                   | 4.7 Civic Education materials   | 26 sets | Civic Education materials printed & distributed to 26 schools   | X | X | X | X | Outreach Officer VEO;                                | Q1              | Language Services Department completing translation into Bislama  | SOC 6.5                        |
|   |                                   | 4.8 Production of awareness videos  | 1       | 4.8.1 Video contracted  |   | X | X | X | Outreach Officer VEO;                                | By Q 4          | Video produced for consultation on new Harmonise Electoral Bill<br><a href="https://youtu.be/m_BoY6A-iCQ">https://youtu.be/m_BoY6A-iCQ</a><br>Videos for Polling Officers prepared for Snap Election training | SOC 5.1                        |
| Objective 5. Improveservice delivery and organisational compliance through an inclusive policy, legislative, planning, reporting, budget, SOPs/Procedures Manuals, restructure implementation, decentralisation, ICT & revenue generation |                                   |   |         |   |   |   |   |   |  |                 |   |                                |
|   |                                   | 5.1 Implementation of VEO restructure to improve decentralised service delivery, especially in the provinces  | 1       | 5.1.1 Restructure progressed in Q1 through OPSC   | X | X | X | X | PEO; HRM, CSU; OPSC                                  | Q1 2022         | Completed & approved  | SOC 6.1 SOC 6.4                |
|   |                                   |   |         | 5.1.2 Job Descriptions provide KRA & KPIs for PMR processes   | X | X | X | X | PEO; HRM, CSU;                                       | Q1 2022         | Done and used in Q1 & Q2 appraisals   | SOC 6.1<br>SOC 6.4             |
|   |                                   | 5.2 Improved permanent staff levels, including 6 electoral provincial officers  | 3       | 5.2.1 Three Provincial Officers appointed   |   | X | X | X | PEO; HRM, CSU;                                       | Q3              | 3 advertised, awaiting selection outcomes   | 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                               | April 2022      | Completed & approved  | SOC 6.1 SOC 6.4                |



|      |                            |  |      |  |   |   |   |   |                                   |                 |   |                  |
|------|----------------------------|--|------|--|---|---|---|---|-----------------------------------|-----------------|---|------------------|
| MIEB | 5. INSTITUTIONAL FRAMEWORK | 5.3 Implementation Plans developed for VEO Policies                  | 1    | 5.3.1 Implementation Plan developed as basis for NPPs/MBC Submission   | X | X | X | X | PEO; Deputy PEO; M&E Officer CSU  | Q1              | Underway with broad consultation program Due Q2 2023                    | SOC 6.3: SOC 4.3 |
|      |                            |  |      | 5.3.2 Gender Action Policy & Plan  |   |   | X | X |                                   |                 |   |                  |
|      |                            | 5.4 Procedures Manual/s implemented                                  | 1    | 5.4.1 Procedure Manual (Logistics) implemented with training (refer 1.2.4)   |   |   |   | X | PEO; Deputy PEO;                  | Q3              | Completed by VEP Logistics TA   | 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          | Jan to Dec 2022 | On-Going  | 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 | Jan to Dec 2022 | On-Going  | SOC 6.1 SOC 6.4  |
|      |                            | 5.7 PMR (appraisals) undertaken on time                              | 3    | 5.7.1 PMRs on time with annual Work Schedule for each officer  | X | X | X | X | PEO; Deputy PEO; HRM, CSU         | Jan July Dec    | PMRS completed  | 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         | March 2022      | Not Done  | SOC 6.1 & 6.4:   |
|      |                            | 5.9 ICT equipment for professional delivery                          | 1    | 5.9.1 Develop 2022 VEO ICT Procurement Plan & NPPs to purchase computers etc   | X |   |   |   | PEO; Deputy PEO                   | By Dec 2022     | Not Done  | SOC 6.1          |
|      |                            |  |      | • Zoom Teleconference equipment for Head Office;   |   |   |   | X | PEO; Deputy PEO                   | By Dec 2022     | Purchased Dec 2022  | SOC 6.1          |
|      |                            |  |      | • Desk Top Computers for 6 Provincial Offices  |   |   |   |   | PEO; Deputy PEO                   | By Dec 2022     |   | SOC 6.5          |
|      |                            |  |      | • Tablets x 100  |   |   |   |   | PEO; Deputy PEO                   | By Dec 2022     |   | SOC 6.5          |
|      |                            |  |      | • Head Sets/Web Cams for 6 provincial offices  |   |   |   |   | PEO; Deputy PEO                   | By Dec 2022     |   | SOC 6.5          |
|      |                            |  |      | • Multi - Function Printer/scanner x 6 for provincial offices  |   |   |   |   | PEO; Deputy PEO                   | By Dec 2022     |   | SOC 6.5          |
|      |                            |  |      | • Network cabling & electrical equipment   |   |   |   |   | PEO; Deputy PEO                   | By Dec 2022     |   | SOC 6.5          |
|      |                            |  |      | • Satellite Communications x 7   |   |   |   |   | PEO; Deputy PEO                   | By Dec 2022     |   | SOC 6.5          |
|      |                            | 5.10 Refurbishment for Provincial Offices                            | 2    | 5.10.1 Procure furniture & office equipment  |   |   |   |   | PEO                               | Q1              | Not Done  | SOC 6.5          |
|      |                            |  |      | 5.10.2 Renovation undertaken for Penama & Torba  |   |   |   |   | PEO                               | By Q4           | Due by 4  | SOC 6.5          |
|      |                            |  |      | 5.10.3 Supplementary Budget for renovation   |   |   |   |   | PEO & FM (CSU)                    | Q1 & Q2         | Recurrent NPP approved in MBC for Provincial Office maintenance in 2023 | SOC 6.5          |
|      |                            | 5.11 Logistics budget for 2022 elections                             | 1    | 5.11.1 Charter for air transport for transport of Electoral materials  | X | X | X | X | PEO & FM (CSU)                    | Q1              | Q4 Snap Election  | SOC 6.3 SOC 6.5  |
|      |                            |  | 1    | 5.11.2 Charter for land transport of Electoral materials   | X | X | X | X | PEO & FM (CSU)                    | Q1              | Q4 Snap Election  | SOC 6.3 SOC 6.5  |
|      |                            |  | 1    | 5.11.3 Charter for sea transport of Electoral materials  | X | X | X | X | PEO & FM (CSU)                    | Q1              | Q4 Snap Election  | SOC 6.3 SOC 6.5  |
|      |                            |  | 1    | 5.11.4 Electoral Materials procurement   | X | X | X | X | PEO & FM (CSU)                    | Q1              | On-going as needed i.e. Presidential elections & Malekula in Q3         | SOC 6.3 SOC 6.5  |



|  |  |                                      |     |   |   |   |   |   |                          |            | Q4 Snap Election  |                    |
|--|--|--------------------------------------|-----|---|---|---|---|---|--------------------------|------------|---|--------------------|
|  |  |                                      | 1   | 5.11.5 DSA Budget for VEO staff and Electoral College to elect President includes DSA Travel & Official Entertainment                                     | X | X | X | X | PEO & FM (CSU)           | Q1         | Presidential elections & Malekula in Q3   | SOC 6.3<br>SOC 6.5 |
|  |  | 5.13 VEO Office costs                | 1   | 5.13.1 Annual Budget forecast for operational costs (telecoms, utilities, photocopier expenses, fuel, vehicle maintenance, air con maintenance, plumbing) | X | X | X | X | PEO & FM (CSU)           | Q1         | Recurrent NPP approved by MBC for VEO Provincial Office operations & Awareness of 8,064,000vt | SOC 6.3<br>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 | PEO; Deputy PEO; FM, CSU | April 2022 | Recurrent NPP approved by MBC for VEO Provincial Office operations & Awareness of 8,064,000vt | SOC 6.1<br>SOC 6.4 |
|  |  |                                      |     | 5.9.2 Develop Recurrent NPP for rolling Election Budget based on Electoral Cycle  |   |   |   |   |                          | May 2022   | Not Done  |                    |
|  |  |                                      |     | 5.9.3 Supplementary Budget Submission developed if needed   |   |   |   |   |                          | April 2022 | Not Done  |                    |



## 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  | Q1   | Q2 | Q3 | Q4 | OIC | Status/<br>Time<br>Frame | Comments   | NSDP  |         |
|   |          |   |  | 1.1.1: New Posts Ass't Prov Registrars (Torba and Sanma appointed) after restructure approval          |  |    |    |    |     | Q 4                      | Planned Q4 but funding in 2023   | SOC 6.5   |         |
|   |          |   |  | 1.1.2: Analyze registration data analysis (population)   |  |    |    |    |     | Jan - Dec                | Completed  | SOC 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<br>Overall, in Vanuatu:<br>Below 18- 58,515 males, 55,004 females = 113,519<br>18 and above, below 30: -34,015 males, 32,277 females = 66,292<br>30 or above, below 50: 36,992 males, 37,694 females = 74,686<br>50 or above: 23,163 males, 24,310 females = 47,464<br>Total with ID Cards = 301,961- 2020 Census = 300,019<br>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  | SOC 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   | SOC 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<br>Completed by September but impacted by Cyber Attack | SOC 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  | SOC 6.5   |         |
|   |          |   |  | 2.1.2: One International access point  |  |    |    |    |     | Q 4                      | Due Q4 (Activity disturbed by System hack)   | SOC 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  | SOC 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   | SOC 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   | SOC 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   | SOC 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   | SOC 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   | SOC 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<br>Overall, in Vanuatu: Below 18: 58,515 males, 55,004 females = 113,519<br>18 and above, below 30: 34,015 males, 32,277 females = 66,292<br>30 or above, below 50: 36,992 males, 37,694 females = 74,686<br>50 or above: 23,163 males, 24,310 females = 47,464<br>Total with ID Cards = 301,961 - 2020 Census = 300,019<br>Current Population Projection: UN Data 323,959 as of Wed 19th October 2022. Therefore 93.3% therefore have current ID Cards | SOC 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  | SOC 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 | SOC 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  | SOC 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 OPSC Reporting Cycle  | Due Q4 but impacted by Cyber Attack  | SOC 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  | SOC 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  | SOC 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     | 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.   | SOC 6.3 |



|   |   |   |  |  |  |  |  |  |  |                          |   |         |
|---|---|---|--|--|--|--|--|--|--|--------------------------|---|---------|
|   | legislative framework   | 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 Q 4          | COM Decision # 171 on Data Protection & Privacy being implemented<br>COM Decision on Adoption Bill being implemented<br>None for Q3                         | SOC 6   |
|   |   | 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.        | SOC 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  | SOC 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   | SOC 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  |         |
| <b>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</b> |   |   |  |  |  |  |  |  |  |                          |   |         |
| 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  | SOC 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   | SOC 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  | SOC 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 up-dated annually as needed to meet new disasters with emergency responses       |  |  |  |  |  | Jan - Dec                | Completed   | ENV 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  | SOC 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 OPSC Report Cycle | Q1 & Q2   | ECO 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  | SOC 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. | SOC 6:  |
|   |  |  |  | 5.9.2 New posts advertised as per approved Implementation Plan   |  |  |  |  |              |  | approved in 2023, then it could be implemented in 2023.   |         |
|   |  |  |  | 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   | SOC 6.5 |
|   |  | 5.12 Meet changing service needs from citizens and institutions as society and technologies change via CRIM development of a "Public Service Improvement Policy" |  | 5.12.1 development of a "CRIM Department Public Service Improvement Policy" focusing on simplification of services improving access to services research feasibility of new services pilot acceptance by citizens of envisioned new services |  |  |  |  | By Dec 2022  |  | Ongoing - Moved to 2023   | SOC 6.5 |
| <b>Objective 6: To provide the electoral authorities with timely and accurate information for the establishment and maintenance of an efficient and credible Voter Register</b> |  |  |  |  |  |  |  |  |              |  |   |         |
|   |  | 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                               | SOC 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     |  |   | SOC 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   | Q1 | Q2 | Q3 | Q4 | 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<br>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<br>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<br>1. Electoral Reform Working Group<br>2. Civil Registration & IM Working Group<br>3. Data Protection & Data Privacy Working Group<br>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<br>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<br>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 |